

Appendices

Proposed operational plan - Weekly and monthly markets

Text in ***bold and italics*** reflects changes compared to previous operational plan. These include:

- Location (Temporary Community Centre for weekly markets, November to March)
- Timing (10 -2pm)
- Market manager or member of staff deputised to take decisions/adjustments for smooth running of the market.
- Maximum number of stalls for monthly markets: 10 (not 8) stalls outdoors and 15 single stalls indoors (not 25).
- Market administration – 0.25 Deputy clerk (not 0.1 FTE) until market manager has been recruited, and then 0.4 FTE market manager (not 0.1 FTE)
- Market supervision – 0.2 FTE contracted out and then market manager/employed (not 0.25 FTE)
- Toilets available at community centre

Start date, end date, location	
Market to commence	22 nd October 2023
End of post-pilot phase of market	22 nd October 2024 (12 months)
Market location	<p><i>November to March:</i></p> <ul style="list-style-type: none"> • <i>Temporary Community Centre (one assembly room)</i> <p>April to October:</p> <ul style="list-style-type: none"> • Northstowe Green on 1st, 2nd, 3rd and 5th week of the month • Northstowe Green and Temporary Community Centre on 4th week of the month (<i>both assembly rooms</i>)
Frequency, days and times	
Market day	Weekly, Sundays
Set Up	7:30 am (8:30 am Indoors) - 9:45 am
Market Open to Public	<i>10:00 am – 2 pm</i>
Close of Market	2:15 pm - 3 pm (<i>2:30 pm indoors</i>)
(*) Timings for set up, market hours and close down of market will be monitored and may be adjusted as needed. <i>Market manager or deputised member of staff will have authority for timings adjustments.</i>	
Traders, pitch fees and conditions	
Traders	<p>Weekly market (1st, 2nd, 3rd and 5th week of the month):</p> <ul style="list-style-type: none"> - Maximum of 7 traders until a market manager has been recruited, selling daily food and basics, including: <ul style="list-style-type: none"> • Fruit and Vegetables • Meat • Fish • Bread and cakes • Eggs

	<ul style="list-style-type: none"> • Dairy <p>Monthly markets</p> <ul style="list-style-type: none"> - Maximum 15 stalls outdoors and 15 single stalls indoors. Traders should include, in addition to the above: • Crafts/miscellaneous stalls • Flower and plants • Hot foot/Food van(s)/Refreshments (*) <p>(*) Food trucks/vans will be booked and managed by Northstowe Foodies, who will remain responsible for all dealings with the vans at all times and will ensure public liability and food certificates are in place.</p> <p>Note: a stall may combine different products (e.g. eggs and cheese, honey).</p> <p>The Town Council will work towards having the right mix of traders so that all daily products listed above are covered, but priority will be to have occupancy of market pitches.</p>
Pitch fee and conditions	<p>The fee for trading outdoors at the market is £15/trading day for a single pitch fee (3x3m). Additional (3x3m) space will be charged at £10.</p> <p>The fee for trading indoors at the market is £15/trading day for a single stall space (1,8m length table). Additional (1,8m) space will be charged at £10. Tables and equipment are to be provided by the traders themselves.</p> <p>Fee for Northstowe Foodies to be £10. Northstowe Foodies liaises with Food Truck Revolution to book food trucks ¹.</p> <p>Payment is to be made upfront, for one month at a time; and a one-month notice period is to be given.</p> <p>Except where the market has been cancelled by the Market Management Team, all traders will be required to pay their pitch fee irrespective of whether they attend the market or not.</p> <p>Traders can apply for casual positions in the market.</p>
Market staffing	
Market Administration	<p>Employed role – Deputy Clerk (0.25 FTE)² (<i>until market manager has been recruited</i>)</p> <p><i>Market Manager (0.4. FTE) thereafter</i></p> <p>Tasks:</p>

¹ Food Truck Revolution UK checks all paperwork is in place (e.g. liability and food hygiene rating) and charges £20 fee to food trucks directly, with £10 going to Northstowe Foodies, and £10 to intermediary Food Truck Revolution UK).

² Estimated based on Fenland District Council allocation of personnel with market tasks, which combined make up 0.5 FTE for 3 weekly markets off 5-10 stalls with no gazebos provided.

	<ul style="list-style-type: none"> • Scheduling and allocating traders location. • Market promotion and social media • Collation and check of completed stall holder Terms and Condition Agreements, food licenses/food rating (if required), risk assessment and insurance policies • Issuing invoices and taking traders payments • Preparing paperwork in relation to payments and costs related to market for Finance and Governance Committee meetings • Market enquiries and complaints • Coordinate with volunteers, traders and contractors for running and supervision of weekly and monthly markets. • Coordinate with partner organisations
Market admin Volunteer roles	Councillors and/or residents to assist with all the tasks outlined above as required until a market manager has been recruited.
Market Supervision (Market Day)	<p>Contracted out role (0.2 FTE)³ until the market manager is recruited) Employed role Market Manager (0.2 FTE) thereafter</p> <p>Tasks:</p> <ul style="list-style-type: none"> • Oversee market on the day from set up to pack down. • Point of contact for traders and volunteers on the day. • Ensure Health and Safety & Trading Standards compliance. • Monitor risks such as inclement weather. • Monitor footfall and flow of visitors and make suggestions for layout changes if needed • Monitor traders engagement and collect feedback and make suggestions for changes as relevant. • Monitor waste from traders and bins usage and report any recurrent issues. • Monitor traffic and parking and report recurrent issues. • Coordinate volunteers
Volunteers roles on market supervision and promotion (MONTHLY MARKET DAY only)	<p>Councillors and/or residents</p> <ul style="list-style-type: none"> • Supervision and monitoring of the monthly market (e.g. clicker counting, survey of customers, collection of traders feedback). • Set up of monthly market (traders labels, posters, road signs) • Marshalling and directing to designated parking areas. • Litter picking if required.
Facilities (gazebos, electricity, toilets), parking and traffic	
Traffic and parking	<p>Partial road closure of road through the Green during market days.</p> <p>No other road closures are foreseen but access of vehicles in the Green should be permitted only during load and un-load time and not during trading hours.</p>

³ Considers market manager to be present during set-up, set-down and market hours – 7:30 to 3pm.

	<p>In the planned interim community facilities (employment land adjacent to the square), there is no additional provision for parking, and the parking in the Green itself is quite limited. traders and visitors will be directed to the roundabout at the end of Pathfinder Way by primary school (23 parking bays), and to the staff parking from Pathfinder C of E Primary School staff parking (48 parking bays, including 3 disabled).</p> <p>A volunteer will be sought for taking up parking marshal role at each of the bigger market on 4th Sunday of month.</p> <p>Contracted out role/Market manager responsible for market supervision will take up marshal role for the loading and unloading times on the weekly market.</p>
Toilets	<p>Toilets available at the community centre.</p> <p>The other closest public toilets available will be Park & Ride – Longstanton, or Sports Pavilion (when finished).</p>
Waste	<p>Market traders are to be responsible for taking and disposing of all their waste appropriately.</p> <p>Litter picking volunteers may be organised.</p>
Electricity	<p>Outdoors: Electricity is available for traders at certain spots close to electricity points at a fixed charge of £8 (to be reviewed if necessary) in addition to the pitch fee.</p> <p>Indoors: no additional charge for usage of electricity.</p>
Gazebos/stalls	<p>Gazebos and stalls are not provided by the Town Council. Traders will be responsible for set and set down of stalls and any infrastructure.</p>

Financial projections monthly

Option 1 – Weekly markets, to be held indoors from November to March, monthly markets to be held indoors and outdoors.

- Market manager to be recruited asap, with possible start date February
- A market manager to be contracted on a 0.6 FTE, with annual salary of £26,000⁴
- Weekly venue hire for 6 hours (1 set up, 4h trading, 1 pack down) at £18/h for months of November to March.
- Monthly venue hire for 30£/hours for 6.5 hours
- Number of weekly traders increasing over time (4 traders in Nov-Jan, 5 traders in Feb-March, 6 traders April to October). Based on interest from traders.
- Number of monthly traders increases over time 15 between November to March, 20 between April and October.

Option 2 – Fortnightly markets, to be held indoors from November to March, monthly markets to be held indoors and outdoors.

As above, except:

- A market manager to be contracted on a 0.5 FTE, with annual salary of £26,000⁴
- Bi-weekly venue hire for 6 hours (1 set up, 4h trading, 1 pack down) at £18/h for months of November to March (*estimated as a third of Option 1 amount for weekly hire*)

Option 2 – Monthly markets to be held indoors and outdoors

As above, except:

- A market manager to be contracted on a 0.3 FTE, with annual salary of £26,000⁴
- No weekly/bi-weekly venue hire expense

⁴ Figure has been proposed based on Fenland District Council, which uses Band 4/5 for this role, between £23,953 and £30,095, and comparatively with salary of NTC Deputy Clerk.

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Option 1	Option 2	Option 3
REVENUE	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	12 months (Nov 2024 to Oct 2025)		
Estimated pitch fees (weekly market)	£180	£120	£180	£225	£300	£225	£270	£360	£270	£270	£360	£270	£3,030	£1,515	£0
Estimated pitch fees (monthly)	£270	£270	£270	£270	£270	£300	£300	£300	£300	£300	£300	£300	£3,450	£3,450	£3,450
Food truck	£10	£10	£10	£10	£10	£10	£20	£20	£20	£20	£20	£20	£180	£180	£180
Total Income	£460	£400	£460	£505	£580	£535	£590	£680	£590	£590	£680	£590	£6,660	£5,145	£3,630
EXPENSES	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	12 months (Nov 2024 to Oct 2025)		
Salary - Deputy Clerk (0.25 FTE Nov-Feb, then 0.1 FTE)	£675	£675	£675	£270	£270	£270	£270	£270	£270	£270	£270	£270	£4,456	£4,456	£4,456
Salary - Market manager - From February - 0.6 FTE Option 1 - 0.5 FTE Option 2 - 0.3 FTE Option 3	£0	£0	£0	£1,620	£1,620	£1,620	£1,620	£1,620	£1,620	£1,620	£1,620	£1,620	£14,580	£12,150	£7,290
Market supervision (Nov-Jan)	£576	£432	£576	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,584	£720	£432
Marketing/Advertising	£0	£400	£200	£0	£400	£0	£0	£0	£0	£0	£0	£0	£1,000	£1,000	£1,000
Venue hire (monthly)	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£195	£2,340	£2,340	£2,340
Venue hire (weekly)/(fortnightly)	£324	£216	£324	£324	£432	£0	£0	£0	£0	£0	£0	£0	£1,620	£540	£0
NABMA membership	£0	£0	£0	£0	£0	£384	£0	£0	£0	£0	£0	£0	£384	£384	£384
Total Expenses	£1,770	£1,918	£1,970	£2,409	£2,917	£2,469	£2,085	£2,085	£2,085	£2,085	£2,085	£2,085	£25,964	£21,590	£15,902
BALANCE INCOMES/EXPENSES	-£1,310	-£1,518	-£1,510	-£1,904	-£2,337	-£1,934	-£1,495	-£1,405	-£1,495	-£1,495	-£1,405	-£1,495	-£19,304	-£16,445	-£12,272
CPCA Grant	£1,095	£1,243	£1,295	£519	£1,027	£579	£195	£195	£195	£195	£195	£195	£6,928	£4,984	£4,156
NTC Funds	-£215	-£275	-£215	-£1,385	-£1,310	-£1,355	-£1,300	-£1,210	-£1,300	-£1,300	-£1,210	-£1,300	-£12,376	-£11,461	-£8,116

Market manager job description

Market manager tasks breakdown	
Market administration (invoices, ToR, market documentation)	0.4 FTE (18.5h/week)
Market development (search for traders, business plan, side events, fundraising)	
Market promotion and community engagement (social media, website, posters/banners, logo, liaise with partners/community groups)	
Market evaluation (survey, feedback from traders, regular reporting to Full Council)	
Market supervision (set up, pack down and market hours, health safety, feedback from traders/residents/partners)	0.2 FTE (7.5h/week=1 day/week)
Total	0.6 FTE (26h /week = 3.5 days/week)

Job Title: Markets officer (market manager)

Salary Range:	Salary Grade NJC 18 -28 (LC2 - below substantive range / substantive benchmark range), £25,419 - £32,798 <i>pro rata</i> (dependent upon experience and qualifications).
Hours of Work:	3.5 days/week, equivalent to 26 hours/week (0.6 FTE) <i>Indicative breakdown:</i> 0.2 Market admin and development (existing and new traders, venue, stakeholders, market monitoring and evaluation, fundraising) 0.2 Market promotion (social media, website, banners) 0.2 Market supervision (operations)
	Usual working days: at least half day to be worked during market days (currently Sunday). For the remaining, days in week and hours per day are open for negotiation.
Location:	Northstowe Town Council office (Currently, Northstowe Temporary Community Centre). Can be combined with home working on the non-market days.
Responsible to:	Deputy Clerk
Responsible for:	Market development and expansion; Market and event management and market supervision; Logo and brand development; Communications and community engagement; Fundraising

Duration:	Initial contract for 1 year, with intention to review job title, hours/week and job content, in line with overall staffing structure and expansion plans likely to be considered by the Council.
Probationary period:	6 months
Start:	As soon as possible.

Job's Main Purpose

This is a new post for Northstowe Town Council.

The Market Manager is a key post critical to the development and delivery of the Councils newly established markets, which play a role in providing services to the community and create a local economy in the absence of facilities or retail options in Northstowe.

This role is responsible for the development of a strategy for markets, including a updated 3-year business plan, as well as the management, administration and general oversight of both the day-to-day running and long-term organisation of the markets in Northstowe.

The Council currently holds a Sunday weekly market at the Green (10am to 2pm) and a monthly indoor and outdoor market at the Temporary Community Centre. The tasks of market supervision are currently partly contracted out to an external company and partly done by volunteers. The tasks of market administration and management are partly done by volunteers and Councillors, the Deputy Clerk and the Clerk.

The market manager is also to take the lead on most of the work around communications, community engagement, and event coordination in relation to the market.

Key Accountabilities

The Market Manger is line-managed by the Town Clerk/Deputy Clerk/Facility and asset transfer development officer and is accountable to the Town Council, to carry out the following primary areas of work;

- Leading on the delivery of a pilot market in Northstowe, and coordination of events, working with community groups
- Leading on developing communications, branding, and engagement with the community and media;

Working Relationships

The Market Manager has contact with: Internally, all members of staff and all Councillors. Externally, market traders, external contractors, volunteers, all tiers of Local Government, surrounding town and parish councils, the media, community groups and local organisations, residents, local businesses, and suppliers of goods and services to the Town Council.

Duties and Responsibilities

1. Market development, market delivery and market supervision

- 1.1. To work with Councillors, businesses, community groups and partner organisations, to develop a market and lead on the delivery, including monitoring and evaluation of a market in Northstowe.
- 1.2. To lead on the writing up of a market strategy and update of business plans for Northstowe. To lead on fundraising for market activities.
- 1.3. Management and planning all Northstowe Town Council markets, including weekly outdoor market, monthly indoor markets, and any ad-hoc/seasonal markets.
- 1.4. Maintaining a safe markets layout and allocating pitches to both regular and casual traders.
- 1.5. Market supervision on the day and coordination of market volunteers.
- 1.6. Managing the licence agreement process, including undertaking checks on insurances, Risk Assessments and any other needed checks including those relating to food hygiene.
- 1.7. Keeping accurate records for attendance across all markets. This information will be used by the postholder and/or by the Council financial responsible officer for budget forecasting, service performance management, and invoicing and debt control purposes issuing verbal and written warnings in line with our trader rules and assisting with the collection of arrears.
- 1.8. Promoting and advertising directly within the towns website and by maintaining an active social media presence across multiple platforms for the markets to encourage greater footfall from customers and to promote our markets to prospective traders.
- 1.9. Lead on branding and logo for markets.
- 1.10. Acting as the main point of contact for all customer contact (e.g. enquiries & complaints) received by the Council in relation to the Markets.
- 1.11. Undertaking regular review of all policies, procedures, Risk Assessments and other operational documents relating to the running of the markets to ensure these are fit for purpose in the safe operation of a markets service.
- 1.12. Maintaining standards of the markets which includes ensuring operation in line with the Council rules and procedures, issuing verbal or written warnings where necessary.
- 1.13. To communicate with customers, management team and members of the public in a manner than represents the standards and values of the council.

2. Policy Matters, Law and Procedures

- 2.1. To act in all duties as required by Law or the Council's Standing Orders or administrative practice.
- 2.2. To act as representative of the Council as required, liaising and building effective relationships with market traders, contractor for market/event management, the public, other public sector organisations, local businesses, and representatives of other organisations and the media as appropriate.

3. Event management

- 3.1. To work with deputy clerk on working with community groups and partner organisations in the public and private sectors, to develop and manage markets and events where the Town Council is adding value and those which the Council is (co-)coordinating.
- 3.2. To work with deputy clerk on event management plans, Risk Assessments, licenses, permissions and all health and safety and logistical aspects for all markets and events the Town Council is leading on or has an active role to play in.
- 3.3. To attend as and when required, a range of civic, ceremonial and social events/functions.

4. Training and Development

- 4.1. Acquire the necessary professional knowledge, where needed, for carrying out the duties of the post and the efficient management of the Council's affairs, through a process of continual professional development (training budget is available).
- 4.2. To make active use of various key information sources through Council's membership of professional bodies on legal and other topics, mainly National Association of British Market Authorities.
- 4.3. To take an active role in setting objectives and priorities, and reporting on those, as part of ongoing performance management for the post.
- 4.4. Continue seeking and attending professional development opportunities organised by professional bodies and other organisations relevant to carrying out the functions of the post.