

Portsmouth Market Strategy 2023 - 2028



Contents

Contents	1
NATIONAL PERSPECTIVE	3
PORTSMOUTH MARKETS.....	5
VISION FOR PORTSMOUTH MARKETS	9
KEY STRATEGIC THEMES FOR DELIVERY.....	9
MARKET LOCATION	10
MANAGEMENT	12
Management Models	12
MAINTENANCE.....	16
MARKETING & PROMOTION	18
ECONOMY AND REGENERATION	21
INNOVATION, EDUCATION AND ENTREPRENEURSHIP	22
CULTURE AND TOURISM.....	23
SOCIAL, COMMUNITY & HEALTH.....	23
ENVIRONMENT.....	24
CHALLENGES, THREATS AND RISKS TO THE STRATEGY	25
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	27
APPENDICES.....	29
Appendix 1 - analysis	29
Appendix 2 - management model proposal.....	33
Appendix 3 - Suggested additional markets and market sites	35
Appendix 4 Existing Traders Licence	36
Appendix 6 Action Plan.....	52

This strategy considers how Portsmouth markets are managed, i.e., a mix of internally run and externally contracted markets around the city. It will consider ways to change and improve them over a short term. From first findings it appears that both the internally run markets need to change to a greater or lesser extent, as without some action, Portsmouth markets will become an increasing financial and reputational burden to the council, rather than the asset that they have the potential to become.

NATIONAL PERSPECTIVE

Markets have a very long history; they have been the focal point for the centres of British towns and cities for as long as those have been in existence. As such they represent very important public social spaces.

Markets have always provided opportunities for stimulating the local economy and providing a public space for social interaction and education. That function continues to exist today. A well-managed market can act as a hub for social cohesion and a driver of economic growth. It should be complementary to other retail/commercial activity in the area, with all businesses benefitting from the presence and activities of each other.

Markets, like the whole retail sector, have been affected by the downturn in the economy, the massive growth of the Internet and the impact of Covid. There are many challenges to be faced across the whole sector. Markets play a pivotal role in 'High Street' revival. The 'Mary Portas' independent review and subsequent pilots emphasised the considerable value of markets throughout the country.

There are challenges for markets managed by local authorities. These include issues of investment and budgets. There are also some restrictive regulations that need to be reviewed and modified. These include product choice and traditional opening hours, unless these policies change to reflect current customer expectations and behaviour, the opportunities for markets to thrive will diminish. The reasons for the plight of many markets are varied and complex but there are strong economic and social benefits to local authorities continuing to support, maintain and develop them.

A UK survey carried out by the National Association of British Markets' Authorities (NABMA), revealed the following:

- 1,227 retail markets in the UK
- 32,000 market traders operate in markets.
- Market traders employ 1,000 apprentices.
- 55,000 people are employed directly on retail markets.
- Retail market turnover of around £2.5 + billion a year
- £36.6 million invested to improve retail markets in the last few years.
- Local authorities run 65% of all retail markets.
- An estimated 30 billion shopping visits are made to retail markets per year.

Investment has been made in markets across the country e.g., Ely and Stockton outdoor markets and the reinvigorated Trinity indoor market in Hull city centre. Investment has resulted in or been part of wider regeneration of those areas and has boosted trader numbers and visitors. As a result of the economic changes in the last few years, the opportunities for small business development, through market trading, have greatly supported the numbers of

new start up entrepreneurial businesses. Markets provide an incubator-like environment to allow businesses to develop without the necessity for a large up-front cash investment.

There is evidence via NABMA surveys that 42% of customers would be less likely to visit an area if a market was not present, which illustrates that many customers see the presence of markets as a key draw to visiting certain places.

The largest direct impact from market trade is the revenue generated by retailers operating in the vicinity of a market. Customers drawn to the market will frequently also visit the retailers and other businesses in the area.

In many markets the trader is frequently a local resident dealing with local shoppers, this has a beneficial impact on the local economy. For every £1 spent by a resident with a local trader, that £1 will be worth about £1.70 to the local economy. If that local trader, then spends it with another local business, that £1 will then be worth around £2.20. That £1 spent with a multi-national company has a value of about £0.22 to the local economy.

There have been several reports published over recent years researching the value of markets. Most of these emphasise the importance to community and boosting the opportunities for local small business and entrepreneurship in flexible, high-street locations.

Trends in markets are changing. Specialist and themed markets are still popular. Food and drink are definite attractors, especially with lunchtime trade from surrounding businesses and offices. Creative industry/makers are in need of cheaper and more flexible spaces in high streets. Saturation of £1 shops and other high-volume turn-over, value-led retail on the High Street offer markets an opportunity to move from the concept of selling 'cheap' goods sold out of a box, to better quality, unique or handmade/locally produced goods and personal service.

Markets must adapt as customer needs change as the retail sector evolves and high streets evolve. We are witnessing complex and challenging times for all high street businesses - retail trend changes, an international pandemic and cost of living crisis.

The National Association of British market Authorities (NABMA) #MarketsFirst National Campaign, promoted as a result of the NABMA Survey, published in October 2022, highlights that the major challenges for street markets in the years ahead. The campaign is supported by the National Market Traders Federation (NMTF), an organisation that provides membership and PLI cover to a majority of market traders. The NABMA 'Markets First' vision is aimed at securing the future for UK markets. The Markets Industry is recognised by government as a top factor to support re-energising and revitalising high streets and moving them towards being vibrant hubs of activity for residents and visitors [Markets-First-2023.pdf \(nabma.com\)](#)

The Government supports high streets and markets through the High Streets Task Force (HSTF). The Portsmouth city centre 'Future High Streets' funded 'dwell space' project is due to be delivered by March 2024. Government understanding of the importance of markets is demonstrated through significant 'Levelling up' funding to markets in Leek and Bury. Recognition of markets as high street locations for economic opportunities for both long term traders and aspiring entrepreneurs via low cost and low risk licences to trade in traditionally high-cost spaces is of great value both to traders and to the high streets markets are located in. The Department for Levelling Up, Housing, and Communities (DLUHC), formerly the Ministry for Housing, Communities, and Local Government (MHCLG), also recognises the role markets play in helping to create community cohesion and add experiential, personal service elements to high street visitors. The value of 'offline' interaction not possible through online shopping transactions should not be underestimated. In addition, Government recognises that markets can support environmental objectives, encouraging efficient packaging methods, a reduction of food- miles and customers' travel and encouraging use of seasonal, local produce, purchasing in smaller quantities and less waste and healthy alternatives to fast food.

In general, the outlook for markets is positive, subject to the ability to attract investment, seek change and attract both quality traders and loyal customers to our markets. As with any business, there is a need to be flexible and adaptable to change, to invest to appropriately ensure sustainability, ensure value for money and a return on investment. Staff and resource to source and support regular market traders selling good quality, varied goods, offering personal service via delivery of a combination of weekly and event/occasional/specialist markets both in house (PCC) managed and externally contracted markets will augment development plans for Portsmouth's 'places'.

PORTSMOUTH MARKETS

History of markets in the city

Does Portsmouth need markets? Historically there has been a market in Portsmouth since its charter was established back in 1194. Since then, it has been a place where people living close by have shopped and market traders have benefitted from high footfall visiting high street, national shops in the area. Whilst there have been departures from the market by long standing traders and departures of some of the high street brands, many market traders are long term 'regulars' who trade throughout the year and have become part of the fabric of the city centre. The city evolved around the sea and port and traders turned their businesses from stalls to shops and new traders evolved, thus creating new businesses. That is still the case today, we have seen traders moving from stalls to premises from the Southsea markets, slightly fewer instances of this with city centre traders who clearly prefer the flexibility of a high street location without the pressure of high rent and business rates that a bricks and mortar premises brings. Portsmouth market

is an important part of the city's heritage but requires investment and resource to remain a valued part of the city centre offer.

There are two markets managed directly by Portsmouth City Council, these are line managed by the Place & Markets Manager. The largest market is in Commercial Road in the city centre; the second market is in Cosham, 3 miles from the city centre. In addition, there are currently two externally managed markets running in Southsea - Hampshire Farmers market and Love Southsea market.

Commercial Road needs private and public sector investment and redevelopment. The city centre has been subject to a series of Master Plans and development schemes that have not reached full fruition, which has led to uncertainty and lack of investor confidence and a general feeling of decline. Due to previously planned (but undelivered) development, the city centre market location was moved a short distance from Charlotte Street to Commercial Road. When the market was in Charlotte Street there were many more stalls with fruit and vegetable stalls predominating. The planned development (Northern Quarter) did not materialise, but the market location remained until recently when it was moved further south where the street widens, and it was felt (by traders) that footfall is higher. This move has unlocked space for the Future High Street 'dwell space' project delivery by March 2024 and free up space in the narrower section of the street. Both traders and businesses supported the market move. The impact upon traders of planned building works and road changes in the northern section of the city centre will also be reduced in the new, more southerly location.

Competition from Gunwharf Quays and a lack of investment in the city centre has led to decline in the retail core of Portsmouth. In recent months, changes in unit occupancy have revitalised the middle area of the high street - Superdrug, River Island and Wendy's have all opened new stores and planned redevelopment of vacant spaces are promising e.g., Fusion and Jubilee Place.

Nationally footfall in city and town centres is recovering after the pandemic however, the knock-on effect of rising interest rates and less disposable income are evident in decreases in footfall in the last month or so. Customers now, more than ever before, are looking for a more 'experiential' offer from retail centres. Towns and cities are no longer (and never have been), just places for the sale and purchase of goods and services. With the unrelenting growth in online transactions of all types, town and city centres must adapt to become places for interaction, 'offline' activity hubs that host leisure, culture, social, and health experiences with markets at the heart of those activities.

Commercial Road and the streets off it, represent an area of Council owned/controlled land or asset in the heart of the city. The market in turn, offers an opportunity for the Council to supply an element of 'pull' qualities that visitors are looking for in a retail centre. Challenges with fragmented ownership and buy in to Council regeneration aspirations from private sector

led development confirm that the options for council led regeneration must focus on markets and public realm improvements to create an environment that is attractive and interesting to visitors and encourages investment and development from private sector developers.

A full analysis of city markets is provided at Appendix 1.

With regards the consideration of the introduction of more markets in other city locations and the relocation of existing markets, at this time it is strongly recommended that resources should concentrate upon delivering an improvement plan for the markets currently in PCC control. With regards to the Southsea markets and Portsmouth Christmas Market, it may be desirable and possible for external market operators to introduce more markets (specialist or general) to other areas of the city as part of their delivery contracts.

There are several markets in the vicinity:

Portchester (Wed)
Havant (Tue and Sat)
Waterlooville (Friday)
Gosport (Tue and Sat)
Fareham (Mon)

And additionally, less than an hour away:

Petersfield
Eastleigh
Winchester
Whiteley
Chichester
Southampton
Wareham
Salisbury

At this stage it would be counter-productive to introduce more markets to Portsmouth, as they would divert trade from the existing markets.

What the current market needs to be.

Markets around the country and in Portsmouth, do have a future, as can be shown from the successes across the UK. Markets support and encourage economic development priorities such as encouraging economic activity, innovation and business start-up by:

- Supplying a trading space in a high street location for small independent businesses at an affordable rate.

- Stimulating entrepreneurship and innovation. This is especially so with links with universities and colleges and younger traders, providing them with opportunities to develop their businesses and ideas.
- Offering independent businesses opportunities to branch out.
- Driving economic development, investment and improvement in a place.
- Creating flexible employment opportunities.
- Supply a space for community cohesion and opportunities for the understanding of diverse cultures.
- Supplying an arena for promoting healthy living and affordable food.
- Supplying an attraction for visitors to the city and to encourage return visits.
- Supplying a safe and lively area where a mix of generations enjoy visiting and socialising.
- Serving the local student population.
- Appealing to new residents in planned redevelopment e.g., Jubilee Place.
- Servicing/complementing new businesses e.g., Enterprise centre in City Buildings, City Centre North as they are developed.
- Staying relevant, attractive, and appealing to residents, visitors, and traders to ensure survival by range of products available, appearance of stalls and personal service.
- Boosting footfall numbers.

Alternative / additional markets in Portsmouth?

Investment and Management

Evidence from across the country has shown that where investment is made to improve markets (Ely, Stockton, Hull), sustainability and viability become a reality. The time it takes for a return on investment to become clear, depends upon the nature and extent of the changes needed and the amount of resource invested.

Effective management and changes to out-dated policies could result in a return on investment within a short time. Improvements in stall presentation and appearance will result in return on investment but over a slightly longer period and will generally improve the perception of the place to visitors.

Traders will pay appropriate rents if the market is strong in terms of increased footfall and spend. The same rationale applies as in the retail property sector where higher rents are more achievable in areas of greater footfall and trade.

VISION FOR PORTSMOUTH MARKETS

A Vision for Portsmouth markets needs to incorporate all aspects of the benefits of markets. The following statement could sum up these benefits as a suitable working vision:

‘Enhance the existing market offer, to develop a dynamic experience that is diverse, vibrant and adds value to the economic, social, environmental and cultural fabric of Portsmouth.’

This Strategy incorporates the aspects of the vision to enable Portsmouth Markets to be sustainable. The actions are achievable over a five-year period and can be quite easily delivered with robust and effective management of the market.

The Market Strategy will help bolster both the economic and social fabric of the city by: -

- Raising the profile of the city
- Improving offer and appeal
- Increasing footfall and customer dwell time
- Defining the city as a destination
- Catering for the rich social diversity of the city
- Reducing unemployment and underemployment
- Attracting more investment and businesses to the city centre
- Building communication and trust between the council and small independent businesses.

The strategy themes are designed to provide a comprehensive plan covering current market operation, and the ability to respond and adapt to changing economic and social changes over the coming years. It emphasises the need for effective place management alongside proactive market management to forge better links to new generations of both traders and customers, which will bring innovation and entrepreneurship to the markets and the high streets the markets are found in.

KEY STRATEGIC THEMES FOR DELIVERY

Having reviewed the current markets, nine key strategic themes emerged and are outlined below. Each theme discusses market performance and makes recommendations for the future. These recommendations will feed into an Action Plan that will be included as an Appendix to this document.

The Key themes are:

1. Market location
2. Management

3. Maintenance
4. Marketing and Promotion
5. Social, Community & Health
6. Economy and Regeneration
7. Innovation, Education and Entrepreneurship
8. Culture and Tourism
9. Environment.

MARKET LOCATION

Objective

To optimise the physical and strategic location of markets in Portsmouth

This strategic theme looks at the physical location of the markets and their position in terms of the overall performance as part of the city economy.

Location

Cosham weekly market

This market is well located in a district shopping area. It occupies the pedestrianised area well and appears to complement the retail offer and serve the customer demographic in the area. Regular traders here are satisfied with trade and the location of this market. It is not well sign posted or easy to find for visitors to the market and social media/online presence is zero.

City centre weekly market, Commercial Road, Portsmouth

The city centre market is well served by its new location. It was moved further south in 2019, following feedback from market traders and surrounding businesses. There has been an impact upon the remaining available space for other/additional markets e.g., Christmas cabins due to the move south. The market viability has been affected by changes in shopping habits and the pandemic, although a change in the makeup of residents may have had a positive impact i.e. new student blocks. Up to date survey and analysis of market users/shoppers and market traders would explore habits/demographics.

Footfall - although footfall in the area is stable, there is no count specifically related to the market itself. Majority of foot traffic flows from the car park behind Cascades Shopping Centre (NCP) into the rear of, and through Cascades onto Commercial Road. The new market location maximises the footfall flow through the precinct and is away from arguably the more 'value' end of the high street. There are no signs to show ways through to the market from Cascades Shopping Centre or car park.

There are many large trees in Commercial Road. The majority of these are large plane trees. Traders complain that the trees drop sap on the canopies that is difficult to remove; trees also restrict CCTV and sightlines down the street, and thus visibility of the market. In the summer when the trees are in leaf, they obscure CCTV and create considerable shade.

It is recommended that a review of city centre space is undertaken once the FHS project is delivered in March 2024, to assess best locations for PFRA, STC's, commercial space bookings, and Christmas market location. Feedback to be included from weekly market traders, Street Trading licence holders, high street businesses, and the Christmas market provider.

Strategic location of the market

The city centre weekly market is at the heart of the city centre, close to the station, the University, Guildhall Square and the Civic Centre, and is in the middle of the main retail area of Portsmouth. Student accommodation and residential streets surround it. The market has a key role to play in driving both the city centre economy and in supporting the social fabric of the city centre. Its location, development, role, and function must be included in Master Planning/ development project plans for the city centre.

Market location Recommendations

Cosham Market

- Cosham Market should remain in its current location.
- Signage to inform visitors and the public where and when it is in operation would be beneficial.
- Inclusion of food stalls to this market would add colour, interest, and diversity.
- Continue to support Cosham Market as a valuable community resource.

Portsmouth City centre market - Commercial Road

- Current location of the weekly market is acceptable.
- Current place and markets team restructure offers an opportunity to make changes to the way the markets are operated, marketed, and maintained.
- Opportunity to 'relaunch' the market following the 2019 relocation.
- explore opportunities to extend the Market or related activities into other spaces in the city centre e.g., Arundel Street

Palmerston Road markets

It is recommended that the location of Palmerston Road markets stay as they are currently. The layout of amenities and position of street furniture dictates layout and market operators are happy with current available space.

It is recommended that alongside an exploration into new market offers, that new/additional sites are explored in the future. Focus should be on the existing PCC run city centre and Cosham markets.

See Appendix 2 for suggested added sites and markets. There is an opportunity for additional markets to be trialled via contracted provision.

MANAGEMENT

Objective

To enhance the existing markets', offer to become a dynamic, diverse, and vibrant experience that adds value to the economic, social environmental and cultural fabric of Portsmouth. Review of team structure and team roles will enable management of the markets to focus more on active curation of market content and incentivisation and tightening up of market processes.

Fees and charges

As part of the action plan, it is recommended that a review of fees and charges for all space use is undertaken alongside a review of the budget management for markets and space use. Comparisons of current performance figures and key performance indicators of markets will help with setting fair rates across the board. To set fair rates there must be an inclusion of footfall data, trading conditions and include traders' takings, etc. Ideally a forum to be re-established for topics such as this to be discussed with city centre/Cosham market traders. There is a need for meaningful engagement with traders in the PCC run markets on matters relevant to their trading conditions and to encourage two ways sharing of ideas and plans for the markets.

Management Models

For Portsmouth Markets to be sustainable and successful a management model must be chosen for its effectiveness. The markets must have robust, transparent, directed, and strong management.

It is good practice for any market to regularly review the effectiveness and efficiency of its operation and the way it is managed. There are a few different management models that can be used, and a range of these model types is outlined below, in many cases the model chosen is a hybrid, taking what is most appropriate for the market in question.

Local Authority

Most markets (65%) are still directly supplied and managed by local authorities. This model offers the advantage of accountability, linking markets

to wider policy and strategic goals and of understanding the 'social benefits' that markets provide. They also can generate a healthy revenue stream. The disadvantage is they can be too regulatory, lack entrepreneurship and be slow in responding to drivers of change. They may also lack the dedicated and specialist markets' expertise required for them to be successful.

Partnership

These can range from the local authority keeping the strategic management, but outsourcing the operational management, to a formal, medium to long-term joint venture between the public and private sector. This model can be useful where the local authority lacks the in-house capacity and capability to effectively manage the markets. The merging of public and private sector styles can be challenging and could be expensive to set up.

This partnership can be between a market management company, or it could be a Joint Venture with a Business Improvement District company, as in the case of Rugby and Kingston upon Thames.

Negotiations must clearly identify the roles and responsibilities for each partner (e.g., management, maintenance, capital costs, marketing, revenue split, etc.).

Private Sector

Many markets are run directly by the private sector, licensed by the local authority under its market rights. This model offers the advantage of reduced bureaucracy and costs, an increased focus on the core business and the opportunity for directly raising investment capital. This model does not give the council a revenue stream, except an agreed annual charge for the licence. (This is the model currently used for the specialist markets in Southsea held under licence to Portsmouth City Council).

The disadvantages include the lack of accountability, lack of security/protection for market traders. The managing company may also lack interest/expertise in wider social/policy issues. The Council forgoes the opportunity to benefit from a lucrative revenue stream.

Trader Associations

There are several markets, which are directly managed by the traders themselves. This has similar advantages to the private model.

There are several disadvantages, which include lack of capital for investment, lack of accountability, potential conflict of interest and lack of expertise in wider social/policy issues and, again, no revenue stream for the council.

Social/Community enterprise/CIC (Community Interest Company)

There are various and quite different business models for this type of management. They must re-invest any profit into the market. These models of management tend to be especially suitable where a business is rooted within a specific locality or community, so it is more appropriate for smaller markets that do not generate large profits and are very community based.

There are many disadvantages for a larger market or those situated in a main city or town centre in this style of management.

Social enterprise

Social enterprises are especially suitable where a business is rooted within a specific locality or community so is best fitted to small markets that do not generate a large turn over. See the DCLG document.

The different management models are fully explained, and examples given in a best practice document published in September 2010, titled Retail markets: Management Models (available from www.gov.uk/government/publications/retail-markets-management-models).

Summary and Recommendation

The recommendation for Cosham and the City centre weekly markets is that Portsmouth City Council should continue to have overall management of these two markets, but a more effective team structure needs to be introduced. It is recommended that the Southsea markets continue to be managed via procured contracts as they are currently.

The focus of this strategy will be on the Commercial Road market, but recommendations will also apply to Cosham Market to a greater or lesser extent.

The reasons for suggesting that Portsmouth City Council should keep overall management of their markets are as follows: -

- Commercial Road is the high street at the heart of the city and the market needs to be an integral part of the high street offer.
- This area of the city is subject to major redevelopment project plans and the market needs to have a significant role in those plans.
- The Council is the landowner where both these markets run and as such needs to control the operation in these priority areas.
- Retaining control of the markets gives the Council an opportunity to improve, grow, diversify, and make them relevant to the overall development and policies of the cultural life of the city.
- The Council owns the stalls that the city centre market traders use.
- There are already operational market staff in place.

Details of the proposed operating/staff model are set out at **Appendix 2**.

Policies and regulation

It is recommended that the current policies in place be reviewed and updated, or necessary policies created, to ensure there is proper management and operation of the markets and that they are compliant with current laws. NABMA resource to be explored to support this work as PCC has membership. It is recommended that staff explore the NABMA training to ensure CPD (Continuing Professional Development) and up to date knowledge of markets legislation.

It is necessary to review/introduce:

- market trading licences for the traders and the conditions attached to it relating to: goods sold, pitch, trading, insurance, complaints procedure and disciplinary action available.
- A market code of practice and agreement to decide who handles what, i.e., to define the responsibilities for the Council and the traders.
- A clear strategy and policy for market tolls/charges, how they are applied, collected and a procedure for non-payment and exclusion from the market.
- Balance of goods on the market, i.e., what goods can be included in the market. This would also include those that are excluded and why they are excluded.
- A policy in relation to business assistance – including any discounted rents, etc. that are given to promote new trade. This could also include provision of mentoring and buddying to help new entrepreneurial traders in the setup of their business.
- A policy in relation to Health and Safety on the market, which would include defining responsibilities for producing risk assessments and evacuation procedures.
- A policy in relation to any event management and their arrangements.

Examples of policies can be found on the NABMA website (www.nabma.com) and can be adapted to fit Portsmouth markets. All policies need to be fit for purpose and reviewed annually to ensure they are up to date and applicable, as well as complying with any legal requirements. Some policies, e.g., Market Rights will

need to be adopted by full council; others will be operational issues not requiring full council approval. PCC procedures will determine those which management can deal with and those that need council approval. Advice on the writing of the policies is available from NABMA, also assistance with benchmarking and review if required.

KPIs (Key Performance Indicators) and monitoring

To assess the continuing health and viability of a market it is important to monitor its performance on a regular basis. Several measurements should be logged and analysed on a regular basis these will include: -

- Market occupancy
- Income/expenditure
- Footfall
- Customer satisfaction/complaints.
- Customer profiling
- Weather conditions

In addition, it is recommended that a weekly market diary (log) be maintained. This should record date, weather, number of stalls, footfall, trading conditions, street works, events and any incidents and issues that may occur during the day, remembering to take photographic evidence for these. The log will be kept electronically and centrally allowing the team access. Advice from NABMA on best practice is advised.

A monthly report on the market will be produced, giving a brief breakdown of KPIs and factors affecting trading conditions. The report will highlight any current trends and may draw out emerging need for change. The report will help enable markets to be more responsive and flexible to change in either the economy or customer trends. The report will also help identify strong traders from weak and signal where business advice or guidance is required. This can be incorporated into monthly 121 meetings between the Co-Ordinator and Place and Market Manager.

Training and CPD

Markets' staff will have the opportunity to train for specific aspects of the job and visit other markets to observe best practice. Better use of memberships and member benefits (such as market assessments, document packages and staff training) e.g., NABMA, ATCM (Association of Town Centre Management) is recommended. Professional bodies can offer continuous support and advice on all matters associated with markets and place management.

MAINTENANCE

Objective

To ensure a clean, safe, and attractive trading environment for both traders and customers.

Following on from the Management theme above, under a refreshed structure, a routine engagement with the maintenance programmed under the PFI is to be built into the process of day-to-day market activity.

Presentation and maintenance of markets' infrastructure

Strengthen the Market Guidelines to emphasise the requirement to deliver a first-class service from first class facilities. These guidelines need to be agreed with traders, through the Traders' Association (PMTA).

The Market Assistants will carry out inspections on a regular basis. It will be up to them to enforce the standards and expectations for stall presentation and waste management with traders.

Market Stalls

Market stalls are equivalent to a shop front. As such they should be clean, tidy, well maintained and the space within them should be bright and inviting and products should be properly labelled with prominent prices displayed.

The market trader guidelines/licences should: -

- Ensure that all canopies are washed regularly and be checked for damage.
- Ensure that stalls are erected and dismantled in accordance with their instruction manual and with consideration of current Health and Safety guidance.
- Traders need to agree to carefully store and transport canopies to ensure appearance.
- Request that all stallholders should display their goods in an attractive, tidy, and eye-catching way, with prices clearly and consistently displayed.
- Ensure that products on sale are safe and legal
- Ensure that food hygiene standards are in line with PCC policies.

Cleansing

It is recommended that markets and place staff liaise closely with the PCC PFI monitoring team and build close relationships with Colas operatives to ensure cleansing and waste standards are effective and appropriate, reporting issues and monitoring delivery.

Ownership and responsibility for the stalls.

Traders own their canopies. Formal ownership of stalls and clear responsibility for their maintenance and up-keep should be set out in licences held by traders.

Power supplies

Provision of power is included in the pitch rental in the city centre market. Power supply is used by most traders for lighting in their stalls and in the case of food stalls, to power chillers/cooking equipment. There are (3-phase) mains power supplies in the Market area. The distance between supplies means that power cables to stalls are either looped overhead or trails on the ground (with some matting) from supply to stall. This looks untidy currently and should be reviewed. Investigation of better layout of the stalls could mitigate this problem. Matting is required to properly cover any cables. Markets staff to ensure layout is 'best fit' according to supply and that appropriate matting is available.

Water supplies

Exploration of the use of the standpipe for stalls is required. Traders dealing with food should have handwashing facilities as per the PCC Environmental health team guidance. Review of PCC Environmental Health mobile catering requirement/guidelines is required, and recommendations and requirements built into new trader terms and conditions for PCC run markets. Markets staff

to ensure traders adhere to current PCC guidelines. This information to be shared with external market suppliers for the contracted market provision.

Street Trees management

There are many trees located in Commercial Road. These need to be better managed through: -

- Regular pollarding
- More rigorous tree pruning schedule/management under the PFI
- Monitoring of tree pruning schedules by markets staff via liaison with PFI monitoring team and Colas
- Use the trees to decorate and enliven the street by installing lighting systems that can be illuminated all year round to highlight the market and other events in the city centre - separate to the Christmas lighting.

MARKETING & PROMOTION

Objective

To raise the profile of and increase income levels of PCC run markets and the profile of the city centre by increasing customer numbers, dwell-time, spend per visit and repeat visits.

In the pre-covid research carried out with market traders, there was a feeling that marketing could be improved. Footfall was on the decline and a rigorous marketing programme could drive footfall to the area alongside an improved offer and location for the market. Given the wonderful opportunity that the City Centre Market offers to act as a catalyst for growth, innovation, and investment in the retail heart of the city, it is felt that a fundamental change must be made to the market and to its promotion going forward.

Cosham Market does well as it is but would also benefit from specific marketing to increase and diversify the range of goods on offer and uplift customer numbers.

A comprehensive marketing and communications plan needs to be developed that would include the elements below.

Exploration of better social media use is recommended i.e., one account for markets and events in the city/town centres?

Re-launch Portsmouth market – new site, new vision, new stalls.

Change is needed to develop and improve the city centre weekly market. It is recommended that following the relocation of the market, and the delivery of the Future High Streets 'dwell space' project the opportunity to think again about what this market needs to deliver, to determine and agree a vision for it and to decide how this vision should be conveyed. It provides an opportunity to review markets' policies, attract new stalls, and fundamentally refresh the

current market offer. The restructure of the Place and Markets team will enable resource to crystallise the vision and deliver change to the markets.

Re- brand Portsmouth markets, to signal the re-launch of the market.

The re-launch following relocation will provide an opportunity and necessity to re-brand the markets; this can apply to the Cosham Market as well as the city centre market. It is recommended that a brand needs to be developed that reflects modern, diverse, bright, quality-driven markets. The branding should appeal to both existing and new customers and traders. It needs to resonate with the large student population in the city centre, many of whom already use the market.

External marketing – to increase footfall and spend.

It is essential that new and lapsed customers come back to and continue to use the market to sustain the markets future. It is recommended that there is a communication plan and budget for markets and the town centres they are located in. That way it will be easier to promote planned activities and publicise them on the day using a variety of platforms. The current social media accounts require review. The rebrand/relaunch of the city centre market are ideal topics to encourage engagement both on and offline and can feature heavily in the communication plan. Traders can be encouraged to promote unique offers, one off market can be publicised, the engagements online can be added to Evolutive to build more effective engagement. Markets' social media pages can be developed first followed by place information later.

Signage with market branding can be installed both in the city centre and on the approaches, to direct footfall to the markets using existing posts to avoid additional street furniture/clutter.

Internal marketing to communicate with existing traders.

Communication within the markets' community to inform and inspire the current stallholders is essential. The existing traders are one of the best ways of promoting the market to other market traders who may be interested in coming to the Portsmouth markets to add diversity and quality to the offer. If we have happy traders who feel connected to the market, word will spread.

A rejuvenated Portsmouth market traders association will help with communication, buy in, and encourage the traders to play a part in the development of the markets. The city centre newsletter could be an effective way of keeping all stakeholders informed on activities in the area, including market traders alongside regular face to face interaction.

Attracting new stallholders

As mentioned above, it is important to set new policies for the market that will include points regarding the range, type and number of stalls that will be permitted to trade on market sites.

Modern markets need to include traders who provide a range of goods from value to higher end, and handmade, local where possible. Surrounding 'value' stores i.e., £1 shops and bargain clothing stores diminish the opportunities for markets to fill that gap, so it is important that markets increase their offer to provide the unique, quality goods and personal customer service that are not available online. Markets offer customers an experience. The atmosphere and look and feel of a market are as important as the goods on sale.

The introduction of a monthly food market was a good example of how to bring vibrancy, diversity, and experience to the street. The food market also plugged a gap in the hot food offer in the city centre. There are markets that exclusively concentrate on hot food (e.g., Borough Market London).

It would be worthwhile exploring a 'food festival' type event to the city centre with a theme e.g., Chinese New Year or Diwali to encourage traders to attend to highlight their restaurant or business and add a food-based event to the offer in the city centre. With the planned additional resource in the place and markets team, event style market delivery will be more possible.

Events and activities to raise the profile

Events are an important part of profile raising, increasing footfall, and conveying a message. The opportunities for holding large-scale and smaller events in and around the city centre market are immense. There is a significant area of safe, level, pedestrianised space in Commercial Road which offers great opportunities to put on a programme of events and specialist markets.

A large-scale event to mark the re-launch of the market could be organised. This could include food and could extend beyond the footprint of the existing market. Adding entertainment will draw attention to the space and the new market must be a key part of the mix.

A programme of specialist and themed markets could be considered throughout the year e.g., Teenage/under 30 Markets, Vintage, Food, Surf and Turf, Antique and Artisan or Night Markets and could reflect the NABMA planned programme of markets and events to enable connections to national market social media campaigns, raising the profile of Portsmouth as a place for good markets. See [Market View - NABMA](#)

The city centre market can mirror key events and milestone festivities happening in the city e.g., Victorious festival, D-Day, Kite Festival, Thai Festival, Armed Forces Day, Comicon, Valentine's Day, Freshers' Week, Chinese New Year, Diwali. The opportunities are many and could make an enormous difference if the resources are in place to deliver and cross promote.

Nationally recognised awards for the market

Part of the 5-year strategy includes some tangible but stretching targets. It is recommended that one target is to aim for nomination for a National Award for Excellence e.g. Great British Market Award within the 5-year term of the strategy. This would give the new team and market traders focus and a real sense of progress on the journey to excellence [Awards - NABMA](#)

ECONOMY AND REGENERATION

Objective

Use the Commercial Road market to lead the economic regeneration of the city centre.

Commercial Road precinct represents a significant Council asset in the heart of the city. There is a need to maximise the opportunities for using this space for events as part of the market, and on non-market days, to create opportunities to increase footfall and interest that will support both the market and the overall offer in Portsmouth city centre. As plans for City Centre North build, an investment in the market easily demonstrates a continually active interest in the area and a focus on driving regeneration alongside built project delivery e.g., SEHRT (Southeast Hampshire Rapid Transit), City Centre North and Future High Streets.

Business-to-business transactions.

The market traders can be actively supported in business-to-business trade with surrounding businesses in the city, e.g., hospitality businesses like cafes, restaurants, hotels, hostels, as well as halls of residence, bed & breakfasts and guesthouses. Exploration of business-to-business potential is recommended through Economic development activities such as 'Eat the Island' to build contacts and better connection to local networks.

Attracting new customers to the heart of the city.

Increased footfall and increased dwell-time = increased spend = increased investment. Nationally, city and town centre visitor numbers - footfall and spend are recovering after the pandemic, but high street businesses need the support of offline interaction and reasons to visit to continue to attract people to the area. Use of traditional retail space for health, leisure, community, and office purposes will change the look and feel of places and will continue to bring people to those places for services and experiences that are not possible online.

The existing footfall camera in Commercial Road is positioned within the market footprint but may not accurately reflect/record footfall at the market due to stall placement and camera obstructions, but from what we can see from Springboard data, footfall remains constant on market days. It may be possible to secure additional cameras to specifically measure footfall on market days from a better located camera. Footfall also remains at a good level in Cosham.

The pressures of online retail, recovery from the pandemic, the cost-of-living crisis, fuel costs, and Brexit, to name a few, have contributed to decline generally in high street spending. Vibrant, well-managed markets can provide a draw for customers seeking something different from the usual retail offer and an offline experience. Using Commercial Road market as a positive asset could enable a significant up-turn in footfall numbers and change the perception of the city centre.

City centre regeneration

The proposed City Centre North regeneration scheme will have a significant impact on Commercial Road and consequently the market. It is important that the market continues to be included in plans. It is recommended that the new Portsmouth Market Traders' Association is kept well informed about planned development and is included in any consultation on activity that is likely to impact their businesses early and throughout the process.

INNOVATION, EDUCATION AND ENTREPRENEURSHIP

Objective

Utilise the market to build partnerships with educational establishments, to share best practice and expertise and to encourage start-up businesses and innovation.

Start-up businesses

By connecting with local schools, colleges and the University, the markets can be used to incubate new businesses. Introduction of discounted pitch fees for start-up businesses or young people would encourage entrepreneurship and enterprise. This support can include support or mentoring from existing traders and access to the business support officers in the Economic Development team. The benefits to the market would include the introduction of a new traders, more diverse offer and a boost in trader numbers. There is a national drive through NABMA to encourage entire market days for youth markets, or at the very least a section of the market for young people and pitch fees to include rental of stalls. As part of Small Business Saturday 2023, pitches are offered to businesses that are not currently trading in a market to encourage stall holders to 'have a go' whilst at the same time increasing the offer of the existing market. Better connections to business support organisations through the economic development team links could encourage business development and innovation.

Links with Portsmouth University and other education establishments.

Having the University at the heart of the city offers the markets an opportunity to foster links with the students and academics to work on joint projects, for the benefit of both the city and the students. These could include market research, graphic design, customer profiling, project management and business innovation, marketing, etc.

Teenage markets

Introduction of teenage markets would introduce the next generation of both customers and traders to the market and to provide a safe space for young businesspeople to test the market with their business ideas. The HSTF support includes support for markets and the teenage markets developer is available for conversation in January 2024 to explore this as a potential offer in Portsmouth.

CULTURE AND TOURISM.

Objective

Use the Market as a hub for cultural activities to encourage tourism to the heart of the city and other areas of the city.

Portsmouth has a very rich, cultural industry and heritage offer. This provides a great many opportunities to grow and develop the proposition for visitors. The city centre can be used as a showcase for Portsmouth, and, in turn, this will serve to increase interest and footfall in the city centre and wider.

A hub for cultural activity.

The market can be a significant player in the city's cultural heritage, utilising events and activities to complement cultural activities already in the Events Programme for the city, e.g. Victorious festival, Armed Forces Day, and links to Portsmouth museums and the Dockyard and Hot Walls will provide opportunities for the city centre to host events that complement the wider city event schedule.

Themed markets to celebrate Portsmouth's diverse populations.

Celebrate special occasions: Food Festivals, Christmas, Easter, Chinese New Year, Diwali and connect more with city wide plans.

SOCIAL, COMMUNITY & HEALTH

Objective

Use the market as an educational tool to raise awareness of social diversity and health and as the glue for the local community.

Demography of Portsmouth

One of the markets' roles is to fulfil the needs of the population base of city centre. Like most cities in the UK, Portsmouth has a diverse population including a large university student population, who live in the extensive, new, and developing student accommodation stock just minutes away from the market; there are also large numbers of low-income families, young people, older residents, and professionals who live and work in the city.

Each group has a set of needs; the market is ideally placed to be flexible enough to respond to those needs.

Now the market responds to one or two sections of the population. There are a handful of stalls which actively cater for students, but these are in the minority and, apart from the fruit and vegetable stalls, there are few who are looking to cater to the visitor end of the market, or those with more disposable income.

Engage with the local community to establish their requirements

It is recommended that following the relocation, rebrand and re-launch, the market is thoroughly examined and analysed to assess the customer base. It would be useful to use lifestyle profiles (such as Mosaic) to ensure that the market is catering for the city and nearby demographic of residents. See also the recommendation to establish a 'Friends of the Market' group.

Specialist markets

Using the analysis of the resident demographic, decisions regarding which new markets and event style markets could be introduced either as pilot markets or established as regular markets. It is recommended that the existing PCC market offer is improved before focussing on new or additional markets unless externally operated.

Healthy living

The markets offer an opportunity for the PCC to promote healthy lifestyles through healthy food knowledge. Promotion of local, fresh, produce is available 3 days per week in the heart of the city and once a week in the north of the city. Introduction of a 'Healthy Living Market' with chef demonstrations (e.g. [Community Chef - Cookery courses, workshops, training, demonstrations](#)) and through potential partnerships e.g., Food cycle Portsmouth or the Hive. Demonstrations using market ingredients could be used to encourage more people to shop locally, eat fresh food and learn how to prepare healthy, interesting, nutritious, and cheap meals from locally sourced produce.

ENVIRONMENT

Objective

Provide a healthy, safe, environment for customers and traders, and increase opportunities to reduce waste, increase recycling and promote localism

As with any business, markets must explore ways to reduce their environmental impact. The markets need to provide an attractive and safe

place for all visitors, while leaving the smallest environmental footprint possible behind.

Re-cycling

Market traders to be strongly encouraged to reduce waste generated and to recycle as much as possible, whether this is through City Council schemes or as individuals. Exploration necessary with PFI/Colas to explore waste and recycling methods.

Reducing food miles - local food for local people.

The market should promote the provenance of the goods it sells, encouraging customers to support local producers and 'shop local' thus retaining the economic benefits and reducing food miles. The Love Your Local Market initiative should be a kick-starter for this campaign. It is held every year [Love Your Local Market 2023 - Official \(nabma.com\)](https://www.nabma.com)

Market bags

It is recommended that cotton or paper carrier bags carrying the new market logo should be used. Plastic free processes are to be encouraged/introduced. Market traders should be encouraged to stock cotton bags and/or to encourage their customers to use their own bags as in most retail outlets currently.

CHALLENGES, THREATS AND RISKS TO THE STRATEGY

This strategy has been devised to explore new ideas, plans and opportunities to ensure economic sustainability is built into the management of Portsmouth's Street markets. Learning from the past and embracing current best practice can provide new opportunities and initiatives. The following challenges, threats and risks must be considered and reviewed regularly as they will change throughout the lifetime of this strategy.

Challenges	Threats	Risks
Changes in the economic climate.	Lack of ability to respond to competition from other value retailers in the town, thus creating a market that can offer something the customer wants. Major developments e.g., new shopping areas with retail and food but little connectivity to the market.	Unable to sustain the market due to lack of budget etc.
Changes in customer 'shopping habits'	Development of new major outlets for food and eating and development of 'pop-up' bars and eateries.	Changes in local council policies.
Digital developments in relation to business and business transactions	Ease of travel to other major shopping areas and online retail	Failure to efficiently manage and promote the market.
Sustainability of the market	Lack of new traders and retirement of older traders leading to lack of succession and reduced trading levels.	Failure to encourage succession will result in loss of traders and diminish the size and diversity of the markets thus reducing the attraction.
Changes in legislation or regulatory control.		Changes in European law. Brexit
Recruitment of new traders to the markets industry.	Being unable to attract new traders thus customers, due to changes in ages and society.	Failure to recognise the different demographic profile of the market and changes that occur in the week.
Creation of a comprehensive communications plan that encompasses all aspects of communicating with all stakeholders in the markets and consulting with them.	Being unable to recruit new traders and offer a variety of goods for sale.	Failure to attract the local population to shop and support the market.
Establishing a fee structure that makes the markets sustainable but does not rise excessively.	Stallholders may go elsewhere/ insufficient in come to cover necessary outgoings and investment	Lack of investment will lead to decline in customer numbers and a decline in the market.
Creating an attractive inviting market that people would want to visit regularly.	Stalls unfit to provide suitable trading conditions. Unattractive to customers.	Excessive charges on traders/no new customers /market decline
Creating an entrepreneurial partnership between the council and the traders	Lack of 'new blood' and new ideas.	Insufficient council investment to create sustainability and ROI.
Encourage new customers to support and promote the market.	Lack of investment in marketing	Failure to take any action and thus allow the market to simply carry on as at present and continue to decline.
Gaining total 'buy-in' from traders over potential changes across the market and to develop the above partnership.	Disengaged/disillusioned traders who will resist change e.g., relocation.	Inability to make the necessary changes to the market e.g., relocation. Market traders will go elsewhere. Market decline
Establishing finance and resource for market initiatives that will attract new traders.	Lack of clear, effective and well-resourced management	The changes indicated in the strategy will not be delivered. The market will fail.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main strategic recommendations for the future of market are:

- The City Council should retain management of both Cosham and Commercial Road markets.
- The City Council should concentrate on building a strong City Centre Market in Commercial Road and develop the market in Cosham before considering introducing new or additional markets elsewhere in the city.
- Consider the resource and allocate accordingly.
- Establish what the return on the investment should achieve.
- Establish a robust and effective management model that would include: -
 - Recruiting a markets lead/co -Ordinator.
 - Reviewing staffing resource and responsibilities.
 - Establishing performance base lines, targets and KPIs
 - Monitoring and logging performance,
 - A review of policies, especially in relation to the balance of goods, sale of food, operational requirements, licensing agreements and the needs of the customer.
 - Introducing a more transparent, simpler, financial monitoring system,
 - Introducing a new, representative Traders' Association.
- Devise and deliver a comprehensive marketing, communication and promotions strategy for the markets.
- Co-ordinate consistent strategic marketing and promotion of the market through media and events and activities, to promote the launch of the rebranded, relocated, rejuvenated city centre market.
- Build on the relationship with new businesses and the younger generation through links with educational establishments.
- Cater for the needs of the student population.
- Provide business support to help create innovation and entrepreneurship.

Portsmouth markets have great potential and can be a great benefit for the city. The City Centre Market has a key strategic role to play as a leading attraction for the city centre, which can only be good for the promotion of the city and its people and its economy. It is essential that the management of this important resource be put on to a business-like footing to achieve this aim. The value of the Commercial Road asset to the City Council is very significant and should be used to drive forward the regeneration and economic revitalisation of the city centre. The market has a key role to play in kick-starting this process.

APPENDICES

Appendix 1 - analysis

City Centre Market, Commercial Road Portsmouth

This market is PCC run, operates 3 days per week Thursday, Friday, and Saturday from 09.00 to 17.30. It is a general market mixed with some street trading concession licenced pitches mixed in.

Positive

- Located in wide, pedestrianised area.
- Good display of fruit and vegetables.
- Cheerful and helpful traders.
- Most stalls uniform style and colour – 3m sq. gazebos or combinations of.
- Staff and resource.
- Regular, committed traders.
- Some stalls with specialist/unusual produce.
- Some hot food stalls.
- Regular customers

Negative

- Absence of wider 'place management' i.e., rough sleepers, people begging, unregulated pedlars, lack of street cleaning, vacant shops, graffiti
- Some stalls unkempt and some canopies dirty
- Costermonger carts are covered up.
- Some stalls have poor merchandising and display.
- Disjointed layout, gaps in stalls, backs of stalls greet you as you walk up the high street.
- Electrical cables were safe but looked untidy - washing line effect or trailing with matting rather than stalls located close to power to avoid trailing cables.
- Market stalls mixed with street trading concession licence pitches.
- Nothing to attract younger customers.
- lack of creative content - art/clothes etc.
- student focussed stalls.
- Crasswell Street seems disconnected from the main run of market stalls.
- Feedback from EH and TS team re food hygiene/product safety practices not completely satisfactory.
- Lack of good clear signage to the market.

- On the whole traders were waiting for customers to buy rather than selling their goods.

Cosham Market – Cosham High Street

This market is PCC run, runs every Monday, 0900 - 1730 (apart from bank holidays) in pedestrianised part of Cosham high street



Positive

- Acceptable position
- Clean and tidy
- Fits well into a district centre street and compliments area.
- Serves residents, 'local' feel to the market.
- Traders in general happy with trade.
- Located in an area of value shops.
- Fairly vibrant.

Negative

- Lack of uniformity with stalls.
- No food i.e., fruit and vegetables which add colour an almost essential part of any market.
- Nothing to attract visitors, very reliant on local customers.
- Lack of signage to market from road and parking.

City Centre Christmas market – Commercial Road

Externally run, in-cabin market offers with bar and stalls in festive cabins.

Positive

- Uniformity to stalls/cabins, well lit, well dressed and well presented.
- Located in the wider part of the precinct.
- High footfall.

- Mix of gifts and hot food.
- Attractive bar.

Negative

- Narrow walkways between cabins and shops.
- weekly market stalls at either end of cabins.
- watch back of house areas - rubbish/trade waste piled up.
- Inferior quality of some products.
- Arundel Street section of precinct underutilised - air of dereliction due to vacant shops.
- No cabins open in the evening (after 6pm).
- No connection to the ice rink in Guildhall Square.

Hampshire Farmers Market – Palmerston Road

Externally run local produce market, runs on the third Sunday of each month 1000 - 1400, contract in place, no income generated

Positive

- Uniform appearance of stalls
- Good layout around street furniture/amenity areas
- Good range of high quality, local produce
- No waste on display
- Friendly stall holders with good knowledge of product
- high footfall
- working with Love Southsea who bring hot food/music to compliment HFM offer.

Negative

- Small number of stalls.
- Market finishes early (2pm pack up most months).
- Traffic on precinct with early pack up.
- Correx bards to promote market on lampposts look dated.

Love Southsea Market – Palmerston Road

Externally run market, operates on the first full weekend of each month, and third weekend of each month to compliment HFM dates 0930 - 1700, contract in place

Positive

- Lots of stalls
- Wide range of products
- Friendly stall holders
- Local art/makers
- Good mix of hot food and non-food

Negative

- Irregular appearance of stalls - canopies not provided by operator
- Electrical wires visible
- Layout slightly haphazard

Appendix 2 - management model proposal

An effective management model for Portsmouth markets Roles and responsibilities

This strategy examines the function of the markets and the roles and responsibilities of the personnel in place is key to the market's efficiency and effectiveness.

The responsibility for markets has been assigned to the Economic Development team. Line management of markets currently sits with the Place & markets Manager. There are currently two Market Inspectors Supervisors (x 2 FTEs (Full Time Equivalent)). The Place & markets manager also oversees the contracted delivery of Southsea markets (by Love Southsea and Hampshire Farmers markets).

The markets sit well in this service, given the contribution they make to the cultural and economic vitality and viability of the city and support markets offer to micro and startup businesses.

The market in Commercial Road occupies a significant space in the heart of the city and in the Council's estate. The Council as the key driver to improve the social and economic prosperity of the city should maximise the potential of this market and its impact.

It is vital that markets and their management are woven into the fabric of our economic centre's activities. For that reason, the Place & Markets team is being restructured. The current 2 x FT posts of Market Inspector have been removed and a new Market Co-Ordinator role and two new PT (1.04FTE) Market assistants put in place. This structure will enable a place-based approach to Portsmouth's local centres with focused responsibilities for the market officer roles, and a refresh of targets and priorities for all place and markets staff.

The co-ordinator role will take responsibility for: -

- Developing the existing market/s
- Developing new and improved market policies
- Representing the interests of both Council and traders
- Line managing the market assistants.
- KPI (Key Performance Indicators) setting and monitoring.
- Holistic marketing and promotion of the markets and exploring the potential for new/additional markets.

The market assistant roles will be front line operational roles, incorporating the set up and take down periods of the PCC run markets in Cosham and the city centre, reporting to the market co-Ordinator and delivering the market

strategy action plan. Splitting the role over two members of staff will allow more flexibility of cover, both between sites and markets.

Market Traders' Association

Several of the current traders were members of a Portsmouth Market Traders' Association; this no longer exists which has led to a general feeling from the traders that their voice is not heard that they are often told about issues that affect them after the event, and that they are not fully represented on matters that directly affect them.

It is recommended that a new, representative Portsmouth Market Traders' Association (PMTA) should be formed. The representation must include a good cross section of market traders from both Cosham and Commercial Road markets. There also used to be an informal 'City Centre Association' that included city centre businesses/stakeholders and market traders. It is recommended that is revisited alongside the work Tim Raw is undertaking on community engagement.

Communication & Partnership

Communication between market traders and the Council is not as effective as it should be currently. Setting up the new PMTA or city centre association with agreed guidelines, aims and objectives will help change this alongside circulation of actions/key topics and updates in a regular newsletter distributed to all city centre businesses. In addition (under the Marketing section 5.4), it is suggested that the PCC website and markets social media account be better used to inform the public, traders and local businesses about all matters pertaining to the markets.

There are lists of city centre businesses/stakeholders currently held by different teams in Regeneration are used as channels for the exchange of information about city centre developments and broader business issues affecting the city and its ability to trade, a regular forum and newsletter would support this communication flow.

Friends of the market

A 'Friends of the Market' group can be a highly effective and useful consultative body. Members can include interested customers who use the market regularly and representatives from various community groups. There can also be Council representation and no more than 1 trader representative. This body could be especially useful to help with communication and could be explored once the new markets and place team is recruited.

Appendix 3 - Suggested additional markets and market sites

Markets:

Art/design/creative (through connecting with 'Portsmouth Creates')

One off food event style market

Italian/French/specialist food/produce market

Antiques/collectibles

Youth (stalls run by 16 - 30-year-olds)

Festivities/celebratory markets e.g., Diwali, Chinese New Year

Healthy food markets with chef making in season, easy to prepare food with menu cards and bags of produce for sale to take away

Student/night markets

Produce only

Sites:

Guildhall Square

Host additional markets in sites we already occupy i.e., Tue/wed/sun in Cosham

Mon/Tue/wed/sun in the city centre

Weekdays in Southsea

Appendix 4 Existing Traders Licence

Page 1	Schedule
Page 2	<u>Conditions</u> 1.00 – General 2.00 – Consent 3.00 – Trading hours
Page 3	4.00 – Stalls 5.00 – Repair and Maintenance
Page 4	6.00 – Trading Use of the Pitch 7.00 – Vacant Pitches 8.00 – Payment of Licence Fee
Page 6	9.00 – Change of address 10.00 – Traders Conduct
Page 7	11.00 – Vehicles
Page 8	12.00 – Signage 13.00 – Electrical Appliances 14.00 – Cleanliness
Page 9	15.00 – Animals 16.00 – Termination 17.00 – Indemnity
Page 10	18.00 – The City Council 19.00 – Statutory Obligations 20.00 – Disputes 21.00 – Non-attendance Procedure
Page 11	22.00 – Non-attendance for all Three Days 23.00 – Undertakings
Page 12	24.00 – The Market Inspector 25.00 – Warnings 26.00 – Complaints
Page 13	26.00 – Complaints continued Declaration

**CITY OF PORTSMOUTH
LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS)
ACT 1982 (SECTION 3 and SCHEDULE 4)
HIGHWAYS ACT 1980
HIGHWAYS AMENITIES**

PORTSMOUTH CITY COUNCIL (the "City Council") in pursuance of Section 3, and Schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982 HEREBY PERMIT the "Trader") to place structures on the highway for a purpose which will result in the production of income and more particularly for the purposes identified in the conditions set out hereunder at Pitch No Portsmouth Market Portsmouth on a weekly basis trading on such days as may be designated by the City Council as trading days of each week subject to the terms and conditions as set out in the Schedule below.

DATED this day of 20

.....
Head of Asset Management Service

This authority is under a duty to protect the public funds it administers, and to this end may use the information you have provided on the agreement form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes.

For more details, please go to the web link at
<http://www.portsmouth.gov.uk/yourcouncil/18423.html>

SCHEDULE

"Portsmouth Market Traders Association" in this consent means the official Association representing the Portsmouth Market Traders.

"City Council" in this consent means Portsmouth City Council for the time being.

"Head of Asset Management Service" in this Consent means an officer of the Asset Management Service for the time being or his authorised representative of the City Council. "Market" is the Trading Market held on a Thursday, Friday, Saturday in Charlotte Street and Commercial Road.

"Market Area" means those areas of Charlotte Street and Commercial Road available for the siting of market pitches more particularly defined on drawing number displayed in the Civic Offices.

"Market Hours" in this consent means 09.00 to 17.00 Thursday, Friday, and Saturday or such other hours or days as agreed by the Market Inspector.

"Market Inspector" in this Consent means the Market Inspector or his assistant appointed from time to time by the Head of Asset Management Service.

"Pitch" in this consent, means an authorised location from which a stall can trade.

"Stall" in this consent means a temporary structure for the sale of goods or permitted vehicle or trailer.

"Trader" in this consent means the Licensee authorised to trade on the Portsmouth Market. "Trading Days" in this consent means such days as may be designated by the Head of Asset Management Service in each week without prejudice to the aforementioned condition these days shall for the purposes of this licence normally be Thursday Friday Saturday in anyone week.

"Week" in this Consent means a trading period of Thursday Friday and Saturday in anyone week.

CONDITIONS

1.00 General

- 1.01 No person will at any time conduct or carry on any trade or business within the market area unless authorised to do so by a licence granted by the City Council or otherwise with the permission of the Market Inspector.
- 1.02 All conditions imposed by the Trading Licence will be adhered to.
- 1.03 The Trader is permitted to operate and shall operate a market stall from the pitch identified in this Consent during **all** market trading times on designated trading days of each week (unless otherwise directed by the Market Inspector) and on such other days as may be agreed by the Head of Asset Management Service.
- 1.04 Each Trader must ensure that any Person employed or assisting the Trader complies with the Terms & Conditions of this licence.
- 1.05 The Trader will comply with the rules and regulations of the market as amended from time to time which will be clearly displayed in the Civic Offices

2.00 Consent

- 2.01 This consent is personal to the Trader and is **not transferable**. The Trader shall be responsible for the day-to-day control of the market stall with or without employees. The Trader will not sublet any stall or part thereof, nor cause or permit the same to be used, occupied or managed by anyone other than the person licensed or authorised by the City Council.
- 2.02 A Trader may pass on his pitch to another person, subject to the approval of the Head of Asset Management Service. Such a transfer will require that a licence is signed prior to the successor commencing trading. The Trader will give the Head of Asset Management Service a minimum of four trading weeks' prior notice to consider such an application. All new traders will be subject to a six-month temporary licence before a full consent licence is issued.

3.00 Trading Hours

- 3.01 The Trader shall not bring his stall into Charlotte Street, Landport View/ Commercial Road before 0500 hours on any Trading Day and shall remove his stall no later than 1800 hours each Trading Day. The Trader shall **not erect or dismantle** any stall between the hours of 0900 and 17.00 without the prior agreement of the Market Inspector.
- 3.02 A rota will regulate the setting up of stalls in the market area so as to minimise the risk of obstruction to traffic and other traders. The Trader shall comply with this rota which will be distributed by the Market Inspector and varied by him from time to time.

4.00 Stalls

- 4.01 Traders must use the market stall frame and canopy as provided by the City Council. Traders will be responsible for erecting and dismantling all equipment. The standard pitch sizes are:
- Standard, single pitch 3m x 3m
 - Large single pitch 4.5m x 3m
- 4.02 The canopy together with all associated accessories issued, remain the property of Portsmouth City Council. In the event of this licence being determined for whatever reason, all items provided must be returned immediately to the City Council in good clean and serviceable condition.
- Failure to return will result in formal action being taken against the Licensee to recover the full cost of any equipment not returned.
- 4.03 Traders shall ensure that shop fronts or adjacent stalls are not obscured. Similarly, side or rear sheets will not be permitted if they cause a nuisance to shops or other stalls.
- 4.04 All stalls unless otherwise directed by the Market Inspector shall be fitted with a top sheet or canopy, side and back sheet. All stalls must use yellow and white striped canopies/sheets, which meets the requirements and approval of the Market Inspector.

5.00 Repair and Maintenance

- 5.01 Traders will be responsible for maintaining and cleaning the equipment provided in a good and workmanlike manner.
- 5.02 Any items requiring repair or replacement in the future due to either

damage or wear and tear will be the sole responsibility of the Market Trader.

- 5.03 Replacement items must be purchased from a supplier approved by the City Council.
- 5.04 Items identified in (5.02) above must be replaced if in the opinion of the City Centre Manager or the Market Inspectors they are no longer in an acceptable state of repair or condition.

6.00 Trading Use of Pitch

- 6.01 The Trader is not permitted to sell any goods other than
- 6.02 Every effort will be made to ensure there is no over representation of a particular trade of goods. Each Trader will be required to identify a main product to be sold. The Market Inspector will endeavour to ensure that there is no unreasonable conflict of these main products but no guarantee or undertaking will be given in respect of competitive trading and traders may find similar products/lines for sale within the market area.
- 6.03 The main produce to be sold from this Pitch is

7.00 Vacant Pitches

- 7.01 Prior to offering any vacant Pitch to casual traders the Market Inspector will consider applications from existing Traders to move into empty pitches or swap pitches provided adjacent Traders have no reasonable ground for objection and no conflict of interest will arise.
- 7.02 When a Pitch becomes vacant, the Market Inspector is empowered to offer it to a casual trader.

8.00 Payment of Licence Fee

- 8.01 (a) The payment for the Pitch for the three Trading Days in any week shall be as detailed below:

Standard Single Pitch (3m x 3m) £50.00

Large Single Pitch (4.5m x 3m) £75.00

This charge is subject to alteration by the City Council with four weeks prior notice.

- (b) For each additional day in any week permitted from time to time by the City Council, the payment will be advertised by the

Market Inspector in his office and notified to the Trader in advance of the additional day(s)

8.02 The payment referred to in Clause 6.01 above must be made by the Trader on the Thursday of each trading week in respect of every week during which he is permitted to trade (subject to clause 6.03 hereof) and paid in the manner described in this Consent.

8.03 If for the first twelve weeks of each thirteen week period the Trader pays the weekly fee as prescribed in clause 6.02 hereof no charge shall be levied for the thirteenth week and it shall be deemed a 'free week'. To qualify for a 'free week' the Trader must have attended and traded on the market for every day during the qualifying period (with the exception of approved holiday absence). Any periods of non-attendance caused through sickness or otherwise will invalidate an award of a 'free week' for the Trader and the normal pitch fees will be payable.

8.04 (a) Payment by Cheque

The Trader may make payment by cheque payable to the City Council and delivered to the Market Inspector.

(b) Payment by Cheque and Guarantee Card.

If payment is made by cheque supported by a cheque guarantee card payment can be made to the Market Inspector not less than one Week in advance.

(c) Cash

The Trader may make payment by cash paid weekly in advance to the Cashier's Section on the Ground Floor of the Civic Offices, Guildhall Square, Portsmouth by 10.00 am on Thursday in each week. In all cases the Trader will produce on demand his receipt book. The Head of Asset Management Service may at its discretion ask for payment by cash in respect of any Consent. Payment referred to in Condition 6.01 above may be suspended or reduced (at the discretion of the Head of Asset Management Service) if the Trader is prevented from trading in Portsmouth Market due to circumstances beyond his control. The Market Inspector may, at their discretion, take cash payments from a trader subject to a £5 administration fee becoming payable.

8.05 Failure to make payment to the City Council by the Trader before the specified date and in the correct manner shall render this Consent inoperative and the Trader shall not be entitled to trade in the market without the renewed permission of the City Council and the payment by the Trader of all moneys currently due and of all arrears and interest that has accrued in respect of arrears at a rate of 2% above base rate of the Co- operative Bank Plc.

9.00 Change of Address

9.01 All Traders must immediately inform the Market Inspector of any change in home or business address or telephone numbers detailed. Any notice will be deemed to have been served if sent to the Trader at his/her last notified address.

10.00 Traders Conduct

10.01 The Trader shall comply with all reasonable requirements of the Market Inspector or Assistant Market Inspectors, the Head of Asset Management Service, and any other duly authorised inspector for statutory purposes. All reasonable instructions given by the City Council including the Chief Environmental Health Officer, Trading Standards Officer or any other authorised work personnel, Police Constabulary, Traffic Warden, Fire Officer, or any Government Department including any representative from the Ministry of Agriculture, Fisheries and Food must be obeyed.

10.02 The Trader shall use the Stall in a diligent and business like manner and not do or allow to be done anything which might cause or be a nuisance to the public or to the occupiers of neighbouring stalls or which may be of detriment to the Councils market. Abusive, profane or disgusting language is strictly prohibited. The Trader will ensure that members of the public using the Stall are treated in a civil and courteous manner.

10.03 The Trader shall ensure that the Stall is kept adequately stocked, in a good and presentable condition and a good selection of products and attractively displayed, and open for trading throughout the Market Hours

10.04 Unless specifically authorised the Trader shall not attract other persons by hard selling, hawking or any form of public outcry nor to

- permit or suffer any sale by auction
- 10.05 The Trader shall not use any public address system or broadcast amplifying the sound of any radio, recording or musical instrument.
- 10.06 No person shall light a fire in any part of the market.
- 10.07 No person shall keep, store or sell any gunpowder, fireworks (without the issue of a licence from the Trading Standards Officer) or any other explosive substance such as naphtha, bottled gas, petroleum or paraffin oil or any other flammable substance in the market without the express written consent of the Market Inspector setting out the terms and conditions by which the product is sold.
- 10.08 Any person who uses any water tap, if provided in the Market will ensure that it is properly turned off immediately after he/she has finished using the tap.
- 10.09 Unless the prior written consent of the Market Inspector is obtained no person in the market shall distribute or attempt to distribute to the public in the market any leaflets, handbills, cards, pamphlets, booklets or other literature except by way of sale.
- 10.10 Every Trader will ensure that his/her employees and other persons assisting him in carrying on his business in the market are fully aware of and observe and comply in all respects with the requirements of these regulations.
- 10.11 The City Council reserves the right to exclude or dismiss from the market any person detailed above or any other person who contravenes any of the regulations set out herein or operates in an unsatisfactory manner
- 10.12 The Trader shall not extend his operation beyond the limits of his Pitch as marked or indicated by the City Council. All walkways and other areas between the Stalls, immediate approaches to the market and adjacent highways must be kept free of obstruction.
- 10.13 Goods must not be stored in The Market Area, or surrounding roads/ alleyways, even if permission has been obtained from shopkeepers to utilise their shop fronts. Storage of goods must be kept within the designated Pitch
- 10.14 The sale of goods other than from an approved Pitch is strictly prohibited.

11.00 Vehicles

- 11.01 The Trader will not bring on to the market any vehicles except by an authorised entrance and which will be immediately unloaded prior to the commencement of Market Hours and the vehicle will then be removed from the market immediately.
- 11.02 The Trader is permitted to restock his/her Stalls during the Market Hours. The barrows, boxes or other receptacle used must be expeditiously loaded or unloaded and immediately removed from the gangways and pedestrianised areas of the market and expeditiously placed in the Traders pitch. **No vehicles are permitted in the Market Area during Market Hours.**
- 11.03 The use of bicycles, roller skates, skateboards or any other recreational vehicle is strictly prohibited from the market

12.00 Signage

- 12.01 The Trader will display in a prominent position his/her name or registered trade name and pitch number on the front of his/her stall on a standard style plaque, this plaque will be plainly visible to the public. This condition does not remove a Traders obligation to display any other information required by law, the prices for goods offered for sale will be in plain and distinct figures.

13.00 Electrical Appliances

- 13.01 The Trader will not place upon the stall or otherwise use in the market any lighting or other apparatus that is, in the opinion of the Market Inspector or other authorised officer in a dangerous condition.
- 13.02 The Trader shall not use more than six (6) one hundred (100) watt two hundred and forty (240) volt bulbs per pitch in connection with his stall and shall connect the bulbs and associated apparatus to the stall in a manner first approved by the Market Inspector or other authorised officer. It will be the responsibility of the trader to ensure that all apparatus and leads are maintained to the required standard by the City Council's Health and Safety Officer.

14.00 Cleanliness

- 14.01 The Trader will at all times keep his pitch clean and litter free and shall not allow any refuse or litter to disperse from his pitch at any

time. Reasonable precautions shall be made to ensure no loose wrappings or litter is dropped on the ground. Refuse shall not be allowed to accumulate in, on or around the stalls. The Trader shall not store or keep waste material produce or any other goods within Charlotte Street or Commercial Road or other roads in the vicinity outside of his/her own pitch regardless of whether a retailer has given permission for him/her to do so.

- 14.02 The Trader shall comply with the refuse arrangements provided by the City Council and shall dispose of refuse and litter arising from his pitch or coming within his pitch from elsewhere at frequent regular intervals throughout the Market Hours, at the end of the day and also whenever specifically directed to do so by the Market Inspector.
- 14.03 A Trader engaged in the sale of food shall provide suitable and sufficient washing facilities at the pitch together with hot water, towel, nailbrush and soap or facilities to the satisfaction of the Chief Environmental Health Officer for the time being.
- 14.04 A trader engaged in the sale of food items shall comply with the directions of the Ministry of Agriculture Food and Fisheries.
- 14.05 At the close of each days trade, all litter, refuse and empty boxes on or about the stall shall be collected, removed or deposited into the compactor or other place set aside by the City Council, thus leaving the stall in a clean and tidy condition to the satisfaction of the Market Inspector.
- 14.06 Traders shall use their best endeavours to prevent any mud, dust, dirt, oil, fat, filth or other contaminating substance being deposited on adjoining stalls, the surfaces around their pitch and the drains situated in the highway.

15.00 Animals

- 15.01 Any animal with the exception of guide dogs owned by the trader, authorised employees or agents of the trader are prohibited from the market.

16.00 Termination

- 16.01 The City Council may withdraw this Consent at any time and will give four weeks notice of withdrawal unless earlier withdrawal is

appropriate due to a breach of condition

- 16.02 Should the trader wish to terminate this agreement he/she will give 4 weeks written notice of such an intention to the Market Inspector.

17.00 Indemnity

- 17.01 The Trader shall indemnify the City Council against all claims, liabilities, actions, demands and expenses arising in respect of any breach of condition by the Trader or by any act of negligence or nuisance by the licensee or any person employed or assisting him.
- 17.02 The Trader shall provide insurance in the sum of **£5M** to insure against Third Party Public Liability claims and the indemnity referred to in part 17.01 and shall provide on demand for inspection by the City Council the insurance certificate and evidence of the full payment of the premium.

18.00 The City Council

- 18.01 The City Council may at any time enter onto any part of the market including stalls for the purpose of any of its functions as a Local Authority to inspect or repair any fixtures, fitting facilities appliances or structures thereof.
- 18.02 The City Council will take all reasonable precautions but accepts no responsibility for any loss to goods or property of any person authorised to occupy a stall.
- 18.03 Although the City Council will make every effort to avoid any inconvenience, the Traders will comply with any requirements by statutory undertakers in the event of any works in the market.

19.00 Statutory Obligations

- 19.01 The Trader will comply with the provision of all Acts of Parliament, Bylaws and of any Orders or Regulations made there under relating to food hygiene, health and safety, sale of goods, weights and measures and any other relevant matters.
- 19.02 The Trader will comply in particular in all respects with the Food Hygiene (Market Stalls & Delivery Vehicles) Regulations 1966, and the Food Hygiene (Market Delivery Vehicles (Amendment)

Regulations 1966 to the satisfaction to the Chief Environmental Health Officer or other authorised body.

20.00 Disputes

20.01 Where there is a dispute between the Traders concerning any merchandise sold or proposed to be sold by a trader from a stall, the City Council will use it's absolute discretion, after affording to the Traders an opportunity to make such representations as they think fit, to decide what merchandise should be sold from a stall and to give directions accordingly.

21.00 Non-attendance Procedure

21.01 All Traders must notify the Market Inspector prior to the Thursday of the relevant week if they are unable to attend the market. A "justifiable reason must be given in this respect ie holiday, family bereavement etc, payments should be made in usual manner unless previously authorised.

21.02 The validity of any reason will be considered by and at the discretion of the Market Inspector under direction by the Head of Asset Management Service. After two weeks of non-notification or an unsatisfactory reason, a two weeks notice will be given to the Trader terminating his/her licence for the pitch.

21.03 Notification of non-attendance must be given by providing :-

- i) Name and Address and Pitch No.
- ii) Reason for non-attendance.
- iii) Anticipated date of return.

This can be given by:-

- a) Personally speaking or leaving a message with the Market Inspector on (02392) 841982(24 hour answerphone).
- b) Mobiles 07931 503 787 or 07941 198 142
- c) Leaving a message with Head of Asset Management Service: Reception Telephone (023) 92 834286 8.00 a.m. - 5.00 p.m. Monday to Friday.
- d) Leaving message clearly stating the above format

Telephone (023) 92 834286 (24 hour answerphone).
If Procedures b or c are followed, your message will be conveyed to the Market Inspector as swiftly as possible.

22.00 Non-attendance for All Three Days

- 22.01 Where the stall is not presented to an acceptable standard to the satisfaction of the Market Inspector (under the guidance of the Head of Asset Management Service) for any/all of the 3 days of the market this will be deemed to be non-attendance. After a period of two weeks of partial attendance, i.e. not the full 3 days the pitch may be re-allocated by the Market Inspector to a "full time" trader and the offending trader may be re-allocated a less favourable pitch.

23.00 Undertakings

- 23.01 Each trader will undertake to comply with the quality standard and pledges agreed between the City Council and the Market Traders Association and will display evidence of such agreement & compliance.
- 23.02 Two free week's holidays in anyone-year will only operate if the Pitch is left vacant for two weeks in a calendar year (1st Feb to Jan 31st) subject to the Market Inspector being notified prior to its occurrence. Where trading is continued by authorised individuals operating the Pitch, for example relatives, the normal Pitch fee will be payable. The City Council reserves the right to withdraw this concession at any time. Failure to comply with the correct notification procedure will invalidate any holiday 'claim'.
- 23.03 The above (22.02) only applies to the pitch and not to the store. Rents must be paid in respect of this throughout the year in accordance with the agreement provisions.

24.00 The Market Inspector

- 24.01 The Market Inspector and his Assistants' decision is final in respect of any matter. Any infringement of the above Rules and Regulations will be dealt with promptly.
- 24.02 Each Trader will in respect of his/her pitch report to the Market

Inspector all accidents, disputes, thefts, disorderly conduct and goods lost or found as soon as practicable.

25.00 Warnings

25.01 Upon infringement of these conditions the following procedures will be followed:

- Step1) Verbal request/warning from Market Inspector.
- Step2) Written warning from Market Inspector.
- Step3) Written warning by Head of Asset Management Service.
- Step4) Suspension of Licence and/or re-allocation of pitch.
- Step5) Termination of Licence.

Any of these steps may be bypassed subject to the severity and/or repetitiveness of the "offence".

25.02 Should the trader feel that he/she has been treated unfairly, he/she may lodge a complaint under the Complaints Procedure set out below.

26.00 Complaints

26.01 Any complaint or dispute should be brought to the attention of the Market Inspector or his Assistant He will consult with aggrieved parties and, if necessary, with the Market Traders' Association Representatives. In the unlikely event of no such solution being reached, the complaint should be put in writing and handed to the Market Inspector or his Assistant who will pass it to the Head of Asset Management Service for a decision

26.02 Any complaint against the City Council will be conducted in accordance with the approved complaints procedure. Any officer of the City Council who receives a written complaint will record the date and time received and details of the aggrieved parties. Discussions will be carried out between the City Council, and where necessary, any interview will be carried out at the complainant's convenience. The Head of Asset Management Service will acknowledge the complaints within 2 working days of its receipt, and will investigate within 7 working days. This is however subject to the complexity of the matter and may be delayed where the officer concerned is either on leave or off work due to illness. Any complainant who is dissatisfied with the result of his/her complaint may take the matter to

the Chief Executive of Portsmouth City Council who will always be the final arbiter.

Full details of the Asset Management Service Complaints Procedure can be supplied upon request.

I hereby confirm that I agree to comply with all regulations and conditions set out herein.

Signed:

Name:

Dated:

Note: This Consent is given pursuant to the powers given to the City Council under statutory powers and is not a lease or a tenancy and gives no interest in land to the Trader.

Appendix 6 Action Plan