

# CAMPAIGNING TO DEFEND TRADITIONAL MARKETS: A SHORT GUIDE

FRIENDS OF LEEDS  
KIRKGATE  
MARKET

**HANDS  
OFF**

*The* **PEOPLE'S  
MARKET**

This guide is primarily aimed at people who are interested in taking an active role in defending their local market. It provides some signs to look out for in order to notice if your market is under threat, examples of campaigns, strategies and tactics. It draws on ten existing or past campaign groups, a full list of which can be found at the end of this section. This guide is part of a larger piece of scholar-activist research around traditional markets in the UK.

For a fuller picture, see our longer report “[Traditional markets under threat: Why it's happening and what traders and customers can do](#)”.

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# 1. Introduction

## Markets matter, but who do they matter to?

In recent years, threats of large-scale regeneration schemes, putting in danger the character and sometimes even the existence of markets have mobilised thousands of people to propose that another market is possible; the market that they want. Market campaigns have usually come into being when there are signs that a market is going to undergo regeneration. Traders, customers and campaigners do not wish to claim that markets should not change; rather that alterations have to be in the interests of the market community, the existing traders and customers. This is the claim that campaigning groups make concerning the markets which they so passionately care about.

Not all regeneration is unwelcome; sometimes it can benefit traders and customers, especially if they are meaningfully involved in regeneration plans and their ideas and concerns are genuinely taken on board. However, this has not been the experience of many, and it is good to be aware of how changes to your local area and market may emerge.

It is also true that market managers and owners are not always 'the enemy' in these issues; sometimes a clear, accountable and trusting relationship can be formed between traders, customers and management. But inevitably, many of the conflicts that emerge over markets are due to a lack of shared vision, aims and objectives between the market community and those who own and/or manage the market and usually the surrounding retail area.

Of course, markets are frequently part of larger urban regeneration schemes, which vary in scale. Markets are often seen by local government and large business forums (for example Business Improvement Districts) as part of a wider 'retail offer' which have to be brought up to standard of new and diverse shops and amenities. Many traditional markets are owned and managed by local authorities; they are in some sense public services and public spaces, increasingly unusual in modern city centres. There has been shift in the local authority responsibility for markets from Asset Management (along with car parks and similar amenities) to City Centre or Business Development. There is little interest in considering markets as an essential service or an aspect of health and wellbeing. Along with this, the central position of markets means that they occupy land which is valued highly.

# 1. Introduction

There is no such a thing as a 'typical' campaign or campaigns around markets; market campaigns contain within them many issues about public space, heritage, social exclusion, different business models and so on. The campaigns' particular shape and approach is very much formed by what the issue is and who decides to participate. As time goes on, some campaigns over markets pick up other issues and alliances, changing their focus and strategy. While many traditional/municipal markets are in small to medium-sized towns, all the campaigns this report explores are city-based. Six are in London.

In this report we refer to a series of groups and campaigns that we have identified are mobilising around markets:

1. Friends of Peterborough City Market
2. Friends of Bullring Markets (Birmingham)
3. Friends of Leeds Kirkgate Markets (Leeds)
4. Friends of Queen's Market (E.London)
5. Wards Corner Community Coalition (N. London)
6. Shepherd's Bush Market Traders' Association (W.London).
7. Oxford Market Tenants Association (Oxford Covered Market)
8. Westway 23 Campaign (Portobello/Golborne Road Markets, W.London)
9. Tower Hamlets Renters/Save Chrisp Street (Chrisp Street Market, E. London)
10. Friends of Brixton Market (past campaign).

## 2. Signs your market might be being considered for regeneration

Here are some common indicators that market regeneration could be around the corner:

### Abandonment & decline –

A generally 'tatty' look to the market due to lack of investment and maintenance, a fast turnover of traders, and traders leaving because they can't make a profit and/or feel isolated. Market managers may also express concern about the decline of the market and the need for some kind of intervention/change.

### Consultation on the future of the market/surrounding area –

Often when consultations are announced, it is because there are already other plans in progress to regenerate the area. Pay close attention to this.

### Rent or other rate rises –

Often a market manager (usually a local authority) will suddenly raise rents in order to pay for investment, or to encourage stallholders who aren't making a large profit to leave and make way for new, more profitable businesses. This also includes rates like service charges increasing or a sudden/gradual increase in charges for infringements of market byelaws.

### Regeneration nearby –

Either a refurbishment of existing shops, amenities and maybe housing, or a whole new development, often provides a rationale for regenerating the market.



A lot of campaigning is (necessarily) reactive to changes that are proposed or enacted, but forewarned is forearmed. If your market or local community group exists already, keep your eyes peeled and discuss what you might do. Early strategy might be to take the story of the market for yourselves by promoting the market, doing price comparisons with supermarkets, putting on fun events and exhibitions, etc. A big part of this kind of campaigning involves questioning and changing the story of the market – if it's one of 'decline', why is decline happening? Is it naturally changing?

# 3. Campaign checklist

Here are a few starting points for the start of a campaign or interest group around the market. There is more detailed information about some of these approaches in the 'Tactics' section.

## 1) Control –

Find out who owns and manages your local market.

## 2) Decline –

If there is talk of decline: who is promoting this?  
Where does the story of decline come from?  
Why is the decline happening?  
Talking to traders and customers will help.

## 3) Follow the money –

Find out how much has been invested in your local market in the last ten years and compare this to investment in the shopping district in your town by the local authority.  
If investment isn't going into the market, what is the local authority spending money on?

## 4) Be visible and authoritative –

Use the knowledge and concerns you have to ask questions and share ideas in public. Generate debate and interest by holding a public meeting – local papers. Ask to meet market manager and councillors in order to show your concerns and ask them questions. Make sure you make a good note of the meetings and publicise what got said and done.

## 5) Other campaigns / groups –

Are there other campaigns or groups locally who might share your interests and concerns? For example, housing or public space campaigns, independent traders beyond the market, older people's and minority ethnic groups, food activists? On specific issues, find out if there have been any campaigns to stop supermarkets or retail development in your area. What tactics have they used? Are they still active? Have new supermarkets near the market been opened?

## 6) Consultation –

If your market is being regenerated, or consultation is taking place, who are the consultants involved? Who and how are they consulting?

## 4. How does campaigning work? A brief outline

## In campaigning:

- Aims are what you want to see change
- Strategy is how you envisage that change happening

Tactics are the concrete actions you take to make that change happen.

For example, a strategy would be a plan of what you will do to achieve your aims (for example stop a development which would reduce the size and composition of the market) and your tactics would be the tools you use to carry out the strategy (for example getting a petition with over 1000 signatures). It's important to distinguish between strategy and tactics – it's easy to get very excited about having to have a demonstration, get a petition, get media coverage – but a strategy helps you understand why these tactics might be appropriate and think about how they will bring about the achievement of your aims.



## 5. What do campaigns want? (Aims)

Apart from Peterborough and Oxford, these groups have been opposing (often substantial) regeneration plans that affect not only the market but the wider area. In the case of Birmingham, there has been a cycle of regeneration and displacement for the four city-centre markets since the 1960s. A new round of regeneration, the huge 'Birmingham Smithfield' project, is in early planning stages.

### Some campaign aims:

- To ensure the market survives (usually in a similar state to present, with minor improvements or improvements that preserve rather than alter the market)
- To improve accountability and transparency in the way the market is managed
- To improve trader and usually customer representation in regeneration plans
- To keep rents affordable for traders
- To stop trader displacement due to regeneration/ rent rises
- To keep the market as an inclusive place – both in terms of affordability, what is sold and public space
- To stop development alongside/ on the site of the market
- To get 'like-for-like' compensation and new space in regeneration
- To preserve the unique qualities of the market

However, there is also a broader picture. Some campaigns see the changes to the market as a form of 'social cleansing', pointing to a wider concern about a socially just and inclusive city. In Leeds, for example, Kirkgate Market serves a mixed group but many people with a low income; the market is seen as underperforming and under-utilised because it could attract a wealthier clientele that will be attracted to more expensive products.



## 6. How do campaigns organise? (Strategy)

Of the existing campaigns focused solely on markets, some are traders' associations but the majority are campaign groups. Whilst traders are always involved in campaign groups to some degree, they tend not to lead them or be actively involved in campaigning. Most groups meet regularly. Most also use Facebook and Twitter, as well as blogs, to publicise campaigns and organise. However, not all groups rely on the web and being online isn't always necessary; but it does make it harder for other people outside the area to find out about campaigns. Face-to-face meetings are important, especially given that some older people can be less familiar with technology. Friends of Queens Market and Friends of Peterborough City Markets have a formal structure with Chair, Secretary, Treasurer-type roles, but most organise more informally.

Market campaigns focus their objections and demands towards local government and private developers or other private actors, and their vision and organising toward traders, customers and the wider public. Often a campaign starts from a particular group and then evolves to draw in more people, issues and approaches. For example, a 'friends' of customer group could support traders to organise and create a bigger campaign.

Some campaigning groups have existed for five years or more. It can take time to find out where your power lies as a group and get the information and structures you need. At the same time, you can't always predict what is and isn't going to work. Some campaigning is just trial and error. This section aims to stop campaigners making too many errors!



## 7. What actions do campaigns take? (Tactics)



- Press work – placing articles in local/national press, blogs etc
- Leaflets and newsletters – updating people, publicity, calls to action
- Public meetings
- Holding stalls in the market
- Engaging with local authority/ other owner/manager
- Legal challenges / threats of legal challenges
- Alliances with other groups
- Research
- Alternative plans/ management models
- Formal recognition of market as an asset e.g. through listing and/or 'Asset of Community Value' through Localism Act 2011
- Regular presence at policy and/ or decision-making forums, for example local authority meetings – also includes active engagement with decision making process – or challenges of that process outside judicial review
- Demonstrations – in the market or elsewhere
- Rent strike by traders (or threat of one)
- Direct action (eg occupying market or other strategic buildings)

## 7. What actions do campaigns take? (Tactics)

More information about how some tactics have been successfully used:

### Engagement with planning process:

Most campaigns have got involved with the planning process by challenging and objecting to planning applications that according to them threatened the market. The campaign work here has been both sending an objection letter from the campaign, publicising the issue and encouraging citizens and traders to send their own letters or organising petitions against planning applications. Obviously this often goes hand in hand with legal challenges (see below). Recent legislation has also opened up space for more 'bottom-up' planning initiatives. There is more on this in the 'Alternative Plans' section.

**Read More:** You can find out more about Neighbourhood Planning at [mycommunity.org.uk/programme/neighbourhood-planning](https://mycommunity.org.uk/programme/neighbourhood-planning)

### Engagement with local authority more generally

Campaigners frequently attend public council meetings in order to understand what is going on and if possible, speak up on behalf of the market. Many council meetings are held in public, although members of the public do not frequently attend them. In England, 'community deputations' allow community groups to address all local councillors concerning a specific issue for a short time (usually less than five minutes). The local authority then has to formally respond to the demands or matters/questions raised. It can take time to find out who is the best person to work with or approach and what questions to ask. Support and advice from other campaigners and sympathetic local authority figures can be useful here.

"There should be far more people doing this; there is something wrong with the system. The simple fact is that if people are not here, then the inspector is not going to tackle a subject fully. So it's not democratic, it's a random process of scrutiny of the plans". (Friends of Queen's Market member).

## 7. What actions do campaigns take? (Tactics)

### More information about how some tactics have been successfully used:

Friends of Leeds Kirkgate Market have attended council meetings for many years, to gather as much information as possible about the council's plans for the market and issues affecting the market. Here are some approaches they have used:

- Circulating questions for councillors to ask at meetings
- Triggering a scrutiny enquiry (can be done by making a complaint, by community deputation, getting support of local councillor in relevant committee)
- Putting the campaign group forward as a witness in any ongoing enquiry
- 'Calling in' decisions that they think have not been made based on correct evidence
- Challenging accuracy of minutes – getting their information included in reports and similar.
- Using meetings as focus of demonstrations/stunts/handing in petitions
- Cultivate contacts with local press – journalists do not often have enough staff to cover all council meetings but if they know a popular issue is going to be debated and you are there to give an interview after they are more likely to come.

Friends of Queen's Market (begun in 2006) have successfully contested one development plan for the market and surrounding area. Part of their strategy has been to attend council meetings to really scrutinize what the councilors and officers think, and understand better who they can work with, as well as increase accountability. This works. Both campaigns have also used information gained from publicly held council meetings to turn into press stories and blogs to keep people informed and interested in the campaign.

# 7. What actions do campaigns take? (Tactics)

## Formal & legal approaches

Most campaigns have engaged in some sort of legal challenge. However, it is worth pointing out that many useful actions can be taken without undertaking a potentially expensive and complicated legal action. It is possible for campaigns in the public interest to get legal aid – this is worth trying, though it can be difficult. There is also no legal obligation to consult around changes to markets, so legal approaches can be limited by this. This section is not an exhaustive list and should not be used as a substitute for legal advice.

### 1) Alternative dispute resolution (ADR) or arbitration –

This is a process for the resolution of disputes outside the court system. It is usually related to employment. Oxford Covered Market traders used arbitration to successfully reduce a proposed rent rise in 2014.

### 2) Pre-Judicial review action –

A process whereby a court can review any decision taken by a public administration (including, for example, something as small as rent increases). Judicial review is a challenge to a decision that has been made by a public body. Birmingham, Ward's Corner, Queen's and Shepherd's Bush have all fought wholly or partly-successful legal challenges to development. However, campaigns have discovered that engaging in the process of beginning a judicial review, even if you don't complete it, can be useful. It also only starts to cost money when you actually bring a legal case. The beginning of a judicial review process requires a Pre-action letter. You don't necessarily need legal support to do this.

### 3) Full judicial review –

A full judicial review happens when you have consulted a barrister who considers you have a legitimate case (this costs money). It is a judge who makes the decision as to whether you can actually bring a judicial review case.

### 4) Objections to Compulsory Purchase Order (CPO) –

In some regeneration projects, the owner will attempt to buy property so it can be redeveloped. This is known as a CPO. There have been successful objections to CPOs on a number of grounds (for example in Shepherd's Bush Market).

### 5) Challenging a decision using the Public Sector Equality Duty –

All public bodies have a duty to evaluate the possible impact of changes they make under the Equality Act. With markets, this would mainly relate to impacts on elderly, people of BME background, age and those with disabilities. This could be the basis of a judicial review process. In the cases of Wards Corner Community Coalition and Queen's Market, both campaigns successfully used the local authority and developer's failure to consider negative impact on ethnic minorities as an important reason to challenge the decision to demolish their markets.

### 6) Planning Inquiry –

This is potentially a 'last-ditch' action, usually on a listed building. This is at the point where a planning application has been granted, and the campaigners want to 'call in' the decision. It is an appeal to Central Government via the Secretary of State for Communities and Local Government.

## More Information

On Judicial Review:

[www.justice.gov.uk/courts/procedure-rules/civil/protocol/prot\\_jrv](http://www.justice.gov.uk/courts/procedure-rules/civil/protocol/prot_jrv)

Letter as a pre-judicial review action: [wardscorner.wikispaces.com/file/view/Letter%20before%20claim%202012.PDF/381685600/Letter%20before%20claim%202012.PDF](http://wardscorner.wikispaces.com/file/view/Letter%20before%20claim%202012.PDF/381685600/Letter%20before%20claim%202012.PDF)

Letter objecting to redevelopment in reference to Public Sector Equality Duty [kirkgatemarket.files.wordpress.com/2014/09/folk-m-comments-to-14-04516-la-kirkgate-market.pdf](http://kirkgatemarket.files.wordpress.com/2014/09/folk-m-comments-to-14-04516-la-kirkgate-market.pdf)

## 7. What actions do campaigns take? (Tactics)

### Recognition of market as 'asset of community value' or listing

Having recognition as an asset or listed building is a tactic several campaigns have used. Friends of Brixton Market, Friends of Queen's Market and Wards Corner Community Coalition have also successfully either gained English Heritage Listed Building status or have successfully registered their markets as Assets of Community Value.

Under the Localism Act 2011, groups can apply for buildings or spaces to be registered as an Asset of Community Value by the local authority. Whilst this doesn't give them watertight legal protection, it does mean that if the site is up for sale, the community has six months to buy the asset under a scheme known as Community Right to Bid. In practice, this may not be feasible, especially for larger amenities such as markets.

On top of this, getting a market registered as an asset of community value can be useful in stalling the pace of a development and opening up space for alternative plans to be developed and other strategies pursued. The process is begun by simply filling in a nomination form, which should be available on the local authority website. However, it can take a long time; for Friends of Queen's Market, the process took nearly two years.

Friends of Brixton Market (FoBM) came together in 2008 to oppose Lambeth Council's plans for the Granville Arcade, part of the network of small markets in the area. This market is located in one of London's most rapidly gentrifying neighbourhoods. Brixton Market was traditionally the meeting point of the Caribbean community and also had many empty shops. FoBM campaigned to avoid the demolition of the arcades by (successfully) getting the three arcades Grade II listing as a site of cultural (rather than architectural) heritage in 2010. This was due to their cultural significance to the local African-Caribbean community.

The campaign collaborated with the council and the landlord to promote the market with a scheme to offer free or low rent for artists. The campaign also worked with traders to create an association. Many argue now that the Brixton arcades have been gentrified although some old businesses still persist. FoBM and some members suggest that they might have played an unintended part in this process of gentrification. Other parts of the market and shops around the area are under new threats of demolition and regeneration. (See later discussion Save Brixton Arches).

# 7. What actions do campaigns take? (Tactics)

## Publicity & media work

For campaigning to work, it usually needs publicity, often with the help of the media. Campaign blogs are a good way of keeping people updated on what's going on but also as a record of the history of the campaign – a tool other groups can use. Facebook and Twitter are used to mobilise people for demonstrations, signatures and events. Platforms like [change.org](https://change.org) and [38 Degrees](https://38degrees.org) can be used to quickly make petitions. Even if petitions have no impact on the way decisions are made, they bring the issue quickly to lots of people's awareness. The mainstream media can amplify this; an article in the Metro newspaper about a planned development near Portobello and Golborne Markets got over 10,000 signatures very quickly.

Friends of Leeds Kirkgate Market have used a basic Wordpress blog as a way of documenting their campaign, as well as reposting articles from other groups or researchers.  
[kirkgatemarket.wordpress.com](https://kirkgatemarket.wordpress.com)

## Alliances with other groups

It makes sense that campaigns over markets form formal or informal alliances with other groups; markets usually encompass issues of access to low-cost food (and related health impacts), poverty, minority ethnic groups and cultural diversity, public space and cultural/architectural history.

Our Tottenham<sup>1</sup> is an umbrella alliance of campaigns and interest groups in Tottenham, North London. It focuses on challenges defending and creating spaces which are of benefit to the different communities of the area, and challenging profit-led planning and development. Ward's Corner Community Coalition is one of the 50+ member groups. This kind of approach works in a densely populated and highly growth-driven city like London, where different local groups have many common issues.



# 7. What actions do campaigns take? (Tactics)

## Gathering information

Campaign groups often carry out their own 'bottom-up' research in order to better understand the situation and achieve their aims. This usually involves lots of internet-based research, looking though publicly-available documents (or if not, using Freedom of Information Act requests - a useful site for this is What Do They Know?). Research can also take the form of surveys or interviews. Research can be used in all sorts of ways – for creating media stories, building the campaign, a way of engaging with people who are or could be part of the campaign's network or a lobbying tool for local government or other actors. Research can feed into creating 'alternative' plans and challenging the selective questioning of many official consultations. Research doesn't have to be done by academics or trained researchers to be valid and useful – it's more important to have an inquiring mind, motivation to persist, understanding of an area, contacts with different people and an ability to talk to people. Some groups do find they need specific support, for example with planning knowledge or statistics, and this is where finding allies or people who can carry out specific tasks is useful.

Two recent research initiatives show ways in which market (and other) campaigns can use research as a tool to do multiple things. Tower Hamlets renters are a private and social tenants' campaign group who have become involved in a campaign to save Chrisp Street Market, a small street market which is part of a large social housing complex which is going to be regenerated, leading to the loss of social tenancies and some shops. As part of the campaign, they have started their own People's Consultation on the future of Chrisp Street (including the market) before planning permission is submitted. The consultation is based around community organising techniques and so is an opportunity to bring people into the campaign or support them to organize around other issues. As part of this they have also talked to traders and customers. For TH Renters this is an ongoing process of gathering information, not a one-off.

### Questions include:

- What do you/don't you like about living here?
- What do you think about the proposed redevelopment?
- How have you been consulted?
- Would you like to have more of a say?

Save Brixton Arches is a campaign to stop the regeneration and rent rise of a group of shops in railway arches. Although this is not a market as such, there are many similarities with market businesses and campaigns. They joined up with Brixton Pound (a group which runs a local currency) to produce an 'Impact Report'. Interviews were carried out by six people of traders and customers. The report then made recommendations to the landlord (Network Rail) the council and the local community including traders<sup>2</sup>.

2. [savebrixtonarches.com/brixton-arches-impact-of-evictions.html](https://savebrixtonarches.com/brixton-arches-impact-of-evictions.html)



## 7. What actions do campaigns take? (Tactics)

### Alternative consultations & plans

A different strategy to using legal challenges to “resist” or “oppose” developments that threaten markets is to create alternative plans. An alternative consultation can be a small exercise, for example an alternative questionnaire or a one-off stall.

An ‘alternative plan’ could be a large piece of work which might need some ‘expert’ input but it doesn’t have to be. There are ways of talking about and presenting alternatives which would also work as a ‘challenge’ focal point for activity, involvement and publicity.

Wards Corner Community Coalition have put a lot of energy into the creation of alternative plans for the development of the market and the area threatened by the private developer. To do that they have run community workshops and engaged with professional architects. In April 2014 Haringey Council gave planning permission to an alternative development plan presented by WCCC for keeping and expanding the indoor market and creating affordable facilities for arts and social enterprise businesses. To do that WCCC has created with other residents from Tottenham the West Green Road/ Seven Sisters Development Trust and at the time of writing are forming their steering committee<sup>3</sup>.

Friends of Queen’s Market also engaged with the idea of alternative plans against the demolition of their market and presented a “People’s Market” alternative in 2008, which showed that with little and simple investment in basic facilities (toilets, signage, structural changes to improve lightening and access to disabled customers) the market would be viable<sup>4</sup>. Opposing a “development” is often difficult and discourses of abandonment and decline of markets make it even more difficult to explain to the general public why a campaign might “oppose” an investment which is framed as an “improvement”. Campaigns that oppose or resist developments are often faced with questions about their own alternatives or plans. Some market campaigns have taken the challenge to create alternatives.

**Further Reading:** London for All! Is a recent report which presents several case studies of alternative plans by groups of small local businesses in London. [justspace.london.files.wordpress.com/2015/09/workspacehandbook\\_lowres.pdf](http://justspace.london.files.wordpress.com/2015/09/workspacehandbook_lowres.pdf)

## 7. What actions do campaigns take? (Tactics)

### Creating an advocacy framework

In some circumstances, a campaign group can have a positive relationship with the market managers and owners, being a 'critical friend' and providing accountability and advocacy.

Friends of Peterborough Market formed in 2009 due to customer and trader concerns about redevelopment and decline. The group successfully challenged the management (the local authority) over how little investment and upkeep the market had. In 2013 FOPCM helped set up Peterborough City Market Traders Association, an independent group of traders.

Together with the market manager, they set up a monthly Market Forum to bring all people with an interest in the market together. Through this forum, traders and the council in particular can work together and the council and private companies (for example the cleaning contractor) can be held to account.

The group has been successful partly due to campaigners and traders having a good relationship with a market manager, and the market manager being supported to challenge the council. This is closely related to having a clear structure of accountability and genuine consultation and discussion through:

- a) The Trader Association
- b) The Friends
- c) The Market Forum.

## 8. Key actors in markets

### Key private sector actors...

#### Quarterbridge Plc

Founded in 2000, Quarterbridge is the leading retail market development company, offering consultancy, ownership and management support, redevelopment implementation, promotion. 13 out of the 44 recent market regeneration projects we have identified have involved Quarterbridge as consultants at least; they also have taken on overseeing a few redevelopment schemes to completion, for example in Birmingham.

The role of Quarterbridge as management consultants is to advise on cost and feasibility of different regeneration approaches to markets. They present market owners/managers with a range of finance-based options for management and investment in the market. Quarterbridge's analysis of the Market industry is in line with the "decline discourse" that we have seen above and they have recommended the downsizing or 'retail consolidation' of markets in various cases. Whatever Quarterbridge's approach to a particular market, it is clear they have considerable power in shaping discourse and policy concerning traditional markets. Quarterbridge's influence in the area of municipal traditional markets also demonstrates the difficulty and limitation many local authorities have in understanding or planning their markets.

#### Geraud UK

Geraud is a French-originated market management company which started in the UK in 1997. It is made up of four different companies. It is the largest operator of local authority markets in Europe, running markets in Brixton, Glasgow, Stratford-on-Avon, Hulme, as well as a comprehensive Public Private Sector Management Partnership overseeing all Liverpool's markets. They also administer seasonal and speciality markets. Its CEO is Malcolm Veigas, who used to run Bolton Markets. Geraud UK sponsors NABMA (National Association of British Market Authorities, see below).

Other key private sector players in markets are: Town and Country Markets (leading private sector retail market operator in the UK, running 35 markets), Bray Associates (leading outdoor market operator, running 17 markets) and The Retail Group (consultants for Manchester, Spitalfields)

## 8. Key actors in markets

### Other key actors...

There is no coordinated national policy or oversight of markets.  
There is a Minister for High Streets, which incorporates markets.  
There is also an All Party Parliamentary Committee: A group of MPs in Parliament who discusses matters on Markets and makes recommendations to the Minister and other actors.

#### Local Authorities

65% of markets are owned and run by Local Authorities.  
The market manager will therefore be a council officer.  
In the governance structure of the local authority the market will be located within a department (i.e. economic development, asset management) which will be headed by an elected councillor.

#### NABMA: National Association of British Market Authorities

Member based organisation of market operators (local authorities and a few private companies).  
Provides assistance and training for market managers. Also carries out research.

#### NMTF: National Market Traders Federation

A member-based organisation for the promotion and support of market traders in the UK. There are around 100 branches, many of whom are engaged in ongoing negotiations over issues around rents, amendments to markets and in some cases regeneration. NMTF also provides insurance for traders and lobbies central government, carries research and frequent market visits.

Around 55% of traders are members of NMTF.

## 9. Conclusion: market campaigns & wider struggles

Some campaigns have remained relatively local and single-issue focused, particularly those trader-led campaigns that we have looked at (Shepherds Bush and Birmingham). By contrast, citizen-led campaigns, particularly in London have usually linked up to other groups and struggles and connecting their market to wider problems of housing affordability and privatisation, gentrification, displacement and lack of community consultation.



For example, Friends of Queens Market have over twelve years connected up with many groups across the borough and the city. There are many examples of how they have done this. For example in 2011 they joined JustSpace, a group of groups working on planning and community issues, to respond to the Mayor's London plan which they argued would create more inequality and social polarisation in London. FoQM submitted an amendment to the Mayor's plan asking for markets to be reconsidered as important community assets and asked for a change in the existing policy.

More recently, FoQM have been campaigning against a proposed private housing development very near Queens Market and have launched a petition against this development and asking for 100% social housing in the site. In their words: "Queens Market is neighbours with the West Ham ground. Don't let developers price local people out of Green Street".

Of the ten campaigns considered here, three are directly engaged with organising around affordable/social housing. FOQM have made explicit reference to relationship between social housing and low-cost good food – social housing tenants and people receiving welfare benefits need the traders and the traders need them.

In the case of Chrisp St, the group engaged are mainly a grassroots activist group for (social and private) housing tenants. In many markets, public transport links and affordable parking are both critical in bringing in loyal customers; so transport is also often an aspect of market campaigning.

These campaigns show that local amenities, be they retail, housing or leisure, have to be compatible with the needs of the people who live there. Markets matter most to those who use them now – we hope this report is useful for you to get your voice heard and win!

# 10. Further information

## Current market campaigns:

Friends of Peterborough City Market  
Email: [friendsofpeterboroughcitymarket@live.co.uk](mailto:friendsofpeterboroughcitymarket@live.co.uk)

Friends of Bullring Markets (Birmingham)  
Email: [bullringopenmarket@hotmail.com](mailto:bullringopenmarket@hotmail.com)

Friends of Leeds Kirkgate Markets (Leeds)  
[kirkgatemarket.wordpress.com](http://kirkgatemarket.wordpress.com)  
Email: [friendsofkirkgatemarket@googlemail.com](mailto:friendsofkirkgatemarket@googlemail.com)

Friends of Queen's Market (E.London)  
[www.friendsofqueensmarket.org.uk](http://www.friendsofqueensmarket.org.uk)  
Facebook: Friends of Queen's Market  
Email: [friendsofqueensmaket@yahoo.co.uk](mailto:friendsofqueensmaket@yahoo.co.uk)

Wards Corner Community Coalition (N. London)  
[wardscorner.wikispaces.com](http://wardscorner.wikispaces.com)  
[n15developmenttrust.wordpress.com](http://n15developmenttrust.wordpress.com)  
Facebook: Wards Corner Community Coalition  
Email: [wardscornercommunity@riseup.net](mailto:wardscornercommunity@riseup.net)

Shepherd's Bush Market Traders'  
Association (W.London)  
Facebook: Shepherd's Bush Market  
Tenants' Association - SBMTA  
Email: [jameshorada@mac.com](mailto:jameshorada@mac.com)

## We are also aware of the following three markets that have some independent campaigning around them:

Oxford Covered Market  
(Oxford Market Tenants' Association)  
[oxford-coveredmarket.co.uk](http://oxford-coveredmarket.co.uk)

Portobello/ Golborne Road Markets, W. London  
(Westway23 campaign and others)  
[www.westway23.org](http://www.westway23.org)

Chrisp St Market, E.London  
(Tower Hamlets Renters/Save Chrisp St)  
[towerhamletsrenters.wordpress.com](http://towerhamletsrenters.wordpress.com)

We have also looked at a past campaign,  
Friends of Brixton Market (SW London).

# 11. Useful further reading

## Mission for Markets (2015)

Industry report into the state of traditional markets

[www.mission4markets.uk/get-involved/publication.html](http://www.mission4markets.uk/get-involved/publication.html)

## Markets 21 (2009)

2009 report into markets in the UK

[www.nabma.com/wp-content/uploads/2015/05/4dd6419ec9584\\_markets-21-report.pdf](http://www.nabma.com/wp-content/uploads/2015/05/4dd6419ec9584_markets-21-report.pdf)

## Just Space – London For All! (2015)

Case studies on how different groups can have control over their diverse independent workspaces (including 2 markets)

[justspacelondon.files.wordpress.com/2015/09/workspacehandbook\\_lowres.pdf](http://justspacelondon.files.wordpress.com/2015/09/workspacehandbook_lowres.pdf)

## Save Brixton Arches (2015)

Great example of a small piece of research done by activists as part of the Save Brixton Arches Campaign on The Impact of proposed shop evictions in Brixton's Station and Atlantic Road arches

[savebrixtonarches.com/index.html](http://savebrixtonarches.com/index.html)

## Staying Put: An Anti-gentrification Handbook for Council Estates in London (2014)

Not about markets but a really useful brief guide to understanding gentrification in a housing context, and tips for successfully contesting regeneration plans at a local level:

[southwarknotes.files.wordpress.com/2014/06/staying-put-web-version-low.pdf](http://southwarknotes.files.wordpress.com/2014/06/staying-put-web-version-low.pdf)

## Heygate Was Home

An outstanding timeline of the regeneration/destruction of a large council estate in London. Very good insight into complexities of the planning process

[heygatewashome.org](http://heygatewashome.org)



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ERRATA: Photo credits-

Due to our own oversight, the photo credits were not included in the report.

They are by members of Friends of Queen's Market, Friends of Leeds Kirkgate Market, Wards Corner Community Coalition, Sara Gonzalez and Gloria Dawson.