



Knaresborough
Town Council

Expression of Interest – March 2023

Management of Knaresborough Market and related assets

B - Angela Pulman Clerk and Responsible Financial Officer

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C - Town Council agreed to the submission of this expression of interest at the full town council meeting – 20 February 2023. (see Appendix for details of minutes)

D- Services and assets which Town Council currently manage

Services

- Mayoral support for local events, organisations etc.
- Provision of town-wide Christmas lights.
- Farmers Market (until Dec 2022) and Artisan Market (until Oct 2022)
- Bright Friday Christmas Event.
- Support services to other town organisations running events e.g. Remembrance Day.
- Grant support to local voluntary sector organisations.
- Dealing with health and safety issues, reporting local issues such as potholes etc.
- Consultee on traffic management issues, speeding, yellow line provision etc.
- Emergency and community resilience support for flooding, terrorist risk etc.
- Statutory Planning consultee.
- Scheduling and management of banners put up on high street.

Assets

- Allotment sites x 2.
- Building known as Knaresborough Wellbeing Hub.
- King George 5th playing field.
- Portable stage used for town events, many of which are held in the Market Place.

E- Total Income of the Town Council in financial year 2021/22

£168,394

F- Total income raised by precept in financial year 2021/22

£147,120

G- Total expenditure in financial year 2021/22

£152,865

H- See Appendix

I- Anticipated total income of the Town Council in financial year 2022/23

£176,920

J- Anticipated income raised by precept in financial year 2022/23

£151,420

K- Anticipated total expenditure in financial year 2022/23

£160,000

L- See Appendix

M- Town Council Officers

The Town Council currently employs two paid officers – a Clerk/Responsible Financial Officer and a Deputy Clerk.

The Clerk holds the SLCC qualification of ILCA and the Deputy Clerk holds the SLCC qualification 'Working with your Council' (replaced by ILCA).

The Clerk:

- Ensures that statutory and other provisions governing or affecting the running of the Council are observed.
- Monitors and balances the Council's accounts and prepares records for audit purposes and VAT.
- Ensures that the Council's obligations for Risk Assessment are properly met.
- Prepares, in consultation with appropriate members, agendas for meetings of the Council and Committees, attends such meetings and prepares minutes for approval.
- Receives correspondence and documents on behalf of the Council and deals with the correspondence or documents or brings such items to the attention of the Council.
- Issues correspondence as a result of instructions of, or the known policy of the Council.
- Receives and reports on invoices for goods and services to be paid for by the Council and ensures such accounts are met; issues invoices on behalf of the Council for goods and services and ensures payment is received.

- Studies reports and other data on activities of the Council and on matters bearing on those activities. Where appropriate, to discuss such matters with administrators and specialists in particular fields and to produce reports for circulation and discussion by the Council.
- Draws up both on her own initiative and, as a result of suggestions by Councillors, proposals for consideration by the Council and advises on practicability and likely effects of specific courses of action.
- Supervises another member of staff as their line manager in keeping with the policies of the Council and undertakes all necessary activities in connection with the management of salaries, conditions of employment and work of other staff.
- Monitors the implemented policies of the Council to ensure they are achieving the desired result and where appropriate suggest modifications.
- Acts as the representative of the Council as required.
- Prepares, in consultation with the Chairman, press releases about the activities of, or decisions of, the Council.
- Attends training courses or seminars on the work and role of the Clerk as required by the Council.

Deputy Clerk

- Working with the Clerk does much of the above together with management of the Mayor's civic diary.

N- Description of the services that the town or parish council wants to deliver or assets it wants to manage through the double devolution pilot

As part of the NYC double devolution pilot Knaresborough Town Council (KTC) wish to take on the running of the Town Market held on Wednesdays each week plus managing the related infrastructure needed to run it, e.g. the storage facilities at Iles Lane and related assets such as tables, parking restriction and road closure signs etc.

The Council will undertake promotion of the market both locally and nationally as an attractive, thriving market to visit to shop, but also to promote the market as a key element of a Knaresborough tourist destination promotion programme.

O- General Power of Competence

The Town Council has not adopted the General Power of Competence and would use legislation covered by the Food Act 1984 Section 50.

P. Describe why the town or parish council wants to deliver the services or manage the assets, including the benefits for the local community, how the transfer would fit with wider plans and local partnerships, and any public consultation already undertaken

The reasons the town council wish to run the market are as follows:

According to historical records there has been a market in Knaresborough since 1206 with the town being granted a royal charter in 1310. The Market Place, where the market is held weekly on a Wednesday, is the beating heart of the town.

The market has been run and managed by Harrogate Borough Council for many years and Knaresborough Town Council is keen to develop a more to a more targeted local approach to management of the Market following Local Government Review.

The Town Council, Chamber of Trade, other local groups and many-residents believe that having the market run and managed at a local level should lead to improvements in the overall performance and promotion of the market.

Primary objectives for Town Council in running the market are:

- Preserve the traditions of the ancient market and the functions of the Market Place as a town asset.
- To increase the business performance of the market.
- Management of Iles Lane facility and related assets.
- Market and Market Place promotion as a fully integrated part of life in Knaresborough.
- Support residents to manage impact of inflation/increased cost of living.

Through

- Bringing the management of the weekly market under the control of KTC.
- Manage the related infrastructure needed to run the market.
- To raise the overall profile of Knaresborough markets through an extensive promotions programme with targeted messaging to differing groups, e.g. residents/visitors.
- Increasing the number of traders at the markets.
- Develop a closer working relationship with groups representing local businesses, particularly those operating in the Market Place.
- Manage health and safety issues related to both running the Market and the Market Place itself.
- Identify and work with marginal groups who would benefit from the market themselves e.g. elderly, disabled, those in food poverty etc.
- Undertaking environmental impact studies on market developments.

In 2022 KTC undertook its most extensive residents' consultation to date - 1283 forms were completed and returned.

Relevant responses for the 'Markets the Town Council currently runs':

Q11. Rating KTC services - Markets (e.g. farmers' markets and artisan market)

Total excellent/good (823 responses)

Total poor/very poor (67 responses)

And related question

Q15. If Knaresborough Town Council were to take on the delivery of services in the future, which three services do you consider to be the most appropriate for the Town Council?)

1. Management of facilities such as Knaresborough Castle etc (747 responses)
2. Management of the environment, such as street cleaning (639 responses)
3. **Management of Knaresborough Market Place (571 responses)**

Q- Describe the skills, knowledge and experience the town or parish council already has that will enable it to deliver the services or manage the assets; and the skills, knowledge and experience which it will need to acquire and how it will acquire these

KTC has experience in recent years of introducing two markets to the town: a Farmers Market and Artisan Market, both delivered in partnership with other organisations. In addition, the town council has, together with other groups in the town, been involved in campaigns to improve the management and performance of the town's Wednesday Market. Councillors are in regular contact with the Market Supervisor from HBC.

The town council has extensive experience of running events in the town with expertise in managing event scheduling, resource management, risk assessment, health and safety, road closures and parking bay restrictions.

Managing the Wednesday Market will require additional staff. The Town Council has already made financial provision to bring on an additional member of staff to manage and deliver Town Council projects.

The Town Council recognises the need to further develop our expertise on the rules and regulations related to the provision and management of Markets. To develop further expertise the Council will engage with other market providers and also leverage resources on offer from the National Association of British Market Authorities.

R- Describe any changes the town or parish council envisages making to the services or assets, and how these will be funded

Changes the Town Council envisage making to the service:

In the short term the Council intends to focus on current market performance, increasing number of traders and market foot fall.

The Council will work with market traders to look at optimising the procedures for setting up and taking down stalls.

At some point in the future the Council may look at introducing a Saturday Market. This will need to be self-funding from stall rent income.

Changes the Council propose to make:

Improved Market value proposition through attracting more traders and increasing the range of items on offer. Improved communications and marketing activity relating to the promotion of the market on a dynamic basis so that we can change approach and adjust tactics accordingly as the management and promotion of the market develops.

Improve promotion of other seasonal markets and events in the Market Place that bring vibrancy and variety to the heart of the town.

We plan to focus our communication and marketing efforts through multiple promotional routes to as wide an audience as possible, locally, nationally, and internationally making sure messaging is appropriate to differing customer audience groups and supports the promotion of the market as a core element of promoting Knaresborough as a tourist destination.

We will use a range of tools to reach our target audience groups. We propose:

- Knaresborough Town Crier.
- Paid-for advertising.
- Digital communications (NYC social media channels and the Residents' News).
- Traditional media channels (Johnston titles, Stray Ferret, Harrogate Online).
- The NYC website in a way that dovetails into the wider NYC tourist/visitor strategy.
- Chamber website.
- Direct communication(s).
- Market flier/online App.

This work to be supported by research into value proposition that most resonates with customer and visitors to the town. Included in the research - collect data on which other/additional stalls the public would like to see appearing in future markets.

We would further plan enhancements to the Market offer through projects such as:

- Improved provision of electrical power supplies in the Market Place to enable traders to run lighting, fridges, freezers etc.
- Town walking tours starting from the market every Wednesday.
- Free cookery demonstrations.
- School visits.
- Some kind of food 'festival.'
- Live music or entertainment.
- Free tasting and product sampling.
- A healthy eating promotion.
- Improved utilisation of Wi-Fi services in the Market Place.
- Improved operational links with tour bus companies.
- Click and collect.

Key to these developments will be the involvement of market traders and local businesses.

Other Community Benefits:

- Better utilisation of Iles Lane storage facility will enable use of the building for more than just storage of market stalls e.g. further community storage.
- This programme attracts Knaresborough residents' attention to the benefits of Double Devolution enabling improved support for future initiatives.
- Create an exemplar for other market towns to follow.

S- Describe the main risks the town or parish council will need to manage to deliver the services or manage the assets and how it will mitigate these risks

Risks to be managed:

The Council, as part of this programme development, will undertake a full risk assessment. The Council recognises the following risks need to have mitigation strategies to reduce the Council's risk exposure:

- Financial Risk - managed by improved number of traders attending the market.
- Operational Risks – improved operational procedures.
- Weather related risk - UK unpredictable weather makes this challenging to manage.
- Food safety risks - work with NYC to ensure the Market is compliant with all legislation.

To mitigate these areas the Council proposes to develop detailed plans with risk mitigation measures for the following:

- Market Management, incl. bookings, layout, refuse etc.
- Storage – dependent on continued availability of Iles Lane premises.
- Workforce to undertake activities on Wednesdays.
- Traffic management.
- Setting up and taking down market in timely manner with all waste removed.
- Health and safety.
- Equality impact assessments e.g. accessibility.
- Changes to operating procedures from those used by HBC.
- Parking for increased footfall in the town – voucher to promote use of York Place/Conyngham Hall car parks with linked promotion of busses running through the town.

It is vital that all interested parties are involved in strategy, decision making, management and day to day operation of the market and risk mitigation strategies. This will involve representatives from.

- Market traders.
- Town Council Market Management team.
- Chamber and other local business representatives.
- Other groups with an interest such as Rotary/Lions etc.
- Other local market towns.

Market Performance Risks

Continued fall in numbers of market traders coming on a Wednesday and or shoppers visiting the market. To manage these risks the Council proposes to undertake the following promotional activities.

- On-air advertising campaign.
- Improved web presence.

- Look to position the Market and Market Place related stories online and in news media.
- New photography of market.
- Video 'shorts' of traders/visitors.
- Updates to the NYC/KTC website market's page to highlight individual traders/goods.
- Updates to the market pages of the Visit Harrogate/other visitor websites.
- Social media 'masterclasses' for traders to assist with setting up profiles to promote their businesses.

Performance Tracking

We will put in place improved measurement of market performance through the following:

- Finance.
- Sentiment (on digital channels, social media and traditional media).
- Footfall at the market and wider impact on - example bus services.
- New trader registrations.
- Feedback from existing traders/stall holders.
- Feedback from visitors/residents.
- Feedback from local businesses

Conclusion

Knaresborough Town Council believes we have the experience and expertise to be a very effective partner for NYC to jointly develop proven best in class processes and procedures to ensure the success of the Double Devolution programme. Through this engagement it will enable the Town Council to continue to develop expertise and an ongoing development programme of shared opportunities with NYC to further devolve services and asset management opportunities to the town.

Appendix A

Approved Minutes of Knaresborough Town Council Meeting 20th February (approved 20 March 2023)

Appendix B

Town Council's final accounts for the financial year 2021/22

Appendix C

Town Council's budget for the financial year 2022/23