

## Market Management Policy

### Introduction

Rossendale has 3 markets: Bacup; Haslingden & Rawtenstall, each located in their respective town centres.

Stalls on each market are licensed to permanent stallholders if they sign an agreement to attend on every market day, pay stall charge on days they do not attend to reserve the stall, and give one week's notice if they wish to leave the market.

Stalls are also allocated to traders on a daily 'casual' basis. Such traders only pay when they attend the market and are not guaranteed a stall on arrival – stalls are allocated on a first come, first served basis.

### Rossendale Borough Council's Vision

It is the vision of Rossendale Borough Council for Rossendale Markets to be busy, vibrant markets, attracting tourism to the borough and supporting the local economy by creating jobs and providing affordable goods.

Any decision made by Rossendale Borough Council's officers will be in pursuance of this vision, and for the benefit of the markets as a whole, rather than individual businesses.

### Operation

The markets will operate on the following basis:-

Bacup:           General trading on Wednesdays & Saturdays 9am to 4pm  
                    Fleamarket on Fridays 9am to 2pm

Haslingden: General Trading Tuesday and Friday 9am to 4pm

Rawtenstall: General trading Thursdays and Saturdays 9am to 4pm

Any arrangements to open or close the markets other than in accordance with the above will be the subject of consultation between the Market Management, the Portfolio Holder and the Market Traders. The Market Management have authority to set the arrangements in terms of opening, closing, charging and allocating stalls having regard to this consultation.

### New Trader Requirements

All new traders, whether wishing to trade on a daily, temporary or permanent basis, must complete an application form before being given permission to trade.

Traders requesting a stall on a permanent or temporary basis must complete an appropriate form supplying their full details including name, address, date of birth

and national insurance number. A detailed description of the goods they wish to sell must be provided, together with proof of public liability insurance, before any applicant will be given permission to trade on Rossendale Markets.

Application forms can be obtained by contacting the Market Management on 01706 217777 or from the website [www.rossendale.gov.uk](http://www.rossendale.gov.uk)

Casual traders who telephone prior to attending any market day will be required to supply full details over the phone, including name, address, date of birth and national insurance number. Details of the goods to be sold and confirmation of public liability insurance will also be required. Traders must bring proof of public liability insurance to the market on the day of trading, and failure to do so will lead to them being turned away from the market.

As part of a nationwide anti-fraud initiative, all details supplied by traders will be disclosed to the Senior Counter Fraud Officer, Benefits Investigation Unit, Capita / RBC

### **Permanent Stallholders**

Permanent stallholders will be required to sign a licence, containing the terms and conditions of trading. The licence will set out those goods which the trader is permitted to sell. Selling any goods not on the licence will be a breach of the licence conditions and will be dealt with accordingly. Traders wishing to change or add to the list of goods they are permitted to sell must make a written application to the market management.

The Market Management has the right to remove any line of goods from the licence of any trader who does not sell it for a period of 12 months.

Any breach of the licence conditions will be dealt with in accordance with the breach procedure set out below.

Any stallholder who takes up a second permanent, licenced stall on any market will receive a 10% discount on total stall charge of all stalls.

### **Stall Charges**

All stallholders will be informed at the time of taking up a stall how much the stall charge will be. Stall Charges are payable on request of the Market Management in accordance with licence conditions.

Stall Charges will be reviewed on an annual basis.

In return for regular prompt payments and all payments being up to date by the end of each financial year, licenced traders who have traded for a period of 12 months will receive 2 free weeks each year, to be taken in April unless agreed otherwise with the Market Management.

The Market Management has delegated authority to issue financial incentives to new traders in return for a commitment to trade on Rossendale Markets.

### **Stall Allocation (1) – Competition & Diversity**

The decision on whether a stall can be allocated to any applicant rests with the Market Management, currently the Communities Team. Their decision will be made as to what is best for the markets as a whole, and their decision is final.

Rossendale Borough Council believes that competition benefits the consumer in providing choice and value for money, and aims to ensure the markets are as full as possible. However Rossendale Borough Council also recognises that the markets should not become saturated by any one line.

Having regard to the importance of striking this balance, Rossendale Borough Council will aim to ensure all vacant stalls are allocated with a view to ensuring there is both choice and variety on the markets, subject to a maximum of 3 of any line on each market. This restriction will apply for a 6 month period, and will be reviewed.

New traders selling similar lines will be allocated a stall as far away from existing stallholders selling similar lines as vacant stalls and the market will allow.

Any existing trader wishing to add to their existing line must make a formal application to amend their licence. If the new line is not directly related to their existing lines, they will be required to take up a separately licenced stall.

Any casual trader who makes contact with the Market Management prior to a market trading day will be allocated a stall in accordance with this policy.

### **Stall Allocation (2) – Spreading Out**

The practice of licenced or casual traders spreading out onto vacant or non-licenced stalls at no extra cost will be prohibited.

Casual traders will be allocated stalls in blocks of 2 or 3, which will be marked accordingly.

\* The charges for these blocks will be:-

Bacup:	2 stalls - £10.70	3 stalls - £14.00
Haslingden:	2 stalls - £ 8.60	3 stalls - £11.00
Rawtenstall:	2 stalls - £10.20	3 stalls - £13.50

\* (subject to any increase)

Licenced traders will not be permitted to 'spread out' without paying the appropriate stall charge.

Any trader who takes up a second or subsequent stall on a permanent and licenced basis will receive the discount highlighted above.

Any licenced trader who displays or stores stock on any vacant stall without paying the required stall charges will be required to remove their stock and failure to do so will result in action being taken for a breach of licence conditions.

Casual traders who fail to pay for all stalls used to display goods in accordance with this policy will be required to leave the market.

### **Breach of licence conditions**

Traders will be monitored and any breach of licence conditions will be raised with the trader concerned verbally.

If the breach continues the trader will receive a written warning to cease the activity causing the breach, failing which the licence will be terminated.

If there is a further breach following this letter the trader will receive written notice terminating their licence and making arrangements for stock removal (if applicable).

### **Appeals**

Traders have the right to appeal against the termination of their licence. They must indicate their intention to appeal, in writing, within 14 days of the notice of termination being issued. This letter should indicate on what basis the trader is appealing the decision. An appeal hearing will then be set, and a statement prepared by the Market Management confirming the circumstances of the termination.

The trader must be given 14 days notice of the hearing date and the statement must be disclosed to the trader at least 7 days before the hearing. Traders have the right to be legally represented at this hearing.

There will be no right of appeal against not being allocated a stall at any market.

### **Charitable Stalls**

Rosendale Borough Council is committed to supporting local charities and as such offers one free stall on each market, each month to any charity.

Only one charity stall will be let per month. Charities can have a maximum of 3 charity stalls in any calendar year, and they will not be granted a free stall in consecutive months.

Applications for a charity stall must be made on the appropriate application form and applicants must be for a charitable cause (but not necessarily a registered charity). Proof of public liability insurance will be required before any charity can be allocated a stall.

Application forms can be obtained from the Market Management by contacting 01706 217777 or from the Rossendale BC website [www.rossendale.gov.uk](http://www.rossendale.gov.uk)

**Review**

Application of this policy will commence on 1<sup>st</sup> May 2009.

This policy and any changes in charges will not apply retrospectively.

This policy will be reviewed 6 months after commencement.

## Markets I&E as at 31st May 2009

	Rawtenstall	Bacup	Haslingden	Total
Income	79,491	49,028	8,202	136,721
Salary & Salary related costs	17,724	8,861	5,958	32,543
Facilities Costs	44,456	35,877	36,149	116,482
Area Officer Time	12,923	12,923	6,461	32,307
Split unallocated Costs (based on Income)	826	279	140	1,245
<b>subtotal - "Cash" expenditure</b>	<b>75,928</b>	<b>57,941</b>	<b>48,708</b>	<b>182,577</b>
<b>"Cash" Surplus / (deficit)</b>	<b>3,563</b>	<b>(8,912)</b>	<b>(40,507)</b>	<b>(45,856)</b>
Percentage of Facilities Mgmt Time	6,990	2,363	1,181	10,535
Cost of Capital	27,500	16,500	12,375	56,375
subtotal - "non cash" costs	<b>34,490</b>	<b>18,863</b>	<b>13,556</b>	<b>66,910</b>
<b>Surplus / (deficit)</b>	<b>(30,927)</b>	<b>(27,775)</b>	<b>(54,063)</b>	<b>(112,766)</b>

## Markets I&E as at 31st December 2009

	Rawtenstall	Bacup	Haslingden	Total
Income	76,990	48,878	10,419	136,286
Salary & Salary related costs	19,075	8,731	5,851	33,657
Facilities Costs	46,552	31,215	24,877	102,644
Area Officer Time	12,923	12,923	6,461	32,307
Split unallocated Costs (based on Income)	820	277	139	1,235
<b>subtotal - "Cash" expenditure</b>	<b>79,370</b>	<b>53,145</b>	<b>37,329</b>	<b>169,844</b>
<b>"Cash" Surplus / (deficit)</b>	<b>(2,380)</b>	<b>(4,268)</b>	<b>(26,910)</b>	<b>(33,557)</b>
Percentage of Facilities Mgmt Time	6,990	2,363	1,181	10,535
Cost of Capital	27,500	16,500	12,375	56,375
subtotal - "non cash" costs	<b>34,490</b>	<b>18,863</b>	<b>13,556</b>	<b>66,910</b>
<b>Surplus / (deficit)</b>	<b>(36,870)</b>	<b>(23,130)</b>	<b>(40,466)</b>	<b>(100,467)</b>

## **Revitalising Rossendale Markets – Marketing Plan**

### **1. Background & current position**

- 1.1 Rossendale Markets are 3 traditional markets located in the borough of Rossendale.
- 1.2 Bacup Market – located in the town centre off one of the main shopping streets, it consists of 25 lockable brick units (5 doubles, 1 triple and 10 single units), and 4 blocks of covered open stalls (36 stalls). There is a utility block for traders which include a kitchen, the market managers office and public toilets which are part of the community toilet scheme trial. Bacup Market was relocated to its' current location in 1998. The market has a service area attached to it which is used for free parking, though space is limited. The nearest free car park is the Co-op which is a short walk from the market. Parking on the road outside the market is not permitted on market days, except for loading and unloading.
- 1.3 Haslingden Market – located on main road through Haslingden, made up of 12 lockable brick cabins (3 doubles, 6 singles) and 2 blocks of covered open stalls (22 stalls). Haslingden Market was relocated to its' current location in 1998 and was built using Single Regeneration Budget funding. The market provides a kitchen and toilet for traders, and a market managers office all housed in a utility block. There are public toilets attached to the market which are accessible from the market on trading days. The market has a service area attached to it which is used for limited free parking, and there are 2 good size car parks adjacent to this which are also free.
- 1.4 Rawtenstall Market – located on a main road, across from the main shopping street in Rawtenstall Town Centre. It consists of a market hall and outdoor market, with 40 indoor stalls, 14 outdoor lockable cabins and 14 covered open stalls. Public toilets are situated in one of the main entrances and are accessed only on market days. The market hall also houses a kitchen for traders and a market manager's office. It has its' own long stay car park which is well used and space is limited by mid-morning on market days.
- 1.5 The Markets are managed by the Communities Team, a team of 6 officers and 3 managers. The officers manage the markets on a rota basis from Tuesday to Saturday and balance this management with their workload which also includes environmental education and enforcement, community engagement and neighbourhood management.
- 1.6 A formal strategy for promoting Rossendale Markets has never previously been in place. One officer within the Communities Team was the lead on

organising any advertising with a view to doing as much as possible on very limited means. Previous marketing includes:

- Local press advertising at Christmas
- Press Releases & Photo Opportunities
- Rossendale Markets Car Stickers
- Free Prize Draws
- Seasonal Events
- Food Festival (as part of Rossendale Weekend)
- Rossendale Online news articles
- BBC website event listings
- Sallywag magazine (distributed to primary school children)
- Rossendale Alive articles

- 1.7 Any promotion has focused on grouping the three markets together as Rossendale Markets, but the Markets do not have a strong brand image. Various attempts have been made at addressing this including:

- 'Rossendale Markets...your Markets'
- 'Rossendale Markets...the heart of Rossendale'
- 'Take a fresh look at...Rossendale Markets'

- 1.8 Only the latter gives any indication of what the Markets has to offer, but focuses only on the food element, which is not always well received by non-food traders. The Rossendale Council logo is always included in advertisements, but separately from Rossendale Markets, and there has been no attempt to combine the two. Further, Rossendale Markets do not have their own logo.

- 1.9 Branding should include a good name which is memorable and descriptive of what the business does. In relation to the markets, the name which can be used is limited, but there is scope to add a descriptive phrase to differentiate Rossendale Markets from other markets. Rossendale BC has adopted a clear brand and something similar should be developed for the Markets. Consideration should be given as to whether it is appropriate for the Markets to share the corporate image e.g. Rossendale Alive Markets; be distinctly branded and supported by the Council; or something in between.

- 1.10 There has previously been no research carried out around the number of customers regularly visiting the markets and what the markets offer for them to enable any marketing to be properly targeted.

## **2. Consultation & Research**

### **2.1 Market Traders**

#### **2.1.1 Consultation with Market Traders revealed that:**

74% think that the markets should be advertised in the local press  
42% thought that adverts should be placed in local magazines  
37% wanted to see the markets advertised in the wider press e.g. Greater Manchester, Lancashire  
26% thought that leaflets were important to promote the markets  
Other suggestions include advertising in council literature, council mail franking, market trader magazines and better signage.

## 2.2 Market Brands

2.2.1 Research into the branding of other markets reveals the following promotion strategies:

Blackburn market - you're in for a surprise  
World famous bury market  
Burnley market - the heart of burnley  
Wake up to wakefield district markets  
Manchester arndale market - real people, real value, real choice  
Lancaster market - get a taste for traditional market shopping  
Preston markets - at the heart of preston  
Hexham market - live local, love local

2.2.3 Each market has a logo, but the markets are mixed as to the level of association with the council that they promote. Some markets make no mention of the council in their promotion, others use the council logo alongside their own logo, and some only use the council branding.

## 2.3 Social Networking

2.3.1 In relation to the use of social networking sites, such as Facebook, there is very little evidence that markets utilize this as a method of advertising or that it is successful.

## 2.4 Customer base

2.4.1 Who are the markets' heavy users? A recent exercise in the number of customers using the markets also recorded the age ranges of customers, and found that 57% are over 50 years of age, and a further 16% are over 40 years of age.

## 2.5 Rossendale population

2.5.1 The 2001 Census reveals the following:

65,652 population total  
46,644 aged 16-24  
18,022 aged 40-60  
12,488 aged over 60

7,980 one person households  
13,018 married/cohabiting households  
2.39 average household size

29,085 in employment  
1669 unemployed  
6044 retired

### **3. Aims & Targets**

3.1 To revitalise Rossendale Markets the following areas need to be addressed:

- Number of customers
- Number of vacant stalls for permanent licenced traders
- Number of regular casual traders

**3.2 Customers:-** an exercise to establish the current footfall at each of the markets and to provide baseline data has been carried out. Customers visiting each of the markets were assessed between 11.30am to 12.30pm (peak time) on a normal market day and this was repeated where there was bad weather. Exactly the same exercise will be completed in 6 months time.

Results:-

Bacup Market 29/4/09 – 124 during the hour (fine, sunny day)  
Haslingden Market – 81 during the hour (fine day)  
Rawtenstall Market 30/4/09 – 145 during the hour (cold & rainy)  
Rawtenstall Market 7/5/09 – 194 during the hour (fine, sunny day)  
= Average at Rawtenstall Market 170 during the hour

**Target: To increase footfall to the market by 10%**

**3.3 Vacant Stalls:-** The vacant stalls for permanent licenced traders at each market as of 1st May 2009 are:-

Bacup Market – 2 cabins  
Haslingden Market – 4 cabins  
Rawtenstall Market – 7 indoor stalls, 4 outdoor cabins  
Total: 17

**Target: To decrease vacancies on permanent licenced stalls by 50% at each market**

**3.4 Casual Traders -** Number of regular casual traders  
Bacup Market – 4

Haslingden Market – 1  
 Rawtenstall Market – 2  
 Total: 6

**Target: To increase number of regular casual traders at each market by 50%**

**3.5 Market Income:-** For the financial year 200/9 income from stalls on all 3 markets was £139,924.54. From the period 1<sup>st</sup> May to 29<sup>th</sup> December 2008 income was £94,893.45.

**Target: To increase income from all 3 markets**

**4. Action Plan**

	<b>Action</b>	<b>Details</b>	<b>Estimated Cost</b>	
1	Develop Rossendale Markets brand	<p>Develop a logo and strap line for the markets which can be used on all marketing and existing signage (where possible) to clearly identify the markets and the benefits of shopping there.</p> <p>Work with Communications &amp; Graphic Designers to develop a small number of designs poss based around the existing family of brands - Rossendale Pride &amp; Regeneration, and final design to be agreed by a poll of traders.</p> <p>New logo to be included on existing</p>	<p>£100 for initial development.</p> <p>£500 for photographer</p>	<p>Complete</p> <p>Complete</p>

		<p>signage where possible and on all correspondence with traders (new and existing) and customers.</p> <p>Create a bank of images to use on any posters, press ads, leaflets</p>		
2.	Leaflet	<p>Develop a leaflet for Rossendale Markets which will last 12 months minimum.</p> <p>Leaflet to be distributed to all tourist outlets including:</p> <p>All tourist info points All guest houses Libraries Leisure facilities Train Stations</p> <p>2500 A4 full colour leaflets (folding twice)</p>	£1000	Completed
3	Re - launch	<p>Once a clear brand has been developed, re-launch the brand over 1 week e.g. w.c. 22.6.09</p> <p>Freepress ad &amp; feature Rochdale Observer ad &amp; feature OR Satellite insert in GM papers inc Freepress Leaflets in all tourist outlets</p>	£1000	Ongoing

		Posters Attractions on each market		
4	Regular newspaper/magazine advertising	Identified as important in trader consultation, helps to raise profile of market and consolidate the brand with customers.  Advertisements in Rossendale Freepress once a month for 5 months 5 x Freepress ads (12 x 3 full colour)  2 x ads in 2 x Rochdale Observer  Rossendale Local Magazine Haslingden Issue ½ page x 2  Rawtenstall Issue ½ page x 2  Sallywag Magazine (distributed to all primary school children in Rossendale - 2 x ¼ page  Lancashire Life Magazine ½ page full colour Rossendale Valley Supplement Sept issue	£750     £300  £90  £130  £270  £560  Officer time	Completed    Completed  Complete  Complete  Complete  Complete  Ongoing – page 2 re

		Regular Press Releases to newspapers and magazines		trader reward scheme
5	Electronic Marketing	<p>Update Rossendale BC website Market pages.</p> <p>Work with Andrew Hillier / Michelle Gray to develop Tourism website to ensure Rossendale Markets are included.</p> <p>Ask Rossendale – local news, events, business resource site (140,000 hits a month) – As a result of a successful partnership Markets have their own pages on this website at no cost to RBC.</p> <p>Rossendale Online – ensure Rossendale Markets have a listing.</p> <p>Update NMTF market pages for new traders.</p>	Officer time	Completed – tourism websites, ask Rossendale, council website, visit Rossendale website listing
6	Attractive Markets, clearly visible to consumer, well branded, nice environment to shop	<p>Improve/increase signage at the 3 markets.</p> <p>Re-plant all hanging baskets at Bacup</p>	<p>£1000</p> <p>Covered by Pride in</p>	<p>Ongoing (banners / brown signs)</p> <p>Completed</p>

		<p>Market (included in planting around Bacup by Close to the Hedge funded by Elevate)</p> <p>Supply hanging baskets at Bacup &amp; Haslingden Markets</p> <p>Supply planters at Rawtenstall Market</p>	Rossendale fund	
6	Customer Charter	<p>Rossendale BC are already signed up to the National Market Traders Federation Charter to create confidence for customers when shopping on the markets – markets can be thought to be a less reliable place to shop than a larger retailer.</p> <p>This Charter will be promoted on each of the markets and a copy given to each new trader</p> <p>20 x A2 external use laminated posters</p>	£100	Completed
7.	Specialist Markets to attract new traders and new customers to the market who may then attend on a	At least one specialist market held alongside existing market on each market e.g.		Completed

	<p>general market day. Makes use of open stall blocks which are often empty.</p>	<p>Antiques/craft fair Artists Food Chocolate</p> <p>No charge initially to specialist traders on the proviso that should the event be successful and become established there will be a charge for each trader</p> <p>Advertising – banner / press</p>	<p>£750 + officer time, some additional waste disposal costs</p>	
8.	Advertising to new traders	<p>Advertise in trader publications to minimise vacant stalls and make the markets busy and vibrant, particularly in light of the new pricing structure.</p> <p>2 x ¼ page adverts in National Market Traders Federation Magazine (40,000 circulation to members)</p> <p>2 x ¼ page adverts in Market Trader magazine (30,000 circulation to all markets) 2 x adverts in Market Trader Magazine</p> <p>Adverts promoting special offers to</p>	<p>£500</p> <p>£500</p>	Completed

		casual traders and permanent casual traders		
9.	Radio	<p>New Rossendale Radio station with some funding from RBC. Condition of funding is to promote Rossendale Markets on 5 occasions.</p> <p>Opportunity for further advertising once up and running (could be 2010).</p> <p>Possibility to extend this to 2BR (covering Pendle, Hyndburn &amp; Burnley) in the future.</p>	£0	Ongoing (radio not broadcasting as yet)
10.	Rossendale Food Trail	Pursue Rossendale Food Trail – promotion around a tourist attraction of around 30 food and drink businesses following the example set by Ribble Valley Food Trail. Funded by NWRDA.	Officer time	Pennine Lancashire Food Trail – with PLACE (Pennine Lancashire Local Authority Chief Executives)
11.	Rossendale Shop Local leaflet	Work with Town Centre Tourism Officer to include Markets in food / drink / retail guide.	Officer time	Ongoing
12.	In-house promotion – making use of council publications	Inclusion of markets in every issue of Rossendale Alive		Ongoing – procurement & comms

	to promote the markets	Market advert on every franked council letter. Rubber stamps for machine need to be obtained.	£150	
13.	Contingencies	Any other advertising opportunity thought appropriate	£750	
	<b>Estimated total</b>		<b>£8,750</b>	