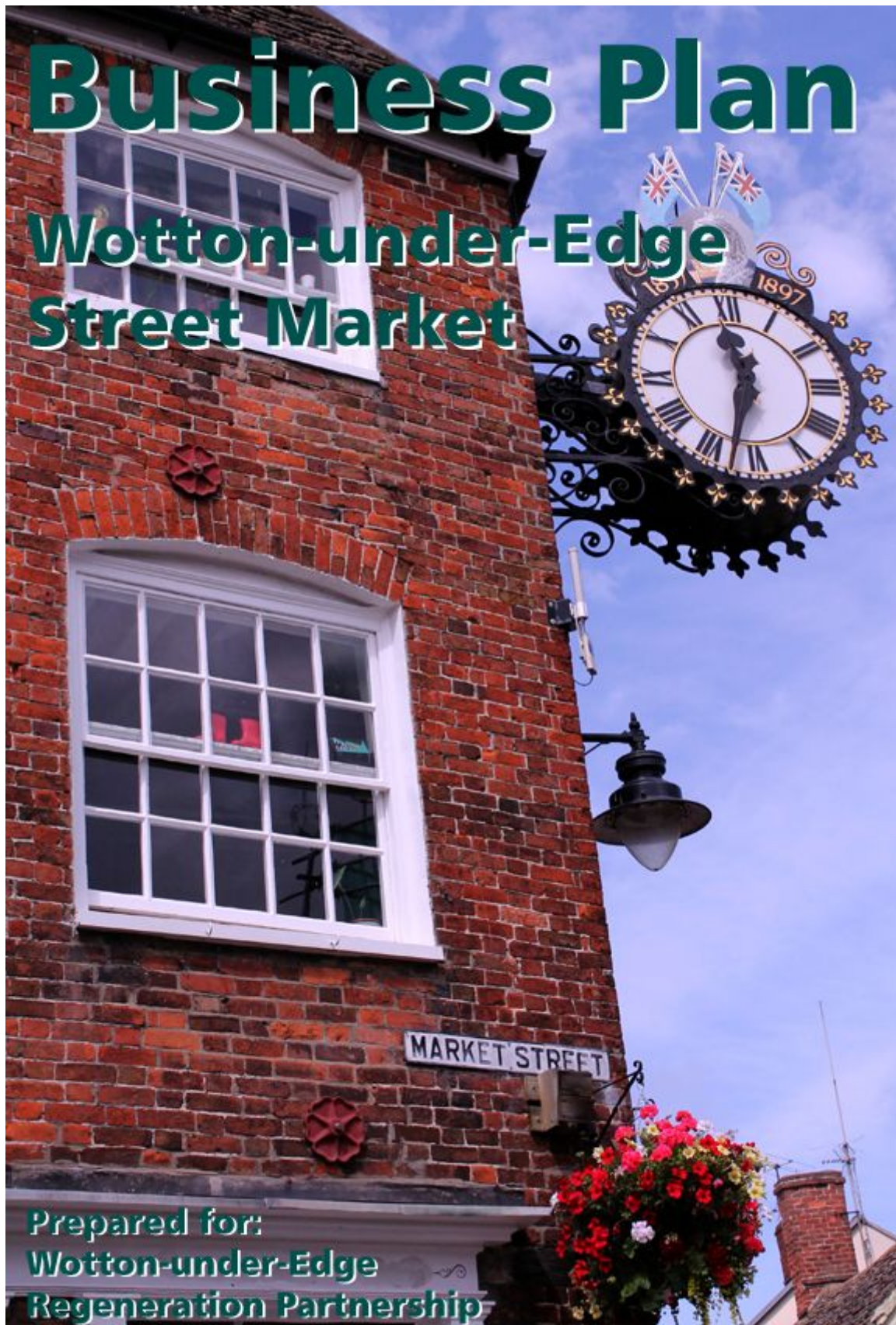


Business Plan

Wotton-under-Edge Street Market

Prepared for:
Wotton-under-Edge
Regeneration Partnership



Wotton Street Market - Business Plan

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Purpose of this plan

This plan illustrates the steps that will need to be taken to start-up a new street market in the town.

A small working group has researched information from the NABMA and collated information from various sources into this business plan in order to present to the Wotton-under-Edge Regeneration Partnership.

With proper funding and support the market could come to fruition in the Spring of 2020.

What are the key objectives of the Market?

To establish a thriving regular street market to promote Wotton-under-Edge as a high street destination and properly serve the local population.

Wotton-under-Edge is already recognised as a market town and a recent Town Council survey identified the need¹. The primary objective of the market is to attract more footfall to the high street which helps support the local economy and boost local employment.

How will the market be constituted?

For the market to be secure it is important that it has proper support. It is envisaged that Wotton Street Market will be formed as an independent group with its own constitution. The working group proposes that the address should be the Civic Centre, for continuity.

The street market group will meet regularly to see that the market is running to standard. The group will consist of stallholders, shoppers and other supporters. A small management committee will be elected to oversee the groups affairs.

A draft constitution has been created which contains important objectives for the project has been laid out at the end of this document.

Who will drive the project?

The management committee will be formed from the street market group and tasked to coordinate, implement and deliver this plan.

¹ Town Council minutes T.5781

Market research

Other markets in the vicinity of Wotton-under-Edge

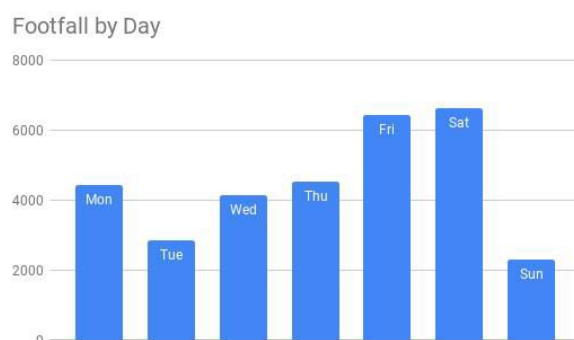
There are many other markets in the vicinity of Wotton-under-Edge. This shows that the concept of a regular town market is still popular and thriving in some locations that are very close to the town.



Banbury	1st Friday	8:30am - 1:30pm
Berkeley	3rd Saturday	
Cheltenham	2nd & last Friday	9am - 2pm
Dursley	2nd Saturday (Mar-Dec)	8:30am 1pm
Evesham	4th Friday	
Gloucester	Every Friday	9am - 3pm
Minchinghampton	Every Thursday	8:30am - 11am
Nailsworth	4th Saturday	9am - 1pm
Stow-on-the-Wold	2nd Thursday	9am - 1pm
Stroud	Every Saturday	9am - 2pm
Tetbury	Every Wednesday & Saturday	
Thornbury	1st and 3rd Thursday	9am - 1:30pm
Witney	4th Friday	8:30am - 1:30pm

Frequency of the market

The market will need to be held on a day that has the right level of footfall to satisfy the market traders, taking into account that the traders may be at more established venues on the weekend. This graphic offers a reasonable view of [daily footfall](#) from one of the largest stores in Wotton.



[The Town's Charter](#) permits the market to run on a Friday, subject to a £10 fee payable to the Town Council. This will enable the street market group to circumvent any fees that would normally be imposed by Stroud District Council.

of that of the aforesaid Maurice and of that of his heirs after Johanna herself on pain of our fine of ten pounds. And that they shall for ever have and hold one Market at the aforesaid Manor of Wotton weekly, during Friday; and one Fair in the same place yearly, to last three days; that is to say, on the vigil, on the day, and on the morrow of the Exaltation of the Holy Cross, together with all liberties and free uses appertaining to a Market and Fair of such sort, unless such Market and such Fair shall be to the prejudice of neighbouring markets and of neighbouring fairs as is aforesaid.

The location of the market is defined as being in the "Manor of Wotton". The land associated with the "Manor of Wotton" back in 1250 when the charter was granted would have been extensive, probably encompassing all of the central built up area of the town and certainly Market Street as it is known today.

As can be seen from the table of markets in the vicinity, 9am - 1pm seems to be the norm for a weekday market. With setting up and taking down time this will be a 6 hour commitment.

Another consideration is that Thornbury market runs on the 1st and 3rd Thursday. The management committee will need to see if their traders suggest running back-to-back or on alternative weeks would be more beneficial.

So taking all this into account, the working group proposes running the Wotton-under-Edge market on the **1st and 3rd Friday or 2nd and 4th Friday 9am - 1pm²**.

² An assumption is made that the market will run all year.

The proposal

What sort of market should it be called?

If it were to be called a Farmers' Market with only 50% food stalls, for example, those expecting it to be a Farmers' Market, in the normal sense, will be disappointed. Calling it a Street Market will keep all options open for the future.

How will the market operate?

It is proposed to locate the market in Market Street initially and then migrate to The Chipping as it expands and the new Symn Lane car park becomes operational.

The working group suggests that during the startup period, twelve would be the optimum number of stalls. This could be expanded upon at a later date.



Along with the endorsement of the market, the publicity material and interviews with the media and press must include a call for all people across the district and in the community who wish to supply produce, trade, help run and organise the Market.

A startup meeting should then be held in the function room at the Star. One of the tasks of the group at this startup meeting will be to work out how to appoint the management committee.

The management committee can then appoint a volunteer from within the community who has flair and enthusiasm as the market manager to take control of market operations and promotional activities.

The management committee will have the final say on all aspects of the markets operation.

Setting the standards and products to sell

Both quality and variety is all important. The working group proposes a fortnightly market to attract more shoppers to each market.

The aim should be to have a consistent core of basic suppliers. Depending on demand two of some types of stalls may be required.

The mix of products should be flexible but should aim for at least 50% of the stalls selling local produce to keep to the aims of the constitution. Supplementary and seasonal stallholders can also be added as required.

The management committee will need to think about how best to build upon the ethos of a sustainable local economy. There will have to be flexibility in allowing a diversity of stall holders to ensure that the market achieves good levels of occupancy.

Location

Much consideration has been, and will need to be, given to the residents of Market Street. They have been assured, by the working group, that the market will be well thought out and planned. Their needs have been considered in the choice of a Friday rather than the weekend to cause them as little disruption as possible. The market manager will have to ensure residents expectations are met.

Residents Research

The working group organised a survey of the residents and businesses in Market Street, asking if they were for or against the idea of a fortnightly street market. Two dozen questionnaires were distributed and the 12 responses are listed at the end of this document.

For: 9 (plus two more, returned late, so not scanned)

Against: 1 (against road closure)

Abstain: 2

Parking

Wotton Auction Rooms should be approached to see if stallholders can park in their car park. There is already an informal agreement for parking there with the Chamber of Trade. This should be feasible as the Auction Rooms requirements are for Monday, Tuesday and Wednesdays. The Street Market will be running on Fridays. As the stallholders will be setting up early in the day the Chipping could be used initially and vehicles relocated later. The management committee should also investigate parking at the Royal Oak.

Finances

Funding and grants

In order to get the market off the ground the street market group will need working capital to cover initial expenditure (for example, stall equipment, licencing, training etc).



By setting up the street market group with a constitution it is best placed to secure funding from a variety of sources.

from Gloucestershire Rural Community Council (GRCC) would be prepared to discuss what support she could provide and to consider what funding could be accessed. She is paid by Stroud District Council to work approx. one day per week on support and capacity building for community projects and organisations in Stroud District. Tel: 01452 Email:

An initial budget has been set by the Town Council through until March 2020 of £ (unverified) although the working group previously suggested a budget of at least £ would be required until the actual costs have been established.

Gloucestershire VCS Alliance supports the voluntary and community sector to develop and become sustainable by providing information, consultation and an independent voice. There are funding opportunities here to investigate:

<http://www.glosvcsalliance.org.uk/external-funding-opportunities-bulletin/>

Capital equipment

These stalls are available from [REDACTED] including a carry bag. They are available in a range of different colours. Another supplier is [REDACTED]



The street market group will need to arrange to have these stalls put up and taken down and stored for each market. Secure storage has been arranged in [REDACTED]. Contact [REDACTED]. They have agreed to supply a 10x10' storage storage container. Eight weeks notice to commence. Minimum period 12 months. £ [REDACTED] . +44 [REDACTED]

Planning permission

The closure of Market Street will require a traffic order which is currently £ [REDACTED] although booking a year in advance may attract a 'bulk' discount.

Licensing

The 1252 charter granted to Johanna de Berkeley authorised her to hold a weekly market in Wotton, this allows us to circumvent licence fees that would otherwise have to be paid to Stroud District Council, saving an estimated at £ [REDACTED] per annum.

It is important to note that these fees would become payable if the Market were to be held on a day other than a Friday (outside of the scope of the Charter).

More information on [Stroud District Council's Street Trading rules](#)³.

³ Subject to review: Consultation 3rd June - 2nd August 2019

Market costs & stallholder fees

The fee rates for stallholders should mirror those of similar markets in the vicinity. The working group has made contact with Thornbury Farmers' Market who charge £ . Tewkesbury Farmers' Market charge £ per pitch on an ad-hoc basis. The management committee will need to ensure that fees are sustainable. See projected costs table below.

The management committee should consider annual membership to join the group, which in turn offers reduced stall rates. This would be helpful if traders want an ad-hoc pitch etc.

Openness and transparency is important and it is not unusual to negotiate a sweetener deal putting up fees after a reasonable period of time in exchange for guaranteed attendance. This is something the market manager would take responsibility for.

Startup costs (estimated)

Legal	Charter and Constitution	
Stalls	Twelve Units	
Banners	Three Banners and Artwork	
NABMA	Town and Parish Council rates (current membership has lapsed)	
Contingency		
TOTAL	Estimates Only	

Event running cost

Storage	per event (half the monthly amount)	
Traffic Order	per event	
Insurance	Pro-rata (half the monthly amount) For budget only, see notes below	
Wages	Put up and take down For budget only, see notes below	
Waste Disposal	Unknown - Estimate	
Licence	per event	
TOTAL	Estimate Only	
Stall Fees	Estimate	

Management of the market

Regulation

The market will be a food handling retail outlet, consequently the management committee must be aware of the general rules and regulations that apply and the standards that the stallholders will need to comply with. The market could at some point be reviewed by local authority inspectors to ensure that minimum standards are adhered to, and they may make suggestions for improvements, they also have the powers to close the market,

Food and safety

Every stallholder should have their own valid certificates and these should be presented on application. Copies will be held on file and reviewed. Each trader should have their certificate or copy of available for display to the public if required.

Health and safety

As the market is open to the general public the street market group will have to undertake a general risk assessment in order to identify and eliminate potential hazards. Much of this is common sense but specialist advice may be needed. The market manager would be expected to establish a good working relationship with Stroud District Council to ensure that the market operates within the law at all times.

Insurance

Every trader must also have their own public liability insurance. This must be presented on application. The market manager will need to ensure that a copy is held on file and reviewed.

Event insurance should cover the event and the equipment we provide (ie. stalls and coverings – if they are not erected properly and cause injury to a member of public or stall holder then the market is liable). NFU are investigating street market costs for the working group. They do not take on public liability insurance on its own, but would look to include the stalls whilst in storage too. They have indicated a rough cost of £ per month for budgeting purposes.

The Town Council uses Zurich Insurance. They may be able to quote too as the project progresses.

Casual Labour

At the start of each market stalls will need to be retrieved from storage, assembled and taken down afterwards. It would not be practical to employ anyone on such an infrequent basis, but it should be feasible to include these tasks in with the duties assigned to the Town Council caretaker, for example. This will need investigation.

Electricity

The street market group cannot expect shops to provide electricity like they do for the Christmas event. Providing the times do not change from the startup phase, no lighting will be required. Stalls that are mobile units (eg. a meat van) would be expected to have their own power/generator. However, care needs to be taken with any noise from portable power generators and its impact on local residents etc.

Training

The market manager will need to have a sound understanding of the day-to-day, administrative and legal issues surrounding the marketing and management of a market. There is potential to put them on a training course, but this is not a necessity. The Stroud District Council's new street trading regulations insist on two people being able to cover this role but this market will be outside of that scope.

<https://www.placemanagement.org/courses/diploma-in-market-administration/>

Occasionally there may be disagreements with stallholders, so to ensure everyone understands the rules of the market both the market manager and stallholders will sign a copy and copies will be kept on file.

Advertising & marketing

The working group has had exploratory meetings with a commercial market organiser, [Cotswold Markets](#) and their advice was that establishing a market from scratch is a task not to be under-estimated. Their view was that it would not be viable on a commercial basis, at least initially.

Market promotion will be key to its success. This will be one of the market manager's main responsibilities.

Priorities will need to be set. What's being sold, who to and how are street market group going to get customers to come to the market?

- What is the market selling? This has to be focused on the 12 stalls during the start-up phase
- The numbers and types of shoppers
- Why should residents and visitors change their present shopping habits and come to this market? Need to liaise with existing groups. Green groups esp.
- What is the catchment area? Are there stats on disposable income levels? Will they come from the town or within say, five miles, so targeting as far as Hawkesbury?
- Media outlets? What is the message? Radio Glos, Points West, Gazette, Wotton Times etc. etc. Relentless promotion will be an ongoing task and the most important area. Best primary promotion is a combination of well-placed and clear temporary road signs press releases in the local newspapers and social media
- A launch event will create initial interest in a new market. Photographs and press release should be done to send to the press

There are various points around the town where, with permission, advertising banners could be situated. Renishaw roundabout, Cotswold Edge Golf Course and across Long Street for example.

Suitable banners cost approx £ plus artwork.



Useful contacts:-

may be able to help with press releases and the like:-

may be able to help with advertising banners:-

Project milestones

- Present Business Plan
- Legal advice (Charter and Constitution)
- Startup meeting
- Management committee formed
- Market manager appointed
- Constitution adopted
- Traders recruited
- Funding secured
- Promotional activity
- Management processes established
- Capital equipment purchased

Draft Constitution

1. The name of this formally constituted community group is Wotton Street Market.
2. It aims to operate on not-for-profit principles, which means that any surpluses will be reinvested and considers itself to be a social enterprise. It will be run as a business, but with social objectives, whose surpluses are principally reinvested to improve its operations, or in the community to help contribute to creating a strong, sustainable and socially inclusive local economy.
3. For continuity, the mailing address for the group will be ++ to be decided by Management Committee ++
4. The market is held in Market Street and The Chipping, 'the Manor of Wotton', as per the Town's Charter of 1252.
5. The objectives for which the group is established are:
 - To attract footfall to Wotton-under-Edge to help support the local economy and boost local employment.
 - To assist local food enterprises to benefit from the fair trade offered by selling directly to the public.
 - To help sustain our community by providing opportunities for them to come together for social contact and to work with other community groups to contribute to other local activities and to promote the markets benefits.
 - To strengthen the economy by creating opportunities for local firms to trade with local people.
 - To encourage rural diversification by offering a 'route to market' for local produce.
6. Membership is open to stallholders, shoppers and other supporters who subscribe to the market's aims and objectives.
7. A management committee of three will be elected by members for up to two years. There *should* be representation from the Town Council and/or Chamber of Trade on the committee. They will run the market and be responsible for day-to-day operations, including the setting of standards and pitch fees, all aspects of compliance, policy development and any business development activity which might include grant submissions to national, regional or local funding bodies. This management committee will appoint a market manager, secretary and treasurer to assist them in running the market, these roles may be combined.
8. Regular committee meetings will be undertaken, with agendas published at least two weeks in advance, and management reports published regularly.
9. The group may from time to time form sub-committees or delegate individuals for the purpose of undertaking specific projects. Also, the group might be required to undertake projects, funded through grants etc and, as a consequence, may need to act as an employing body

on a short-term specific basis. All the necessary obligations for good governance will need to be followed and reported back to the management committee.

10. The management committee may invite, at their discretion, non-members to attend meetings where this is considered to be of benefit to the group.
11. The group may, at the discretion of the committee, affiliate to any organisation the committee believes will benefit the market.
12. Financial Arrangements:
 - Initial external investment will be required at start-up.
 - Thereafter, stall fees and membership fees will primarily finance the group.
 - Additional funding could be available from grants, web space advertising and by other means approved by the management committee. All relevant insurances will be organised by the secretary.
 - Where projects are undertaken, they could be funded by grants and it may well be that to meet the grant criteria, work needs to be funded by the group and claimed back retrospectively (in whole or in part) from the funding body. To achieve this it may, on occasions, be appropriate for the group to arrange temporary finance. This needs to be undertaken on a value-for-money basis and all the necessary obligations for good governance will need to be followed and reported back to the management committee.
 - The management committee will have the power to open a bank account, into which stall fees, subscriptions and other income will be paid. The account will be used to pay for all invoices and any other relevant bills.
 - The Financial year will be January to December; policy guidelines are shown at attachment and can be varied by the management committee, but require ratification at the AGM.
 - An annual report will be presented at the AGM.
13. To improve the general running of the group, additions or amendments to the constitution may be put forward for discussions and agreement of the management committee. Where these are of a general nature, or relate to working practice, they will usually be accepted if it can be clearly demonstrated that they will bring benefits, but they will need to be reported regularly to all members for comment and acceptance through newsletters. Where there are potentially significant changes, the management committee can agree approval in principle, but all major changes will need to be confirmed at the AGM to keep the constitution up-to-date.
14. Any proposals for dissolution can be proposed by the management committee or any member, and must be circulated by the Secretary no fewer than 28 days in advance of the AGM meeting, or if appropriate an extraordinary general meeting.
15. If the group is dissolved the balance of the funds, after payment of all outstanding debts and liabilities (including the return of any unused funding given as grants if this was part of the condition of the grant) shall be disposed of as agreed at the general meeting.

16. An annual general meeting will be undertaken in June each year to review the previous years operations, receive the accounts of the group, confirm the appointments to the management committee, and be open to all members and the public.

Steps to take to formally adopt this constitution:

- Present this draft.
- Agree any amendments and address.
- Adopt as the constitution.
- Record made of adoption in minutes.
- Management Committee sign and date constitution.

Residents Survey Results

Shop owner

Dear Resident

Local Traders are currently working on a proposal to try and revive our beautiful little town and encourage our community new and old to actually engage with, and use the town in which they live. We are currently proposing a small fortnightly affordable market to be held in Market Street. As we are aware that the current mix of shops does not really allow residents to get everything they need. This proposal is not to bring people in from elsewhere but to serve our community better. So Market Street would allow the street and the car park to remain open as normal and for a half day market to run fortnightly causing minimum disruption to the town and residents alike

We would however before going forward like to ask if you a resident of the street in question could just take one moment to tick

For or Against

Reasons why?

I have NO objections to Market provided the street is left open + my shop is not affected or blocked.

This will help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council.

If you could fill this in and pop it back to Dan at Draw Creative, 8 Market Street.

As soon as possible please as we really do value your opinions

Many Thanks

Abstain

I suggest use of Town Hall + not street.

A market would be a great addition to the town, however ~~without~~ without more details I cannot yet support it. For example, for a market to have any benefit, it would have to be held on a weekend, when most people are not working. Also, there is not a lot of space to hold a market without blocking either the road, or the pavement.

If you could provide plans for what the market would look like and when it would be held, then I would be happy to support the plans as long as daily life is not disrupted.

Abstain

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☒ For or ☐ Against

Reasons why?

We would be interested to know if this proposal is weekday or weekend? and what access there would be for parking at the proposal time?
To help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council.
If you could fill this in and pop it back to Dan at Draw Creative, 8 Market Street.
As soon as possible please as we really do value your opinions

For Thanks

Many thanks,

*P.S - sounds a very positive idea!
Look forward to hearing*

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☒ For or ☐ Against

Reasons why?

"Brilliant" really just what we want.
To help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council.
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For

*MARKET ST
GL12 7AE*

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☒ For or ☐ Against

Reasons why?

Excellent idea - hopefully bring more people into

This will help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council. W-UE

If you could fill this in and pop it back to Dan at Draw Creative, 8 Market Street.

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Many Thanks

"flats"

Dear Resident

Local Traders are currently working on a proposal to try and revive our beautiful little town and encourage our community new and old to actually engage with, and use the town in which they live. We are currently proposing a small fortnightly affordable market to be held in Market Street. As we are aware that the current mix of shops does not really allow residents to get everything they need. This proposal is not to bring people in from elsewhere but to serve our community better. So Market Street would allow the street and the car park to remain open as normal and for a half day market to run fortnightly causing minimum disruption to the town and residents alike
We would however before going forward like to ask if you a resident of the street in question could just take one moment to tick

For or Against

Reasons why?

GREAT FOR LUTTON HIGH STREET.

This will help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council.

If you could fill this in and pop it back to Dan at Draw Creative, 8 Market Street.

As soon as possible please as we really do value your opinions

Many Thanks

For

Dear Resident

Local Traders are currently working on a proposal to try and revive our beautiful little town and encourage our community new and old to actually engage with, and use the town in which they live. We are currently proposing a small fortnightly affordable market to be held in Market Street. As we are aware that the current mix of shops does not really allow residents to get everything they need. This proposal is not to bring people in from elsewhere but to serve our community better. So Market Street would allow the street and the car park to remain open as normal and for a half day market to run fortnightly causing minimum disruption to the town and residents alike
We would however before going forward like to ask if you a resident of the street in question could just take one moment to tick

For or Against

Reasons why? *Great idea, but as a resident we need access to our property all day every day. With parking on street at absolute maximum as it is it will shift the parking problem to other streets + we will have no where to*
This will help us be as considerate as we possibly can be to you, before putting this proposal to the Town Council.

If you could fill this in and pop it back to Dan at Draw Creative, 8 Market Street.

As soon as possible please as we really do value your opinions

Against

Many Thanks

park on that day or be able to park outside our house to load or unload shopping, work gear etc. Sort the parking issue out w the town first & maybe then idea would be more welcome. Sorry