



## **Business Plan for the acquisition of the Licence for North Ormesby Market Place**

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## Foreword

North Ormesby Neighbourhood Development Trust Ltd (NONDeT) was originally established in 1997 as North Ormesby 2001. The aim was, as it is now is to provide support and help to those in need in the local area and to aid in the regeneration of the area to make it a friendly, sustainable and community driven place to live and work.

The Trust is driven by its members, who voluntarily provide their knowledge and expertise in providing activities, which allow the Trust to achieve their goals in supporting the area and those of the community. The primary concern of the Trust at this time is to provide stability to the community, in order to make North Ormesby an area of hope and optimism. Whether, the Trust focuses on the concerns of the individual or a group, the paramount importance to us, is that the people involved, all work to a common goal and that is making the community proud of the area they inhabit.

We at NONDeT believe there is scope to improve and expand the services that we currently supply to the local area and community. We believe that the sustainability of the North Ormesby Market square is crucial to the success of North Ormesby.

This document signifies our intent to apply for the operation licence for North Ormesby market and is part of reaching our goal of supporting the people of this area and improving the standard of life for the local community.

## 1.0 Introduction

NONDeT has held under consideration the importance of North Ormesby market square to the local community and the impact of the loss of the market square on the local community for quite some time. We believe that under our management and guidance that the market square could flourish and establish stability for market traders and their customers. This would help the local community to thrive and provide pride again in which was once a successful marketplace and community.

The plan of NONDeT is to expand and provide further support to the community by making the market place a hub for social interaction in the community and give the community a market of which they can be proud. A successful market place would also provide economic benefits to the local community and as a result would provide further benefits to the community such as: employment and the regeneration of the local shopping area. The local community will also benefit from any surplus revenue raised by the market, as the surplus revenues gained will be used to support the community.

This document details the proposed plans of the North Ormesby Neighbourhood Development Trust, if successful with the application to acquire control of the market place. This plan also documents the strategic measures which NONDeT plan to implement in order to improve the market and make it sustainable for the foreseeable future.

## 2.0 Background

A brief background of North Ormesby and the North Ormesby Market both historically and in today's context.

### 2.1 North Ormesby and North Ormesby Market

North Ormesby is an urban village in the borough of Middlesbrough. North Ormesby owes its existence to the Iron industry that flourished in the borough in the 1850's. The success of the Iron industry created a need for housing and J.W Pennyman, the then land owner, agreed to the building of houses to address this problem. North Ormesby as a successful thriving area became the first village to have a cottage hospital in 1861 which served the community for 120 years. Pennyman also established the historical market place in North Ormesby as a means to gain revenues to support the cottage hospital and create a central community hub for business and social interaction.

North Ormesby in 2014 is a very different place than it was in the era of Pennyman and that of twenty years ago for example. The population of North Ormesby and the Brambles Farm ward now stands at 6,455 and has become one of the most deprived wards in Middlesbrough. In November 2011 the official figure for unemployment was 39.3% of people who reside in the ward of North Ormesby claim DWP benefits and 37% of people rent social housing.

The market place in North Ormesby still remains the social and economic hub of the community. The regeneration of the market place by Middlesbrough Council which was finished in August 2009 signified the importance of the market to the local area. The Market is still active two days a week and provides the people of North Ormesby an opportunity to get fresh produce and meet with friends and traders.

## 3.0 The North Ormesby Neighbourhood Development Trust Ltd

### 3.1 Background

NONDeT is based on Kings Road, North Ormesby. Established in 1997 North Ormesby 2001 was set up by a group of North Ormesby residents and other community members who formed a regeneration partnership following consultations with Community Futures Workshops and Community Appraisals. The organisation was formally incorporated as a Company Limited by Guarantee in October 1998 (no: 3648835) and as a Registered Charity (no: 1083301) and a Development Trust in 2000. In June 2006, by special resolution, the name of the Trust was changed to North Ormesby Neighbourhood Development Trust.

The Company is run by a Management Committee (Board of Directors) that meets on a monthly basis. The Board is made up of 9 resident directors, 3 non-residents with an interest in the community and 1 co-opted director.

### 3.2 Core Values

The NONDeT Business Development Plan is based upon the following statements developed by members of NONDeT and our partner organisations and individuals. We expect all of our partners will embrace these values.

**Vision:** NONDeT wants to make North Ormesby: - a place where people want to live, work and relax; an urban village not just by geo-political accident, but by design; a community with pride in itself.

**Approach:** NONDeT will become a tangible illustration of the strength of the people of North Ormesby, it will re-energise the community, be forward thinking, and bring about change – change for the better not for its own sake.

NONDeT wants North Ormesby to become a community driven by equality of opportunity which offers safety and security and is supportive of the hopes and dreams of community members of all ages. Partnership working will be the key way forward but partnerships must seek to improve and maintain the health, wealth and happiness of the total village community.



**Standards:** NONDeT will undertake both REAL and REALISTIC involvement with the community. It will be demonstrably caring in approach and methodology, engaging with the community, in order to achieve their goals.

In all we do we will demonstrate “barrier free” working; creating a genuinely open society which is thoughtful and self-critical, far-reaching and informed.

**Enterprise Beliefs:** NONDeT enterprises should reflect and be driven by the above views. They should be ACTION RESPONSIVE to different strands of the central core not just an end in themselves. NONDeT enterprises will support and uphold NONDeT as a Development Trust, but first and foremost they must support and uphold this community.

### **3.3 Mission Statement**

The Trust works to improve the environmental, recreational, educational and social environment of the residents of North Ormesby through the encouragement of training, volunteering and employment opportunities, particularly where these utilise local labour and skills, and develop social enterprise. This can be summarised in our four part mission statement.

NONDeT exists to:-

- Cultivate community spirit
- Encourage the community to self-help
- Support initiatives to reduce crime and antisocial behaviour
- Promote health, public safety and partnership

### **3.4 Existing success**

NONDeT currently run two successful businesses in the heart of North Ormesby and these are used to provide support and help to the community.





Info Point is an enterprise that was established in April 2007 to provide support and information to the community and action groups of North Ormesby. Services that we provide to the community are: General information, advice on community issues, grants, community broadband, printing of documents and use of computers.



North Ormesby Community Shop is a retail shop which sells donated goods. The surpluses generated by sales, are retained within the community, including a small



grants fund for needy individuals and local organisations. Initially developed with NONDeT help, it is now a wholly owned subsidiary venture.

### **3.5 The Current Business status of NONDeT and Experience**

NONDeT Ltd currently is comprised of a Parent company, NONDeT and a wholly owned subsidiary trading arm (North Ormesby Development Company).

NONDeT Ltd provides information and activities to the local residents of the North Ormesby area. NONDeT also supports the community by considering grant applications to the benefit of residents.

The North Ormesby Development Company currently provides these services to the community:

The North Ormesby Community Shop is the main stay of the North Ormesby Development Company and provides a means for the community to purchase second-hand items at reasonable prices. The profits of which, are retained and then distributed by the parent company to provide activities and support to the local community.

North Ormesby Development Company implemented a scheme for Community Broadband in January 2011. This has been successful in providing a broadband service to residents of North Ormesby. The residents of North Ormesby have also benefitted from a scheme that introduced low cost use of computers and printing facilities based in the Infopoint shop.

## **4.0 The Business Proposal**

This proposal signifies the intent for NONDeT to apply for the licence of the marketplace situated in North Ormesby in the borough of Middlesbrough.

### **4.1 Objectives of NONDeT**

NONDeT believe that a regular and stable market greatly benefits the social and economic future of North Ormesby. If successful we will focus our operations on the following objectives for North Ormesby Market:

- To make North Ormesby Market Place a viable business venture in terms of a self-sustainable and surplus making enterprise.
- To improve the profile of the market in the community and surrounding areas.
- To provide a market that considers the needs of the community and those who attend the market from the surrounding areas.
- To provide an enjoyable consumer experience for the visitors of the market, so that traders will have repeat trade.
- To expand our current activities in the community by using any surplus revenues gained from the market for the good of North Ormesby and its residents.

### **4.2 The Future Vision for North Ormesby Marketplace**

North Ormesby marketplace in its current form provides a place for the local community to shop for goods.

- The marketplace currently is open twice weekly on a Tuesday and Saturday.
- The market currently provides stalls that sell: fruit and vegetables, home furnishings, clothing and many other items that fulfil some of the consumer needs of the residents of North Ormesby.
- The area has recently had significant investment in the form of regeneration project of the marketplace. This includes: modifying the layout of the market stalls, removal of the toilet block and renovation of the marketplace.

The future vision incorporates the provision of existing services with the aspiration of transforming the marketplace a busy hub for socialising, shopping and a place the community of North Ormesby can once again be proud of. NONDeT want to provide

a marketplace that embraces the ideas of the community and satisfies their needs by providing a community based approach to the facilities and services. Based in the heart of North Ormesby on Kings Road, we are aware of the consequences economic failure of the market would bring to the area and we are devoted in making the market a stable and sustainable venture that would be here for future generations.

Under the management of NONDeT we wish to raise the profile of North Ormesby market in North Ormesby and the surrounding areas. This will be done by creating a marketing campaign that focuses on the benefits that the market can provide such as: value for money shopping and the experience an outdoor market provides. This we believe will also be of significant benefit to the community of North Ormesby; as it would provide opportunities for the shops of King Road to increase trade and hopefully the existing shops that are currently vacant would attract new business.

North Ormesby would benefit from any surpluses generated by the market as this will be used to facilitate activities in the community. As a charity focused on the community of North Ormesby, we want to expand our operations in helping the community and supporting local community based services. The market would also be used as a means of supporting the community with the opportunity for stalls that provide support and advice to members of the community.

NONDeT believe that the diversity of produce is vital to the sustainability and success of the market. We will assess the needs of the consumers and provide a market that focuses on their needs. We would also like to introduce specialist markets if there is demand such as: Asian and farmer markets as a means of promoting cultural diversity and raising the profile of the market in the community and the surrounding areas.

The social interaction of the community holds significant importance to us. In order to make the market a success we believe that the market needs to become the social hub of North Ormesby, whereby, members of the community and the traders can communicate and interact with each other

### **4.3 Meeting the Objectives**

The priority of NONDeT will be to make the market a stable and sustainable business venture. This will be done by identifying areas where costs can be reduced without impacting the successful operation of the market. At current, we believe there is scope to implement cost reducing measures that will have minimal to no impact on the operation of the market. These measures will take effect gradually and be completed on a test basis with monitoring and evaluation to identify, whether they

have been successful. Success will be determined by the level of impact that the changes have had on the market in relation to the cost saving made.

The cost cutting measures implemented within the operation of the market may increase the surplus revenue gained from the market. The surplus revenues will be gift aided to NONDeT to increase their contribution towards their charitable community based projects. The Trust has a strong background in providing such activities and the provision of activities will be decided by NONDeT's board of Trustees. The activities will be largely based on the suggestions and requests of the community. Each request will be judged on its own merits and will be fulfilled on the basis of the benefit it will provide to North Ormesby community.

NONDeT believe that, to raise the profile of the market, it will be necessary to implement a marketing campaign. The marketing campaign will feature the benefits that can be gained by visiting the market and the history of the marketplace. Marketing will also reference the North Ormesby area, so to encourage people to visit the area. We hope that the local shops located on Kings Road, North Ormesby will benefit from the marketing. The historical significance of the market will be a main feature of the marketing campaign.

North Ormesby market should meet the demands of its customers. NONDeT believe this is important to the success of the market in attracting new custom. At this stage of the project we have conducted market research in this area and this will be ongoing if successful in this bid. When the demands are identified a strategy of sourcing the traders will be implemented. This strategy will also include consultation with customers and traders to identify improvements that can be made to the customer experience provided by the market.

#### **4.4 The Legal Structure**

The legal form of the proposed company that will undertake the management of operation of North Ormesby market place will be a Community Interest Company (CIC). This is to provide assurance to the community that any surpluses gained from market will benefit the community. We believe that using this company form will prove that this project will hold the best interests of North Ormesby in the highest regard.

The CIC will be a wholly owned subsidiary (by shares) of the North Ormesby Development Trust and as such would transfer surplus revenue to the trust in order to provide services, grants, activities and other projects that will benefit the community. To satisfy the regulations needed to form a CIC this will be stated in the Memorandum of Articles of Association when founding the company.

The CIC will comply with the Company Act 2006 and regulations of the CIC regulator to provide full compliance. A full transparency report of the benefits that the CIC has provided to the community will be compiled on a yearly basis to satisfy regulations set by CIC regulator.

The board of CIC will comprise of a chairperson and five directors including a financial director. The CIC will also integrate the community into the company. A provision for two members of the community to become non-executive directors will be introduced. The post of non-executives of the CIC will be advertised in the North Ormesby area. Inclusion of the nominee to the Board will be made by the chairperson of the Board.

## **5.0 Sales and Marketing**

This section of the proposal provides an overview of the considerations that NONDeT have identified in understanding North Ormesby market and the market that it operates in.

### **5.1 North Ormesby Market**

The operation of the market is placed in the service provider market sector. The responsibilities of NONDeT will be to provide a clean and well organised market place for traders and consumers. The market operates twice weekly on a Tuesday and Saturday with varying success. The market attracts 55-60 traders that attend on a regular basis on a Tuesday and 5-7 Traders on a Saturday. The market traders of North Ormesby market provide their own market stalls and they are responsible for the erection of the stall in the morning and removal of them at the cessation of trading on the same day.

The market thrives on Tuesday; however, Saturday has a more diverse stance on the sale of goods as the lack of traders selling new goods on a Saturday has been compensated by the inclusion of traders selling used goods.

The unique selling points are: that the market is the only remaining market in Middlesbrough and placed in the heart of North of Ormesby, the market is the commercial hub for shopping in the local area.

### **5.2 The Current Status of the Retail Outdoor Market Sector**

The retail market sector includes outdoor and indoor markets within the UK. The Markets Alliance has compiled information in 2011 that measures performance of the markets that operate in this sector which measured the responses of 261 markets in the UK of which 165 were outdoor markets. This information will be used to evaluate the current status of this market sector.

Markets in the UK have two formats Indoor and Outdoor. North Ormesby is an outdoor market; as such the information used in evaluating the current status of the Retail Market Sector will focus on this fact. The report found that from the 261 respondents of the survey that there are 65 markets that are operated by third parties and 198 operated by Local Authorities. In general privately operated markets are at current more successful with 76% of markets reporting that they increased or

have stable performance based on year on year performance. This is in comparison to 63% of Local Authority operated markets. The report also suggests that outdoor markets are outperforming indoor markets in this area. The shortfall of these statistics may be explained by the current economic climate in the UK or the change in consumer preference, although not indicated in the report.

The general outlook for operating an outdoor market is positive with 66% of markets reporting that the number of stalls let is the same or increased. This is also evidenced in the statistics for Profit/Loss performance reported by markets with 65% of markets reporting is the same or increased. Outdoor Markets also remain an attraction for customers as 68% of markets have increased or have stable footfall during 2011. This would suggest that markets are an integral part of the consumer experience, although there have been some decreases in the aforementioned areas.

The report also focused on the two types of management of markets which are Local Authority (LA) and Privately Management (See table below).

Question	LA (%) Same or Increased	Private (%) Same or Increased	Difference (%)
Number of stalls let	60	73	13
Number of traders standing	61	76	15
Number of market days	97	100	3
Footfall	61	61	0
Stall income	49	62	13
Operational/management staff	64	91	27
Profit/loss (bottom/line)	59	63	4
Trader Turnover (sales)	39	64	25

The information suggests that privately operated markets are outperforming markets that are operated by Local Authorities. This is especially evident in the statistics that focus on the traders; as traders of privately operated markets report that traders have a higher probability of increasing or keeping their turnover stable. This is also the case in stall income with a higher percentage of traders reporting that their stall income has increased or remained stable. Privately operated markets also report an increased or stabilised profit margin from operating the market.

Privately operated markets are also more successful in attracting and retaining their stall holders. This is a significant statistic, as it suggests that private operated market meet the traders requirements and have a stronger relationship with the market traders. The findings of trader turnover also suggest that traders on a private market have an increased probability of increasing turnover.

This report suggests that markets have strong future and still part of the customer experience in the UK and remain a part of British culture.

### 5.3 Target Customer Base

The target customer base for North Ormesby market is determined by the socio-demographic of North Ormesby, location, availability of parking and current transport links.

The primary customer base for North Ormesby market is the local residents of the surrounding area (within a one mile radius) of the market place. In the initial stages of operating the market we will improve the links that the market has with the local community. The market currently has a solid local customer base as evidenced in the researched completed in January 2012 but this could be improved by making the market more community focused.

The social demographic of the community of North Ormesby is interlinked with the Brambles Farm area of Middlesbrough. Middlesbrough Council classifies these areas in the same ward. The statistics of the demographics of North Ormesby also include the Brambles Farm area. The age demographic statistics for North Ormesby are<sup>1</sup>:

		Ward of NO and BF
2011	Population 0-15 years old	1,440
2011	Population 16-64 years old	4,220
2011	Population 65 years and over	795
2011	Total Population	6,455

The statistics suggest that our target customer base is the 16-65 years old category although, we will not discount the importance that the other age categories. We also believe that the 0-15 age group hold importance, as they will be the future consumers of the market.

The target customer base can be viably based on the economic situation of residents of this ward. This Ward is the 41<sup>st</sup> most impoverished wards nationally and 3<sup>rd</sup> in Middlesbrough. The following table shows the economic situation in this ward.

The Economic Activity of this ward is<sup>2</sup>:

Nov-2011	% DWP Benefit Claimants	39.3
Mar-2011	% In Employment	47

<sup>1</sup> Statistics sourced from Middlesbrough Council

<sup>2</sup> Statistics sourced from Middlesbrough Council

May-2012	% receiving Jobseekers Allowance	15.7
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The customer questionnaire completed in January 2012 stated that 88% of customers found the products on the market to be cheaper than a supermarket. This is also evidenced in the relatively low incomes in the North Ormesby and Brambles Farm ward. These findings suggest that the population of this ward need to be provided with a place to buy cheaper alternatives to supermarket shopping and the market can fill this niche.

The secondary customer base would be the people who live outside a one mile radius of North Ormesby market. As North Ormesby has sound transport links to Middlesbrough and is less than half a mile from the A66, it is reasonable to expect customers to travel to visit the market.

The market is currently visited by a wide age group and as such the target customer base could possibly follow this pattern. The target customer base would also be of varied socio-demographics, as this would be the best way of increasing the profile of North Ormesby market.

#### 5.4 Competitors of North Ormesby Market

This section of the report identifies the competitors of the market. This section also explains the strengths that North Ormesby Market has in order to combat the threats that are posed by these competitors.

##### Local Competitors of North Ormesby Market:

##### Supermarkets

Supermarkets	Distance from N.O. Market place (mile/miles)	Size of Store
Sainsbury's North Ormesby	0.1	Medium
ALDI at Marton Road	0.58	Medium
Morrison's Berwick Hills	1	Superstore
LIDL at Cargo Fleet	1.2	Large
ALDI at Newport road	1.5	Large
Tesco Express at Marton Road	1.03	Small
LIDL at Newport Road	1.7	Large
ASDA at South Bank	2.4	Superstore

(There are also five Tesco Express stores within a two mile radius of North Ormesby Market place).

##### Town Centres

Middlesbrough Town Centre: 1.5 miles from Market.



Stockton Town Centre: 6.6 miles from Market.

## Markets

Market	Distance from N.O. Market place (mile/miles)	Number of Stalls (Capacity)	Days Open
Stockton	6.6	150	Wednesday, Friday and Saturday
Thornaby	6.7	40-50	Thursday
Billingham	8	70	Monday
Guisborough	8.5	45	Tuesday, Thursday and Saturday

North Ormesby market is the last remaining dedicated outdoor market in Middlesbrough and has become a unique venture. The market remains despite these competitors and operates twice weekly. The closest traditional competitor of the market is Stockton market. Stockton market is not open in direct competition as it operates on Wednesday and North Ormesby market provides a car boot sale on a Saturday.

The lack of traditional competitors of North Ormesby markets may mean that they have been superseded by supermarkets. We believe that Morrisons in Berwick Hills is the main competitor to the market. Morrison provides a 'One Stop Shop' consumer experience including a 'traditional market street experience'. The current selection of goods and produce in Morrisons can also be found on the market; however, the market also provides clothing.

The statistics for car ownership seems to also dismiss the treat of Stockton market and supermarkets that are not local. The number of cars owned by North Ormesby residents is described as very low with 51.8% of private households owning their own vehicle<sup>3</sup>. This suggests that the residents of North Ormesby and Brambles Farm would have to seek alternative modes of transport to complete their shopping.

A further competitor of North Ormesby market is Middlesbrough town centre which has a high diversity of shops. The main threats to North Ormesby market are shops that provide budget goods and clothing such as: Poundland, Wilkinson's and Primark. Middlesbrough has good transport links and public transport that make it easily accessible for the wards residents.

A major driver of where residents of the ward shop is finding greatest value for money. This can be evidenced by IMD statistics as North Ormesby is the 41<sup>st</sup> most impoverished ward. The market in North Ormesby provides low cost products and as

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<sup>3</sup> Based on statistics gathered in 2004 (Instant Atlas Report)

such this is why NONDet believe the market place remains competitive with its local competitors.

## 5.5 Services and Price Structure

The services that we propose to provide as licensees of North Ormesby market are:

- Provide community focused management for the marketplace
- Disposal of waste from Traders and the public on the market days using socially responsible and environmental friendly methods
- Maintain and preserve the cleanliness of the marketplace
- Organisation of the market traders on market days
- Supervision of the market
- Advertising to raise the profile of the market and the North Ormesby area
- Organising special events such as community focused events and specialist markets
- Incorporation of a community stall into the market
- Investment of surplus revenue into the community
- Creating an infrastructure within the market that will encourage new traders to use the market
- Provide opportunities for new businesses to trade on the market to encourage new enterprise.

The current pricing structure would remain the same to ensure a period of stability through the transitional change of North Ormesby market. The current pricing policy for a pitch, is, recognised as competitive, compared to Stockton market who currently charges £21 per pitch per day.

The current pricing structure for North Ormesby Market is:

Day	Market stall trader	Second Hand Trader
Tuesday	£21.10 per pitch	N/A
Saturday	£19.10 per pitch	£14.00

Note: (A pitch describes an area of the market that measures 3.6 metres by 4 metres).

An enterprise stall will be something that we would be keen to implement. By encouraging new enterprise in the North Ormesby area we believe that it will provide new and diverse products. The enterprise stall will be populated by using the associations that NONDeT currently have with local enterprise initiatives and people who feel that their enterprise would benefit by having this opportunity.

The community stall will also be something that will be included in the remit of the operation of the market. The community stall will provide services and help to the community of North Ormesby giving the market a sense of community involvement. Services provided by the stall will give the community of North Ormesby an opportunity to air their concerns. The stall will be available for organisations that could benefit the people of the local community such as: advice providers, employment agencies and charitable causes. The community stall will also have a provision for the visitors to provide feedback on the performance of the market.

## **5.6 Marketing of North Ormesby Market**

The market campaign needs to fulfil two areas that have been identified which are:

- Advertising of North Ormesby and the market place
- Promotion of the market to new traders

NONDeT will seek to do this by using cost-effective methods that will provide exposure of the market to both areas. We have identified future methods of marketing that will be used and are confident that these methods will fulfil our requirements.

## **6.0 The Business**

The business operations that will be the concern of the CIC will be that of providing a clean, well maintained and organised marketplace for traders to perform their activities.

## **6.1 Operating the Market**

In the initial stages of operating North Ormesby, NONDeT will operate the market in its current guise. The opening and closing time of the market will remain unchanged. We will implement changes we deem necessary on a review basis following consultation and feedback from market stakeholders.

The business operations hold the main responsibility for the market. The organisation of marketing and advertising will also be included in the remit of the

business operations manager. Market traders will also be encouraged to participate in this activity to give them some input.

The market supervisor will focus solely on making the market as efficient as possible on market days in terms of performance and customer experience.

## **6.1 Waste disposal and Street Cleansing of North Ormesby Market Place**

Waste disposal and the cleansing of North Ormesby market place is a major point for consideration in managing the site. At current the waste disposal and street cleansing is operated by Middlesbrough Council and amounts to 38% of the operational costs<sup>4</sup>. We believe that this would be detrimental to the sustainability of the market and would seek a suitable alternative for this situation. We have consulted with waste management companies and believe that suitable alternatives to the waste management situation have been identified.

We have also investigated the environmental credentials of the companies identified as we want the service providers to exceed current environmental regulations in their waste management. Dedicated recycling bins would be provided for cardboard and plastics, thereby, reducing the waste going to landfill making the marketplace an environmentally, as well as a socially responsible enterprise.

## **6.2 Staffing**

The staffing of the marketplace will be arranged so that the transition of licence will meet all employment laws that will apply to this undertaking. To meet the requirements of our future plans we would like to employ staff that will optimise the operation of the market. This, we believe, will make the market more successful and sustainable. We would also like to provide an opportunity to train a person as an apprentice market supervisor with the potential for promotion.

## **6.3 Premises and Equipment**

The operation of North Ormesby market will require the company to lease premises that are suitable to provide a toilet and an office area to which members of staff can work and spend their downtime. The building currently used by the Middlesbrough Council satisfies these needs and we will seek an agreement with the Council and the current vendor of the property to undertake the lease of these premises.

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<sup>4</sup> Based on figures supplied by Middlesbrough Council for 2010/11

The equipment requirements for this venture are modest and have been included in the budget.

## **7.0 Outputs, Outcomes and Impacts**

### **7.1 Outputs**

- Implementing a strong commercial business strategy for North Ormesby market.
- Implementing a sound marketing strategy for North Ormesby market.
- Implementing a social and environmental framework which includes the community interaction plan and provides safeguards for the environmental performance of the market.
- Identify new traders that will enhance the potential of the market.
- Identification of issues that are affecting the community and the traders of the market.
- Identification of issues to traders and customers caused by the current layout.
- Implementation of a community and new enterprise initiative on the market.

### **7.2 Outcomes**

- Increased public awareness and profile of North Ormesby and the market
- Have a self-sustainable business that produces surpluses which are then invested back into the community.
- Increased community interaction on the market and community involvement.
- Increase of traders to market.
- Increase foot fall in the market



- Greater customer experience and satisfaction.
- An increase in income for traders.
- Economic benefit from the market for local shops.
- A greater understanding of the traders and their needs.
- Trader involvement in promoting the market and the customer experience.
- New diverse products on sale that will attract new custom and meet the needs of existing custom.

### **7.3 Impact**

#### **The Market**

The market will become the economic and social hub of the North Ormesby area with strong links to the local community. On the strength of these links the market will become community and customer focused, tending to the needs and demands of the consumer in the North Ormesby. The impact of changes to the market will return the colour and vibrancy that was once synonymous with North Ormesby market. North Ormesby Market will attract new customers from the Middlesbrough area. Diversity of products and service will be implemented and new traders who sell these products will be incorporated into the market.

The ongoing marketing of North Ormesby market will raise public awareness of the market and attract new custom. This will increase foot fall and the traders of the market will economically benefit. Existing traders will be consolidated and new traders will be incorporated ensuring that the products for sale on the market remain fresh and diverse. Greater understanding of the traders will strengthen the market and create a friendly customer experience that will rival many shopping outlets. The enterprise stall will provide a method of promoting new enterprise. With the association of NONDeT with enterprise initiatives the stall will be available for a small fee which start-up businesses can use to trial their new business venture.

#### **North Ormesby Area**

The attraction of North Ormesby market will increase visitors to the area. The shops located on Kings Road will gain economic benefit from this increase in visitors to the market. This will change the outlook of the shops and provide the opportunity for retailers to open new shops, thereby, increasing employment opportunities in the area. The market will also allow people from the area and surrounding areas opportunities for employment and voluntary positions that will provide experience and training.

The North Ormesby area will not only benefit from the success of the market but also the marketing of the market and North Ormesby itself. Marketing will promote the market and North Ormesby; as we attempt raise the profile of the area and attract customers from outside the local area.

### **The NONDeT Organisation**

NONDeT will ensure that the market becomes a viable and sustainable business that will contribute surpluses to the operation of charitable activities. Any surpluses from the CIC will allow NONDeT to make a further impact in the local community and allow increased involvement in projects in the community.

NONDeT will provide the business expertise necessary to establish the business strategy for the market and be heavily involved in the arrangement for special events. The benefits of the surplus income from the market will be used to provide support to the community in the forms of grants and funding for activities. The surpluses of market will also contribute to provide special events on the market square that will promote a sense of community and instil pride in the market and in North Ormesby.