

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

Report from	Cllr Bros Sabria
On behalf of	Market Development Working Group
Date	01 March 2023
For Meeting of Council/Committee	Full Council
Date of meeting	28 th March 2023
Agenda item no.	266/22-23
Confidentiality	N/A
TITLE OF MOTION	Pilot market business plan
MOTION(S)	<p><i>[Information added by Clerk, 23rd March 2023]:</i> This motion and paper, with associated amended Business plan and timeline were discussed, and approved as presented, at the Events and Markets Committee meeting held on 21st March 2023, item 96/22-23.</p> <ol style="list-style-type: none"> 1) For the Council to consider and endorse the Business Plan and task the Events and Markets Committee, through the Market Development Working Group, to take necessary steps for its implementation working with the Town Clerk. <p><i>[NB: Original text (as presented to Events and Markets committee on 21st March 2023):</i></p> <ol style="list-style-type: none"> 1) To receive an update on timeline for delivery of the market and updates on recruitment of deputy clerk and market manager. 2) To receive and consider an updated business plan for the delivery of pilot market, in light of latest developments presented, feedback received and amendments as approved by the E&M Committee. The revised sections are: <ol style="list-style-type: none"> a. Operational plan – Start and end date and location b. Operational plan – Frequency, days and time c. Operational plan – Traders, pitch fees and conditions d. Operational plan – Staffing e. Operational plan – Facilities (gazebos, electricity, toilets), parking and traffic f. Marketing plan g. Financial plan 3) To receive and consider an updated business plan with new section: <ol style="list-style-type: none"> a. Monitoring and Evaluation plan 4) To approve the revised sections of the business plan 5) To approve the new section of the business plan on monitoring and evaluation. 6) To present to Finance and Governance Committee the business plan for consideration and recommend for a specific section in the website to be set for market related information, for dedicated social media accounts to be managed by a nominated volunteer, who is to be proposed by the working group and approved by the Town Clerk 7) To recommend to Full Council to consider and endorse the Business Plan and task the Events and Markets Committee, through the Market Development Working Group, to take necessary steps for its implementation working with the Town Clerk.
Background	1) On 29th November, the Events and Markets Committee

	<p>a) RESOLVED unanimously, to approve sub-items (i) [Operational plan - Start and end date and location], (ii) [Operational plan - Frequency, days and times], (iv) [Operational plan – Staffing], (v) [Operational plan - Facilities (gazebos, electricity, toilets), parking and traffic], (vi) [Marketing plan vii. Financial plan and revised CPCA grant allocation], and (vii) [Financial plan and revised CPCA grant allocation], as presented in the Business Plan.</p> <p>b) RESOLVED unanimously, to amend subitem iii ('Operational plan - Traders, pitch fees and conditions'), with the following two amendments to be made in the draft Business Plan:</p> <ul style="list-style-type: none"> - Traders: where it states 'Regular traders will be asked to commit to trade for 3 months' the following is to be added to this statement: 'payment is to be made upfront, for one month at a time; and a one-month notice period is to be given.' - Remove references in the document to community groups in relation to fees. <p>c) RESOLVED unanimously, to approve subitem iii ('Operational plan - Traders, pitch fees and conditions'), as amended.</p> <p>d) Regarding Item 72/22-23 (2) (c) - subitem (v) ('Operational Plan - Facilities [...], parking and traffic', the Working Group was tasked to consider alternative plans for parking were the interim facility not available in time for when the pilot market starts.</p> <p>e) Regarding Item 72/22-23 (2) (c) - subitem (v) ('Operational Plan - Facilities [...], parking and traffic', the Working Group was tasked to consider alternative plans for toilets were the interim facility not available in time for when the pilot market starts.</p>
<p>Issues/items for consideration by the Council</p>	<ol style="list-style-type: none"> 1) The indoor market events have proved to be successful in terms of attendance (>650 people in January) positive feedback receive on the day, and requests from traders (>35 traders applications). 2) Of the traders registering their interest, 18 said they would take part in the outdoor pilot market on a lower frequency or on casual basis, and only 6 have shown interest in taking part in weekly market. 10 traders expressed their interest would depend on success of indoor market. 3) It has been thus proposed to continue with monthly indoor markets, which have taken a hybrid form with some outdoor traders as well (separate motion). 4) There has been a significant delay in the recruiting of the deputy clerk, which now a planned start May. The salary offered is lower than initially forecasted. Considering timeline required for recruitment, it is expected that a market manager earliest possible date would not be until August (5th month of market). 5) Considering the points above, a smaller market version of maximum 5 traders that can be realistically handled by volunteers on market day, which are to be coordinated by the deputy clerk. 6) There has been a delay in the foreseen availability of community facilities, which will not be open by the time of market start date in April – expected open date June/July. Portaloos for the use of traders in the meantime should be explored. 7) Promotion of the indoor markets via the Town council website and social media requires to be timely and to be able to respond to last minute changes (e.g. traders cancelling, need of volunteers, ...). Northstowe Foodies has provided the possibility to compensate for these shortcomings and challenges. Promotion has been limited because of time constraints with Town Clerk and need for approval for posts.

	<p>8) Feedback received on business plan from other Cllrs and Town Clerk: it was recommended to include financial scenarios where the Town Council would make benefit, and how to attract and retain traders, as well as how feedback will be incorporated on on-going basis. In light of these, the financial plan has been revised and a monitoring plan added, slightly expanded.</p> <p>9) Arrangements with different fee policy with Northstowe Foodies also further detailed and reconsidered.</p>
<p>Recommendations</p>	<p><i>[Information added by Clerk, 23rd March 2023]:</i> This motion and paper, with associated amended Business plan and timeline were discussed, and approved as presented, at the Events and Markets Committee meeting held on 21st March 2023, item 96/22-23.</p> <p>1) For the Council to consider and endorse the Business Plan and task the Events and Markets Committee, through the Market Development Working Group, to take necessary steps for its implementation working with the Town Clerk.</p> <p><i>[NB: Original text (as presented to Events and Markets committee on 21st March 2023):</i></p> <p>1) To receive an update on timeline for delivery of the market and updates on recruitment of deputy clerk and market manager.</p> <p>2) To receive and consider an updated business plan for the delivery of pilot market, in light of latest developments presented, feedback received and amendments as approved by the E&M Committee. The revised sections are:</p> <p>a. Operational plan – Start and end date and location <i>Revision: 1, 2, 3, 5th week at the Green; 4th week at Pathfinder school and busway strip/interim community facility</i></p> <p>b. Operational plan – Frequency, days and time <i>Revision: 9:00 – 14:00 outdoors; 9:30-12:30 indoors</i></p> <p>c. Operational plan – Traders, pitch fees and conditions <i>Revision:</i></p> <ul style="list-style-type: none"> - <i>Weekly market (1st, 2nd, 3rd and 5th week of the month): maximum of 6 traders until a market manager has been recruited, selling daily food and basics</i> - <i>Monthly markets (4th week of the month): maximum 8 stalls outdoors and 25 single stalls indoors.</i> - <i>Fee for trading outdoors at the market is £15/trading day for a single pitch fee (3x3m).. Additional (3x3m) space will be charged at £10.</i> - <i>Fee for trading indoors at the market is £15/trading day for a single stall space (1,8m length table). Additional (1,8m) space will be charged at £10.</i> - <i>Fee for Northstowe Foodies to be £10 per food truck. Northstowe Foodies responsible for checking legal requirements</i> - <i>Payment is to be made upfront, for one month at a time; and a one-month notice period is to be given.</i> <p>d. Operational plan – Staffing</p> <ul style="list-style-type: none"> - <i>Start date of Deputy Clerk – May (month 1), lower salary than forecasted.</i> - <i>Start date for market manager – August (month 5)</i> - <i>Weekly markets to be managed by volunteers until market manager is recruited</i> <p>e. Operational plan – Facilities (gazebos, electricity, toilets), parking and traffic</p>

	<ul style="list-style-type: none"> - <i>Traders and residents to be directed to school staff parking. Parking marshall for monthly events and for weekly events for loading and unloading times</i> - <i>Toilets available at indoor market. Portaloos may be installed in weekly market.</i> - <i>Electricity £8/trading day to be revised if necessary.</i> <p>f. Marketing plan</p> <ul style="list-style-type: none"> - <i>Logo competition to be launched by SCDC CDO. Incentive prize to be offered.</i> - <i>Dedicated section of website and social media account to be set up.</i> <p>g. Financial plan</p> <ul style="list-style-type: none"> - <i>Updated to reflect changes in operational plan with two scenarios</i> a) <i>6 pitches outdoors and 20 indoors [forecasted £1,084 income];</i> and b) <i>3 pitches outdoors and 10 indoors [forecasted loss of -£896].</i> <p>3) To receive and consider an updated business plan with new section:</p> <p>b. Monitoring and Evaluation plan</p> <ul style="list-style-type: none"> - <i>Collection of residents feedback, footfall, feedback from traders, ROI. Monitoring work to be led by working group with market manager and deputy clerk.</i> <p>4) To approve the revised sections of the business plan</p> <p>5) To approve the new section of the business plan on monitoring and evaluation.</p> <p>6) To present to Finance and Governance Committee the business plan for consideration and recommend for a specific section in the website to be set for market related information, for dedicated social media accounts to be managed by a nominated volunteer, who is to be proposed by the working group and approved by the Town Clerk</p> <p>7) To recommend to Full Council to consider and endorse the Business Plan and task the Events and Markets Committee, through the Market Development Working Group, to take necessary steps for its implementation working with the Town Clerk.</p>
Appendices	None
Documents:	<ul style="list-style-type: none"> - Business plan (public domain) - Market delivery timeline

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

Input needed from Clerk?	<p>Yes - Wording on motion items.</p> <p>Clerk has provided input into wording and business plan details of previous draft versions presented.</p>
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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 daysⁱ 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:	Market development for the community	√
Staffing Implications: ⁱⁱ	<p>YES</p> <p>Current and future staff members feature listed in Business Plan and associated timeline as part of delivery model.</p> <p>Recommendations – for the Council to consider;</p> <ul style="list-style-type: none"> - The proposed Business Plan relies on recruitment of a Deputy Clerk and Market Manager, and also some ongoing staffing input from the Clerk & RFO. - The current lack of spare staffing capacity; - The delay experienced in recruitment of Deputy Clerk, with additional time need to induct the chosen candidate into the work once in post in May; - Timeline is focused on getting a separate Market Manager in place in August 2023 (4 months into the six-month pilot proposed) – Council to consider how realistic the timeline for getting someone in place in time may be; recommended to also consider alternatives were there be a delay in staff recruitment. <p>Recommendation: for the Council to also consider the following:</p> <ul style="list-style-type: none"> - RFO time needs is currently up to three hours per market (for winter markets), for preparing, sending and chasing invoices, as well as additional time for preparing paperwork for the Finance and Governance Committee meetings. It is noted that these cost are not included in the cost overview, but will remain a real cost for the Council, in particular with moving to weekly markets, and needs to be considered considering the very scarce staffing resources already. - The proposal has an implicit assumption that the Deputy Clerk will be able to do the work listed on the market from day one – however, there will be a transitional period during the first months of employment (starting 1st May) in which induction and understanding other work may need to be given priority. - The List of duties for the Deputy Clerk on pages 9-10 of the Business Plan is long, many of the items listed potentially taking a considerable amount of time. It is unlikely that these task can all be carried out in 0.1 FTE (i.e. 3.7 hrs/wk.), considering also that there will be a need for the Deputy Clerk to be present at the monthly markets for a few hours at the start of those markets until such time as a Market Manager has been recruited. Coordination and allocation of traders, responding to enquiries and complaints, liaising with partner organisations and some promotion may well take up most of not all of the 0.1FTE already. - Coordination of volunteer, creating rotas and such are very likely to be challenging to do in the time scales allocated for the Deputy Clerk’s involvement, and also impractical as the Deputy Clerk will not be available at weekends for any last minute changes to be arranged – thus, it is recommended, this may need to be done by volunteers primarily (in line with current arrangements for the winter market events and similar arrangements in place for Warm Hub volunteer coordination) – although this could probably be taken over by the Market Manager when in place. - It is also somewhat unclear from the proposed business plan what the relative involvement of volunteers vs that of staff will be for the 	√

	creation and management of content and promotion of the dedicated website pages and social media accounts, as proposed, and any other promotional activities. This may mostly need to be done by volunteers, until such time as a Market Manager is in place.	
Volunteer need implications:	<p>YES – as also highlighted above.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> - In line with above (under ‘staffing implications’): for the Council to consider whether there may be additional need for volunteers for creating and maintaining promotional materials and promotional sites; volunteer rota creation and management in particular, until such time as a Market Manager is in place. - For the Council to consider proposed model, which is dependent on volunteers to manage the markets and running the weekly markets entirely by volunteers until a Market Manager is in place – to consider whether this can be sustained, for managing the traders; parking marshalling; litter picking; monitoring, promotional activities and any other duties needed. 	√
Equalities & Human Rights ⁱⁱⁱ	<p><i>There are no equalities and human rights issues</i></p> <p><i>Details, where relevant: N/A</i></p>	√
Crime and Disorder ^{iv}	<p><i>Crime and disorder have been considered</i></p> <p><i>Details, where relevant:</i></p> <p>YES - Limited parking space for traders and customers is a potential concern, considering also the building work for the interim facility to take place nearby.</p> <p>Recommendation: This aspect may need to be carefully considered, to prevent ‘disorder’ and safety issues materialising on site, and how this can be managed well at an ongoing basis, to prevent negative reactions in particular from neighbouring residents.</p>	√
Biodiversity ^v	<p><i>There are no (negative) bio-diversity implications</i></p> <p><i>Details, where relevant: N/A</i></p>	√
Sustainability	<p><i>Is in line with the Council’s Plastic-Free Pledge;</i></p> <p>YES - is part of market plans</p>	√
Financial ^{vi}	<p><i>There are no financial implications at this stage - N/A</i></p>	√
	<p><i>There will be financial implications; Details:</i></p> <p>YES – financial proposals/scenarios are embedded in the business plan.</p> <p>Recommendation: for the Council to consider the following items:</p> <ul style="list-style-type: none"> - The hire costs for the interim community facility are not yet clear, so this is an uncertainty in the financial considerations. - The financial picture presented is based on an assumption that sufficient traders want to be there on a weekly basis – it is unclear at this stage whether many traders would be willing to do so, or would prefer less frequent attendance – this, in return, could then also add additional coordination and logistics duties to staff and volunteers if many traders all wish for different patterns. - Comments above (under ‘staffing implications’) regarding ongoing RFO time needs and potential more Deputy Clerk time has the potential to change the financial picture. 	√
	<p><i>There is provision within the budget</i></p> <p><i>Budget heading & details:</i></p> <p>YES, budget set aside in ’23-24 budget for market delivery and Market Manager, through CPCA grant and precept; see also detailed in the Business Plan</p>	√
	<p><i>Decisions may give rise to additional expenditure; Details:</i></p> <p>Potentially – additional equipment or unforeseen costs may arise - TBC</p>	√

	<i>Decisions may have potential for income generation; Details:</i> YES – financial pictures presented show that income from traders’ fees has the potential to cover at least most of the costs involved.	√
Other Resource implications (besides finance):	<i>Details:</i> YES. Recommendation: to take into account the following items: <ul style="list-style-type: none"> - Dependent on availability of temporary community centre being in place in time, and for it to allow to make use of facilities such as toilets and kitchen facilities (and room hire indoors available each Sunday). - Unclear whether the interim facility could easily house 25 stalls indoors as proposed in the business plan for the monthly markets. - Storage of market items is to be taken into consideration (as well as making sure items are taken from storage for markets and put back in place). - Electricity use & payment: dependent on agreement in place with Greenbelt; 	√
Health and Safety implications ^{vii}	<i>Details:</i> Covered through RA – see also under ‘Risk Management’	√
Legal	<i>Power under which the spend can be actioned:^{viii}</i> <ul style="list-style-type: none"> - Food Act 1984, s. 50 – power to hold a market; - Local Government Act 2003, s. 93 – Power to charge for discretionary services 	√
	<i>GDPR - Data Privacy Impact Assessment:^{ix}</i> <i>Details, where relevant:</i> details of traders and volunteers.	√
	<i>Other considerations:</i> N/A	√
Risk Management	<i>Material risks^x exist and these are considered and being assessed:</i> <i>Details:</i> Recommendations: <ul style="list-style-type: none"> - comprehensive RA will need to be prepared and regularly updated – experience from current winter market events will most certainly help in this. Additional risks to those experienced in winter market are most likely to do with parking issues that are to be managed, and logistics & risks associated with traders’ vans and vehicle movements. - Clear ToR to be developed for traders. - Clear volunteer protocols to be developed. 	√
Other Considerations:	N/A	√

ⁱ Northstowe Town Council’s [Standing Order 9 b,d](#).

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

ⁱⁱⁱ 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.

^{iv} The Council has a legal duty to act with due regards to crime and disorder in the area (Crime and Disorder Act 1998, s17).

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

^{vi} 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.

^{vii} See also Town Council’s [Health and Safety Policy](#).

^{viii} See here for an [Overview of relevant discretionary powers](#) beyond the General Power of Competence.

^{ix} See also the Town Council’s [Data Protection Policy](#).

^x See Town Council’s [Risk Management Plan](#).