

# North Yorkshire Council

## Environment Executive Members

06 December 2024

### Markets Harmonisation – Knaresborough & Ripon

#### Report of the Assistant Director Highways and Infrastructure

#### **1.0 PURPOSE OF REPORT**

- 1.1 To bring forward proposals to harmonise the operation of the seven outdoor markets managed by North Yorkshire Council and thereby ceasing the subsidised stall set up service provided to stall holders at Knaresborough and Ripon markets.

#### **2.0 BACKGROUND**

- 2.1 As a unitary authority, North Yorkshire Council (NYC) operates seven outdoor markets across the county with five of these (Thirsk, Northallerton, Helmsley, Pickering and Whitby) operating as 'self-set' where traders bring and set up their own stalls each week. Two markets, Knaresborough and Ripon, operate differently where permanent traders have the option of stalls being supplied and erected by the Council for a modest surcharge on their pitch rentals.
- 2.2 The market operation for Knaresborough and Ripon is currently run at a significant subsidy which unfortunately is not sustainable. Further immediate investment is also required in the Council's trailer equipment over and above current costs to continue the safe operations of stall set up. A temporary mitigation plan is in place that adds to the time taken to set and take down the stalls on the market, increasing the risk of a service failure.
- 2.3 The Council is therefore proposing to harmonise the operating model across the county and cease setting up market stalls for traders at Knaresborough and Ripon markets, bringing operations in line with how the other five outdoor markets run, to deliver a long term, efficient and sustainable solution. If implemented, the proposals would address the current annual subsidy for stall set up of £35,000.

#### **3.0 KNARESBOROUGH & RIPON MARKET OPERATIONS AND ISSUES**

- 3.1 Each week NYC is responsible for running the charter market in Knaresborough (Wednesdays) and Ripon (Thursdays) and a smaller market in Ripon each Saturday. Permanent traders have the option for stalls that are owned by the Council to be erected and dismantled for a surcharge of £5.30 per stall, per week. This does not represent full cost recovery as per the Council's policy on fees and charges for commercial services. However, all new traders are required to provide and set up their own stalls.
- 3.2 A small voluntary team of operational staff drawn mostly from Parks & Grounds and some Waste & Street Cleansing services set up the required stalls very early on market days before they start their substantive role at 07:30. They return at the end of the working day after 16:30 to take down and transport the stalls back to their storage locations. A set payment is received for this work, as set out in paragraph 12.1.

- 3.3 Several vehicles (either a transit van or tractor) are used to tow trailers loaded with market tabletops, poles and frames from storage sheds in Ripon and Knaresborough to the marketplace for erection. This process has remained largely unchanged for over 20 years, although over time the number of stalls erected has reduced as the number of stall holders has reduced and new stall holders 'self-set' their stalls with their own pop-up stalls and rails.
- 3.4 Following an incident on 03 March 2024 during the set-up of Ripon Market an investigation concluded the number of stall ends carried on a trailer should be significantly reduced. This was because, as a customised trailer design, the permissible load of each axel could not be identified - meaning it was necessary to default to the maximum tow weight of this type of trailer. This has effectively made these trailers redundant for operational use.
- 3.5 To ensure the safety of staff, customers and the public an alternative operating procedure has been put in place, using a standard flatbed transit van to move the market stall ends. This has been risk assessed prior to implementation but takes twice as long to undertake due to an increased number of trips and requires more staff to ensure risk from the manual handling is mitigated. In November 2024, a further regular trailer has been taken out of service as it did not pass its annual test. Therefore, these work arounds are increasing and remain a temporary arrangement due to the additional cost and time taken and added risk of staff not wishing to undertake this voluntary duty.
- 3.6 All market traders for Knaresborough and Ripon pay a licence fee per stall to stand at the market each week. Based on the last full financial year of 2023/24 the fee for a regular trader paying by direct debit was £20.70 per stall per week, falling to £17.40 in the Winter season. Where NYC provides a stall, a surcharge of £5 was levied towards the estimated total cost of £17 per stall. The Council is therefore subsidising the cost of stall set up to the value of around £35,000 per year, based on the average number of stalls put up each week. However, the final outturn for the year indicated an actual cost of £25,000 by carefully managing the number of staff required to set up stalls. With the current temporary work around in place additional staff are required which will likely negate any savings seen the year before.
- 3.7 The service has investigated the capital implications to continue providing the market stall service. To replace the six trailers with a modern and compliant design will cost 6 x £5,500 (£33,000). Alongside the lead in times for any procurement process there is a real risk of service failure given the short-term nature of the work around and the risk other issues arising.

#### **4.0 CONSULTATION UNDERTAKEN AND RESPONSES**

- 4.1 Consultation has been undertaken with NYC staff who deliver the stall set up service, directly with affected market traders, divisional North Yorkshire Council members, Executive Member for Highways and Transportation, Knaresborough Town Council, Ripon City Council, the Harrogate and Knaresborough Area Committee, and the Skipton and Ripon Area Committee.
- 4.2 Details of the formal staff consultation are set put in paragraph 12 (Human Resources Implications) of this report.
- 4.3 All traders received a letter via email on 23 July 2024 detailing the proposals to move to self-set stalls and included a feedback form and email address for comments by 21 August 2024 with a proposed implementation date of 01 September 2024. Senior Officers from the Parks and Grounds service also attended both market places that week and the following week to speak directly with traders to ensure they had received the Council's communication and to hear first-hand how this would impact them.

- 4.4 The early feedback from traders and other interested stakeholders was helpful in highlighting potential issues and where further engagement was required. Subsequently, a formal decision on markets harmonisation was put back until later in the municipal year, with implementation thereafter.
- 4.5 There were 11 responses to the consultation feedback form which were broadly from those mostly like to be affected with the majority (9) of those stating they are reliant on erection of NYC stalls due the limiting factor of the size and weight of including stalls in their vehicles along with their stock. The detailed responses are included in Appendix A to this report.
- 4.5 The Executive Member for Highways and Transportation, alongside the relevant North Yorkshire Council divisional members have been kept apprised of the emerging proposals and have supported with local engagement with the respective parishes and within the context of the devolution agenda.
- 4.6 On 12 September 2024, the Harrogate and Knaresborough Area Committee received a petition of over 500 signatures 'to reconsider the plans to require Knaresborough market traders to self-erect their stalls, and preserve a beloved local landmark'. Following the debate, it was resolved that the committee make recommendations to the decision maker, as follows:
- a) The discussions between North Yorkshire Council and Knaresborough Town Council should continue at pace.
  - b) no final decision on the implementation of the proposals be made until the discussions be completed.
- 4.7 Subsequently, two in person meetings have taken place with Knaresborough Town Council, (KTC) one on 12 September 2024 and a further meeting on 14 October 2024. The purpose of these meetings was to explore the opportunities for devolution of market operations and provide detailed information on the operating model of Knaresborough market. Information on trader terms and conditions, staffing, and financial performance have been shared and KTC is now considering this information for its own decision.
- 4.8 Ripon City Council invited NYC to give a presentation on the proposals to their Council meeting on 07 October 2024. Discussion focussed on the possible local impact(s) of changes to the market operating model and questions were received around trader engagement and the potential to work with traders from other self-set markets. Subsequently, detailed information on the operating model of Ripon market such as trader terms and conditions, staffing, and financial performance have been shared to help inform their own decision on devolution.
- 4.9 The Skipton and Ripon Area Committee received a petition 'Save Ripon Market' to their meeting on 21 November 2024, which had over 500 signatures. Following the debate, it was resolved that the committee make recommendations to the decision maker, as follows:
- a) That the Executive Member for Highways and Transportation defer making a decision on this issue for six months, continuing the service.
  - b) That North Yorkshire Council actively and aggressively markets the space that exists on Ripon Marketplace for use on market days.
  - c) That if this change in policy is still being considered following the active and aggressive marketing of the space, an economic and community impact assessment is carried out to assess the vitality of the market. This should only be carried out if the change in policy is still being considered. The Area Committee should be consulted on the assessment before a decision is brought before the Executive Member for Highways and Transportation.
  - d) That North Yorkshire Council engages in detailed discussions with stall holders that don't self-erect elsewhere, discussing alternative approaches if North Yorkshire Council does withdraw the erection of the stalls.

- 4.10 From an operational perspective, postponing a decision and continuing market operations 'as is' for at least six months is not viable without immediate further financial and management intervention. However, the complex stakeholder context is recognised and the need for North Yorkshire Council to support devolution of services and allow sufficient time for current discussions to conclude. It is therefore proposed that any decision to cease the current stall set up arrangements be deferred giving all stakeholders certainty of the direction of travel and sufficient time to plan.
- 4.11 The proposal to market and promote any vacant pitches is welcomed has been identified within the risk management implications as a practical mitigation to any loss of traders and footfall.

## **5.0 ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 The option to continue stall set up with the temporary operational work around in the long term was considered. It is recommended that this option is rejected as this will increase costs, manual handling, overall worked hours, and likelihood of a service failure.
- 5.2 The option to continue stall set up with new trailer equipment was considered. It is recommended that this option is rejected due to the cost and slow speed of implementation and the benefits of a harmonised approach for the whole of North Yorkshire would be missed.
- 5.3 The option to continue stall set up with new trailer equipment and a full cost recovery model (over a 5-year period) was considered. It is recommended that this option is rejected as it would represent an unsustainable increase to traders in the stall surcharge from £5 to £28 per stall, per week. The benefits of a harmonised approach for the whole of North Yorkshire would also be missed.

## **6.0 IMPACT ON OTHER ORGANISATIONS**

- 6.1 It has been recognised through discussion that NYC currently provides a commercial service to provide and erect stalls once per year for the organisers of the Knaresborough Christmas Market. In implementing any decision, the community have requested the Council works with them to safeguard this event both in terms of retaining the stalls for this use and commissioning staff to undertake stall set up and dismantling.

## **7.0 FINANCIAL IMPLICATIONS**

- 7.1 Financial cost implications are considered in paragraph 3 of this report, with a full schedule of costs set out in Appendix B, based on the previous full financial year 2023/24. In summary a saving of the current subsidy of £35,000 is anticipated per annum and is reflected in current overarching transformation plans for the service.
- 7.2 If 9 traders (comprising 15 stalls) were to cease trading at the market as indicated through the consultation exercise, there would be a corresponding drop in income equivalent to £1,200 per month. However, as identified through the risk assessment, there are several routes to mitigate this risk for example through potential devolution arrangements or continued promotion of the market to new stall holders.
- 7.3 The financial implications from potential redundancy are summarised in paragraph 12.2 and are not expected to exceed a one off cost of £10,000.

## **8.0 LEGAL IMPLICATIONS**

- 8.1 Any legal implications arising from this decision are contained in the body of this report. Any legal implications associated with the running of the markets pursuant to double devolution will be the subject of a future report.

## **9.0 EQUALITIES IMPLICATIONS**

- 9.1 An Equalities Impact Assessment (EIA) has been undertaken for proposed changes as set out in Appendix C. This has highlighted there may be an adverse impact to continue with the proposal. This could include for older people that prefer the market to shop locally and a possible temporary reduction in stalls could reduce personal choice.
- 9.2 The proposals will have an effect on any market traders who have a disability and are unable to erect their own stalls. NYC has offered all traders use of the council stalls with the proviso that they store and erect them themselves and at their own cost. As business owners, traders will have the option to pay for assistance via another person/business of their choosing to erect their stalls on their behalf. In balance for the whole of the county - any market traders with protected characteristics at other Council ran markets do not get Council assistance to assemble their stalls.
- 9.3 The proposals could have an effect on the public who have a disability and who prefer to shop locally, however, the market will still be operational but personal choice could be reduced. The number of local shops and supermarkets would not be affected.
- 9.4 Overall the operational context to the proposed decision together with the need to deliver on transformation plans means that the both the working arrangements and subsidy cannot be sustained beyond the short term.
- 9.5 The proposed action plan arising from the EIA recommends that devolution discussions with the relevant parishes continue as this may lead to the continuation of a stall set-up service by another operator. Additionally, a post implementation review should be completed after 6-12 months to review actual impacts and any further actions required.

## **10.0 CLIMATE CHANGE IMPLICATIONS**

- 10.1 A Climate Change Impact Assessment has been undertaken in the preparation of this report as set out in Appendix D. This indicated a broadly positive outcome for the proposal through a reduction in business mileage with associated CO2 emissions potentially reducing by just under 1 tonne (929kg) based on the current use of a standard 2 litre diesel flatbed transit van, with cab. Associated emissions from traders bringing their own stalls are estimated as marginal from increased vehicle weight.

## **11.0 RISK MANAGEMENT IMPLICATIONS**

- 11.1 A risk assessment on the implications of ceasing the stall set up service is provided in Appendix E to this report. The key risks identified centre on the possibility that some traders may choose to leave the market as a result of changing the operating model and the associated financial impact, whilst paradoxically the consequence of not implementing the decision also risks a potentially larger financial impact of making unplanned capital investments, or a service failure from not being able to secure staffing resource.
- 11.2 Mitigations around maintaining stall holder numbers, such as continued promotion of the market to potential new traders who operate a self-set model, are considered to have a positive impact. However, the benefit of mitigations should implementation not proceed is assessed as minimal as the underlying causes will remain.

## 12.0 HUMAN RESOURCES IMPLICATIONS

- 12.1 A small pool of six staff currently undertake the market stall erection duties for the Council. The role is not a formally evaluated one, but a fixed payment is received for the complete job of erecting and dismantling the stalls on market days at the following rates

Market	Staff pay rate
Knaresborough (Wednesday)	£83.69
Ripon (Thursday)	£79.13
Ripon (Saturday)	£53.43

- 12.2 A formal 30-day staff consultation was conducted between 23 July 2024 and 21 August 2024, with no substantive comments received. However, staff have indicated they are prepared to continue stall set up in the short term whilst a formal decision is reached and communicated.
- 12.3 Advice from Human Resources and discussion with UNISON has concluded that where staff meet the necessary threshold, a redundancy payment for this element of their work would be payable if the decision to cease stall set-up is implemented. Actual sums will need to be calculated on an individual basis closer to implementation but would be a one off cost and is expected to be less than £10,000.
- 12.4 Should Ripon City Council or Knaresborough Town Council wish to take on running the markets, including continuing to set up stalls for some traders, it is not envisaged that TUPE protection would apply to stall set up staff as this additional voluntary task is a relatively small part of these employees' time spent in work.

## 13.0 REASONS FOR RECOMMENDATIONS

- 13.1 To ensure that a harmonised and equitable approach to NYC run markets is adopted that also reduces the risk of a service failure and contributes to the Environment Directorate transformation programme.

## 14.0 RECOMMENDATIONS

- 14.1 It is recommended that the Corporate Director for Environment, in consultation with the Executive Member for Highways and Transportation:
- i. Note the contents of the Equalities and Climate Change Impact Assessments.
  - ii. Agree that the current subsidised stall set-up arrangements be discontinued by North Yorkshire Council.
  - iii. Agree that implementation is delayed by a period of six months to minimise the impact on trading over the busy Christmas period, and to allow separate discussions supported by the Localities Team to continue with Knaresborough Town Council and Ripon City Council in relation to their devolution ambitions.
  - iv. Agree that existing promotion of the markets is expanded to mitigate any adverse impacts from changing the operating model.
  - v. Confirm that the outcome of this report be communicated to affected staff so the necessary formal HR processes can be concluded.

## APPENDICES:

- Appendix A – Trader feedback (anonymised)
- Appendix B – Financial summary
- Appendix C – Equalities impact assessment (EIA)
- Appendix D – Climate change impact assessment
- Appendix E – Risk Assessment



**BACKGROUND DOCUMENTS:**

Draft minute 82 Harrogate and Knaresborough Area Committee, 12 September 2024  
Draft minute 147 Skipton and Ripon Area Committee, 21 November 2024

Karl Battersby  
Corporate Director – Environment  
County Hall  
Northallerton  
21 November 2024

Report Author – Jon Clubb, Head of Parks & Grounds  
Presenter of Report – Jon Clubb, Head of Parks & Grounds

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

**Annex 2 - Trader feedback full text**

Summary analysis of responses:

- 11 responses in total.
- 5 trade at Knaresborough only.
- 2 trade at Ripon market only.
- 4 trade at both markets.
- 2 have said they own their own stall (1 of which uses this at the markets)
- All but one trader in this survey response would like the use of an NYC stall.
- 6 traders (10 stalls) in Knaresborough said they would leave the market if changes implemented.
- 3 traders (5 stalls) in Ripon said they would leave the market if changes implemented.

Full text responses:

Business / Trader: <b>Trader 1</b>
Trading at: Knaresborough
No. stalls: x1
Has own stall: No
Comments: I have been a trader at Knaresborough Market since April 2008. As the only egg stall on the market I feel I provide a valuable service to the locals. I attend the market with my Dad who has the watch stall next to me. We come to the market together in an estate car, therefore, bringing stalls would not even be an option as the car is absolutely full of stock, therefore having the use of a stall from NYC is imperative to me being able to continue on the market. I have built this market up over a number of years and this is now a substantial part of my income.

Business / Trader: <b>Trader 2</b>
Trading at: Knaresborough
No. stalls: x1
Has own stall: No
Comments: I have been on Knaresborough market since April 2018 as a regular trader. I offer a watch battery/repair service and feel this its essential for local people as there is no longer a jeweller in the town where people could get this done. I attend the market with my son who has the egg stall and stands next to me. We come to the market together in an estate car, therefore, bringing stalls would not even be an option as the car is absolutely full of stock, therefore having the use of a stall from NYC is imperative to me being able to continue on the market. I have built this market up over a number of years and this is now a substantial part of my income.

Business / Trader: <b>Trader 3</b>
Trading at: Knaresborough & Ripon
No. stalls: x1
Has own stall: Yes
Comments: The market stall provided by the council are heavier duty and provide a little more stability and protection when it is windy.

Business / Trader: <b>Trader 4</b>
Trading at: Knaresborough
No. stalls: x2
Has own stall: No
Comments: Between myself and partner, we have 4 stalls. If, the proposals are implemented we would reluctantly have to leave the market. This would have severe implications financially to us and would also impact on the shop keepers of Knaresborough.



Business / Trader: <b>Trader 5</b>
Trading at: Knaresborough
No. stalls: x2
Has own stall: No
Comments: It is not feasible to transport own self erect stalls so both myself and partner would have to leave Knaresborough Market if these proposals are enacted. This means 4 stalls would be lost, there would be a negative impact on Knaresborough and feedback from local people has been supportive of affected market traders. It is not possible to transport own self erect stalls to Knaresborough. This proposal will lead to significant loss of revenue to me and others, including local businesses. It is against common decency. Why does a small cost once a week impact NYC so much? It surely doesn't. If it's cost saving, why have we 4 people cleaning Knaresborough on market day, when previously one did it? No doubt the council are fully signed up to the 2030 agenda and attacks on small businesses, but why does the proposed introduction not date from 1 Jan 2025 allowing traders the Christmas period? And time to fully engage in discussions. Or has the decision already been made?

Business / Trader: <b>Trader 6</b>
Trading at: Knaresborough & Ripon
No. stalls: x1 (own)
Has own stall: Yes – and uses this at the market
Comments: We are relatively new traders and see the markets from possibly a different angle to other more established traders. As traders who have our own gazebo/stall we understand how transporting it to weekly & artisan markets reduces the amount of stock we can carry. Any existing traders who suddenly need to change their business model will clearly be adversely affected. We do not understand the background to this proposal but from our point of view and put simply, any action which has a negative impact can only be self-defeating and will no doubt result further down the line in corrective and more costly action.

Business / Trader: <b>Trader 7</b>
Trading at: Knaresborough & Ripon
No. stalls: x2
Has own stall: Yes
Comments: I can't fit my stalls in the van on Wednesday and Thursday. I do have my own stalls which I use on Tuesday at Otley market but I take 2 vans there as I only live 20 minutes away. It would not be cost effective to take both vans to Knaresborough and Ripon. So if this goes ahead I will have no choice but to leave.

Business / Trader: <b>Trader 8</b>
Trading at: Knaresborough
No. stalls: x2
Has own stall: No
Comments: It is not possible for me to erect my own stall. This proposal is causing me anxiety on top of my daily battle with my disability. My business is a huge part of Knaresborough community after trading for 35 years. I work with the churches, local businesses, funeral directors and loyal public. Have you done an Equality Impact Assessment? I feel you have a duty of care to me under the Equality Act 2010. I will have to close my business if this proposal goes ahead. I look forward to hearing from you soon Mrs ** *****

## Appendix A

Business / Trader: <b>Trader 9</b>
Trading at: Ripon
No. stalls: x2
Has own stall: No
<p>Comments: Due to the weight factor of 20 foot of steel and 4 boards plus my stock would put my van overweight. I have built my business up on Ripon Market using your stalls. I bought a new van twelve months ago at a cost of £18,000 that it is Ultra Low Emission Zone (ULEZ) compliant so I can drive through areas with restrictions now and in the future. I cannot afford to buy a larger van and fit it out to carry bars just for Ripon market. Ripon Market will have to consider cancelling more market days when it is windy as portable stalls are much lighter than the current council stalls. It is mentioned that other North Yorkshire markets have self-erect stalls but that is how the market has been operating for many years, encouraging traders with self-erect stall to stand. However, that has not been the case at Ripon, we have been encouraged to use the council stalls and this is how we as traders have planned our future at Ripon Market. Leeds Council have looked into the self-erecting option but decided against it as the amount of traders lost would offset any financial gains by not supplying stalls. My personal solution would be for the council to continue putting up stalls for existing traders but future new traders to self-erect.</p>

Business / Trader: <b>Trader 10</b>
Trading at: Ripon
No. stalls: x1
Has own stall: No
<p>Comments: Hi Guys, we travel quite far to this market from Reeth and my daughter does this market for us. As a 2 person business we really rely on this market for my daughter's wages and her little car does not have the space for a market stall. We really need a stall putting up for us. We are very consistent since we started and never not turn up. Thank you.</p>

Business / Trader: <b>Trader 11</b>
Trading at: Knaresborough & Ripon
No. stalls: x1
Has own stall: Yes
Comments: N/A.

Appendix B

Cost Centre Name	Subjective	Subjective Description	In Year Budget - Expenditure (£)	In Year Budget - Income (£)	In Year Net Budget (£)	Actuals YTD - Expenditure (£)	Actuals YTD - Income (£)	Actuals YTD (£)		Bud vs Act Var
Knareborough Market	1100	AP&T Staff Gross Pay	29,900	-	29,900	28,573	-	28,573		1,327.21
Knareborough Market	1104	AP&T NI Contribution	-	-	-	2,801	-	2,801		2,801.26
Knareborough Market	1105	AP&T Staff Pensions Contributions	-	-	-	5,894	-	5,894		5,893.50
Knareborough Market	2105	Property Maintenance	500	-	500	-	-	-		500.00
Knareborough Market	2181	Waste Collection	2,300	-	2,300	-	-	-		2,300.00
Knareborough Market	2300	Rates (inc Council Tax)	7,800	-	7,800	4,990	-	4,990		2,810.00
Knareborough Market	2600	Fuel & Oil	1,300	-	1,300	-	-	-		1,300.00
Knareborough Market	4370	Other Expenses General	-	-	-	225	-	225		225.00
Knareborough Market	5200	Fees - Other	-	71,100	71,100	-	63,208	63,208		7,892.50
Markets Management Area C	1100	AP&T Staff Gross Pay	27,800	-	27,800	23,504	-	23,504		4,295.90
Markets Management Area C	1104	AP&T NI Contribution	-	-	-	1,388	-	1,388		1,388.20
Markets Management Area C	1105	AP&T Staff Pensions Contributions	-	-	-	4,361	-	4,361		4,360.75
Markets Management Area C	3006	Equipment Purchase	200	-	200	-	-	-		200.00
Ripon Market	1100	AP&T Staff Gross Pay	17,700	-	17,700	-	-	-		17,700.00
Ripon Market	2105	Property Maintenance	300	-	300	225	-	225		75.00
Ripon Market	2181	Waste Collection	2,100	-	2,100	-	-	-		2,100.00
Ripon Market	2300	Rates (inc Council Tax)	8,600	-	8,600	6,488	-	6,488		2,112.50
Ripon Market	2600	Fuel & Oil	800	-	800	-	-	-		800.00
Ripon Market	5200	Fees - Other	-	70,500	70,500	-	56,507	56,507		13,992.71

			99,300	- 141,600	- 42,300	77,998	- 119,715	- 41,717	-	- 583
		A) Cost of erecting stalls	50,500		Actual Cost	37,493				
		B) Management costs (i.e. Markets Officer, Street Cleansing)			28,000		Actual Cost	29,253		
		C) Additional costs (not shown in above)	36,990							
		Market stall storage recharge	17,130							
		Overheads charge of 20%	19,860							
		Waste disposal						4,400		
		Fuel Oil						2,100		
		<b>TOTAL BUDGET FOR MARKETS</b>	<b>136,290</b>	<b>- 141,600</b>	<b>- 5,310</b>		<b>- 119,715</b>	<b>16,575</b>		

Illustration of Knaresborough Market Budget									
		Expenditure	Income	Net	Actuals				
	Stall set up 60%	30,300		30,300	22,496				
	Markets Officer 50%	14,000		14,000	14,000				
	All other costs (fuel, waste, tax)	10,100		10,100	6,565				
	Share of additional costs 50%	18,495		18,495	18,495				
	Fees (i.e. income)		- 71,100	-71,100	-63,208				
		<b>72,895</b>	<b>71,100</b>	<b>1,795</b>	<b>-1,652</b>				

Illustration of Ripon Market Budget									
		Expenditure	Income	Net	Actuals				

	Stall set up 40%	20,200	20,200	14,997			
	Markets Officer 50%	14,000	14,000	14,000			
	All other costs (fuel, waste, tax)	10,700	10,700	9,613			
	Share of additional costs 50%	18,495	18,495	18,495			
	Fees (i.e. income)	-	-70,500	-56,507			
		<b>63,395</b>	<b>-70,500</b>	<b>597</b>			

	<b>Stalls subsidy (across both markets)</b>						
		<b>Budgeted</b>		<b>Actual</b>			
	Cost of erecting stalls	50,500.00		37,492.55			
	No. of stalls set up in year (57 pw x 52 wks)	2,964.00		2,964.00			
	Cost per stall	17.04		12.65			
	Subsidy charged to traders per stall	-5.00		-5.00			
	Net cost	12.04		7.65		<b>Median point</b>	
	Cost to Council	<b>35,680.00</b>		<b>22,672.55</b>		<b>29,176.28</b>	

**Trailer replacement if required**

	Trailer for poles – £5500 + VAT each (Require 1 for each location) = Total: £11,000 + VAT					
	Trailer for boards - £5500 + VAT (Require 1 for each location) = Total: £11,000 +VAT					
	currently unknown. =Total £11,000 + custom attachments.					

<b>Income per stall per year (excluding set up surcharge)</b>				
	£ Charge per stall	X no. of weeks	Sub Total	
Summer rate	20.7	40	- 828	
Winter rate	17.4	12	- 209	

**Appendix B**

			- <b>1,037</b>	
Averaged over year (per week)			- 19.94	
4 weeks allowable breaks / absence			79.75	
Total expected income per stall per year			- <b>957</b>	

**Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics**  
(Form updated October 2023)

Markets Harmonisation Ripon & Knaresborough

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যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔



**Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.**

Name of Directorate and Service Area	Parks and Grounds
Lead Officer and contact details	Jonathan Clubb – Head of Parks & Grounds
Names and roles of other people involved in carrying out the EIA	Sheila Horner – Strategy & Performance Manager Environment
How will you pay due regard? e.g., working group, individual officer	Individual officer with advice from colleagues in legal team and direction from the HoS Parks and Grounds.
When did the due regard process start?	July 2024

**Section 1. Please describe briefly what this EIA is about.** (e.g. are you starting a new service, changing how you do something, stopping doing something?)

The proposal is to cease the set-up of Council owned market stalls at Ripon and Knaresborough

**Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it?** (e.g., to save money, meet increased demand, do things in a better way.)

As a unitary authority, North Yorkshire Council (NYC) operates seven outdoor markets across the county with five of these (Thirsk, Northallerton, Helmsley, Pickering and Whitby) operating as 'self-set' where traders bring and set up their own stalls each week. Two markets, Knaresborough and Ripon, operate differently where permanent traders have the option of stalls being supplied and erected by the Council for a modest surcharge on their pitch rentals. The proposal is to harmonise the operating



model across the county and cease setting up market stalls for traders at Knaresborough and Ripon markets, bringing operations in line with how the other five outdoor markets run, to deliver a long term, efficient and sustainable solution.

If implemented, the proposals would address the current annual subsidy for stall set up which is in the region of £25,000 - £35,000 and address the current lack of correct transport and equipment that is required to safely and legally transport the market stalls and subsequent equipment.

**Section 3. What will change? What will be different for customers and/or staff?**

The change could result in a total of nine traders (total of fifteen market stalls overall) not having the business capacity to attend the market days of both sites.

Council officers who currently set up the stalls, would no longer be required to work additional hours outside of their substantive posts hours.

**Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)**

Market traders affected by the proposals have been contacted by letter and have had the opportunity to submit comments. Eleven responses have been noted.

Council Officers would be notified through the Council HR process.

**Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?**

If implemented, the proposals would address the current annual subsidy for stall set up which is in the region of £25,000 - £35,000 at a cost loss to the council.

<b>Section 6. How will this proposal affect people with protected characteristics?</b>	<b>No impact</b>	<b>Make things better</b>	<b>Make things worse</b>	<b>Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.</b>
Age			x	The proposals could have an effect on the elderly who prefer to shop locally, however, the market will still be operational but personal choice could be reduced. The number of local shops and supermarkets would not be affected.
Disability			x	The proposals will have an effect on any market traders who have a disability and are unable to erect their own stalls. NYC has offered all traders use of the council stalls with the proviso that they store and erect them themselves and at their own cost. As business owners, traders will

## Appendix C

				<p>have the option to pay for assistance via another person/business of their choosing to erect their stalls on their behalf.</p> <p>In balance for the whole of the county - any market traders with protected characteristics at other Council ran markets do not get Council assistance to assemble their stalls.</p> <p>The proposals could have an effect on the public who have a disability and who prefer to shop locally, however, the market will still be operational but personal choice could be reduced. The number of local shops and supermarkets would not be affected.</p>
Sex	x			
Race	x			
Gender reassignment	x			
Sexual orientation	x			
Religion or belief	x			
Pregnancy or maternity	x			
Marriage or civil partnership	x			

<b>Section 7. How will this proposal affect people who...</b>	<b>No impact</b>	<b>Make things better</b>	<b>Make things worse</b>	<b>Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.</b>
..live in a rural area?	x			
...have a low income?	x			
...are carers (unpaid family or friend)?	x			
..... are from the Armed Forces Community	x			

<b>Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)</b>	
North Yorkshire wide	
Craven	
Hambleton	
Harrogate	x
Richmondshire	
Ryedale	
Scarborough	
Selby	
<b>If you have ticked one or more areas, will specific town(s)/village(s) be particularly impacted? If so, please specify below.</b>	
Ripon and Knaresborough	

<b>Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.</b>
No.

<b>Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)</b>	<b>Tick option chosen</b>
<b>1. No adverse impact - no major change needed to the proposal.</b> There is no potential for discrimination or adverse impact identified.	
<b>2. Adverse impact - adjust the proposal -</b> The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
<b>3. Adverse impact - continue the proposal -</b> The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	x
<b>4. Actual or potential unlawful discrimination - stop and remove the proposal –</b> The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
<b>Explanation of why option has been chosen. (Include any advice given by Legal Services.)</b>	

The operational context to the proposed decision together with the need to deliver on transformation plans means that the both the working arrangements and subsidy cannot be sustained beyond the short term.

**Section 11. If the proposal is to be implemented how will you find out how it is really affecting people?** (How will you monitor and review the changes?)

To undertake a post implementation review 6-12 months after any changes are made. However, this will need to take account of any further decision around devolution of services and the possibility that a similar stall set-up service may be continued by another operator in the future.

**Section 12. Action plan.** List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.

Action	Lead	By when	Progress	Monitoring arrangements
Continued devolution discussions	HoS Parks & Grounds	Ongoing (there are currently no deadlines imposed for devolution of services)		
Post implementation Review	Commercial Manager – Parks & Grounds	July – Dec 2025		Assessment of what actually took place in terms of stall holder numbers.

**Section 13. Summary** Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The EIA has highlighted there may be an adverse impact to continue with the proposal. This could include older people that prefer the market to shop locally and a possible temporary reduction in stalls could reduce personal choice.

The proposals will have an effect on any market traders who have a disability and are unable to erect their own stalls. NYC has offered all traders use of the council stalls with the proviso that they store and erect them themselves and at their own cost. As business owners, traders will have the option to pay for assistance via another person/business of their choosing to erect their stalls on their behalf. In balance for the whole of the county - any market traders with protected characteristics at other Council ran markets do not get Council assistance to assemble their stalls.

The proposals could have an effect on the public who have a disability and who prefer to shop locally, however, the market will still be operational but personal choice could be reduced. The number of local shops and supermarkets would not be affected.

Overall the operational context to the proposed decision together with the need to deliver on transformation plans means that the both the working arrangements and subsidy cannot be sustained beyond the short term.

The proposed action plan arising from the EIA recommends that devolution discussions with the relevant parishes continues as this may lead to the continuation of a stall set-up service by another

operator. Additionally, a post implementation review should be undertaken 6-12 months post implementation to review actual impacts and actions required.

**Section 14. Sign off section.**

This full EIA was completed by:

**Name: Job title: Jon Clubb, Head of Parks & Grounds**

**Directorate: Environment**

**Signature:**

**Completion date: 15 November 2024**

**Authorised by relevant Assistant Director (signature): Barrie Mason**

**Date: 25/11/2024**

## Climate change impact assessment

The purpose of this assessment is to help us understand the likely impacts of our decisions on the environment of North Yorkshire and on our aspiration to achieve net carbon neutrality by 2030, or as close to that date as possible. The intention is to mitigate negative effects and identify projects which will have positive effects.

This document should be completed in consultation with the supporting guidance. The final document will be published as part of the decision making process and should be written in Plain English.

If you have any additional queries which are not covered by the guidance please email [climatechange@northyorks.gov.uk](mailto:climatechange@northyorks.gov.uk)

### Version 2: amended 11 August 2021

**Please note: You may not need to undertake this assessment if your proposal will be subject to any of the following:**

Planning Permission  
Environmental Impact Assessment  
Strategic Environmental Assessment

However, you will still need to summarise your findings in the summary section of the form below.

Please contact [climatechange@northyorks.gov.uk](mailto:climatechange@northyorks.gov.uk) for advice.

<b>Title of proposal</b>	<b>Markets Harmonisation – Knaresborough &amp; Ripon</b>
<b>Brief description of proposal</b>	To bring forward proposals to harmonise the operation of the seven outdoor markets managed by North Yorkshire Council and thereby ceasing the subsidised stall set up service provided to stall holders at Knaresborough and Ripon markets.
<b>Directorate</b>	Environment
<b>Service area</b>	Highways and Infrastructure / Parks and Grounds
<b>Lead officer</b>	Jonathan Clubb, Head of Parks and Grounds
<b>Names and roles of other people involved in carrying out the impact assessment</b>	N/A
<b>Date impact assessment started</b>	11 November 2024

**Options appraisal**

Were any other options considered in trying to achieve the aim of this project? If so, please give brief details and explain why alternative options were not progressed.

- The option to continue stall set up with the temporary operational work around was considered. It is recommended that this option is rejected as this will increase costs, manual handling, overall worked hours, and likelihood of a service failure.
- The option to continue stall set up with new trailer equipment was considered. It is recommended that this option is rejected due to the cost and slow speed of implementation and the benefits of a harmonised approach for the whole of North Yorkshire would be missed.
- The option to continue stall set up with new trailer equipment and a full cost recovery model (over a 5 year period) was considered. It is recommended that this option is rejected as it would represent an unsustainable increase to traders in the stall surcharge from £5 to £28 per stall, per week. The benefits of a harmonised approach for the whole of North Yorkshire would also be missed.

**What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?**

A saving of the currently subsidy to set up market stalls of £25,000 - £35,000 is anticipated per annum, and is reflected in current overarching transformation plans for the service.



<p>How will this proposal impact on the environment?</p> <p>N.B. There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p><b>Positive impact</b> (Place a X in the box below where</p>	<p><b>No impact</b> (Place a X in the box below where</p>	<p><b>Negative impact</b> (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> <li>• Changes over and above business as usual</li> <li>• Evidence or measurement of effect</li> <li>• Figures for CO<sub>2</sub>e</li> <li>• Links to relevant documents</li> </ul>	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Minimise <b>greenhouse gas emissions</b> e.g. reducing emissions from travel, increasing energy efficiencies etc.</p>	<p>Emissions from travel</p>	<p>X</p>		<p>Assumed GHG emissions from travel associated with market stall set up. Vehicle: Ford Transit (flatbed with cab), 2L diesel, 181g/km CO<sub>2</sub> emissions. Mileage: 1 x return trip, Harrogate Claro Depot – Knaresborough Market at: 13km x 181g CO<sub>2</sub>/km = 2.4 kg of CO<sub>2</sub> 2 x return trips pw, Harrogate Claro Depot – Ripon Market Place at: 84km x 181g CO<sub>2</sub>/km = 15.2kg of CO<sub>2</sub>. Plus 10% incidental emissions from manoeuvring stalls on site: (2.4kg CO<sub>2</sub> + 15.2kg CO<sub>2</sub>) = 17.6kg + 10% = 1.76 kg CO<sub>2</sub>.</p> <p>Total emissions: 19.36kg of CO<sub>2</sub> per week / 929.28kg of CO<sub>2</sub> per year (assuming 48 x markets)</p>	<p>N/A</p>	<p>By ceasing stall set up operations, travel by NYC will be reduced. Traders' emissions may increase if they bring their own stalls but is expected to be marginal given they are making the trip anyway, whereas NYC stall set up requires specific, regular travel to / from the depot.</p>

<p>How will this proposal impact on the environment?</p> <p><b>N.B.</b> There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p><b>Positive impact</b> (Place a X in the box below where</p>	<p><b>No impact</b> (Place a X in the box below where</p>	<p><b>Negative impact</b> (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> <li>• Changes over and above business as usual</li> <li>• Evidence or measurement of effect</li> <li>• Figures for CO<sub>2</sub>e</li> <li>• Links to relevant documents</li> </ul>	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>	
	Emissions from construction		X				
	Emissions from running of buildings		X				
	Emissions from data storage		X				
	Other		X				
<p>Minimise <b>waste</b>: Reduce, reuse, recycle and compost e.g. reducing use of single use plastic</p>			X				
<p>Reduce <b>water</b> consumption</p>			X				
<p>Minimise <b>pollution</b> (including air, land, water, light and noise)</p>			X				

<p>How will this proposal impact on the environment?</p> <p><b>N.B.</b> There may be short term negative impact and longer term positive impact. Please include all potential impacts over the lifetime of a project and provide an explanation.</p>	<p><b>Positive impact</b> (Place a X in the box below where</p>	<p><b>No impact</b> (Place a X in the box below where</p>	<p><b>Negative impact</b> (Place a X in the box below where</p>	<p>Explain why will it have this effect and over what timescale?</p> <p>Where possible/relevant please include:</p> <ul style="list-style-type: none"> <li>• Changes over and above business as usual</li> <li>• Evidence or measurement of effect</li> <li>• Figures for CO<sub>2</sub>e</li> <li>• Links to relevant documents</li> </ul>	<p>Explain how you plan to mitigate any negative impacts.</p>	<p>Explain how you plan to improve any positive outcomes as far as possible.</p>
<p>Ensure <b>resilience</b> to the effects of climate change e.g. reducing flood risk, mitigating effects of drier, hotter summers</p>		<p><b>X</b></p>				
<p>Enhance <b>conservation</b> and wildlife</p>		<p><b>X</b></p>				
<p>Safeguard the distinctive characteristics, features and special qualities of <b>North Yorkshire's landscape</b></p>		<p><b>X</b></p>				
<p>Other (please state below)</p>		<p><b>X</b></p>				

**Are there any recognised good practice environmental standards in relation to this proposal?** If so, please detail how this proposal meets those standards.

N/A

**Summary** Summarise the findings of your impact assessment, including impacts, the recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.

The Climate Change Impact Assessment indicates a broadly positive outcome for the proposal through a reduction in business mileage with associated CO2 emissions potentially reduced by just under 1 tonne (929kg) based on the current use of a standard 2 litre diesel flatbed transit van, with cab. Associated emissions from traders bringing their own stalls are estimated as marginal from increased vehicle weight.

**Sign off section**

This climate change impact assessment was completed by:

<b>Name</b>	<b>Jonathan Clubb</b>
<b>Job title</b>	<b>Head of Parks and Grounds</b>
<b>Service area</b>	<b>Highways &amp; Infrastructure – Parks and Grounds</b>
<b>Directorate</b>	<b>Environment</b>
<b>Signature</b>	
<b>Completion date</b>	<b>11 November 2024</b>

**Authorised by relevant Assistant Director (signature):** Barrie Mason

**Date:** 25/11/2024



**RISK ASSESSMENT FORM**

RISK ASSESSMENT DETAILS		RISK MATRIX & RATING					
<b>Directorate</b>	Environment	<b>POTENTIAL OUTCOME</b>				<b>LIKELIHOOD</b>	
<b>Team</b>	Parks and Grounds	Catastrophic	Definite failure / highly significant costs			Highly likely	More likely to occur
<b>Title of risk assessment</b>	Markets Harmonisation – Knaresborough and Ripon	Major	Possible failure / and major costs			Likely	
<b>Details of activity:</b>	To harmonise the operation of the seven outdoor markets managed by North Yorkshire Council and thereby ceasing the subsidised stall set up service provided to stall holders at Knaresborough and Ripon markets.	Moderate	Likely issues or costs			Possible	
<b>Location of activity</b>	Knaresborough and Ripon market	Minor	Can cause issues or added costs			Unlikely	
<b>Date of assessment</b>	15 November 2024	Insignificant	Minor impact			Remote	
<b>Name of person carrying out assessment</b>	Jon Clubb, HoS Parks & Grounds	<b>POTENTIAL OUTCOME</b>					
<b>Person carrying out assessment's signature</b>		Catastrophic					
<b>Name of employee(s) consulted on activity</b>	Head of Finance – Highways & Waste Commercial Manager, Parks & Grounds Performance & Strategy Manager Head of Legal, Major Projects	Major					
<b>Manager's signature</b>		Moderate					
<b>Date</b>		Minor					
		Insignificant					

Risk identified	Risk	Control Measures	Residual Risk [RAG]	Further Control Measures - if required
If change implemented, some traders may leave the market due to cessation of stall set up as they are unable or willing to adapt to new operating model.	Med	[Likelihood = likely, Outcome = moderate] <b>Control:</b> NYC to offer a limited number of traders the opportunity to have one of our existing stalls free of charge if they don't currently own a stall. Additionally, continue to work with Knaresborough Town Council and Ripon City Council on devolution of the markets, with the possibility that stall set up is maintained.	Med	[Likelihood = possible, Outcome = moderate] <b>Control:</b> Offer of a free stall(s) appears to have limited impact due to their size and weight. Consider supporting traders to collaborate with alternative options such as teaming up to set up stalls or contract this service.
If change implemented and some traders leave, there is a risk further traders may leave if footfall drops and negatively impact on town centres.	Med	[Likelihood = possible, Outcome = major] <b>Control:</b> Communicate with stall holder on actions being pursued to limit any loss of traders and return to stable position with potential for growth	Low	[Likelihood = possible, Outcome = minor] <b>Control:</b> Ongoing promotion of markets to encourage self-set traders.
If change implemented, potential loss of income to NYC from reduced number of traders.	Med	[Likelihood = likely, Outcome = moderate] <b>Control:</b> Potential for circa £1k per month but will be mitigated by seeking alternative stalls from existing NYC markets and elsewhere.	Low	[Likelihood = possible, Outcome = minor] <b>Control:</b> Ongoing promotion of markets to encourage self-set traders.
Not implementing change to operating model. Temporary stall set up work arounds not sustainable.	Med	[Likelihood = likely, Outcome = major] <b>Control:</b> Ongoing engagement to reassure that a resolution will be in place. Continue to review stall set up risk assessment.	Med	[Likelihood = likely, Outcome = major] <b>Control:</b> Plan for investment in new trailers. But at significant unplanned cost.
Not implementing change to operating model. Requires evaluated job profile for stall set up, which may change pay rate negatively for staff.	Med	[Likelihood = likely, Outcome = major] <b>Control:</b> Not evaluate and maintain existing fixed payment. However, risk this is unsustainable or desirable.	Med	[Likelihood = likely, Outcome = major] <b>Control:</b> N/A - Control measures would only maintain current risk levels.
Not implementing change to operating model. Savings opportunity missed.	High	[Likelihood = Highly likely, Outcome = significant £] <b>Control:</b> Review transformation plan to find alternative savings.	Med	[Likelihood = Highly likely, Outcome = moderate] <b>Control:</b> N/A



**MARKETS HARMONISATION – APPENDIX E**  
Risk Assessment

**Appendix E**

Not implementing change to operating model. Further unidentified investment required.	High	[Likelihood = Highly likely, Outcome = significant £] <b>Control:</b> Work with colleagues in fleet and health and safety to identifying most efficient alternate operating model, which may include purchasing new equipment.	High	[Likelihood = Highly likely, Outcome = major £] <b>Control:</b> N/A – additional costs unavoidable.
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**SUMMARY INFORMATION**

The key risks identified centre on the possibility of some traders choosing to leave the market as a result of changing the operating model and the associated financial impact, whilst paradoxically the consequence of not implementing the decision also risks a potentially larger financial impact of making unplanned capital investments, or a service failure from not being able to secure staffing resource. Mitigations around maintaining stall holder number, such as continued promotion of the market to potential new traders who operate a self-set model, are considered to have a positive impact. However, the benefit of potential mitigations should implementation not proceed is assessed as minimal as the underlying causes will remain.

Scheduled date of next review	Are there any changes to the activity since the last review?	Date of review
Minimum annually, or if there are any significant changes, or following an incident or near miss	Clarify that all the controls are still in place and how monitored on a regular basis	
November 2025	TBA	