

## OVERVIEW AND SCRUTINY - TASK AND FINISH GROUP SCOPING DOCUMENT

<b>Task and Finish Group Title:</b>	<b>Strategic Review of HDC Markets</b>
<b>The Problem:</b>	Huntingdonshire District Council does not have an agreed Vision or Strategy for its Markets Service as noted by the Overview & Scrutiny (Performance & Growth) Panel March 2019.
<b>Membership of Working Group:</b>	<p>It is advised that the working group should include:</p> <ul style="list-style-type: none"> <li>• Councillor Marge Beuttell – Executive Councillor for Operations &amp; Environment</li> <li>• A minimum of three Overview and Scrutiny Councillors with at least one representing St Ives and another representing Huntingdon.</li> </ul>
<b>Aim:</b>	<p>We wish to establish a clear <b>Vision</b> and <b>Strategy</b> for the Councils Markets Service.</p> <p>We will:</p> <ol style="list-style-type: none"> <li>1. <b>Discover</b> user needs and seek inspiration asking: <ul style="list-style-type: none"> <li>• What is our customer demographic?</li> <li>• Are all our Markets the same?</li> <li>• What brings visitors to our markets?</li> <li>• What brings our Traders to our markets?</li> <li>• What value our markets add to our towns?</li> <li>• What styles of markets exist locally and further afield?</li> </ul> </li> <li>2. <b>Define</b> a <b>Vision</b> based on our findings that answers: <ul style="list-style-type: none"> <li>• Why we run our markets?</li> <li>• Who we run our markets for?</li> <li>• What the key purpose of our Markets is?</li> </ul> </li> <li>3. <b>Develop</b> a <b>Strategy</b> that: <ul style="list-style-type: none"> <li>• Looks at how we operate our markets.</li> <li>• Asks if we should pilot new ideas and what these should be.</li> <li>• Establishes how we brand our markets.</li> <li>• Gives direction, not direct actions. This allows the testing of ideas post T&amp;F in a live business as usual setting.</li> </ul> </li> <li>4. <b>Deliver</b> &amp; Evaluate the ongoing changes we make in line with the Strategic Direction set out. This stage will be 'post-strategy' and the return to the 'new business as usual' for the service. Changes will be monitored and fed back to the</li> </ol>

	Service Portfolio Holder.
<b>Key Officer Contacts:</b> <i>(Lead and support)</i>	George McDowell – Operations Manager Jasmin Brennan – Markets Services Manager
<b>Scoping form completed by:</b>	George McDowell – Operations Manager
<b>Scrutiny requested by:</b>	Overview and Scrutiny Panel (Performance and Growth), March 2019
<b>Criteria for inclusion in work programme:</b>	
<b>Customer Feedback:</b>	We will gather feedback from a variety of customer groups and stakeholders including: <ul style="list-style-type: none"> <li>• Members of the public who visit our markets</li> <li>• Members of the public who don't visit our markets</li> <li>• Our market traders</li> </ul>
<b>Council Priority:</b>	Council Vision: <ul style="list-style-type: none"> <li>• We want to support a safe and healthy environment, deliver economic growth and provide value for money services for the people of Huntingdonshire</li> </ul>
<b>Importance to local people:</b>	Becoming a more Customer Focussed Organisation: <ul style="list-style-type: none"> <li>• Involving customers in significant changes to services</li> <li>• Gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful</li> </ul>
<b>Value for Money Concerns:</b>	What is the cost operation basis (loss, neutral, profit) for the Councils Markets Service? Exploration of this question may be used to inform a future review of pitch charges outside of this strategic review.
<b>Contributes to tackling inequalities:</b>	How can we ensure our markets are accessible to all? We will look at industry best practice for visiting public & stall holders against current layout and location.
<b>Improving partnership working:</b>	We will enable members of the working group to explore the needs of different stakeholders e.g. <ul style="list-style-type: none"> <li>• Market visitors</li> <li>• Stall holders</li> </ul>

<b>Cross-cutting issue:</b>	N/A
<b>Summary of overall anticipated benefits and intended outcomes:</b>	For the Markets Service, we will have developed a: <ul style="list-style-type: none"> <li>• Vision, and;</li> <li>• Strategy</li> </ul>
<b>Indicators of success:</b>	Achieving an endorsed Markets Service Vision & Strategy
<b>Scope:</b>	
<b>In Scope:</b> <i>(Define what the scope of the review will be)</i>	Understanding: <ul style="list-style-type: none"> <li>• Current customer demographics for each of our markets and conversely, the what may be barriers for those who do not attend our markets.</li> <li>• The current end customer offering, and importance e.g. should we limit a traders maximum space to ensure greater product diversity</li> <li>• The current stall holder offering e.g. is pitch size value for money? Do we need to do more for our traders or do we do to much?</li> <li>• What styles/categories of markets exist and where we fall within these.</li> <li>• Location – are our markets in the right place with the right layout?</li> <li>• The legislation under which we operate our markets and what limitations this may impose.</li> <li>• Do our markets have a clear purpose and if not, what should this be?</li> <li>• Why we run our markets &amp; who we run our markets for?</li> <li>• Our current brand images for the markets</li> <li>• What are concerns around our market operation e.g. safety</li> </ul>
<b>Excluded from Scope:</b> <i>(Define the exclusions from the scope of the review)</i>	<ul style="list-style-type: none"> <li>• A review of the current level of fees and charges</li> </ul>
<b>Benefits:</b>	Benefits: <ul style="list-style-type: none"> <li>• Clarity, focus and direction.</li> <li>• A better understanding of the current facilities and if they will meet future needs</li> <li>• Understanding the longer term future</li> <li>• Identifying the key steps needed to achieve the strategy</li> </ul>

<b>Council and Partner Involvement</b>	
<b>Who would need to be involved from the Council?</b>	<p>Involvement would be required from:</p> <ul style="list-style-type: none"> <li>• Portfolio Holder</li> <li>• Members of the working group</li> <li>• Cabinet</li> <li>• O&amp;S (Customers &amp; Partnerships)</li> <li>• Markets Services Staff</li> </ul>
<b>Which of our partners, stakeholders and members of the community should we discuss this with?</b>	<p>Stakeholders would include:</p> <ul style="list-style-type: none"> <li>• Market Traders</li> <li>• Market customers</li> <li>• Non-customers</li> <li>• Huntingdon BID</li> <li>• Huntingdonshire Businesses Against Crime (HBAC)</li> <li>• Town Councils</li> <li>• Town Centre users/visitors</li> </ul>
<b>Review Resources</b>	
<b>Evidence:</b> <i>(All to be gathered)</i>	<ul style="list-style-type: none"> <li>• Customer feedback and user group analysis</li> <li>• Information relating to Market rights/charters</li> <li>• Industry standards available</li> <li>• Current product diversity</li> </ul>
<b>Witnesses:</b> <i>(Who to see and when)</i>	<p>Representatives of</p> <ul style="list-style-type: none"> <li>• key customer groups</li> <li>• market traders</li> <li>• specific Town issues</li> </ul>
<b>Site visits:</b>	N/A – unless deemed required by the working group and where permitted in line with Covid guidance
<b>Consultation:</b>	<p>Consultation will be undertaken with:</p> <ul style="list-style-type: none"> <li>• stall holders</li> <li>• town centre users</li> <li>• market visitors</li> <li>• key stakeholders e.g. BID, HBA</li> </ul>
<b>Expert Advice:</b> <i>(Does the Task &amp; Finish Group require expert advice and support due to the nature of the review?)</i>	<p>Advice will be sought from:</p> <ul style="list-style-type: none"> <li>• NABMA( National Association of British Markets)</li> <li>• H&amp;S experts (internal and external where required)</li> <li>• Other specialist consultants where deemed required by the working group e.g. marketing etc</li> </ul>

<i>Note: if a cost is involved the senior officer will need to agree payment)</i>	*budget is in place to engage consultants where required.
<b>Timescales:</b>	
<b>Anticipated Review Start Date:</b>	January 2021
<b>Anticipated Reporting Date:</b>	Vision – May 2021 Strategy – September 2021
<b>Frequency of Meetings:</b>	Monthly
<b>Date to evaluate impact:</b>	12 month review