



# LEDBURY TOWN COUNCIL

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28 September 2023

To: Councillors Hughes, Mcall, Morris, Furlonger  
Non-Councillors: Caroline Green

Dear Member

You are invited to attend a meeting of the **Markets Working Party on Tuesday, 3 October at 10.00am at Ledbury Town Council Offices**, for the purpose of transacting the business below.

Yours faithfully



Angela Price  
Town Clerk

## FILMING AND RECORDING OF COUNCIL MEETINGS

Members of the public are permitted to film or record meetings to which they are permitted access, in a non-disruptive manner. Whilst those attending meetings are deemed to have consented to the filming, recording, or broadcasting of meetings, those exercising the rights to film, record and broadcast must respect the rights of other people attending under the Data Protection Act 1998.

## A G E N D A

1. **Apologies for absence**
2. **Declarations of Interests**

To receive any declarations of interest and written requests for dispensations.  
*(Members are invited to declare disclosable pecuniary interests and other interests in items on the agenda as required by the Ledbury Town Council Code of Conduct for Members and by the Localism Act 2011)*

*(Note: Members seeking advice on this item are asked to contact the Monitoring officer at least 72 hours prior to the meeting)*

3. **To elect non-council members to the Markets Working Party**

4. **To approve and sign the minutes of a meeting of the Markets Working Party held on 5 September 2023** (Pages 35-38)
5. **Market Trader Database** (Pages 39-42)
6. **Job Specification for part-time Market Officer** (Pages 43-46)
7. **Markets Workshop Update** (Page 47-58)
  
8. **Date of Next Meeting**

The date of the next meeting of the Markets Working Party is scheduled for Tuesday, 7 November 2023 at 10.00 am.

**Distribution: Full agenda reports to all Councillors (10)  
Plus, file copy**

**LEDBURY TOWN COUNCIL**

**MINUTES OF A MEETING OF THE MARKETS WORKING PARTY MEETING  
HELD ON 5 SEPTEMBER 2023**

**PRESENT:** Councillors Morris, McAll and Furlonger

**ALSO PRESENT:** Angela Price – Town Clerk  
Olivia Trueman – Community Development Officer (CDO)

**MWP10. APOLOGIES FOR ABSENCE**

No apologies were received.

**MWP11. DECLARATIONS OF INTEREST**

None received.

**MWP12. TO ELECT NON-COUNCIL MEMBERS**

None received.

**MWP13. TO APPROVE AND SIGN AS A CORRECT RECORD THE MINUTES  
OF THE MARKETS WORKING PARTY HELD ON 11 APRIL 2023**

Councillor Furlonger suggested that Lyn Jones be invited to the next Markets Working Party.

**RESOLVED:**

- 1. That the minutes of the meeting of the Markets Working Party held on 4 July 2023 be approved and signed as a correct record.**
- 2. That Lyn Jones, from The Barn, be invited to the next Markets Working Party on Tuesday, 3 October 2023.**

**MWP14. DRAFT LEDBURY CHARTER MARKET POLICY**

Members were provided with an updated version of the Charter Market Policy, which included comments and suggestions from Traders that regularly attended the Market.

Councillor Morris advised Members that many Traders left before 4:00pm on a Saturday and had concerns on how the policy could be enforced, especially as some of the regular Traders have been coming to the Charter Market for many years. The Town Clerk suggested that councillors report when Traders leave early, particularly on a Saturday as the Office is not open.

Members agreed that until the Market square is completed in St Katherine's carpark, the Council would struggle to enforce the new Charter Market Policy.

The CDO suggested a 'Refer a friend' scheme that could encourage Traders to bring other Traders to the Market and as a reward, the Trader would receive a discount or free days trading. Councillor Morris suggested reinstating incentives, including the 4<sup>th</sup> week free to new Traders. It was agreed that both suggestions from the CDO and Councillor Morris should be included in the Policy and resent to all Traders.

Members agreed that policy number 3 **'all vehicles should be removed by 8:30am'** should be removed from the policy and replaced with *'Traders are permitted to park one stock-keeping van per stall, if using the bays adjacent to the Market House'*.

It was agreed that the Council should build stronger relationships with the Businesses in Ledbury and work together to promote the Charter Market, particularly as it could increase tourism in the town and benefit Ledbury's economy.

Going forward, Councillor Morris asked that the Traders Database be included in all future Markets Agendas, noting that all personal information, including emails and numbers be redacted.

**RESOLVED:**

- 1. That the discussed amendments and suggestions be added to the draft Charter Market Policy, noting that a copy is sent to all Traders.**
- 2. That the Traders Database be included in all Markets Agendas.**

**MWP15. OUTLINE CHARTER MARKET STRATEGY AND POLICY STATEMENT**

Members were provided with a completed Strategy and Policy Statement. The Town Clerk reminded Members that in the previous meeting of the Markets Working Party, it was agreed that herself, the CDO and Councillor Hughes would complete the strategy with the suggestions proposed by the committee.

There were some concerns with the document and whether it set clear objectives and goals for the council to deliver on. After a lengthy discussion, it was agreed by Members that the CDO would arrange a workshop where Members and Officers could develop the existing strategy.

**RESOLVED: That the CDO meet with Councillors Furlonger and McAll to develop the existing Strategy and Policy Statement.**

**MWP16. CHARTER MARKET TRADER ATTENDANCE**

Members were provided with data relating to the attendance of Traders at Ledbury Charter Market. Councillor Morris felt that the data would be more beneficial to Members if it was displayed weekly, rather than monthly.

**RESOLVED: That the Charter Market Attendance database be displayed weekly, rather than monthly.**

**MWP17. CONSIDERATION OF PART-TIME POST TO SUPPORT SATURDAY MARKETS**

The Town Clerk advised Members that due to Postholder 50 reducing their hours, the Council have the opportunity to employ a Markets Officer part-time to work every Saturday to support the Market and its Traders. She advised Members that the Resources Committee were in favour of this proposal and asked that a job description was drafted.

**RESOLVED: That Members of the Markets Working Party endorse the proposal of a part-time role (7 hours) to support the Saturday Charter Market.**

**MWP18 DATE OF NEXT MEETING**

**RESOLVED:**

**To note that the next meeting of the Markets Working Party is scheduled for Tuesday, 3 October 2023 at 10.00 am.**

**The meeting ended at 11.00am.**

**Signed ..... Dated .....**



<b>MARKET WORKING PARTY</b>	<b>5 OCTOBER 2023</b>	<b>AGENDA ITEM: 5</b>
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Report prepared by Olivia Trueman – Community Development Officer

## **CHARTER MARKET DATABASE**

### **Purpose of Report**

The purpose of this report is to provide Members with a database of Traders that attend Ledbury Charter Market.

### **Detailed Information**

The administrator has provided a list of Traders that have attended Ledbury Charter Market. Members will note that only the trading name and description of wares are available, due to GDPR reasons.

Both the Community Development Officer and Administrator regularly invite new and existing Traders to have a stall at the Charter Market.

### **Recommendation**

1. That Members of the Markets Working Party receive and note the attached document.

Customer ID	Company Name	Goods
CU0001	All Plants Wholesale	Plants/Veg
CU0003	Le Delice	Bakery
CU0004	Taynton Cheese	Cheese
CU0005	Max Fish	Fish
CU0006	Caroline Pottery	Pottery
CU0007	Orchard Grove Preserves	Jams
CU0009	Jane Elizabeth Candles	Candles
CU0010	Heliotropic Garden Services	Garden Goods/plants
CU0011	Pauntley Petals	Flowers
CU0012	Gourmandize	
CU0013	Mr Gyros	Gyros
CU0014	Choc Shop	Brownies
CU0015	Suffolk Distillery Ltd	Gin/Vodka
CU0016	Mazane	
CU0010	Keith Chadwick	Fruit/Veg
CU0011	Cwtchyface Designs	
CU0013	Young & Green	
CU0014	Shaw Healthcare	
CU0015	The Stock Exchange	Clothing
CU0016	Lower House Farm Ltd	
CU0017	Dandelion Organics	
CU0021	Rose Grant	
CU0022	Mary Seldon	
CU0023	Lynsey Brown	Clothes
CU0024	Ted's Tacos / Pens Pizzas	Tacos/Pizza
CU0025	Tilly Makes	
CU0026	Teejay Toolman	Tools
CU0027	Beefy Boys	burgers
CU0028	Padstow Fish	Fish
CU0029	Pudds Pudding	Puddings
CU0030	LND Aromas	
CU0031	Sarah Millin Art	Art
CU0032	Jane Elizabeth Candles	Candles
CU0033	Overseas Farm Nurseries	Plants
CU0035	Season Food & Drink	Food& Drink
CU0037	Kew Tribe Creations	
CU038	Dragon Products	Veg
CU039	Lily Grace Originals	
CU040	Kraven Naths	Food & Drink
CU041	The Soap Fox	Soap
CU042	The Forest of Dean Candle Co.	Candles



CU043	Beau's Bookshop	Osbourne Books
CU046	Olden Days Collectibles	Bric-A-Brac
CU047	Fab Fleurs	Flowers
CU048	OSKI Studio	
CU049	Catherine Clark Ceramics	Ceramics
CU050	The Childrens Society	
CU051	Sinfully Delicious	Cakes/Cookies
CU052	Vic's Factory Clearance Biscuits & Cakes	
CU053	Alan Frost & Silvia Allen	Authors
CU054	Heart & Things	Hand Made items
CU055	The Quirky Slates	Natural Slate Signs
CU056	Party Floss	Candy Floss
CU057	A Little Bit Of Sparkle	Wax Melts
CU058	Riverford Organics	Veg Box Subscriptions
CU059	Happily Ever Crafting	Crochet, Macrame, Home Décor
CU060	Happy Mail Bracelets	Handmade Wish/Worry Bracelets
CU061	Sweet Rush	Pick & Mix, American Candy
CU062	Elgar Care Ltd	Care Home
CU063	H&K Catering (Sweets & Treats)	Sweets
CU064	Cronin Associates	Smash Burgers
CU065	Cololur Loving Witch Creatiobs	Canvas, painted vinyl clocks, fairyt doors, household decoration
CU066	Mac's Finest Fruits	Fruit & Veg
CU067	Spencer Brookes Design	
CU068	Bakes by Gee	Cakes
CU069	Miniyaki's	Japanese Food
CU070	Ginpirations	Gin
CU071	Purple Splash	Crafts
CU072	Almost Welsh Soaps	Soap
CU073	Charlotte Greenman Art	Art
CU074	The Cheesecake Parlour	Cheesecake
CU075	Made by Andie	
CU076	Victorias Stitches	Lasercut & Engraved Wooden christmas décor
CU077	Happy Dumpling 365	Chinese Food
CU078	Fabulously Free From	Free from Cakes
CU078	Pizzeria Molto Bene	Pizza
CU078	Lily The Fish	Crafts
CU079	Yum	Cakes and Brownies
CU080	Ledbury Country Market	Varied goods
CU081	Silhouette & Metalcraft	Metal & Glass Goods
CU082	Lonsdale's Fresh Produce	Fruit & Veg
CU083	Pure & Simple Snax	Steak Sandwiches & Milkshakes

CU084	Bearkin Design	Cotton Bunting
C085	StictwithKate	Craft Kits
CU086	KRB Woodworks	Wooden Décor Items
CU087	Much Marcle Community Shop	Books/DVDs
CU088	Country Pumpkins	Sunflowers
CU089	Embroidered Gifts by Lis	Faux Leather, keyrings, bookmarks, purses etc
CU090	Geolaser	Engraved items
CU091	Wicton Farm	Organic Dairy
CU092	Peace of Crystal	Crystals
CU093	Sally Preedy	Handmade Items
CU094	Prosser Knowles Associates	Financial Planning
CU095	The DIY Tribe	Pop up café
CU096	Greek Escape	Greel Gyros

## LEDBURY TOWN COUNCIL

## Job Description

## Markets Operative

<b>Job Grade:</b>	<b>SCP Range:5-6 (£21,575-£21,968 Pro-rata)</b>
<b>Contracted Hours:</b>	<b>7 hours per week</b>
<b>Contracted Days:</b>	<b>Saturday</b>
<b>Contract Type:</b>	<b>Part Time – Permanent</b>
<b>Responsible To:</b>	<b>Deputy Town Clerk</b>
<b>Based At:</b>	<b>Town Centre</b>
<b>Car User:</b>	<b>Casual User Only</b>
<b>Job Description Date:</b>	<b>September 2023</b>
<b>Politically Restricted Post?</b>	<b>No</b>
<b>Enhanced CRB Check?</b>	<b>No</b>

**Main Purpose of the Role:**

To provide an effective operational service, including cleaning, the erection and dismantling of stalls, minor maintenance, and market security.

**Duties and responsibilities**

- To ensure that the market is maintained in a clean, tidy, and safe condition. Cleaning all areas of the market, being responsible for the collection and disposal of rubbish, including the sweeping of all roads, walkways, passages, and general areas.
- To erect and dismantle Council gazebos on the outdoor markets and at special events in line with set procedures.
- To ensure barriers are in place at all times from 7.00 am to 6.00 pm.
- To meet and greet traders and provide assistance with setting up where required.
- To ensure traders are allocated their appropriate pitch and that they set up within the parameters of that pitch
- To deal with trader and customer enquiries and giving assistance including the taking and receiving of messages.
- Ensure vehicles that remain on site are parked correctly and adhere to loading and unloading restrictions.
- To open and close the toilets on Bye Street

- Any other duties as required and in-line with the level of the role.

**Personal Duties:**

1. All staff are expected to maintain the high standards of customer care in the context of the Town Council's core values, to uphold the Equality & Diversity Policy and Health & Safety standards and to participate in training activities necessary to their post.
2. To treat any colleagues, Councillors, partners, and members of the public with respect and equality.

This is not a complete statement of all duties and responsibilities of this post. The post holder may be required to carry out any other duties as directed by their line manager; the responsibility level of any other duties should not exceed those outlined above.

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**Person Specification**  
**Town Maintenance Operative**

**EXPERIENCE - ESSENTIAL**

Previous working experience as a Maintenance Worker  
Hand on experience with hand and electrical tools

**EXPERIENCE – DESIRABLE**

Basic knowledge of minor repairs and maintenance

**QUALIFICATIONS AND REQUIREMENTS - ESSENTIAL**

Good standard of education of GCSE's (Grade C or above)  
Certification of apprenticeship or evidence of qualifications appropriate to the role

**QUALIFICATIONS – DESIRABLE**

First Aid Certificate  
Health & Safety Certificate

**KNOWLEDGE – DESIRABLE**

Good understanding of policies and practices of Local Councils  
Good understanding of the Various Data Protection and GDPR Acts

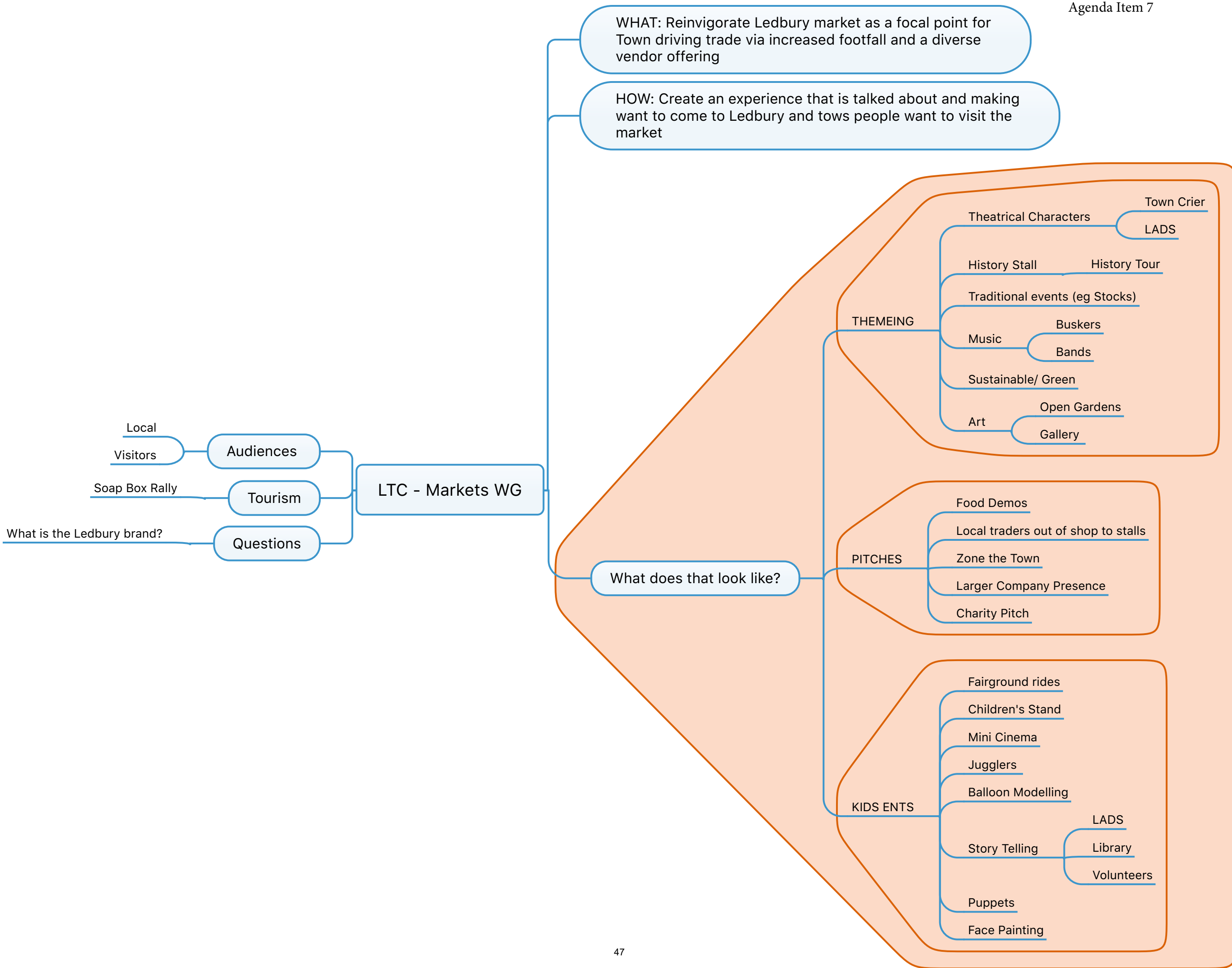
**ATTRIBUTES – ESSENTIAL**

Good clear communicator  
Be prepared to take training  
A friendly, approachable, courteous and polite disposition  
A smart professional appearance

**ABILITIES – ESSENTIAL**

Hold a clean driving licence and have access to a vehicle

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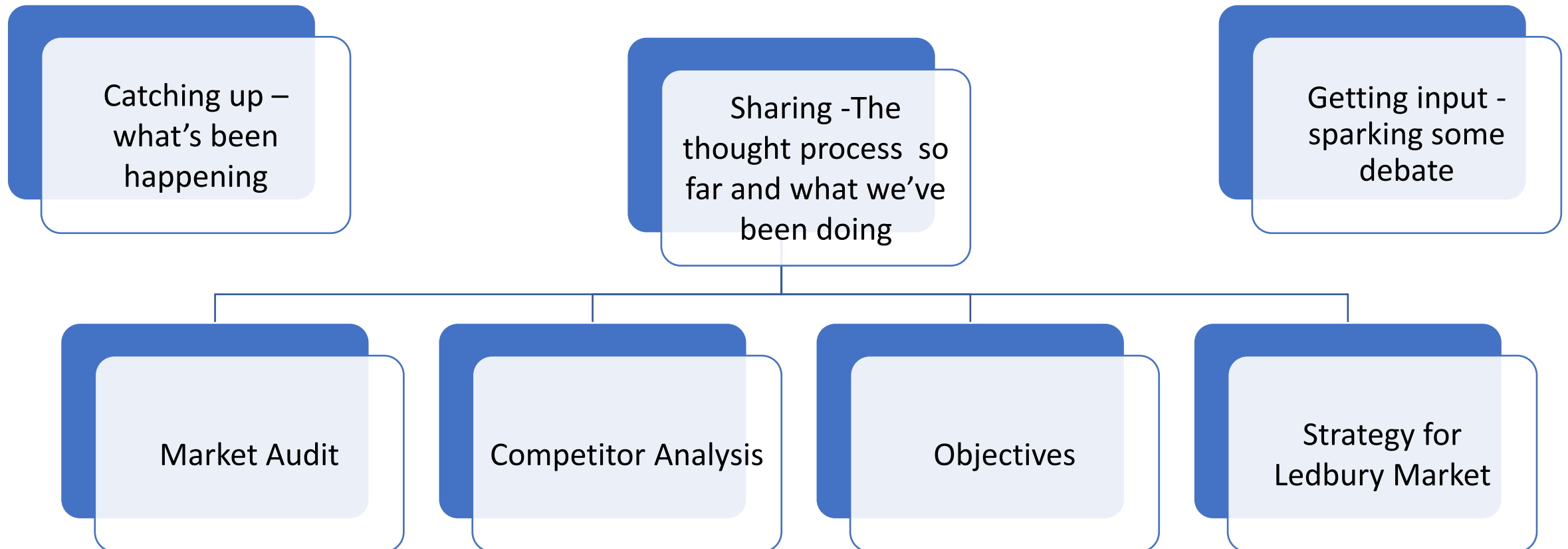




Ledbury Market

Strategy Development

# Purpose of Today & These Slides



# Our Roadmap



Research &  
Analysis

Stakeholder  
Considerations

Objective  
Setting

Strategy  
Development

Planning for  
Execution

# Market Audit

- The headlines:
  - Visitor numbers are low and predominantly regular, habitual purchasers of items not available on the High St – Fish, cheese
    - The result is that visitors shop & go, they don't walk the market
  - A high proportion of visitors are Ledbury residents
    - The market is not attracting significant footfall from elsewhere
  - New stall holders often attend only once; they don't make enough to for the visit to be worth their while and enjoy higher sales elsewhere
  - Ledbury is a market town that has antipathy towards its market – the Town Traders in particular view a town market as cannibalising sales
  - Current rules for traders are restrictive; parking in particular. Ledbury is not a friendly or easy place to trade

# Audit Summary & Implications

- The market has more stakeholders than it first appears – while each represents an opportunity, they also have their own barriers to overcome
- Reinvigorating Ledbury Market will require:
  - Clear objective setting
  - Objectives that reflect the agendas/ needs of invested stakeholder groups; within and without of the market:
    - Market traders
    - Ledbury residents
    - Tourists/ market visitors
    - Ledbury Traders
    - The Town Council

# Competitor Analysis

- Method
  - The team visited a variety of town markets across the three counties
  - Consideration focused on four primary areas:
    - Footfall & attendance
    - Variety of stalls
    - Layout of the market
    - Reasons to visit that defined the market, beyond the stalls
    - Stallholder engagement to gauge commercial success

# Competitor Analysis

- Findings

- The busy markets with high levels of footfall & regularly returning stallholders all had in common that the market was a 'destination' and the reason for visiting extended beyond habit buying:
  - The markets have something new to offer regular visitors & keep them coming back
  - Entertainment/ art/ music are an intrinsic element in the market offering
  - Customers visit to experience the market, rather than buy staple products
  - The most successful markets have a theme/ range that is in keeping with something that the town stands for e.g. Stroud market having a strongly defined arts & crafts focus
    - Stallholders AND visitors know what to expect of the market and each other
  - Larger/ spread out markets have employed zoning to aid navigation and enhance the sense of a theme

A Day Out – encourages visitors to 'shop the market', return regularly, spend in return for being entertained

# Considerations

- Where a market is known to ‘stand for something’ and/ or offer benefits beyond the stall holders:
  - A halo effect is created that benefits the town hosting the market
  - Visitors know ‘what they are going to get’ and are able to make a value-based judgement on whether/ how frequently to return
  - Visitors feel a warmth towards and appreciation of the market and its host town that encourages them to seek out reasons to spend
  - Stall holders are able to tailor their offering to the environment and capitalise on the ‘theme’ of the market and town; increasing their relevance and propensity to sell
  - The entire market experience becomes synchronised and a known quantity



# Objectives

- Increase footfall from both Ledbury residents & out of towners
- Gain support from and encourage participation amongst Ledbury Traders
- Create a thriving market that benefits stall holders and encourages them to regularly & consistently take a stall

# Strategy Development

- Key thoughts:
  - A thriving market that works for stall holders and visitors alike has to have:
    - Reliably high levels of footfall
    - Variety amongst stall holders that surprises and delights visitors, encouraging them to browse and shop beyond their 'list'
    - Creates a commercial platform that complements and enhances business for the town's shop owners without cannibalising their sales
    - Talkability – word of mouth is THE most effective advertising; consider what we can do to make the market memorable, outstanding and worthy of being talked about