

# RIBBLE VALLEY BOROUGH COUNCIL

## REPORT TO HEALTH AND HOUSING COMMITTEE

Agenda Item No.

meeting date: THURSDAY, 23 MARCH 2023  
title: CLITHEROE MARKET IMPROVEMENTS  
submitted by: NICOLA HOPKINS, DIRECTOR OF ECONOMIC DEVELOPMENT AND PLANNING  
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### 1. PURPOSE

1.1 To further consider the potential options that the Council has in undertaking improvements to the existing Clitheroe Market.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – To encourage economic development throughout the borough with a specific focus on supporting business opportunity.
- Corporate Priorities – To sustain a strong and prosperous Ribble Valley.
- Other Considerations – To develop with relevant partners, measures to support the visitor economy.

### 2. BACKGROUND

2.1 As Members are aware improvements to Clitheroe Market have been ongoing for several years with the following actioned prior to the Covid-19 Pandemic:

- Utilise up to £65,000 of the capital funding to erect new uniform canopies on all of the cabins and hand sign paint all of the fascia signs.
- Cancel the flea market.
- Re-establish the market liaison group with the Director of Economic Development and Planning and the Head of Environmental Health Services.
- Full refurbishment of the toilets

2.2 Members also agreed to remove the stalls from the bullring (the stalls were proposed to be removed in January 2020) and purchase a small number of pop-up stalls however this action was put on hold during the pandemic.

2.3 The works which have been undertaken were seen a 'quick' wins with the intention for further suggested improvements to be brought back to Members of this Committee.

2.4 Last year Members of this Committee agreed to:

- Officer's seeking quotes from companies who specialise in improving and developing markets to establish a strategic way forward for enhancing Clitheroe Market.
- Authorise Officers to procure the services of the cheapest quote (or the one which is the most economically advantageous) up to a value of £20,000.

### 3. PROGRESS

3.1 Following receipt of three quotes Market Place Management Limited were selected to undertake the above agreed piece of work. This work has been ongoing for several months including the consultants attending the Market Liaison Group and undertaking a SWOT analysis directly with the traders.

3.2 The outcome of this piece of work is attached at Appendix 1. Members will also be aware that in December 2022 we received confirmation that our UK Shared Prosperity

Investment Plan (UKSPF) had been accepted. The feasibility work undertaken in respect of Clitheroe Market will be paid for via this fund (out of the 2022/23 funding year allocation).

### 3. MARKET LIAISON GROUP

- 3.1 As Members are aware the Market Liaison Group has been re-established between officers and traders. The group met on 14th March (with the Clitheroe Market Review and Proposals shared with the traders in advance) to discuss the report and to seek their feedback.
- 3.2 Following the discussions and whilst there are difference of opinions in terms of mainly how any new permanent stalls would look the consensus was that option one (the preferred option set out below) was preferred.
- 3.3 Specific comments were raised about the need to clean up the market, the need for new surfacing in the bull ring area and the fact that communication and marketing is key.
- 3.4 The main focus of the discussion was that any new stalls should be located in the middle of the market facing the fixed cabins and that a canopy area with space for pop up stalls could be provided around the curve of the bullring.
- 3.5 A number of the traders are using the existing central casual stalls to as an extension to their cabin space and were keen to ensure this facility continued in any changes to this area.

### 4. WAY FORWARD

- 4.1 Members will be aware that one of the interventions identified within our UKSPF Investment Plan was 'E16: Open markets & town centre retail & service sector' with £100,000 initially allocated against this intervention. Members of the UKSPF Working Group support utilising part of our UKSPF allocation to improving Clitheroe market and this will form part of one of the recommendations which is presented to Policy and Finance Committee on 28<sup>th</sup> March.
- 4.2 In this regard Members of this Committee are asked to identify which market improvements they would like to recommend to Policy and Finance Committee in respect of utilising part of UKSPF and the remaining capital budget (£72,600).
- 4.3 The report includes possible options for the market from more low-cost suggestions to suggestions that would require significant investment. The consultant's preferred options are as follows (this is included as a suggested layout at Appendix 2):
  - Remove all metal stall units from the site.
  - Introduce additional fixed trading units- Modified Shipping Containers
  - Extend Services to support new fixed units such as water Electric and drainage
  - Introduce Pop Up Power supplies throughout remaining Bull Ring Area to support casual trading and Events
  - Introduce a modern canopy structure to define a new Performance space.
  - Pop Up Gazebo's for Casual Traders
  - Introduce wind mitigation measures
- 4.4 Members will note that the report includes some indicative costings for some of these suggestions which would equate to (indicatively at this stage):

<b>Suggestion</b>	<b>Cost</b>	<b>Total</b>
Modified shipping containers	17,500	70,000 (for 4)
Canopy	45,000 (average)	45,000
<b>Total</b>		<b>£115,000</b>

4.5 The weather conditions at the market are often a cause for concern especially issues created when it is very windy. Wind attenuation measures would need further exploration as to what, if anything, could be effective within this location.

4.6 Based upon the report and comments from the traders it is recommended that the following proposals are forwarded to Policy and Finance Committee for consideration in respect of utilising part of the UK Shared Prosperity Fund along with the remaining capital budget:

- Remove all metal stall units from the site (after the food festival)
- Resurface the bull ring area to make the area more visually attractive and usable for pop up events.
- Introduce additional central fixed trading units- modified shipping containers are an option subject to Members consideration (this would include an extension of the power and water supplies to these units)
- Introduce power supplies throughout remaining Bull Ring Area to support casual trading and events.
- Introduce a modern canopy structure to define a new covered central space.
- Instruct officers to consider options for wind mitigation measures (which will be linked to the above canopy structure to ensure such a structure would not exacerbate any issues at this site).

## 5. RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources – any capital improvements to the market would be funded via the existing capital budget and part of the UK Shared Prosperity Fund.

Due to the values involved either quotes or a formal tender process will be required depending on which improvements are progressed.

- Technical, Environmental and Legal – None.
- Political – The Council is committed to investing in the market and its traders.
- Reputation – None.
- Equality & Diversity – None.

## 7. RECOMMENDED THAT COMMITTEE

7.1 Members are asked to confirm whether they agree to recommending to Policy and Finance Committee that part of the UK Shared Prosperity Fund is used for the schemes listed a paragraph 4.6.



NICOLA HOPKINS  
DIRECTOR OF ECONOMIC DEVELOPMENT & PLANNING

## Clitheroe Market Review and Proposals



Ribble Valley  
Borough Council

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**Undertaken by Market Place Management Limited**



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## 1. Introduction

Market Place Management Limited is one of the UK's leading market consultancies offering a diverse range of services covering every aspect of the development, redevelopment, management and administration of Retail and Wholesale Markets.

In September 2022 Market Place Management Limited (MPML) was commissioned to undertake a review of the Clitheroe Market in line with an agreed brief and to make suggestions for improvement following consultation with identified stakeholders.

At the outset it was clear that Clitheroe Market was a vibrant market and we are conscious that in making recommendations for change it is easier to erode success than it is to build on existing success.

## 2. Project Brief

The brief was confirmed as:-

Review the existing layout and market stalls to identify improvements for shopper attraction, flow and weather protection.

Identify the best conceptual layout and bring it to a point where it can be approved to move forward as part of a next stage piece of work.

Create concepts for market cabins which can be moved forward to production drawings and managed build process at a next stage piece of work.

Engagement and consultation work.

Define key ambitions and goals for the market, translating these into tangible spatial requirements.

Identification of options- develop a preferred option.

## 3. Executive Summary

This report has based its recommendations on retention of the existing brick structure stalls with consideration of a replacement and/or realignment of the metal stalls facing the Bull Ring and around the periphery with further consideration of creating an entertainment space.

### 3.1 Project Methodology

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This project was conducted using: -

- Desk Top research to identify: -

The history and legal status of the market

The external presence of the market through social media platforms

Press reports on Council considerations and reports affecting the market.

- Site visits

Four site visits have been conducted by members of the MPML Consultancy Team led by Allan Hartwell to establish an understanding of the demand for the Clitheroe Market from the shopping public, tourists and traders and to look at the management of the facility. This produces a Health Check which we can benchmark against parameters established by the National Association of British Market Authorities in partnership with APSE.

- Trader Consultation held at the Council Offices on Tuesday 18<sup>th</sup> October and 13<sup>th</sup> December 2022.



## Appendix 1

One to one Telephone Consultation and site visits with local elected members including the Chair of Economic Development Committee.

## 3.2 Findings

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One of the first Strengths identified in the SWOT analysis was “Community” and that sense of community has weaved throughout every strand of this consultation process.

Clitheroe Market has emerged from the Covid chaos in a much stronger position than pre Covid with traders indicating the market has benefitted from many new customers and therefore, increased trade. However, some traders have indicated that they feel they are now starting to lose some of these new customers whether because of the return-to-work requirement although some suggested that the shopper conditions on the market do not help.

Whilst some markets have shown an increase in new customers during Covid the national picture is quite alarming with a decrease in stall occupancy rates across the UK.

Today Clitheroe Market is a vibrant market offering Life, Colour and Vibrancy to the town centre. A recent article in the Market Times publication suggests “It is gaining a reputation as being a leader in the next generation of markets – places where the key words are artisan, community and sustainability”.

On first view it is a healthy market with an excellent fresh food offer at competitive prices; as well as a strong diverse range of other products. Stall occupation of the fixed lock up units is way above the national average being 100% occupied for the last year, with the open market stalls also trading around the national average of 72%. This would make it one of the best performing markets in the UK at this time.

It is well located within the town centre, in easy walking distance from other retail areas in the town, located close to the railway station and served by two Car Parks one designated New Market Street Car Park and Booths Car Park.

Entrancing from Station Road is through a rather grand sandstone arched building which also houses public toilets and the manager’s office. As a prominent “gateway” entrance perhaps the signage could be somewhat improved and the whole entrance needs cleaning particularly the ceiling in the arch.

Entrancing from New Market Street is less than satisfactory to say the least and it is this area that many of the entrancing initiatives identified in the recommendations will seek to improve including the alleyway which leads through the Bin store from King Street.

There is clearly an issue of wind gusting through the market coming from the Castle down through the market and this issue is addressed in the recommendations.

Physically the market has its issues and is desperately in need of a deep Clean and Repair to such things as leaking roofs, broken gutters and drain issues which lead to foul smells particularly in warm weather. The market structure in terms of the metal stalls looks tired, in a poor state of cleanliness and repair.

Whilst the market benefits from day visitors/tourists most customers are from within the local area and representative of the population of the Borough which tends to more towards 50+ but the quality of the fresh food would also suggest that perhaps the regular customers in Clitheroe have a greater disposable income than the stereo typical market shopper identified elsewhere in this report.

### 3.3 Health Check

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Based on the findings of the National Survey of UK Markets conducted by The National Association of British Market Authorities we have been able to benchmark Clitheroe Market against a number of outcomes such as: -

Occupancy Rates  
Trader Numbers  
Fees and Charges  
Financials  
Marketing

Overall Clitheroe Market performs very well in all benchmarking areas except for Marketing and very highly on the quality and diversity of its product offer, especially its fresh food offer.

### 3.4 Recommendations

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Our recommendations and range of options are educated by the health check, site visits, stakeholder engagement and experience across the retail market sector.

The main recommendation to increase the number of fixed units and to remove the metal structured stalls is again based on the current occupancy levels and the perceived demand for the fixed cabin structures and less use of the metal stalls.

The Council installed canopies to the front of each of the cabins in 2019. We have no doubt that trader pressure to create a dry area for customers was one of the reasons behind the investment. However, it is noticeable that a number of stalls do not consider the public as important as others, as they use the covered area to “build out” extending their trading space. This also demonstrates the demand for increased space in the fixed permanent structures.

#### Proposals and Options

The proposals provide a shopping list with options however we have indicated our preferred options in bold and those initiatives we feel are essential.

The removal of the metal stalls will significantly reduce, the repairs, cleaning and maintenance issues identified by the stakeholders.

Irrespective of any structural work the market is in need of:-

- **Full repairs programme to all parts of the fixed cabins supported by a planned annual maintenance programme.**
- **Deep clean of all areas supported by a planned cleaning programme.**

#### Structural.

1. **Remove all metal stall units from the site.**
2. Introduce additional fixed trading units either: -  
Brick built cabins – Similar to the existing cabins  
Modified Shipping Containers **our preferred option**  
Wooden Chalets
3. **Extend Services to support new fixed units such as water Electric and drainage**
4. **Introduce Pop Up Power supplies throughout remaining Bull Ring Area to support casual trading and Events**

5. On the curve area of the Bull Ring perimeter create a stepped tiered boundary wall structure to create amphitheatre style seating.
6. Removal of central lamp standard and seating area.
7. **Introduce a modern canopy structure to define a new Performance space.**
8. **Introduce Pop Up Gazebo's for Casual Traders**
  - either branded and supplied by the Council in which case there is an additional cost in erecting dismantling and storage or
  - traders use Council branded Gazebos but responsible for erection and dismantling and returning to storage.
  - traders provide their own Pop-Up Gazebo's or Trading Units to a standard acceptable to the Council.
9. **Introduce wind mitigation measures** (branded if possible) at strategic points on the New Market Street boundary.
10. Graphics, artistic impressions to the gable ends of cabins facing New Market Street.
11. Improved and update wayfinding signage within the town centre from points of communication.
12. Remove tarmac repairs and replace with pavements to match existing and ensure future repairs are sympathetic to the environment.

#### **Operational-**

1. Develop events programme including 3<sup>rd</sup> Party operators if necessary to bring in a range of specialist markets such as: -
  - Makers/Artisan Market – Monthly day time early evening
  - Antique and Collectors Markets – Monthly day time early evening
  - Foodie Friday or Twilight Thursday Evening Market including entertainment – Monthly April to September - Evening
  - Book and Record Collectors Fairs – daytime early evening
  - Upcycling Fairs – The Up Market – daytime early evening
  - Consider hosting NMTF Young Trader market regional competition.
2. Planned events to celebrate festive periods and saints days such: -
  - Easter Eggs Hunt for children
  - Mother's Day – give flowers to the first 100 mothers attending the market.
  - Saints Days eg St. George's days – Give away a Red Rose etc
  - Halloween – Lancashire Witches
  - Valentine's Day – First 20 couple get a bunch of flowers etc. Torch light market.
  - Victorian Christmas Market Weekend
3. Annual Food and Drink Festival should be led by Market Team.

#### **Corporate**

1. Council should consider membership of The National Association of British Market Authorities (NABMA) as a networking opportunity and source of new initiatives and innovations. Membership includes free legal advice about Market Rights.
2. The Council should develop a Markets Policy.

## Appendix 1

3. Submit Clitheroe Market submission to the Great British Market Awards next November 2023 via NABMA.
4. Market Manager should be encouraged to undertake the National Diploma in Market Administration.
5. Council takes ownership of the management of all social media and marketing for the market and traders should be encouraged to contribute to new marketing budget.
6. Linking in with the local tourist board to ensure the market features as part of the offer for Coach Tours. Bolton, Bury,
7. Robust Management strategy to enforce rules and regulations more strictly with a wider portfolio to include management of events and activities to support the market.

### Option 2

#### **The Cheap and Cheerful option**

This option makes best use of the

- Repair and Maintenance of all stalls and deep clean of market.
- Retain and repaint all Metal stalls removing all backboards.
- Realigned all metal stalls to reduce pinch points and create better layout.
- Replace or remove all backing boards from metal stalls if traders wish this kind of protection, it can be done easily by traders when they attend.
- Improve visual impressions of entrances from New Market Street by: -
- Introducing Graphics to gable ends of cabins
- Introduce wind mitigation structures along New Market Street entrances
- Introduce underground Pop-Up electric supply points
- Utilise any open space on market days for events and small-scale entertainment.

### Option 3

#### **Blue Sky option**

- Create new boundary wall.
- Realign remaining metal stalls to create improved more compact market layout.
- Improve visuals on entrancing as above.
- Introducing Graphics to gable ends of cabins
- Introduce wind mitigation structures along New Market Street entrances
- Introduce underground Pop-Up electric supply points

Combined with the Market Car Park which is bounded by a huge wall the market “under the castle” could become a much larger events and open performance space which can incorporate elements of the market on non-market days or evenings.

## **4. Market Position - The UK Markets Industry**

### **4.1 The Retail Sector**

The Retail Industry in the UK has experienced mixed fortunes over the last 30 years, reaching post maturity as a retail model in the mid 1990's. Over the same period, geographical differences in the UK amplified the pace and direction of change in the industry. Many issues such as the expansion of Supermarkets, out of town developments, the advent of bargain stores, online shopping and the Covid Pandemic have all had a major impact upon the viability of our town centres and markets.

Pre Covid, the markets industry and the High Street were already suffering. Many High Street names ceased trading, leaving large gaps in frontages at shopping centres and in the High Street. An even greater shift to online shopping had hit demand for high-street shops, with fashion stores the worst affected and there is no doubt the pandemic has accelerated this.<sup>1</sup>

As the world slowly starts to return to normal, the impact upon retail and hospitality in towns and city centres remains uncertain despite a retail surge immediately after lockdown rules were relaxed. Initial observations suggests that as we gradually open our doors, we are seeing a stronger return to localism; an increase in footfall at local centres and retail parks rather than the large cities, the convenient and often free parking and easy access are thought to have contributed to such locations being preferred.

Town centres now have an opportunity to capitalise on the renewed affection for local and consideration of the local option, but with that comes an increased need for investment in resources to ensure the ongoing development of a high-quality offer and experiences. Local government, landlords and operators need to work together to reinvent the purpose and attraction of town centres and creatively use empty spaces for a variety of different offers including retail and leisure or housing, offices and civic services.

### **4.2 The Changing Market and Market Visitor**

Over the same 30-year period the market industry (retail and wholesale) began to see a reduction in the number of professional tenants and traders nationally. The National Market Traders Federation (NMTF) has seen their membership of regular and traditional market trader's fall by over 30% in recent years. The general decline in the performance of traditional retail markets across the UK pre Covid could be attributed to several factors including:

- Increase in consumers expectations of the shopping experience
  - Opening hours – most markets do not meet modern day consumer demand with most stalls closed when people are either going into or finishing work.
  - Increased competition from supermarket chains and retail parks.
  - Increase in move towards online shopping
  - Bargain shops now on the High Street i.e., Poundland, Pound Bakery.
  - The general and ongoing demise of the High Street
  - Ageing market shopper profile stereotypical market shopper is socio economic group C2DE's over 55 or young single parent unemployed.
  - Ageing market traders with little or no young blood coming into markets.
  - Unsympathetic city centre redevelopment has served to marginalise the market.
  - Lack of local knowledge about their customers
  - General lack of investment and/or operator expertise by the local council
-

- The slowness of the market industry to adapt to change

Despite the national decline, Markets were still regarded as key to creating a sense of place for traders and the local community. They remained a meeting place of choice for friends and family whilst shopping in town centres. Pre Covid traditional markets dominated the markets sector as a whole; of the total turnover generated by markets across the UK in 2018 (£3.5 billion), approximately 93.5% was from traditional retail markets. That said, traditional retail markets across the UK have had a changing shopper demographic as the previous predominant socio-economic groupings shopping at markets were those under increasing financial pressure; C2DE, predominantly female over 55, single parents or young people, low-income generators or reliant on universal credits.

Conversely, the significant growth in the number of specialist markets since circa 1996, such as Continental Markets, Farmers, Artisan, Crafters and Makers Markets and the increasingly popular Christmas Markets have all helped change perceptions about markets. These specialist themed markets offer higher quality, authenticity, provenance and greater diversity whilst offering a different kind of experiential shopping than the traditional high street one. The appeal of markets has broadened and now attracts a much wider demographic with a strong ABC1 following. Some of the biggest Christmas Markets attract as much as 70% ABC1's socio economic grouping<sup>2</sup> a trend also supported in the findings of third-party surveys commissioned by Market Place Europe in respect of its Christmas Markets in Belfast, Glasgow, Newcastle and Exeter.

The most recent development of the market-based dining experience as seen in places such as Altrincham Market, Mackie Mayer's in Manchester, the Picture Dome in Macclesfield, Mercato Metropolitano in London and at the new market developments at Preston, Sheffield, Barnsley, Warrington and Chester, is a natural progression of the mobile street food culture into a fixed market/restaurant setting. This modern market concept which is food led is something which is improving the likelihood of success of Markets around the UK where large investment has been made primarily by the local authority.

The introduction of the street food concept into markets also has an additional benefit such as slowing the pace and significantly increasing the dwell time of customers in the market environment. UK Markets are learning from their European counterparts particularly in Spain, France and Holland where markets are not just about shopping, they are a positive social, leisure and cultural experience.

Street food culture has also had a significant benefit at both lunchtimes, where they are often seen as the trendy place to have lunch, and on the early evening economy for dinner and drink before travelling home, adding vibrancy to locations and developing the evening economy and weather permitting pavement culture.

All the various elements that make up modern markets are designed to lengthen the daily trading period, maximise user potential, make the market more appealing to a wider demographics, increase footfall and significantly increase dwell time, with elements of the development being able to operate collectively or independently.

Over the last few years, modern markets have seen something of a renaissance, where backed by significant investment, not least in Warrington who have been instrumental in providing a state-of-the-art facility. Warrington Market opened in July 2020 attracting 26,000 people in the first week and 25,000 in the second week of trading. Saturday daytime footfall figures for Warrington Market have consistently been circa 6,000.

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Figure 1 Warrington Market



Figure 4 Images of Warrington Market

Other market schemes which have seen almost instant success and acclaim include Barnsley with its new Indoor Market and Kitchen Food concept; Preston Market where part of its covered market was enclosed with glazed panels to create a weather resilient, modern light indoor market with a strong food culture. Chester is the latest market development of any significance and if the opening weeks in the lead up to Christmas are to go by then it is destined for success however, we believe that Chester has gentrified its market and at present is not so much driven by general market traders but purely by its street food offer. There are numerous schemes developing around the UK following the modern market concept of creating a standalone Food and Beverage offer alongside a strong fresh food (artisan produce)



offer and retaining an element of the traditional market. The success of this concept elsewhere in the UK is not guaranteed to work for every market or every town. Each venue needs to be assessed on its own merits.

Whilst there has been a positive shift in markets through major investment and the inclusion of the diverse dining experience, there has been a slump in the success of open-air markets and it is this area, which has seen the biggest loss in the professional full-time traders. Some open markets however are seeing a slightly improved performance, this tends to be the case for those that have moved into seasonal evening markets and weekend markets due mainly to the new craft traders emerging following Covid lockdown.

### **4.3 The Changing Market Trader**

Over the last twenty years there has been a significant shift in the type of person that trades at markets. Traditionally market traders would trade on one or two markets within a week and often only at markets held within a 15-mile radius of their base. They would trade generally between 3 and 7 days a week and it would be their sole or main source of income. These traders built up a robust business and generally when retiring looked to pass the business on to the next generation in the family or employee, providing continuity for the business, market and the visitor.

Since the mid 1990's market trading has not been so appealing with little interest from younger generations of trading families in the business and the stalls. This clear drop in the traditional career traders who see market trading as a viable sole source of income has, as expected, led to vacant stalls requiring fulfilment by the operator.

The decline in the traditional market shopper coincides with a significant decline in the traditional market trader. This is contrasted by a sharp increase in the younger weekend or event type traders and a huge growth in the street food culture representing the cultural and diversity of the UK, which attracts a much younger and more diverse consumer. On the one hand the Traditional Retail Markets have an aging and declining traditional trader base matched with a declining / aging customer base and on the other the younger specialist market/event traders have a much younger more diverse customer following. This is clearly evidenced in the changing nature in the membership of The National Market Traders Federation with a decline in traditional market members and a significant surge in membership by part time event type traders. Many of the new younger traders are part time traders working at specialist markets in the immediate locality at weekends and it is not the main source of income.

To encourage new blood into the market industry the NMTF have developed a National Young Trader Market initiative, which has grown significantly over the last few years with various towns and cities hosting regional events. The National Youth Market is open to anyone aged between 16 and 30. In 2021 over 700, young would be traders, took part in this initiative and further work is being done to ensure high levels of retention in the industry through a series of local incentives.

Additionally, there is a new generation of market trader that has a more fluid and transient way of trading. These traders are looking at a market as a base from which to operate their business. They are looking for markets that offer a competitive rent, good footfall, and free Wi-Fi. This enables the trader to generate face-to-face sales at the market but more often they complement their market turnover by trading online and maximise the use of social media to promote their business. The added value that this gives makes the option of a market stall more viable as it is a base for face-to-face trading, gives online customers the confidence of

buying from a business that has a physical presence and allows cross pollination of online customer to market customer and vice versa.

Market Traders historically used to start life trading on outdoor markets progressing into a leased indoor market unit and then possibly on to the high street over a period as the business matured. Businesses such as Marks and Spencer, Tesco, Dunelm, Red or Dead and Poundland all started life in the market industry. This has changed in line with the changing face of retail with many entrepreneurs now seeing the market as a test bed for the viability of their product. From this they are then moving the business not onto the high street but straight to online retailing to grow and reach maturity, meaning there are fewer life career traders around. With this comes the opportunity to keep the market refreshed with different new products and ideas, as the market becomes an incubation unit for future online retailers. One of the most successful online fashion retailers Boohoo started life on a market stall and are now solely internet retailers.

### **4.4 New Technology**

Modern technology had for the most part bypassed traditional markets and their traders until recent years. Covid accelerated the use of new technology both in terms of customer payment opportunities and increased online sales, not only on the High Street but also throughout the Food and Beverage industry and within our traditional retail markets. With the changes in how goods in the High Street are paid for (contactless and card payments) it is important that a strong Wi-Fi connection is available throughout the market to enable traders to benefit from modern payments methods. Free Wi-Fi across the market is becoming an essential requirement and indeed free Wi-Fi across town centres is now commonplace. This undoubtedly helps to recruit and retain new traders whilst increasing customer dwell time. In most cases the introduction of small handheld mobile linked payment machines such as Square using cashless payment methods has helped to increase sales within markets.

Likewise modern market development has also adopted new technology not just for customers and traders but also as a means of capturing data through modern footfall counting, capturing sales from stalls as a means of charging rents i.e., Electronic Point of Sale (EPOS) systems where rentals are based on profit share of turnover etc. This latter initiative is generally utilised in all the new Food Court developments. Companies such as Springboard have been working alongside Town and City Management, BiD's, the Market industry representative organisations and many other partners in developing and capturing data that helps support and evidence developments and improvements in markets and town and city centres.

### **4.5 Post Covid Landscape**

Following the Covid period an estimated 10,000 professional market traders throughout the UK have failed to return to the market industry, finding alternative employment or retiring. These are probably traders without any contractual obligations to the market organiser however, some will have negotiated a termination of whatever agreements they have.

Contrary to the loss of the professional full-time traders, particularly spurred on by the work from home initiative during Covid there has been a significant upsurge in new small part time businesses where this is not the main source of income. The biggest growth in part time traders has been in products such as Fresh Baked/Cooked' foods, Arts and Crafts. The impact that this has for the traditional indoor and outdoor markets has been quite significant with declining numbers on mid-week markets and a significant increase in weekend or evening markets. This shift in the industry presents an opportunity for those markets that only operate at weekends and new opportunities for markets to explore evening events.

NABMA (National Association of British Market Authorities) recently undertook a national survey of their membership and beyond, and the results show that since reopening post covid, across the country footfall at markets has fallen by approximately 25%.

Covid, whilst having a devastating effect on retail generally, outdoor markets had two slight advantages:-

- Firstly, its fresh food offer within many local markets joined together to set up delivery schemes to ensure the local community had supplies of fresh foods. This generated a great deal of goodwill within the local community and an increase in customers as we came out of Covid. Retention of those new customers is critical.
- Secondly, open markets were one of the first retail options which opened to the public during much of the lock down period and many people experienced the value and benefits of local markets for the first time. In addition during Covid there were a large number of TV Cookery programmes with national celebrity Chefs many of whom support local markets and often reference them in the programmes. Chefs such as James Martin, The Hairy Bikers, Simon Rimmer and Gino DeCampo are all great adversaries of local markets.

The dramatic turnaround for Clitheroe Market is down to the pandemic, and more specifically, to the effect of lockdown which led to hundreds if not thousands of people rediscovering the benefits of staying local and rediscovering the local town centre offer including the special ambiance that a local market can offer.

It must be recognised the role that the Clitheroe Market traders, particularly those that were allowed to open during lockdown periods, for supplying fresh food and essential items to the people of Clitheroe for quite some time. This no doubt embedded the quality and cost effectiveness of many local people in the values of their market.

## 5. Clitheroe Market

### 5.1 History and Overview

Clitheroe Market is a historic market town that has held a regular market since the Norman Conquest. Clitheroe's first charter was granted in the time of Henry de Lacy, who died in 1147.

The history of the market and its presence in the Town is well documented and contributed to its economic development as a place of trade for local growers and producers.



The market appears to have the benefit of a succession of Charters or Letters Patent granted by the Crown. However, the Gazeteer History Archives indicates that the original charter was granted by King John to Roger De Lacy 1202 later assigned in 1205. In 1292 the rights to a Saturday Market was asserted by the Lacy family claiming custom of markets since the Norman conquest. 1295/96 an unspecified number of markets and fairs were held by Henry De Lacy as recorded in (Rev. P.A. Lyons ed., *Two 'compti' of the Lancashire and Cheshire manors of Henry de Lacy, Earl of Lincoln*, Chetham Society (1884) p. 13).

A new charter of King James I dated 1604 also ratified the Charter of Kind Edward III granted in 1346 which in turn endorsed the Deed of Henry De Lacy.

### 5.2 Market Franchise Rights

Alongside Charters and Letters patent, the introduction of the 1847 Markets and Fairs Clauses Act, gave local authorities have been able to establish or acquire markets as part of the development of town centres. The ability for local authorities to establish or acquire markets has been included in a succession of legislation such Weights and Measures and Food Hygiene legislation culminating in Part III Food Act 1984. Markets therefore in most town or city centres are either derived from ancient Charters or Letters patent or by Statute. Both share the same rights.

Since the early 1800's, with the development of modern town centres and as a way of controlling trade, many Charters were acquired by local authorities who either enshrined such rights in local Acts of Parliament or have tied the Charter into the management of such rights under the 1984 Food Act or simply rely on the Charter.

Whether the market is established under Charter or Legislation they have equal franchise rights to protect such rights from disturbance by other markets. In that respect the owner of the Market Franchise Rights has the ability to protect such rights from disturbance either by legal action to enforce these rights and prevent a rival market taking place or allowing such a market to take place where it is deemed in the best interest of the town in which case the owner can Licence a third party to hold a market and can charge a reasonable fee. **The management of such rights needs to be explained in a Market policy document referred to above.**

We have not undertaken any research as to whether the Council since its formation in 1835 has ever sought to defend its Market Rights but from discussions with the client there is a clear need to develop a Markets Policy.

A more detailed Briefing Note is included at Appendix 1 to this Report.

### **5.3 Current Market Operations**

#### **Trading Days and Hours**

Clitheroe Market is open each: -:

Tuesday 9.00am - 4.00pm

Thursday 9.00am - 4.00pm

Saturday 9.00am - 4.00pm

Whilst the trading hours seem to suit a large number of customers the current trading times do not meet modern day consumer aspirations or expectations, despite the greater flexibility in general working patterns.

Markets now have to deliver big on “experience” and adapt times to suit consumers. The market is clearly meeting the demands of local customers, which is evidenced by its continuing success, but could it do even more by extending trading hours or by introducing new initiatives which have an appeal to a much wider demographics.

#### **Management**

Day to day management is undertaken by Bob Watson a local semi-retired businessman. His working times are in line with the daily opening hours of the market.

#### **Charging Strategy**

Market Stall Prices 2022 -2023

Cabin - Tuesday, Thursday and Saturday £61.20 per week

Use of Cabin on non-market days (e.g. preparation) £30.10 per week

Pitches - Tuesday and Saturday	£17.40 per day
Thursday	£9.00 per day

Generally, prices for the Lock Up Cabins are very good value and it is this pricing policy which has helped to maintain such occupancy levels during such an uncertain period for markets.

#### **Product Offer**

The product offer is really strong with a diverse fresh food offer of very good quality. The Fresh food offer is the real backbone of this market and is clearly a huge driver of regular footfall to the market.

The market also supports a good number of small businesses which are footfall generators in themselves.

The market also has a good number of browsing stalls with a really good cross section of products.

The introduction of the modern style coffee and food converted Horsebox and the Asian Food outlet have started to add something to the normal fast-food offer of traditional markets and each clearly has its own community of customers. The creation of a seating area near the

Horse Box is very popular with customers. This is an area which can be built upon and which will appeal to a wider demographics.

The overall product offer, diversity and quality is clearly well managed and a key influencer as part of a lettings policy.

## 5.4 Benchmarking

As part of our review we have been able to benchmark The Clitheroe Market against some of the findings in the recent National Retail Market Survey 2021-2022 by the National Association of British Market Authorities.

It is a little difficult to benchmark in certain categories given that Clitheroe market falls somewhere between a covered, indoor and open market although the fixed lockable units share many of the benefits and services of those on an indoor market in terms of fixed premise, security, permanence of occupation and mains supply services. We will therefore benchmark the fixed cabins against Indoor Markets or those where they have similar lockup units and the metal stalls will be benchmarked against outdoor markets.

### NABMA Survey 2021/2022 Brief Extracts

#### Occupancy rates

- 2017/18 occupancy across all stall types was 77% compared to 72% in the 2021/2022
- Current occupancy Indoor Markets 78%
- Current occupancy outdoor markets 71%

***The figure of 72%, however, must be viewed with caution as in recent years many Markets have reduced the number of stalls available. This has been done in a variety of ways but what is clear is that since the last Survey in 2017/18 several thousand stalls have been removed and therefore while the occupancy figure of 72% is an accurate reflection of current occupancy levels it is assessed against a substantially lower number of stalls. As a consequence, the average occupancy levels could be significantly lower than the 72%.***

With the exception of one double cabin which is currently under offered Clitheroe Market Occupancy Rates for the Fixed Brick Structures since Covid are almost operating at full occupancy with a waiting list for these units. However, as most of the waiting list is taken up by existing traders the Council is now looking at a revised model of filling vacant stalls which, opens up the opportunities for bringing new business and new life to the market.

The Council may wish to consider advertising vacant stalls within the trade publications such as: -

The World's fair Market Trader Section.

Market Trade News

NMTF Market Time - The metal casual stall lettings is in line with the national average.

#### Trader Numbers

The dramatic loss of professional Market traders within the UK since The First National Survey of the Retail Markets Industry 2004/05 - The Rhodes Report, as it is known, reported that there were 45-46,000 traders working on retail markets in the UK.

Compare this to the NABMA National survey between 2014 -2018 indicated a significant drop in professional market traders of over 25% to just 32,000 most of which had either retired or moved to work on the weekend speciality markets which became prolific around that period.

2022 The NMTF and NABMA seem to indicate that a further 10,000 professional full-time traders have not returned to the industry.

It is important to quantify these significant losses in the full-time professional market trader against the significant increase in the part time weekend event traders. Whilst many are new start up business emanating out of Covid many are former full-time professional traders who have changed emphasis from the weekly markets to support the growing number of special event type markets. Certainly, the increase in the part time trader more than outweighs the losses in the full-time trader.

It is critical that existing traders are now encouraged to develop continuity plans especially those which allow younger family members or existing employees to take over the business. The retention of businesses by having a clear succession plan in place is important. Too many businesses now just leave the markets because they have no one to take over the business.

Local authorities can support continuity planning by allowing qualified assignment of leases to encourage younger traders and incentivise existing traders.

The NMTF has established its annual Young Trader Market programme over recent years and in 2021 over 700 market businesses, operated by young traders under the age of 30, participated in this initiative. This is an initiative which the Council should look to support both in hosting a regional event and also developing new business incentives to encourage new younger traders.

### **Fees and Charges**

	2017/18 comparison	National Average	Clitheroe market
Indoor markets	£93.14	£125.00/wk	£61.20/wk
Outdoor Markets	£19.36	£22.97	£17.00

NB Thursday Casual rent is only £9.00.

With current weekly charges at Clitheroe Market of £61.20 for one of the lock up brick cabins which is 50% below the national average for Indoor Markets and is probably one of the reasons for the consistently high occupancy level. However, it must be recognised that most Indoor Markets operate between 5-6 days each week compared to 3 days each week in Clitheroe.

This may offer the Council the opportunity to increase rental values for this kind of stall especially considering the demand.

The open market stalls charges are £17.40 Tuesday and Saturday and £9.00 Thursday. Again, the first is 24% below the national average and Thursday is 61% which presents the Council with the opportunity to increase rental values on the open market stalls.

### **Financial Performance**

- Only 40% of markets surveyed are showing a surplus/profit down 6% on 2017/18
- 27% of markets surveyed are reporting a deficit up by 6% on 2017/18
- 23% of markets surveyed report breaking even down 4% on 2017/18
- 10% of markets surveyed could not provide individual budget accounts for their markets.

As a comparable Clitheroe Market made a surplus in 2021 but the surplus was down 26% on the previous year due mainly to revaluation net gain income in 20/21 of £25,668. There were no revaluation net gains/losses in 21/22.

The 2021/22 Survey also looked at trader payment methods:

- Cash payments are accepted by 44% of Markets

- Debit card payments are accepted by 69% of Markets
- Direct Debit payments are accepted by 75% of Indoor Markets
- Cash collection from stalls is no longer undertaken by around 50% of all Markets

Clitheroe Market is comparable with the findings in the National Survey.

### **Promotion and Publicity**

There is an average promotional spend across Markets of £16,841.00 but only 33% of market operators employ a dedicated Marketing and Promotional Officer or use an external agency. 91% of Market operators use social media.

The RVBC has a budget allocation for Promotion and Publicity which is well below the national average. This is an area which the Council may wish to build on. In order to increase the budget the council should seek to develop a joint budget with the traders. where each trader contributes a daily or weekly sum which can be individually identified and to which the Council commit to match fund the new PR Budget. Assurances would be needed to ensure any income derived for this purpose is spent solely for that purpose; that the contribution is not viewed as part of the stall rental when being reviewed.

Trader contributions to a joint Marketing Budget is something we have successfully introduced at our Stockport Market, which we manage on behalf of Stockport MBC, and was incorporated into the new Licence agreements with the traders.

Each trader pays a weekly or daily contribution (for casual traders) which is held in a dedicated internal account. We, as the operator, then match fund the trader's contribution to create a reasonable budget. The budget is managed through a dedicated PR Group which consists of the Market Manager and a small group of traders chosen by the traders. They determine an annual strategy of spend targeting festive periods etc and social media initiatives within the budget. In addition we retain an element of our own Marketing Budget for corporate Marketing.

Whilst the contribution forms part of the pitch rental it is important that the PR Group are able to monitor the spend and the contribution must be discounted prior to any rental increase considerations.

Once the initiative is up and running and traders are confident that it is working for them the council can look to increase the contribution.

### **Social Media**

Currently the market manager has little or no input into the marketing or promotion of the market. The market would benefit from the manager attending a basic marketing course.

The social media content is managed on the whole by the traders and more recently the daughter of one of the traders has taken over management of the social media platforms which has resulted in significant improvement of up to date information. This should be managed by the Market Manager.

The social media marketing needs to be targeted at making the customers aware of the products and services on offer within the market. At present most of the posts appeal to the public to come and support individual businesses without highlighting the all round offer of the market.

With the right training the market manager would be able to promote the market with current offers the traders may have and post information of forthcoming events.

Trader information on website shows stall availability, however, does not specify for which products.



The Council's web site for Clitheroe market is informative and administratively driven and needs to be updated and modernised so it is not just a basic information platform but also a promotional tool.

### **Investment**

51 Markets invested a total of £10.6 million in 2020/21 in redevelopment works

44 Markets expect to carry out major development works over the next couple of years.

25 Markets have received £127 million from Government:

- £42 million from Future High Street Fund
- £26 million from Levelling Up Fund
- £54 million from Towns Fund
- £5 million Welsh Government Fund

The Ribble Valley Council invested £110,000.00 pre Covid and had planned further investment of £78,000.00 which was postponed due to Covid and pending this review.

## 6. Stakeholder Feedback

The stakeholder engagement involved two meetings with the market trader group in which individual traders were encouraged to participate and to bring their own thoughts and ideas to the meeting. The meeting also included a SWOT analysis.

Further stakeholder engagement with elected members was held by telephone call and email.

### 6.1 Traders

The initial trader meeting was well attended with a strong group of traders and a small number of council officers including Nicola Hopkins, Head of Environmental Health, Borough Council Legal officer and the Market Manager.

Following introductions Allan Hartwell complimented the Borough Council and the traders on maintaining such a strong market post Covid and said it had so many strengths.

Traders were then asked what they felt was wrong and what improvements they would like to see.

Many traders and their families have a long history of trading on Clitheroe Market for over 30yrs and consequently have built up a significant local following from local customers and their families. It was reassuring to also see younger traders who may have not traded at the market for long but are the future of the market.

The main trader concerns were that whilst the market had come out of Covid much stronger than pre Covid they were concerned that the market could slip back to its pre Covid levels if things were not done to improve the cleanliness and appearance of the market and that mainly the metal stalls are repaired and maintained to improve the customer experience.

- Traders feel that Thursdays is a very poor trading day due to lack of traders and hence lack of customers.
- Stalls in need of improvement, gutters leaking and falling off.
- The whole market is in need of a good clean
- Stalls do not provide protection from the wind. Extreme weather 3 - 4 months of the year, lost market days.
- would like a covered market,
- better shelter,
- weather protection mainly wind mitigation. Strong winds come down from the Castle through the market.
- Signage inadequate, public not aware of where the market is.
- New properties being built in the area attracting mainly older people.
- Entrance not inviting, Two main entrances not good for accessibility.

Allan - Providing a cover is not always a simple solution to the wind problem, as this can create a wind tunnel making the situation worse. There are also the financial aspects to providing a roof to cover such an expanse of ground. A modern tensile roof structure could cost in excess of £4m such as Rotherham spent many years ago.

Allan was asked at this point with 47yrs experience what would he do? He replied "At this stage I can advise what I won't be doing and that is asking the Council to spend money just for the sake of it".

## Appendix 1

Allan also added he was here to listen and challenge and that this is a starting point, and he will forward recommendations to the Council on completion of the project.

### Succession Planning

Allan asked how many traders had a succession/business continuity plan in place or had considered the continuation of the business in the future. The majority of traders present confirmed that they had plans in place or had considered the future however many traders did not know whether they had a Right of Assignment in their existing lease agreements.

### Clitheroe Food and Drink Festival

Traders were asked about the Food and Drink Festival which attracts circa 20,000 people into the town centre. Surprisingly quite a few traders said they disliked the Food Festival and felt that it took business away from the market. Others did indicate that the Food festival was very positive for them with one trader indicating it's his best day of the year.

The Food Festival is a very successful event in the Town Centre and runs through the market and surrounding streets however certain traders felt that the market should be more heavily involved in the planning of that event, especially as it uses a part of the market, to ensure it maximises the opportunity.

A casual trader said he felt it was unfair that they were displaced while Food Fest traders occupy some of the metal stalls adjacent to the Bull Ring. There followed a brief discussion about how a trader achieves regular status compared to the more flexible arrangements preferred by some traders who do not wish to make the same commitment to a market are classed as casual traders.

Derek Russell (Trader) asked if Allan had seen a copy of his letter to the Council which he hadn't. Derek has kindly forwarded a copy of his email and supporting images to me for consideration, and I am grateful for his input and agree with many of the suggestions.

## 6.2 Traders SWOT Analysis

All traders were asked to contribute to each element of the SWOT analysis and the results are as follow: -

<b>SWOT - Analysis</b>			
<b><u>Strengths</u></b>	<b><u>Weaknesses</u></b>	<b><u>Opportunities</u></b>	<b><u>Threats</u></b>
Traders	Traders Apathy	New Customers	Aging Traders
Communities	No electric - on casuals stalls	New traders	Rival - out of town markets. Mill
Variety of products	Lack of Communication with Council	Late opening	Existing Centres for entertainment - Grande
Quality of products	Open to elements – Lost Trading Days	Improve services to all stalls	Change of Direction
Customer care	Lack of accurate signage	Review wayfinding signage in town centre and improve.	Lack of financial commitment from Council
Customer relations	Lack of promotion	More fixed fully serviced units	Change for the sake of Change
Affordability	Opening times	NMTF Young Trader Initiative	Community Fragmenting.
Product knowledge	Poor visual points of entry.	Improve visual points of entry	
Market heritage	Cobbles & Bull Ring		

Market history	Wind Tunnel coming down from the Castle	Research mitigation and install	Wind structures	
Facilities:	Unsightly storage	Refuse	Canopy Roof over the market	
Site Surfaces	Dirty, lack of cleaning and maintenance.	Implement cleaning maintenance programme	new and	
Waste disposal				
Social media: Facebook, Instagram, Tik Tok				
Part of Economic Regeneration				
Music Scene strong				

### 6.3 Elected Members

We are grateful for the input from the elected Members

We are extremely grateful for the input of all stakeholders. The findings which came from the political stakeholder group were presented in the main in a document by Cllr Edge which Cllr Brown concurred and discussed at length with Allan Hartwell in a number of telephone calls, most of which are addressed within this report and feature in some of the recommendations.

The general consensus was that they didn't wish to see the market covered but did want to see improvements in; -

- The cleanliness of the market
- Entrancing improvements
- The tired looking metal stalls which needed a complete overhaul or removal
- Were happy to consider extending the fixed permanent units
- Revised layout of the market particularly with respect to the removal of some of the Metal stalls, the
- possible introduction of a performance and events space and
- delivery of a range of events and activities to support the existing market.

## 7. Recommendations

Our recommendations and range of options are educated by the health check, site visits, stakeholder engagement and experience across the retail market sector.

There is obviously a demand for more fixed units which is evidenced by information from the market manager who has a waiting list of traders seeking space in the market; also from traders who said they would like more space and as indicated elsewhere the issue of building and encroachment means there is a demand for more space.

There is clearly a strong desire to see the Bull Ring area of the Market Place as a place that can become an open flexible event or entertainment space whilst still allowing casual trade on market days. There is also evidence to support this and reference has been made on a number of occasions to the lively music scene within local pubs and clubs in particular the Grand. Reference was also made to the huge success of the Bowland Food Hall and Market experience at Holmes Mill which is attracting a much younger demographics.

Specialist Market around the UK have grown significantly mainly Artisan, Crafters and Makers Markets all adding value to many town centres and to many markets. Stockport is a good example where we bring in the Makers Market once each month and this is very clearly the busiest day of the month for the whole market. it is **recommended that RVBC liaise with other Market operators and offer Clitheroe Market as a venue.**

RVBC does not have to always manage it can simply facilitate and has the ability and resource to do that and to charge an agreeable site fee. There are sufficient operators locally who can fulfil that role and pay a fee for using the market.

A different monthly specialist market could either replace say the Thursday casual market to improve trade for the regular traders on a Thursday which is clearly the weakest trading day.

An opportunity also exists to open the market on an additional day only where the various specialist markets can be procured for say each Friday. We would recommend the council discuss the opening of the market on an additional day with the regular traders as “spreading the gravy a little too thinly” is a possibility unless the new specialist market initiatives can drive new footfall in sufficient numbers to support the additional costs incurred by the regular trader and does not dilute the main market days.

Evening Markets such as Foodie Friday in Stockport and Rawtenstall and the Twilight Market in Belfast and the Comedy Club or Comedy Bingo in Warrington and Stockport are proving hugely popular when supported by music and a street food offer. Foodie Friday is a Registered Name which is why Rawtenstall have changed the title of their evening market.

We would recommend that a Twilight Thursday Market or similar be tried and tested in late Spring to gauge interest and potential success.

The management of such a flexible open space needs a great deal of vision and drive to maximise its use.

Our vision will also seek to address a number of issues which have been referenced by all stakeholders and that is the poor visual entrance points particularly from the Car Park and difficulties with winds coming down from the Castle.

Our vision therefore is to: -

embrace the strong demand for fixed fully serviced trading spaces and introduce new units to meet this demand but units which can be moved so offer an expansion and contraction opportunity from a fixed facility.  
remove all existing metal type stalls to create an open flexible event/market and entertainment space.

## **7.1 Housekeeping**

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Given the recommendation to remove the metal stalls there is obviously no requirement for the cleaning and repair of these stalls which makes up a large part of the complaints from traders about the poor appearance and maintenance of the market.

Unsympathetic cheap tarmac repairs have been carried out over the years to the floor of the market areas which has resulted in an uneven floor and unsightly change in floor types. Our recommendation would be that, whilst works are on going to provide services to the new fixed units and as pop-up power source, the floor type should be consistent throughout the market place preferably replacing missing paviments.

### **Cleaning**

Areas of the market such as the entrance of Station Road and the gable ends of the brick cabins along New Market Street need a deep clean by pressure washing to restore the original colour of the stone works.

All drains within the Fixed Cabins need to be inspected and cleaned. We experienced odours around the end of the row around stall numbers 16/17 and again this was something referenced from the stakeholder group.

Maintenance – Develop a list of outstanding repairs and complete repair of all defects on fixed cabins supported by an annual planned maintenance programme.

### **Repairs and Maintenance**

A detailed site survey needs to be undertaken to identify an immediate repair work schedule in respect of the fixed cabins with all repair works being carried out as a matter of priority including repairs and replacement to all downspout's, gutters, and drains.

A planned Repairs and Maintenance Programme needs to be developed to help maintain the property. This will improve both its visual appearance and create better shopping environment for the Public and also a safer, improved trading environment for the traders.

### **Waste Management**

The Back of House inc Waste management in an open market environment is always a difficult issue to deal with given the need for constant access by traders. Clitheroe Market waste area does look quite tidy but because of what it is it is never nice to look at. The waste compound itself seems well organised and there is some obvious recycling initiatives in place. The first view however through from King Street is of the waste Bins on either side of the entrance to the market. Although not a main point of entry for most customers consideration should be given to enclosing the market compounds using gates if possible.

## **7.2 Structural**

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Our proposals meet the demand for additional fixed units which will increase the regular income stream for the market and maintain opportunities for casual traders. Our preference on introducing additional fixed unit is that they are capable of “plug and play” connection to

mains supplies and can be moved to amend layout if needed and removed and sold if demand for fixed units in the future decreases.

### 7.2.1 Removal of all the casual metal frame stalls

### 7.2.2 Increase number of fixed cabins

Layout as shown in Option 1,2,3 plan

#### Option 1.

**Brick built cabins – Similar to the existing cabins estimated cost of construction is circa £2,200.00/sq mtr based on current construction costs.**

Advantages are:-

- Consistency in design, structure and appearance.
- Each would need to have canopies similar to those introduced which have proven to be successful but will soon deteriorate in colour and appearance.
- Secure

Disadvantages

- Permanent structure unable to move
- Layout is fixed.

**Modified Shipping Containers -.Estimated costs £17,500.00 insulated and fitted out.**

Benefits:-

- Modern use of 2<sup>nd</sup> hand shipping containers – repurposing, environmentally positive
- Initial cost of circa £17,500.00 per 6mtr unit fully fitted out
- Sellable asset which are currently hold value
- Secure
- Extremely robust
- Movable if needed.
- Extensive overhang created by up and over front door







Examples of modified containers

#### Disadvantages

Distinctly different in style and nature to the existing structures

**Wooden Chalets Estimated cost £10,500.00/6mtr chalet fully insulated and fitted out**

Benefits: -

Cheaper to acquire circa £10,500.00

Simple solution can be achieved quickly

Can be designed to meet individual trader needs

Need more frequent maintenance

#### Disadvantages

Not fire-proof and any fire proofing is soon eroded.

Security is not as good as other options

More open to the elements leading to deterioration over time. Expected lifetime fully treated 5years.





Examples of wooden chalets commonly used on Christmas Markets but used as a temporary market for the Harborough Market. Each wooden chalet can be insulated on all surfaces and have roller shutter doors fitted to all openings.

**7.2.3 Extend Services to support new fixed units such as Water, Electric and drainage**

All of the new units will need to be able to be connected to mains services if the council are to maximise flexibility of use of each unit.

**7.2.4 Introduce Pop Up Power supplies throughout remaining Bull Ring Area to support casual trading and Events.**

A new Pop-Up power supply is recommended throughout the new flexible event space and to support any proposed performance space.

**7.2.5 On the curve area of the Bull Ring perimeter create a stepped tiered boundary wall structure to create amphitheatre style seating.**

**7.2.6 Removal of central lamp standard and seating**

**7.2.7 Introduce a modern canopy structure to create a new Performance space.**



**£50,000.00**



**£48,000.00**





**£31,000.00**

Images courtesy of Base structures [Basestructures.co.uk](http://Basestructures.co.uk)

This structure could also proved a seating area when not in use as a performance space.

### 7.2.8 Introduce Pop Up Gazebo's for Casual Traders

- either branded and supplied by the Council in which case there is an additional cost and space requirement in erecting dismantling and storage
- traders use Council branded gazebos but responsible for erection and dismantling and returning to storage.
- traders provide their own Pop-Up Gazebo's or Trading Units to a standard acceptable to the Council.

Disadvantage is that there are a number of traders who will not be capable of erecting and dismantling these gazebos and only attend the current market because it is so convenient to set up on a ready made stall.



All canopies, side, back and front sheets can be in any colour scheme and branded so you can create a strong image and branding. Images courtesy of City B marquees.

### 7.2.9 Introduce wind mitigation measures (branded if possible) at strategic points on the New Market Street boundary.

#### Wind Mitigation/Attenuation Measures

Market Place have no experience in the field of wind mitigations/Attenuations and we would recommend that relevant tests are undertaken to determine the requirements to mitigate the wind effects on Clitheroe Market. from the New Market Street end. Winds come down from the Castle area through the Car park into the market.

Our research indicates that wind mitigation attenuation in small spaces is often resolved using mesh type structures as shown below which is not robust enough for the market area.



Many of these structures tend to be made to suit the individual circumstances. The images below are from Ontario Airport where they experienced wind issues in one of the car parks. But sectional structures like the ones identified seem to be the way forward. It is our recommendation that tests are commissioned to see how best to deal with the wind issue and have structures similar to these manufactured locally.

The designs shown below would be able to be imaginatively branded and used as promotional imaging for the market. The council may wish to engage local artists to design any graphics for the





### **7.3 Management**

Management of the market appears to be light touch with a less than firm compliance of the Market rules and regulations.

Management of markets needs to be robust firm but fair with transparent procedures in place.

The modern market manager fulfils not just a facilities management function but they need to understand the market world, be skilled in marketing, promotion and social media be able to procure and develop a wide range of events and activities to ensure customers enjoy a different experience.

If Clitheroe Market is to implement a diverse range of specialist market activities, events and entertainments it will need to revisit the management structure of the market.

Trader Build Out and Encroachment.

In some cases, the new canopies installed in 2019, designed to create a dry environment and improved experience for the customers and to protect trader's goods, are already being abused by some traders who have used the opportunity to simply increase their trading space.



Trader Build out encroachment pushing the public into the uncovered area of the market.

This is an issue which is prevalent on most markets in the UK and frequently exploited in markets around the world. Traders will look to exploit every inch of space if they do not have to pay for it. At Clitheroe market there is a trader who doubles their trading space by building the display out to the limits of the canopy. If the traders on the opposite side of the walkway did the same the walkway would be completely blocked.

Build Out and Encroachment, if allowed to develop, is one of the worst issues that a manager can allow to happen and is one of the main reasons why markets have vacant stalls. If a trader is pushed back to the confines of their stall they will have to ask for an additional space in order to display their goods fully. Where traders are allowed to build out unchallenged then they will often give up one stall to save on a rent because they have increased their display space at no extra cost.

**Managing Build Out/Encroachment is the easiest way for management to increase income through forcing increased stall demand from displaced trader stock.**

Trader displays should be pushed back to the confines of the cabin.

## 7.4 Networking

Markets are somewhat of an anomaly within local government and don't fit within most local government departments. The management of markets probably fits best within Environmental Health or Economic Regeneration but often it is now a service which is a bit of a hot potato and ends up in some strange situations such as Parks, Cemeteries and Crematoria. Because of this networking opportunities for managers are often few and far between and following the demise of the Institute of Market Officers networking tends to be on a local level if at all. In many cases the management of the market is no longer a full-time role and in some cases forms a very small part of an officers main job.

The National Association of British Market Authorities offers some strong networking opportunities for Managers at all levels. It also offers a range of training initiatives including the National Diploma in Market Administration which is part of and a gateway to Manchester University's Institute of Place Management Degree.

Historically NABMA is a politically led organisation where each authority was represented by a local elected member supported by an officer advisor and a few authorities are still represented in this way but it is now more attended by officers.

It has an on line network group called "Basecamp" which every member can reach out for advice on any aspect of market management.



NABMA also offers a range of other services including Legal advice on such things as market Franchise Rights, VAT and Business Rates.

Each year NABMA holds its Great British Market Awards and I would be looking to ensure Clitheroe Market puts in a submission for one of the categories of best market.

NABMA has its Winter one day Conference in Birmingham on the 26<sup>th</sup> January 2023.

**We strongly recommend that RBMBC consider seeking membership of NABMA.**

## **7.5Operational**

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Develop events programme including 3<sup>rd</sup> Party operators to bring in a range of specialist markets such as: -

- Makers/Artisan Market – Monthly day time early evening
- Antique and Collectors Markets – Monthly day time early evening
- Foodie Friday or Twilight Thursday Evening Market including entertainment – Monthly April to September - Evening
- Book and Record Collectors Fairs – daytime early evening
- Upcycling Fairs – The Up Market – daytime early evening
- Consider hosting NMTF Young Trader market regional competition.

Planned events to celebrate festive periods and saints days such:-

- Easter Eggs Hunt for children
- Mother's Day – give flowers to the first 100 mothers attending the market.
- Saints Days St eg. Georges days – Give away a Red Rose etc
- Halloween – Lancashire Witches
- Valentines Day – First 20 couple get a bunch of flowers etc. Torch light market.
- Victorian Christmas Market Weekend

## **7.6Corporate**

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RVBC needs to develop a Markets Policy and understand how it can use its Market Franchise Rights to benefit the community, generate income and protect its own market interest.

Invest in a copy of Pease and Chitty's Law of Markets and Fairs.

Market staff to attend NABMA Training courses and National Diploma in Market Administration.

## **7.7Alternative Options**

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### **Options 2**

#### **The Cheap and Cheerful option**

This option sees the retention of the existing cabins and metal stalls closest to the existing cabins but realigned to create a much better layout which eliminates any pinch points. All metal stalls will be removed from the Bull Ring to create space for an event and performance space. This option allows for retention of many of the casual stalls as well as creating the space required to make better use of the Bull Ring area.

- Repair and Maintenance of all stalls and deep clean of market.
- Remove all metal stalls from around the perimeter of the Bull Ring
- Retain and repaint all other Metal stalls
- ReRoof all stalls including guttering and down spouts

## Appendix 1

- Realigned metal stalls nearest the cabins to reduce pinch points as shown on the attached plan
- Replace or remove all backing boards from metal stalls if traders wish this kind of protection, it can be done easily by traders when they attend.
- Improve visual impressions of entrances from New Market Street by: -
- Introducing Graphics to gable ends of cabins
- Introduce wind mitigation structures along New Market Street entrances
- Introduce underground Pop-Up electric supply points through out new space to support events and additional casual trading.
- Utilise any open space on market days for events and small-scale entertainment.
- Create new boundary wall around Bull Ring as tiered amphitheatre style seating option to support larger events with audience.

### **Option 3**

#### **Blue Sky option**

This option looks at reducing the market area significantly, creating a potential capital receipt for RVBC and retaining the market into a more compact space and extending the use of New Market Street Car Park as an events area which can easily link with the existing market.

- Create new boundary wall around the Bull Ring.
- Realign remaining metal stalls to create improved more compact market layout.
- Improve visuals on entrancing as above.
- Introducing Graphics to gable ends of cabins
- Introduce wind mitigation structures along New Market Street entrances
- Introduce underground Pop-Up electric supply points

Combined with the Market Car Park which is bounded by a huge wall the market “under the castle” could become a much larger events and open performance space which can incorporate elements of the market on non-market days or evenings.



## **8. ACTION PLAN**

1. Deep clean of areas identified
2. Develop programme of repairs and carryout repairs
3. Remove all metal stalls adjacent to the brick cabins
4. Offer temporary accommodation to displaced traders
5. Install services to support new fixed stalls
6. Introduce new fixed units as per layout attached
7. Build new perimeter wall around Bull Ring
8. Install new canopy to cover new Performance space
9. Move traders into new units
10. Continue to allow casuals using Pop Up Gazebo's
11. Develop specialist market programme

