

Northstowe Town Council – Pilot Market Business Plan**March 2023****Table of contents**

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1 Introduction

Northstowe is a [NHS Healthy New Town](#) in the making. Sustainable new development, where modern amenities are planned for future development to bring around a strong sense of community and have health and wellbeing at the centre of its planning and design. Situated five miles (8 km) northwest of the city of Cambridge, between the villages of Oakington and Longstanton, Northstowe has been planned to have up to 10,000 homes, with an anticipated population of more than 24,000. The development of the site has been divided into phases: phase 1, with 1,500 houses, reaching completion, phase 2 of 3,500 houses, and phase 3 of 5,000.

The first families moved into Northstowe in May 2017 and the community continues to develop and grow, with Northstowe now being the home to over 1,200 households being occupied and estimated 3,000 residents¹.

With a significant delay of local town centre for phase 1, there is currently no retail provision for Northstowe residents within the development, and residents make the journey to nearby villages of Longstanton, Willingham or Bar Hill to purchase daily essentials.

Whilst waiting for development of these essential facilities, Northstowe Town Council are commencing with 'meanwhile' enterprise activity during this transition phase in the form of a weekly local market which will provide daily essentials such as bread, dairy, fruit and vegetables, meat, and fish. Products will be sourced locally, with a strong emphasis on supporting local businesses and serving the whole community.

The Council aims to start such market on a pilot basis and review the need for its continuation or even expansion after a period of 6 months. This document outlines how the Council intends to do this.

¹ Estimation based on 1,117 phase 1 occupations, 33 phase 2 house occupations, 99 Rampton Drift households, at an average 2.7 resident per dwelling = 3,372 residents.

Why a market?

Economic benefits

- *Provide a platform for small local businesses to test trade in a low cost, low risk, supportive environment*
- *Help volunteers gain work experience and new skills*
- *Keep money local*

Environmental benefits

- *Offer a localised space in which to shop on foot or by bike*
- *Increase opportunities for alternative food networks*
- *Decrease waste by shopping little and often, with the likelihood of less packaging*

Educational benefits

- *Engage young people with local food producers to supply more information about food origins and locations*
- *Give young people an opportunity to learn new skills or be inspired by artisans and crafters*
- *Offer young people showcasing opportunities, whether this be for skills, school projects or as a space to perform*

Health and social benefits

- *Increase access to fresh, local, affordable food, often in quantities more suited to the individual*
- *Raise awareness of the benefits of a healthy diet and lifestyle*
- *Foster a sense of well-being and increased self-esteem*

2 Company overview

[Northstowe Town Council](#) is a relatively new council and was formed in May 2021. It consists of 15 elected members and 1 town clerk. A deputy clerk is due to join the Council in 2023 on a part-time basis.

The Markets and Events Committee, via the Market Development Working group, will be responsible for the development and implementation of Northstowe Town pilot market.

3 Business description

Northstowe Town Council aims to establish and operate a regular retail outdoor Community Market within Northstowe, situated on where is commonly referred to as 'The Green'.

This will initially be a marketplace which will host between 9 and 12 market stalls, and provide at least 1 food truck or stall providing refreshments. It is the intention of the Town Council to ensure that the market offers a variety of essential goods that are sustainable, produce is sourced locally as possible to ensure the market is supporting

local business. It is also important for the market to offer affordable products for their residents.

Northstowe Town Council will be responsible for designating ‘The Green’ as a marketplace, will declare market powers under Food Act 1984, and will adopt a market’s policy and will in turn have the powers of licensing the individual traders.

A pilot of the market will run for 6 months from April 2023. After this trail it is the hope that the market will then continue to run, and even expand, as be a key feature of the Northstowe Community.

Key objectives of the market	Characteristics of market
<ul style="list-style-type: none"> • Provide the community with opportunity to buy good, quality, fresh food and daily goods, at reasonable and affordable prices at a walking or cycling distance 	<ul style="list-style-type: none"> • Frequent and regular market • Variety of traders selling daily basics • Central accessible location
<ul style="list-style-type: none"> • Bring the local community together 	<ul style="list-style-type: none"> • Central location with possibly for seating space • Refreshments and hot food being sold
<ul style="list-style-type: none"> • Support local businesses in and around Northstowe 	<ul style="list-style-type: none"> • Traders to be local as much as possible

4 Market Analysis

A Market Survey was carried out in February- March 2022. The survey was well publicised in Northstowe and received 555 responses. 96% of the responses were in favour of a regular market. Preference was shown for at least a weekly market on a weekend day providing daily basics, local and sustainable product. There was no strong preference on type of venue (indoors vs outdoors). Full results are published in the Northstowe Town Council website.²

Northstowe also operates a weekly ‘Northstowe Foodies’ which is an organised weekly event that brings together local Cambridgeshire small food truck and pop-up businesses on a regular basis to provide alternative food provision for the residents of Northstowe. This has been running successfully since early 2020 and is a well-supported by residents not only in Northstowe, but also in surrounding villages, including Longstanton, Willingham, Over and Swavesey.

Since December 2020, there is also a monthly event run by community group “Sustainable Northstowe” at the Green, which includes two pop-up stalls of eco-

² https://www.northstowetowncouncil.gov.uk/_VirDir/CoreContents/News/Display.aspx?id=51197

friendly businesses, and a stall with the Community Pantry (surplus food from local supermarket which is distributed to the community for free). The events are also well attended and supported by the local community.

Several other community events have been very successful and very well attended in the last couple of years despite COVID. These include, amongst others, Christmas and summer fayres at the local school, a running festival, and a community celebration day (Northstowe Day) to mark the 5th anniversary of first residents moving into Northstowe.

The Town Council organised 3 market events in the months prior to the pilot starting (January to March). The events were successful with high attendance (>600 in January, >700 in February), number of stalls (12 stalls and 1 food truck in January, and 21 stalls indoors, 1 stall outdoors and 1 food truck in February), and traders selling out of products and ROI (return of investment) reported being higher or equal than other markets they attended. Most of activity occurred during the first and second hour of the market, with the last two hours being really quiet and hardly any business being transacted at the market. All traders that attended were happy and wanted to return, some wanted to double the space.

More than 35 traders have expressed their interest in taking part in monthly events. All of them have been asked whether they want to take part in the pilot weekly outdoor market, but only a handful have expressed their interest. The revised business plan (March) reflects the current prospectives of traders interest, success of market events and feedback received.

It is expected that the pilot market will have a broad appeal and that residents of all ages and backgrounds will frequent the market. The market will serve not only Northstowe, but also Longstanton residents. It is possible that visitors from further afield villages visit the market.

4.1 SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good response to market survey, expected market to be well supported by community. • No retail or market competition in Northstowe. • Footfall during evening weekdays and weekends due to food trucks. • Existing community events at the Green monthly. 	<ul style="list-style-type: none"> • Limited parking space. • No current toilet or any other facilities in the area. • No other retail or economic activity in the surrounding area. • Residents shopping habits already established to superstores or online shopping.

<ul style="list-style-type: none"> • Highly engaged community. • Close by school which parking bays available in weekend days. 	<ul style="list-style-type: none"> • Outdoor space not protected from elements due to lack of surrounding buildings and vegetation still getting established. • Limited Council human resources.
Opportunities	Risks
<ul style="list-style-type: none"> • Further expansion of Northstowe with more residents moving to the area constantly. • Community centre interim facilities to be built adjacent to the market square, which can provide toilet and parking facilities for traders and visitors. • Future shops and community facilities to be built adjacent to the market square. • Public transport network to be expanded throughout Northstowe, with bus stop to be placed at the market square. 	<ul style="list-style-type: none"> • Market is not supported by local community; not enough footfall. • Cost of living increases, local residents are unable to support the market and do not buy. • Inclement weather for outdoor events during first months of market lead to cancelling of market. • Lack of interest from traders. • Direct competition with neighbouring markets in Longstanton, Histon, St Ives. • Residents' opposition.

5 Operational plan

The market will commence as a 6-month pilot and will run from April – September 2023. After this period, a review will be carried out by the Council to determine whether the market has been successful and whether it should become a permanent market and if there is potential to expand the number of traders at this point, or any further changes should be implemented.

It is envisaged to run a weekly, outdoor market consisting of 9-12 diverse stalls which include daily basics, but also miscellaneous and craft traders, and hot refreshments and food.

There are several options for the operational model for a market (see Appendix 2). It is recommended that the market is operated in a basis of **mixed model**, with a combination of an **employed role** (0.1 FTE) **and volunteers** for the tasks of **market administration**, an **employed/contracted out role (0.25 FTE) and volunteers** for the tasks of **market supervision**. There is also some additional workload for the Responsible Finance Officer (RFO, the Town Clerk) in relation to follow-up of payments as the online bank account system management work and associated

administration can only legally be done by the RFO. This is considered to be minor and do not need to be added in costs.

The 0.10 FTE for market administration role has been estimated based on Fenland District Council (FDC) allocation of personnel with market tasks, which combined make up 0.5 FTE for 3 weekly markets of 5-10 stalls with no gazebos provided. The workload for just one market of slightly bigger dimensions and which is not yet established is likely to be higher than a third of the allocation by FDC (which would be 0.16 FTE). Therefore, at least for the pilot phase, market administrative roles and tasks will rely on contribution from volunteers (Councillors and residents).

The 0.25 FTE for market supervision tasks has been considering that the market manager should be present during set-up, set-down and market hours – 7:30am to 3:00am - once a week and 2 weekly hours should be devoted to related administrative tasks, such as writing up reports and suggestions based on market monitoring (9h out of a 37h working week) and coordination of volunteers.

Details of the operational plan are provided in Table 1 below.

Table 1 - Operational plan Northstowe pilot market

Start date, end date, location	
Market to commence	15 th April 2023
End of pilot phase of market	22 nd October 2023
Market location	<p>Months before community facility is open:</p> <ul style="list-style-type: none"> Northstowe Green (1st, 2nd, 3rd and 5th week of the month) Pathfinder school main hall and busway on 4th week of the month <p>See Appendix 1 for indicative market layout plans</p> <p>Once community facility is open:</p> <ul style="list-style-type: none"> Northstowe Green (1st, 2nd, 3rd and 5th week of the month) Northstowe Green and community facility on the 4th week of the month
Frequency, days and times	
Market day	Weekly, Sundays
Set Up	7:30 am - 9:15 am - Outdoors 8:00am - 9:15 am Indoors
Market Open to Public	9:30 am – 2 pm - Outdoors 9:30 am – 12:30 am - Indoors

Close of Market	2:15 pm - 3 pm – Outdoors 12:30 am - 1:15 pm- Indoors
(*) Timings for set up, market hours and close down of market will be monitored and may be adjusted as needed.	
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 5 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 • Dairy <p>Monthly markets</p> <ul style="list-style-type: none"> - Maximum 8 stalls outdoors and 25 single stalls indoors. Traders should include, in addition to the above: <ul style="list-style-type: none"> • 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,</p>

	but priority will be to have occupancy of market pitches.
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 ³.</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.</p> <p>Traders can apply for casual positions in the market.</p>
Market staffing	
Market Administration	<p>Employed role – Deputy Clerk (0.10 FTE)⁴</p> <p>Start date May 2023 (month +2)</p> <p>Tasks:</p> <ul style="list-style-type: none"> • Scheduling and allocating traders location. • Market promotion and social media

³ 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).

⁴ 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"> • 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 and market supervisor. • Coordinate volunteers, liaise with traders and market supervision on market day for monthly markets.
<p>Volunteer roles</p>	<p>Councillors and/or residents To assist with:</p> <ul style="list-style-type: none"> • Scheduling and allocating traders. • Market promotion and social media (e.g. logo competition, brand, posts, articles).
<p>Market Supervision (Market Day)</p>	<p>Employed /contracted out role (0.25 FTE)⁵ Start date August 2023 (month 5) Tasks:</p> <ul style="list-style-type: none"> • Oversee market on the day. • 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

⁵ Considers market manager to be present during set-up, set-down and market hours – 9am to 4am once a week and 2 weekly hours of administrative tasks to write up monitoring (9h out of a 37h working week).

	<p>suggestions for changes as relevant.</p> <ul style="list-style-type: none"> • Monitor waste from traders and bins usage and report any recurrent issues. • Monitor traffic and parking and report recurrent issues. • Coordinate volunteers
Volunteers roles (Market Day)	<ul style="list-style-type: none"> • Councillors and/or residents Supervision and monitoring of the weekly and 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>No 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> <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. Thus,</p> <p>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 marshall role at each of the bigger market on 4rth Sunday of monght.</p>

	A volunteer will be sought to take up marshall role for the loading and unloading times on the weekly market.
Toilets	Indoor: toilets available at the venue (Pathfinder School/community facility) Outdoor: Toilets will made available from interim community facility, adjacent to the square. In the months before the community facility is open, portaloos may be installed for the use of traders. Working group to liaise with SCDC for its installation. The other closest public toilets available will be Park & Ride – Longstanton, or Sports Pavilion (when finished).
Waste	Market traders are to be responsible for taking and disposing of all their waste appropriately. Litter picking volunteers may be organised.
Electricity	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. Indoors: no additional charge for usage of electricity.
Gazebos/stalls	Gazebos and stalls are not provided by the Town Council. Traders will be responsible for set and set down of stalls and any infrastructure.

6 Marketing plan

The market will be promoted in the months before start date and on an on-going basis. Marketing activities will include advertising in a variety of channels, as well as a launch event held on the start date to create initial interest, where press will be invited and press releases and notice pieces shared.

A logo for the market is to be designed for the use in online channels (social media, website) as well as in printed materials (e.g. posters, banners, bags). For this:

- A community competition is to be launched with the assistance of SCDC Community Development Officers.
- The Market Development Working group is to prepare design brief and T&C reg copy right liaising with Town Clerk
- An incentive prize is to be offered for competition.

6.1 Channels for promotion and advertising

- Advertisement and/or press releases in local newsletters and media:
 - Northstowe News Magazine (bimonthly)
 - Longstanton Life (bimonthly)
 - Willingham News
 - Cambridge independent and Cambridge news
 - Cambridge 105
 - BBC Cambridgeshire
- Promotional material:
 - Banners
 - Posters
 - Leaflets
 - Road signs
 - Shopping Tote Bags with Market Logo and information on
- Town Council website: dedicated section of the website to be created with pages of traders lists for monthly and weekly markets, and section on individual traders details, sign-up section for traders, sign up section for volunteers.
- Town Council dedicated markets social media Facebook, Twitter and Instagram to be created. These are to be managed by a nominated volunteer. Whilst these are not set up, promotion to be done through Northstowe Foodies Facebook page (circa 4,000 followers in Facebook).
- Promotion through South Cambridge District Council social media channels via Visit South Cambridgeshire
- In-person promotion at local events – Community Forum, Community events.
- In-person promotion at monthly winter market events (January to March)

- Word of mouth

6.2 Key messages

- Available and variety of good quality fresh, products, as local as possible.
- Every week available in your doorstep.
- Build community – support Northstowe.

7 Monitoring and evaluation plan

Feedback from residents, shoppers and traders will be sought to maximise success of the pilot phase and any subsequent market activities. This consultation will be done via questionnaires and surgeries at least at three points in time (May, July and September).

In addition to feedback from residents, the following data will be looked at for monitoring and evaluating the success of the market: footfall, traders occupancy, numbers of traders returning/wanting to trade, and return of investment (ROI).

Work on monitoring will be led by the market development working group in close cooperation with market administrator (deputy clerk) and market manager, with assistance from volunteers.

8 Financial plan

8.1 Start-up costs and funds for pilot market

Costs

- Marketing/advertising costs foreseen to cover the printing of promotional material such as banners, posters, leaflets, road signs and shopping tote bags.
- National Association of British Market Authorities (NABMA): Annual membership runs March to March. Both 2022-2023 and 2023-2024 years are accounted for.

Table 2 – Start-up costs

Marketing/Advertising (1)	£500
NABMA membership (2)	£768
	£1,234

Funds

Besides internal funds from the town council, a grant from the Cambridge and Peterborough Combined Authority was secured thanks to South Cambridgeshire District Council.

The grant covers part of the costs of the pilot (including venue hire, NABMA membership, and promotion materials), but part of the grant funds are earmarked for items which will not be planned for the pilot phase. The initially proposed allocation of funds for the grant has been revised also in line with finding from research and feedback received. The split of the funds between pilot and post-pilot phase is shown in Table 3, and changes in the distribution of the grant are outlined in Appendix 3.

Table 3 – Funds available for market

Cambridge and Peterborough Combined Authority grant for Employment Zone	£8,000
- Of which, earmarked for pilot market	£3,526
- Of which, remaining for post-pilot market phase	£4,474

The amount of internal funds required for the pilot phase of market will depend on the success in securing stall traders at the market (see next section).

Start-up costs and funding received have been considered in the profit and loss model (section 8.2 below) to estimate the total cost for the council for the whole pilot phase of the market.

8.2 Profit and loss model and total net cost of pilot market

The following assumptions have been considered for the projections of profit and loss:

- A deputy clerk will be contracted from May 2023 (month 2) and dedicated 0.1 FTE to market admin tasks. The annual salary will be £28,900 (i.e. £228/month for 0.1 FTE) ⁶.
- A market manager to be contracted from August (month 2) on 0.25 FTE, with annual salary of £26,000 (i.e. £541.7/month for 0.25 FTE). ⁷
- Pension of 6% and national contributions as appropriate⁸ will be paid.
- Projections account for monthly venue hire for 5 hours (1h set up, 3h trading and 1h close down) at £71.⁹
- 1 food trucks with £10 fee paid by Northstowe Foodies
- Electricity charges assume 2 stalls (fishmonger and butcher) in main market need electricity, at a £5/trading day flat rate. It is assumed that payment goes int full to a separate account to pay management company.
- Pitch fees will be £15 for single plot for indoors and outdoors.

Two scenarios regarding stall occupancy have been considered:

A) 6 outdoor pitches and 20 indoor stalls: this is an optimistic but still conservative scenario based on the success of indoor markets, enquiries received from traders and interest expressed in both indoor and regular outdoor market.

B) 3 outdoor pitches and 15 indoor stalls: this is a more pessimistic forecast, should the interest from traders fade, to obtain forecast, to estimate and account for internal funds that may be required to cover the costs of operating the market on a pilot phase.

Summary table

	Income	Expenses	Net cost/benefit
Scenario A)	£5,926	£4,842	£1,084
Scenario B)	£3,946	£4,842	-£896

In summary, **it is estimated that the pilot market could create a revenue of £1,084**. On the other hand it could require a minimum £896 from the Town Council internal funds.

⁶ £32,909 pro rata/per annum + 5% inflationary increase (to compensate for a 2023-24 national pay agreement - TBC). This equals to £3,455.45 for 0.1 FTE, and £288/month.

⁷ Figure has been proposed base don Fenland District Council, which uses Band 4/5 for this role, between £23,953 and £30,095.

⁸ Based on results of automatic calculator: [Employers NI Calculator 2022 for Multiple Employees](#)

⁹ Prices based on Pathfinder hire fees, £23 for first hours, £12/h.

Table 4 – Profit and loss balance – Scenario A - Full occupancy – 6 outdoor pitches weekly, 20 indoor monthly stalls

PROFIT AND LOSS BALANCE - SCENARIO A										
Northstowe pilot market										
				M1	M2	M3	M4	M5	M6	PILOT
REVENUE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Estimated pitch fees - Green (6 pitches) - weekly	£0	£0	£0	£360	£360	£360	£360	£360	£360	£2,160
Estimated pitch fees - Indoor (20 stalls) - monthly	£0	£0	£0	£300	£300	£300	£300	£300	£300	£1,800
Food truck (monthly)	£0	£0	£0	£10	£10	£10	£10	£10	£10	£60
Estimated electricity charges	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
CPCA Grant	£384	£0	£784	£83	£83	£83	£83	£83	£83	£1,666
Income	£384	£0	£784	£793	£793	£793	£793	£793	£793	£5,926
EXPENSES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Salary - Deputy Clerk (0.1 FTE)	£0	£0	£0	£0	£288	£288	£288	£288	£288	£1,440
Pension	£0	£0	£0	£17	£17	£17	£17	£17	£17	£104
National insurance Contribution (pro-rata)	£0	£0	£0	£19	£19	£19	£19	£19	£19	£114
Salary - Market manager (0.25 FTE)	£0	£0	£0	£0	£0	£0	£0	£542	£542	£1,083
Pension	£0	£0	£0	£33	£33	£33	£33	£33	£33	£195
National insurance Contribution	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing/Advertising	£0	£0	£400	£0	£0	£0	£0	£0	£0	£400
Venue hire (monthly)	£0	£0	£0	£83	£83	£83	£83	£83	£83	£498
Electricity payment	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
NABMA membership	£384	£0	£384	£0	£0	£0	£0	£0	£0	£768
Total Expenses	£384	£0	£784	£192	£480	£480	£480	£1,021	£1,021	£4,842
NET INCOME/COST PILOT MARKET	£0	£0	£0	£601	£313	£313	£313	-£228	-£228	£1,084

Table 5 – Profit and loss balance – Scenario B – Low occupancy – 3 outdoor pitches weekly, 10 indoor stalls monthly

PROFIT AND LOSS BALANCE - SCENARIO B										
Northstowe pilot market										
				M1	M2	M3	M4	M5	M6	PILOT
REVENUE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Estimated pitch fees - Green (3 single pitches)	£0	£0	£0	£180	£180	£180	£180	£180	£180	£1,080
Estimated pitch fees - Indoor (10 stalls) - monthly	£0	£0	£0	£150	£150	£150	£150	£150	£150	£900
Food truck (monthly)	£0	£0	£0	£10	£10	£10	£10	£10	£10	£60
Estimated electricity charges	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
CPCA Grant	£384	£0	£784	£83	£83	£83	£83	£83	£83	£1,666
Income	£384	£0	£784	£463	£463	£463	£463	£463	£463	£3,946
EXPENSES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Salary - Deputy Clerk (0.1 FTE)	£0	£0	£0	£0	£288	£288	£288	£288	£288	£1,440
Pension	£0	£0	£0	£17	£17	£17	£17	£17	£17	£104
National insurance Contribution (pro-rata)	£0	£0	£0	£19	£19	£19	£19	£19	£19	£114
Salary - Market manager (0.25 FTE)	£0	£0	£0	£0	£0	£0	£0	£542	£542	£1,083
Pension	£0	£0	£0	£33	£33	£33	£33	£33	£33	£195
National insurance Contribution	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing/Advertising	£0	£0	£400	£0	£0	£0	£0	£0	£0	£400
Venue hire (monthly)	£0	£0	£0	£83	£83	£83	£83	£83	£83	£498
Electricity payment	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
NABMA membership	£384	£0	£384	£0	£0	£0	£0	£0	£0	£768
Total Expenses	£384	£0	£784	£192	£480	£480	£480	£1,021	£1,021	£4,842
NET INCOME/COST PILOT MARKET	£0	£0	£0	£271	-£17	-£17	-£17	-£558	-£558	-£896

Table 6 – Profit and loss balance – Scenario C – Low occupancy: 9 stalls for the whole 6 months period.

PROFIT AND LOSS BALANCE - SCENARIO C										
Northstowe pilot market										
				M1	M2	M3	M4	M5	M6	PILOT
REVENUE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Estimated pitch fees - 9 stalls (L&Q side)	£0	£0	£0	£540	£540	£540	£540	£540	£540	£3,240
Estimated pitch fees - 3 stalls (SCDC side)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Estimated electricity charges	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
CPCA Grant	£470	£0	£770	£210	£0	£210	£0	£210	£0	£1,870
Income	£470	£0	£770	£790	£580	£790	£580	£790	£580	£5,350
EXPENSES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Salary - Deputy Clerk (0.1 FTE)	£0	£0	£288	£288	£288	£288	£288	£288	£288	£2,016
Pension	£0	£0	£17	£17	£17	£17	£17	£17	£17	£121
National insurance Contribution (pro-rata)	£0	£0	£19	£19	£19	£19	£19	£19	£19	£133
Salary - Market manager (0.25 FTE)	£0	£0	£0	£542	£542	£542	£542	£542	£542	£3,250
Pension	£0	£0	£0	£33	£33	£33	£33	£33	£33	£195
National insurance Contribution	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing/Advertising	£0	£0	£400	£0	£0	£0	£0	£0	£0	£400
Venue hire	£0	£0	£0	£210	£0	£210	£0	£210	£0	£630
Electricity payment	£0	£0	£0	£40	£40	£40	£40	£40	£40	£240
NABMA membership	£370	£0	£370	£0	£0	£0	£0	£0	£0	£740
Insurance premium	£100	£0	£0	£0	£0	£0	£0	£0	£0	£100
Total Expenses	£470	£0	£1,094	£1,148	£938	£1,148	£938	£1,148	£938	£7,825
NET INCOME/COST PILOT MARKET	£0	£0	-£324	-£358	-£358	-£358	-£358	-£358	-£358	-£2,475

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9 Appendices

9.1 Appendix 1 - Market layout plans

9.1.1 Pathfinder main hall and busway strip

9.1.2 The Green



9.2 Appendix 2 – Options for operating model

	Positives	Negatives
Private operator	<ul style="list-style-type: none"> • May facilitate timely delivery at no cost nor human resource to council. • Know-how and experience on markets set up and operation and traders contacts. 	<ul style="list-style-type: none"> • Small size of pilot market makes it not attractive to private operators due to limited income stream. • Council cannot get prospect of income in longer-term should the market expand, as Town Council does not own land. • Local population often do not understand market is privately operate and Council likely to get all complaints. • Limited involvement (i.e. decision-making power) of Council.
Contractor	<ul style="list-style-type: none"> • May facilitate timely delivery without requiring human resources from Council. • Know-how and experience on markets set up and operation and traders contacts. 	<ul style="list-style-type: none"> • Not staff from Council, less possibility to transfer tasks or share workload. • Limitations in using Council communication (e.g. email and social media accounts).

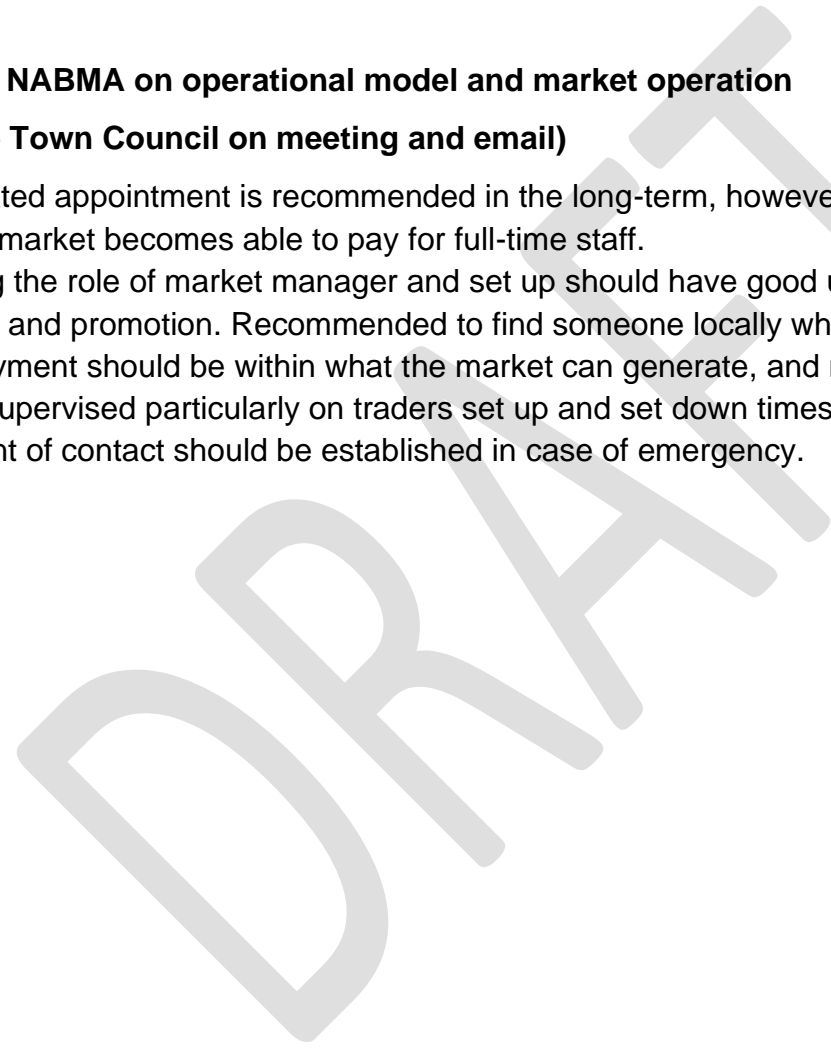
	<ul style="list-style-type: none"> • Less procedures and requirements, and more flexibility than an internal recruitment. • Council able set conditions and request vision for market to be implemented. • Council benefits from income generated by the market. 	
<p>In-house staff</p>	<ul style="list-style-type: none"> • Council has decision-making power over market. • Council benefits from income generated by the market. • High accountability and responsibilities. 	<ul style="list-style-type: none"> • Current limited staff and recent deputy appointment at the planned start time of market. • Lengthy recruitment procedures.
<p>Community/volunteer-led</p>	<ul style="list-style-type: none"> • No cost for council besides any costs compensations - e.g. travel, refreshment vouchers. • Takes away workload from Council. • Promotes community empowerment and engagement. • Council benefits from income generated by the market. 	<ul style="list-style-type: none"> • Volunteers need to be managed and trained (H&S for events). • Less reliability • Highly demanding tasks and time for volunteers (either residents or councillors), risk of lack of consistency and losing single point of contact/reference. • Taking-up this role diverts from other duties as Councillors.

		<ul style="list-style-type: none"> • Need for training/experience.
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Recommendations from NABMA on operational model and market operation

(provided to Northstowe Town Council on meeting and email)

- An in-house dedicated appointment is recommended in the long-term, however, existing staff can be engaged in the meantime until the market becomes able to pay for full-time staff.
- Person undertaking the role of market manager and set up should have good understanding the delivery of new market from set up to marketing and promotion. Recommended to find someone locally who is already running a market.
- Salary range or payment should be within what the market can generate, and not exceed this amount.
- Market should be supervised particularly on traders set up and set down times, but preferably during all market operating hours. A single point of contact should be established in case of emergency.



9.3 Appendix 3 – Revised CPCA Grant allocation

Item	Initial application	Pilot market	Post-pilot market	Revised allocation	Comments
Gazebos purchase	£4,875	£0	£3,181	£3,181	Reduced amount spent on gazebos to allow for other costs. Should other costs be less than forecasted (e.g. toilets) the amount to be spent for gazebos will be increased accordingly. Gazebos will not be provided during the pilot phase of the market, they may be purchased for use at later stage (e.g. expansion of regular market, or holding seasonal e.g. Christmas market).
Storage	£0	£0	£0	£0	No change. Indicative costs indicated as 0 it is foreseen that community facilities and storage will be made available by the time gazebos are purchased.
Public Liability Insurance	£0	£0	£0	£0	As market operator, the Town Council would need to take out public liability insurance. The council already holds public liability insurance which as confirmed to the Town Clerk by the insurer, would cover the organisation of a regular market. Nevertheless, it may be that a premium to the insurance is to be paid for to cover market events. The costs include only a possible premium for the insurance and not the full insurance price. Email exchanges with insurance confirmed no additional premium is required.
Building contents/structure insurance	£0	£0	£0	£0	No change. If any market events or part of it were to be held indoors, insurance on building structure and contents would be required. The cost budgeted is £0 as the insurer has confirmed to the Town Clerk that building

					contents insurance would not be required, although in any event, a formal agreement with the building or land owner, laying down conditions of the hire/use of space is required.
Membership to Consultation Institute	£295	£0	£295	£295	No change. Recommended by SCDC for the Town Council to further engage with community on continuous feedback for the market, but also for other consultations the Council may wish to engage (for other matters). Membership fees for following year also budgeted for. Council could go down the route of outsourcing the design of consultation and paying a similar fee.
Membership to market operators/authorities association	£384	£768	£0	£768	The Town Council would be the market authority for the regular market. In order to run specific types of markets it may be necessary to join certain bodies (e.g. farmers markets, market authority association). Full price of membership of market authorities' body (NABMA) has been budgeted for both 2022-2023 and 2023-2024 year, as membership will end within the time of the pilot market phase.
Advertising/promotion costs	£200	£500	£200	£700	Costs associated with the promotion of the market within the town and surrounding area (e.g. branding, printing, promotional material such as banners, leaflets). After further preliminary research and discussions on ways to promote the market, it was determined that budget needed to be increased to account for more options (e.g. road signs, banners and tote bags) on both

					<i>the pilot, less so for the post-pilot phase as it will be already established.</i>
Toilet facilities purchase/hire	£1,760	£1,760	£0	£1,760	<i>Community facilities will not be available by the time the market starts. Portaloos could be provided for traders for the months until the community facilities are in place (budgeted for all period in case of further delays)</i>
Waste disposal facilities hire and cleaning arrangements	£300	£0	£300	£300	<i>Based on research and discussions, it seems that waste disposal would not be required the pilot phase, and neither for the Council to Pay for it. The market manager will be in charge of monitoring any issues regarding litter. Budget has been kept for post-pilot phase should different arrangements be needed.</i>
Training on market operation/management	£0	£0	£0	£0	-
Venue hire	£0	£498	£498	£996	<i>New code. Hire of a hall for monthly indoor markets. At £83 for market day (£23h*1st hour+12*4h) for 6 months. Post pilot phase accounts for 6 months.</i>
Total (*)	£7,900	£3,526	£4,474	£8,000	

Note that the initial proposal did not add up to the full £8,000 amount.