

Oxford Outdoor Market Leasing Strategy

Gloucester Green, Oxford | October 2026
LSD Promotions

1. Background and introduction

1.1 Purpose

This leasing strategy sets out LSD Promotions' approach to managing trader occupancy, maintaining a balanced mix of businesses and supporting the continued development of Oxford Outdoor Market at Gloucester Green.

The strategy builds on the July 2024 document and reflects changes to the market's layout and capacity, current trading patterns, trader feedback and the evolving needs of Oxford's residents, students, workers and visitors.

Our objective is to maintain a thriving, diverse and accessible market that supports established traders, creates opportunities for new independent businesses and encourages customers to visit regularly.

1.2 The market

LSD Promotions has operated Gloucester Green Market on behalf of Oxford City Council since October 2013.

The market operates four days a week, Wednesday to Saturday, and brings together fresh produce, independent retail, artisan businesses and international street food.

As a longstanding part of Oxford's retail and community offer, Gloucester Green contributes to the local economy, supports independent entrepreneurship and provides an accessible route into trading for small and emerging businesses.

1.3 Market layout and capacity

The market's current maximum capacity is **72 stalls**, reduced from the capacity referenced in the July 2024 strategy following changes to the site layout, including provision for gas-cylinder storage and the George Street development hoarding.

Standard stalls measure 3m × 3m, although traders may occupy multiple adjoining stalls where appropriate. A limited number of traders also operate from their own specialised units.

Actual occupancy varies by trading day, trader availability and operational requirements. The maximum capacity of 72 stalls should therefore not be confused with the average number of occupied stalls across the trading week.

The layout will continue to balance trading space with safe pedestrian movement, accessibility, operational requirements and welcoming areas for customers to sit and enjoy the market.

2. Leasing strategy

2.1 Current trader mix

The latest review of stall allocations, based on the average across all four trading days during the week commencing 21st September 2026, identified the following use mix:

Product category	Current proportion of allocated stalls
Comparison goods and services	41.2%
Convenience goods	28.9%
Food and beverage	29.8%
Total	99.9%*

Total differs from 100% due to rounding.

These figures represent occupied stall allocations rather than the number of individual businesses. Some traders occupy multiple stalls, so both measures are important when assessing the diversity of the market.

2.2 Proposed target mix

To maintain a varied market offer while responding to customer demand and opportunities for trader recruitment, LSD Promotions will work towards the following target mix:

Product category	Target proportion	Indicative allocation at 72-stall capacity
Comparison goods and services	33%	24 stalls
Convenience goods	31%	22 stalls

Food and beverage	36%	26 stalls
Total	100%	72 stalls

These are strategic targets, not fixed daily quotas. Actual allocations will vary according to the day of the week, the availability of suitable traders, customer demand and the operational requirements of the market.

The indicative stall numbers illustrate how the target percentages translate to the current maximum capacity. Performance against the targets will be assessed using average occupied stall allocations across all four trading days.

2.3 Comparison goods and services - 33%

Independent retail is an essential part of Gloucester Green's identity and provides customers with reasons to visit beyond food and drink.

This category includes clothing, vintage fashion, jewellery, accessories, books, records, gifts, homeware, art, crafts and other non-food products and services.

Our priorities are to:

- Retain and support established independent retailers.
- Recruit businesses offering distinctive products not already well represented at the market.
- Encourage local makers, artists and emerging brands.
- Maintain a varied retail offer across all four trading days.
- Avoid unnecessary duplication of products where this could negatively affect existing traders.

We will continue to use targeted recruitment and introductory trading offers to encourage new retail businesses, particularly on trading days where there is capacity to strengthen the offer.

2.4 Convenience goods - 31%

Fresh produce and everyday shopping are central to Gloucester Green's role as a market serving the local community.

This category includes fruit and vegetables, bakery products, flowers and plants, cheese, other specialist food products and goods intended for customers to take home.

Our priority is to strengthen this category by recruiting additional independent produce businesses and broadening the range of everyday goods available.

Particular attention will be given to gaps in the existing offer and products that encourage regular visits from local residents and workers.

As some established produce businesses occupy multiple stalls, we will consider both the number of allocated stalls and the number of distinct businesses when evaluating this category. Increasing the variety of produce available will be as important as achieving the overall target percentage.

2.5 Food and beverage - 36%

Street food is a popular and established part of Gloucester Green, contributing to the market's atmosphere and attracting customers throughout the trading week.

We will maintain a diverse food and beverage offer, with an emphasis on independent operators, quality, value, dietary choice and a broad range of cuisines.

Our priorities are to:

- Support existing food traders and encourage high standards of presentation and service.
- Maintain variety and avoid excessive duplication of cuisines or products.
- Consider affordability and options for different dietary requirements.
- Balance food trading space with independent retail, fresh produce and customer seating.

The proposed target maintains a substantial street-food presence while protecting space for other categories.

2.6 Measuring variety as well as occupancy

Stall occupancy alone does not provide a complete picture of the market's offer. A single business may occupy several stalls, and a high level of occupancy does not necessarily mean customers have a broad selection of independent businesses.

Our leasing reviews will therefore consider:

- The proportion of occupied stalls in each category.
- The number of individual businesses trading in each category.
- The number of stalls occupied by individual businesses.
- The range of products and services available.

- Differences in the trading mix between Wednesday, Thursday, Friday and Saturday.
- Identified gaps in the offer and opportunities for recruitment.

This approach will help us maintain a commercially sustainable market while continuing to improve choice for customers.

3. Balance of trade

3.1 Maintaining a varied offer

Our balance of trade policy supports a diverse and complementary mix of businesses, fair competition and high standards of presentation.

When assessing applications and allocating available space, we will consider the existing trader mix, the products offered, the quality of the proposed business and its potential contribution to the market.

We will continue to prioritise opportunities that broaden customer choice, support independent businesses and contribute positively to Oxford's local economy.

The full balance of trade policy is available at lsdpromotions.com/policies.

3.2 Supporting established traders

Established traders are an important part of Gloucester Green's character and continuity.

We will continue to support existing businesses through regular communication, fair trading arrangements, market promotion and opportunities to raise operational concerns.

Where changes to the trader mix or layout are proposed, we will consider their potential impact on existing businesses alongside the wider needs of the market.

3.3 Avoiding oversaturation

Recruitment decisions will take account of the products and services already available, with the aim of avoiding unnecessary oversaturation.

This does not mean restricting healthy competition or guaranteeing exclusivity. It means considering how each new business contributes to the market as a whole and whether it offers customers meaningful additional choice.

4. Trader recruitment and development

4.1 Targeted recruitment

We will proactively recruit high-quality traders who complement the existing market offer and help address identified gaps.

Priority will be given to businesses that demonstrate:

- Distinctive, high-quality products or services.
- Strong presentation and customer engagement.
- A commitment to sustainability where practicable.
- A connection to Oxford or the surrounding area, where suitable.
- The potential to contribute to a varied and welcoming market.

Recruitment priorities will be reviewed regularly against the current trader mix rather than relying solely on overall stall occupancy.

4.2 Supporting new and emerging businesses

Gloucester Green provides an accessible opportunity for entrepreneurs to test products, build a customer base and develop their businesses without the commitments associated with permanent retail premises.

We will continue to support new traders through introductory offers and opportunities to trade flexibly.

Our current initiatives include a **£20 introductory pitch rate for eligible new traders on their first four Thursday or Friday trading days**, alongside the **£20 standard Friday rate for non-food traders**.

These initiatives will be reviewed to assess their contribution to trader recruitment, retention and the overall market mix.

4.3 Young traders

We will continue to support young entrepreneurs through our involvement in the National Market Traders Federation's Young Traders Market programme.

Traders aged 18–30 can access free trading opportunities on the third Friday of each month, helping them gain practical experience, test their products and develop their businesses.

Young Traders Market heats and associated promotional activity will also provide opportunities to introduce new businesses to Gloucester Green.

5. Trader engagement and trading arrangements

5.1 Communication and feedback

Maintaining strong relationships with traders is essential to the market's long-term success.

Traders can communicate with LSD Promotions through the on-site market manager, head office customer service team, regular updates, newsletters, WhatsApp communications, Trader Advisory Group meetings and the formal complaints procedure.

The quarterly Trader Advisory Group provides an opportunity to discuss operational matters, share ideas and identify improvements.

We will continue to develop accessible ways for traders to provide feedback, including those who may prefer to raise concerns confidentially.

5.2 Regular and casual trading

LSD Promotions offers two trading arrangements.

Regular trading provides traders with a guaranteed pitch position, subject to their agreed trading arrangements and the market's terms and conditions. It supports continuity for businesses and helps customers locate their favourite traders.

Casual trading offers flexibility for businesses that do not wish to commit to regular trading days. Casual traders are allocated available space according to operational requirements and are not guaranteed a fixed pitch.

Pitch allocations are managed by the head office team in accordance with these arrangements and the market's operational needs.

5.3 Holiday arrangements

Our contractual holiday allowance for eligible regular traders is four weeks.

We recognise the importance of allowing independent traders reasonable time away from their businesses while maintaining continuity and a reliable offer for customers.

Holiday arrangements will remain subject to the applicable trading terms and conditions, including any required notice periods. Where exceptional circumstances arise, individual cases may be considered on their merits and discretion applied where it is reasonable and appropriate to do so.

6. Market development and promotion

6.1 Attracting customers

Trader recruitment and retention depend on maintaining a market that customers want to visit regularly.

Our dedicated marketing team will continue to promote Gloucester Green through the Oxford Outdoor Market website and social media channels, professional photography and video, paid advertising, trader features, visitor guides, press activity and local partnerships.

Marketing activity will showcase the full range of businesses at the market, including fresh produce, independent retail, artisan traders and street food.

6.2 Encouraging repeat visits

We will continue to develop activities that encourage Oxford residents, students and workers to make Gloucester Green part of their regular routine.

This includes seasonal events, student initiatives, trader spotlights, collaborations with local organisations and targeted promotion of the market's everyday shopping offer.

6.3 Visibility and accessibility

Maintaining visibility and clear pedestrian access is particularly important during the George Street development.

We will continue working with Oxford City Council and other relevant partners on signage, wayfinding and communications that help customers find the market and understand when it is open.

7. Monitoring and review

7.1 Quarterly leasing review

The leasing strategy will be monitored through quarterly reviews of the market's trader mix and occupancy.

These reviews will examine average occupied stall allocations across all four trading days, the number of distinct trading businesses, product diversity and progress against recruitment priorities.

They will also consider trader feedback, customer feedback and any operational changes affecting available trading space.

7.2 Annual strategy review

The target mix will be reviewed annually to ensure it remains appropriate for the market's capacity, trading performance and customer needs.

Any significant proposed changes to the target mix or site capacity will be discussed with Oxford City Council.

The current maximum capacity of 72 stalls will remain the planning baseline unless the agreed market layout changes.

8. Conclusion

Our approach is to maintain a thriving and commercially sustainable market while protecting the diversity that makes Gloucester Green distinctive.

The revised target mix of **33% comparison goods and services, 31% convenience goods and 36% food and beverage** provides a framework for future recruitment and leasing decisions. It reflects the market's reduced capacity while placing renewed emphasis on fresh produce, independent retail and a varied street-food offer.

By assessing both stall occupancy and the number of individual businesses, supporting established traders, encouraging new entrepreneurs and listening to feedback, we aim to ensure Gloucester Green continues to meet the needs of Oxford's residents, workers, students and visitors.