Strictly private & confidential

Business Case for Securing the Future of Cambridge City Market



Produced by:
EWorboys Consulting Ltd/Place Partnership
Version 4 Oct 2026

Introduction

This Business Case has been produced to support the proposed long-term investment in Cambridge City Market (Cambridge Market), as part of the Cambridge Civic Quarter project. The Business Case has been developed within the framework of the Five Case Green Book model, specifically using the Strategic Outline Case (High Value) template. The Five Case Model supports evidence-based decision-making by providing detailed project scoping and financial modelling.

The Business Case is based on the experience of the market consultant, detailed conversations with the Market Manager, Civic Quarter architects and the wider team, feedback from market tenants, residents and market shoppers, as well as benchmarking with other markets and retail businesses. It seeks to:

- Make the case for investment in the redevelopment of Cambridge Market
- Explain how the redevelopment will support existing strategies of Cambridge City Council (CCC) and national government
- Outline the potential project risks
- Clarify options for the market
- Articulate the proposed commercial and management principles and forecast consequential financial implications

This is the fourth version of the Business Case, superseding previous ones produced and circulated.



DRAFT

1. Strategic Case

1.1 Strategic context

Research undertaken as part of an Economic Social Impact Assessment (ESIA) of Cambridge Market (March 2025) highlighted both its social value as well as the challenges it faces. Specific recommendations contained in the ESIA are that the market needs to be supported for its community benefits, the business opportunities it offers, and its contribution to sustainable food strategies, environmental and waste management policies. The market clearly adds to the character of Cambridge and brings additional footfall to the city centre, many of whom also visit other retail and leisure businesses while they are there.

However, the Civic Quarter consultation uncovered "deep-rooted problems"[1] with the market square, including:

- Antisocial behaviour (ASB)
- Uncontrolled vehicular movement
- Lack of seating
- Excessive on street cycle storage
- Unsightly on street refuse bins
- Broken and uneven paving – the listed granite sets are uneven, in a poor state of repair, and when wet create slip hazards making the market inaccessible for many
- Lack of external lighting
- Limited biodiversity and a lack of trees providing limited shade in summer

Additional feedback received (via the research for the ESIA and other forums) includes:

- The state of cleansing of the square
- Requests for improved layout (particularly an area for hot food to reduce its adverse effects on other market businesses)
- Desire for a more flexible space which can be used for hosting activations and events
- Need for the market services (electric, drainage etc) to be upgraded

[1] Cambridge Civic Quarter RIBA Stage 2 Concept Design Report – Executive Summary

DRAFT

1.2. How the market and securing its long-term future supports existing local and national policies

The findings of the ESIA demonstrate that the market contributes to the delivery of a number of Cambridge City Council's strategies, including the Community Wealth Building Strategy, Cultural Infrastructure Strategy, Sustainable Food Policy, Climate Change Strategy and One Cambridge Fair for All. In particular, the market provides jobs and apprenticeship opportunities and access to local produce not available elsewhere (over 60% of shoppers interviewed said they buy produce at the market which they can't buy elsewhere).

The importance of markets is also recognised in the National Planning Policy Framework[2], which provides that planning policies should 'retain and enhance existing markets and, where appropriate, re-introduce or create new ones' (Paragraph 90, part c).

In addition, research undertaken by the Institute of Place Management, for the High Streets 2020 project, offered multiple reasons why "Markets Matter".

Markets matter economically

- *The markets industry is a significant employer*
- *With low barriers to entry, markets are excellent business incubators and support business formation*
- *Markets positively impact on town centres* - generating town centre footfall increases of around 25% vs non-market days. 92% of Cambridge residents who responded to the ESIA survey said they also shop at other city centre businesses when they visit the market
- *Markets provide entry-level employment and self-employment opportunities that are open to all*
- *Markets create multi-use and multi-scale opportunities* - through markets, small and micro businesses have direct access to larger businesses to whom they can become suppliers
- *Markets increase town centre resilience* - representing more flexible and adaptable retail space, markets can respond quickly to changing needs
- *Markets provide access to affordable goods*
- *Markets attract tourists* - they are "unique, quirky, unusual and always a bargain" according to VisitBritain, with a distinct and authentic atmosphere that allows visitors to take part in the everyday life of the place they are visiting

[2] https://assets.publishing.service.gov.uk/media/67aafe8f3b41f783cca46251/NPPF_December_2024.pdf

DRAFT

Markets matter socially

- *Markets are places of social interaction* - used by different incomes, ages, genders and cultures
- *Markets facilitate community cohesion and social inclusion*
- *Markets are crucial to the distinct identity of a town or area*

Markets matter politically

- *Markets promote sustainability* – environmental benefits from locally-sourced products, and through serving local communities who mainly walk or use public transport
- *Markets promote community health* – through the availability of fresh and affordable food
- *Markets are places of innovation, experiment and education* - the low operating costs, smallness of scale, availability of stalls and the fluidity of markets encourage traders to take risks and try ideas and products that may not be viable elsewhere and provide the opportunity to educate shoppers in how to use and learn more about the product

DRAFT



London's Borough Market is popular with locals and tourists alike

1.3. Case for Investment

"To secure the long-term future of the market a significant refurbishment and visionary transformation is required."[3]

Feedback from engagement with Cambridge Market tenants undertaken as part of the ESIA found that the sustainability of market trading as a business is fragile. Less than a quarter (24%) of respondents reported that their annual income had increased over the previous two years.

Furthermore, as has been highlighted in Section 1.1 above, extensive stakeholder engagement and consultation have uncovered barriers for shoppers and residents which impact their use and enjoyment of the market.

These points demonstrate the Case for Investment in Cambridge Market. Continuing with Business as Usual would not provide security for the market tenants, respond to shopper and resident feedback or ensure that Cambridge Market continues to function as a destination market, bringing footfall and income to the city.

DRAFT





Areas for potential aesthetic improvements at Cambridge Market

[3] Cambridge Civic Quarter RIBA Stage 2 Concept Design Report – Executive Summary

1.4. Objectives

A high-level vision for Cambridge Market Square was approved by CCC in March 2022. This states that the intention is for the market to become:

An inspiring, strategic public realm heart to the city centre, the market square will be welcoming to all to work, visit and spend time here. A 21st century international and local multi-generational and multi-cultural space, celebrating Cambridge's history and heritage, it integrates a thriving, sustainable, accessible, safe and open environment, connecting the surrounding streets with spaces to shop, wander, stop and socialise. A bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community.

In order to deliver the objectives within this vision, it is necessary to understand what makes a successful market and how this can be delivered in Cambridge. The following are recognised as the most important characteristics of successful markets around the world:

- **Opening hours**
  Longer hours would make the market more accessible for shoppers, as well as reduce the ASB occurring in the market square during the evenings/night-time. It is proposed that any tenants who wish to remain open can do so until 10pm on Thursdays, Fridays and Saturdays. In this way, it is likely that the market will serve the predominantly retail needs of its customers during the day, and evolve into a vibrant food and drink destination in the evening, as well as provide natural surveillance.

- **Layout and presentation**
  The market will benefit from the creation of a modern layout in which certain tenants (predominantly food & beverage) will be zoned by offer type, increased circulation and seating areas, and improved sightlines. The market will also have improved back of house facilities including subterranean bin and recycling facilities, which will vastly enhance the aesthetics of the space.

  The market will be comprised of a mix of permanent units and non-permanent stalls, the amount of which will vary each day depending on demand. This will ensure that the market and its offer remains varied and offers something new for shoppers each visit. It will also provide a degree of flexibility to allow for complementary activation and increased space for customer seating.

DRAFT

- **Product mix**
  Any new tenants for Cambridge Market will be proactively targeted in accordance with the approved Balance of Trade policy. It is also anticipated that goods will continue to be predominantly locally sourced, of high quality, and will complement and add value to both the rest of the market and also the wider city centre retail and leisure offer.

- **Seating**
  The social benefits of markets were recognised by a 2009 House of Commons inquiry which concluded that their role in bringing communities together is as important as their economic function. This was supported by the ESIA research which found that Cambridge Market shoppers appreciated the social interactions with tenants and other shoppers. In addition, over 73% of survey responders said they "Strongly" or "Somewhat" agree that they feel welcome at the market. This social value will be greatly increased by the introduction of a covered seating area at the market.

- **Activation**
  The market sits in the centre of what will be a new cultural quarter for Cambridge. The market square will be activated by music, cultural and community activities (see Activation Strategy Appendix 1), as well as simply being a place to sit, eat, drink and watch the world go by!



DRAFT

Constraints

It is also important to consider the constraints both of the site, and of the market itself and the ongoing resources required to manage it, in order to ensure that the vision can be realistically delivered. These include:

- **Size of location**
  The market square needs to be able to continue supporting those existing tenants which want to take a space (see Risks below) as well as a new seating area, and space for activations. When all the non-permanent stalls are erected (at least every Saturday and every Friday from April to December) the area remaining in front of the Guildhall will be a long strip approximately 7m x 30m. This will restrict the size and types of activations which will be able to be held there.

- **Income and tenant levels**
  Below is a summary of the 2025/26 financial position for the market:

Total Income	£950,000
Direct Operating Costs	£444,136

  Any surplus is held within CCC's reserves and used to help fund capital projects etc.

  Going forwards, it will continue to be vital to maximise tenant numbers, control costs, and also pursue alternative sources of income.

- **Staff and resources**
  The Cambridge Market management team is currently smaller than at many other comparable (or even smaller) markets around the country. With the expectation that staff will take on additional duties in the new market, there is the need to review the staffing required to achieve the vision (see separate Future Staffing Structure paper Appendix 2).

- **Other external factors**
  The wind levels across the market square have been raised as a concern and taken into account when deciding on the type of non-permanent stalls to be used. Another external factor is the servicing for the other businesses on the square, which will constrain the location of non-permanent stalls on Market Hill as well as tenant movements. Vehicle tracking has been modelled to ensure that all scenarios are considered.

DRAFT

2. Economic Case

This Case includes potential Project Risks and associated controls (more to be added as the project progresses).

2.1. Project Risks

- **Commercial**
  - *Impact:* scheme appraisal and development value. Potential creation of long-term liability
  - *Control:* ongoing critical review of Business Plan, rent benchmarking etc

  - *Impact:* tenants leave or refuse to commit to new market – impacts forecasted income and generates negative publicity
  - *Control:*
    - commit to offering a space in the new market to all existing tenants (who conform to the market terms & conditions)
    - commit to maintaining charges at pre-decant levels for the first 12 months post development (see separate Future Market Charges paper at Appendix 3)
    - any increase in charges post the first 12 months to be proportionate (see separate Future Market Charges paper at Appendix 3)
    - review level of risk during 1-2-1 tenant discussions

- **Stakeholder Relationship**
  - *Impact:* the works during the development phase and the subsequent market disrupt local businesses and other stakeholders
  - *Control:* continued stakeholder engagement during development and priority given to ongoing liaison between market management and local businesses including Cambridge BID

- **Security/Anti-Social Behaviour**
  - *Impact*: the design adds to, rather than reduces, ASB in the market square
  - *Control:* as well as 'Secured by Design' measures implemented during the design and construction phase, the addition of evening security and the recommended increase in market management, will ensure the presence of more staff to help deter ASB

- **Market Decant**
  - *Impact*: market tenants will need to be relocated to a temporary location during the works. This can lead to negative perception and distrust which will impact take-up of stalls in the new market.

DRAFT

- *Controls*: work closely with tenants to discuss and agree options for temporary location and ensure close working before and during the decant phase. Communications and marketing plan to communicate to residents and visitors and ensure footfall remains high.

- **Business Rates**
  - *Impact:* Valuation Office rates the units separately, requiring tenants to pay their own business rates.
  - *Controls:* work with lawyers and ratings experts to reduce the risk of separate ratings.



DRAFT

3. Commercial, Financial and Management Cases

The assumptions and calculations included in each of the Commercial, Financial and Management Cases are interlinked and co-dependent. Therefore, they have been combined to produce one Business Model overleaf.

The assumptions used for forecasting the Business Model figures are as follows:

Income (see detail in Appendix 3)

Year One (anticipated to be 2028/29)

- It was agreed that charges for Year One should be frozen at the pre-decant pitch level. Therefore, the annual charge has been calculated using the 2026/27 daily charges[4] plus annual inflation (assumed to be 2%). 2x2m pitches charged at half the price.
- F&B: non-permanent F&B pitches subject to an additional Security and Electricity Increment
  permanent F&B units subject to an additional Security Increment

Year Two

- Charges for permanent units are calculated on a psqm basis, plus an annual increase equal to inflation (assumed to be 2%) plus 3%
- Non-permanent pitches:
  - Monday/Tuesday – inflationary increase (assumed to be 2%)
  - Wednesday – Sunday – 10% increase

Years Three to Five:

- All permanent units and non-permanent pitches will be subject to an annual increase equal to inflation plus 3%

Years Six onwards:

- All permanent units and non-permanent pitches will be subject to an annual increase equal to inflation

DRAFT

[4] Market Fees and Charges 2026/27

Operating Costs

- The majority of costs are based on the 2025/26 budgeted and/or actual costs plus a 2% inflationary increase
- Cambridge City Council staff costs based on April 2025 pay bands
- Electricity: permanent units will have solar panels (PVs) on the roofs which will reduce the cost of the electricity for the seating and other communal areas
- Business Rates: it is assumed that the market will continue to be rated as a single hereditament (subject to a decision by the Valuation Office)

Tenancy Agreements

- It is proposed that all traders will trade on the basis of a licence agreement. This will give non-exclusive permission to occupy the space.

Activations (see detail in Appendix 1)

- It is assumed that activations will not bring in any income during Year One whilst proof of concept is established
- From Year Two onwards, they will generate a modest income although the focus will remain on community activities and activations which help to create natural surveillance and reduce ASB

Financing Cost

- It is assumed that the market and associated public realm works will be fully funded by Council borrowing at the current Public Works Loan Rate (PWLB). This will be repaid over 50 years, inclusive of a Minimum Revenue Provision (MRP). The summary figures in the table on the next page capture this cost of finance over the first five years following completion of the works.
- This figure will be updated and reviewed ahead of the final Business Plan as the extent and scope of the works is finalised, and to reflect any update in PWLB rates.
- The summary table on the next page demonstrates that the annual cost of financing will significantly exceed the surplus generated by day-to-day operations. This results in a net loss on a purely financial basis. However, the investment is required to deliver the vision for the market and safeguard its long-term future as a 7-day market, whilst meeting the objectives set out within the vision to deliver a thriving, sustainable, accessible, safe and open environment.

DRAFT

Income	Current Position (2025/26 Actuals)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Permanent Units		448,436	470,858	494,400	519,120	545,076
Non-Permanent Units		446,757	482,845	506,988	532,337	558,954
Market Square Activations		0	24,938	25,437	25,946	26,465
Storage		17,680	18,034	18,394	18,762	19,137
SUBTOTAL		**912,873**	**996,675**	**1,045,220**	**1,096,166**	**1,149,633**
1% non-collection		9,129	9,967	10,452	10,962	11,496
TOTAL INCOME	**950,000**	**903,744**	**986,708**	**1,034,767**	**1,085,204**	**1,138,136**
Operating Costs						
TOTAL EXPENDITURE	**444,136**	**786,933**	**791,754**	**811,297**	**823,740**	**840,215**
TOTAL MARKET INCOME LESS TOTAL EXPENDITURE	**505,864**	**116,812**	**194,955**	**223,471**	**261,464**	**297,921**

DRAFT

YEAR ONE - OPERATING COST BUDGET

Cost Item	(£)	Notes
Staffing		
City Council		
Markets Team (8 staff)	392,437	
Agency		
Security	83,544	
Staffing Subtotal	**475,981**	
Utilities		
Electricity	15,000	Estimated reduction due to PVs on roofs
Waste	66,286	Based on new waste arrangements
Water and Sewage	4,892	2025/26 budget cost plus 2% inflation
Utilities Subtotal	**86,178**	
Soft Services		
Cleaning Materials	3,000	
Uniforms	1,000	Increased due to increase in staff numbers and inflation
Promotion	30,000	Increased in Year One (reduced to £20,000 from Year Two onwards)
Conferences /Membership	3,184	2025/26 actual cost plus 2% inflation
ICT/WIFI	3,990	2025/26 budget cost plus 2% inflation
Business Rates	141,817	Based on expert ratings advice Sept 26
BID Levy	4,123	Based on 1.25% BID levy charge
Soft Services Subtotal	**187,113**	
Hard Services		
Maintenance - plant and grounds	14,740	2025/26 budget cost plus 2% inflation
Hard Services Subtotal	**14,740**	
Contingency (3%)	22,920	
TOTAL OPERATING COSTS	**786,933**	

DRAFT

APPENDIX 1 – ACTIVATION STRATEGY

Markets provide opportunities to “explore, to encounter the unexpected." This is also true of events, themed markets, and pop-up stalls which provide a constantly updating customer offer and a reason for repeat visits. As well as driving footfall, they also help to change the perception of a location and generate additional income streams.

The agreed vision for the future Cambridge Market is that it should include “*engaging and inclusive cultural events*”. The intention is to have activity in the market square all year round so that it becomes an additional reason to visit and return. These activities should complement the normal market offer but present something unexpected to returning visitors.

Due to the size of the space available within the constraints of a seven-day a week market, it is proposed that activity primarily consist of a mixture of low-level animation, community activities, specialist markets and experiential pop-ups.

Low-level animation

There are many opportunities to animate the square with music, fitness uses (hula hoop, yoga etc) and children’s activities for example. These will encourage footfall and dwell-time but are not expected to generate income nor incur large costs, other than the staff time to co-ordinate.

RAFT





Community activities

Local groups, schools, colleges etc will be invited to make use of the space to showcase their activities and talents. Similarly, these are not expected to generate income but will require staff time.

Themed Markets

Monthly specialist markets from April through to November could be used to help encourage footfall on quieter days of the week, when there are less of the regular market tenants on the square. Ideas include Vintage Fairs, Antiques, Vinyl Records, Craft Beer and more, as well as a special student targeted market at the start of the new academic year. Specialist market operators will source the traders and help with the promotion. They are not expected to raise any income in the first year when the concept will need to be tested and space offered for free. In subsequent years each three-day themed market is forecasted to generate £500 of direct income.

Experiential Pop-ups

Temporary, branded spaces showcasing new products, brand launches, product demonstrations etc, can be created in a small area but will generate both income and footfall.



A forecast of £1,000 per day for a three-day experiential pop-up has been included in the figures for this Business Plan.

Outdoor Screens

These have already proved popular previously in Cambridge Market Square. Sporting events and films can be shown throughout the summer. Whilst not revenue raising in themselves, it is anticipated that advertising from local businesses shown on the screens will be raised in order to cover the costs.

Other

The market will continue to link with wider city events and activities organised by the BID or other stakeholders including Easter events, Cambridge Arts Festival, Christmas lights swich on and more. Other ideas for summer activities include children's sports and/or crafts clubs. The costs of these will be covered by sponsorship from local businesses.

Indicative Annual Activation Programme:

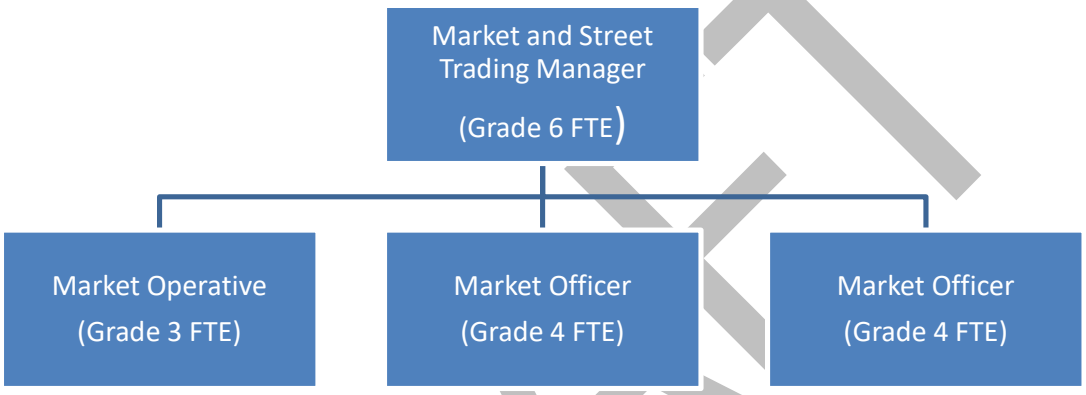
			Income Sources		
Month	**Description**	**Cost**	**Spons-orship**	**Advertising**	**Direct income**
March	Easter - link with city/BID events	-1,000			
April	Experiential pop-up				3,000
April	Vintage Fair				500
April	Cambridge Arts Festival (BID)	-1,000			
May	Experiential pop-up				3,000
May	Vinyl Records Fair				500
June	Experiential pop-up				3,000
June	Antiques Fair				500
July	Experiential pop-up				3,000
July	Summer sports club	-1,000	1,000		
July	Craft Beer Fair				500
August	Experiential pop-up				3,000
August	Summer crafts club	-1,000	1,000		
August	Outdoor screens	-10,000		10,000	
August	Gin Festival				500
Sept	Experiential pop-up				3,000
Sept	Student Fair				500
Oct	Experiential pop-up				3,000
Oct	Vintage Fair				500
Nov	Craft Fair				1,000
Nov	Christmas Lights Switch on (BID)	-5,000	5,000		
Subtotals		*-19,000*	*7,000*	*10,000*	*25,500*
TOTAL					**23,500**

DRAFT

APPENDIX 2 – FUTURE STAFFING STRUCTURE

The proposed redevelopment of Cambridge Market provides the opportunity to review the staffing structure, including benchmarking against other markets, and ensure that it is appropriate to deliver the future aims and objectives the council have for the space.

There are currently four (4) members of staff within the Cambridge Markets Management team, structured as follows:



DRAFT

Cleaning of the public realm space within the market forms part of the contract with the council's cleansing team.

The Market and Street Trading Manager is responsible for (inter alia):

- Active management of the market budget, ensuring maximum income and minimal costs
- Day-to-day operation of the market
- Tenant licences, stall bookings and payment collection
- Staff management
- Tenant communication, including weekly bulletin
- Health and safety and operational paperwork
- Liaison with council and external stakeholders, including BID
- Contractor management

Working under the Market and Street Trading Manager, the Market Officers and Operative ensure that:

- there is always a staff presence on or near the market while it is open
- tenants set up in their correct space each day
- health and safety processes are being correctly followed
- day-to-day issues are dealt with promptly
- the market and its tenants are promoted daily via social media

NB the teams is also responsible for:

- managing the weekly market on All Saints Garden
- the food vans which trade from Cambridge Market Square
- other street trading in the city centre

There is also an aspiration for the team to take on wider responsibilities, including:

- developing and delivering a strategy for periphery markets outside of the city centre
- sustainability education – in particular to ensure compliance with the March 2025/2027 business waste regulation changes, and also to improve the use of reusable packaging and local food supply in the market (in line with the recommendations in the Economic and Social Impact Assessment)

Furthermore, as part of the Civic Quarter redevelopment of the market, there is the expectation that the team will:

- clean and clear the tables under the covered seating area
- manage the security staff who will be employed when the market is open late on Thursday, Friday and Saturday evenings
- work with external partners to deliver a programme of activations in the square
- explore opportunities for joint events and cross promotions with the Cambridge BID and build partnerships with local community organisations (in line with the recommendations in the Economic and Social Impact Assessment)

A comparison with the staff structure at other markets around the country is shown overleaf.

DRAFT

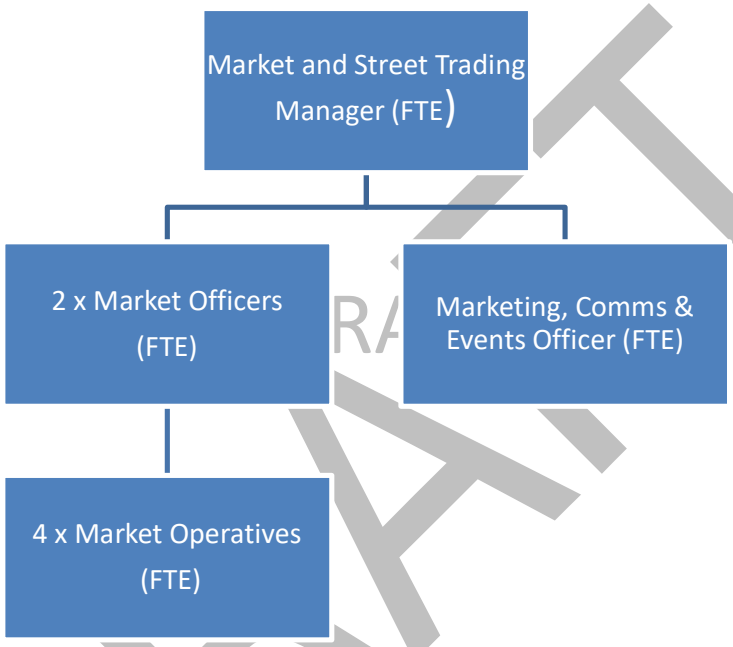
Comparison with other markets:

Market	No Stalls	Days of operation	No In-House Staff	Market Team Composition
Bury	350	6 days	15	• 1 x Market Manager • 1 x Market Support Manager • 1 x Operations Supervisor • 6 x Market Operatives • 1 x Market Cleaner • 1 x Market Finance and Admin Officer • 4 x Market Administration Officers (2 x FT, 2 x PT)
Chelmsford	100	5 days	5	• 1 x Market and Shopmobility Manager • 4 x Market Operatives
Birkenhead	44	6 days	6	• 1 x Market Manager • 1 x Admin • 1 x Market Operative • 1 x Maintenance • 1 x Cleaner • 1 x Security • Plus additional external security and cleaning
Warrington	49	7 days	15	• 1 x Market Manager • 1 x Operations Manager • 1 x Events and Marketing Officer • 1 x Business Support Officer • 1 x Food Court Manager • 1 x Market Senior Supervisor • 1 x Market Supervisor • 2 x Market Attendants • 6 x Food Court Attendants (PT)
Chester	30	6 days	7	• 1 x Market Manager • 2 x Duty Officers • 4 x Market Operatives

DRAFT

Recommendations:

In order to deliver the objectives of the redeveloped Cambridge Market, in particular the curation of a "bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events" it is recommended that the team is increased from four (4) to a minimum of eight (8), see suggested structure below:



DRAFT

Market and Street Trading Manager (M&STM)

Will retain overall responsibility for the market, and will continue to manage the market budgets and the staff. However, operational management will be delegated to the Market Officers, and communication with tenants and external stakeholders to the Marketing, Communications and Events Officer. This will give the M&STM time to focus on strategy and growing the markets income for the council.

Market Officers

Will oversee the day-to-day market operation, including tenant licences, stall bookings and payment collection, as well as health and safety and contractor management, including the new external security guards. They will also manage, and support the Market Operatives, with the putting up and taking down of the non-permanent stalls each day.

Marketing, Communications and Events Officer
Will be responsible for:

- increasing the frequency and engagement of market social media posts
- management of the market website
- other online and offline marketing
- liaison with the Cambridge BID and other community groups
- tenant bulletins
- working with external partners to deliver a programme of activation

The proposed Market, Communications and Events Officer role is intended to support the delivery of a wider programme of activities, and place-based initiatives that directly animate Cambridge Market's operations and promote increased footfall, vibrancy, and trader engagement. Positioning this role within the Markets Management Team, rather than Cultural Services, ensures stronger alignment with the core purpose, operations, and strategic goals of the market service.

Market Operatives
Will be responsible for:

- erecting and dismantling the required number of gazebos each day. These will form part of the non-permanent stalls
- cleaning the public realm in the market square – it is recommended that this is brought "in-house" under the Market Management team, as the higher footfall will require more frequent cleaning
- clearing and cleaning the tables in the seating area

DRAFT

APPENDIX 3 – FUTURE MARKET CHARGES

Given the significant investment planned for the market as part of the Civic Quarter development, it is an appropriate time to review the amounts charged.

Current General Market Daily Pitch Fees – 2025/26:

General Market Mon – Tues Standard	£12.50
General Market Wed – Fri Standard	£18.50
General Market Weekday Premium	£22.25
General Market Weekend Premium	£45.00
General Market Weekend Standard	£38.00
Hot Food Premium	£8.50

NB: pitch fees currently include all costs (i.e. no separate service charge or utilities)

Illustration:

Retail tenant trading two weekdays and one weekend day per week in 1 standard pitch (8sqm)	£3,900 p.a.
F&B tenant trading two weekdays and one weekend day per week in 1 standard pitch (8sqm)	£5,226 p.a.
Retail tenant trading seven days per week in 2 premium pitches (16sqm)	£20,930 p.a.
Food & beverage tenant trading seven days per week in 2 premium pitches (16sqm)	£27,118 p.a.

By way of comparison, the costs of renting some currently vacant retail premises in Cambridge city centre are shown below:

		Monthly costs				
	Sqm	**ERV**	**NNDR**	**Utilities ***	**Waste ***	**Total pa**
7 Peas Hill	113	£2,083	£634.15	£328.14	£230.09	£39,308
67 Bridge St	84	£3,542	£831.67	£245.22	£171.95	£57,486
Unit 58, The Grafton	27	£2,167	£706.92		£215.42 @	£37,068

* - estimated costs
@ - service charge includes utilities and waste removal

On a per sqm basis, Cambridge Market charges are more expensive than the occupation cost of a vacant city centre retail premise:

	Annual cost per sqm
Market Retail Stall	£1,308
Market F&B Stall	£1,695
Average retail premise	£802

DRAFT

The cost of a stall at Cambridge Market has also been benchmarked against comparator markets around the country (selected as part of the recent research for the new Balance of Trade Policy):

	Indoor/Outdoor	Days open	Approx annual charge
Bury	Indoor	6 days	Retail: from £6,000 - £15,600 F&B: £18,720
Chester Northgate	Indoor	6 days	Retail (16sqm): £9,472
Northampton	Outdoor	5 days	£7,800
Norwich	Outdoor	6 days	Retail: £4,000 F&B: £15,000

Recommendations

The recommendations for future payment charges, which have been modelled in this draft Business Plan are to:

- freeze payment charges in Year 1 at the pre-decant pitch rate
- charge Premium charges for stalls which are on corners and the outside edges of the market and Standard charges for other stalls (as currently)
- charge an increment for food and beverage (F&B) tenants to cover evening security and electricity

The following changes are also proposed:

Permanent Units	Non-Permanent Stalls
• Move to a standard per sqm charge • Yrs 2-5 annual increase equal to inflation plus 3% • Yr 6 onwards annual increase equal to inflation	• Yr 2 – Mon/Tues trading: inflationary increase, Wed-Sun trading 10% increase due to increased footfall and demand • Yrs 3-5 annual increase equal to inflation plus 3% • Yr 6 onwards annual increase equal to inflation

DRAFT

DRAFT

End