

# Gloucester City Council

## **GLOUCESTER CITY MARKETS STRATEGY 2015 - 2020**



**“MAKING OUR MARKETS FIT  
FOR THE 21<sup>ST</sup> CENTURY”**

## FOREWORD

Gloucester Markets have been a key part of the shopping experience in the City for hundreds of years. Our markets today sell a wide range of products including clothes, speciality foods, CD's, watches, clocks, haberdashery, plants, household supplies, accessories of all kinds... you name it, they have it.

Markets represent our oldest and most successful form of exchange, and are the reason why many towns exist. Some like Gloucester's market date back to medieval times and were established by royal charter. Nowadays there are more than 1,700 markets in the UK.

Many people visit markets everyday and each person has a particular reason for doing so. Some may enjoy soaking up the atmosphere, while others are actively looking for a unique and unusual gift. Many do their everyday grocery shopping or top up their essential household supplies with a small market shop. Most of all, people love markets because the shopping experience is more personal, often with direct interaction between shoppers and traders, they offer value for money and are often the best place to find a great bargain.

The tradition of street markets is definitely alive in many towns and from the shoppers' point of view markets are usually a pleasant stroll between stalls.

Being a market trader is by no means an easy job. It can be rewarding, and is a great way for an entrepreneur to start trading. With low costs and a direct relationship with customers, market trading is one of the best entry points into the world of business for example Marks and Spencer started out as Marks' Penny Bazaar: a stall at Kirkgate Market in Leeds.

Some people have argued that the traditional market is in steady decline. It is true that markets face challenges from changing shopping and social habits – supermarkets, out of town stores and the internet, and need to evolve to be able to survive. However despite this, because markets help to create a community environment and play an important role in the economy, a number of Councils have invested in their markets in recent years for example Chesterfield, Sheffield and Leicester.

However Gloucester is well on the way to transforming itself into a thriving 21<sup>st</sup> Century City having attracted and committed significant investment over the last few years. Looking forward, development in Gloucester City Centre is still going strong. In particular the plans to develop Kings Quarter and the Linden Homes development at Greyfriars are progressing well. In addition the population of Gloucester is set to continue growing over the next twenty years. This population increase will require not only new housing and job opportunities but also additional retail provision.

For these reasons we are entering an important period for our City. All of this development and growth will help our Markets to prosper and grow and this strategy sets out our intentions so that opportunities are maximised to benefit the City, our residents, our businesses and our Market Traders.

Councillor Paul James  
Leader of Gloucester City Council

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## 1.0 INTRODUCTION

A market is a public place appointed by public authority, where all sorts of things necessary for the subsistence, or for the conveniences of life, are sold. Markets are generally regulated by local laws that have granted the right to hold them, with later statutory provisions and local agreements regulating the running of them.

The Markets and Fairs of Gloucester are of ancient origin. As Gloucester is one of the ancient towns of the country, it has been said that the right to hold a Market no doubt existed in Gloucester before the Norman Conquest in 1066.

It is known that a Charter of King Edward I, dated October 24th 1302, granted the rights to hold a Market in the Town. This right to hold a Market in the City is still being exercised today.

The City Council is proud of its history as a Market City. It is recognised that the type and viability of Markets is a dynamic issue which has changed substantially over the years. This Strategy is written with the intention of creating a strategic direction for Markets in the City to ensure that their importance is acknowledged and that they continue to have a future in the City as it is developed.

## 2.0 WHAT ROLE DO MARKETS PLAY IN SOCIETY?

Markets originated in towns as a place where people came to trade goods. People could compare one trader's wares with another's wares before buying. There were specific days and locations in towns and cities where different goods were sold. In Gloucester there were a range of markets that included livestock, grain, leather, wool, produce etc. Market days would bring people into the City from far and wide making them the busiest days of the week.

Markets have evolved since this time but still have an important role in society. The Mary Portas review into the future of our high streets states that high streets can be lively, dynamic, exciting and social places that give a sense of belonging and trust to a community. The review also states what makes a market great is that "it's not just about handing over money for goods – it's also a place to meet new people, learn new skills and be entertained by local performers."

The number of traders that we have at the Eastgate Indoor Market and the Cherry and White Market has declined in recent years. Whilst we acknowledge that the long recession hit all areas of business hard, the City Council believes that Gloucester's markets have the potential to prosper again. We feel that with commitment and effort from traders together with the support from the City Council and partners Markets can flourish in the City.

The success of a market is reliant on a number of things:

- A broad range of commodities on offer at a reasonable price that reflect the needs of the customers of that Market.
- High quality traders who present their goods in an exciting and appealing way.
- A strong sense of place, local awareness and an enthusiasm to use the Market.
- Ease of access for customers – knowing where and when Markets operate and what is on offer.
- The experience of visiting the Market – an attractive place and a positive customer experience, something distinct that markets can offer in atmosphere and approach that is different to shops.
- Good management – Markets need to be safe and clean and enhance the public space that they occupy.
- Partnership working – traders need to work together with each other and their local businesses to have a unified successful Market.

Markets should be at the heart of the communities that they serve. Markets should no longer be seen as separate from the local high street but part of a 'whole street' approach and should compliment, contrast and add to the existing offer.

A healthy market is a key part of the economic development of an area and provides a starting point for individuals to try out their business ideas. It also provides an economic advantage to local businesses which benefit from increased footfall and spending power in the area.

Markets are a place where healthy and active lifestyles can be promoted and have a much wider benefit than just purely economic. Markets help to realise a sense of place in a community and increases the attractiveness of the surrounding area. It also provides a social area for people to meet and interact.

This strategy is the first step in a continued process of change. We will not be able to achieve our vision overnight and in the current climate we will not always be able to find funds for all improvements straight away. However we are serious about breathing life back into markets in Gloucester and we want to be able to work together with residents, traders, businesses and market

users to begin to realise these aims as change in our markets must come from people not just from policies. There is much that can be done by traders with the City Council's help.

We cannot however make these improvements on our own. The key to realising this strategy lies with our traders working in partnership with the Council to help deliver these improvements. Nobody knows the needs of each individual Market better than the traders who work there and we need them to be active in improving the Markets.

This document is split into a number of sections which include The Current Situation, Our Vision for Markets in Gloucester, Our Future Plan and Strategy for Markets for Gloucester and a 2 year action plan. This action plan is very much a working document and will be updated and developed over the 5 year life of this strategy. We want to ensure that Markets in Gloucester are what shoppers and traders want them to be. We look forward to working with traders and shoppers to achieve this and to ensure that markets in Gloucester have a future and that their unique role in the Community helps to support regeneration in the City.

## 3.0 MARKETS IN GLOUCESTER TODAY – THE CURRENT SITUATION

### EASTGATE INDOOR MARKET

The Eastgate Indoor Market was opened in its current location on 31<sup>st</sup> October 1968. There are 37 units available for rent, 30 of which are currently occupied. This Market provides a wide range of stalls including, hardware, sweets, olives, haberdashery, clothing, fish, café, watches and clocks, tattooist etc. The building, in its existing form, however is coming to the end of its life and is in a poor state of repair.

Unfortunately the costs of repair and refurbishment of the existing building is extremely high. It is also anticipated that stall holders would have to vacate at least part of the building whilst works are undertaken. For this reason the City Council **has looked** at a range of options for the future of this market. **As a result of the options explored the Councils preferred option for Eastgate Indoor Market is a new modern ground floor indoor market in either, the Kings Quarter or Blackfriars developments, the Eastgate Shopping Centre or another prominent city centre location. Further work and consultation will be undertaken on these options**

### CHERRY AND WHITE MARKET

Currently the Cherry and White Market trades in Kings Square and operates on a Friday and Saturday which sees an average of 8 traders on Friday and 10 on Saturday with maximum number of traders being 12. This market can appear untidy and comments have been received about it. We will look to ensure that it becomes more attractive in terms of appearance and the range of goods on offer.

The fees payable by traders are £15 for a small stall and £22 for a large stall. There is no clear definition of the size of the stall. This needs to be clearly laid out and licences with traders updated. In addition the long term future of the Cherry Market in Kings Square is uncertain due to the proposed redevelopment of the Kings Quarter area. Opportunities for relocating the Cherry and White Market must therefore be considered to ensure the future of this market for Gloucester's residents and visitors. There will be a need to find an alternative location for the market when the area is redeveloped.

In addition with the number of traders attending this Market fluctuates between 8 and 12. This would benefit from being developed so that it attracts more stalls and offers a greater variety of goods, we will also look to require a standard appearance for the stalls used by traders. The layout of this market has recently been reviewed and the location of pitches formalised to improve its appearance and presentation. The next step is for formal licences to be issued to each of the traders. In addition we will look to review the way this market is managed to identify whether there may be a better method of delivery.

### FARMERS MARKET

The Farmers Market is held every Friday and adds real vitality to the City Centre. This market can take a maximum of 30 stalls but currently sees an average of 14 stalls a week. This market was retendered in 2014 and is now being run by Made in Stroud. We will work with the new contractors to better promote the market and to ensure that it continues to be of a high standard whilst encouraging more stall holders to increase the diversity of products on offer.

### SPECIALIST CRAFT MARKETS

A programme of specialist Craft Markets will be run by the Gloucester City Centre Partnership (GCCP) at least once a month April to December. These markets will complement the City events diary and provide a diverse and interesting range of goods. These markets will be used to try and help make the link between the main shopping centre in the Gate Streets and Gloucester Quays Outlet Centre.

### OTHER OCCASIONAL MARKETS

An Italian Market has been a regular visitor to the City and we will continue to welcome this market on suitable dates. In addition other one off specialist markets will be encouraged to visit the City whenever possible.

### GLOUCESTER QUAYS MARKETS

Periodically Gloucester Quays holds markets and other events on their land. The City Council will work with the Quays on these occasions to ensure that the events are a success and where possible we will run events to complement these activities and encourage visitors to circulate around the city centre as well.

### NIGHT MARKETS

Night Markets will also be held periodically to bridge the gap between the daytime and night time economies. The aim of these markets is to encourage a different audience into the City after 5pm, one that is family friendly or that encourages older people into the City after 5pm. This will also help encourage a late night shopping night in the City. The programme of Night Markets will be run by the Gloucester City Centre Community Partnership.

### CAR BOOT SALES

Car boot sales are a particular form of market, fitting the common law definition of “concourse of buyers and sellers.” They are held at Hempsted Meadow on a Wednesday and Sunday. There is a maximum of 199 pitches. On average there are around 125 used per day. It will be our aim to run these car boot sales to ensure that we can use the full 199 pitches.

### GENERAL

A survey asking for the views of residents, shoppers and visitors in the City will be undertaken periodically to establish the level of awareness of the markets in Gloucester as well as to identify what people want from our markets. This will be used to update and revise this strategy.



## EASTGATE INDOOR MARKET

### STRENGTHS

Prime city centre site  
86% units occupied  
Established traders

### WEAKNESSES

Building near end of life  
Structure costly to run,  
clean and maintain  
Outdated style

### OPPORTUNITIES

High value site  
New purpose built  
modern market.  
Longer opening hours.

### THREATS

Relocation /  
redevelopment  
opportunities missed  
Established traders may  
not be willing to move.  
6 day week opening.

## CHERRY AND WHITE MARKET

### STRENGTHS

City Centre location  
Established traders

### WEAKNESSES

Insufficient traders (12)  
Range of products  
Quality of produce  
Appearance

### OPPORTUNITIES

To site alongside newly  
developed Eastgate  
Indoor Market.  
Greyfriars after Linden  
Homes development

### THREATS

Site to be redeveloped  
Attracting wrong  
traders.  
No parking for traders to  
pick up and drop off.

## ALL MARKETS

### STRENGTHS

City's market history  
Survived after long  
recession  
Loyal traders  
Loyal customers  
Provide opportunities for  
small independent  
businesses at low cost

### WEAKNESSES.

Consumer perceptions:  
Traders may be seen as  
transient.  
Possible concerns around  
consumer protection.  
No respected brand.  
Low prices associated  
with poor quality goods.

### OPPORTUNITIES

Business start up at low  
cost.  
Develop a Gloucester  
Markets Brand  
Increase target audience  
Advertising

### THREATS

Internet / supermarket /  
buying under one roof  
shoppers.  
Range of product on sale  
– not diverse enough.  
Lack of publicity

## FARMERS MARKET

### STRENGTHS

Attractive  
Prime location  
City Centre location

### WEAKNESSES

Limited target audience.  
Only held on Fridays.

### OPPORTUNITIES

Local produce  
Good quality products  
Sustainable – low carbon  
foot print

### THREATS

Insufficient traders.  
Expensive.

## HEMPSTED MEADOW CAR BOOT SALE AND MARKET

### STRENGTHS

Purpose built site  
Well attended in fine  
weather

### WEAKNESSES

Organisation  
Weather dependant  
Remote location

### OPPORTUNITIES

3<sup>RD</sup> parties interested in  
running.  
Other local carboots  
discontinuing or  
reducing frequency.

### THREATS

Largely made up of used  
products of low value.  
Pirate goods  
Site not big enough for  
demand  
Ground gets saturated in  
the winter reducing area  
available to market.

## **CRAFT MARKETS**

### **STRENGTHS**

Attractive  
Unique products of high  
quality

### **WEAKNESSES.**

Seasonal / Tourist  
attraction

### **OPPORTUNITIES**

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create link between the  
City centre and the  
Quays

### **THREATS**

Insufficient trade to  
attract right traders.  
Competition for shops

## **NIGHT MARKETS**

### **STRENGTHS**

Attractive  
Unique products of high  
quality

### **WEAKNESSES.**

Seasonal / Tourist  
attraction

### **OPPORTUNITIES**

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create link between the  
City Centre and the  
Quays

### **THREATS**

Insufficient trade to  
attract right traders.  
Competition for shops

## **OTHER OCCASIONAL MARKETS**

### **STRENGTHS**

Attractive  
Unique products of high  
quality

### **WEAKNESSES.**

Seasonal / Tourist  
attraction

### **OPPORTUNITIES**

Local traders  
Attract footfall into the  
city  
Link with city events.  
Create a link between the  
Cross and the Quays

### **THREATS**

Insufficient trade to  
attract right traders.  
Competition for shops

## **GLOUCESTER QUAYS MARKETS**

### **STRENGTHS**

Attract visitors /  
shoppers into the City.  
Unique and good quality  
products.

### **WEAKNESSES.**

Occasional  
Competition for other  
markets.

### **OPPORTUNITIES**

Well supported  
Link by holding specialist  
market / craft market.

### **THREATS**

Visitors may not be  
attracted into the City  
Centre

## 4.0 OUR VISION FOR MARKETS IN GLOUCESTER

### OUR VISION

As a City that is proud of its Market history it is important that we spend time shaping our markets so that they are able to thrive and grow. The following summarises our vision for Markets in the City:

- Markets that thrive and are a social hub – a community meeting point.
- Markets that are attractive and enhance the City's appearance.
- Markets that support the local shops and community and enhance the retail offer– increase foot fall in the City.
- Markets that trade in good quality goods offering value for money.
- Markets that provide a diverse range of products and cater for all sectors of the population – something for everyone.
- Markets that appeal to locals and tourists.
- Markets that take pride in their history and City, as well as the goods that they trade.
- Markets that are well managed, perform to a high standard and are run by people that are passionate about markets.
- Markets that are flexible and are able to adapt to the changing environment to reflect the needs of the current days shoppers.
- Markets that make market days some of the busiest days in the City Centre.
- Markets that are used to create a link between the City Centre and the Quays that encourages foot fall between the two locations.
- Markets that are appropriately located with good access and that are part of City life.
- Markets that are inclusive and accessible to all sectors of the community.
- Markets that meet the needs of residents and visiting shoppers and encourage footfall in the City.
- Markets that attract budding shop keepers to try their hand at operating a low-cost retail business.
- Markets that are well advertised and promoted.

## 5.0 FUTURE PLAN AND STRATEGY FOR MARKETS IN GLOUCESTER

### GENERAL

To ensure that Markets have a place in the City's future we will look to learn from successful markets in other towns and cities such as Oxford, Sheffield, Bristol and Birmingham.

Our detailed action plan can be found in section 6 of this document.

## 6.0 GLOUCESTER CITY COUNCIL MARKET STRATEGY – 2-YEAR ACTION PLAN 2015 – 2017

ALL MARKETS-RELATED					
	OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
1	To assist markets in the City to prosper and grow	Growing Gloucester's Economy	Establish a structured plan for promoting Markets in the City. Ensure that all markets and traders have appropriate licences to operate. Review the best method of delivery for each market.	Senior Licensing and Markets Officer	July 2015
2	To ensure that markets in Gloucester are sustainable and have a long term future	Growing Gloucester's Economy	Review the best method of delivery for each market. Invest time and resources into our markets infrastructure and promoting Gloucesters markets.	Food Licensing and Markets Manager	April 2016
3	To ensure that the markets in Gloucester are highly regarded and support the local community, in particular the residents and businesses of Gloucester.	Working with our Communities	Carry out a survey to establish what our communities want in terms of markets and where practical act on these aspirations.	Senior Licensing and Markets Officer	In progress 343 surveys returned - April 2015
4	To develop markets so that they become an attraction and draw foot fall into the City.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	Establish a marketing plan for current and occasional markets. To promote the national "Love Your Markets" day.	Food Licensing and Markets Manager	July 2015
5	To develop markets as a way to encourage new businesses to start up.	Growing Gloucester's Economy	Develop a range of business start up options for the different markets in the City. Set targets for any contractors delivering markets on our behalf to encourage new businesses.	Food Licensing and Markets Manager in consultation with Economic Development Manager	June 2015
6	To fully engage with existing market traders and to work with them to help the markets prosper and grow.	Working with our Communities	Establish a communication plan for engaging with market traders and providers.	Senior Licensing and Markets Officer	April 2015

ALL MARKETS-RELATED					
OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
7	To explore opportunities for 'Community' Markets in City wards where this would be welcomed.	Working with our communities	Investigate locations where Community Markets would be welcomed and develop a business case to establish viability. Where Community Markets are considered viable identify sustainable ways to deliver.	Senior Markets and Licensing Officer in liaison with the Senior Partnerships and Engagement Officer	June 2015

NOVEL AND THEMED MARKETS					
OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
8	To build on the traditional market offer in the City and encourage novel and themed markets to attract a different audience and encourage visitors to the City. Use the existing programme of events in the City and compliment it with a variety of themed markets.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	Establish a process to enable markets to be readily accommodated in the City. Continuously look for opportunities to increase and develop the market offer in the City.	Senior Licensing and Markets Officer	April 2015

EASTGATE INDOOR MARKET					
OBJECTIVES		COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN
9	To explore options for the future location for the Eastgate Indoor Market	Growing Gloucester's Economy	Liaise with the City Council's Regeneration team regarding opportunities for a new ground floor Indoor Market in the City Centre. Further work and consultation to be undertaken on possible options including the Kings Quarter and Blackfriars developments, Eastgate Shopping Centre and other prominent City Centre locations.	Head of Public Protection in liaison with Head of Regeneration	April 2016
10	To improve the attractiveness of the Eastgate Indoor Market	Creating Pride In Our City	Finalise and implement a cleaning and redecoration programme.	Senior Markets and Licensing Officer / Asset Management	In progress June 2015

<b>EASTGATE INDOOR MARKET</b>					
	<b>OBJECTIVES</b>	<b>COUNCIL PRIORITY</b>	<b>KEY ACTIONS AND PROJECTS</b>	<b>OWNER</b>	<b>BY WHEN</b>
11	To attract new traders to the Eastgate Indoor Market	Growing Gloucester's Economy	Agree a range of incentives to encourage take up of empty units and ensure that they are well advertised.	Senior Markets and Licensing Officer	June 2015
12	To consider possible new management options for the Eastgate Indoor Market.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment/ Sound Finances and Strong Performance.	Review delivery options, identify and act on outcomes of review.	Food Licensing and Markets Service Manager	May 2017

<b>CHERRY AND WHITE MARKET</b>					
	<b>OBJECTIVES</b>	<b>COUNCIL PRIORITY</b>	<b>KEY ACTIONS AND PROJECTS</b>	<b>OWNER</b>	<b>BY WHEN</b>
13	To explore options for the future location of the Cherry and White Market, currently trading from Kings Square.	Growing Gloucester's Economy	Liaise with the City Council's Regeneration team regarding opportunities for a new location for the Cherry and White Market in the City Centre.	Head of Public Protection in liaison with Head of Regeneration	April 2016
14	To improve the attractiveness of the Cherry and White Market.	Creating Pride In Our City	To establish a consistent appearance for market stalls and set a clear standard for the quality for products on sale.	Senior Markets and Licensing and Food, Licensing and Markets Manager	June 2015
15	To attract new traders to the Cherry and White Market	Growing Gloucester's Economy	Agree a range of incentives to encourage new traders to the Cherry and White Market.	Senior Markets and Licensing Manager	July 2015
16	To consider possible new management options for the Cherry and White Market.	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment/ Sound Finances and Strong Performance.	Review delivery options, identify and act on outcomes of review.	Food Licensing and Markets Service Manager	May 2016

## THEMED AND NIGHT MARKETS

OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN	
17	To work with the GCCCP to provide a range of themed and night markets.	Growing Gloucester's Economy	Assist and support the GCCCP in the delivery of themed and night markets to ensure that they become self-funding by April 2017.	Food, Licensing and Markets Manager	April 2015

## HEMPSTED MEADOW MARKET SITE

OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN	
18	To look at options to make better use of the Hempsted Meadow market site.	Growing Gloucester's Economy	Liaise with the Regeneration team regarding opportunities for the Hempsted Meadow site.	Head of Public Protection & Head of Regeneration	September 2015
19	To increase the all year customer parking at the Hempsted Meadow market site.	Growing Gloucester's Economy	Liaise with the Asset Management team to identify options for additional all weather car parking for market customers.	Head of Public Protection & Asset Management	April 2015
20	Tender the management of the Hempsted Meadow Flea Market and Carboot Sale	Growing Gloucester's Economy / Creating Pride in our City and Improving our Environment.	To appoint a contractor to run the Hempsted Carboot and Flea Market on behalf of the City Council on a 3 year contract.	Head of Public Protection	July 2015

## FARMERS MARKET

OBJECTIVES	COUNCIL PRIORITY	KEY ACTIONS AND PROJECTS	OWNER	BY WHEN	
20	To ensure that a thriving Farmers Market is delivered on 'The Cross' in the City Centre every Friday.	Growing Gloucester's Economy	Work with the contractor providing the Farmers Market to ensure that it continues to thrive and grow. Ensure that market retendered at appropriate intervals.	Senior Licensing and Markets Manger	July 2015
21	To attract new traders to the Farmers Market	Growing Gloucester's Economy	To work with our contractor, Made in Stroud, to identify methods to increase the number of stalls that regularly attend the Farmers Market.	Senior Licensing and Markets Manager	June 2015



## 7.0 CONCLUSION

This Strategy for Markets in Gloucester makes a commitment to market traders and market operators as well as to the residents, shoppers and visitors to the City. It sets out how we will ensure that our markets prosper and grow and continue to be an important asset to our community.

Our action plan is laid out in section 6 of this document. One of the key actions we have identified is to engage with market traders and market operators as well as residents, shoppers and visitors. Another is to have a clear communication plan to raise awareness of markets in the City. These two actions are key to the success of the Strategy.

In addition we are going to be facing some significant challenges in the very near future regarding the Eastgate Indoor Market. Again communication and consultation are both going to play an important part in future decisions on how to overcome these challenges.

This is a 5 year Strategy and the initial action plan is for the first 2 years. The strategy and action plan will be reviewed after the first year and each year throughout their life. In addition the action plan will be extended to cover the full 5 year period of the strategy.