

**SECTION 1A - To be filled in by submitter of the Motion:**

<b>Report from</b>	Cllr Bros Sabria
<b>On behalf of</b>	Market Development working group
<b>Date</b>	20 <sup>th</sup> October 2023
<b>For Meeting of Council/Committee</b>	Full Council
<b>Date of meeting</b>	September
<b>Agenda item no.</b>	153/23-24
<b>Confidentiality</b>	N/A
<b>TITLE OF MOTION</b>	Pilot market evaluation
<b>MOTION(S)</b>	<p>For the Town Council to:</p> <ol style="list-style-type: none"> <li>1) To receive an evaluation report on the implementation of the Northstowe Town Council – Pilot Market Business Plan, approved in March 2023.</li> <li>2) To receive a motion paper report on options for continuation of the market and accompanying documents, and to consider the options presented.</li> <li>3) To agree on the preferred option for continuation of market as outlined in the motion paper, with the associated operational plan: <ul style="list-style-type: none"> <li>• OPTION 1: Continue weekly and monthly markets, with weekly markets to be held indoors from November to March, and outdoors from April to October.</li> <li>• OPTION 2: Hold fortnightly markets indoors from November to March, outdoors from April to October) and monthly (larger) markets indoors and outdoors.</li> <li>• OPTION 3: Discontinue weekly market, continue to hold monthly markets indoors and outdoors.</li> <li>• OPTION 4: Discontinue any market events.</li> </ul> </li> <li>4) To agree to continue with the delivery of a market based on the preferred option as agreed on point 2), subject to regular monitoring and to yearly reviews, with the first evaluation for the period 1<sup>st</sup> November 2023 to October 2024, due to be presented in January 2025.</li> <li>5) Subject to point 3), to agree to recruit a market manager as per conditions, tasks, and job description outlined in the motion paper and job description, and task the personnel committee with the Town Clerk to take the necessary steps for an earliest possible start date.</li> </ol>

	<p>6) Subject to point 3) to agree to continue with the current arrangements of contracting out the tasks of market supervision to events management company for market support staff on market days until a market manager is recruited.</p>
<p><b>Background</b></p>	<p>1) Between February and March 2022, a community engagement survey was carried out, with more than 500 responses received (online and paper), and overwhelming majority of these being in favour of a market providing daily staple products on a regular basis. The market development working group laid down a business plan based on the survey results, which was approved by Events and Markets Committee in November 2022.</p> <p>2) On 28<sup>th</sup> March 2023, Full Council considered and endorsed the Business Plan for a pilot market commencing on 15<sup>th</sup> April until 22<sup>nd</sup> October, and tasked the Events and Markets Committee, through the Market Development Working Group, to take necessary steps for its implementation working with the Town Clerk (agenda item 266/22-23), as recommended by the Events and Markets Committee.</p> <p>3) On meeting of 25th July, Northstowe Town Council RESOLVED, unanimously, to approve the amendment to the Pilot Market Business Plan, Section 5 – operational Plan Traders, pitch fees, and conditions – Traders (page 8) to  “Weekly market (every week except when an indoor market is held as well)  - Maximum of 7 traders until a market manager has been recruited, selling daily food and basics, including:</p> <ul style="list-style-type: none"> <li>• Fruit and Vegetables</li> <li>• Meat</li> <li>• Fish</li> <li>• Bread and cakes</li> <li>• Eggs</li> <li>• Dairy</li> <li>• Cleaning and hygiene products</li> <li>• Hot food and refreshments.”</li> </ul> <p>4) On meeting of 25th July, Northstowe Town Council, RESOLVED, with 5 voting for, 2 against and 1 abstaining, <i>to agree to proceed with contracting out the tasks of market supervision to events management company for market support staff on market days from 7:30 am to 3 pm until, starting from July 30th until the end of the pilot market (22nd October, 13 weeks), subject to review at the September Full Council meeting of the needs and arrangements.</i> Under the same agenda item, the Council also RESOLVED, with 5 voting for and 3 abstaining, <i>to agree to use Option 3 of the options to contract out the tasks of market supervision - and £1,872 to be spent from budget heading 50 – Market Manager salary, subject to review at the September Full Council meeting. It also RESOLVED, unanimously, to agree to review the arrangements before the end of the pilot market and task the working group to make recommendations for the post-pilot phase, and bring these to the Full Council meeting on 26th September 2023.</i></p>

	<p>5) On the meeting of 5<sup>th</sup> September (item 16/23-24), the Personnel Committee approved a 5-year staffing structure which includes a 0.3 FTE Market manager for financial year April 2023-2024 for future market continuation and expansion, and a 0.4 FTE Market manager for financial year April 2024- March 2025.</p>
<p><b>Issues/items for consideration by the Council</b></p>	<p><b>Three options</b> are hereby presented by the working group for the Council consideration:</p> <ul style="list-style-type: none"> <li>• OPTION 1: Continue weekly and monthly markets, with weekly markets to be held indoors from November to March, and outdoors from April to October.</li> <li>• OPTION 2: Hold fortnightly markets indoors from November to March, outdoors from April to October) and monthly (larger) markets indoors and outdoors.</li> <li>• OPTION 3: Discontinue weekly market, continue to hold monthly markets indoors and outdoors.</li> <li>• OPTION 4: Discontinue any market events.</li> </ul> <p>Future/alternative options that could be explored, but which the working group is not yet in a position to make recommendations include:</p> <ul style="list-style-type: none"> <li>- Change the days/times of the market (e.g. Saturdays, or weekday). This first require a comprehensive assessment of the availability of traders.</li> <li>- Set up a community shop in addition/instead of the market. This would consist in basic needs products (e.g. milk, nappies) being bought as wholesale and resold for non-profit. Further research into how to put this in practice is required.</li> </ul> <p><b>Working group recommendations:</b>  <u>There are different views and preferences amongst the working group members:</u></p> <ul style="list-style-type: none"> <li>- The most preferred option from working group is to continue with both weekly and monthly markets (i.e. Option 1).</li> <li>- Some members have expressed preference for stopping weekly markets and holding monthly market events only (i.e. Option 3).</li> <li>- Option 4 (all markets discontinued) is generally <u>not</u> being considered/ or recommended.</li> </ul> <p>See appendices with details on each option for consideration, including a summary of financial projections for a 12-month period for each option.</p> <p>Members of the working group also recommend that the Council continues to deliver a market, the implementation of which is subject to regular updates to the E&amp;M/Full Council (on e.g. attendance,</p>

	traders, engagement) and that a <b>full review is carried out every 12 months.</b>
<b>Motion</b>	(same as motion text – see above)
<b>Appendices</b>	<ul style="list-style-type: none"> <li>• Options proposed</li> <li>• Summary table of financial implications</li> </ul>
<b>Documents:</b>	<ol style="list-style-type: none"> <li>1. Market pilot-phase evaluation report</li> <li>2. Proposed operational plan</li> <li>3. Detailed financial projections</li> <li>4. Market manager job description (cllrs only)</li> <li>5. List of traders provisionally scheduled for November and December</li> <li>6. Feedback survey summary (PDF)</li> <li>7. NABMA email exchange (cllrs only)</li> <li>8. SCDC email exchange (cllrs only)</li> </ol>

**OPTION 1: Continue weekly and monthly markets, with weekly markets to be held indoors from November to March.**

**Description**

- **Monthly markets:** Current arrangements for monthly markets to be continued, i.e. on 4<sup>th</sup> Sunday at the temporary community centre. Timings to be adjusted to be 10 am to 2 pm both indoors and outdoors.
- **Weekly markets:** to be held indoors at the Temporary Community Centre (smaller assembly room) during the months of November to March (traders requiring outdoors, e.g. plants/nursery space would be able to pitch at the Green). From April to October, weekly markets to be held indoors if the weather conditions would mean cancellation of the market as outlined in the market Terms and Conditions (i.e. strong winds).
- **Market manager** to be recruited for 0.6 FTE with responsibility for market development and expansion, market administration, market supervision, volunteer coordination, market and events promotion and communication, market evaluation. A market manager should also be responsible for fundraising (e.g. grants, S106, sponsorships). Market administration and market supervision current arrangements to be continued until market manager has been recruited at earliest possible date (end-January).

**Pros**

- ✓ Regular Availability: Provides a consistent and frequent platform for buying and selling goods.
- ✓ Offers a wide range of products and fresh produce due to frequent turnover.
- ✓ Convenience: Easy access for local residents to meet their shopping needs.
- ✓ Strong Community Engagement: Fosters a sense of community and interaction among locals.
- ✓ Promote local economy. Support new local businesses – interest and potentially generate interest for developers for local centre/enterprise zone
- ✓ Not so weather dependent
- ✓ May attract more traders who don't want to be outside.

**Cons**

- ✗ High economic cost/management resources required from the Town Council
- ✗ Possible conflict of use of community space with other groups or residents
- ✗ Difficulty to get weekly basic essentials due to limited vendors/lack of affordable daily basics to cover all shopping needs from residents.
- ✗ Weekly markets resulting in less footfall and lower profits/margins for traders a monthly markets.
- ✗ Economic trends: cost of living rising, cost of food prices rising
- ✗ Big effort and cost implications - spending a lot of time and taxpayers' money to provide niche market for the

<ul style="list-style-type: none"> <li>✓ Possibly attract more footfall? as above would need to attract more affordable traders.</li> </ul>	<p>benefit of richer people. Bad reputation for NTC.</p> <ul style="list-style-type: none"> <li>✗ Hosting a market with only 3 or 4 stalls gives poor reputation</li> <li>✗ Additional staffing costs if employing a MM = poor value</li> <li>✗ Covid</li> </ul>
<p><b>OPTION 2:</b> Hold fortnightly markets indoors from November to March, outdoors from April to October) and monthly (larger) markets indoors and outdoors.</p>	
<p><b>Description</b></p> <ul style="list-style-type: none"> <li>- <b>Monthly markets:</b> Current arrangements for monthly markets to be continued, i.e. on 4<sup>th</sup> Sunday at the temporary community centre. Timings to be adjusted to be 10 am to 2 pm both indoors and outdoors.</li> <li>- <b>Bi-Weekly (every 2 weeks) markets:</b> to be held indoors at the Temporary Community Centre (smaller assembly room) during the months of November to March (traders requiring outdoors, e.g. plants/nursery space would be able to pitch at the Green). From April to October, weekly markets to be held indoors if the weather conditions would mean cancellation of the market as outlined in the market Terms and Conditions (i.e. strong winds).</li> <li>- <b>Market manager</b> to be recruited for <b>0.5 FTE</b> with responsibility for market development and expansion, market administration, market supervision, volunteer coordination, market and events promotion and communication, market evaluation. A market manager should also be responsible for fundraising (e.g. grants, S106, sponsorships). Market administration and market supervision current arrangements to be continued until market manager has been recruited at earliest possible date (end-January).</li> </ul>	
<p><b>Pros</b></p> <ul style="list-style-type: none"> <li>✓ Convenience: Easy access for local residents to meet their shopping needs.</li> <li>✓ Strong Community Engagement: Fosters a sense of community and interaction among locals.</li> <li>✓ Promote local economy. Support new local businesses – interest and potentially generate interest for developers for local centre/enterprise zone</li> <li>✓ Not so weather dependent</li> <li>✓ May attract more traders who don't want to be outside.</li> <li>✓ Possibly attract more footfall and more traders</li> <li>✓ Less conflict of use of community space with other groups or residents</li> </ul>	<p><b>Cons</b></p> <ul style="list-style-type: none"> <li>✗ High economic cost/management resources required from the Town Council</li> <li>✗ Difficulty to get weekly basic essentials due to limited vendors/lack of affordable daily basics to cover all shopping needs from residents.</li> <li>✗ Fortnightly markets resulting in less footfall and lower profits/margins for traders a monthly markets.</li> <li>✗ Economic trends: cost of living rising, cost of food prices rising</li> <li>✗ Big effort and cost implications - spending a lot of time and taxpayers' money to provide niche market for the benefit of richer people. Bad reputation for NTC.</li> <li>✗ Additional staffing costs if employing a MM = poor value</li> <li>✗ Covid</li> </ul>
<p><b>OPTION 3: Continue monthly markets only</b></p>	
<p><b>Description</b></p> <ul style="list-style-type: none"> <li>- <b>Monthly markets:</b> Current arrangements for monthly markets to be continued, i.e. on 4<sup>th</sup> Sunday at the temporary community centre. Timings to be adjusted to be 10 am to 2 pm both indoors and outdoors.</li> </ul>	

- **Weekly markets would be discontinued.**
- **Market manager** to be recruited for 0.3 FTE with responsibility for market development and expansion, market administration, market supervision, volunteer coordination, market and events promotion and communication, market evaluation. A market manager should also be responsible for fundraising (e.g. grants, S106, sponsorships). Market administration and market supervision current arrangements to be continued until market manager has been recruited at earliest possible date (end-January).

<p><b>Pros</b></p> <ul style="list-style-type: none"> <li>✓ Event Atmosphere: Monthly markets can create a sense of anticipation and excitement, drawing a larger crowd looking for a unique experience and not necessarily basic needs.</li> <li>✓ Specialization: traders can prepare and specialize in unique or seasonal products, attracting buyers interested in exclusive offerings.</li> <li>✓ Increased Vendor Profit Margins: due to fewer market days and increased footfall can lead to higher profit margins for traders</li> <li>✓ Concentrate effort on monthly market - traders/volunteers.</li> <li>✓ Less coordination - less paperwork for all</li> <li>✓ Better use of council tax payers' money</li> <li>✓ Use market to partner with other community groups on a monthly basis.</li> </ul>	<p><b>Cons</b></p> <ul style="list-style-type: none"> <li>✗ High economic cost/management resources required from the Town Council</li> <li>✗ Low frequency means residents have to wait longer to get access to products needed, especially daily basics.</li> <li>✗ Economic cost/management resources required from the Town Council</li> <li>✗ Possible conflict of use of community space with other groups or residents</li> </ul>
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**OPTION 4: Discontinue any market events**

- Description:**
- Do not continue with any weekly market or monthly market events.
  - Explore alternatives such as Community Shop or Mobile shop

<p><b>Pros</b></p> <ul style="list-style-type: none"> <li>✓ No further financial or staffing resources needed that can be diverted to other town council policies and priorities.</li> <li>✓ Saving tax payers' money. Reduce burden at a time of cost of living crisis .</li> <li>✓ Better council reputation due to not spending money for little benefit.</li> </ul>	<p><b>Cons</b></p> <ul style="list-style-type: none"> <li>✗ Disappointment from residents and market users given the lack of retail and facilities in Northstowe.</li> <li>✗ Bad reputation/loss of trust with partner organisations, and traders alike</li> <li>✗ Interruption of momentum for potential economic activity and growth which could further damage Northstowe development (i.e. commercial value of Enterprise zone would be affected).</li> <li>✗ Loss of unspent CPCA grant.</li> </ul>
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<b>ESTIMATED PROFIT/LOSS PROJECTION</b>			
<b>12 months (Nov 2024 to Oct 2025)</b>			
	<b>Option 1</b> (monthly and weekly indoors on winter months)	<b>Option 2</b> (fortnightly markets)	<b>Option 3</b> (monthly indoors only, no weekly markets)
<b>REVENUE</b>			
Estimated pitch fees (weekly market)	£3,030	£1,515	£0
Estimated pitch fees (monthly)	£3,450	£3,450	£3,450
Food trucks	£180	£180	£180
<b>TOTAL REVENUE</b>	<b>£6,660</b>	<b>£5,145</b>	<b>£3,630</b>
<b>EXPENSES</b>			
Salary - Deputy Clerk (0.25 FTE Nov-Feb, then 0.1 FTE)	£4,456	£4,456	£4,456
Salary - Market manager - From February - 0.6 FTE Option 1 - 0.5 FTE Option 2 - 0.3 FTE Option 3	£14,580	£12,150	£7,290
Market supervision (Nov-Jan)	£1,584	£720	£432
Marketing/Advertising	£1,000	£1,000	£1,000
Venue hire (monthly)	£2,340	£2,340	£2,340
Venue hire (weekly)/(fortnightly)	£1,620	£540	£0
NABMA membership	£384	£384	£384
<b>Total Expenses</b>	<b>£25,964</b>	<b>£21,590</b>	<b>£15,902</b>
<b>BALANCE INCOMES/EXPENSES</b>			
	<b>-£19,304</b>	<b>-£16,445</b>	<b>-£12,272</b>
CPCA Grant	£6,928	£4,984	£4,156
<b>NTC Funds</b>	<b>-£12,376</b>	<b>-£11,461</b>	<b>-£8,116</b>

**SECTION 1B - To be filled in by submitter of the Motion:**

<b>Input</b> needed from Clerk?	Motion wording – the rest all previously discussed.
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**PLEASE NOTE:** Agenda item requests: in order to be considered for inclusion on the agenda, motions with all associated papers *must* be received by the Clerk in a final format at least 7 clear days<sup>1</sup> before the meeting at which you would like your item to be considered – if any input is required from the Clerk please provide sufficient additional time for the Clerk to schedule in for any feedback and/or additional research that may be required.-



**SECTION 2 - To be filled in by the Clerk:**

Meets/links with Council objectives:	Establishing market	
Staffing Implications: <sup>ii</sup>	<b>YES</b> – as set out in papers, higher than expected demand on current staff from market for a wide range of input has been and remains needed - which is to be addressed; proposal as per documents for Market Manager to be recruited as soon as possible	←
Volunteer need implications:	<b>YES</b> – as per document – ongoing volunteer needs especially for the monthly markets proposed.	←
Equalities & Human Rights <sup>iii</sup>	There are no equalities and human rights issues Details, where relevant: N/A	
Crime and Disorder <sup>iv</sup>	Crime and disorder have been considered Details, where relevant: N/A	
Biodiversity <sup>v</sup>	There are no (negative) bio-diversity implications Details, where relevant: N/A	
Sustainability	Is in line with the Council's Plastic-Free Pledge – N/A	
Financial <sup>vi</sup>	There are no financial implications at this stage – N/A	
	There will be financial implications; Details: <b>YES</b> – as per proposals, different options will bring different needs for the Town Council to subsidise the market going forward.	←
	There is provision within the budget Budget heading & details: <b>PARTIALLY</b> – some budget has been set aside in the current year's budget for Market Manager position and market management.	←
	Decisions may give rise to additional expenditure; Details: Unlikely, although difficult to predict if expected market growth and traders' income expected will indeed materialise	←
	Decisions may have potential for income generation; Details: <b>YES</b> – market trader fees, as per proposals.	←
Other Resource implications (besides finance):	Details: N/A	
Health and Safety implications <sup>vii</sup>	Details: <b>YES</b> - Ongoing need to keep a close eye on all health and safety aspects	←
Legal	Power under which the spend can be actioned: <sup>viii</sup> Local Government Act 1972, s. 144 – power to promote tourism	
	GDPR - Data Privacy Impact Assessment: <sup>ix</sup> Details, where relevant: traders' details	
	Other considerations:	
Risk Management	Material risks <sup>x</sup> exist and these are considered and being assessed: Details:	
Other Considerations:	N/A	

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<sup>i</sup> Northstowe Town Council's [Standing Order 9 b,d](#).

<sup>ii</sup> The Council has a legal duty to ensure it looks after employees' health and wellbeing (the Health and Safety at Work etc act 1974).

<sup>iii</sup> The key legislation regarding unlawful discrimination is the Equality Act 2010, which amongst other requires the Council to monitor for compliance with the Equality Duty.

<sup>iv</sup> The Council has a legal duty to act with due regards to crime and disorder in the area (Crime and Disorder Act 1998, s17).

<sup>v</sup> The Council has a legal duty to have regard to conserving biodiversity (Natural Environment and Rural Communities Act 2006, s40).

<sup>vi</sup> It is the RFO's duty to manage financial risks on behalf of the Council, as described in the Local Audit and Accountability Act 2014 and Accounts and Audit Regulations 2015, reg 4.

<sup>vii</sup> See also Town Council's [Health and Safety Policy](#).

<sup>viii</sup> See here for an [Overview of relevant discretionary powers](#) beyond the General Power of Competence.

<sup>ix</sup> See also the Town Council's [Data Protection Policy](#).

<sup>x</sup> See Town Council's [Risk Management Plan](#).