Frodsham
TOWN COUNCIL

Town Council Meeting

19th October 2026

Meeting Pack

Contents

Agenda item		
Agenda		
4		Independent Business Survey Report
5		Artisan Market Report

Frodsham
TOWN COUNCIL
44 Main Street
Frodsham
WA6 7AU
01928 735150

Councillors are summoned to attend an Extra Ordinary Meeting of Frodsham Town Council to be held in Castle Park Arts Centre Castle Park, Frodsham WA6 6SE on Monday 19th October at 6.30pm

SIGNED: Jo O'Donoghue (FSLCC) TOWN CLERK DATE: 14/09/2026

TOWN COUNCIL MEETING AGENDA

MEETING 5

1. Apologies for absence
   To approve apologies for absence: https://frodsham.gov.uk/wp-content/uploads/2024/02/Absence-Apologies-Policy-2024.pdf
2. Declarations of interest
   To note any declarations of interest: https://frodsham.gov.uk/wp-content/uploads/2025/02/DECLARING-INTERESTS-FLOWCHART—-QUESTIONS-TO-ASK-YOURSELF-output.pdf
3. Public Open Forum
   To invite members of the public to speak on items on the agenda: https://frodsham.gov.uk/wp-content/uploads/2023/10/Public-speaking-at-meetings-2023.pdf
4. Business Survey
   To note the independent business survey report.
5. Artisan Market
   a) To note the report provided by the Town Clerk.
   b) To consider providing a licence agreement for Independent Street Events for the period March 2027 to February 2028.
6. Close of meeting

Frodsham Artisan Market
Business Impact Survey Report

Independent report for Frodsham Town Council

Prepared by Cheshire Community Action
5 October 2026

Local business experiences of market days
Survey findings and conclusions for the Council

Survey closing date 2 October 2026

Contents

Executive summary 3

Methodology and response rate 4

Profile of responding businesses 5

Overall direct impact on businesses 5

Trading on market days 6

Relationship and operating changes 7

Differences between respondents 8

Wider benefits and challenges 9

Continuation and future format 10

Written comments and recurring themes 11

Balance of views 12

Limitations of the evidence 13

Conclusions for the Council 13

Page numbers refer to this report. The charts state the response base for each question; percentages describe respondents, rather than all businesses in Frodsham.

Executive summary

This report presents an independent assessment of local business perceptions of Frodsham Artisan Market for the Town Council. It draws on 46 responses to a voluntary survey closing on 2 October 2026: 20 paper responses (43.5%) and 26 online responses (56.5%). Against the prepared list of 305 business addresses, the indicative response rate is 15.1%. Half of respondents are retail businesses and 43 of 46 normally open for all or part of market hours.

The survey identifies mixed effects on responding businesses alongside a more positive view of the market's contribution to Frodsham as a destination. It supports consideration of changes to market management, but does not establish the market's net economic impact on the town.

Key finding	Result
Direct business impact	21 negative (45.7%); 17 positive (37.0%); 7 no impact (15.2%); 1 unsure (2.2%)
Sales on market days	16 of 45 lower (35.6%); 10 higher (22.2%); 13 unchanged (28.9%); 6 unsure/N/A (13.3%)
Frodsham as a destination	27 of 45 positive (60.0%)
Support for continuation	34 of 45 support (75.6%): 17 as it is and 17 with changes; 11 oppose (24.4%)
Most selected challenge	Parking or access: 28 of 46 (60.9%)

Positive comments describe new visitors, repeat customers, improved trade for some businesses and a higher town profile. Concerns centre on parking and access, competition with permanent shops, reduced trade for some businesses and the timing or location of the market. Some respondents recognise both benefits and drawbacks.

The Town Council could consider continuation alongside a review of parking, access, stall mix and links with permanent businesses. Preferences for day, frequency and location are divided, so the survey does not identify one agreed change. Twenty-five of 46 (54.3%) favour retaining the current day; monthly is the most common frequency choice, selected by 21 of 45 (46.7%).

This is a perception-based assessment. The findings cannot establish the financial scale of gains or losses, or the market's overall economic contribution.

All results relate to the responding sample. Question-specific bases and missing answers are explained in the report. Comments are reported anonymously.

Methodology and response rate

The study carried out is a perception-based business assessment, rather than a full economic impact study. CCA conducted a voluntary questionnaire, offered online through SurveyMonkey or on paper with Freepost return, closing on 2 October 2026.

The prepared mailing list contained 305 after filtering CWaC property data dated 20 July 2026. It targets retail, hospitality, offices, visitor and public-facing services across Frodsham.

There are 46 responses: 20 paper responses (43.5%) and 26 online responses (56.5%). Against the 305 addresses in the prepared mail-out list, the indicative overall response rate is 15.1% (46 ÷ 305). This compares all responses with the mailing list; it is not a verified postal return rate.

Profile of responding businesses

Business type	Number	Share of 46
Retail	23	50.0%
Leisure/visitor business	8	17.4%
Hospitality	6	13.0%
Professional/personal service	3	6.5%
Office/business service	2	4.3%
Health/care	2	4.3%
Other	2	4.3%

Retail businesses account for half of responses. The two “other” responses describe a charity and a fast food takeaway.

Twenty respondents (43.5%) are in or immediately beside the market area; 26 (56.5%) are elsewhere in Frodsham. Of those elsewhere, six named Church Street and five named Lady Heyes. Seven did not specify an area.

Forty-one businesses (89.1%) operated in Frodsham before March 2024. Thirty-eight (82.6%) are open throughout market hours, five (10.9%) for part of the day and three (6.5%) are normally closed.

Overall direct impact on businesses

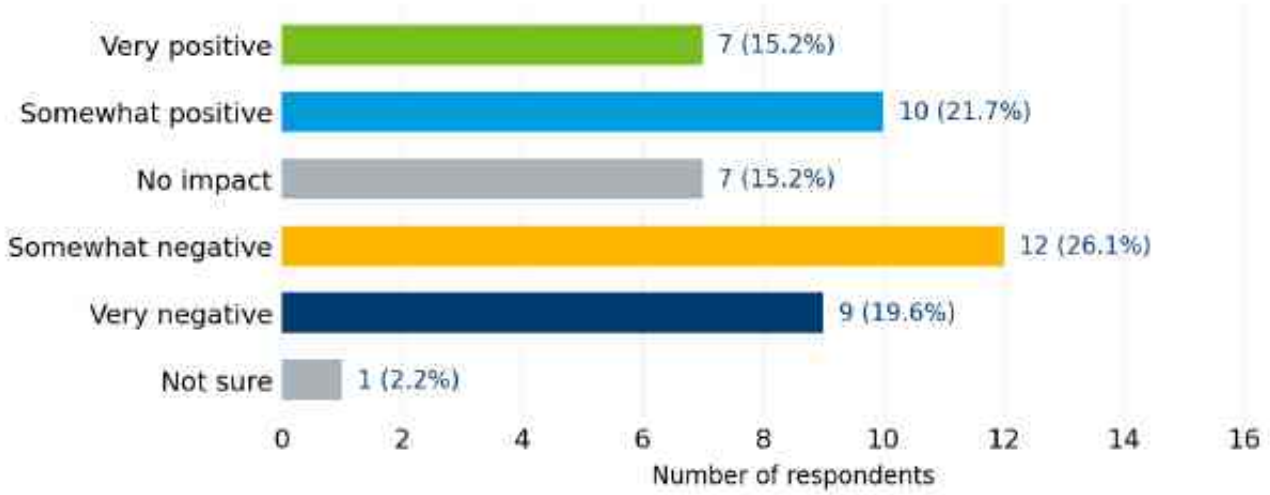


Figure 1 Direct impact on the respondent’s business, Q9. Base: all 46 respondents.

Negative assessments total 21 (45.7%); positive assessments total 17 (37.0%). Seven (15.2%) report no impact and one (2.2%) is unsure. The balance is four more negative than positive responses.

Trading on market days

Respondents compared market days with an equivalent non-market day on the same weekday and at a similar time of year. These are reported usual experiences, rather than measured transactions or pedestrian counts.

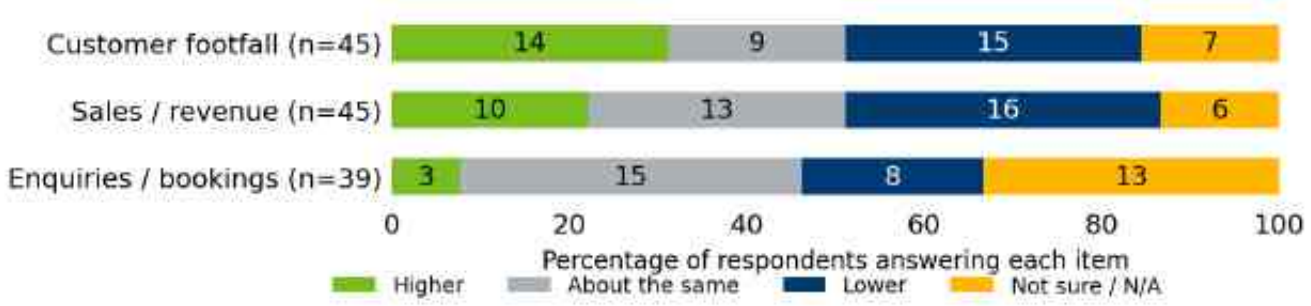


Figure 2 Reported trading outcomes, Q6. Segment labels show counts. Blank answers: footfall 1, sales 1, enquiries 7. “Not sure / N/A” is retained in each percentage base.

Measure	Higher	Same	Lower	Unsure or N/A
Footfall (responses=45)	14 (31.1%)	9 (20.0%)	15 (33.3%)	7 (15.6%)
Sales (responses=45)	10 (22.2%)	13 (28.9%)	16 (35.6%)	6 (13.3%)
Enquiries (responses=39)	3 (7.7%)	15 (38.5%)	8 (20.5%)	13 (33.3%)

Reported footfall is almost evenly divided between higher and lower. Lower sales are reported more often than higher sales: 16 versus 10 respondents. For enquiries and bookings, unchanged activity is the most common response, with a substantial unsure/not applicable group. Increased town activity does not necessarily translate into sales for each business.

Relationship and operating changes

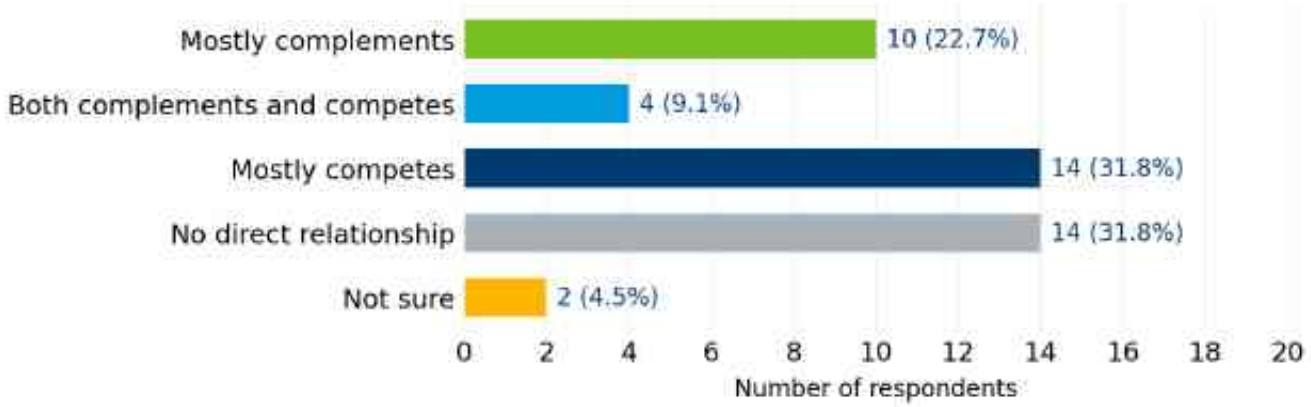


Figure 3 Relationship between the market and the respondent's business, Q8. Base: 44 respondents; two blank answers.

Of 44 answering Q8, 14 (31.8%) say the market mostly competes, 10 (22.7%) mostly complements their business, four (9.1%) report both, 14 (31.8%) no direct relationship and two (4.5%) are unsure. Two answers are blank.

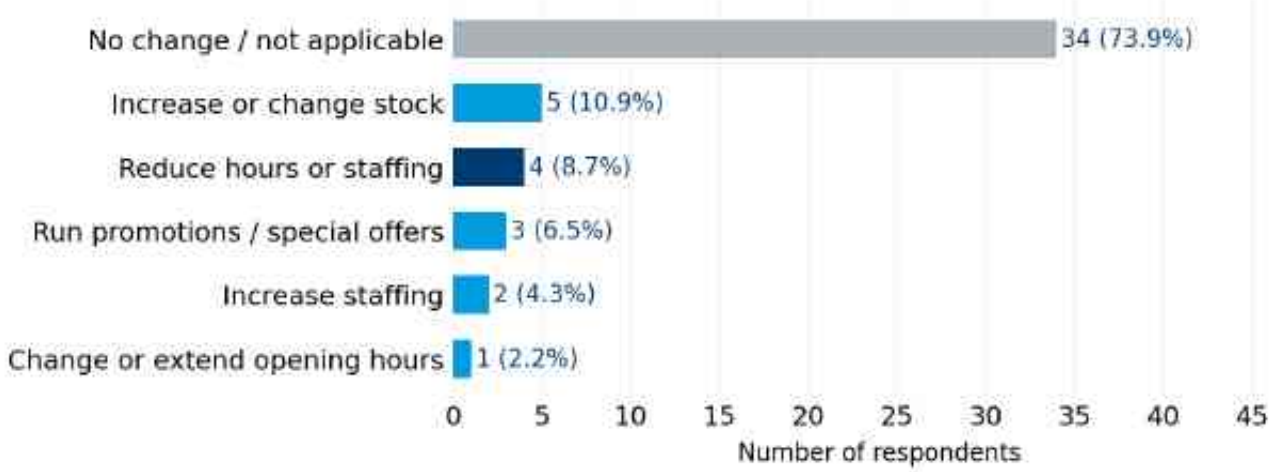


Figure 4 Changes made on market days, Q7. Base: all 46 respondents. Multiple selections allowed; percentages do not total 100%.

All 46 answered Q7. Thirty-four (73.9%) select no change/not applicable; 12 select at least one operational change. Five change stock, four reduce hours/staffing, three run promotions, two increase staffing and one changes/extends opening hours. Multiple changes could be selected.

Differences between respondents

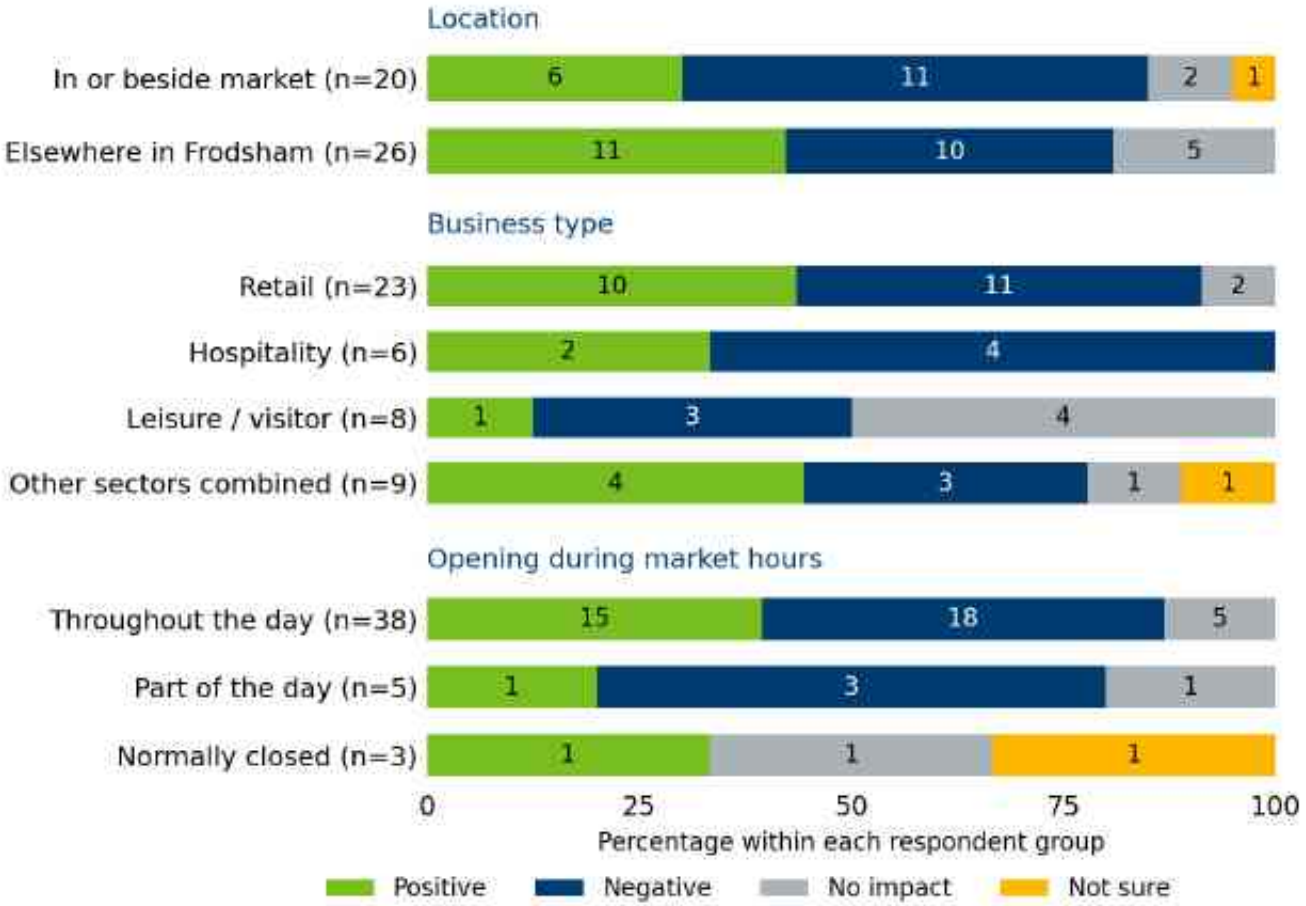


Figure 5 Direct impact, Q9, by location, business type and normal opening during market hours. Bar widths show percentages within each group; segment labels show counts. All 46 responses are included in each panel. Very/somewhat positive and very/somewhat negative are combined. Smaller business types are grouped to limit disclosure; the part-day and closed groups remain very small.

Location: Near the market, 11 of 20 respondents (55.0%) report a negative direct impact and six (30.0%) a positive impact. Elsewhere, 10 of 26 (38.5%) report negative impacts and 11 (42.3%) positive. This sample therefore shows a greater share of negative assessments close to the market.

Business type: Retail views are divided: 11 of 23 (47.8%) negative, 10 (43.5%) positive and two (8.7%) no impact. Four of six hospitality respondents (66.7%) report negative impacts. Four of eight leisure/visitor respondents (50.0%) report no impact; three (37.5%) negative and one (12.5%) positive.

Opening: Of 38 open throughout market hours, 18 (47.4%) report negative impacts, 15 (39.5%) positive and five (13.2%) no impact. Three of five part-day businesses report negative impacts. The three normally closed responses comprise one positive, one no impact and one unsure. These small groups do not establish whether opening patterns cause different outcomes.

These are unweighted comparisons within the responding sample. They should not be treated as representative estimates for all businesses, sectors or locations; one response can substantially change a small group's percentage.

Wider benefits and challenges



Figure 6 Benefits and challenges selected, Q10. Base: all 46 respondents; multiple selections allowed. One respondent made no Q10 selections. Unselected options do not establish that no benefit or challenge exists.

The most frequently selected benefits are a livelier town centre (24, 52.2%) and promoting Frodsham as a destination (23, 50.0%). Sixteen (34.8%) identify new customers or greater awareness; 10 (21.7%) identify support for other local businesses. Fourteen (30.4%) select no benefit noticed.

Parking or access is the leading challenge (28, 60.9%), followed by congestion (22, 47.8%). Customers avoiding town (17, 37.0%) and competition with traders (16, 34.8%) are also common. Eleven (23.9%) report noise, litter or disruption. Four respondents write “no challenge noticed” in the shared other-text field.

Frodsham as a destination

Perceived effect Q11	Number	Share of 45
Positive	27	60.0%
No significant effect	8	17.8%
Negative	5	11.1%
Not sure	5	11.1%

The positive destination assessment is broader than the positive direct business assessment. Five respondents who report negative direct impacts nevertheless see a positive destination effect. The market may therefore be viewed as beneficial to the town while creating difficulties for particular businesses. One answer is blank.

Continuation and future format

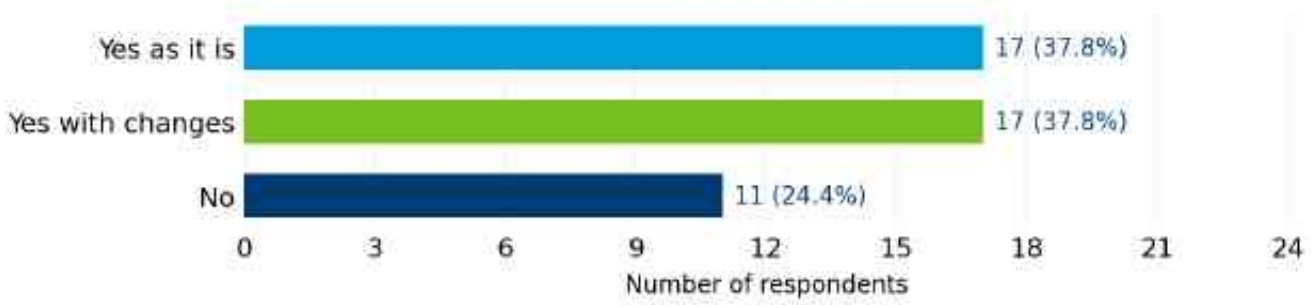


Figure 7 Support for continuation, Q12. Base: 45 respondents; one blank answer.

Thirty-four respondents (75.6%) support continuation: 17 as it is and 17 with changes (37.8% each). Eleven (24.4%) do not support continuation. This is substantial support within the responding sample, but support for the existing format alone is below half. Eleven of the 21 respondents reporting a negative direct impact still support continuation: nine with changes and two as it is.

Current day

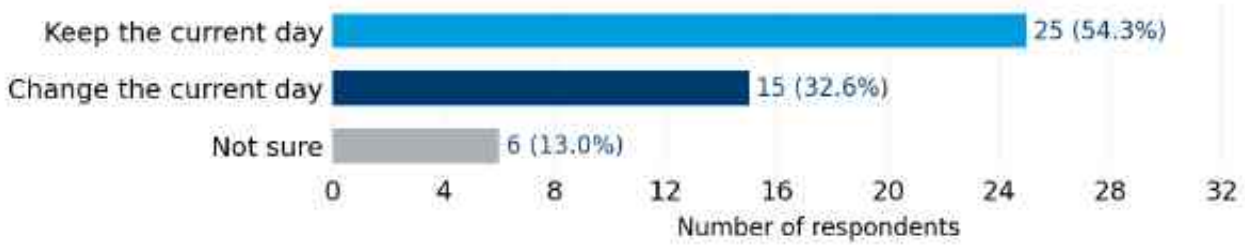


Figure 8 Should the market stay on its current day, Q13. Base: all 46 respondents.

Twenty-five (54.3%) favour keeping the current day, 15 (32.6%) do not and six (13.0%) are unsure. Comments refer to Saturday as the current day. Five respondents suggest Sunday, including one also mentioning a bank holiday Monday.

Frequency

Preferred frequency Q14	Number	Share of 45
Monthly	21	46.7%
Every two months	3	6.7%
Quarterly	9	20.0%
No preference	5	11.1%
Other	7	15.6%

Monthly is the most common selection (46.7%), while 12 (26.7%) choose every two months or quarterly. The seven “other” answers mix frequency, day and wider concerns: one favours monthly or more often, one makes frequency conditional on competition, two favour Sunday, and three give concerns without a clear frequency. They have not been reassigned to the listed categories. One answer is blank.

Taken together, these answers point to support for keeping a market and reviewing its operation. They do not identify a single agreed change: respondents differ on day, frequency, location and the balance of stalls.

Written comments and recurring themes

Thirty-six respondents (78.3%) answered the final open question. Themes overlap and include both support and concerns. The summary below paraphrases comments to give an overview of perspectives shared by local businesses.

Theme	What respondents describe
Parking and access	Loss of convenient spaces, stallholder parking, congestion, access to appointments and deliveries, and pavement or bus-stop obstruction. Some link these issues to regular customers staying away.
Competition and trading losses	Overlap between stalls and permanent shops, particularly food and similar retail products. Comments describe diverted spending and reduced sales on an important trading day.
Visitors and town profile	New faces, repeat customers, higher sales for some businesses and greater awareness of Frodsham. Positive comments also acknowledge parking or competition concerns.
Day and timing	Sunday or a bank holiday is suggested by some. Other concerns relate to payday weekends, the Saturday before Christmas, frequency and clashes with other town events.
Location and layout	Four respondents suggest alternative venues, including a park, community centre or an outlying visitor site.
Local business involvement	Calls for promotion of permanent businesses and outlying centres, opportunities for local stallholders, a more complementary stall mix and community participation.

A small number question commercial arrangements, safety responsibilities or the market's artisan character. Suggestions for music and school/community involvement also appear. No business names or identifying quotations are reproduced.

Balance of views

The survey presents a mixed picture. Views about direct trading effects, the town's wider appeal and the market's future do not always align. The following points summarise the range of experiences and preferences reported by respondents.

- **Benefits reported.** Seventeen of 46 respondents (37.0%) report a positive direct impact, and 10 of 45 (22.2%) report higher sales. More respondents see a benefit to the town's appeal: 27 of 45 (60.0%) give a positive destination assessment. Comments describe new visitors, repeat customers, increased awareness and improved trade.

- **Harm and concerns reported.** Twenty-one of 46 respondents (45.7%) report a negative direct impact, and 16 of 45 (35.6%) report lower sales. Parking/access is a challenge for 28 of 46 (60.9%) and competition for 16 (34.8%). Comments describe customers staying away, access difficulties and competing products. The financial scale of these reported effects is unknown.

- **Neutral and mixed experiences.** Seven of 46 respondents (15.2%) report no direct impact, and 13 of 45 (28.9%) report unchanged sales. Some recognise both benefits and drawbacks: five respondents reporting negative direct impacts still see a positive destination effect. Parking concerns also occur among businesses reporting positive impacts. Town activity and individual business benefit are therefore different questions.

- **Views on continuation.** Thirty-four of 45 respondents (75.6%) support continuation, divided equally between keeping the market as it is and making changes: 17 each (37.8%). Eleven (24.4%) oppose continuation. Eleven of the 21 reporting negative impacts still support keeping it. Support for a market should therefore be distinguished from satisfaction with its current operation.

- **Different priorities for improvement.** Suggestions include better parking, complementary stalls, promotion of permanent shops, opportunities for local traders and changes to day, timing, frequency or venue. Other comments favour the existing market or more activity. The responses offer several possible approaches, with no single agreed change.

Overall, the evidence shows both perceived benefits and reported harm, with some businesses seeing little direct effect. It provides a basis for considering how benefits might be maintained and concerns addressed, but cannot establish whether gains outweigh losses across Frodsham.

Percentages above come from the structured survey questions, using the stated response bases. The comment themes illustrate experiences and suggestions; they are not percentage estimates of all local businesses. Benefits and challenges could both be selected by the same respondent.

Limitations of the evidence

Participation and coverage: Responses are voluntary and represent a small share of the prepared mailing (15.1%). Property records are not a complete register of active businesses and may omit home-based firms or retain vacant/shared premises. The response profile cannot be assumed to represent all Frodsham businesses; the views of non-respondents are unknown.

Measurement and attribution: The survey records perceptions, not independently measured footfall, turnover, visitor spending or parking use. It cannot quantify the size of gains and losses, separate the market's effect from weather, other events or economic conditions, or assess net town-wide benefit.

Data quality: The aggregate response split is 20 paper and 26 online responses. Some individual returns display contradictory responses e.g. Three respondents select both specific benefits and "no benefit noticed". One respondent reports higher footfall and sales but a very negative direct impact and a comment describing lost sales. Therefore, the results should be read with caution and not as representative views of businesses in the Town.

Small groups and comments: Sector and location comparisons are descriptive; some groups contain only two or three responses. Written comments give reasons and possible improvements, but their prominence does not establish prevalence across the town. Some comments relay third-party experiences.

Conclusions for the Council

Direct business effects are divided: 21 of 46 respondents (45.7%) report negative impacts, 17 (37.0%) positive and seven (15.2%) no impact; one is unsure. In contrast, 27 of 45 (60.0%) see a positive destination effect. Lower sales are reported by 16 of 45 (35.6%), compared with 10 (22.2%) reporting higher sales. These results identify differing experiences without measuring net economic impact.

Continuation with a review of operation is a reasonable option to consider: 34 of 45 respondents (75.6%) support continuation, divided equally between keeping it as it is and making changes (17 each, 37.8%). Eleven (24.4%) oppose continuation. The Council should weigh this support alongside reported harm, rather than assume either universal benefit or a mandate to cease the market.

Prioritise parking and access: Selected by 28 of 46 respondents (60.9%), this is the leading challenge. Review stallholder parking, customer access, loading and pavement arrangements, including accessibility.

Review the stall mix and local links: Competition is selected as a challenge by 16 of 46 (34.8%). Consider complementary products, stall placement, promotion of permanent shops and opportunities for local traders.

Consider format changes against practical constraints: Keeping the day has 25 of 46 supporters (54.3%); monthly frequency is chosen by 21 of 45 (46.7%). Review timing, frequency and venues, recognising that preferences differ and effects of a move are untested.

Set clear review criteria: If changes are introduced, agree how the Council will judge their effects. Any future monitoring or additional consultation would require a separate decision.

Sources: anonymous survey results (46 records); final questionnaire; prepared mailing list (305 addresses). Figures and tables: CCA analysis. Percentages are rounded to one decimal place and may not total 100%.

Artisan Market Report

1. Background

FTC currently licenses Independent Street to operate the Frodsham Artisan Market. The current licence arrangement expires in February 2027.

The purpose of the Artisan Market has been to encourage visitors into Frodsham, support the profile of the town as a market town and contribute to activity within the town centre.

The survey was sent to a prepared list of 305 business addresses and received 46 responses, representing an indicative response rate of 15.1%. CCA makes clear that this was a perception-based business assessment rather than a full economic impact study.

2. Survey Findings

2.1 Overall impact on businesses

The survey presents a mixed picture in relation to the direct impact of the market on individual businesses.

Of the 46 businesses responding:

- **21 (45.7%)** considered the direct impact on their business to be negative;
- **17 (37.0%)** considered the impact positive;
- **7 (15.2%)** reported no impact; and
- **1 (2.2%)** was unsure.

In relation to sales, 16 of 45 respondents (35.6%) reported lower sales on market days compared with 10 (22.2%) reporting higher sales. Thirteen (28.9%) reported sales remaining broadly unchanged. CCA notes that increased activity within the town does not necessarily translate into increased sales for each individual business.

2.2 Impact on Frodsham as a destination

The assessment of the market's wider contribution to the town was more positive than its direct impact on individual businesses.

Of 45 respondents:

- **27 (60.0%)** considered the market to have a positive effect on Frodsham as a destination;
- **8 (17.8%)** considered there to be no significant effect;
- **5 (11.1%)** considered the effect negative; and
- **5 (11.1%)** were unsure.

CCA specifically notes that the market may therefore be regarded as beneficial to the town while creating difficulties for particular businesses.

The most frequently identified benefits were a livelier town centre, selected by 52.2% of respondents, and promotion of Frodsham as a destination, selected by 50.0%.

2.3 Support for continuation

There is substantial support amongst respondents for retaining an Artisan Market.

Of the 45 businesses answering this question:

- **17 (37.8%)** supported continuation in its current form;
- **17 (37.8%)** supported continuation with changes; and
- **11 (24.4%)** did not support continuation.

Overall, therefore**,** 34 of 45 respondents (75.6%) supported continuation of the market.

2.4 Day and frequency

Twenty-five of the 46 respondents (54.3%) favoured retaining the current day.

Monthly operation was the most frequently selected option for future frequency, chosen by 21 of 45 respondents (46.7%). A further 12 respondents favoured either every two months or quarterly.

The survey therefore provides some support for retaining the existing monthly arrangement, although it does not demonstrate an overwhelming preference for it.

2.5 Issues requiring consideration

The principal issue identified by respondents was parking and access, selected by 28 of 46 businesses (60.9%).

Other concerns included:

- congestion – 47.8%;
- customers avoiding the town – 37.0%;
- competition with market traders – 34.8%; and
- noise, litter or disruption – 23.9%.

Written responses also raised concerns regarding loss of convenient parking spaces, deliveries, stallholder parking, competition between stalls and permanent businesses and the effect of market days on regular customers. Conversely, positive comments referred to new visitors, repeat customers, increased sales for some businesses and greater awareness of Frodsham.

CCA recommends that, if the market continues, consideration should be given particularly to parking and access, stall mix, promotion of permanent businesses and opportunities for local traders.

3. Financial Implications

Under the proposed arrangement, the market operator would pay FTC a licence fee of **£250 per market**.

On the basis of 12 monthly markets over a full year:

12 markets × £250 = £3,000 annual licence income

It is proposed that this income should be allocated to the FTC Grants Scheme.

This would provide a clear and identifiable community benefit from the licensing arrangement, with income generated by the commercial operation of the market being returned to the Frodsham community through grants to eligible local organisations and projects.

The proposed arrangement would therefore provide £3,000 per annum of additional funding for the Grants Scheme, subject to all 12 markets taking place and the corresponding licence fees being received.

The £3,000 should not, however, be regarded as evidence that the market produces a £3,000 net economic benefit to Frodsham. CCA specifically states that its research did not measure turnover, visitor spending or other economic data and cannot establish whether the economic gains associated with the market outweigh the losses reported by some businesses.

The licence income is therefore a direct financial benefit to FTC and its Grants Scheme, rather than a measure of the wider economic value of the market.

4. Risks and Considerations

The Council should balance a number of competing considerations.

Business impact: The survey demonstrates that some businesses believe they are adversely affected by the market. Negative direct impacts were reported more frequently than positive impacts, and lower sales were reported more frequently than higher sales. These concerns should not be discounted simply because a majority support continuation.

Support for continuation: Conversely, 75.6% of those answering the relevant question support continuation in some form. The evidence would therefore not support an assumption that the business community generally wishes the market to cease.

Limitations of the survey: Only 46 responses were received from the 305 addresses included in the mailing exercise. CCA cautions that the response profile cannot be assumed to represent all Frodsham businesses and that the views of non-respondents are unknown.

Parking and access: This is the clearest area of concern and should be addressed as far as reasonably practicable in any future arrangements.

Competition with permanent businesses: Consideration should be given to the stall mix and opportunities to complement rather than directly replicate the offer of permanent Frodsham businesses. The survey also identifies calls for stronger links with local traders and promotion of permanent businesses.

Community benefit: The proposed £3,000 annual contribution to the Grants Scheme provides a tangible financial benefit to the wider community and should form part of the Council's assessment of the overall value of continuing the licence.

Reputational considerations: Discontinuing the market despite substantial support for continuation could attract criticism, particularly given the positive perception of its contribution to Frodsham as a destination. Equally, renewing the licence without acknowledging the concerns identified by established businesses could reasonably be perceived as the Council failing to respond to the findings of the survey.

A time-limited 12-month renewal, coupled with proportionate review arrangements, provides an opportunity to balance these considerations.

5. Overall Assessment

The independent survey does not provide an unequivocal case either for retaining the market unchanged or for discontinuing it.

There is evidence of adverse impact on some individual businesses. However, this needs to be considered alongside the finding that 75.6% of respondents support continuation in some form and 60% consider the market to have a positive effect on Frodsham as a destination.

CCA itself concludes that:

“Continuation with a review of operation is a reasonable option to consider.”

This appears to provide the most balanced basis for FTC's decision.

Continuation for a further 12 months would allow the benefits identified in the survey to continue while providing an opportunity to address the principal concerns raised.

In addition, the proposed licence fee would generate up to **£3,000 per annum for the FTC Grants Scheme**, providing a direct community benefit from the arrangement.

6. Recommendation

It is recommended that Frodsham Town Council:

1. **Notes** the findings of the independent *Frodsham Artisan Market Business Impact Survey Report* prepared by Cheshire Community Action dated 5 October 2026.
2. **Notes** that the survey identifies mixed impacts on individual businesses but that 34 of 45 respondents (75.6%) answering the relevant question support continuation of the market, either in its existing form or with changes.
3. **Agrees** to licence the Frodsham Artisan Market for a further **12-month period**, subject to satisfactory licence arrangements being agreed with the market operator.
4. **Agrees** that the licence fee be **£250 per market**, providing potential annual income of **£3,000 based on 12 monthly markets**.
5. **Agrees** that income received from the Artisan Market licence be allocated to the Frodsham Town Council Grants Scheme, providing a direct community benefit from the licensing arrangement.
6. **Agrees** that the licence is for a fixed 12-month period

Proposed decision:
To approve a further 12-month licence for the Frodsham Artisan Market at £250 per market from March 2027, with the resulting annual income of up to £3,000 allocated to the FTC Grants Scheme, subject to the conditions and review arrangements set out above.