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Business Case for Securing the Future of Cambridge City Market



Produced by:
EWorboys Consulting Ltd/Place Partnership
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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 second version of the Business Case and is based on the layout as per the design freeze of August 2025 (CCQ-CPA-PR-00-DR-A-2001-P9-Proposed Ground Floor Plan).



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

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 Framework², 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

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



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.



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 demountable stalls. The amount of demountable stalls 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.

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, commercialisation and events (see Activation Strategy Appendix 1), as well as simply being a place to sit, eat, drink and watch the world go by!



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 demountable stalls are erected (at least every Saturday and every Friday from April to December) the area remaining for events in front of the Guildhall will be a long strip approximately 7m x 30m. This will restrict the size and types of events which will be able to be held there.

- **Income and tenant levels**

Below is a summary of the 2024/25 financial position for CCC's Markets Service (including Cambridge Market, All Saints Garden weekly market, and the food and beverage vans and kiosks which trade on market square and throughout the city centre):

Total Income	£968,000
Direct Operating Costs	£498,000
Central Recharge Costs (eg accountancy, administration, ICT, legal fees)	£270,000

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 demountable to be used. Another external factor is the servicing for the other businesses on the square, which will constrain the location of demountables on Market Hill as well as tenant movements. Vehicle tracking is being modelled to ensure that all scenarios are considered.

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 rents at pre-decant levels for the first 12 months post development (see separate Future Market Rents paper at Appendix 3)
 - any rent increases post the first 12 months to be proportionate (see separate Future Market Rents 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 covered seating area 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 likely 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.
- *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. Consider compensation package.



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/Rent (see detail in Appendix 3)

Year One

- It was agreed that rents for Year One should be frozen at the pre-decant Premium pitch level. Therefore, the annual rent has been calculated using the 2025/26 Premium Pitch daily charges⁴ (2x2m demountable pitches charged at half the price)
- F&B: demountable F&B pitches subject to an additional Security and Electricity Increment
permanent F&B units subject to an additional Security Increment (all permanent units will have their own electricity supply)

Year Two (anticipated to be 2028/29)

- Rent for permanent units will be calculated on a psqm basis, based on the 2025/26 Premium Pitch daily charges and subjected to an inflationary increase (assumed to be 2%)
- Demountable pitches:
 - Monday/Tuesday – inflationary increase (assumed to be 2%)
 - Wednesday – Sunday – 10% increase

Years Three to Five:

- All units will be subject to an annual increase equal to inflation plus 3%

Years Six onwards:

- All units will be subject to an annual increase equal to inflation plus 1%

⁴ Market Fees and Charges 2025/26

Operating Costs

- The majority of costs are based on the 2024/25 budgeted and/or actual costs plus a 2% inflationary increase
- Cambridge City Council staff costs based on April 2024 pay bands
- Electricity: permanent units will be individually metered and have solar panels (PVs) on the roofs which will also reduce the cost of the electricity paid by CCC for the seating and other communal areas
- Business Rates: permanent units will be individually rated (subject to agreement by the Valuation Office) and so it is assumed that the amount of business rates to be paid by CCC will be reduced by 18.4% (the proportion of the market square covered by the permanent units)

Tenancy Agreements

- It is proposed that tenants who agree to trade from a permanent unit will have the opportunity to enter into a 5-year lease which will grant exclusive use of the space
- Tenants in demountable stalls, or those in a permanent unit who do not wish to have exclusive use of the space will have the option to enter into a licence agreement
- Where tenants do not have exclusive use of a permanent unit, it is proposed that the space is used by different tenants on different days depending on demand, and the rent split accordingly

Activations/Events (see detail in Appendix 1)

- It is assumed that activations/events 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 primarily 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 overleaf capture this cost of finance over the first five years following completion of the works.
- This figure will be updated and reviewed as the extent and scope of the works is finalised, and to reflect any update in PWLB rates.
- The summary table overleaf 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.

BUSINESS PLAN SUMMARY

Income	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE	
Permanent Units	427,014	475,663	499,446	524,418	550,639	Assumed 90% annual occupancy
Demountables	439,644	473,998	497,698	522,583	548,712	Assumed 80% annual payments (2024 paid for occupancy ave 72%, but higher on Fridays and weekends)
Events	0	23,500	23,970	24,449	24,938	Assumed no income during first year until venue established
SUBTOTAL	866,658	973,161	1,021,114	1,071,451	1,124,290	
1% non-collection	8,667	9,732	10,211	10,715	11,243	Industry standard
TOTAL INCOME	857,991	963,429	1,010,903	1,060,736	1,113,047	
Costs						
TOTAL OPERATING COSTS	670,720	676,943	694,340	712,219	730,595	Annual inflationary increase of 2% applied across all Operating Costs
TOTAL MARKET INCOME LESS TOTAL EXPENDITURE	187,271	286,486	316,563	348,517	382,451	
TOTAL FINANCING COST	678,530	681,376	678,530	678,530	678,530	
NET RETURN (LOSS)	(£491,259)	(£394,890)	(£361,967)	(£330,013)	(£296,079)	

FORECASTED ANNUAL INCOME – PERMANENT UNITS

Stall No	Size Sqm	Yr 1 Proposed Rent (based on 2025/26 7-day Premium pitch)	Yr 2 Proposed Rent (2028/29)	Yr 3 Proposed Rent (CPI +3%)	Yr 4 Proposed Rent (CPI +3%)	Yr 5 Proposed Rent (CPI +3%)
1	7.90	11,465	11,561	12,139	12,746	13,383
2	7.90	11,465	11,561	12,139	12,746	13,383
3	9.50	10,465	12,676	13,310	13,975	14,674
4	9.50	10,465	12,676	13,310	13,975	14,674
5	9.50	10,465	12,676	13,310	13,975	14,674
6	9.50	10,465	12,676	13,310	13,975	14,674
7	10.90	11,465	15,564	16,342	17,159	18,017
8	7.90	11,465	11,561	12,139	12,746	13,383
9	7.90	11,465	11,561	12,139	12,746	13,383
10	9.50	11,465	13,696	14,381	15,100	15,855
11	9.50	10,465	12,676	13,310	13,975	14,674
12	7.60	11,465	11,161	11,719	12,305	12,920
13	8.30	11,465	12,095	12,699	13,334	14,001
14	8.40	10,465	11,208	11,768	12,357	12,975
15	8.30	11,465	12,095	12,699	13,334	14,001
16	8.30	10,465	11,075	11,628	12,210	12,820
17	8.30	11,465	12,095	12,699	13,334	14,001
18	8.30	10,465	11,075	11,628	12,210	12,820
19	8.40	10,465	11,208	11,768	12,357	12,975
20	8.30	10,465	11,075	11,628	12,210	12,820
21	8.30	10,465	11,075	11,628	12,210	12,820
22	8.30	10,465	11,075	11,628	12,210	12,820
23	8.40	10,465	11,208	11,768	12,357	12,975
24	8.30	10,465	11,075	11,628	12,210	12,820
25	7.90	10,465	10,541	11,068	11,621	12,202
26	7.90	10,465	10,541	11,068	11,621	12,202
27	9.60	10,465	12,809	13,450	14,122	14,828
28	9.60	10,465	12,809	13,450	14,122	14,828
29	9.60	10,465	12,809	13,450	14,122	14,828
30	9.60	10,465	12,809	13,450	14,122	14,828
31	9.60	10,465	12,809	13,450	14,122	14,828
32	9.60	10,465	12,809	13,450	14,122	14,828
33	7.90	10,465	10,541	11,068	11,621	12,202
34	7.90	10,465	10,541	11,068	11,621	12,202
35	7.90	11,465	11,561	12,139	12,746	13,383
36	7.90	11,465	11,561	12,139	12,746	13,383
37	9.60	10,465	12,809	13,450	14,122	14,828
38	9.60	10,465	12,809	13,450	14,122	14,828
39	9.60	10,465	12,809	13,450	14,122	14,828

40	9.60	10,465	12,809	13,450	14,122	14,828
41	9.60	11,465	13,829	14,521	15,247	16,009
42	9.60	11,465	13,829	14,521	15,247	16,009
43	7.90	10,465	10,541	11,068	11,621	12,202
44	7.90	10,465	10,541	11,068	11,621	12,202
TOTAL		474,460	528,514	554,940	582,687	611,821

Yellow stalls = F&B

FORECASTED ANNUAL INCOME – DEMOUNTABLE UNITS

Stall No	Size Sqm	Yr 1 Proposed Rent (based on 2025/26 7-day Premium pitch)	Yr 2 Proposed Rent (2028/29)	Yr 3 Proposed Rent (CPI +3%)	Yr 4 Proposed Rent (CPI +3%)	Yr 5 Proposed Rent (CPI +3%)
1	9.00	10,465	11,326	11,893	12,487	13,112
2	9.00	10,465	11,326	11,893	12,487	13,112
3	9.00	10,465	11,326	11,893	12,487	13,112
4	9.00	10,465	11,326	11,893	12,487	13,112
5	9.00	10,465	11,326	11,893	12,487	13,112
6	9.00	10,465	11,326	11,893	12,487	13,112
7	9.00	10,465	11,326	11,893	12,487	13,112
8	9.00	10,465	11,326	11,893	12,487	13,112
9	9.00	10,465	11,326	11,893	12,487	13,112
10	9.00	10,465	11,326	11,893	12,487	13,112
11	9.00	10,465	11,326	11,893	12,487	13,112
12	9.00	10,465	11,326	11,893	12,487	13,112
13	9.00	10,465	11,326	11,893	12,487	13,112
14	9.00	14,551	15,494	16,268	17,082	17,936
15	9.00	10,465	11,326	11,893	12,487	13,112
16	9.00	14,551	15,494	16,268	17,082	17,936
17	9.00	10,465	11,326	11,893	12,487	13,112
18	9.00	14,551	15,494	16,268	17,082	17,936
19	9.00	10,465	11,326	11,893	12,487	13,112
20	9.00	14,551	15,494	16,268	17,082	17,936
21	9.00	10,465	11,326	11,893	12,487	13,112
22	9.00	14,551	15,662	16,445	17,267	18,131
23	9.00	10,465	11,326	11,893	12,487	13,112
24	9.00	14,551	15,662	16,445	17,267	18,131
25	9.00	10,465	11,326	11,893	12,487	13,112
26	9.00	10,465	11,326	11,893	12,487	13,112
27	9.00	10,465	11,326	11,893	12,487	13,112
28	9.00	10,465	11,326	11,893	12,487	13,112
29	9.00	10,465	11,326	11,893	12,487	13,112
30	9.00	10,465	11,326	11,893	12,487	13,112
31	9.00	10,465	11,326	11,893	12,487	13,112
32	9.00	14,551	15,662	16,445	17,267	18,131
33	9.00	10,465	11,326	11,893	12,487	13,112
34	9.00	14,551	15,662	16,445	17,267	18,131
35	9.00	10,465	11,326	11,893	12,487	13,112
36	9.00	14,551	15,662	16,445	17,267	18,131
37	9.00	10,465	11,326	11,893	12,487	13,112
38	9.00	10,465	11,326	11,893	12,487	13,112

39	9.00	10,465	11,326	11,893	12,487	13,112
40	9.00	10,465	11,326	11,893	12,487	13,112
41	9.00	10,465	11,326	11,893	12,487	13,112
42	9.00	10,465	11,326	11,893	12,487	13,112
43	9.00	10,465	11,326	11,893	12,487	13,112
44	9.00	10,465	11,326	11,893	12,487	13,112
45	4.00	5,233	5,663	5,946	6,244	6,556
46	4.00	5,233	5,663	5,946	6,244	6,556
47	4.00	5,233	5,663	5,946	6,244	6,556
48	4.00	5,233	5,663	5,946	6,244	6,556
49	4.00	5,233	5,663	5,946	6,244	6,556
50	4.00	5,233	5,663	5,946	6,244	6,556
51	9.00	10,465	11,326	11,893	12,487	13,112
52	9.00	10,465	11,326	11,893	12,487	13,112
TOTAL		549,555	592,498	622,122	653,229	685,890

Yellow stalls = F&B

YEAR ONE - OPERATING COST BUDGET

Cost Item	(£)	Notes
Staffing		
City Council		
Markets Team (8 staff)	241,230	
Agency		
Demountable unit crew	122,122	
Demountable unit agency commission	24,424	
Security	18,720	Two security staff, 5hrs every Thurs, Fri and Sat
Agency commission	3,744	
Staffing Subtotal	410,240	
Utilities		
Electricity	15,000	Estimated reduction on 2024/25 actual cost (£50K) due to PVs on roofs and meters to permanent units
Waste	48,960	2024/25 actual cost plus 2% inflation
Water and Sewage	5,100	2024/25 budget cost plus 2% inflation
Utilities Subtotal	69,060	
Soft Services		
Cleaning Materials	3,000	
Uniforms	500	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	2,400	2024/25 actual cost plus 2% inflation
ICT/WIFI	2,550	2024/25 budget cost plus 2% inflation
Business Rates	115,839	82.6% of existing Business Rates due to permanent units paying their own
BID Levy	3,427	2024/25 budget cost plus 2% inflation
Soft Services Subtotal	157,717	
Hard Services		
Maintenance - plant and grounds	14,168	2024/25 budget cost plus 2% inflation
Hard Services Subtotal	14,168	
Contingency (3%)	19,536	
TOTAL OPERATING COSTS	670,720	

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 consists of a mixture of low-level animation, community activities, specialist markets, experiential pop-ups and larger events.

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.



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 switch 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.

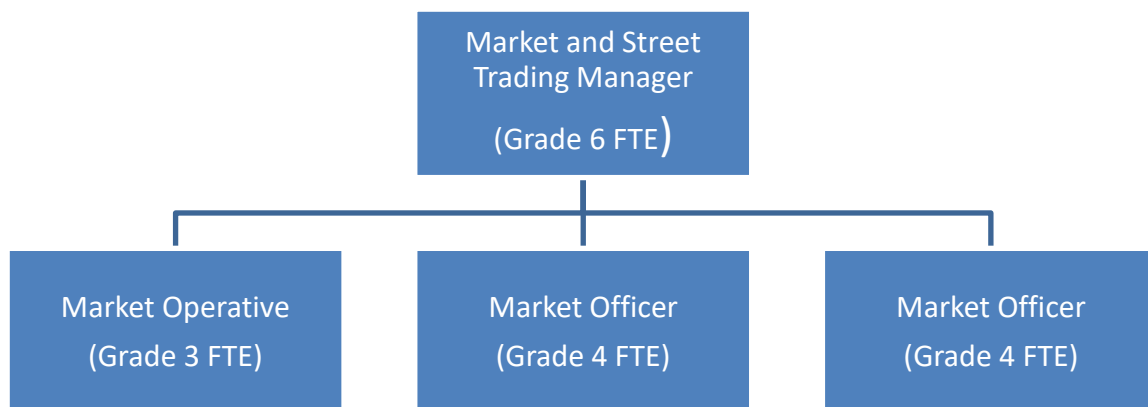
Indicative Annual Activation Programme:

Month	Description	Event Cost	Income Sources		
			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		
<i>Subtotals</i>		-19,000	7,000	10,000	25,500
TOTAL					23,500

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:



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 rent 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 activation and events 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)

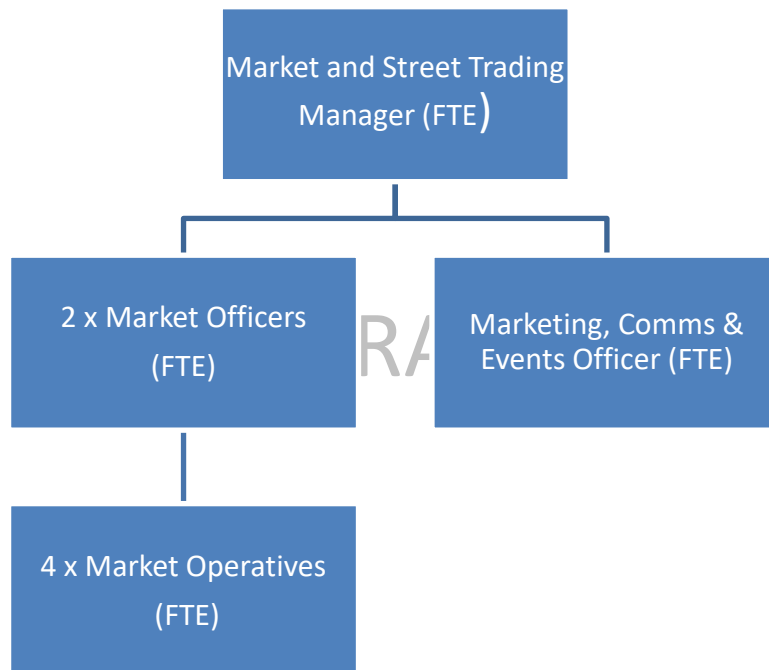
A comparison with the staff structure at other markets around the country is shown overleaf.

Comparison with other markets:

Market	No Stalls	Days of operation	No In-House Staff	Market Team Composition
Bury	350	6 days	15	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 1 x Market and Shopmobility Manager • 4 x Market Operatives
Birkenhead	44	6 days	6	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 1 x Market Manager • 2 x Duty Officers • 4 x Market Operatives

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:



It is further recommended that the putting up and taking down of the demountable stalls each day should be outsourced to a specialist agency. This is due to the need to flexibly increase and decrease the size of crew required on a daily basis in order to meet the anticipated demand (based on average tenant occupancy in 2024). A forecasted cost for this service has been included in the Operating Costs (see Commercial, Financial and Management Case).

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 rent 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 demountable 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 and events

The proposed Market, Communications and Events Officer role is intended to support the delivery of a wider programme of events, 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:

- 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

APPENDIX 3 – FUTURE MARKET RENTS

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

The cost of renting 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 rent
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 rents, modelled in this draft Business Plan, are to:

- freeze rents in Year 1 at the pre-decant Premium pitch rate
- maintain one payment which covers rent and service charge – separate service charge accounts are complex to administer and rarely offer the expected gain in return. The majority of outdoor (and many indoor – eg Doncaster, Chester and Newcastle) markets charge single combined payments.
- ensure that permanent units pay for the electricity they use through individual smart meters
- charge a daily increment for food and beverage (F&B) tenants to cover evening security. Demountable F&B tenants would also pay an additional fee for electricity (as currently)
- remove the distinction between Standard and Premium pitches. The new layout will encourage greater circulation and should reduce the perception of “quieter areas”. However, this will be reviewed using footfall and other data after the market re-opens.

The following changes are also proposed:

Permanent Units	Demountable Stalls
<ul style="list-style-type: none"> • Move to a standard per sqm rent • Yrs 2-5 annual increase equal to inflation plus 3% • Yr 6 onwards annual increase equal to inflation plus 1% • Although tenants benefit from storing stock etc, this is set against the disadvantage of paying for seven-days a week • Council benefits from security of income with tenants signing leases for units 	<ul style="list-style-type: none"> • 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 plus 1%

End