



<b>Meeting</b>	Business and Housing Policy Committee
<b>Date and Time</b>	Tuesday, 19th September, 2023 at 6.30 pm.
<b>Venue</b>	Walton Suite, Winchester Guildhall

**Note:** This meeting is being held in person at the location specified above. Members of the public should note that a live video feed of the meeting will be available from the council's YouTube channel ( [youtube.com/WinchesterCC](https://www.youtube.com/WinchesterCC) ) during the meeting.

A limited number of seats will be made available at the above named location however attendance must be notified to the council at least 3 working days before the meeting (5pm Wednesday, 13 September 2023). Please see below for details on how to register to attend. Please note that priority will be given to those wishing to attend and address the meeting over those wishing to attend and observe.

## AGENDA

- 1. Apologies and Deputy Members**  
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Declarations of Interests**  
To receive any disclosure of interests from Members and Officers in matters to be discussed.

*Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, and non-disclosable interests in accordance with legislation and the Council's Code of Conduct.*

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.

- 3. Chairperson's Announcements**
- 4. Minutes of the previous meeting held on 12 July 2023** (Pages 5 - 10)  
That the minutes of the meeting be signed as a correct record.



5. **Public Participation**

To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.

Members of the public and visiting councillors may speak at the Policy Committee, provided they have registered to speak three working days in advance. Please complete this [form](#) (<https://forms.office.com/e/AVCwuZk8mu>) by 5pm on 13 September 2023 or call (01962) 848 264 for further details.

6. **Housing Strategy 2023 – 2028 (presentation)** (Pages 11 - 28)

7. **UK Shared Prosperity and Rural England Prosperity Funds programme update. (presentation)** (Pages 29 - 40)

8. **Winchester City Street Market Management Contract and Operating Policy (report reference: CAB3427)** (Pages 41 - 88)

9. **Nutrient Mitigation Project (presentation)** (Pages 89 - 102)

10. **To note the Work Programme for 2023/24 (attached)** (Pages 103 - 104)

**Laura Taylor**  
**Chief Executive**

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11 September 2023

Agenda Contact: Matthew Watson, Senior Democratic Services Officer  
Tel: 01962 848 317 Email: [mwatson@winchester.gov.uk](mailto:mwatson@winchester.gov.uk)

*\*With the exception of exempt items, agendas, reports and previous minutes are available on the Council's Website <https://www.winchester.gov.uk/councillors-committees>*

## **MEMBERSHIP**

**Chairperson:** Batho (Liberal Democrats)

**Vice-Chairperson:** Chamberlain (Liberal Democrats)

**Conservatives**  
Isaacs  
Miller

**Liberal Democrats**  
Eve  
Prest  
Scott

## **Deputy Members**

Brook and Horrill

Achwal S and Brophy

Quorum = 4 members

## **PUBLIC PARTICIPATION**

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 at least three days in advance of the meeting (5pm Wednesday, 13 September 2023) for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

## **FILMING AND BROADCAST NOTIFICATION**

This meeting will be recorded and broadcast live on the Council's YouTube site and may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#). Please note that the video recording is subtitled, but you may have to enable your device to see them (advice on how to do this is on the meeting page).

## **DISABLED ACCESS:**

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email [democracy@winchester.gov.uk](mailto:democracy@winchester.gov.uk) to ensure that the necessary arrangements are in place.

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# Public Document Pack Agenda Item 4

## **BUSINESS AND HOUSING POLICY COMMITTEE**

**Wednesday, 12 July 2023**

Attendance:

Councillors  
Batho (Chairperson)

Chamberlain  
Miller

Prest  
Scott

Apologies for Absence:

Councillors Eve and Isaacs

Deputy Members:

Councillor S Achwal (as deputy for Councillor Eve) and Councillor Horrill (as deputy for Councillor Isaacs)

Other members in attendance:

Councillors Wallace and Westwood

[Video recording of this meeting](#)

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1. **APOLOGIES AND DEPUTY MEMBERS.**

Apologies for the meeting were noted as above.

2. **DECLARATIONS OF INTERESTS.**

No declarations were made.

3. **APPOINTMENT OF VICE CHAIRPERSON FOR THE 2023/24 MUNICIPAL YEAR.**

RESOLVED:

That Councillor Chamberlain be appointed Vice-Chairperson for the 2023/24 municipal year.

4. **CHAIRPERSON'S ANNOUNCEMENTS.**

The Chairperson welcomed all those present at the meeting and looked forward to a productive year ahead.

5. **MINUTES OF THE PREVIOUS MEETING HELD ON 28 FEBRUARY 2023.**

RESOLVED:

That the minutes of the previous meeting held on 28 February 2023 be approved and adopted.

## 6. **PUBLIC PARTICIPATION.**

Councillor Wallace addressed the committee regarding the retrofit housing programme and made several points which could be summarised as follows:

1. That there were clearly benefits of implementing energy efficiency measures for households.
2. He welcomed and encouraged improvements to Council homes and private properties.
3. He advised of the UK Homes Efficiency Report 2022 statistics on roof, loft and cavity wall insulation and that simple measures could save households over a thousand pounds annually.
4. That there was a need to circulate the message to wider households.
5. He raised several questions regarding the baseline EPC rating change, cost analysis, and the councils plans for implementing measures.
6. He was concerned at the council's speed of implementation of energy efficiency improvements and wished to stress the importance of avoiding further delays and having a method to track progress.
7. He suggested that further information and scrutiny of the council's performance be provided.

David Chafe, on behalf of Tenants and Council Together (TACT), addressed the committee regarding the retrofit housing programme and made several points which could be summarised as follows:

1. That to date a limited number of people within TACT had seen these papers and that the information could be difficult to convey but that it was important to ensure those involved were well informed.
2. He welcomed that the council was considering these issues and he welcomed the proposed solutions.
3. That it would be possible for one property to be having works progressed whilst the next-door property may not and that residents needed to understand the reasons for this.

Councillor Westwood, Cabinet Member for Housing responded to both contributions as follows:

1. That the council's focus was on getting the fabric of the homes in place before working on heating systems.
2. That the officer presentation would explain the journey towards the target EPC rating.
3. The intention was to focus on those areas with the greatest benefit based on a survey of 806 homes.
4. That the plan was to quickly scale up improvements for surveyed homes to at least EPC band C.
5. That he was keen to track progress against the plan and to make that progress public.
6. He acknowledged the importance of effective communication and appreciated the potential issues between working on one property but not another. He intended to collaborate with the team to ensure proper and clear communication to all residents.

Councillor Wallace addressed the committee regarding the carbon credit trading proposal and made several points which could be summarised as follows:

1. He was concerned about the calculation process for carbon credits for home energy improvements.
2. He felt that there were potential flaws and inaccuracies in the carbon credit calculation system and that the risk of inaccurate calculations could reflect badly on the council.
3. He stressed the importance of avoiding double counting of benefits and ensuring the scheme itself prevented that from happening.
4. That carbon credit systems had the potential to hinder actual carbon emission reductions.
5. That there were ethical considerations regarding the council's association with carbon credit trading.

Councillor Westwood, Cabinet Member for Housing thanked Councillor Wallace for the points he raised which would be considered further.

## 7. **RETROFIT HOUSING PROGRAMME.**

Councillor Westwood, Cabinet Member for Housing; introduced the agenda item and set out the background and key proposals to the Retrofit Housing Program, the introduction included the following points:

1. There was a need to invest in the council's current stock of homes which formed around 10% of households in the district.
2. That as a responsible landlord, the council must ensure that homes were maintained to an acceptable standard.
3. That energy efficiency was a critical element for cost reduction and addressing the cost of living crisis.
4. That this programme would align with the council's core policy of Greener Faster and reducing carbon footprint.
5. That the retrofit program needed to scale quickly to benefit older and less thermally efficient homes.
6. The plan would be to improve the fabric of hundreds of homes in the coming year which would deliver warmer homes that were cheaper to run for residents.

Chris Scahill, Asset Manager and Preshanta Burbidge, Energy Manager provided members with a detailed presentation concerning "Retrofit Programmes to Council Homes" ([available here](#)). The presentation discussed the following matters:

1. Council Homes and the Energy Performance Certificate (EPC) Standard Assessment Procedure (SAP) Bandings.
2. The average running costs of different home energy systems.
3. The planned works for 2023/24 and associated measures, costs, and delivery programme.
4. The potential EPC uplift as a result of measures taken.

5. The procurement challenges and solutions associated with the programme.
6. The engagement/advice/information undertaken and planned.

The committee was asked to review the information provided and to provide the cabinet member and officers with their comments. The committee proceeded to ask questions and debate the report. In summary, the following matters were raised:

1. Clarification was sought regarding the council's statutory obligations and expected deliverables and the methodology for determining the number of properties in the programme.
2. The funding source beyond the initial two years of the programme.
3. The impact of resident demand for window retrofits on project planning and bidding structure.
4. The possibility of involving private homes and landlords in the project.
5. Comparing savings between gas and electric systems and ensuring consistent baseline calculations.
6. The potential for multiple visits and coordination among contractors once work commences.
7. The importance of tenant engagement and finding effective ways to communicate the proposition.
8. Engaging with energy providers during bill distribution as a means of resident communication.
9. Managing expectations and staging of the retrofit program if it became successful.

These points were responded to by officers accordingly and were noted by Councillor Westwood, Cabinet Member for Housing.

#### RESOLVED

The Chairperson summarised the views of the committee as follows:

1. That the council had set a challenging target to be carbon neutral by 2030.
2. That the presented program demonstrated the council's dedication to achieving this target.
3. That communication with residents was crucial for their understanding of the program and its impact on their properties and lives.
4. That there was a need for careful project management, including considering potential mitigations and contingencies.
5. That in general terms, members of the committee expressed support for the programme.

That the Cabinet Member and officers note the comments of the committee.



8. **CARBON CREDIT TRADING - REPORT REF BHP43**

Councillor Westwood, Cabinet Member for Housing; introduced the report, ref BHP43 which set out proposals regarding Carbon Credit Trading, ([available here](#)), the introduction included the following points:

1. This was a discussion paper on generating credits through the retrofit program.
2. He wished to obtain the committee's comments and support for further work in order to present a report to Cabinet in September 2023.
3. He clarified that carbon credits could offset emissions in the council's carbon footprint or generate funds for retrofit work, community value, or fuel poverty initiatives.
4. He advised that this was not a new concept, with approximately sixty other authorities having similar policies and schemes.

The committee was asked to note and comment on the scheme and whether it would support further work and due diligence to enable a report to be presented to cabinet at its September 2023 meeting.

The committee proceeded to ask questions and debate the report. In summary, the following matters were raised:

1. Clarification regarding the option of retaining carbon credits rather than selling them and the forecasted impact on the council's position.
2. Further information was requested concerning existing case studies and experiences of other councils regarding carbon credit trading.
3. Concern was raised regarding the potential difficulty of becoming carbon neutral if credits were sold and the risk of double counting.
4. The ethical concerns about the concept of credits, urging careful consideration of the council's values and integrity in pursuing this approach.
5. Understanding the history and reliability of the proposed organisation and reassurance that other authorities had already joined the scheme.
6. Clarification regarding the option to reinvest the money generated from credits back into the retrofit scheme.
7. Questioning the time and effort involved in the scheme compared to other priorities.

These points were responded to by officers accordingly and were noted by Councillor Westwood, Cabinet Member for Housing.

**RESOLVED**

The Chairperson summarised the views of the committee as follows:

1. There was an opportunity presented by the retrofit program and the potential for trading and generating credits and it was acknowledged there was a need to explore the option and weigh the costs and benefits.

2. That some concerns had been expressed about the process and the scheme and that a degree of caution was suggested.
3. That further discussion was required to consider how the credits generated would be utilised.
4. There should be an emphasis on maintaining the good reputation of Winchester City Council.
5. There was recognition of the value and incremental benefits that could be generated from such a scheme.

That the Cabinet Member and officers note the comments of the committee.

9. **TO NOTE THE WORK PROGRAMME FOR 2023/24.**

Councillor Horrill suggested that further discussion was required in order to clarify whether other items of council business would be processed through this committee or via the Cabinet committee: Housing.

RESOLVED:

The current work programme was noted.

10. **TO NOTE THE DATES AND TIMES OF FUTURE MEETINGS OF THIS COMMITTEE.**

RESOLVED:

That future dates and times of committee meetings were noted.

The meeting commenced at 18:30 and concluded at 20:25

Chairperson

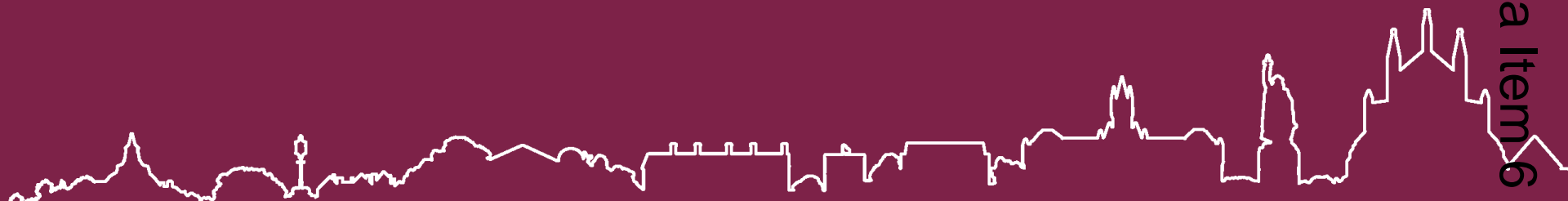
**Business & Housing Policy Committee  
19 September 2023**

# **Housing Strategy 2023 – 2028**











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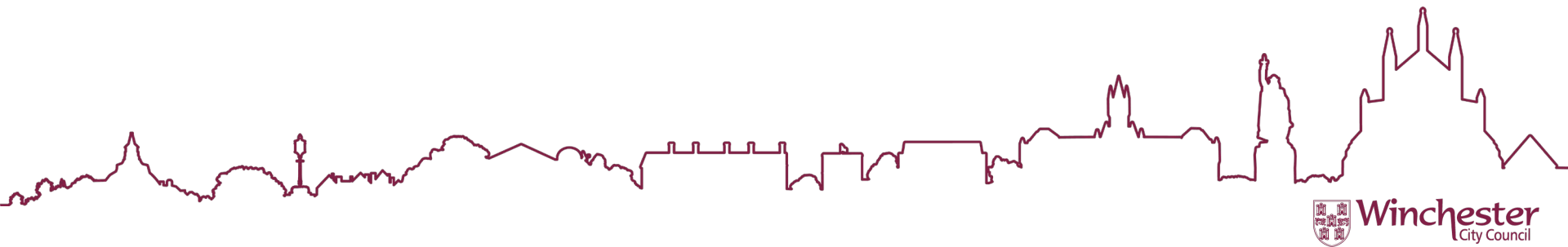
**Presented by:  
Gillian Knight  
Corporate Head of Housing**

Agenda Item 6



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-  **Introduction**
-  **National Policy and Context**
-  **Local Policy and Context**
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-  **Housing Strategy (2018-2023) Achievements**
-  **The Evidence Base**
-  **The Challenges**
-  **Strategy Vision, Mission and Objectives**
-  **Monitoring and Review.**
-  **The Delivery Plan**



# Introduction

**The Housing Strategy 2023 to 2028 is a high level strategic plan that sets out the councils vision and housing objectives to ensure we meet the housing aspirations and needs of our residents.**

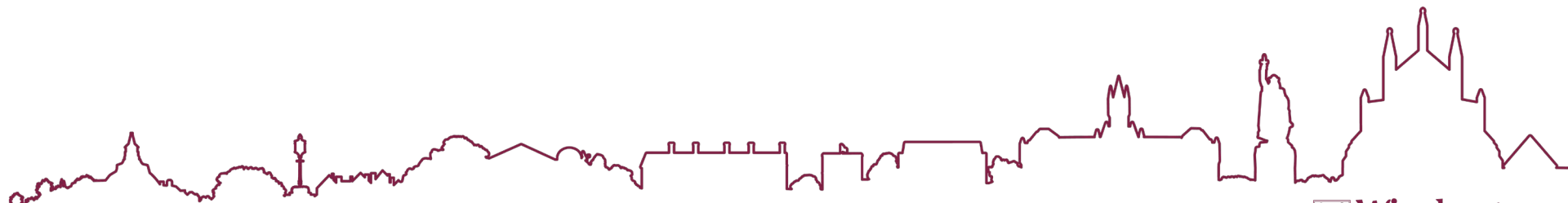
## *Key considerations;*

-  The Winchester population projection suggest a 5.2% increase over the next 12 years. The most prevalent age groups predicted to rise are 65+ with the over 85's increasing by 65.4%.
-  Over 71% of residents aged between 16-74 are economically active with median earnings of £45,000 (Northern district area is £62,500) representing a higher level than regional and national medians.
-  Average House prices increased by 13.7% between 2018 and 2022, 67.5% of households in the district are homeowners.
-  The local private housing rented market is expensive, the proportion of net income required to cover housing costs for low income household has increased.



- Over the past 5 financial years (in total) the council has built and enabled 1,622 new affordable homes
- Over the past 5 financial years the net new build of private housing dwellings is 2,727.
- There are approximately 1,550 households on the councils housing register. Approximately 63% of those are of working age, registered as in work.
- The demand for housing options services has been increasing over the past 4 years with a 36% increase in approaches made to the service in 2022/23.

***‘The Housing Strategy 2023 to 2028 will set out how we will enable households to live in efficient, safe homes and sustainable neighbourhoods within the context of National Housing Policy, and the Council Plan’.***



# National Policy and Objectives

## *Key National Housing Priorities*

- 🏠 Build homes for social rent and ownership.
- 🏠 Improve the access to and quality of existing housing.
- 🏠 Make sure everyone feels safe in their homes.
- 🏠 Tackling criminal landlords and improving standards in the Private rented sector.
- 🏠 Deliver on a new deal for social housing residents.
- 🏠 Preventing and relieving homelessness in all its forms.
- 🏠 Energy efficiency.
- 🏠 Improve the physical quality of social homes – setting out the next steps for damp and mould.



Department for Levelling Up,  
Housing & Communities



Homes  
England



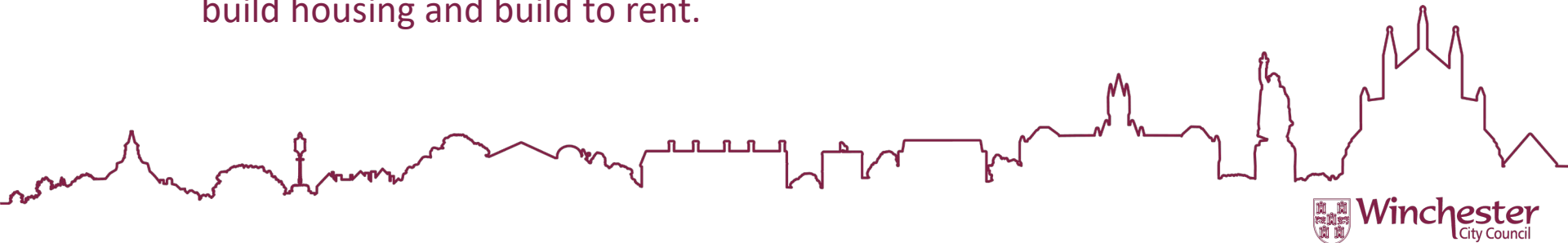
# Strategic Housing Market Assessment (SHMA) Objectives

The SHMA supports the identified housing need within the Corporate Council Plan and the council adopted Local Plan.

Supporting the Arch4 commissioned housing market research carried out across the Winchester district in the context of the Housing Strategy refresh for 2023 to 2028.

## SHMA Identified Housing Need.

- The need for affordable housing and relevant need for different types of housing within the National Planning Framework.
- The need for different types (tenure and sizes) of housing
- The Housing need of specific groups including older persons, younger people, families, service families and students.
- The need to provide for emerging housing market segments including self build housing and build to rent.





# Local Policy and Objectives

## Council Local Plan

Adopted Local Plan aligns with the Council Plan priorities - '*Homes for All*' making provision for 12,500 new homes (2022- 2031) with a priority given to the provision of affordable homes within the overall supply of new homes.

Meeting a wide range of community needs and specialist need accommodation, for older peoples, those living with disabilities, student housing & private sector housing.

Provision of affordable housing across the district including rural areas and increasing the supply of family housing.

Supporting a range of housing types, sizes and tenures, including affordable housing on 'market led', 'land led' and 'exceptions sites' - where housing development is not normally permitted.

## South Downs Local Plan 2014 - 2033

Covering the Winchester City Council area that lies within the South downs National Park.

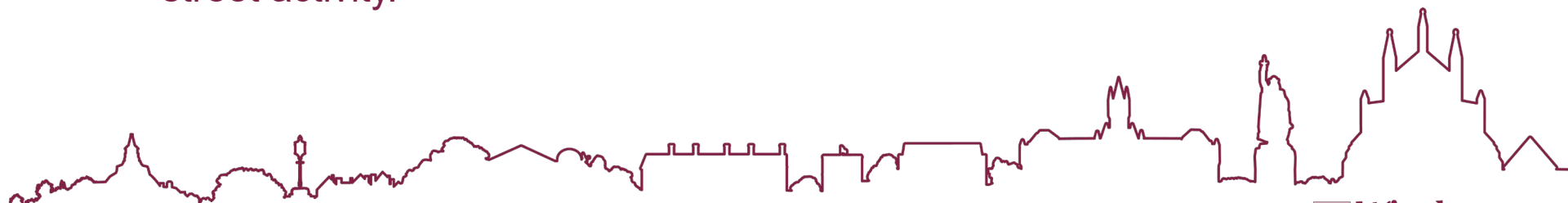
Plans for a medium level of housing growth – 4,745 homes.

Aiming to provide a balance mix of housing, including affordable housing



# Housing Strategy (2018-2023) Achievements

- Delivered **239** new affordable council homes and **1,383** Registered Provider homes from 2018/19 to 2022/23.
- Introduced higher energy efficiency standards for new council homes.
- Meeting the council housing stock decent Homes Standard.
- Delivering high performing housing management services.
- Maintained low levels of homelessness, rough sleeping and street activity.
- In the top 25% quartile of LA's for preventing homelessness.
- Renewed & adopted the Private Sector Housing Renewal Strategy & Empty Homes Policy.
- Developed a discretionary Disabled Facilities Grant policy.
- Established a Local Housing Company to provide an alternative private sector housing offer.
- Welcomed 519 Ukraine guests to Winchester.



# The Housing Strategy Evidence Base.

 **ARC4 Commissioned to research the housing market context across the Winchester district, updating the evidence document to support the development of the 5 year Housing Strategy 2023-2028.**

 The evidence was used in consultation to set the 4 objectives of the Housing Strategy.

 Secondary source data includes primary stakeholder feedback.

- Tenure, dwelling stock including EPC property data, population, change and age of the population, household profile.
- Postcode level data on household income
- Local House Prices from 2012 to 2022 by dwelling type.
- Total number of private letting over the last 5 years and rent levels.
- Household Income required to afford different types of property.
- Current homelessness data and performance.
- The need for affordable housing.
- Letting agent feedback on current activity and performance of the housing market.

# The Challenges

**The popularity of Winchester and its relative affluence means the local housing market works well, with high levels of demand in the sales market with values of property resilient in the face of economic levels.**

The challenges and need for intervention in the housing market include:

- ❑ Increasing Homelessness demand and the need to deliver more affordable rented homes by the council or Registered Providers.
- ❑ A generation that want to own their home. The need to deliver more low cost shared ownership homes and/or an affordable private sector housing offer.
- ❑ Parts of the community that need specific homes to meet their needs, older persons, those living with disabilities or support needs. The need to make sure housing development or changes to the existing housing stock better meet those needs, as well as encouraging a market response.
- ❑ The challenge to decarbonise the housing stock and reduce energy costs for those on low incomes. The need to insulate homes, support and promote the take up of grant funding to help households decarbonise their homes.
- ❑ Reducing ASB in neighbourhoods and making sure that those living in an affordable home can enjoy a good level of service regardless of who their landlord is.



# Housing Strategy Vision, Mission and Objectives



***‘By 2028 there will be more  
heathy, greener homes  
meeting housing need  
within better  
neighbourhoods’***

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***‘Our mission statement is,  
To create better homes  
and neighbourhoods to  
better meet the needs of  
all our different residents’***

- Objective 1 - More Homes for All
- Objective 2 - Greener Homes
- Objective 3 - Homes that Better Meet Different Needs
- Objective 4 - Better Managed Homes, Better Neighbourhoods



# Objective 1 - More Homes for All

*Delivery of high quality and affordable new homes that meets identified need and address the climate change emergency.*

- 🏰 The development of new affordable housing will be targeted to meet needs identified by the council's housing register demand.
- 🏰 Ensuring all Registered Providers and the council are committed to the delivery of the council's Development Strategy programme.
- 🏰 Next Generation Winchester - Exploring barriers to buy a home and privately rent.
- 🏰 Ensure there is a joined up approach for the enabling and council delivery of low cost shared ownerships properties that are affordable.
- 🏰 Maximise Home England investment and funding to deliver more affordable social rented homes.
- 🏰 Work with local communities and Parish Councils to deliver affordable housing in rural areas.
- 🏰 Delivering different tenure offers through the Local Housing Company - Venture Living.



# Objective 2 - Greener Homes

*Planning for the district to be carbon neutral*

- 1. All new council developed homes built to high energy efficiency and Council Local Plan standards.
- 2. Delivering on the existing council housing retrofit carbon reduction programme to achieve more energy efficient performing council homes, reducing energy costs.
- 3. Delivering on the 'Social Housing Decarbonisation Fund' programme to enhance the energy efficiency of the worst performing council homes.
- 4. Delivering on the Homes Upgrade Grant (HUG) programme to upgrade the energy efficiency of the private housing Stock - supporting residents on low income.
- 5. Exploring financial incentives and green grant opportunities through the 'Warmer Homes Initiative' to help improve poor energy performing homes within the private sector housing stock.
- 6. Introduce a climate change/greener homes tenant engagement and carbon literacy training programme.



# Objective 3 - Homes that better meet different needs.

*Improving the housing circumstances of all households.*

- Develop an Older Persons accommodation Strategy.
- Increase delivery of age friendly housing, different models for different needs.
- Develop specialist accommodation – extra care and remodelling existing provision.
- Making best use of the Disabled Facilities Grant, providing adaptations, advice and guidance to enable people to live well at home.
- Develop specialist temporary accommodation, supported housing, housing First models of provision.
- Improve the quality and management of the Private Housing Sector.
- Provide sanctuary to those escaping conflict and domestic abuse to settle and remain in the district.





# Objective 4 - Better Managed Homes, Better Neighbourhoods.

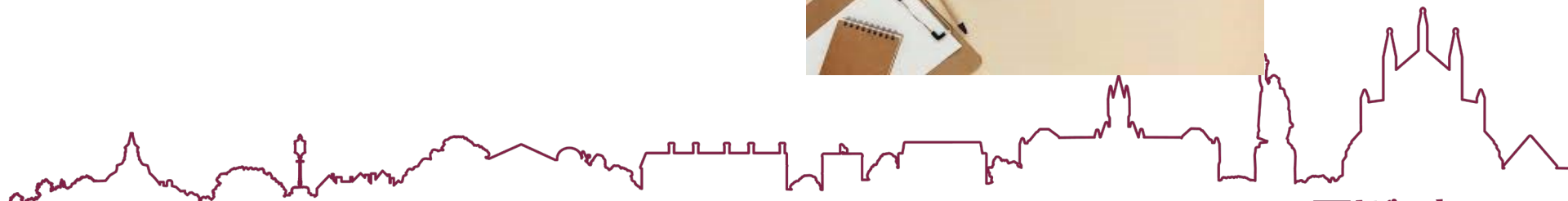
*More cohesive communities*

- Be proactive in resident engagement to create better neighbourhoods and improve customer insight.
- Deliver on the proposals set out in the governments ASB action plan in response to the feedback of the tenant satisfaction survey.
- To respond to the new Private Sector Housing regulatory requirements.
- Proactively identify and rectify properties with damp and mould.
- Achieve the 'Domestic Abuse Housing Alliance' accreditation to improve the lives of those who are subject to domestic abuse.
- Develop a Registered Provider Forum to set the standard that residents can expect from any affordable housing landlord in the district.
- Delivering on the White Paper – A Charter for Social Housing Residents



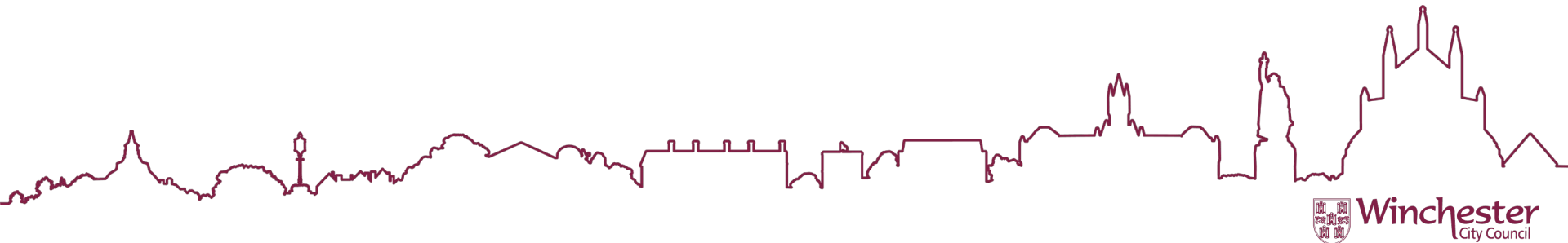
# Monitoring and updating the strategy

-  The housing strategy has been developed in partnership, including customers accessing housing services.
-  The housing strategy sets out our ambitions working alongside our partners to support homes and neighbourhoods to thrive and to better meet the different needs of all our residents.
-  In these unsettled times it will be important that the Housing Strategy is kept under review and up to date.

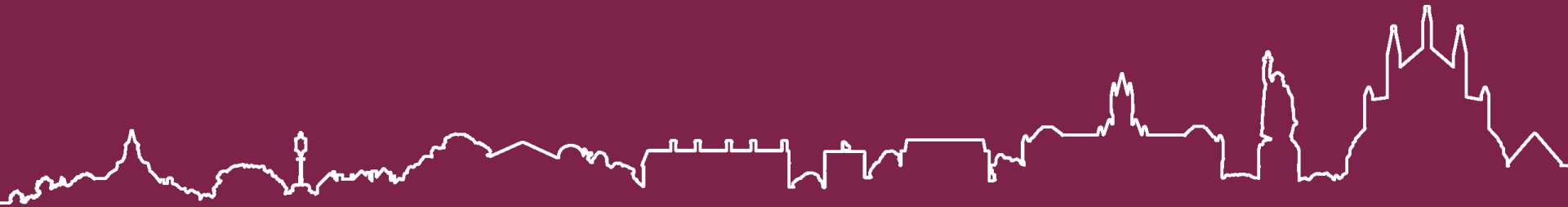


# The Delivery Plan

- The Housing Strategy is supported by a delivery plan, which sets out what will be done, when, and by whom to deliver on each of the key objectives.
- The 5 year delivery plan is a live document, to be annually reviewed at Cabinet Committee: Housing, the Registered Providers Forum, Homelessness Pathways Group and by Tenants and Residents.
- The plan will be updated as actions are completed and as the plan evolves. It will continue to monitor progress, inviting scrutiny to drive up quality and to benchmark performance.
- During the 5 year period of the strategy, new priorities may emerge and national policy may shift its focus, but its anticipated that the key objective's will remain relevant but the way we deliver them may need to change.



# Questions?



Business & Housing Policy Committee 19 September 2023

# UK Shared Prosperity Fund (UKSPF)

# Rural England Prosperity Fund (REPF)

Update September 2023



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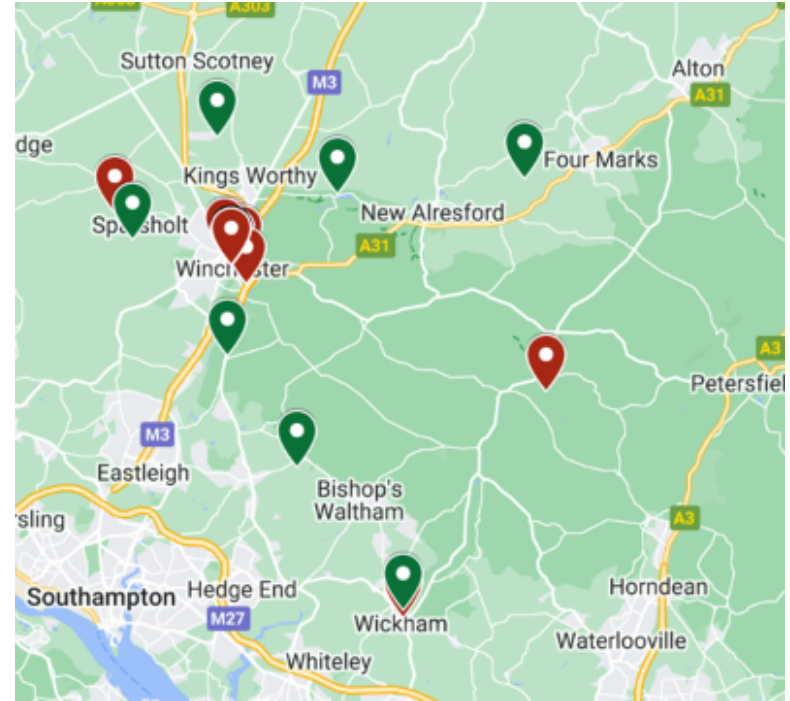
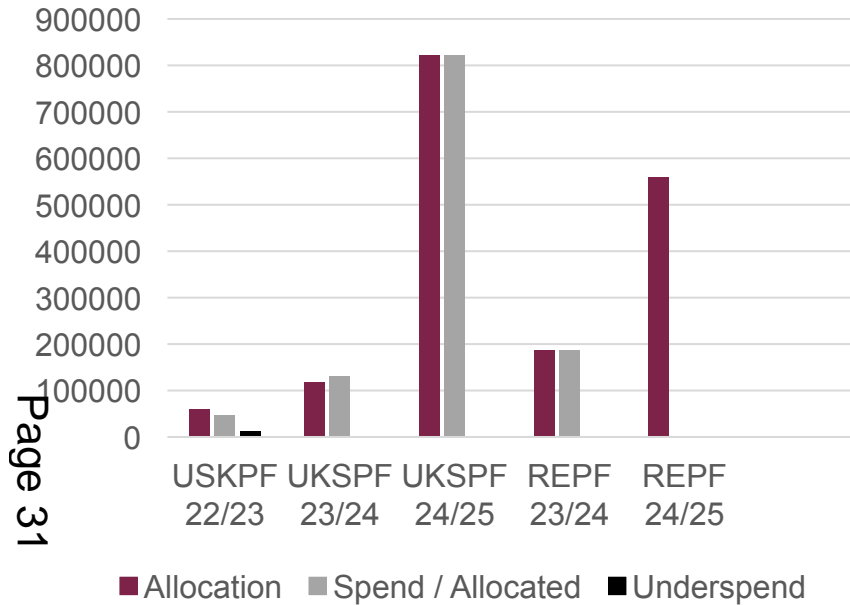
Agenda Item 7



# Fund Approval and Governance Overview



# Finance & Location Overview



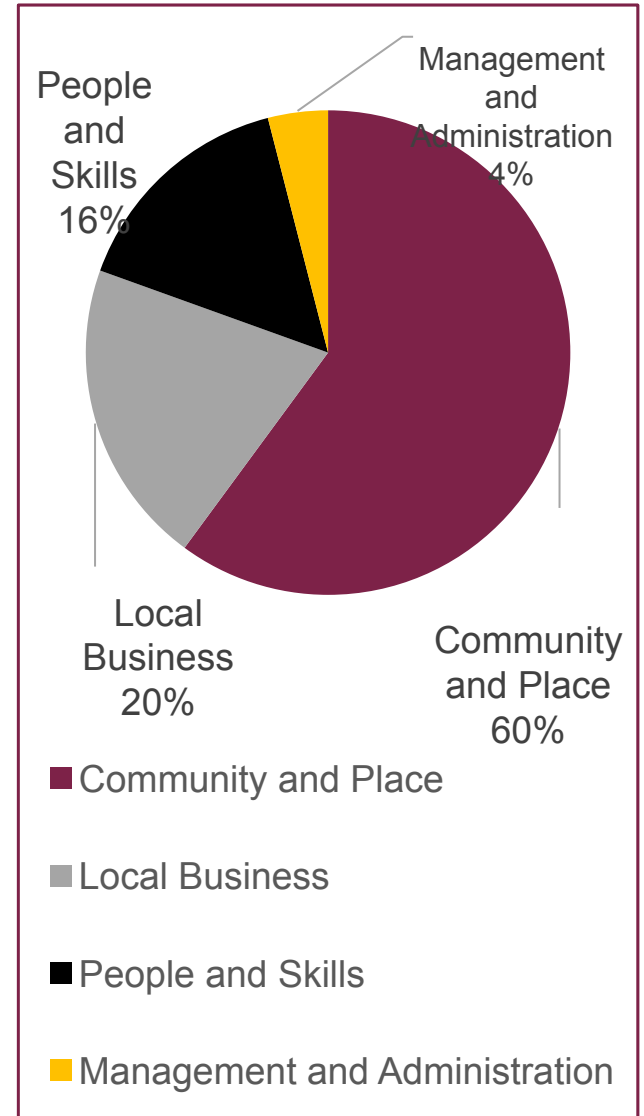
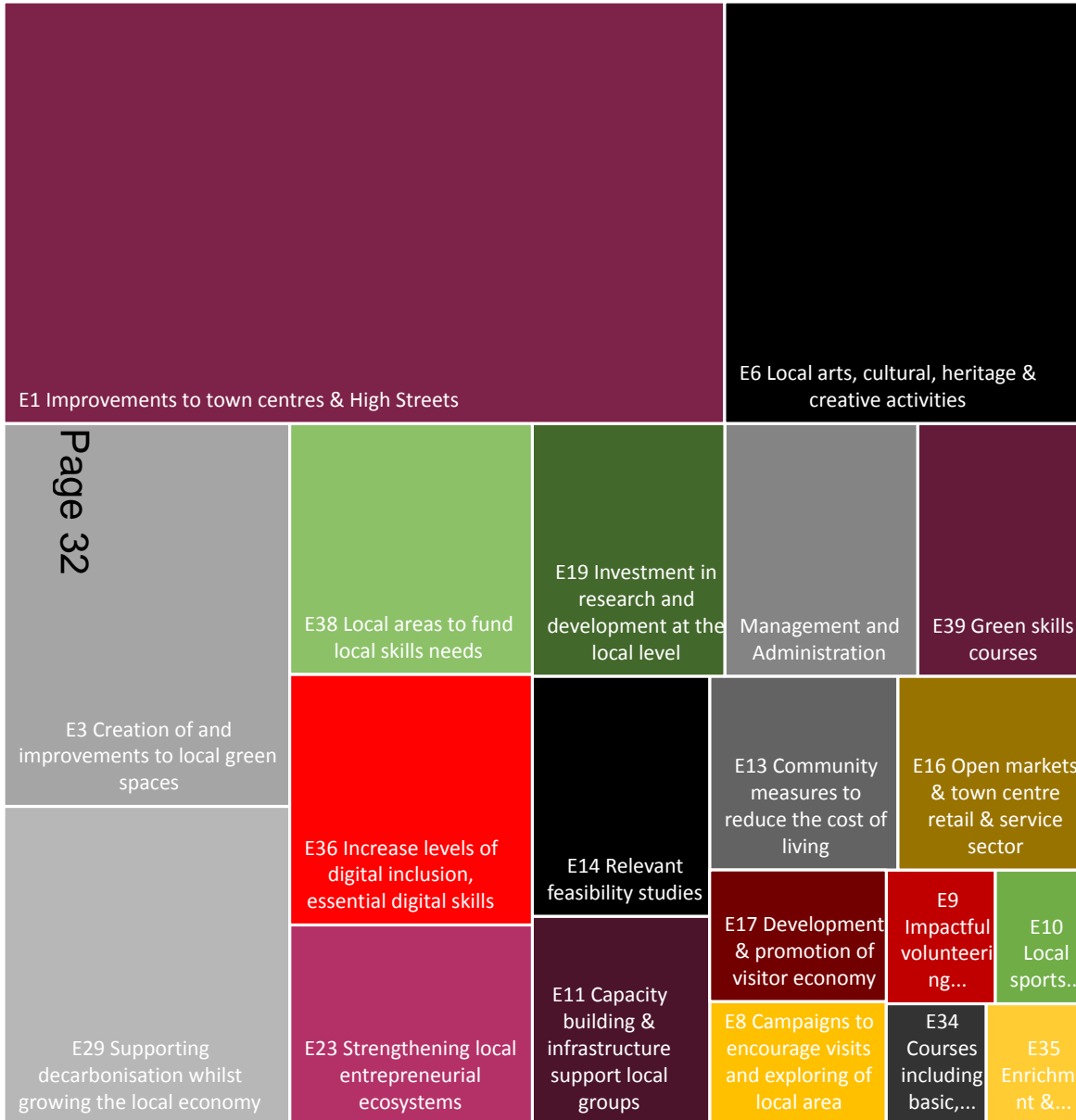
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**UKSPF**  
**£1m**  
**REPF**  
**£745k**

	Allocation	Spend / Allocated	Underspend
UKSPF 22/23	£59,195	£46,704	£12,491
UKSPF 23/24	£118,390	£130,881	
UKSPF 24/25	£822,415	£811,415	
REPF 23/24	£186,274	£186,274	
REPF 24/25	£558,822		

# UKSPF investment split

Chart Title



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# UKSPF 22/23 OVERVIEW OF DELIVERED PROJECTS



9633

Date	May – June 2023
Budget	£7,000
Location	Advertising outside of the area
Target Audience	Public Engagement
Type of Activity	Tourism
Carbon & Inclusivity	Promotion of sustainable travel options

## Sustainable Tourism

National Rail advertising across six UK stations to encourage visitors to adopt sustainable travel and leisure choices, Project was planned and procured in year one – but advertising will be going live in May 2023 due to the pre-election period.



Date	May 2023 Onwards
Budget	£4,000
Location	Businesses throughout Winchester District
Target Audience	Public
Type of Activity	Tourism, Business
Carbon & Inclusivity	Encouraging purchase of local produce

## Made in Winchester

Video marketing campaign to promote businesses whose products are 'Made in Winchester'. Project was planned and procured in year one – but will be going live in May 2023 due to the pre-election period.

# UKSPF 22/23 OVERVIEW OF DELIVERED PROJECTS



Date	Feb – March 2023
Budget	£25,000
Location	Abbey Gardens – Central Winchester
Target Audience	Public Engagement
Type of Activity	Tourism, Culture, Arts
Carbon & Inclusivity	Accessible venue, Free of Charge

Date	Ongoing
Budget	£8,600
Location	Central Winchester
Target Audience	Public Engagement
Type of Activity	Tourism, Culture, Arts
Carbon & Inclusivity	Improving accessibility at the theatre for patrons with a protected characteristic

## Enchanted Light Garden

Designed to increase footfall in shoulder month. An early evening free event with live performances aimed at young families. Secondary spend in shops and restaurants

## Hearing Loop

Updating Theatre Royal's out of date hearing loop wider sharing of prosperity in terms of cultural experiences widen access to services, enhancing people's sense of inclusion in their community and place.

# UKSPF 2023/24 – APPROVED PROJECTS

Intervention and Project	Budget	Location	Target Audience	Carbon & Inclusivity
<b>E8 – Sustainable Tourism</b> - Marketing campaign to increase sustainable tourism to Winchester by train	£5,000	Outside area	Tourism	Sustainable travel
<b>E9 – Volunteer Programme</b> – Training programme for new front of house volunteer team at City and Westgate Museums	£10,000	Central Winchester	Tourism / Cultural	EID a focus
<b>E13 – Community Sustainability</b> - Deliver assistance to community buildings (halls, schools, scout huts etc) to install solar panels.	£10,000	Winchester District	Community / Sustainability	Carbon reduction
<b>E17 – Made in Winchester</b> – Marketing campaign to support local makers with a call to action to purchase from VIC or direct from the makers.	£1,500	Winchester District	Tourism / Business	Buying local produce
<b>E6 – Enchanted Light Garden</b> - An early evening free event with live performances aimed at young families.	£20,000	Central Winchester	Public / Tourism / Culture	Free event for local people
<b>E6 – Hat Fair Community Engagement</b> – Supporting the Hat Fair to increase outreach through pre-event community engagement activities with local artists and community hubs	£15,000	Winnall/ Stanmore	Community	Inclusive workshops and activities
<b>E11 – Support to Community Hubs</b> – Engagement with local community organisations, groups and residents to establish a sustainable partnership of organisation(s) which will form an effective community hub	£15,000	Stanmore	Community	EID focus
<b>E16 – Market Town Improvement</b> - Improve the visual identity of the Winchester city centre street market, to increase footfall, dwell time and visitor experience.	£19,000	Central Winchester	Tourism / Business	
<b>E29 – South Downs National Park.</b> - Working with Revere and Palladium, engage with the Winchester Farm Cluster to produce a woodland plan which aims to enable landscape-scale nature enhancement, primarily through woodland creation.	£25,000 (plus £50,000 in 24/25)	Winchester District (Hinton Ampner)	Business	Project centred around carbon reduction

# UKSPF 24/25 – Look Forward

Project	Budget	Location	Target Audience	Type of Activity	Carbon & Inclusivity
E1 – Wickham Square	£50,000	Wickham	Public	Tree Planting	Tree planting for carbon reduction
E1 – Central Winchester Regeneration	£191,000	Central Winchester	Public	Public Realm Improvement	A core element of the regeneration
E3 – Parish Council Projects	£30,000	Winchester District	Public		
E3 – North Walls	£30,000	Central Winchester	Public	Public Realm Improvement	
E3 – St Giles Hill	£30,000	Central Winchester	Public	Public Realm Improvement	
E6 – History Festival	£10,000	Winchester District	Public	Tourism & Cultural	
E6 – Jane Austen 250	£10,000	Winchester District	Public	Tourism & Cultural	
E6 – Hat Fair	£35,600	Winchester District	Public	Tourism & Cultural	
E8 – Sustainable Tourism	£5,000	Outside area	Public	Tourism	
E9 - Volunteering	£2,000	Central Winchester	Public	Tourism & Cultural	

# UKSPF 24/25 – Look Forward

Project	Budget	Location	Audience	Type of Activity	Carbon & Inclusivity
E10 – Sports Holiday Clubs	£10,000	TBC		Sports holiday clubs / Coach training	
E11 –Community Hub	£15,500	Stanmore	Public	Creating community hub for Stanmore	
E13 – Sustainability Action	£20,000	Winchester District	Parish Councils	Enabling parish councils to access sustainability initiatives	Carbon reduction key
E14 – Community Wellbeing Strategy	£35,000	Winchester District	Public	Creating strategy for community wellbeing	
E16 - Market	£10,000	Central Winchester	Tourism / Business	Rebranding and updating of the Winchester market	
E17 – Made in Winchester	£15,100	Winchester District	Tourism / Business	Video marketing campaign cont.	
E19 – Digital Growth Factory	£40,000	Winchester District	Business	Business start-up accelerator	
E23 – City of Festivals	£40,000	TBC			
E29 – South Downs National Park	£50,000	Winchester District	Business	Ecosystem Services	

# UKSPF 24/25 – Look Forward

Project	Budget	Location	Audience	Type of Activity	Carbon & Inclusivity
E34 – Digital Basic Skills	£10,000	Winchester District	Public	Digital Basic Skills	
E35 – Sustrans Health Walk	£10,000	TBC		Sustrans Health Walk	
E36 – Digital Skills for Winchester Residents	£50,000	Winchester District	Winchester Residents	Digital Skills for Winchester Residents	
E38 – County Wide Skills Scheme	£50,000	Winchester District (in partnership with HCC)	Public	County Wide Skills Schemes	
E39 – Ultra-low-carbon Vehicles Training	£35,000	Winchester District		Ultra-Low-Carbon Vehicles Training	Ultra low carbon

# Rural England Prosperity Fund

**2023/24 £186k**  
**2023/24 £558,882**

**2023/24 round**  
 Application window  
 June - July 2023

**Engagement & support**  
 Drop in surgeries  
 Bishops Waltham &  
 Micheldever  
 2 virtual workshops

**Oversubscribed**  
 10 applications received

**Assessment and Evaluation**  
 Scoring  
 Ranking  
 Deliverability weighting

**Grant Approval**  
 August 2023  
 8 projects approved  
 2 subject to conditions/  
 reduced allocation\*

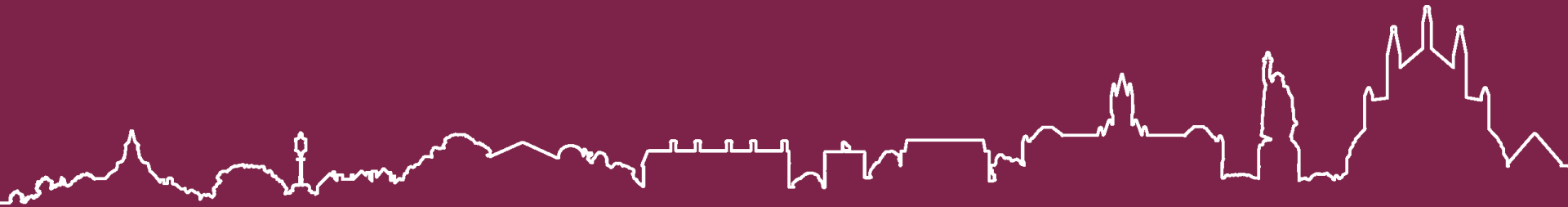
**2024/25**  
 Open call  
 October – December 2023

**2024/25**  
 Evaluation  
 January – March 2024

**2024/25**  
 Approvals and commence  
 April 2024

Intervention	Company Name	Project description	Approved Grant
E9/E3	Jolly Moon	Jolly Moon Market Garden and Outdoor Kitchen	£10,306.97
E11	Twyford Parish Council	Installation of Electric Vehicle (EV) charging points	£12,000.00
E6	Wickham Community Association	Improving our hall equipment	£21,525.18
Micro Enterprise / E11	Oakridge Smallholdings*	Farm Diversification into Holiday Letting, Sustainably Powered	£24,182.50
Micro Enterprise	Zen Forge*	Establishment of Zen Forge	£25,000.00
E11	Itchen Abbas and Avington Village Hall	Ground Source Heating	£28,000.00
Micro Enterprise / E11	River Coffee Roasters Ltd	Coffee Roastery Production Expansion with Employment Opportunity & Net Zero	£32,713.00
E6 / E9 / E3	Winchester District Scout Council	Barn project	£38,000.00

# Questions





REPORT REF: CAB3427  
BUSINESS & HOUSING POLICY COMMITTEE

REPORT TITLE: WINCHESTER CITY STREET MARKET MANAGEMENT  
CONTRACT AND OPERATING POLICY

REPORT DATE: 19 SEPTEMBER 2023

REPORT OF CABINET MEMBER: Councillor Lucille Thompson, Cabinet Member  
for Business and Culture

Contact Officer: Andrew Gostelow Tel No: 07980 732149 Email  
agostelow@winchester.gov.uk

WARD(S): TOWN WARDS

RECOMMENDATIONS:

Prior to the consideration of report CAB3427 by Cabinet at its meeting on Tuesday, 17 October 2023, the Business & Housing Policy Committee are asked to:

1. Comment on the proposed council vision for the Winchester City Street market and the draft Winchester City Street Market Operating Policy;
2. Comment on the market trader selection process and assessment criteria;  
and
3. Comment on the framework communications and transition plan.

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REPORT TITLE: WINCHESTER CITY STREET MARKET MANAGEMENT  
CONTRACT AND OPERATING POLICY

17 OCTOBER 2023

REPORT OF CABINET MEMBER: Winchester City Street Market Management  
Contract and Operating Policy

Contact Officer: Andrew Gostelow Tel No: 07980 732149

Email [agostelow@winchester.gov.uk](mailto:agostelow@winchester.gov.uk)

WARD(S): WINCHESTER TOWN AND SURROUNDING WARDS

PURPOSE

This report sets out the Winchester Street Market Operating Policy which will provide the framework for operation of the city street market which has been created in response to:

- a review of the city street market which included the findings and recommendations made in an independent report undertaken by The Retail Group in 2022, see link to Business & Housing Policy Committee papers in previous committee report,
- the need to align the operation of the city street market with the priorities outlined in the council plan,

The Winchester City Street Market Operating Policy (attached as appendix 1) will form part of the specification for the competitive tender process to procure a market operator.

RECOMMENDATIONS:

Cabinet is asked to:

1. Adopt the Winchester City Street Market Operating Policy, see Appendix 1.
2. The Corporate Head of Service: Economy and Community be given delegated authority to commence the competitive tender exercise to seek bids for a market operator and to award the contract to the most economically advantageous tender for a term of 3 years with an option to renew annually for up to a further 2 years based on performance of service provision.
3. That the Corporate Head of Service: Economy and Community be authorised to enter into all necessary agreements with the preferred contractor to manage the street market.
4. That delegated authority be granted to the Service Lead: Legal to execute and enter into all necessary contractual agreements.

## IMPLICATIONS:

### 1 COUNCIL PLAN OUTCOME

- 1.1 Tackling the Climate Emergency and Creating a Greener District
- 1.2 The Operating Policy encourages the adoption of sustainable measures such as discouraging single use plastics. Applications to trade will be considered against number of criteria with 40% weighting given to sustainable measures such as the where products are sourced and the trader approach to, for example reducing use of plastics recycling of products and waste.
- 1.3 Homes for all. None
- 1.4 Vibrant Local Economy
- 1.5 Having a vibrant and attractive street market in the centre of Winchester city contributes to the visitor economy, supports local traders including independent businesses, encourages start-ups and provides access to goods and services for both residents and visitors. In doing so this increases footfall and dwell time of people in the city which results in increased spend per visit. It helps achieve a stronger, greener, more sustainable local economy, contributing to the city's distinctive and competitive offer and influencing young people choosing to live and work in the district.
- 1.6 Living Well
- 1.7 The curation of the city street market through the adoption of the operating policy will ensure a suitable range of products are available at prices which meet the needs and expectation of our residents and visitors including those most affected by the cost of living.
- 1.8 Your Services, Your Voice
- 1.9 The operating policy and market operator contract aims to:
  - (i) Attract a wider diversity of residents and businesses
  - (ii) Ensures the market is accessible and inclusive
  - (iii) Drives satisfaction and performance

### 2 FINANCIAL IMPLICATIONS

- 2.1 The established city street market is currently operated on behalf of the council by Southern Market Traders. The market operates 51 weeks a year from Thursday to Saturday with a Sunday market alternating with the Winchester Farmers Market. The current income and expenditure for this activity is set out below:

	2023/24	
<b>Winchester Market</b>	Forecast	Budget
Daily Market (Thurs, Fri, Sat)	£250,000	£300,000
Sunday themed markets and concessions	£23,000	£25,000
<b>TOTAL INCOME</b>	<b>£273,000</b>	<b>£325,000</b>
Market Operators Contract Fee	£84,000	£84,000
Direct Operating Costs	£67,000	£67,000
Indirect Operating Costs	£41,000	£41,000
<b>TOTAL EXPENDITURE</b>	<b>£192,000</b>	<b>£192,000</b>
<b>NET INCOME</b>	<b>£81,000</b>	<b>£133,000</b>

- 2.2 The market layout has a maximum capacity of 65 pitches, including 20 pitches operated at weekends in the Broadway. Currently the market operates on an average 65% occupancy throughout the year, as reflected in the income above. Based on past performance of the market, feedback from the current operator and as a result of the soft market testing the aim would be to increase this occupancy to an average of 75%.
- 2.3 There are no plans to change the number of pitches operated on the market, or the layout of the market which would bring about a financial implication.
- 2.4 The number of days and times the market operates will be adjusted to enable the introduction of themed and specialist markets including evening markets, as supported by the recommendations in the independent review. The purpose of this is to add value to the overall markets and wider city offer for both residents and visitors, improving the reputation and influencing dwell time, spend and impact on the overall local economy. In doing so this will serve to protect the existing and develop new income streams.
- 2.5 Current pitch fees are broadly in line with local area and competitor destinations. Therefore there are no immediate plans to change pitch fees.
- 2.6 Consideration has been given to the current traders operating on the market and it is not anticipated that the adoption of the operating policy would unduly restrict the ability of the vast majority to trade and thus lead a financial impact.
- 2.7 The introduction of the operating policy would be phased as part of a structured transition plan over a six month period to provide sufficient time for those who need to undertake any enhancements to the way they trade in order to meet the requirements of the policy. Undertaking this approach is considered to limit any financial risk.

- 2.8 Despite the above, any change brought about by procuring a new contract and adopting the operating policy for the street market could present a financial risk. This is potentially due to a reduced number of traders taking pitches during the transition period and beyond following the commencement of the contract. This might occur because traders are unable or not prepared to align their business with the operating policy or do not wish to operate with the market operator.
- 2.9 In terms of financial implications that the procurement process might bring about, tenderers will be asked to outline their approaches to:
- a) protecting the established revenue streams for the council,
  - b) generate additional and new revenue streams, considering how they might:
    - (i) limit and/or share appropriate financial risk with the council,
    - (ii) propose incentives for the operator to develop the market offer both in terms of quality and additional revenue generation.

### 3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 There is no signed written agreement currently in place between the council and the market operator. In order to provide the necessary legal framework to manage the market operations a new contract needs to be issued.
- 3.2 The tender opportunity is above the UK threshold for a services contract and an open tender procedure is being utilised in accordance with the council's Procurement Rules and The Public Contract Regulations 2015. The opportunity will be advertised via 'Contracts Finder' and 'Find a Tender', both sites are designed to help suppliers find public sector procurement opportunities.
- 3.3 The contract will be for an initial period of three years, with annual reviews and will include an option to extend annually for a further two years.
- 3.4 An exception to procurement rules decision record was approved 27 October 2022. The variation of the standard evaluation weightings, as set out in 29.1 (ii) of the Councils Contract Procedure Rules, reflects 60% in favour of quality and 40% towards cost. This will enable the procurement of an appropriately experienced market operator and ensure that the service and quality of the city street market is the main consideration when evaluating tender submissions.
- 3.5 A robust performance monitoring schedule will form part of the contract and activities will be conducted in accordance with the council's Contract Management Framework.

#### 4 WORKFORCE IMPLICATIONS

- 4.1 Responsibility for the street market contract will transfer from the Estates to the Economy team following completion of the tender exercise. Existing Economy staff resources will oversee the implementation of the Operating Policy and the competitive tendering for the market operator. The team will be responsible for the ongoing contract management and monitoring with the selected operator.

#### 5 PROPERTY AND ASSET IMPLICATIONS

- 6 All necessary permissions from Hampshire County Council to enable the operation of a street market in the High Street and Middlebrook Street, as outlined in the Operating Policy will be secured prior to commence of the new contract. The council will retain ownership of the stall gazebos for use by traders.

#### 7 CONSULTATION AND COMMUNICATION

- 7.1 Business and Housing Policy Committee on 6 October 2022 considered the findings and recommendations of an independent review undertaken that year on behalf of the council by The Retail Group. This also incorporated findings and recommendations relating to the market from a wider retail study undertaken by Lambert Smith Hampton in 2020. The key areas raised by the committee have been considered within the operating policy and included:
- a) Discouraging the use of single-use plastic within the district's Street Markets.
  - b) Safety issues in connection with loading and unloading be considered as part of any future procurement exercise and separately with market stall holders.
  - c) Timescales relating to re-tendering.
  - d) The ease of access through the Winchester Street Market.
  - e) The long-term aim of using The Broadway be considered.
- 7.2 In considering the policies for the future operation of the market a working group of officers from the Economy and Estates teams was established. Representatives from Procurement, Legal, Finance and Environmental Health teams have provided guidance as part of this group's work.
- 7.3 A meeting with the current market operator was held on 20 June 2023 to discuss and gain feedback on the key changes proposed for the future operation of the market.



- 7.4 Soft Market Testing, see Appendix 3, has been undertaken with five established market operators including the existing operator to further test the proposed operating policy.
- 7.5 The Cabinet Member for Economy and Culture has been kept informed and has been given the opportunity to comment on progress via regular Cabinet Member update meetings.
- 7.6 To support the tender exercise and the introduction of the Operating Policy a communications and transition plan, see Appendix 4, will be produced to ensure local stakeholders, interested parties and residents are fully informed about the process and timescale proposed for this contract.
- 7.7 Town Forum on 14 September 2023 followed by Business & Housing Policy Committee on 19 September 2023 will (has) consider(ed) the Operating Policy.
- 7.8 **SPACE HOLDER** – feedback from Town Forum 14 September 2023
- 7.9 **SPACE HOLDER** – feedback from Business & Housing Policy Committee 19 September 2023

## 8 ENVIRONMENTAL CONSIDERATIONS

- 8.1 As part of the tender process bidders will be required to set out how they will assist the council to meet its environmental targets by reducing its carbon footprint, proactively managing and reducing its impact on the environment, its use of natural resources and to develop its Corporate Social Responsibility.
- 8.2 All bidders will need to complete and ‘pass’ a standard qualification selection questionnaire as part of the procurement exercise. The questionnaire is designed to check the business conduct of suppliers including proven offences of grave professional misconduct, including environmental matters and modern slavery.
- 8.3 Additionally, 10% of the evaluation weighting for ‘quality requirements’ will be allocated to environmental considerations.
- 8.4 The Operating Policy seeks to encourage applications from street market traders selling sustainable or Fairtrade products as well as street market traders operating in a sustainable way, for example by reducing plastic use and encouraging recycling of products and waste.

- 8.5 The location of where the street market trader's business is based and the geographic source of their products for sale will be considered as part of the application process. The highest scores being given to those that are travelling and sourcing products with the least miles to operate on the street market.
- 8.6 Sustainability will be considered when developing a programme of themed markets with the market operator. Additional sustainability focussed opportunities will be considered with the market operator as part of the transition plan.

## 9 PUBLIC SECTOR EQUALITY DUTY

- 9.1 The Public Sector Equality Duty (PSED), at section 149 of the Equality Act 2010, requires public bodies, including the council to have due regard to the aims of the general equality duty when making decisions and when setting policies.
- 9.2 Having due regard to the need to advance equality of opportunity involves considering the need to remove or minimise disadvantages suffered by people due to their protected characteristics.
- 9.3 An Equality Impact Assessment has been drafted which has not identified any significant negative impacts. Feedback from Town Forum and Business & Housing Policy Committee will be considered in the final version for Cabinet on 17 October.

## 10 DATA PROTECTION IMPACT ASSESSMENT

- 10.1 All personal information collected as part of the implementation of the new city street market operating policy and the procurement process, including that contained in contract documentation will be held in accordance with the Council's Data Protection Policy and comply with the six Data Protection Principles set out in Article 5(1) of the General Data Protection Regulation (GDPR) and sections 35 to 40 of the Data Protection Act 2018 (DPA).



<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>- continued economic downturn results in reduced customer spend on the market leading to reduction in number of market traders.</li> </ul>	<p>to mitigate any significant risk will be considered.</p> <p>The tender specification will require bidders to outline their approach to relationship management as part of a transition plan and throughout the life of the contract to mitigate this risk.</p> <p>Competitive tender specification requires bidders to offer mitigating arrangements to respond to such circumstances to limit financial exposure for both the market operator and the council.</p>	<p>and shared ownership of risk and reward.</p>
<p><b>Exposure to challenge</b> Challenge from market operators for failure to undertake a compliant competitive tender process.</p> <p>Existing market traders unable to trade due to inability to meet new operating policy.</p> <p>Residents unsupportive of the changes made to the market operation.</p>	<p>Robust tender process supported by the council's procurement and legal services to ensure compliance with the Public Contract Regulations 2015. Existing market traders will be supported through the changes as part of an agreed plan of transition delivered by the market operator and supported by the council. This will include advice and guidance as well as up to six months for traders to bring about the changes required.</p> <p>A communications plan will detail ongoing information to share with residents to keep them informed of any changes to the street</p>	<p>Effective communications raises awareness and drives additional resident</p>

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
	market.	footfall to the market.
<p><b>Innovation</b> Inadequate innovative approaches to market operations stifles appropriate development of the offer, limits introduction of an appropriate range of products for sale, leading to reputational damage and reduction of footfall.</p>	<p>Best practice research along with soft market testing has generated innovative approaches which have informed the development of the tender specification. The competitive tender specification requires bidders to consider development of the market offer in terms of innovation and range of products for sale. This will be supported by the adoption of the City Street Market Operating Policy. Adoption of KPIs and associated contract management will also serve to mitigate this risk.</p>	<p>Innovative approaches to operating the market could lead to improved quality, reduced operating costs and strengthened reputation.</p>
<p><b>Reputation</b> The provision of a poorly curated street market offer which does not meet the needs and expectations of residents and visitors results in a negative impact on the perception of the wider city offer, reduced footfall to the high street, leading to reduced spend in the local economy.</p> <p>The adoption of City Street Market Operating Policy leads to complaints from High Street retailers and traders.</p>	<p>The adoption of the City Street Market Operating Policy, the delivery of a robust transition plan, and agreed with the market operator, an incentivised plan of development will aim to mitigate these risks.</p> <p>The adoption of a robust transition plan along with regular communication with High Street retailers, which takes into consideration feedback, will form part of the contractual agreement between the market operator and the council.</p> <p>A proactive communications</p>	

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p>Public criticism of the planned changes to the market operation are experienced during the policy approval process, procurement/contracting of the market operator and delivery of the transition plan.</p>	<p>framework plan has been drafted which aims to define the need for change, its benefits, and fosters support and engagement from residents, businesses and market traders.</p>	
<p><b>Achievement of outcome</b>  Non-compliance with the City Street Market Operating Policy means that the desired improvements are not achieved.</p> <p>Time required to transition takes longer and delays delivery of outcomes.</p>	<p>A robust transition plan will be agreed and delivered to include advice and guidance to support existing traders to meet the policies over a six month period, and a requirement for the market operator to curate a waiting list of market traders who do meet the agreed policies.</p> <p>Through ongoing contract management, including regular performance reviews, established milestones and KPIs will be reviewed and actions put in place to mitigate emerging delays where possible.</p>	
<p><b>Property</b>  The location in which the city street market operates is not in the control of the city council.</p>	<p>The High Street and Middlebrook Street fall under the responsibility of Hampshire Highways. The city street market is an established operation in this area. However, periodic meetings and communications with Hampshire Highways will be maintained along with any licencing requirements met to mitigate any risks to operating the market.</p>	

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
<p>The street market cannot operate in usual location due to priority given to civic or other events.</p>	<p>A Festivals and Events programming policy is being developed which will outline the acceptable uses of High Street and Broadway and any instances where the city street market will need to be relocated. These will be agreed and deployed in partnership with Hampshire County Council.</p>	
<p><b>Community Support</b> Residents do not support the revised operating policies resulting in a reduction in footfall.</p>	<p>A robust communications plan will be developed building on the framework , see Appendix 4, in partnership with the market operator which will include notification to residents of the planned changes. The Market Operator will be required to collect feedback from traders and market customers during the transition period and share this with the council. Any appropriate revisions to the City Street Market Operating Policy will be considered as a result.</p>	
<p><b>Timescales</b> Timescales slip regarding the competitive tender process, contracting a market operator, undertaking the transition period and plan which limit the publicity opportunities due to the pre-election period.</p>	<p>Effective programme management will be used throughout the tender, contracting and transition periods including the establishment and monitoring of key milestones.</p>	
<p><b>Project capacity</b> Competing council priorities result in a lack of resource available to deliver this</p>	<p>Options for redeploying capacity from other teams in the service (or wider) will be</p>	

<b>Risk</b>	<b>Mitigation</b>	<b>Opportunities</b>
programme of work.	explored as soon as resource issues are identified as part the programme management regime.	
<b>Other</b> The competitive tender process does not result in securing an ongoing market operator.	The existing market operator will be in place until such time as a successful competitive tender process is achieved. If an operator is not secured from the first competitive tender, feedback will be sought from bidders to enable a revision of the specification.	Feedback from the tender exercise leads to a new approach to contracting a market operator.

## 12 SUPPORTING INFORMATION:

### Current street market operation

- 12.1 The city street market is a well-established, long-standing market, operated on behalf of the council since 2011 by Southern Market Traders Management Consultants Ltd. The market operates 51 weeks of the year daily from Thursday to Saturday. A themed antique/collectibles and art and design market operates on Sundays alternating with the Hampshire Farmers Market.
- 12.2 The maximum pitches available are 65 on a Sunday (including the Broadway) and currently 45 Thursday to Saturday.
- 12.3 The market currently operates in the High Street and Middlebrook Street. Whilst the intention is to maintain this location and layout flexibility will be reserved for the council to consider alternative/extended locations in the city, for example if there were road closures in Jewry Street and Market Street to facilitate one off/special events.
- 12.4 It has previously operated in Middlebrook Street car park and has extended up as far as The Ivy in the High Street in the past.
- 12.5 The market typically operates on average at 65% occupancy throughout the year, with January and February traditionally quieter months. Premium pitch fees are charged during the festive period with a flat rate fee at all other times.
- 12.6 For clarity the Hampshire Farmers' Market that takes place every second Sunday is operated under licence with council and falls outside the market management contract.



- 12.7 There are two pitches dedicated for concessions, numbers 75 and 76 in Market Street and St Maurice's Covert respectively. Concessions are operated under a licence with the council and form part of the market operator's contract. Traders operating on these pitches are required to meet the requirements of the operating policy.
- 12.8 Traders offer a range of goods for sale, typically found on a traditional market. Some traders are local, others travel significant distances to trade on the market, offering goods for sale but also services such as double glazing, driveway replacement, roadside recovery.

### **Evidence base and justification of the operating policies**

- 12.9 The justification for the operating policy of the city street market is:
- a) the lack of a contract in place with the current market operator,
  - b) the findings and recommendation from the research undertaken by Lambert Smith and Hampton and the Retail Group,
  - c) the desk research into other markets undertaken by officers,
  - d) the outcome of the soft market testing,
  - e) that the market has capacity and can accommodate more traders,
  - f) the need to drive footfall after the pandemic and the impact of the cost-of-living crisis on residents and visitors,
  - g) the need to operate a curated market to protect the assets of Winchester's historic heritage setting.
- 12.10 A Retail Study was undertaken by Lambert Smith Hampton in 2020, see Appendix 2. As part of the study the following recommendations were made with regard to the street market:
- a) Whilst the facilities of the city centre were considered as quite or very good by the users surveyed the street market was rated mainly as quite good to middling,
  - b) The existing street market offer is a recognised strength and it is identified as a growth opportunity, both to improve the existing market offer and to add additional themed offers, evening markets, street food markets etc,
  - c) It is recognised as adding to the provision of independent retailers in the core city centre area, something that might not be otherwise affordable given pressures on space and rents,
  - d) Through expanding the independent offer, the street market will be expanding the choice and variety of goods available in the city centre.

12.11 An independent review was conducted on behalf of the council by the Retail Group in 2022, see Appendix 2. It concluded:

- a) The market is anchored by a good fruit and veg trader, excellent fishmonger and a butcher,
- b) There is an award winning cheese trader, excellent bread, pies and cakes traders and a growing range of other food operators,
- c) The catering offer is good, with an excellent coffee provider and several hot food specialists,
- d) The non-food traders cover a wide variety of categories, from silver plate cutlery to bedlinen, leather goods and artisan producers.

12.12 The research carried out with users of the market showed that whilst 75% of respondents were satisfied with the current street market provision:

- a) 72% were keen to see occasional event markets,
- b) 65% would like to see more visiting themed markets.

12.13 The research identified opinions from local businesses operating in and around the high street. These included:

- a) An improved market would be considered an attraction, generate additional footfall, would be popular and add some benefit to local businesses,
- b) In future the markets need to complement existing businesses and have broad appeal,
- c) The current markets are in the right location, market shoppers use other town centre facilities, traders do not provide unfair competition,

12.14 The independent review recognised:

- a) The Thursday, Friday and Saturday markets could all grow and use the space used by the Sunday market, further along the Broadway. This would increase the appeal of the market and all the associated economic benefits,
- b) The market needs to be presented to a better average standard, there are some excellent traders and some reducing the average. Despite this it was felt that the market was well managed and the trader manager relationship appeared positive,
- c) There are opportunities to improve the product quality, further expand the variety, more local / regional produce, trader delivery and improved stall quality, signage, information and use of space, sightlines, first impressions and overall experience.

12.15 The review also considered four well established markets:

- a) Ridley Road, Hackney – a large street market trading across the week  
  
Accepted as a very important part of a visit to the town centre, with most people using it the majority of times they visit. Only 10 to 15 % of visitors never use the market.
- b) Medway Markets - Rochester High Street Farmers and Artisan Market  
  
Two thirds of consumers visit the market most times or every time they visit the town centre and the market is trading. Consumers like the quality of the market (stalls and product) and the choice available.
- c) Bury Market, Greater Manchester  
  
Bury Market recognised by the community as being of great importance and value, contributing to the local identity of the town. Repeat and long standing customers is high. The Market is described by the community as a vital social hub who feel safe and welcome there.
- d) Queens Market, Newham  
  
Ninety-two percent of market users strongly agree or agree that it is a community hub offering a social and welcoming environment and 96% strongly agree or agree that significantly contributes to the areas local identity.

12.16 The review recommended:

- a) extending the offer to complement the wider retail offer in terms of quality and mix including more local and regional producers,
- b) introducing early evening, themed and touring markets including youth/student, entrepreneur/start up business and independent/local producer themes, and
- c) introducing street events and offerings to attract a younger adult demographic.

12.17 In summary the review recognised that whilst the market was established and long standing, there were opportunities to use it as a springboard to deliver a more proactively curated market offer which aligns more closely with the council plan. In particular around priorities including sustainability, supporting local businesses, competitiveness, driving footfall and the overall quality of the market offer and its impact on the reputation of the city for residents and visitors.

12.18 Desk research was undertaken by officers reviewing a range of local markets as well as those in locations complementary to Winchester city. This included Eastleigh, Southampton, Basingstoke, Salisbury, Chichester and Frome as well as the Christmas Markets hosted in Winchester, Bath and York.

12.19 The research concluded:

- a) All market operators had an operating policy in place, with some taking a more comprehensive approach.
- b) All market operators undertook some sort of application and assessment process, considering both mandatory compliance as well as qualitative considerations.
- c) A growing number of operators were considering the sustainability credentials of the traders and that of their goods for sale.
- d) The pitch fees currently charged in Winchester are broadly in line with others. There is the opportunity to consider modest increases when it is felt appropriate to do so.
- e) The delivery of a sense of place, clear branding, operator owned gazebo's was varied.

12.20 Soft Market Testing was carried out in order to inform how the council might progress future operations of the street market in central Winchester prior to procuring a contract for a market management company.

The aim of the soft market testing was to:

- a) gather information to support the council's decision-making process in any next steps,
- b) inform our thinking regarding commercial considerations of operating the street market,
- c) identify innovative and cost-effective delivery solutions, which may inform our specification development,
- d) understand the optimum way of procuring.

12.21 A soft market testing questionnaire, see appendix 3, was included on contracts finder which generated a significant amount of interest from operators and resulted in five, representing over 40 markets responding. A summary of the questionnaire responses included:

- a) All operators reported opportunity to grow and develop the Winchester city market. This included the average annual pitch occupancy, additional themed and touring markets as well as special events, additional trading days and sponsorship,
- b) All operators had experience of a range of financial models and most included a fixed management contract fee option in their response. Two have operated on a shared income model relating to additional income generated above set KPIs. One would consider operating on a profit share basis and one operated a revenue share arrangement with the traders,
- c) Most operators adopted a flat fee structure and one operated a pitch fee based on season and location,
- d) All operators adopted an application and assessment process to varying degrees,
- e) Most operators supported encouraging local traders, local goods for sale and start-up businesses,
- f) All operators supported the adoption of sustainability including two which operated a ban on single use plastics,
- g) All were supportive of a collaborative planned period of transition.

### **The Vision for Winchester City Street Market**

12.22 Based on the independent review, research undertaken and the evidence base, the proposed vision for the Winchester City Street Market is for a well-curated, high-quality, locally driven street market which meets the expectations of its visitors, supports the local economy and adds to the vibrancy of the city centre by:

- a) providing access to a diverse and affordable range of products and food & beverage,
- b) driving footfall, spend and dwell time,
- c) raising awareness and reputation of the city's retail offer,
- d) reducing the street market's carbon footprint,
- e) complementing existing retail activities,
- f) encouraging business start-ups and innovation.

12.23 This approach also aligns with the Winchester District Ten Year Green Economic Development Strategy which aims to position the city as ‘a vibrant place for business’ making it ‘a go-to place’ for business start-up’s by providing affordable space.

### **Proposed Street Market Operating Policy**

- 12.24 The Operating Policy which sets out the way the contracted market operator and market traders will be expected to manage and operate the city street market, responds to the reviews undertaken, feedback received and the evidence collected. It forms a key part of the competitive tender and contracting process and sets the standard expected in terms of:
- a) a City Street Market Operating Policy which drives the qualitative delivery of the city street market with which all market traders will be required to comply in addition to meeting compliance and legislative requirements,
  - b) market traders which offer a wide range of high-quality, appropriately priced products, which complement those currently available and meet the expectations from the range of visitors using the street market
  - c) national groups and chains as well as service providers such as motor breakdown, double glazing, subscription organisations such as Woodland Trust/RSPB, will be discouraged,
  - d) a market trader selection process (as outlined in 10.20) which recognises both qualitative considerations as well as compliance and legislative requirements,
  - e) practices which reduce carbon impact through the provision of locally sourced goods for sale; adoption of sustainable practices and the location of the market traders, favouring those that travel least miles to operate on the street market,
  - f) a pitch pricing policy which reflects seasonality, availability and within three pricing bands made up of premier pitches, standard pitches and charity pitches,
  - g) themed markets which encourage entrepreneurs, start-up business and independent/local producers as well as those that attract a young demographic/student audience,
  - h) opportunities to increase dwell time including the appropriate expansion of street food provision, street entertainment, outdoor seating etc,
  - i) repeat customer visits through encouraging up to four new approved traders to the market to replace the existing in any 12 month period enabling an appropriate level of mixed and changing offer,

- j) a stronger sense of place and visual identity through the provision of branding, signage and colour co-ordinated gazebos.

12.25 In order for market traders to operate on the city street market they will be required to apply for pitches and be assessed against a set criteria. This approach incorporates the existing arrangements. Successful applicants will be recognised as an approved trader and will be offered a permit to trade. As part of the transition plan, see Appendix 4, all current market traders will be assessed against the set criteria by the market operator in partnership with the council. All new applications will be assessed by the market operator, as set out in the operating policy, see Appendix 1 and overseen by the council as part of ongoing contract management.

12.26 There are five stages to the application process to become a trader on the street market as outlined below:



12.27 The table below outlines how applications to trade on the market and existing market traders will be assessed. A percentage allocation has been given to the five areas of qualitative assessment and within each of these applicants will be scored 0 – 5. Our research showed that this approach was in line with many other markets, including those who participated in the soft market testing, recognising some taking a less formal approach whilst others, such as Greenwich, London and LSD adopting an evaluation similar to that recommended. Full details will be available in the City Street Market Operating Policy.

<b>Qualitative Assessment</b>	
<b>GOODS FOR SALE</b>	<b>SUSTAINABLE CREDENTIALS</b>
60% of qualitative Score	40% of qualitative score
Areas for consideration:  Quality of goods for sale  Compatibility of goods for sale with existing high street offer  Goods for sale meeting local need or demand	Areas for consideration:  Sustainability credentials of the goods for sale and the market trader including:  Provenance of goods, using local or fair trade products or ingredients  use of recycled for sustainable goods  organic and/or seasonal foods  reduction of single use plastics  reduction in energy consumption  distance travelled trader

**Market operator tender exercise**

12.28 Bidders will respond to the specification with a fixed operating fee along with an outline their approach regarding the overall operation of the city street market and will include how the following will be delivered:

- a) The vision for the Winchester city street market,
- b) The adoption of the operating policy,
- c) The adoption of the legislation and compliance policy,
- d) Protection of the established revenue streams for the council,
- e) Opportunities to generate additional and new revenue streams and related financial models
- f) A detailed transition plan to include roles, responsibilities, and actions required of the market operator (both outgoing and incoming), the market traders and the council,



- g) A framework communications and engagement plan aimed at all audiences including residents, visitors, current market traders, high street retailers and other stakeholders, such as the BID.

12.29 The revenue collected from pitch fees on behalf of the council will fund the costs of the market operator contract fees, as outlined in 2.1.

12.30 The table below outlines the proposed competitive tender programme, which will be kept under review:

<b>Activity</b>	<b>Timeline</b>
Soft Market Testing	July 2023
Adoption of the operating policy and delegated authority to procure and contract	September/October 2023
Tender open to applications	October – November 2023
Response evaluation	November – December 2023
Tender submission interviews	January 2024
Appointment of contractor and contract execution	January – February 2024
Contractor handover period if required	March 2024
Transition period, adoption and execution of agreed operating policies	April to September 2024

### 13 OTHER OPTIONS CONSIDERED AND REJECTED

13.1 Do nothing – continue with the current market operator. This was rejected in favour of mobilising the findings and recommendation of both reviews.

13.2 Contract the current market operator to operate the market under the revised operating policies. This was rejected in favour of offering the opportunity to the market via the competitive tender process to ensure best value and compliance.

13.3 Serve notice to the current market operator and operate the market in house. This was rejected as neither the resources nor expertise is available within the council.

## BACKGROUND DOCUMENTS:-

### Previous Committee Reports:-

Business & Housing Policy Committee, Thursday 6 October 2022, Findings and future plans following the Street Market Review:

[\(Public Pack\)Agenda Document for Business and Housing Policy Committee, 06/10/2022 18:30 \(winchester.gov.uk\)](#)

### Other Background Documents:-

Retail Group Independent Market Study 2022

Soft Market Testing Questionnaire

Framework Transition and Communications Plan

## APPENDICES:

Appendix 1 – Draft Winchester City Street Market Operating Policy.

**WINCHESTER CITY STREET MARKET OPERATING POLICY**  
**SEPTEMBER 2023**



**Winchester City Street Markets Operating Policy**  
**September 2023**

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## **1. INTRODUCTION**

- 1.1 The council's vision for the Winchester City Street Market, referred to as 'the street market' is for a well-curated, high-quality, locally driven street market which meets the expectations of its visitors, supports the local economy and adds to the vibrancy of the city centre by:
- providing access to a diverse and affordable range of products and food & beverage,
  - driving footfall, spend and dwell time,
  - raising awareness and reputation of the city's retail offer,
  - reducing the street market's carbon footprint,
  - complementing existing retail activities, and
  - encouraging business start-ups and innovation.
- 1.2 This approach supports the Council Plan 2020 to 2025 vision for a vibrant local economy, achieved by having a compelling and competitive visitor offer, promoting independent businesses, encouraging start-ups and increasing the attractiveness of Winchester district's high streets.
- 1.3 This approach also aligns with the Winchester District Ten Year Green Economic Development Strategy which aims to position the city as 'a vibrant place for business' making it 'a go-to place' for business start-up's by providing affordable space.
- 1.4 This policy supports the outcomes of the independent review of Winchester District Street Markets, commissioned by Winchester City Council, which recommended:
- extending the offer to complement the wider retail offer in terms of quality and mix including more local and regional producers,
  - introducing early evening, themed and touring markets including youth/student, entrepreneur/start up business and independent/local producer themes, and
  - introducing street events and offerings to attract a younger adult demographic.

## **2. Purpose of this document**

- 2.1 There are two key documents which outline how the Winchester City Street Market will be operated including the requirements of both the approved street traders and the market management company. These are:
- The Winchester City Street Market Operating Policy, (this document)
  - The Winchester City Street Market Compliance Policy. This policy can be found at [Markets - Winchester City Council](#)
- 2.2 The purpose of this document is to set out the policies which are of an operational nature and are in addition to those related to compliance and legislation.
- 2.3 For clarity this policy does not apply to Hampshire Farmers' Market that takes place every second Sunday. This is operated under licence with council and falls outside the market management contract.

## **3. Policy variations**

- 3.1 Winchester City Council reserves the right to alter or vary any of the policies set out in this document including making any changes, either on a temporary or permanent basis, to ensure the viability and efficacy of the market. Due regard will be given to appropriate consultation and notification periods for those affected by the changes required.

## **4. Definitions**

### **4.1 Winchester City Council:**

Winchester City Council is the market owner. The responsibility and oversight of market operations sits within the Economy team who will act as client for the market management company contract, management of which will be robust and transparent ensuring best value and in compliance with the council's contract management framework.

### **4.2 The Market Management Company:**

Day-to-day management of the street market is devolved to the market management company, as specified in the contract between Winchester City Council and the commissioned market management company.

### **4.3 The Market Manager:**

The person/s appointed by the market management company to manage the operation of the street market on a day-to-day basis.

#### **4.4 Approved Traders:**

Any person/business wishing to sell food, drink or goods on the street market who has satisfied the requirements of the approved trader process.

#### **4.5 Charities:**

Charities are organisations that are registered with the Charity Commission for England and Wales.

#### **4.6 Concessions:**

These are two concession pitches, numbers 75 and 76 which are available seven days a week and are operated under licence from the council and managed by the market management company.

#### **4.7 Exclusions:**

Permission for the Hampshire Farmers Market, taking place on alternate Sundays, is given by licence from the city council and is not managed by the market management company.

### **5. THE MARKET MANAGEMENT COMPANY**

- 5.1 The market management contract will be procured periodically in accordance with the council's Contract Procedure Rules and relevant legislation. The appointed management company will be responsible for gaining street trading consent from Winchester City Council for the duration of the market management contract.
- 5.2 The market management company will have devolved authority from Winchester City Council to be responsible for the day-to-day operation of the street market, ensuring that it and the approved traders including concessions, adhere to the requirements set out in:
- Winchester City Street Market Operating Policy (this document),
  - Winchester City Street Market Compliance Policy, and
  - the planning conditions governing town centre street markets, for further information please visit XXXX.
- 5.3 The market management company and Winchester City Council reserves the right to require an approved trader, in the instance of failure to comply with the Operating and Compliance policies, to remove themselves and their goods for sale from their pitch with immediate effect. Consequently, such approved traders may not be invited to trade on the market in the future.

- 5.4 If an approved trader wishes to appeal a decision of the market management company in its course of enforcing these policies as part of the day to day operation of the street market, they should do so in writing to the Economy team at: [ecodev@winchester.gov.uk](mailto:ecodev@winchester.gov.uk). All appeals will be considered in line with the procedure outlined in Appendix X and will be considered within 28 days, unless otherwise advised. The decision of Winchester City Council is final.

## **6. WINCHESTER CITY STREET MARKET**

### Types of market traders, quality, range and provenance of products

- 6.1 This section of the policy outlines the types of street traders and their products that Winchester City Council wishes to attract to apply to become approved traders and trade on its street market.
- 6.2 To be able to trade on Winchester's street market a street market trader must apply to be an approved trader. Approved trader applications are welcomed from street market traders whose products support the Winchester City Council's objective of a vibrant economy, see street market approved trader application process for more information on pages 15 – 20.
- 6.3 The street market will aim to offer a wide range of high-quality, appropriately priced products to meet the expectations from the range of visitors using the street market. Approved traders will include small independent businesses such as contemporary designers and makers, independent local, seasonal and regional food and drink producers, vintage fashion, collectables and furniture, as well as their distributors.
- 6.4 National groups and chains and service providers for example, motor breakdown services, double glazing, subscription organisations who are solely selling membership and have no goods for sale are discouraged and are at the discretion of Winchester City Council.
- 6.5 For the regular street markets duplication of approved traders offering the same or similar products will be kept to a minimum. This excludes specialist / themed markets, which by their nature, will have traders offering similar products.
- 6.6 The provision of street food is encouraged, with designated seating areas, to increase visitor dwell time.
- 6.7 Approved traders will be required to offer products for sale that complement existing retail activity in the local area.
- 6.8 Charities will be required to apply as an approved trader in the usual way. Charities must be registered with the Charity Commission for England and Wales. When trading on the market charities must be offering goods for sale. More information about charities is outlined in pitch allocation on page 11.



- 6.9 There are two pitches dedicated for concessions, numbers 75 and 76 in Market Street and St Maurice's Covert respectively. Concessions are operated under a licence with the council. Traders operating on these pitches are required to meet the requirements of this policy.
- 6.10 Applications for up to one year of consecutive trading will be considered and all applications are renewable annually with the same notice periods as outlined in this policy.
- 6.11 Winchester City Council declared a climate emergency in June 2019. The council is committed to becoming a carbon neutral local authority by 2024 and is aiming for the wider district to be carbon neutral by 2030. Applications are encouraged from street market traders selling sustainable or Fairtrade products and/or street market traders operating in a sustainable way, for example by reducing plastic use and encouraging recycling of products.
- 6.12 The location of where the street market trader's business is based and the geographic source of their products for sale will be considered as part of the application process.
- 6.13 Existing high street retailers and city centre business can apply for a pitch on the street market in the same way as all other market traders and will be assessed accordingly.
- 6.14 In order to manage appropriate churn and encourage customer loyalty and repeat visits a minimum three of approved traders must be new to the market in any 12 month period.
- 6.15 The market management company must consider the product price points of approved traders in relation to product price points available across the city to ensure an appropriate range is offered at the street market which meets the expectations of a broad range of residents and visitors.
- 6.16 Opportunities to extend the range of products available on the street market by attracting themed and touring markets will be considered by Winchester City Council as put forward by the market management company. These markets will be additional to the standard trading times and days (9am to 5pm Thursday to Saturday).
- 6.17 Themed markets and street market traders which encourage entrepreneurs, start-up business and independent/local producers as well as those that attract a young demographic/student audience are welcomed.

- 6.18 Events and entertainment which operate alongside the street market and which add value and are commensurate with the local environment, will be considered where appropriate, and where they:
- increase footfall,
  - dwell time,
  - visitor experience,
  - develop the reputation of the street market to generate increased repeat custom,
  - develop the reputation of the street market amongst traders influencing the best street market traders wishing to trade in Winchester.
- 6.19 Approved traders will be expected to conduct their business in such a manner as to maintain the good order, discipline, and positive reputation of the street market and that of Winchester City Council.
- 6.20 Visitors to the market may submit a comment about the street market via the online form available on the 'Markets' page at [www.winchester.gov.uk](http://www.winchester.gov.uk). All comments from visitors to the market will be responded to by either the market management company or Winchester City Council. Any visitor who feels that the comment is not responded to satisfactorily may make a formal complaint by completing an online complaints form via the council's website. All complaints will be handled in line with Winchester City Council's complaints procedure as outlined on the website.

## **7. DAILY OPERATIONS**

### **Street market operating times**

- 7.1 The operating hours for the street market are Thursday to Sunday 9am– 5pm.
- 7.2 The market management company will ensure:
- the provision of an easily identifiable point of contact for both visitors and approved traders during market operating hours,
  - that all approved traders operating a pitch are open for trade during these operating hours.
- 7.3 Winchester City Council reserves the right to operate the market on additional days, for example at Christmas and for speciality/themed markets.
- 7.4 The market management company will need the written consent of the council to operate the street market outside of these operating hours.
- 7.5 Winchester City Council reserve the right to alter the street market operating days, trading hours and temporarily suspend or close any street market for any reason and on any grounds, for such period as the council requires.

- 7.6 Winchester City Council reserves the right to stand down the street market if it believes there to be any significant breaches of health and safety.
- 7.7 Without liability to the market management company, it may request not to operate a street market or similarly shorten the market operating hours in certain extenuating circumstances, such as Met Office severe weather warnings. Where possible 48 hours' notice should be provided, by email, to the council for approval and then to the approved traders.

## **8. Market location and layout**

- 8.1 The main areas of operation of the street market are the bottom end of the High Street, Middlebrook Street and on Sunday's the Broadway, subject to agreed road closures.
- 8.2 The street market will be arranged within the physical parameters as indicated on the agreed plan. See Appendix A.
- 8.3 Key principles for the layout of stalls and traders use of them are:
- Space must be maintained between the stall and shop fronts to allow movement and access,
  - Stalls must not create pinch points or areas of congestion that restricts or prohibits access and movement,
  - The highway must remain unobstructed and allows for emergency vehicle access.
- 8.4 Additional layout requirements are outlined in the Compliance and Legislation Policy and the relevant risk assessment undertaken by the market operator as a requirement of the contract between Winchester City Council and the Market Management Company.
- 8.5 The market layout will allow for all pitches to be of the same depth to give the market the appearance of continuity. With the exception of regular concessions, pitch sizes will be either 3x3m or 3x4m, as set out in the plan.
- 8.6 Consideration will be given to approved traders who wish to apply to operate on more than one adjacent pitch. However, overall the market management company is required to ensure that the street market will not be dominated by a few larger pitches.
- 8.7 Winchester City Council reserves the right to allocate designated areas for special themed approved traders. i.e., food, and occasional table and chairs will be available where appropriate to influence the dwell time of market users.

8.8 Winchester City Council reserves the right to alter the location and layout of the street market at any time. In this instance due notice will be given to approved traders via the contracted market management company. Such instances include:

- the council's special and civic events, such as Mayor Making and Freedom Parade,
- the deployment of special or themed zones for times such as Christmas, and
- to accommodate major events and festivals, such as Hat Fair.

8.9 Where an event or festival still enables the street market to continue, the market management company would be expected to work with the event organisers to ensure the event and the street market run smoothly and in conjunction with one another.

## **9. Street market visual identity**

9.1 The visual identity of the street market is important in ensuring that it evokes a strong sense of place, arrival and visitor experience.

9.2 The market management company is responsible for ensuring all approved traders comply with the branding guidelines that have been set out by Winchester City Council.

9.3 To create this sense of place and visual identity all street traders must only use the gazebos and accessories, including gazebo sides provided, unless otherwise agreed in advance with the market management company and such requests will need to be approved by Winchester City Council.

9.4 The market management company is responsible for maintaining all provided equipment to a high standard throughout the term of the contract. They will regularly inspect the condition of these and repair or arrange replacement as agreed with Winchester City Council.

9.5 The approved trader's promotional materials must be confined to the inside of the provided gazebo, on the front down stand of the canopy roof and/or a sail banner attached to the gazebo infrastructure. All approved traders sail banners must be no larger than 2 meters to ensure that no one approved trader's presence dominates the market.

9.6 Approved traders must not site stands or signs, such as A-boards on any other area than the traders consented pitch. The market management company is at liberty to remove any unauthorised promotional material.

9.7 Approved traders must only display branding attributable to the products they are selling. Any promotional material included on a pitch must be related to the approved trader that is trading from that pitch. Approved traders will be required to remove any unauthorised promotional material on the instruction of the market management company.

- 9.8 Approved traders must not move or remove any signage or promotional materials sited in the market and/or on the gazebo allocated to the pitch by the market management company.

## **10. Pitch allocation**

- 10.1 Subject to the level of fee payable and any pitch location requests made by the approved trader, the market management company will have the final decision on which pitches are allocated to which approved traders. The market management company will be required to demonstrate equality of opportunity in its decision making.
- 10.2 Where possible, approved traders offering similar goods for sale will not be located within close proximity of each other.
- 10.3 Pitch number 77 is designated for charities at a discounted pitch fee. Charities must apply to trade on the market and meet all relevant requirements outlined in this policy. A charity cannot trade on the market consecutively for more than one week. A charity cannot trade on the market for any more than ten days per year.
- 10.4 There are two dedicated concession pitches, numbers 75 in Market Street and 76 in St Maurice's Covert.
- 10.5 Winchester City Council reserves the right to alter the number and allocation of pitches in discussion with the market management company.

## **11. Waiting list**

- 11.1 If individual street market days are fully subscribed a waiting list will be operated by the market management company and overseen by Winchester City Council.
- 11.2 As pitches become available priority will be given to street market traders whose applications have been on the waiting list longest.

## **12. Pitch pricing**

- 12.1 Pitch pricing is subject to seasonality, availability and within four pricing bands, as laid out below:

Band 1

Premier High Street pitches. Pitch numbers 15 to 31.

Band 2

Standard High Street and Middlebrook Street pitches. Pitch numbers 1 to 14.

Band 3

Charity rate. Pitch number 77

Band 4

Concession rate. Pitch numbers 75 and 76.

12.2 At the discretion of the council:

- reduced pitch fees will be offered on certain pitches during low season
- increased footfall is expected at Christmas, summer school holidays and when the city is hosting specific events, these periods are considered high season where increased pitch fees can be applied.

12.3 Non – refundable block booking incentives will be offered on a limited number of pitches to approved traders booking and paying for pitches in advance for a minimum of 24 and maximum of 48 trading days per year.

12.4 All fees and charges will be reviewed on an annual basis and changes will normally be implemented from 1 April each year. Winchester City Council reserves the right to review fees and charges at any time. Where possible 28 days notice of any / all price changes will be given.

12.5 Approved traders shall pay the full amount due regardless of whether the pitch is used or not, unless cancellation is given within the period outlined in the Pitch Booking Cancellation section.

12.6 For a tariff of current fees and charges, including seasonal rates and block booking incentives, please refer to Appendix X.

### **13. Pitch Payments**

13.1 The market management company will collect all pitch fees on behalf of Winchester City Council.

13.2 Pitch fees will be paid in advance or as requested on the day of trading. All payments taken on the day of trading should be banked with Winchester City Council on the same day.

13.3 All payments should only be made in favour of Winchester City Council. Payments via cash will be discouraged.

13.4 The following methods of payment are available:

- In advance by a direct debit mandate/standing order
- In advance by BACS
- In advance or on the day, in person, via a debit or credit card
- In advance or on the day in cash

13.5 A receipt will be issued by the market management company on behalf of Winchester City Council for every payment made.

13.6 Approved traders not making pitch payments in advance or on request on the day of trading will be asked to remove themselves and their goods for sale from the street market with immediate effect.

- 13.7 In the circumstances of non-payment of pitch fee Winchester City Council reserves the right to refuse such approved traders the opportunity to trade on future street market days.

#### **14. Pitch payment refunds**

- 14.1 Refunds for pre-paid pitch bookings will only be made in line the the cancellation periods outlined below.
- 14.2 All pre-paid block bookings made at an incentive rate are non-refundable unless a street market trading day is cancelled by Winchester City Council or the market management company.

#### **15. Pitch booking cancellations**

- 15.1 72 hours notice by the trader of cancellation of paid for pitches in high season must be made to the market management company for all refundable advance bookings.
- 15.2 24 hours notice by the trader of cancellation of paid for pitches in low season must be made to the market management company for all refundable advance bookings.
- 15.3 Refunds relating to cancellations made after the cancellation notice period will be at the discretion of the market management company. The market management company reserves the right to offer a pitch on an alternative market day in lieu of a refund.
- 15.4 If any approved trader, having booked and paid for a pitch in advance, is absent from that day's market without informing the contracted market management company of the reason and expected duration of absence, they will be placed on the waiting list for future market days.

#### **16. Street market set up, operating and take down requirements**

- 16.1 The market management company will be responsible for overseeing the set-up, daily operation and take down of each street market.
- 16.2 The market management company will be responsible for all traffic management matters, including the production of a traffic management plan enforced by registered traffic management operative (RTMO), the movement of vehicles on the street market site, setting up and dismantling of stalls and arrangements for roads closures.
- 16.3 To ensure the smooth operation of the market the market management company is expected to:
- maintain regular communications with approved traders, and
  - develop a positive relationship with the surrounding businesses including dealing with issues and concerns arising from these businesses.

- 16.4 Winchester City Council will provide the gazebos, which all approved traders must use unless otherwise agreed in advance with the market management company.
- 16.5 The market management company will be responsible for the erection and dismantling of all gazebos and equipment for the street market on each market day, according to their agreed standard operating procedures.
- 16.6 Approved traders are not permitted to commence set up before 6am.
- 16.7 The market management company will ensure that the loading and unloading of stalls and products is managed in a safe way, taking account of pedestrians using the space.
- 16.8 Approved traders shall not unreasonably block the access to other approved traders, emergency vehicles or effective movement of visitors through the street market.
- 16.9 Noise and disturbance must be kept to a minimum during set up / take down periods which are between 6am and 9am and after 5pm.
- 16.10 Street market take down must not commence during market trading hours without the permission of the market management company and no earlier than 3pm.
- 16.11 Approved traders must have their pitches clear within one hour of the end of the street market operating hours.
- 16.12 All delivery and set up vehicles must be removed from the street market site by 9am. These vehicles are not permitted back onto the street market before the street market operating hours have passed, unless otherwise authorised by the Market Manager on the day of operation.
- 16.13 There are no facilities provided for waste disposal. All approved traders will be required to take their waste e.g., food waste, other rubbish and waste water with them at close of business for appropriate disposal. The market management company will be responsible for enforcing this.
- 16.14 All gazebos and equipment must be returned by the market management company to the designated storage facility.

## **17. ADVERTISING, MARKETING & PR**

- 17.1 Winchester City Council and the market management company will, from time to time, undertake promotional and marketing campaigns to raise awareness and drive footfall to the street market. The street market's brand identity and marketing assets will be deployed as appropriate.
- 17.2 Approved traders are encouraged to adopt the street market brand identity as part of any advertising, marketing and PR activities undertaken to promote the approved trader's presence at the street market.



- 17.3 As part of the approved trader application process street market traders will be required to provide information about their business and products for sale. This will be used by the market management company and Winchester City Council to promote the street market and its approved traders including content on Winchester City Council's website. Approved traders have the right to opt out of promotional activities undertaken by Winchester City Council.
- 17.4 As part of the application process the street market traders will be required to confirm that:
- they will not promote the street market as their own event, for example by setting up public-facing social media account,
  - they will not act as official market spokesperson when making comment to the media,
  - that any media enquiries relating to the street market will be passed to Winchester City Council's communications team (communications@winchester.gov.uk) who will field any market-related press enquiries.

## **18. STREET MARKET APPROVED TRADER APPLICATION PROCESS**

### **New applications**

- 18.1 New street market trader applications will be considered by the market management company.
- 18.2 Street market trader applicants must demonstrate that they meet the criteria as set out in the:
- Winchester City Street Market Operating Policy
  - Winchester City Street Market Compliance and Legislation Policy
- 18.3 All applications will be subject to selection scoring, as outlined in this document.
- 18.4 The application and selection process for new applicants will be undertaken by the market management company and Winchester City Council will have oversight of the process and reserves the right to refuse any application.
- 18.5 The market management company will use the regular contract management meetings with Winchester City Council to consider any applications that do not meet all the relevant criteria and/or the required selection scores but which the market management company would like to be considered for a pitch.

## **Application process**

18.6 There are five stages to the application process.



### **18.7 Stage one**

All street market trader applications should be made via the online application process detailed on the street market pages on Winchester City Council's website. The web page details the application process which includes the requirement to provide a list of products for sale and all necessary supporting documentation and evidence required.

Approved traders cannot make a material change to the products or ranges for sale from the information supplied on their application form without consent.

If a material change is required the approved trader must seek consent from the market management company in advance of trading and an amended application form must be submitted for consideration.

### **18.8 Stage two**

Street market traders, whether selling food or not, must comply with all applicable legislative and compliance requirements, such as health and safety, as outlined in the Winchester Street Market Compliance and Legislation Policy. These areas will be scored as pass/fail or not applicable on the scoring matrix. All street market trader's applicants that do not demonstrate that they meet all applicable legislative and compliance

requirements will not be considered beyond stage two of the application process.

**18.9 Stage three**

Applications will be scored zero to five against the quality and sustainability criteria, and the scores totalled as per the criteria weightings outlined in the scoring matrix.

**18.10 Stage four**

All street market trader applications will be ratified by Winchester City Council before approved trader status and consent to trade is granted by the market management company and prior to the street market trader trading on the Winchester city street market.

Consent to trade is solely at the discretion of Winchester City Council and does not entitle the approved trader to any form of tenancy of the site occupied.

**18.11 Stage five**

Approved traders are permitted to book and pay for a pitch, via the market management company, to trade on Winchester city street market. The market management company will undertake inductions with each newly approved trader to introduce the market facilities and complete assessments of each newly approved trader on their first day of trading.

**18.12 Street market trader application scoring matrix (criteria and weighting model)**

<b>Assessment criteria</b> <i>*Mandatory</i>	<b>Weighting or Pass/Fail</b>
<b>Health and safety</b> <i>(Please refer to the Winchester Street Market Compliance and Legislation for further information)</i>	
*Public Liability Insurance Policy that provides cover of no less than £5,000,000	PASS / FAIL
*Gas Safety Certificate	PASS / FAIL / NA
*Portable Electric Appliance Test Report	PASS / FAIL / NA
*Portable Electrical Appliance Test Report (PAT)	PASS / FAIL / NA
*Pressure Systems Report of Compliance and a written scheme of examination	PASS / FAIL / NA
*Fire Risk Assessment	PASS / FAIL
*Fire Extinguisher Certificate of Compliance or new purchase	PASS / FAIL
<b>Food traders only</b>	
*Registered with the market trader's local authority food safety team (for food businesses only)	PASS / FAIL / NA
*Market Traders must achieve a food hygiene rating of 3 or above	PASS / FAIL / NA
Level 2 in food safety/catering/retail	PASS / FAIL / NA
Food allergen and labelling training undertaken in the last three years	PASS / FAIL / NA
Food safety management system in place	PASS / FAIL / NA

<b>Qualitative Assessment</b>	
<b>GOODS FOR SALE</b>	<b>SUSTAINABLE CREDENTIALS</b>
60% of qualitative Score	40% of qualitative score
Areas for consideration: Quality of goods for sale Compatibility of goods for sale with existing high street offer Goods for sale meeting local need or demand	Areas for consideration: Sustainability credentials of the goods for sale and the market trader including: Provenance of goods, using local or Fair Trade products or ingredients Use of recycled for sustainable goods Organic and/or seasonal foods Reduction of single use plastics Reduction in energy consumption

	Distance travelled by trader
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### **18.13 Street market trader application scoring model**

Each assessment area within the street trader's application will be scored in accordance with the following scoring model.	
The applicant exceeds the required standard, answers the area of assessment with precision and relevance, and adds value and innovation as appropriate ensuring that the specified requirements will be exceeded with no concerns.	5 – Excellent
The applicant meets the required standard, answers the area of assessment with precision and relevance, and adds value and innovation as appropriate ensuring that the specified requirements will be met with no concerns.	4 – Good
The applicant meets the minimum required standard and answers the area of assessment in an acceptable level of detail. The specified requirements will be met without any/or limited concerns	3 – Satisfactory
The applicant partially meets the minimum required standard and answers the area of assessment but with some details missing or unanswered. Contains minor shortcomings where information provided is either inconsistent or in conflict with other areas of the application and as such raises concerns.	2 – Minor Reservations  Applications which receive '2' - minor reservations the council reserves the right to reject the application entirely.
The applicant fails to meet the minimum required standard in this area of assessment. The information provided raises many concerns.	1 – Serious Reservations  Applications which receive a '1' – serious reservations' the council reserves the right to reject the application entirely.
No response or information is provided to allow proper evaluation, ability is not evidenced.	0 – no score – Fail  Applications that 'Fail' will not be considered further

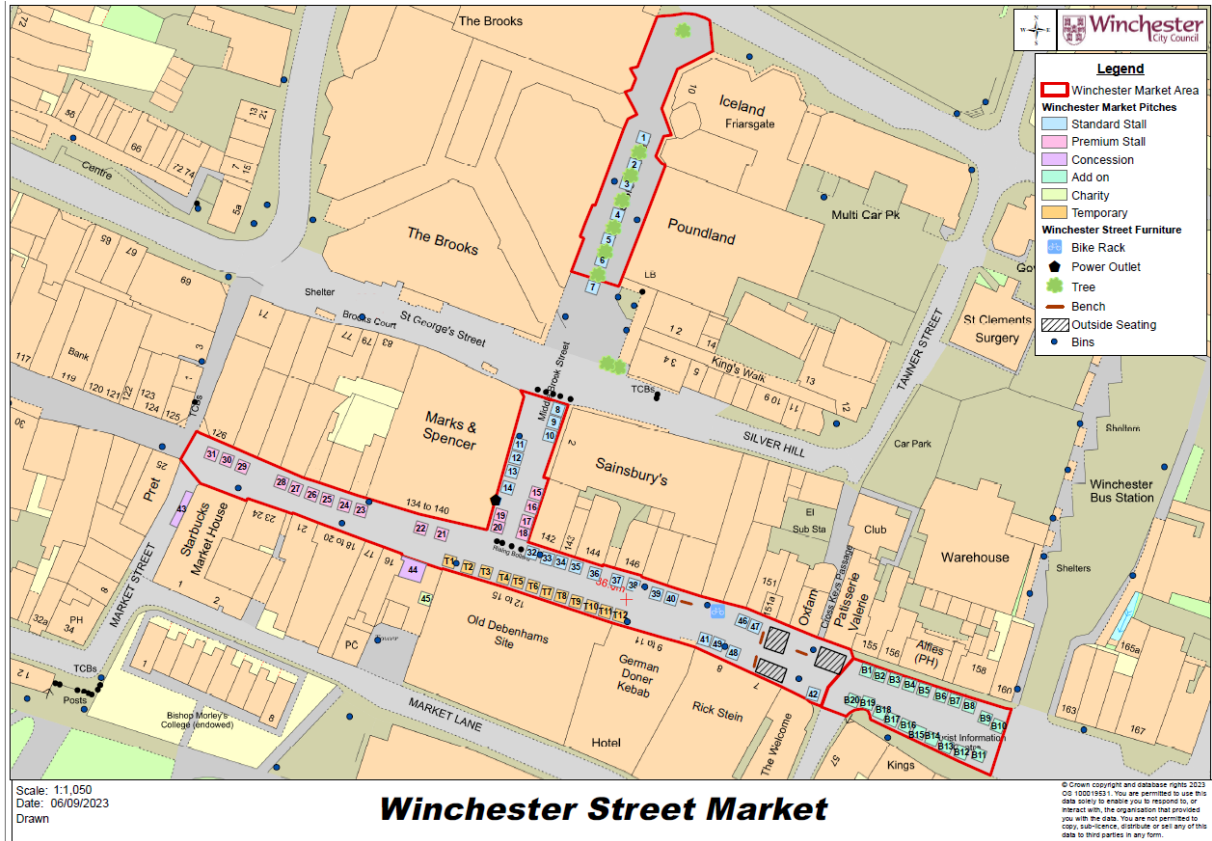
### **Termination of approved trader status**

18.14 Termination of approved trader status and the opportunity to trade on the street market is 14 calendar days' notice in writing by either party.

18.15 A review of approved traders in terms of compliance and legislation obligations and the meeting of the requirements in this policy will be undertaken annually as a minimum by the market management company.

DRAFT

**APPENDIX A – MARKET SITE**

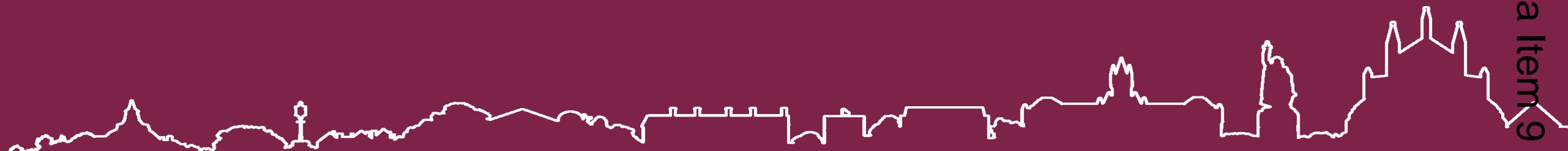


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# Nutrient Mitigation Project

Addressing nutrient neutrality requirement  
for new homes



# Background

- June 2019 – Natural England (NE) advice to LPA's setting out Nitrate neutrality requirement for new housing schemes
- Feb 2020 – WCC position statement requiring new housing applications to be submitted with a nitrate budget and appropriate mitigation
- March 2022 - NE updated advice to require phosphate neutrality in River Itchen catchment due to the critical impact on important local habitat
- From this date no housing permissions would be issued unless nutrient neutrality demonstrated.
- August 2023 - Government announces relaxation of nutrient neutrality regulations (subject to parliamentary approval)

# New Homes Approach – September 2022

- Aim – to continue to deliver new homes projects by finding ways to generate nutrient credits.
- Nitrate credits would have to be secured for all new housing schemes in Solent catchment area.
- In addition Phosphate credits would have to be secured for all new schemes in the Itchen Valley catchment area (which includes Winchester City area).
- Nitrate credits can be purchased from the market however phosphate credits are very limited (or unavailable).
- Current legislation and expected changes.

# Affected Areas



European protected sites requiring nutrient neutrality strategic solutions

**Component SSSIs of River Itchen SAC**

- Local Authorities
- SSSI subject to nutrient neutrality strategy
- Nutrient neutrality SSSI catchment
- National Parks

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European protected sites requiring nutrient neutrality strategic solutions

**Component SSSIs of Solent: Includes Chichester and Langstone Harbours SPA/Ramsar, Solent and Southampton Water SPA/Ramsar, Solent Maritime SAC, Portsmouth Harbour SPA/Ramsar**

- Local Authorities
- SSSI subject to nutrient neutrality strategy
- Nutrient neutrality SSSI catchment
- National Parks

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# Credits required in short term

scheme	units	Nitrates (kg)	Phosphate (kg)
Dyson drive	8	24.56	0.5
Corner House	6	5.26	0.19
Woodman Close	5	9.33	0
Southbrook Cottages	6	5	0
Winnall Flats	76	138.91	0
<b>Total</b>	<b>101</b>	<b>183.06</b>	<b>0.69</b>

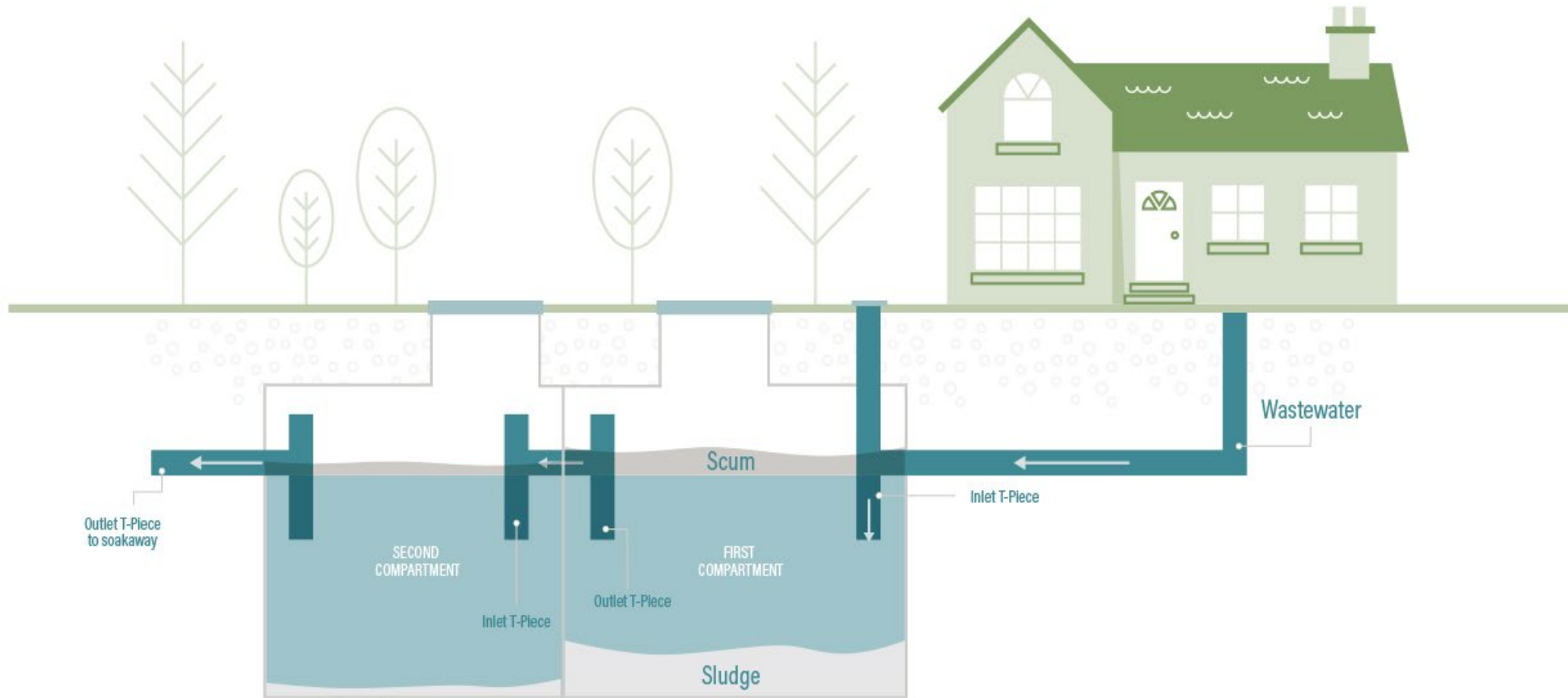
## Forward programme 24/25 – Estimated Nutrient Requirements

scheme	Units	Nitrates (estimated worst case based on average requirement)	Phosphates (estimated worse case based on average requirement)
Whiteley EC	80	240kg (requires confirmation as scheme is consented)	na
Whiteley phase 9	25	75kg (requires confirmation as scheme is consented)	na
Micheldever	8	24kg	na
Minden Way / Fox Lane	16	48kg	4kg
Boarhunt	5	15kg	na
Sun Lane, Alresford	12	36kg	3kg
<b>Total</b>	<b>148</b>	<b>444kg</b>	<b>7kg</b>

# WCC owned Sewage Treatment Works (STW)

- One way to generate nutrient credits is to upgrade / improve existing STW
- WCC own approximately 50 STW's across the district serving both small and large groups of housing
- Of these 17 are in the Itchen Valley catchment area and have the potential to generate both nitrate and phosphate credits
- Works would include, replacement of septic tanks with small package plant or addition of filter beds and additional treatment equipment

# How a Septic Tank works





# Replacement Package Plant



# Initial investigations into 2 schemes

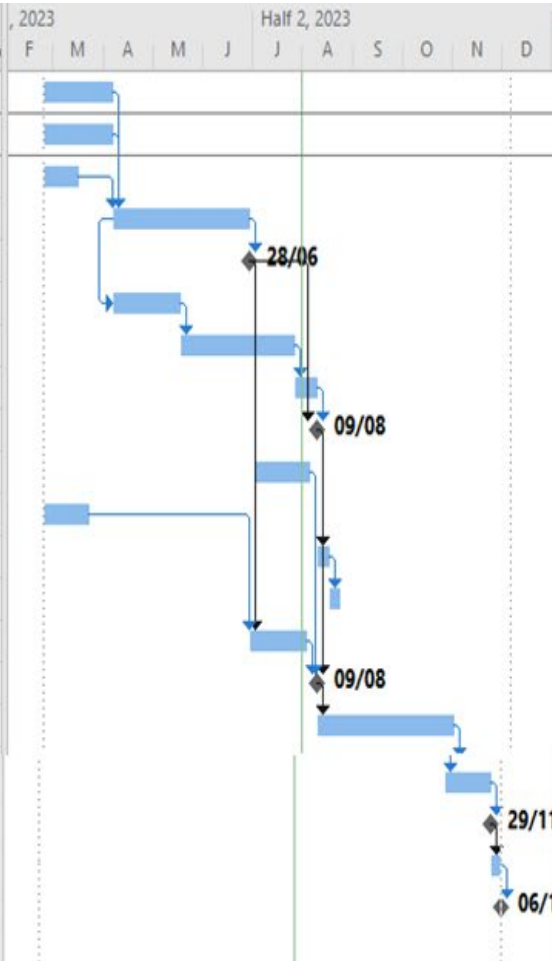
- Looked at 2 sites in detail
- Nutrient figures have been agreed by NE Discretionary Advisory Service (DAS)

	Nitrates (KgTN)	Phosphates (KgTP)
Northington	63.03	5.37
Goodens	90.82	10.51
<b>Total both sites</b>	<b>153.85</b>	<b>15.88</b>

	Northington	Goodens	total
Total plant, labour and materials	£67,744.70	£29,891.00	£97,637.70
<b>Total Scheme cost (with contingency)</b>	<b>£81,293.64</b>	<b>£35,869.20</b>	<b>£117,162.84</b>

# Project Plan

Task Mode	Task Name	Duration	Start	Finish	Predecessors	2023																
						F	M	A	M	J	J	A	S	O	N	D						
1	Desktop feasibility reports complete after site visits	6 wks	Thu 23/02/23	Wed 05/04/23																		
2	Hydrogeology ground investigations on site	6 wks	Thu 23/02/23	Wed 05/04/23																		
3	Avon Wiltshire results available to input data	3 wks	Thu 23/02/23	Wed 15/03/23																		
4	DAS with Natural England for pilot site/s	12 wks	Thu 06/04/23	Wed 28/06/23	2,3,1																	
5	Gateway - Natural England approval of scheme / credits	0 days	Wed 28/06/23	Wed 28/06/23	4																	
6	Liaison with LPA re Unilateral Undertaking (UU)	6 wks	Thu 06/04/23	Wed 17/05/23	4SS																	
7	WCC Legal drafting UU and Allocations Agreement (AA)	10 wks	Thu 18/05/23	Wed 26/07/23	6																	
8	LPA Legal reviewing draft UU and AA (planning agreements)	2 wks	Thu 27/07/23	Wed 09/08/23	7																	
9	Gateway - UU established between WCC and LPA for pilot site	0 days	Wed 09/08/23	Wed 09/08/23	5,8																	
10	LPA to confirm work is Permitted Development	5 wks	Mon 03/07/23	Fri 04/08/23																		
11	Quote/s from HillaryGW / Proseptic / TRDS for pilot sites	4 wks	Thu 23/02/23	Wed 22/03/23																		
12	Request updated quote and availability for installation	1 wk	Thu 10/08/23	Wed 16/08/23	9																	
13	Special Maintenance to review quote and confirm feasibility	1 wk	Thu 17/08/23	Wed 23/08/23	12																	
14	Viability appraisal - prepare and lead time to decision	5 wks	Thu 29/06/23	Wed 02/08/23	11,5																	
15	Gateway - full business case approval of scheme (cost / credits)	0 days	Wed 09/08/23	Wed 09/08/23	14,10,9																	
16	Accept quote and order for supply / install (c.12 week lead time)	12 wks	Thu 10/08/23	Wed 01/11/23	15																	
17	Site on start and install plant - Special Maintenance supervise	4 wks	Thu 02/11/23	Wed 29/11/23	16																	
18	Commencement notice sent to LPA confirming works completed	0 days	Wed 29/11/23	Wed 29/11/23	17																	
19	AAs can be signed linking UU to Planning consents	1 wk	Thu 30/11/23	Wed 06/12/23	18																	
20	Gateway - LPA has AA to discharge Grampian planning condition	0 days	Wed 06/12/23	Wed 06/12/23	19																	



# Priority sites for further investigation

	Nitrate credits	Phosphate credits
Hobbs Close, Bishops Sutton	20.84 to 71.23	4.65 to 36.02
Kiln Lane, Old Alresford	6.78 to 17.35	2.95 to 23.09
North Drive, Littleton	4.82 to 12.25	1.48 to 11.44
The Brook, Old Alresford	12.33 to 38.03	2.44 to 18.61
The Hallways, Littleton	12.97 to 47.23	2.48 to 19.18
Woodlark Cottages, Bighton	3.42 to 12.39	0.92 to 7.23
<b>Total min / max credits</b>	<b>61.16 to 198.48</b>	<b>14.92 to 115.57</b>

Credit type	kg	Homes mitigated
Nitrate	198.48	66.16
Phosphate	115.57	461.48

Assuming (on average)

3kg of nitrates is required to mitigate a 3 bed house

0.25kg of phosphate is required to mitigate a 3 bed house

## Risks

- National legislation may emerge which reduces credits required – Levelling Up Bill amendment
- Agreement of LPA will be required to realise value of the nutrient credits if still applicable .
- Net cost to HRA unless external funding sources can be secured if credits cannot be monetarised

## Rewards

- Significantly improved water quality for Itchen catchment area
- Upgraded STW with increased lifespan
- Nutrient credits generated to off-set affordable housing programme requirements

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## WINCHESTER CITY COUNCIL – THE BHP COMMITTEE WORK PROGRAMME

	Item	Lead Officer	Date for BHP	Date for Cabinet
<b>Meeting 19 September 2023</b>				
1	Housing Strategy	Gillian Knight	19 Sep 2023	14 Nov 2023
2	Nutrient mitigation project	<del>Andrew Palmer</del>	19 Sep 2023	
3	UKSPF/REF programme update	Andrew Gostelow	19 Sep 2023	
4	Winchester City Street Market Management Contract and Operating Policy	Andrew Gostelow	19 Sep 2023	17 Oct 2023
<b>Meeting 28 November 2023</b>				
5	HRA business plan & high level budget options	Gillian Knight	28 Nov 2023	
6	Festival and events programming policy	Andrew Gostelow	28 Nov 2023	
<b>Meeting 20 February 2024</b>				
7	Older person accommodation strategy	Gillian Knight	20 Feb 2024	
8	Review of Hants Home choice allocations policy	Gillian Knight	20 Feb 2024	
9	Green Economic Development Strategy action plan 2024/27	Andrew Gostelow	20 Feb 2024	

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