

Options **Interim market implementation** (until new staff member recruited – (earliest start expected July – pending Council decision)

Report from: Cllr Bros Sabria, with input from Town Clerk and Cllr Littlemore. Last updated: 21st May 2022.

| Options - Frequency | Pros | Cons |
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| 1. Stop all market activities | <ul style="list-style-type: none"> • No NTC resources required. | <ul style="list-style-type: none"> • Losing traders (who will find spots in other markets or lose interest in Northstowe) – having to build up again traders after (no return point) • Loss of momentum of market in nice weather months. • Reputational risk for the Town Council • Frustration amongst residents. • Further negative implications in Northstowe (e.g. loss of interest of potential developers of local centre, business interests) |
| 2. Stop weekly market, continue monthly markets only | <ul style="list-style-type: none"> • More time for build-up monthly market and promotion • More time to consider improvements needed and build longer-term development plans for the market • More footfall on market day - happier traders with higher income per trader. • Greater chance of getting right mix of traders together, as more time to develop in between markets • Reducing ‘randomness’ of types of traders at smaller weekly markets (a common observation from customers and traders alike) • Increase in confidence from traders into the Council by better organisation, promotion and higher viability. • Less need for resources and burden on staff. • Reduced financial costs for the Town Council as not subsidising an unprofitable weekly market. | <p><i>(same as above but less so with monthly traders)</i></p> <ul style="list-style-type: none"> • Losing <i>some</i> traders booked in for weeks 1,2, 3, or 5 selling particular products who will find spots in other markets or lose interest in Northstowe) – having to build up again traders base if/when the Council wants to increase frequency at later point • Loss of momentum of weekly outdoor market in nice weather months. • Frustration amongst residents who want weekly market. |

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| | <ul style="list-style-type: none"> • Reduce chances of needing to cancel markets due to traders cancelling or not enough traders found for in between weekly markets | |
| 3. 2 nd week and 4th week of the month only | <ul style="list-style-type: none"> • Continuity of market with less burden on staff | <ul style="list-style-type: none"> • Losing some traders (who will find spots in other markets or lose interest in Northstowe) – having to build up again traders after (no return point) • Loss of momentum of weekly outdoor market in nice weather months. • Frustration amongst residents who want weekly market. |
| 4. Continue with current weekly and monthly market | <ul style="list-style-type: none"> • Continuity of market and previously identified pros (regular availability, convenience, strong community engagement) and ensuring continuation of community projects like pantry and community café. • Further longer-term and broader positive implications in Northstowe (e.g. attract interest for potential developers for local centre or business to establish in Northstowe) | <ul style="list-style-type: none"> • Risk of losing traders due to lack of financial viability (some traders have indicated that they earn little or sometimes even make loss as a result of most markets being very small and thus not attracting enough traders nor customers). • It has proven, so far, impossible to get the full range of basic range of traders to come to the market, with at the moment only the veg trader committing to a weekly schedule. • Most weekly markets have seen only 3 or 4 traders, most of which are not considered basic traders. • It has proven that almost no trader want to commit to weekly markets (only veg trader and Cambridge Luxury Bakes are no other trader currently despite a lot of work trying to get them to do so). • Several traders have reduced their frequency or are less willing to commit to dates in the future, as the Northstowe market is deemed not developed enough in their views and thus giving priority elsewhere. Losing some traders (who will find spots in other markets or lose interest in Northstowe) – reduce frequency now and work from there again to ensure viability of the market as a whole. |

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| | | <ul style="list-style-type: none"> • Dilution of trade by spreading too thin by having a weekly market – e.g. Cambridge Luxury Bakes have mentioned that they earned the same in one monthly market when the market first started as they do now in all 4 or 5 weekly and monthly markets together. • We have had to cancel markets a few times due to last-minute cancellation of traders – this results in lack of confidence of traders in the market and lack of confidence and disappointment of customers which can have a knock-on effect by them not coming back next time. • Regional competitiveness of markets Most of the successful, established markets in the area run monthly (Waterbeach; Linton; Histon) for both trader and market viability reasons. |
| Options – Market delivery model (options /model can be combined) | | |
| <p>a) Volunteers/Cllrs/Working group</p> <p>→So far has proven to be a model that does not work (hence Phoenix was brought in in July 2023)</p> | <ul style="list-style-type: none"> • Continuity | <ul style="list-style-type: none"> • Burden/Fatigue on volunteers • Lack of availability for weekly markets. • Need for finding, training and coordination of volunteers (staff or volunteer burden) • Not viable to find volunteers for all tasks. <p>→So far has proven to be a model that does not work (hence Phoenix was brought in in July 2023)</p> |
| <p>b) Current staff</p> <p>→ Current staff contracts do not cover market management or delivery post-pilot phase.</p> | <ul style="list-style-type: none"> • Already known procedures and relationship with traders - continuity | <ul style="list-style-type: none"> • Time constraints for both Town Clerk and Deputy Clerk – with no possibilities to devote time to market. • Risk of existing staff leaving if additional workload given. |
| <p>c) Phoenix (market supervision only)</p> <p>→ This option can be combined with any other option, as this has effectively been approved by Full Council in March</p> | <ul style="list-style-type: none"> • Ensures H&S of markets and implementation, as well as first-aid trained and equipped • Continuation of current arrangements and previous knowledge of market from staff, flexibility for Town Council. | <ul style="list-style-type: none"> • High burden into Town/Deputy Clerk for market admin, development, and promotion tasks. → Manageable only at monthly frequency. |

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| <p>2024, for the monthly markets, to ensure safe running of both indoors and outdoors markets.</p> | | |
| <p>d) Self-employed market manager (doing admin, development and supervision) → 1 person shown interested only in doing monthly markets and could start in June; they state 7 work days a month would be needed.</p> | <ul style="list-style-type: none"> • Experience in the sector. Contact/network of potential traders • Can offer temporary solution with flexibility for the NTC. • Low/moderate burden into Town/Deputy Clerk • Ensures H&S of markets and implementation, as well as potentially also first-aid trained and equipped. | <ul style="list-style-type: none"> • May not be possible to find interested parties to run market on current frequency (weekly) basis or taking up all the tasks. |
| <p>e) Secondment from local authorities f) g) → Huntingdon DC has already confirmed that this is not an option for them. Cambridge City has as yet to respond to my queries.</p> | <ul style="list-style-type: none"> • Experience in the sector. • Continuity to the market, with flexibility for the NTC. • Low/moderate burden into Town/Deputy Clerk | <ul style="list-style-type: none"> • Unlikely to find parties interested. |
| <p>h) Traders liaise with community group (no NTC market)</p> | <ul style="list-style-type: none"> • Can offer continuity for the market • Low/moderate burden into Town/Deputy Clerk on initial stage. | <ul style="list-style-type: none"> • Confusion for residents and traders on market responsibilities • Unlikely to find a community group who want to do this and take all responsibilities for this. |
| <p>i) Traders directly link with landowners (SCDC) – no NTC market</p> | <ul style="list-style-type: none"> • Can offer continuity for the market • Low/moderate burden into Town/Deputy Clerk on initial stage for liaison (e.g. email traders and SCDC) | <ul style="list-style-type: none"> • Confusion for residents and traders on market responsibilities • T |

Recruitment – Considerations on job specs/recruitment

- No substantial communication/marketing actions have taken place (due to lack of time from staff most likely?). For example, banners have been repeatedly mentioned by traders. Only leaflet printed but no posters up. No news pieces, etc. Website hardly changed with dedicated section of market still pretty basic. Consider increase FTE (could we ask for external assistance/contribution? Consultant? Volunteer e.g. candidate with marketing experience?) HE/SCDC? (e.g. HE could do specific issue such as logo/banners).
- Split role of market supervision, market admin and promotion.
 - Difficult to find one person who can do all around.
 - It will be easier to find someone to do the job if they don't have to be there every Sunday- they can still be for some time of the day on some weeks.
 - Most importantly, market admin cannot always be done during market operation if a market is busy as it was previously envisaged ; as barriers and market need to be manned at all times. However, promotion (live posts, pictures, etc.), engagement and traders liaison is indeed possible (and desirable).
 - Can use CPCA grant to fund Phoenix/market supervision position - Possibly can ask for community activation fund from HE too to fund market manager position if given emphasis in the community value of the market and links with other community projects (e.g. pantry, community café).
- Consider increase FTE and lower salary band for market admin and market promotion tasks.
- Notice period: extend to 4 weeks
- Probation period: reduce from 6 to 3 months.
- Evaluation: who is going to do it? We need to make sure there is monitoring tools (footfall, traders) and also survey/feedback from both traders and residents and partners. Will the market manager be able to do it or should it be different position? (strategic person?). Evaluation is in 6 months.