



Item

## **Market Square Project – Consultation Draft Vision and Concept Design**

**To:**

Councillor Rosy Moore, Executive Councillor for Climate Change,  
Environment and City Centre

Environment and Community Scrutiny Committee

25/03/2021

**Report by:**

Joel Carré, Head of Environmental Services

Tel: (01223) 458021 Email: joel.carre@cambridge.gov.uk

**Wards affected:**

All

### **Key Decision**

#### **1. Executive summary**

- 1.1 The Council has embarked on a major public realm capital project to improve Cambridge's market square, as the city's principal outdoor civic space and venue for the Council's popular seven day a week General and Sunday market.
- 1.2 The market square, and its associated outdoor public realm and market infrastructure, is looking 'tired' and not to the quality standard befitting the city's international status and profile.

- 1.3 The Council's initial project work has involved an assessment of the issues, needs and opportunities associated with the market square space. Using the site assessment findings, the Council, with the support of specialist design and market consultants, has engaged key organisational stakeholders, including market traders, to develop a proposed vision and supporting concept design plan for the square.
- 1.4 The Council is now seeking to go out to a six-week public consultation on the proposed vision and concept design, as detailed in Appendix A and B respectively, following the local elections in May 2021.

## **2. Recommendations**

**The Executive Councillor is recommended:**

- 2.1 To approve the proposed consultation draft market square project vision and concept design, as detailed in Appendix A and B respectively, for a six-week public consultation starting in May, as outlined in Section 5 of this report**
- 2.2 To note the findings of the market square project operational management and outline business case assessment report in Appendix C**

## **3. Background**

- 3.1 In 2018/19, the Council embarked on a major public realm capital project to enhance the design, appearance and daytime, evening and night-time use of the market square, whilst being sensitive to the site's heritage value and retaining its outdoor market function.
- 3.2 The Council is delivering the project in accordance with the RIBA (Royal Institute of British Architects) Plan of Work 2020<sup>1</sup>, which represents the industry standard framework for the delivery of

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<sup>1</sup> [2020RIBAPlanofWorkoverviewpdf.pdf \(architecture.com\)](#)

construction projects and comprises of eight consecutive stages, from strategic definition and design brief to construction and use.

- 3.3 RIBA Stage 1 (Preparation and Briefing) was completed last year, with the publication of an initial site assessment report, which identifies the issues and opportunities and associated feasibility and business need for the market square project.
- 3.4 In summary, the RIBA Stage 1 report identified that the market square supports a successful seven day a week market, but the space's daytime, evening and night-time potential is not being fully realised. The fixed market stall infrastructure prevents the entire central 'cobbled' area of the square from being able to be used for any other activity/ function; and is also a source of anti-social behaviour at night. The square is not particularly user friendly, lacking sufficient public seating and gathering areas; and is difficult to access for pedestrians, especially those with physical impairments, having an uneven central cobbled surface surrounded by a wide vehicle highway with raised kerbs. The public realm quality of the space is also considered to be poor for such an important civic space, with visually detracting street clutter, including the market waste compactor and bailer facility; and poor surface treatment.
- 3.5 Work on RIBA Stage 2 (Concept Design) commenced last January (2019), but was put 'on hold', as a result of COVID and the Council's associated emergency spending review. Following the review outcome and approval to proceed last summer; work on Stage 2 re-commenced in August 2021, with the appointment of a consultancy team, led by international consultancy and construction company, Mace, and supported by independent design and planning consultancy, LDA Design, and independent retail market development consultancy, Quarterbridge.
- 3.6 The Council, with the support of this consultancy team, has completed the development of a proposed consultation draft vision (Appendix A) and concept design (Appendix B). The proposed

concept design has been informed by an operational management assessment of the Council's seven day a week market by Quarterbridge, which is included in the report in Appendix C; and by the preceding RIBA Stage 1 report (see Background Papers). The report in Appendix C also includes an outline business case assessment of the proposed concept design, which shows a strong social, economic and environmental case for investment in this major public realm capital project.

- 3.7 The RIBA Stage 1 and 2 output, to date, has, in turn, been informed by a range of different organisational stakeholder opportunities, including 'workshops' involving General and Sunday Market traders. A full list of organisational stakeholders engaged in the project to date is included in Appendix D. The output from the various stakeholder engagement workshops has been published on the Council's Market Square Project webpage - [Market Square redevelopment - Cambridge City Council](#). Wider public engagement in the Project has not been considered appropriate up until now, when the Council has something tangible and meaningful to respond to, namely the proposed consultation draft vision and concept design documents.
- 3.8 In summary, the proposed consultation draft concept design is comprised of the following core design elements:
- a) New surface treatment to create a single unified surface across the entire market square area, to modern accessibility standards, and including the restoration and repair of the Listed granite setts
  - b) New improved market layout, based on the re-alignment of stalls from a north-south to an east-west orientation, thereby improving permeability of the market for shoppers and creating increased space for seating and tables and chairs; and for outdoor events and activities
  - c) New, easily demountable durable market stall design (two innovative design options proposed for 'testing' with market

- traders)
- d) Enhanced public realm infrastructure, including additional seating, tables/ chairs and lighting; and de-cluttering of street furniture
- e) Refurbished and improved market trader toilets and storage facility
- f) New underground market waste management system

3.9 In summary, the proposed consultation draft vision and concept design will create an attractive, vibrant and accessible multi-functional market and outdoor civic space, befitting Cambridge's status as a global city, and maximising its ability to animate and attract resident and visitor footfall to return to the city centre; and thereby support the wider city's social, economic and environmental recovery post COVID.

## **4. Implications**

### **4.1 Financial implications:**

The cost of the proposed RIBA Stage 2 public consultation (as outlined in section 5) is already included in the approved revenue budget allocation for completing RIBA Stage 2.

The outline business case assessment for delivering the project, based on the consultation draft concept design is included in the report in Appendix C.

### **4.2 Staffing implications:**

The proposed RIBA Stage 2 public consultation will be undertaken by Council officers, with support from the consultancy team, using the available Stage 2 budget allocation.

### **4.3 Equality and poverty implications:**

The Equality Impact Assessment for RIBA Stage 2 is included in Appendix E.

#### **4.4 Other implications:**

None

### **5. Consultation and communication considerations**

5.1 The proposed six-week public consultation plan for the proposed vision and concept design is as follows.

- a) Make the consultation draft vision and concept design proposals available on line and invite comments on them using an online survey form – to be made available on Council's Market Square project webpage. For anyone without online access, paper 'hard' copies of the two documents and associated survey form will be made available on request.
- b) Send an email/ letter to all organisational stakeholders, with a link to the online report and survey form (as above in a))
- c) Work with Cambridge Market Traders Association (CMTA) and National Market Traders Federation (NMTF) representatives to support and secure market trader engagement in the consultation
- d) Work with the Council's Communities and Housing teams to engage targeted communities across the city, including children and young people; women; and Council tenants and leaseholders

5.2 Given the local elections in May and the Government's Code of Recommended Practice on Local Authority Publicity (2011) and associated restrictions on Council communication activity during the Pre-Election Period (previously known as 'purdah'), the proposed consultation period will commence, Monday, 17<sup>th</sup> May; and finish, Friday, 25<sup>th</sup> June 2021. The public consultation plan will be supported by a communication plan, including use of social and news media and other outlets, to maximise community awareness and engagement.

## **6. Background papers**

Background papers used in the preparation of this report:

- RIBA Stage 1: Feasibility assessment report (available at: [Market Square redevelopment - Cambridge City Council](#))

## **7. Appendices**

Appendix A: Market Square Project Vision – consultation draft

Appendix B: Market Square Project Concept Design – consultation draft

Appendix C: Market Square Project – Operational Management and Outline Business Case report

Appendix D: RIBA Stage 2 Equality Impact Assessment

Appendix E: Stakeholder engagement list

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Joel Carré, Head of Environmental Services

Tel: 01223 458021      Email: [joel.carre@cambridge.gov.uk](mailto:joel.carre@cambridge.gov.uk)

**Appendix A:  
Market Square Project Concept Design – consultation draft**

Attached

**Appendix B:  
Market Square Project Vision – consultation draft**

Attached

**Appendix C:  
Market Square Project – Operational Management and Outline  
Business Case report**

Attached

**Appendix D:  
RIBA Stage 2 Equality Impact Assessment**

Attached

**Appendix E:  
Stakeholder engagement list**

The following external organisational stakeholders (listed in alphabetical order) have been engaged in the proposed vision and concept design development work:

- Bidwells
- Cambridge Association of Architects
- Cambridge BID (Business Improvement District)
- Cambridge Disability Panel

- Cambridge Equalities Panel
- Cambridge Live
- Cambridge Market Traders Association (CMTA)
- CamCycle
- Collusion Cambridge
- Cambridgeshire County Council
- FeCRA (Federation of Cambridge Residents Association)
- Friends of Cambridge Market
- Gonville & Caius College
- King's College
- General and Sunday Market traders
- National Market Traders Federation (NMTF)
- Smart Cambridge
- Smarter Cambridge Transport
- St John's College
- University of Cambridge

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## **Appendix A:**

### **Market Square Project Vision – consultation draft**

March 2021

#### **Introduction**

The Council has embarked on a major public realm project to explore how the design, appearance and daytime, evening and night-time use of Cambridge's market square space can be enhanced, while being sensitive to the site's obvious heritage value and retaining its existing outdoor market function.

This multi-stage project is being undertaken in accordance with the RIBA (Royal Institute of British Architects) Plan of Work 2020<sup>1</sup>.

The first stage of the project was an assessment of how the market square space currently operates, and the associated issues, constraints and opportunities. This was completed in 2019, with the support of international architecture, engineering and urban-design consultants, BDP. The consultant's resulting report is available to view at:

[Market Square redevelopment - Cambridge City Council](#)

The second stage of the project is the development of a proposed vision and concept design for the market square, which, subject to committee approval in March 2021, will be made available for 6-week public consultation, following the local elections in May. This stage has been undertaken with the support of Mace, an international consultancy and construction company, is leading the team. LDA Design, an independent design and planning consultant, and Quarterbridge, an independent retail market development consultant.

#### **Vision**

Our vision is to secure multi-million pound capital investment to transform the market square into a multi-functional outdoor space, which continues to support a vibrant, successful and diverse seven day a week local outdoor market, but with an improved stall layout and design, which allows the square to be used by the community for other events and activities, both during the day (in and around the market) and into the evening.

We will create a fully inclusive, high quality civic space, which is welcoming and accessible to all sections of our community; and designed and managed to a standard, which befits the city's profile and reputation, as an international visitor, university and business destination.

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<sup>1</sup> [2020RIBAPlanofWorkoverviewpdf.pdf \(architecture.com\)](#)

The market square will be an attractive city centre destination, where residents and visitors come together to shop for local food and produce, artisan crafts and services, sit out and enjoy delicious street food from around the world, people watch and socialise. It will provide a year-round venue for a diverse programme of leisure and cultural events and activities, both in and around the daily market and into the evening, including for outdoor theatre, film shows, concerts, civic gatherings and street entertainment.

By engaging our city community in the design and development of this exciting civic project, we will deliver a transformed market square which:

- Respects the site's rich heritage value and the central role it has played, and will continue to play, in Cambridge's social and economic development
- Sustains a vibrant, diverse and commercially successful daily local market, whilst enabling flexible use of the space for other events and activities during the day and into the evening
- Maximises the city's 'green' credentials, including opportunities to support our zero carbon, biodiversity and associated sustainable development objectives
- Integrates with and supports Cambridge's wider city centre economic and social activity, including helping to animate the 'high street' and attract and sustain visitor footfall

**Ends**



# Cambridge Market Square Concept Design

Concept Design Report  
05.01.2021

LD&DESIGN



**LD Æ DESIGN**

Lead Design Consultant, Public Realm  
Design and Market Masterplanning

**QUARTERBRIDGE**

Lead Market Consultant

**NEUBAU**

Market Stall Architecture



Transport Consultant



Lighting Design



Heritage Consultant



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Version: 3  
 Version date: 05.01.2021  
 Comment: Final Report

This document has been prepared and checked  
 in accordance with ISO 9001:2015

# 1.0 Introduction

## Executive Summary

This report details the concept design proposal for Cambridge Market Square. A variety of potential options for the design of the square were explored during this design stage and through a collaborative process of iterative testing and consultation they have been distilled into a preferred direction for the design of the square. As a concept design proposal this document focuses on the principle premises of the design rather than their technical resolution. Care and due diligence has been taken to put forth proposals that are feasible. Future stages will explore and develop the design's applicability in more detail and adjustments may be made accordingly.

The design of the square has been considered on 3 levels: the landscape design of the public realm, the architecture of the market stalls and the programmatic function of the space. All 3 directly influence each other and have been considered in parallel. While the design addresses a range of aspects, the brief for the redesign of the square revolved around a set of key requirements. Flexible use of the space and the creation of meaningful and noteworthy public realm akin to international benchmarks were perhaps at the top of the agenda. These were not criteria to measure the success of the design in isolation and a substantial context of high design standards for accessibility, inclusivity, sustainability, heritage, commercial and logistical functionality have been driving the process from the onset.

## Information Base

Part of the research performed in preparation for this design stage was the collection and assessment of existing information around and in relation to the project. Amongst historical data and documentation, relevant policies, regulations and guidance that were consulted there was a particularly relevant document that preceded this design stage and which assisted in informing the direction of the design investigations. This was the “Market Square Redevelopment Feasibility Assessment” study that was completed in July 2019. The study set a clear picture of the context in which the redevelopment is to take place. The technical desktop and site specific studies conducted within this assessment are particularly robust and helpful. The ultimate goal of the study was to provide development scenarios for the project with anticipated cost levels. This was also a very helpful bracketing of the development potential. The options explored an adequate range of possibilities allowing for some refinement of the approach to occur at early stages of the concept design such as the consideration of a whole new permanent structure for the market.

Other information and institutions that were consulted include amongst others:

- National Planning Policy Framework
- Cambridge Local Plan 2018
- The Museum of Cambridge
- Capturing Cambridge Website (<http://www.capturingcambridge.org/>)
- Council archived files and images
- Previous stakeholder engagement records

## Collaboration

This design proposal is the result of a collaborative process between a range of consultants that comprise the design team as well as council officers of different departments and external advisors consulted at various stages. The members of the design team have common previous experience of collaboration in similar projects together and with council officers. However, the most crucial collaboration was achieved in the alignment of the design team with Quarterbridge, the market consultant that was appointed to sit alongside the design team. Quarterbridge have influenced the direction of the design significantly with invaluable benchmarking information and advice throughout the design process.

## Sustainability

In view of the climate change crisis facing the planet, the responsibility of producing an ecologically sustainable development has never been greater. It is important to note here that ecological sustainability is the achievement of a development that balances its consumption and replenishment of natural resources. That means a development that can exist and function in perpetuity without burdening the environment. The requirements to achieve a truly sustainable development are therefore so much broader and intricate than merely introducing more green to a site. In the case of the design for the Market Square an overarching sustainability approach has been considered that influences every aspect and decision taken for the project. The strategy involves the consideration of embodied energy as well as operational energy requirements through the project's

life in every aspect of its design. In all decisions taken the least impactful path was chosen.

## Next Steps

Whilst every design stage has specific outputs and clear directions there are always aspects of a design that require refinement at a technical and even regulatory level at a subsequent phase and in line with the requirements of each stage according to the RIBA plan of works 2020. This concept design stage (RIBA Stage 2) sets out the principal concept of the design purposefully avoiding technical detail and aiming for strategic considerations and alignment with the brief and cost expectations. Design decisions have been taken based on collective experience and research of similar applications. What is proposed in this report has been asserted as a feasible solution that may or may not require refinement in subsequent stages. Certain products and materials proposed are offered here as design directions and in-depth technical performance and suitability will be assessed at the next stage (RIBA Stage 3 – “Spatial Coordination”) when a closer collaboration with an engineering team will take place for both structural and civil engineering aspects of the design. Each chapter in this report discusses the next steps required to advance the design in the next stage.

## Engagement

The Market square is one of the city's most important public spaces. As such any design development effort needs to engage with as much of the city as possible. The space has various dimensions of significance to the city: civic, historic, commercial, political and social. Various groups, institutions and even individuals may have a direct relation to each one of these dimensions but combined they concern the public as a whole.

There are obvious practical difficulties associated with carrying out an engagement exercise across an entire city. To overcome them a combined approach was employed by utilising previous engagement outputs, engaging key stakeholders and sampling advice and opinions from local organisations through the process. The effort was carried out both by the council and the design team's own initiative.

The market traders were the first group to be approached as the most directly relevant stakeholders. This took place as various informal meetings and discussions at the market and through a dedicated presentation of the design direction and options followed by a Q&A session. The same presentation format was also extended to other groups at a subsequent event. Both events were held online through video conferencing due to the public meeting restrictions in place during the Covid-19 pandemic. Beyond the meetings at the market and the 2 events, certain key organisations and departments of the council were consulted during the design process through online virtual meetings.

The input to the design exercise has been significant and has informed fundamental aspects of the proposals. In certain cases the design team's thinking was already aligned with views of those consulted and in other cases

the team received advice and information that guided the design concept. It must be noted that this is only the concept design stage of the development of the scheme and the consultation is and will be an ongoing process as the design matures further and to also include any groups that were either missed, not extensively consulted or simply have more to add.

Below is a full list of groups and bodies consulted through the aforementioned processes.

Cambridge City Council  
 Cambridgeshire County Council  
 Greater Cambridge Partnership  
 Cambridgeshire and Peterborough Combined Authority  
 Cambridge Equalities Panel  
 Cambridge Disability Panel  
 Smart Cambridge  
 Market Traders  
 Market Traders Association  
 Friends of Cambridge Market  
 University of Cambridge  
 Gonville & Caius College  
 St John's College  
 Kings College  
 Tenants of Square  
 Bidwells  
 Cambridge Association of Architects  
 CamCycle  
 Smarter Cambridge Transport  
 FeCRA  
 Collusion Cambridge  
 Cambridge Live  
 Cambridge Business Improvement District

## 2.0 Heritage

### Cambridge Market Square – Heritage Assessment

This assessment has been prepared following two focussed meetings with Heritage and Urban Design officers from Greater Cambridge Planning in addition to more wider-ranging meetings with other stakeholders. These meetings have highlighted some of the key issues and considerations which will need to be borne in mind as the proposals develop.

The scope of this heritage assessment is relatively restricted and it deliberately does not include a detailed history of the site nor does it repeat the factual information about the heritage assets in and around the square which can be found in (for example) the City Council's Historic Core Appraisal (<https://www.cambridge.gov.uk/media/2940/historic-core-appraisal-2016-market-hill.pdf>), the feasibility report for the Market Square project prepared by BDP or on Historic England's National Heritage List for England (website at <https://historicengland.org.uk/listing/the-list/>).

Similarly, the statutory duty to preserve or enhance Listed Buildings and their settings and the character and appearance of Conservation Areas within sections 16, 66 and 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 is acknowledged as a guiding principle within these proposals and this together with the guidance in Section 16 of the National Planning Policy Framework and policy 61 of the Cambridge Local Plan 2018 are not explored in further detail though their requirements are fully understood.

This assessment does therefore focus on the following:

- The heritage assets which will be physically affected by the proposals – the listed surfacing in Market Hill (which includes two sets of iron railings) and the listed fountain base;
- The aspects of the setting of any other heritage assets which could be affected by potential works to the Market Square will also be considered as will any impacts on the character and appearance of the Conservation Area where they differ from setting considerations.
- Conclusions on the impact on the heritage significance of the above assets from the works

proposed and comments on how any impacts could be avoided or reduced as detailed design progresses.

### Heritage Assets Physically Affected By The Potential Works

#### A - The listed surfacing of the Market Square and associated railings

##### Brief History

Although the market has been in existence in some form possibly for more than 1000 years, it could not be described as a 'market square' until the 1850s. Prior to that, and as shown on plans from the C16 up to Baker's Plan of the City in 1830, the space was far more amorphous, with specialist markets in the surrounding streets though one constant seems to have been the relatively open nature of the east side of the present space (shown as Market Hill even on the 1575 Braun Hogenberg Plan). Perhaps not surprisingly this side retains quite grand merchants' houses today. However from Loggan's Plan of 1690 through to Baker's Plan of 1830, there was a mass of buildings hard against the back (east side) of Great St Mary's Church and a whole block of buildings on what is now the west side of the market square.

The market was said to have been first paved as early as 1613, the year before the erection of Hobson's Conduit<sup>1</sup>. However, after a major fire in 1849 which destroyed the buildings on the west side of the market, the Cambridge Corporation Act gave the Council the means to expand and resurface the market using granite setts. At the same time the old Conduit Head was moved to Brookside and a new Gothic fountain added as the centrepiece (the upper part demolished in 1953).

Lowry's Plan of 1863 is the first to show the much larger and more regular space, though even this suggests a rather more ragged building line on the west and south boundaries; the latter being resolved when the present Guildhall (which was built in two parts either side of the Second World War) was finally completed in 1948. Lowry's map shows the fountain as the centrepiece of

this larger space, in contrast with Baker's plan where the conduit head stood much closer to the junction with Petty Cury. Prior to this, the original Market Cross apparently stood near to the north end of what is now Peas Hill.

The first Ordnance Survey Plan of the city in 1888 is extremely helpful in showing in detail the extent of 'Market Hill'. Although the sett work is not shown, the space is defined by an outer cordon of lamp posts, which presumably helped differentiate the market from the carriageway. The 'drinking fountain' dominates the centre of the market, in line with the chancel of Great St Mary's and is itself surrounded by lamp posts on the compass points. Whilst a number of stop cocks are identified, it is notable that the lavatories and railings were not there at this time and were still not shown on the 1903 plan. A letter box is shown in the NE corner of the market on the 1903 plan, but this had moved to opposite St May's Passage on the 1927 plan, by which time the lavatories are shown. What are presumably the paired steps down surrounded by railings can be seen and interestingly they sit north and south of a rectangle demarcated by a dotted line – which could be the extent of the underground structure or possibly a change in surface material. Early C20 photos appear to suggest a change in material with what may have been in situ concrete laid in panels (as can be seen elsewhere in parts of the city centre) and possibly glass blocks (as evident today) or certainly some form of smaller-module surfacing in the centre of space. The enclosed steps are shown also on the 1967 Ordnance Survey but not the rectangular demarcation – and telephone boxes (together with a flat-roofed kiosk building) located between the two sets of steps.

Several old photographs of the market are helpful in showing how the place has been used from the late C19 and through the C20. Photographs for the late 1960s show a limited number of stalls along the east and west sides which much of the central space used for car parking. At this time, three K6 telephone boxes and a flat roofed car park attendant's kiosk stood by the underground toilets. The phone boxes were moved onto Market Street on the NE side of Great St Mary's in 1995. A row of bollards now lines the east side of the concrete apron over the lavatories.

Today, in addition to the changed surface above the lavatories, there is a further area of concrete surfacing immediately to the south of it, on axis with the fountain and a larger area to the south east of this. The old photos do not provide any help in explaining this, though certainly the latter area was covered in setts in the late 1960s.

The original gas lamps on posts complete with ladder bars can be seen on the oldest photographs though by the 1920s the lanterns had gone and certainly by the time the fountain was dismantled, so had the posts.

##### The Listing and present condition

The surface of the Market Square was listed as 'Market Place paving and two sets of iron railings' on 30 October 2019. The reasons for designation states that 'the granite setts laid out in 1855-56 and iron railings installed later in the C19' are listed as an 'integral part of the mid-C19 scheme for the expansion and re-laying of the Market Place which can be accurately dated' and are therefore a relatively early example of large-scale historic paving. This forms part of the architectural interest as do the 'handsomely designed' railings which are considered to be of good quality ironwork (with the exception of one later gate). The historic interest is considered to stem from their being 'good quality examples of C19 street furniture which (together with the previously listed fountain base) form a significant ensemble at the heart of the city. The group value with the fountain and other listed buildings around the Market Square (especially Great St Mary's Church and the Guildhall is specifically mentioned.

The list description acknowledges that two areas along the west side (totalling 220sqm of the 2000sqm total listed area) have been either replaced or covered over by asphalt. These include the area in which the underground lavatories were provided in the early C20, though the present surfacing is not that shown on the early C20. Similarly there is the concreted area beneath the present rubbish skips, which is edged with some larger setts laid in a different pattern. SW of the fountain is a further L-shaped area of concrete. The reason for the change of surfacing is unknown (possibly modifications to electrical supply?), though it appears to date from after the late 1960s.

<sup>1</sup> Taylor, A. 'Cambridge: The Hidden History' Stroud (1999) p137

Drainage channels survive in the sett work though are not specifically mentioned in the listing. Generally, they run north to south and there are clear Vs at the south and north end to channel run off. These appear to have been interrupted in places in the SE and NW corners, all along the western side of the market and in the central area around the fountain.

It seems likely that the drainage channels reflected the original proportions and form of stalls which may themselves have been a product of the original market

layout prior to the 1849 fire when it was a long, thin space on the east side of the present market.

The list description similarly makes no mention of the sett patterns. A full and detailed survey of these is required as the 'mosaic' is far more complex than it would first appear. The setts are in fact a mixture of broadly square and more rectangular setts. Generally they are laid in a staggered bond though there are (presumably repaired) areas where they are stack bonded. The setts change direction in places or are separated into panels by

rectangular sets laid at right angles. Drainage channels are generally created by dished rows of setts laid at right angles to the main bond, but similar areas do not appear to be for drainage.

It is similarly not clear if the setts are all from one source or (as is more likely) other setts have been mixed in as repairs have taken place. Whilst some areas of repair are obvious (with the use of hard cement mortar in places) it is hard to be clear what the original binding material was (and consequently how easy it will be to lift the setts).

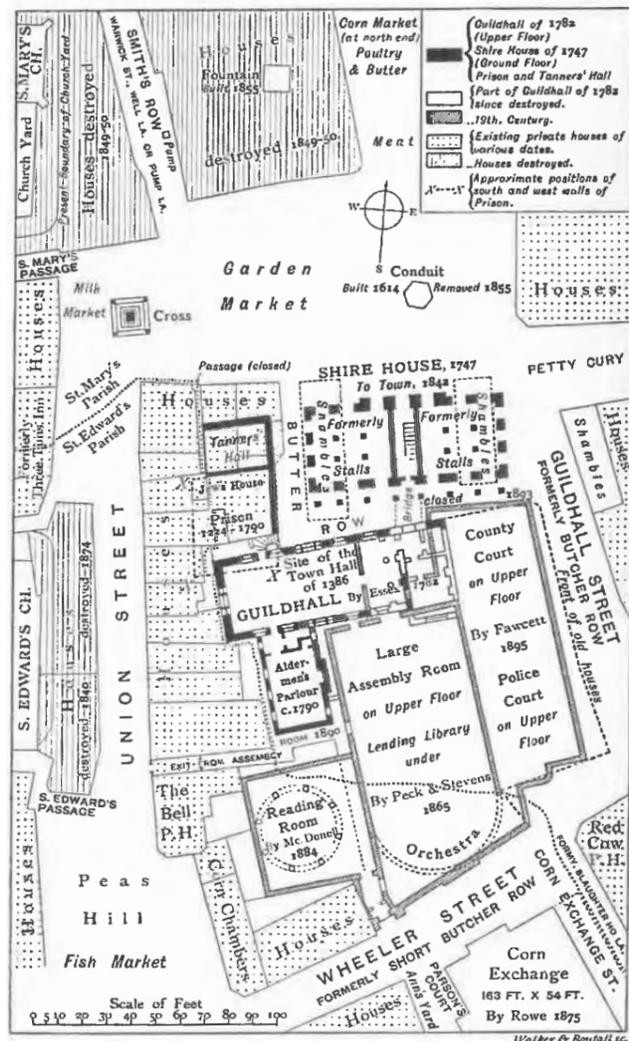
**Heritage Significance**

The heritage significance of the market square surfacing is described in the listing as being as it is an early surviving area of historic paving, using granite setts and as part of the ensemble of historic street furniture at the civic heart of the City. As noted, the list description recognises the areas where the setts have been lost and specifically excludes the subterranean former lavatories. In general terms, the market place surfacing is therefore of high heritage significance. The later areas of concrete or asphalt in contrast are of little heritage significance and resurfacing them in setts would be a clear heritage benefit. The area above the lavatories is however considered further below.

From the list description, an important part of the market surface's heritage interest is as an holistic entity – a large area paved with granite setts, at the heart of the city's commercial core and with the ornate fountain and railings demonstrating civic pride in the area. Making it function better as a market and civic space in general terms would enhance its significance, and would be another phase in the place's evolution to respond to the needs of citizens. The need for adaptation today stems from many years of piecemeal changes to both the way the market functions and society's expectations of it rather than a single cataclysmic event such as the 1849 fire.

Now the surface is listed, its fabric too has importance however. The surfacing is not one uniform plateau. We cannot be sure if it ever was. What is clear though is that in 165 years it has had to adapt to changing needs, it has been used and abused, repaired and altered. Even the most sensitive restoration, which maximises the opportunities for enhancement needs to be based on an agreed strategy about what, in all probability, the original surface pattern was and which, if any, of the subsequent later changes are of heritage interest in themselves because they reflect key moments in the market's history. To enable this to happen, an accurate survey is needed. In the absence of an accurate survey of the whole surfaced area, which is detailed enough to identify the patterns of setts, any changes in material and size and the binding material, it is impossible to identify which parts of the surface have been altered and therefore where relaying them to the original pattern would be an opportunity for enhancing the heritage significance. This needs to be provided before a detailed proposal is drawn up. Without this, only the following general principles can be advanced.

1. The relaying of poorly altered areas of setts to the original pattern would enhance the heritage significance.



**Historic Development Of Market.** Extract from 'Cambridge Described and Illustrated' by T D Atkinson (1897) showing historical development of Cambridge Market Square and its features over time. Note how different produce had specific markets spread out over a much wider area.



**1888 Ordnance Survey Map** – note the regimented lighting. The underground lavatories were not in existence at this time.



**Extract From 1927 Ordnance Survey.** The lavatories are now in situ, but the present Guildhall and Market Hill Buildings have not yet been built (south and north of the market respectively).



1960s photo – half market, half car park. Note the reduced fountain and telephone boxes and kiosk over the underground lavatories.



Photo from early C20 – note the original fountain design, the surface change over the now-extant underground lavatories and the lamp posts without lanterns.

2. It seems likely that the main N-S drainage pattern is a feature of the original pattern. Where the pattern has been lost, reinstating it could be considered a heritage benefit provided that enough evidence exists to avoid conjecture.
3. Reinstating patched areas and removing inappropriate hard concrete binding with more appropriate binding would enhance the significance.

As noted earlier, the list description is incorrect in the dating of the lavatory railings. These were installed somewhere between 1903 and 1927 according to the Ordnance Survey plans of those years. From a photograph which appears to be from the 1920s, it appears that the surface over the lavatories was relaid and the granite setts removed. The photograph suggests large panels – possibly of concrete – and presumably with the central bank of pavement lights.

Whilst the factual detail of the listing could be

challenged, it doesn't alter the substance of why the railings were included within the listing. The altered surface is within the area of listing. The present surface treatment is of no heritage interest, and so replacing this with a more acceptable surface would be a clear enhancement. Recovering the area with granite setts would not be appropriate as this would obscure that 'layer' of the market's evolution and weaken the significance of the lavatory provision and therefore the railings.

**Potential Heritage Impact of Potential Options**

A key driver of the project must be to make the surface of the market more level. This could be achieved in a number of ways. Replacing all the existing setts with a new surface would constitute substantial harm and is not being considered.

It is likely that all the setts will need to be lifted and relaid. This provides the opportunity to relay using more

appropriate binding, replace any redundant sockets, covers etc which have been inserted, replace badly damaged setts and, subject to decisions following the detailed survey, relay to the most appropriate pattern(s). Whilst some aspects could be considered to cause minor harm to heritage significance, others would be clearly beneficial and in heritage terms alone, this is the most sensitive option. It would be unlikely to significantly improve the surface though and other changes would be needed to make the square fit for modern needs.

Relaying the setts to remove the drainage channels would help make the surface more level. The degree of heritage harm would be less if the setts were laid flush but the pattern was retained (clearly drainage would need to be provided in another way).

Cutting the setts would allow them to be laid flatter. Where setts are original, this would harm their historic integrity and the appearance may inevitably change as

surface texture and patina would be lost (the latter would over time largely return). If possible, dressing rather than cutting would be less harmful.

Removal of some of the later fixings and re-providing electricity, water supply etc more neatly could also potentially be a heritage benefit, including removing the fuse box from the main vista E-W across the market to the fountain and Great St Marys.

Removing individual setts to allow well-designed floor-mounted sockets for stalls should cause minimal harm where the numbers are kept to a minimum and the socket covers well-designed. This should give a neater appearance than the current ad-hoc anchor arrangement and minimise disturbance to the historic surface.

Other features added to the market later – including the bollards adjacent to the top of the lavatory – could be moved with no harm to heritage significance. The

replicating the existing original gate and removing the later addition would be a heritage benefit.

## B - The Fountain

### Brief History

The Gothic fountain was created as the focal point of the newly enlarged market square in 1855. It was apparently designed by Gordon M Hills.<sup>2</sup> Hills appears to have later become Diocesan Surveyor to London and Rochester but appears to have been a relatively little-known architect.

Just short of its centenary at the heart of the market, it 'was seen to be swaying in the breeze in 1953. It was dismantled, leaving only the base, and each carefully numbered piece was stored safely and never seen again!'<sup>3</sup> The exception is the four corner figures which are in the courtyard of the Museum of Cambridge.

An architectural competition for a new fountain, part of a drive to breathe new life into the market, was held in the mid-1990s and consent to demolish the fountain base applied for. The proposed designs however proved too controversial and consent for demolition was refused as premature.

### The Listing and Present Condition

The list description (which dates from 1972) simply states 'stone fountain, much weathered, set in a granite basin'. What remains today is a rather sad shadow of its former self. It remains in quite poor condition with some continuing movement of the structure evident and lacking any explanation of its original form. It has rather lost its role as the centrepiece of the market.

### Heritage Significance

The fountain has historical interest as an example of Victorian civic pride at the heart of the commercial and administrative centre of the city. The fountain provided fresh water for those using the market and was the central feature of the newly enlarged and planned marketplace. As noted in the list description for the surfacing, it therefore has strong group value with the sett work and the later lavatories and railings.

Its architectural interest is today rather more limited. Only the base and a small part of the rest of the structure survives and it is difficult for anyone who does not know the history of the fountain to understand what it was originally like. The architect of the fountain is

not particularly well-known but the original structure, although not long-lived, seems to have been an accomplished Gothic design.

Whether or not it was a conscious design intent, the fountain, in addition to being generally in the centre of the paved area of the market, is also broadly in line with the east end of the chancel of Great St Mary's Church and what would have been merchants' houses on the east side of Market Hill (of which the Grade I listed No. 5 Market Hill is the finest). This inter-relationship of the market, the main city church and the most prestigious early merchants' houses goes to the heart of the heritage significance of all these assets.

However, the limited height of the current structure compared to the original fountain means it is not general visible above the stalls and skips on the west side. This lack of visibility and pre-eminence reduces its heritage significance.

### Potential Heritage Impact of Proposed Layout

The main aspect of the proposed layout options is a clear open axis east-west through the market square. This helps to re-connect the church, market, fountain and houses and is a clear heritage benefit of the scheme as is the removal of the waste skips from this axis line. The repair of the fountain is a further obvious benefit as would be making it function once again. Allowing people to better understand its original form either through physical works or through some form of interpretation material would similarly enhance the fountain's heritage significance and the ability of people to appreciate it. This reflects the comment in the Historic Core Appraisal that 'any enhancement scheme should attempt to raise its profile.'

## C - The Setting Of Other Heritage Assets

Although not completed until many years after the refashioning of the market in 1855, the Guildhall dominates the south side of the space and is the latest (and last) civic building to be provided in the city's commercial heart. The main civic rooms are on the first floor and the balcony allowed civic leaders to address people gathering outside. As a consequence, both the location of the market and the relative openness of the space immediately in front of the Guildhall are aspects of the building's setting which contribute to its heritage significance. The loss of either would harm our understanding of the building and its function within the city.

Whilst of similar age to the oldest part of the Guildhall, the Market Hill Buildings on the north side of the market do not have the same functional and civic relationship with space and when built in 1937, the 'white cliffs of Caius' replaced C19 and earlier buildings with more traditional narrow plot widths. Nevertheless, the building with its ground floor arcade of shops attractively defines the space. The Portland Stone façade catches the sun and its lightness contrasts with the more austere Guildhall (which sits in shadow) to the north.

The other listed buildings around the market are generally of C18 and C19 and are of a type which characterises the commercial streets in the centre of the City. Works to the market itself, provided they enhance its function at the heart of the city would not affect their settings or heritage significance.

The three K6 telephone boxes, which are Grade II Listed, and stand to the NW of the church were originally adjacent to the lavatories on the west side of the market square. They were moved in the 1990s. Whilst their position in traditionally the busiest part of the city centre was noteworthy, their relocation has reduced this and again, works to the market would be unlikely to impact their heritage significance.

The Historic Core Conservation Area Appraisal highlights a number of 'key positive views' across the market square. These include views of King's College Chapel and the tower of Great St Mary's from the east side of the square, of Nos. 4 & 5 Market Hill from the end of St Mary's Passage and the west end of Market Hill and of the Guildhall from similar positions. Within all these views, the bustle of the market and the lack of height of the market stalls give a sense of informality which contrasts with the often grand buildings. When looking south in particular, the life and colour of the market gives a vibrant foreground to the grey tones of the Guildhall.

In terms of the contribution to the character and appearance of the conservation area, the presence of a bustling market in a major civic space is a key characteristic of central Cambridge and the physical and commercial improvement of this has the potential to benefit both the character and appearance of the area. In terms of the components of the market, the stalls themselves, whilst they add to the colour, are relatively recent structures and so there is nothing of intrinsic significance in heritage terms. Similarly their exact orientation and even permanence has changed throughout the years and certainly in the 1960s the space was as much as car park as it was a market.

That said, it is the sense of informality which they create which is attractive and permanent market stalls or structural elements could run counter to this and give the square an odd appearance in the times when the stalls have been cleared.

Other features within the market have, like the market, evolved over time. In terms of lighting, the regimented perimeter gas lamps of the 1850s appear to have gone by the early years of the C20 (though the posts survived longer) and lighting today is from modern highway columns on the corners and edges of the space. Some discrete lighting of the fountain could help lift its profile at the heart of the space and reduce the gloom in the centre of the market in the hours of darkness.

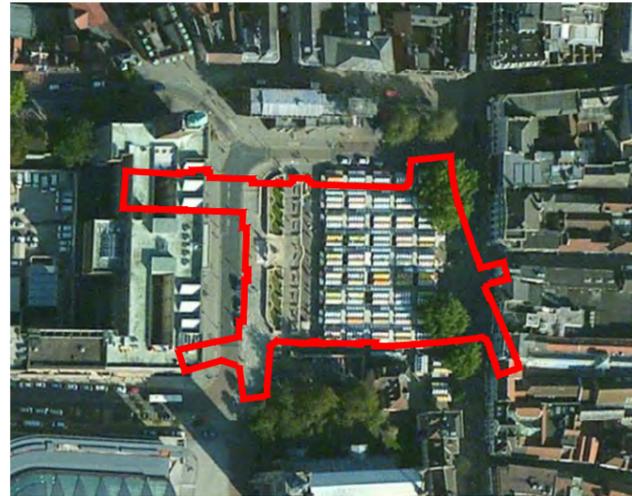
<sup>2</sup> Atkinson, T D 'Cambridge Described and Illustrated...': Cambridge (1897) p70.

<sup>3</sup> Durrant, J 'Cambridge Past and Present...': Stroud (2007) p15.

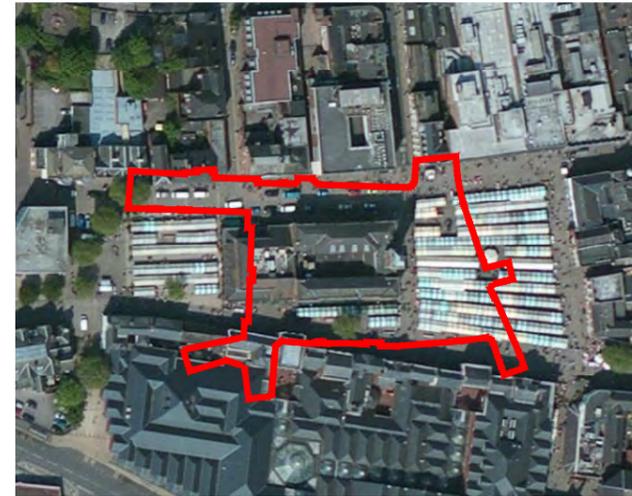
## 3.0 Design

### 3.1 Market Precedents

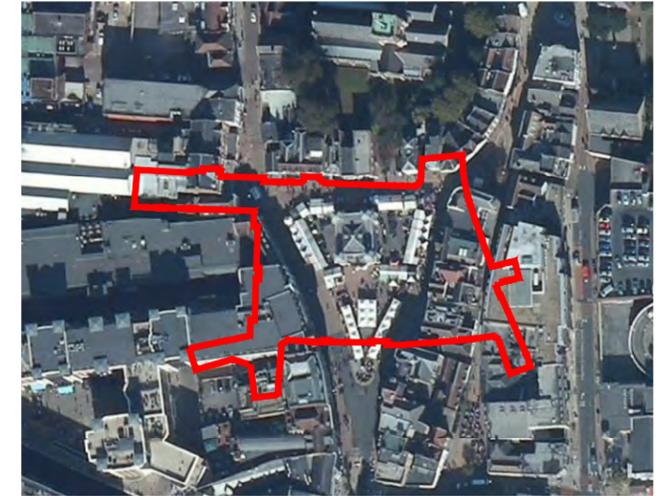
A review of other existing markets has been undertaken to understand how different towns and cities in the UK and internationally have approached the design of their market spaces. This information is supplemented by Quarterbridges report of how the existing market functions and future market opportunities. The focus has been on other regularly trading markets that operate on multiple days of the week to understand the flexibility of each market and the opportunities for other uses alongside the market stalls.



Norwich market scale comparison



Chesterfield market scale comparison



Kingston Upon Thames market scale comparison



Image credit Roger Cornfoot



Image credit John Slater



Image credit Mike Faherty

#### Norwich Market

A larger market than Cambridge Market with 189 stalls, it is one of the oldest and largest outdoor markets in the country. The market trades Monday to Saturday, with a handful open on Sundays. The stalls are permanent steel units with roller doors laid out in rows A-H. The rows are tight and can feel claustrophobic and the permanent nature of them means there are limited opportunities for events. Previous more radical proposals for rebuilding of the area were extremely controversial and were abandoned in favour of the current scheme which retains the parallel rows of stalls. The rebuilt was completed in early 2006.

#### Chesterfield Market

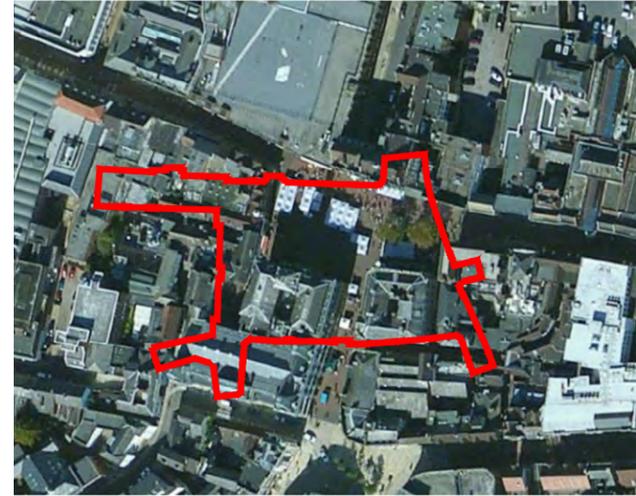
Larger than Cambridge market, it is one of the largest open air markets in England. General Markets take place on Mondays, Fridays and Saturdays and themed markets on other days e.g. Flea Market, Artisan market, Auto jumble Market, Young Persons Market and Farmers markets. The stalls are timber T post structures with canvas roof with trestle tables that are left out overnight. Some stalls can be demounted with ground fixings. Flush surfacing of the surrounding streets connects the market to neighbouring streets, shops and cafes. Speciality events take place throughout the year. Permanent open space with seating at western end allows for a some events space. However the market has falling customer numbers and a poor visual appearance and is currently seeking to upgrade the market and make it more flexible.

#### Kingston Upon Thames Market

Slightly smaller than Cambridge Market, a triangular shaped space with a central permanent building. It has 28 permanent stalls containing back of house and storage facilities with branded pop up 3x3m gazebos set up backing onto the structures. Flush surfacing and fully pedestrianised area makes the space accessible and feel spacious, encouraging people to linger. The market trades 7 days a week, 10am – 5pm. An open area to the south is used for events and is large enough for a stage or extra Christmas markets. The permanent structures seem to create visual barriers and the layout is limited to 28 stalls, however the space works well with the surrounding shops and can accommodate other uses as seen by its varied events program.



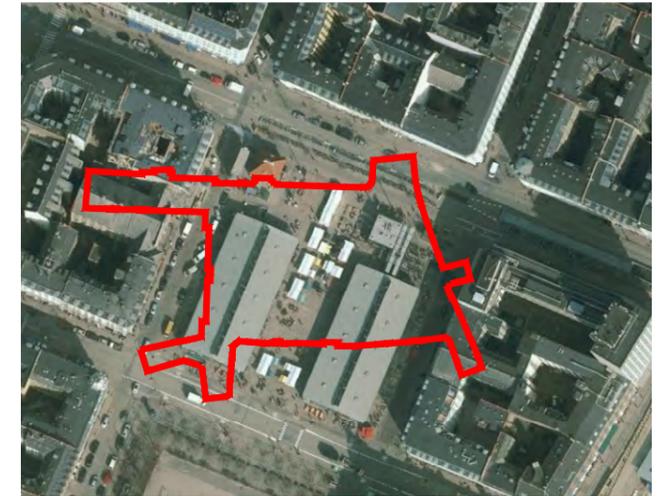
Salisbury Market scale comparison



Ipswich Market scale comparison



Blaak Market scale comparison



Torvehallerne Market scale comparison



Image credit Richard Avery



Image credit Chris Holfield



Image credit Pengyao Lai



Image credit Kund Winkelmann

**Salisbury Market**

Larger area than Cambridge Market with less stalls. Approximately 70 stalls of various sizes. They have their own farmers' market of 12 blue/white stalls incorporated in to the main market and other traders use pop up gazebos. A central hot food area offering Hog roast, Thai, South African and Indian Food. Carpark was recently removed and new accessible flush surfacing installed. The Charter Market is twice-weekly held every Tuesday and Saturday. The use of demountable stalls mean the space is a flexible open space when the market isn't in use. When the market is on the eastern end of the space can still be used for events.

**Ipswich Market**

A smaller space and market than Cambridge Market with 40 stalls (27 primary stalls and 13 secondary). The stalls used are pop up gazebos, colour coordinated and branded. The Market links Cornhill to Giles Circus along Princess street and is a series of spaces and streets rather than one big space. It is held 4 days a week operating Tuesday, Thursday, Friday and Saturday from 9am till 4pm. It is managed by Ipswich Borough Council. The Cornhill provides a flexible open space when no market is on which has in ground flush water fountains and deckchairs are brought out for extra seating.

**Rotterdam, Blaak Market**

Europe's longest street market, which consists of a 2.5 km long track of over 400 stalls and a permanent indoor market building. Every Tuesday and Saturday 9 a.m. to 5 p.m. and Friday noon to 5 p.m. Use of ground anchors to fix stalls down in the street.

**Torvehallerne Market, Copenhagen**

A permanent covered marketplace and outdoor market area with space for seating to enjoy food and drink from the market whilst listening to live music. Overall space is larger than Cambridge but with less outdoor stalls. Operates 7 days a week from 10am-7pm. The use of giant umbrellas provides cover for outdoor market stalls and seating.

## Other markets

To understand the potential for other market uses in the Market Square a review of pop markets, markets with specific food offers and indoor markets was undertaken to see what can be learnt from other types of markets.



Image credit

### Tobacco Factory Market, Bristol

A regular Sunday market associated with a cultural theatre and bar venue. Using pop up gazebo stalls in a small outdoor space next to the venue. Additional Wednesday evening street food pop ups and themed market days such as the plant market. Combination food, drink and retail with live music and workshops. A road closure is needed for bigger markets that spill out onto the street.



Image credit

### Berlin Bite Club

A rolling out twice a month on Friday nights. The newest and best of Berlin's food traders and trucks. A core of regulars are joined by new members at each edition, complemented by specialist wine, whisky and craft beer bars. Diners are invited aboard the vintage Hoppetosse boat, with its magnificent view of the city scape and set the tone of the evening with a curated music stage.



Image credit

### The Bridge Street Kitchen, Copenhagen

During the season, guest chefs from all over the world are invited to present their personal perspective on street food and on certain Fridays The Bridge Street Kitchen will host the event Bar & Bølger (meaning bar and waves) where the street kitchen is focused on tasty drinks and free samples.



Image credit Philafrenzy

### The Real Food Market, Kings Cross

Market for around 40 producers who rear, grow and produce their own high quality artisan produce. Operating on Weds-Fri 12pm-7pm. A successful pop up market with high footfall due to it's location next to a major London railway terminus.



Image credit Cambridge foodPark

### Cambridge foodPark

A collective of top quality Cambridge based street food traders operating at regular lunchtime markets on weekdays and evening events throughout the year. Trading all year round at University of Cambridge's West Cambridge Campus, Cambridge Science Park, Eddington and the CBI Development at Cambridge Railway Station.



Image credit Cambridge foodPark

All traders are independent owner-operated businesses with an emphasis on high quality and carefully sourced ingredients. Each of the traders are local to Cambridge or Cambridgeshire and all of the food is freshly prepared.

This is a pop up food market that is already operating in the local area. The option of something similar in Cambridge Market Square on specific evening or as an additional location for foodPark.



Image credit Pete Gloria

### Indoor markets

There are many indoor market across the world and although not directly relevant to Cambridge Market there are some useful insights.

- \* Spitalfields market have created a successful modular market stall.
- \* Borough Market is well known for it's demonstration areas that allow market traders to hold events
- \* Greenwich Market has strong recognisable heritage branding

## Market Precedents Summary

The research undertaken has informed the design proposals. It has highlighted challenges specific to Cambridge as well as lessons that can be learnt from other existing markets.

### Market frequency

- \* Cambridge Market is open everyday of the week, there aren't many other markets that are open this often.
- \* Markets that operate less frequently are more temporary in nature e.g Salisbury.
- \* Other markets have similar operating hours e.g Chesterfield and Norwich and Kingston Upon Thames.

### Flexibility

- \* Several markets have a core number of stalls with the option of more on special days which creates more flexibility.
- \* All the Markets reviewed had more space than Cambridge Market or less stalls allowing for more space around the market stalls
- \* The type of stalls influence the flexibility. Norwich has permanent stalls and no flexibility. Salisbury market stalls clear away creating a large open space.
- \* Most of the markets either have demountable stalls or an open area dedicated to events e.g Salisbury stalls are demountable and Kingston Upon Thames has a combination of permanent stalls and demountable ones alongside an open area for events. Chesterfield Market has a small area of events but has a similar issue to Cambridge regarding the stalls limiting flexibility of the space.

### Stalls

- \* A range of stalls types exist in different markets, some using a mix of stall types e.g Kingston Upon Thames.
- \* Pop Up 3x3m gazebos appear to be the most commonly used temporary stall and can be colour coordinated and branded. When uncoordinated the stalls can end up fighting for attention and appear less unified as a place e.g Salisbury Market.
- \* Permanent fixed stalls limit the flexibility of the space e.g Norwich
- \* A modular/moveable/demountable permanent market stall for outdoor use doesn't yet exist (there are some indoor examples of adaptable stalls e.g. Spitalfields)
- \* Visual permeability of stalls and lighting when not in use is important for successful and safe evening use of the space
- \* Sight lines and prominence of stalls can cause issues with traders e.g Chesterfield
- \* Stalls need to provide enough shelter from the weather and provide a suitable modern trading environment to attract the best traders.
- \* Fixing points in paving to tie down stalls are often used on temporary market stalls.

### Space/surfacing

- \* All the other market example have either less market stalls or a larger surrounding area, Cambridge is a particularly dense market place with a lot of stalls for the space it sits within, this is amplified by it being surrounded by a road.
- \* Reducing the presence of vehicles and pedestrianising a market place creates more space to dwell and space for pedestrian circulation, this has been successful in many of the examples.
- \* Flush paving surfacing in the examples is successful in creating more usable pedestrian space and visually connects shops, cafe and surrounding uses, this is evident in most of the examples.

### Events

- \* Benefit of having a small flexible open space for everyday pop up small events, this has been achieved in other market that have more space or fewer stalls.
- \* A larger area is needed for big events, other markets have achieved this by having no regular market or limited market days such as Nottingham and Salisbury.
- \* Markets with a similar 6-7 day market have similar issues with events and flexibility of space such as Chesterfield.
- \* Pop up food and drink markets have become very popular.
- \* The option to have themed market days is an attraction in some markets.

### Key design criteria to incorporate

- \* Creating some breathing space.
- \* Permanent open spaces with more seating to allow for smaller events to happen more regularly and for people to linger and spend more time in the space.
- \* A stall design that allows flexibility is critical to enable greater more flexible use of the space
- \* Reducing the presence of the road and prioritising pedestrians
- \* Connecting the Market Square to its surrounding with flush paving
- \* An events programme

## 3.2 Design Statement

Market Hill is not just one of the city's most important public spaces, it is the primary civic node of the city's public realm. Historically it has performed a pivotal function in the political frictions and reconciliations of this university city. Spatially it is the only public open place with the definition, qualities and proportions akin to the typology of the college courtyards that define so much of the city's structure and grain. While this urban condition has made the square at Market Hill the indisputable centre of gravity for all public life and movement much of its original vigour has been overshadowed by peripheral retail development of a highly competitive growth rate, offer and quality. A place with the significance of the market square will naturally evolve much slower and more deliberately than private retail premises yet there is abundant emerging context and grounds for the regeneration of this key city asset.

The design approach is aimed directly at seizing this opportunity of public realm design to generate a forward-looking concept grounded in its history, contextualised in its present and surroundings and, above all, places people first and at the heart of its vision. The Market Square is a place of confluence for very diverse types of visitors and inhabitants. The group most present and directly associated with the space are the market stall traders. The traders are not just the key end user group to be consulted but they are themselves part of the definition of the square's character and therefore an integral part of the approach to the design. Just as much as their focus is on their customers and the market's footfall, the design aims to carefully consider how the square caters for those who visit, live or work in and around it. This includes employees of surrounding buildings, students and members of both universities, city dwellers as well as local and international tourists. An important aspect in analysing users, their movements and behaviours is the temporal aspect of the square's inhabitation from a daily rhythm to a seasonal cycle and how this is defined by the city's transient populations such as the students and tourists as well as by the high time economy and occasional public events. In essence, the design approach investigated how to create a place that functions efficiently and is modernised to be in tune with how society has evolved by addressing public life, urban movement, social interaction, communications and consumption.

While people and activity is much of what defines a place, the physical aspect of the space and how

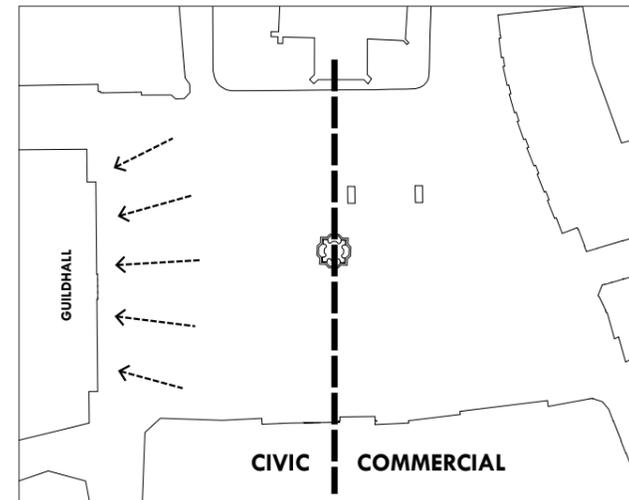
this is articulated to host life cannot be overlooked. Externally, the square's open room-like nature needs to be recognised against and in synergy with other key moments of decompression in the public realm network such as the wide length of Kings Parade, the great openness of Parker's Piece, the protected interiority of the Grand Arcade and even the hidden setting of the river. Internally, the square has not only memories to preserve and highlight but also inherent characteristics to articulate. Such is the space's orientation and directionality, its programmatic articulation and its temporal utilisation.

The unexpected context of the Covid-19 pandemic has invariably influenced the design for the future development of the Market Square. While it is impossible to determine the length of time the restrictions imposed on everyday life by the pandemic will be with us it also wouldn't be appropriate to design a central public space around them. With that in mind, the design of the square was developed to be adaptable to the new norms of everyday life in a pandemic but also to respond to the effects it has had, and will continue to have, on the operation and vitality of the market. The pandemic has accelerated the decline of the high-street which directly affects the life of city centres. In the case of Cambridge there is also a significant shift in visitor traffic to the centre with the decline of international tourism. Inversely, the pandemic and decline of traditional retail has also created moments of opportunity with a new wave of entrepreneurship that needs low-risk, testbed environments like markets to experiment in. The safety of open-air conditions during the pandemic has also revealed a natural advantage of outdoors markets as a retail spaces against their brick and mortar counterparts. The design endeavours to capitalise on these trends by offering an adaptable space that can accommodate a variety of uses, from market and outdoor dining to public events. Social distancing, visitor flows and effective queue management have been considered in the structuring of a well organised and permeable layout with generous interstitial spaces.

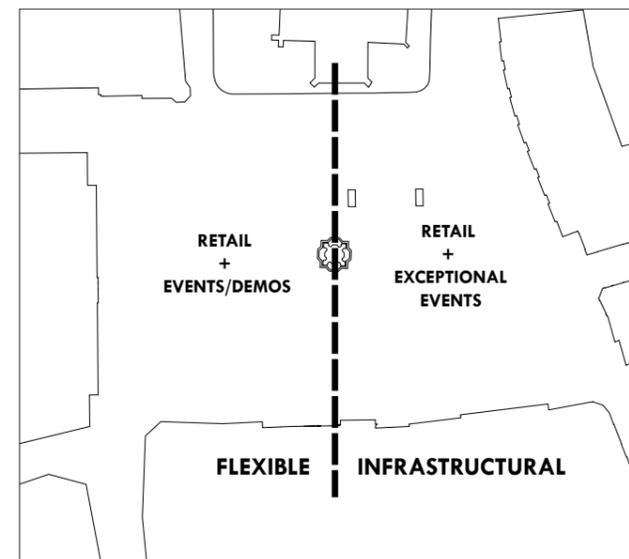
## 3.3 Design Strategy

A set of overarching concepts have been established as the starting points of the design approach. They set guiding principles in which all the considered options are grounded. The following diagrams illustrate these strategic moves with short explanations.

### Spatial Character



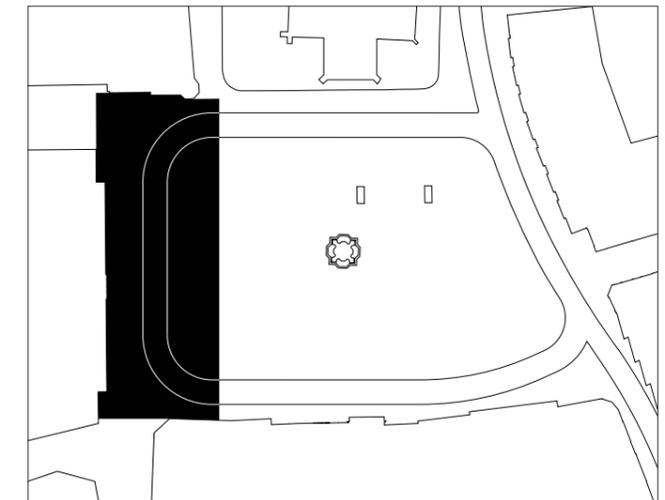
The Guildhall defines a "civic" side of the square



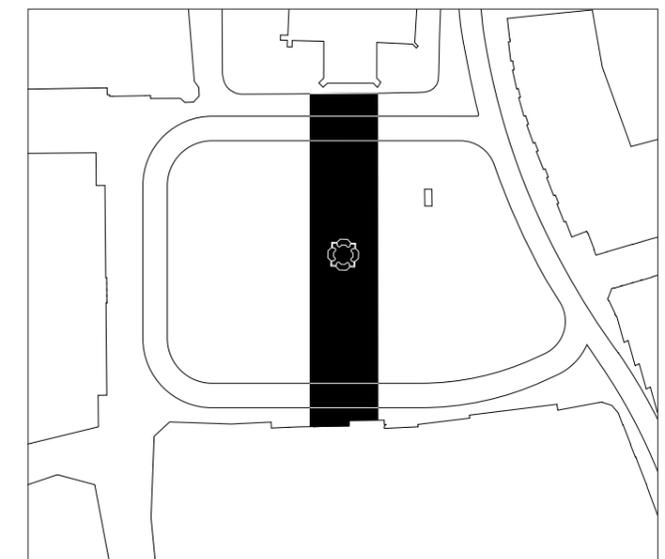
Allocation of flexible and core area of the market

To understand how to articulate the space and explore its flexibility it is necessary to identify its different spatial characters based on the urban context. The Guildhall functionally and symbolically creates a distinct focus on the space of a "civic" character. The main physical object of the space, the fountain, divides the square into 2 halves on either side of an axis aligned with Gt. St. Mary's and the grade 1 listed Nr. 5 Market Hill. The "civic" half on the side of the Guildhall relates to events and demonstrations demanding more flexibility from the market whereas the other half is more "commercial" in character and hosts the market's infrastructure and core functions.

### Strategic Open Space



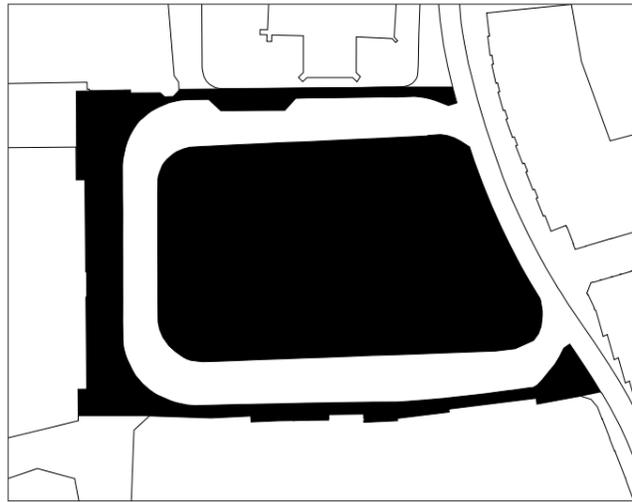
The Guildhall Forecourt



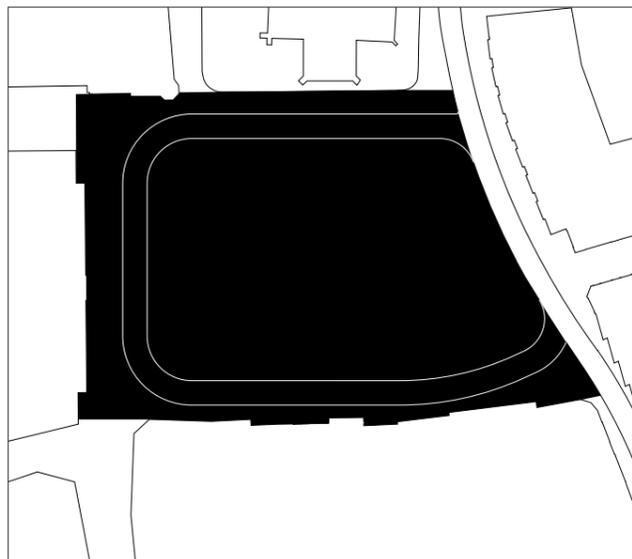
The Fountain Piazza

While the proposals seek to establish a flexible space that can ultimately release in parts or in whole the square from the market, 2 areas are strategically designated as permanent open spaces. Through an efficient new stall layout a much larger space can be opened up in front of the Guildhall acting as a type of forecourt. The fountain together with the church and Nr. 5 define a strip of open space to be reserved for seating and as a central buffer space.

**Spatial Cohesion**



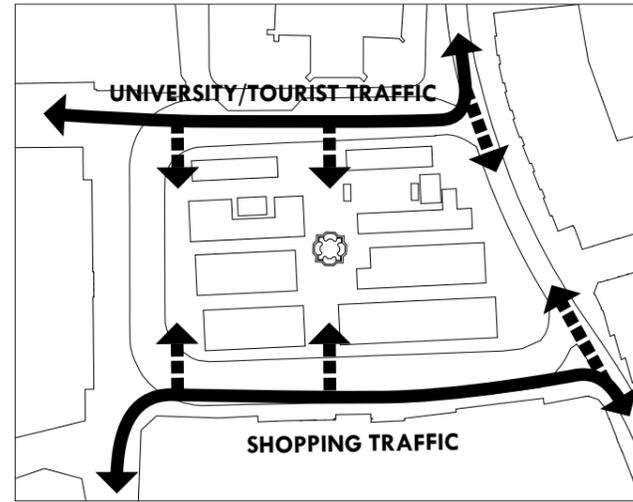
**Current fragmentation**



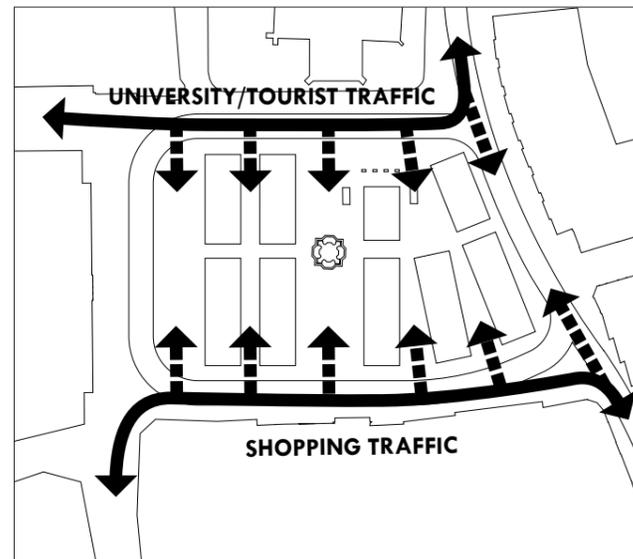
**Proposed unification**

Currently the square is read and experienced as a fragmented space consisting of a central island, a predominantly vehicular road and surrounding pavements. The design proposal seeks a reunification of the square into a single coherent space.

**Access and Circulation**



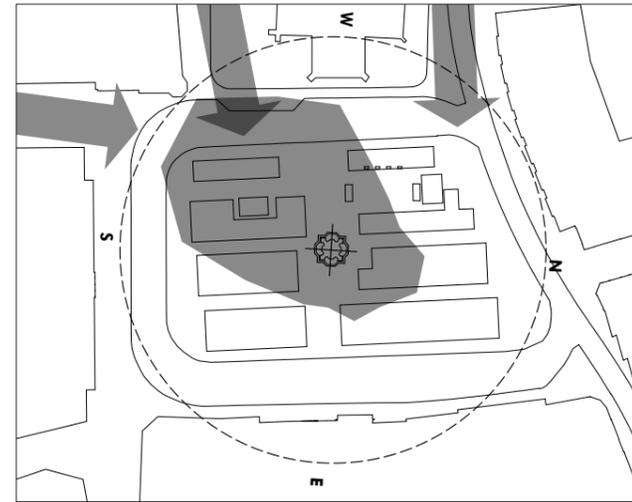
**Current row orientation**



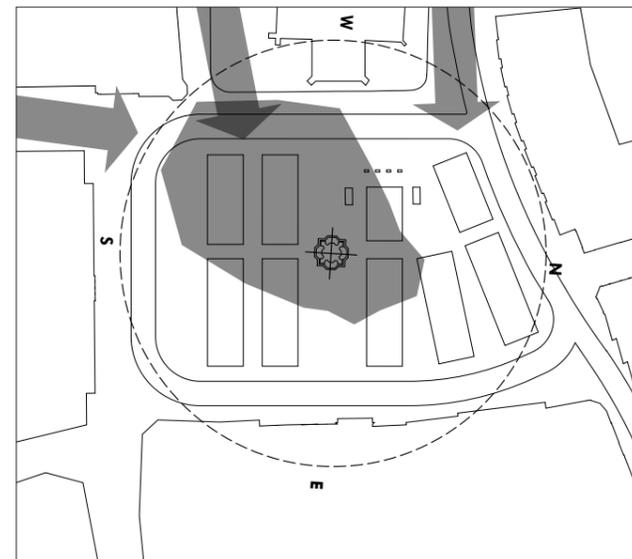
**Proposed row orientation**

In contrast to the historical function of the city centre, today there are 2 main strands of circulation of a N-S orientation. The current stall row orientation is at odds with these traffic flows and hinder the permeability of the market area. The proposal will seek to align with these flows to improve on the circulation flows.

**The Elements**



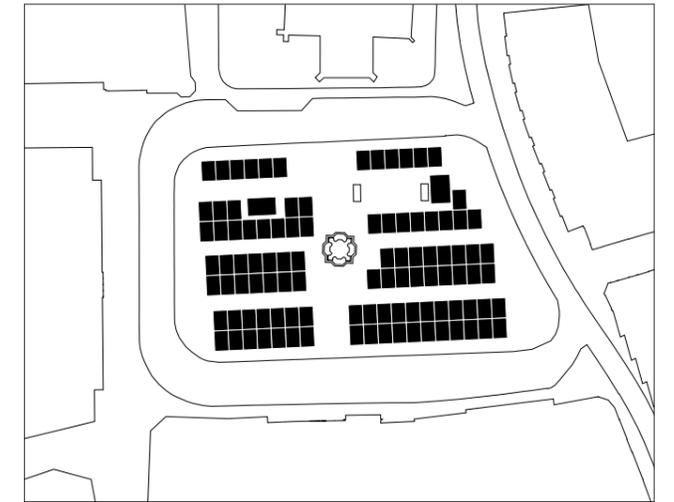
**Current rows with wind rose and prevalent wind funnelled direction**



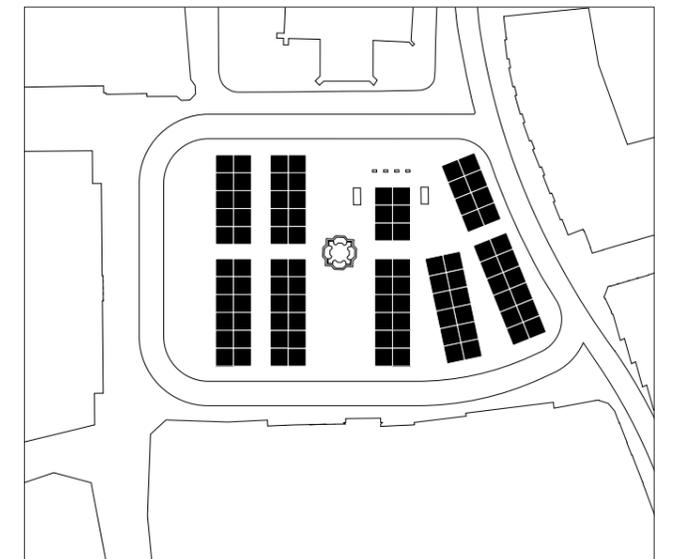
**Proposed rows with wind rose and prevalent wind funnelled direction**

Weather conditions and sunlight are important factors for an open-air market. The prevalent wind direction and how it funnels between buildings is particularly important for the proposal of the market arrangement. The new orientation of the stalls facilitates the prevalent wind directions and utilises them to ventilate the market corridors.

**Stall Definition**



**Current stall structures**



**Proposed stall modules**

The stalls on the market and their occupation has developed over time into a mix of different and uncoordinated structures. Additionally, the stall size currently defined is below the size of contemporary standards. The new stalls will be defined as a modular (variable but consistent) solution of modern size standards.

## 3.4 Flexible Use

### Existing flexibility

The Market Square is currently limited to accommodate other uses beyond the market stalls. A key part of the brief for this project includes making the space more flexible. Spaces that can be adapted provide greater flexibility and opportunities than a static fixed space. By creating a flexible layout and fixtures that can respond to the users needs will allow the space to accommodate other uses.

To understand the current issues discussions with the Market Team and BID have provided information on how the space is currently used other than for the market stalls. This illustrates how flexible the space currently is and what the challenges are to make the space more adaptable whilst responding to all the Market Square users needs.

**Flexibility of fixtures** - The market stalls aren't moveable which means there is no flexibility in the central area. Market traders are allowed to trade until 6pm.

**Performance space** - The only performance space is in front of the Guildhall. The space between the Guildhall and the road can be used for small events, larger events require the road to be closed with 13 weeks notice.

**Programming of events** - Currently events take place about twice a year due to road and market restrictions. It takes about 13 weeks notice to close the road currently.

**Events organisation and funding** - Events on Market Square are currently organised by Cambridge City Council (Market Team) with BID. Events are run not for a profit and are free to attend.

**Types of events** - Currently events include Big Light switch on (5000-7000 ppl) and outdoor cinema with night market, buskers and demonstrations.



Big Switch On - Stage in front of the Guildhall with a standing audience (night market)



Outdoor Cinema - truss staging screen and directors chairs outside the Guildhall

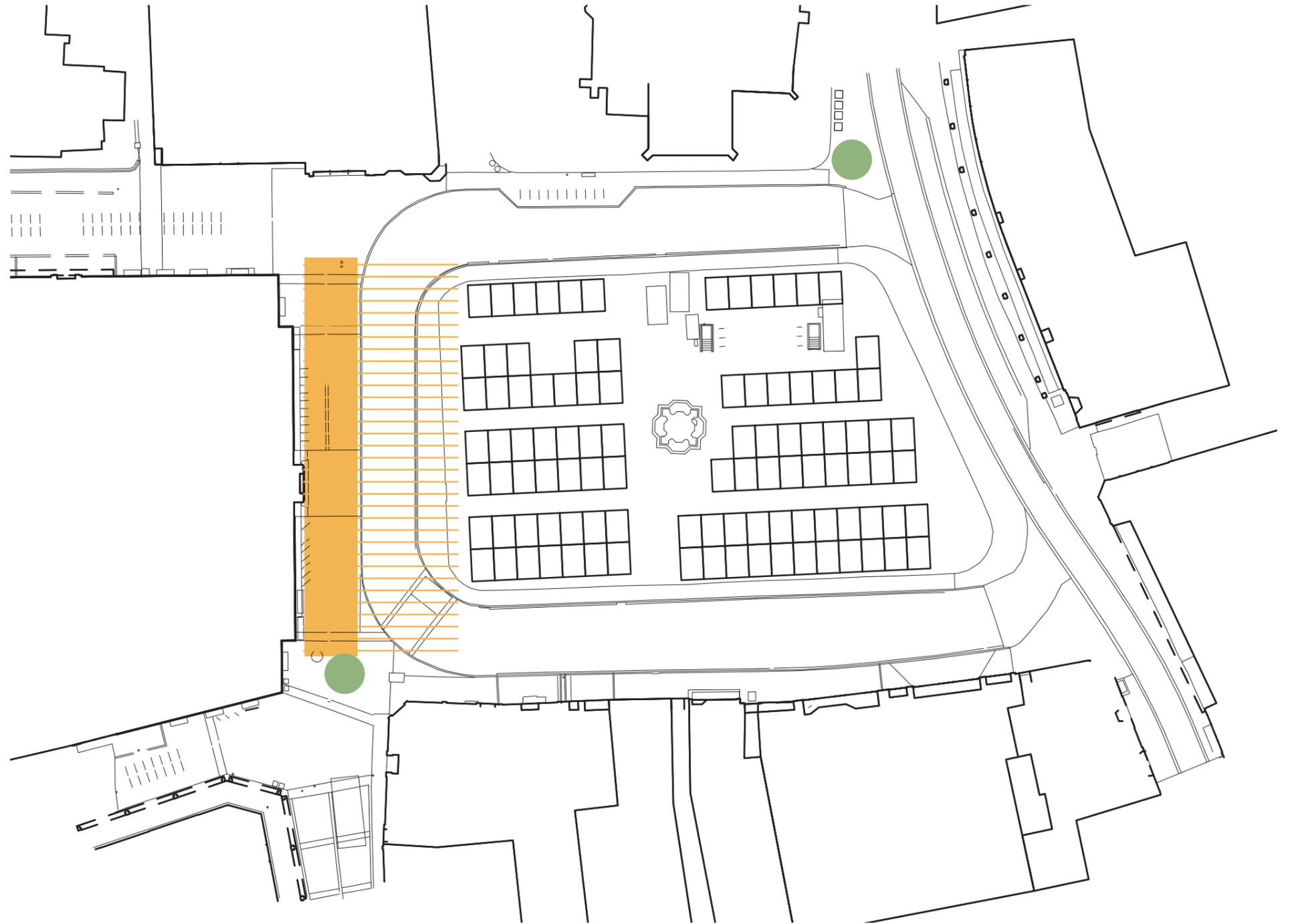


Outdoor Cinema - Inflatable screen with deckchairs outside the Guildhall



Demonstrations/protests

-  Outdoor Cinema set up and seating/Big Light Switch on stage location
-  Outdoor cinema overflow area/Big Light Switch on audience
-  Busking spots



Plan showing current area used for events outside the Guildhall

## Future flexibility aspiration

Further discussions with the Market Team, BID and Cambridge Live have helped inform the future aspiration of how the space could become more flexible and adaptable to accommodate other uses including events within the Market Square.

Flexibility of fixtures - Desire for the market stalls to be able to be cleared away from 6pm to create a clear space that would lend itself to things happening such as live music or theatre or dance performance during the summer.

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Performance space - Aspiration for a permanent performance area with seating that would lend itself to impromptu performances at short notice that could be advertised on social media plus a larger formally organised event requiring the space to be booked out

Programming of events - Desire for them to be more regular and space to allow for 'spontaneous events' and trial some 'pop up'.

Events organisation and funding - Events to continue to be organised by Cambridge City Council and BID but with opportunities for other to host other uses and events. Cambridge Live feel that they could add the market square to their programme and include it when they have the Big Weekend and run fringe events. The University's may also use it for their events programmes. Option for free uses and events and potentially ticketed ones. There may be opportunities for arts funding for arts events and installations.

## Types of uses and events

The desire is for uses and events that cater for a range of tastes and audiences. Ideas included but are not limited to the following:

- \* Arts events
- \* Book Signings
- \* Buskers and street performers
- \* Cambridge Live Big Weekend
- \* Choirs
- \* Concerts
- \* Eating areas
- \* Family Fun Day Event
- \* Homecomings
- \* Interactive light projections
- \* Lectures/demonstrations
- \* Lights switch on
- \* Live Music
- \* Mass Dining
- \* Night market
- \* Outdoor cinema
- \* Pop up events
- \* Protests
- \* Science Festival
- \* Seating areas
- \* Speakers
- \* Sports Events
- \* Staged events
- \* Theatre performances
- \* University events

## Potential uses

Based on the potential uses these have been grouped into 4 themes based on the type of use:

### Arts and technology uses

- \* Light projections
- \* Interactive arts events
- \* Festival of Ideas, University of Cambridge
- \* Open Cambridge
- \* Hidden Nature
- \* Science Festival, University of Cambridge

### Seasonal entertainment event uses

- \* Film nights/film festival
- \* Seasonal events
- \* Christmas lights
- \* Sporting events
- \* Big news screenings e.g. Space missions
- \* Family Fun days
- \* Live music
- \* Concerts
- \* Theatre
- \* Comedy
- \* Choirs

### Market Stall Holder uses

- \* Night markets
- \* Themed markets
- \* Workshops/demonstrations

### Buskers

- \* Street performers

## Scale of uses

The type of use, combined with the scale of use, will inform the degree of flexibility required to accommodate it. To test this the uses have been grouped into three categories of scale to inform how the space can be flexible to accommodate them.

## Everyday Small Scale Uses

Uses that can happen when all the market stalls are in use at anytime of day.

- \* Seating and eating areas
- \* Spontaneous small events such as pop up events
- \* Street performers
- \* Small protests

## Medium Scale Uses

Uses that need a dedicated area but can operate with some or most of the market stalls in place. Involving reduced market stalls in the day or evenings. Depending on the event these could happen alongside everyday small scale uses.

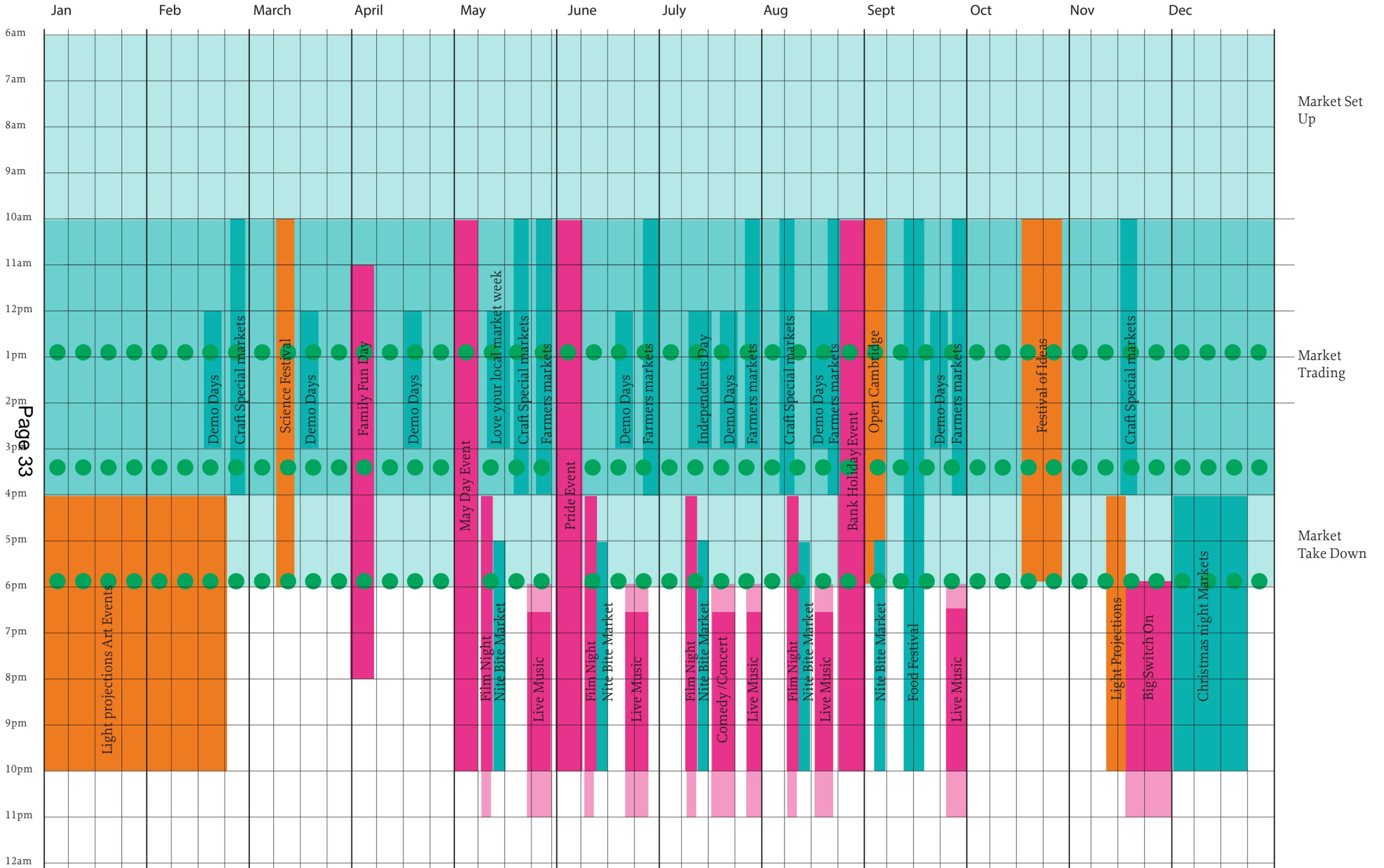
- \* Book Signings
- \* Speakers
- \* Lectures/demonstrations
- \* Small staged events
- \* Medium outdoor cinema
- \* Choir
- \* Homecomings
- \* Medium scale organised protests
- \* Lights switch on
- \* Mass Dining
- \* Medium Sports Events
- \* Family Fun Day Events
- \* University events
- \* Arts events/Interactive light projections

## Large Scale Uses

Uses that need a large open area that would generally happen after 6pm. Reduced market stalls or all the market stalls cleared to create a larger events space.

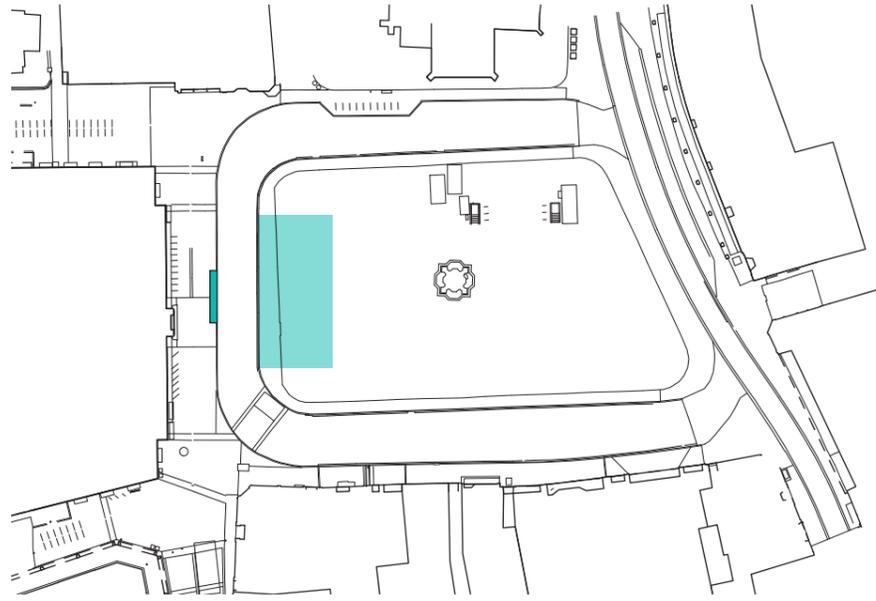
- \* Large open air cinema
- \* Large staged events such as concerts, live music, Cambridge Live Big Weekend, theatre performances
- \* Large scale organised protests
- \* Large Sporting Events

The following page displays a potential distribution of events programme through the year against daily market function and annual calendar events.

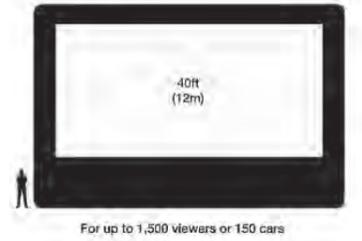
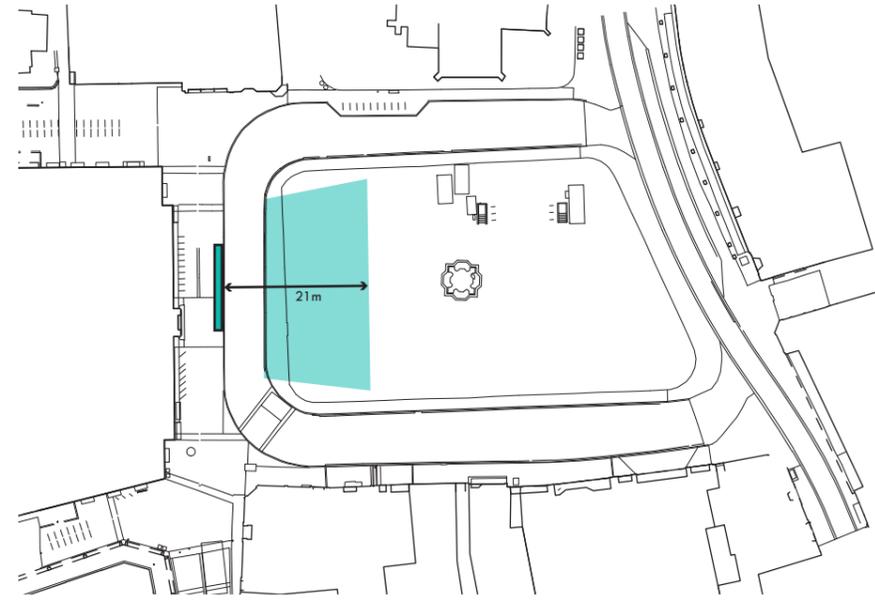


Indicative annual Market Square uses programme showing the occurrence of potential uses (colour key as per heading colours of "Potential Uses" on opposite page)

**Medium Cinema Event**



**Large Cinema Event**



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**Medium cinema event layout**

- \* 24ft/7.32m screen
- \* 5m offset/access between screen and audience
- \* Back of house area behind screen

**Capacity of audience seated**

- \* 230m<sup>2</sup> of space at 0.6m<sup>2</sup> per person (0.5m<sup>2</sup> pp plus circulation) = approx. 385 people

**Large cinema event layout**

- \* 40ft/12m screen
- \* 21m maximum audience depth from screen
- \* 5m offset/access between screen and audience
- \* Back of house area behind screen

**Capacity of audience seated**

- \* 410m<sup>2</sup> of space at 0.6m<sup>2</sup> per person (0.5m<sup>2</sup> pp plus circulation) = approx. 680 people



**Outdoor cinema event using Airscreen, Royal Academy London. Using directors chairs**



**Outdoor cinema event using Airscreen, with deckchairs**

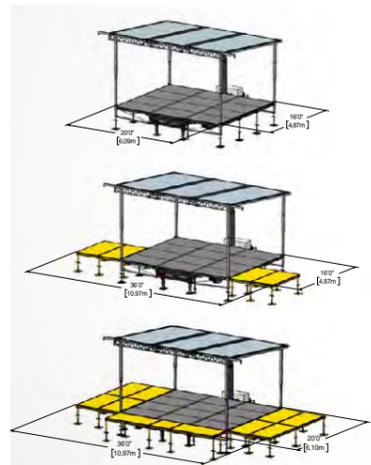
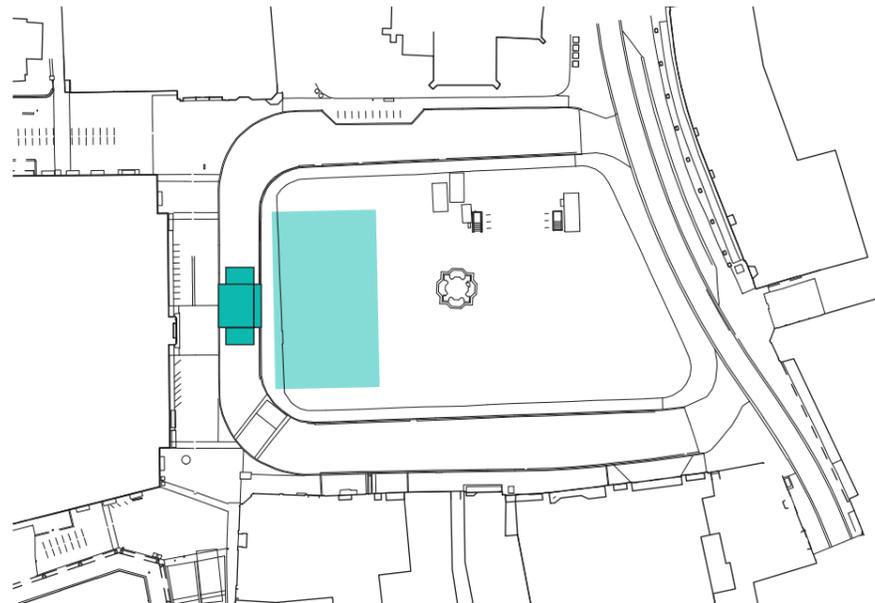


**Airscreen 12m x 6m Bologna, Italy Open-air concert**



**Airscreen 30m x 20m St. Mark's Square, Italy Venice Film Festival**

**Medium staged event**



**SL75 dimensions and options**

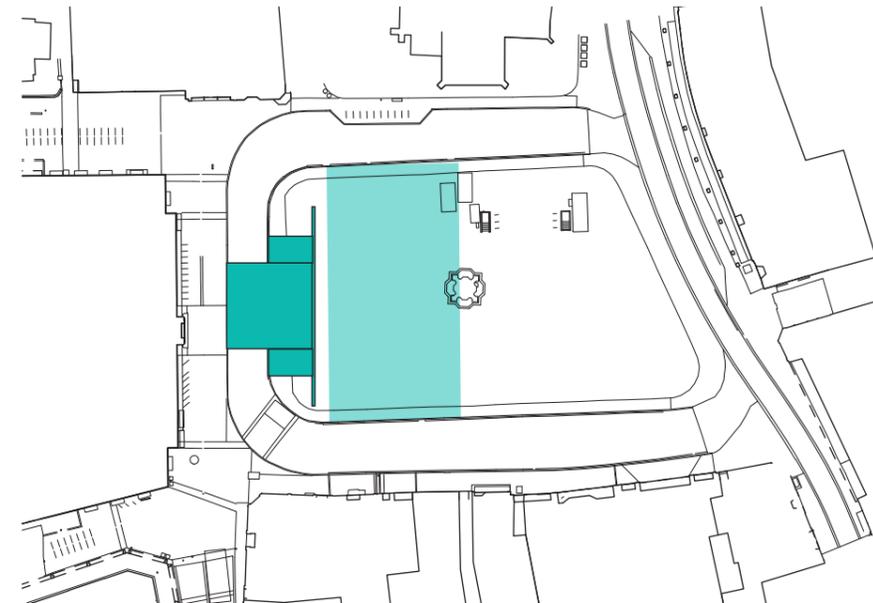
**SL75 stage layout**

- \* 2m offset between stage and audience
- \* Back of house area/crossover area behind stage

**Capacity of audience**

- \* 350m<sup>2</sup> at 0.3m<sup>2</sup> per person = Approx. 1150 people standing
- \* 350m<sup>2</sup> at 0.6m<sup>2</sup> per person = Approx. 580 people sitting
- \* 350m<sup>2</sup> at 2m<sup>2</sup> per person = Approx 175 people socially distanced

**Large staged event**



**SL320 stage layout**

- \* 21m maximum audience depth from stage
- \* 2m offset between stage and audience
- \* Back of house area/crossover area behind stage
- \* 12x12m stage floor

**Capacity of audience**

- \* 680m<sup>2</sup> at 0.3m<sup>2</sup> per person = Approx. 260 people standing
- \* 680m<sup>2</sup> at 0.6m<sup>2</sup> per person = Approx. 1130 people sitting
- \* 680m<sup>2</sup> at 2m<sup>2</sup> per person = Approx. 340 people socially distanced

Indication of time and people required to set up SL320 stage



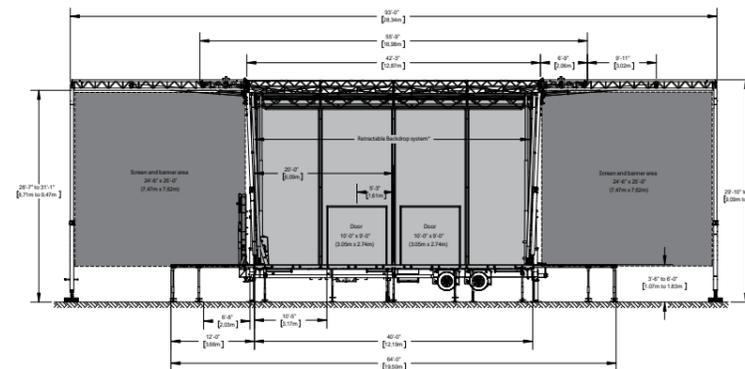
**SL320 example**



**Example of a Stagemobile SL75 stage**



**Example of a Stagemobile SL75 stage**



**SL320 stage dimensions and options**



**SL320 stage arrives on a lorry and unfolds**

## Proposed Flexibility

Discussions have established the need for a space that has the flexibility to cater for everyday small uses that can be fairly spontaneous, medium scale uses that can be programmed in and happen on regular intervals as well as larger scale uses such as staged events that are booked in and require a greater degree of organisation and logistics.

The proposal layout of the Market Square create 3 permanent open spaces alongside a flexible and adaptable approach to the market stalls. This provides a range of flexibility to respond to different potential uses.

These spaces are:

### 1. Guildhall Forecourt (1,160m<sup>2</sup>)

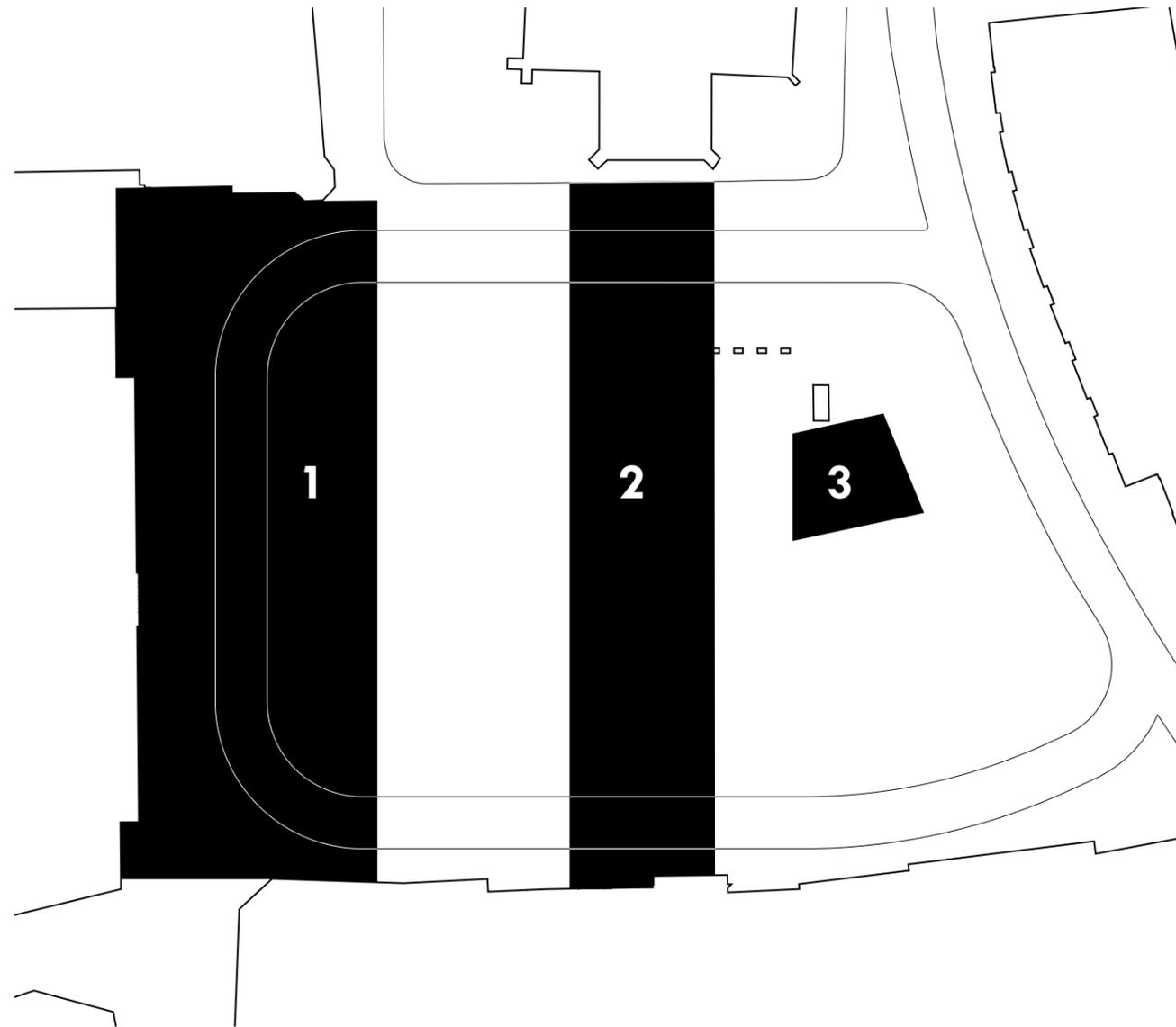
This provides for permanent spaces everyday on either side of the road that can combine to create a larger space when the road is closed. When also combined with flexible market stalls this allows for this space to meet space 2.

### 2. Central Seating Area (640m<sup>2</sup>)

The Central Seating Area provides space for extended dwelling time on the square with the long tables and seating where Market produce may be consumed.

### 3. The Meeting Place (80m<sup>2</sup>)

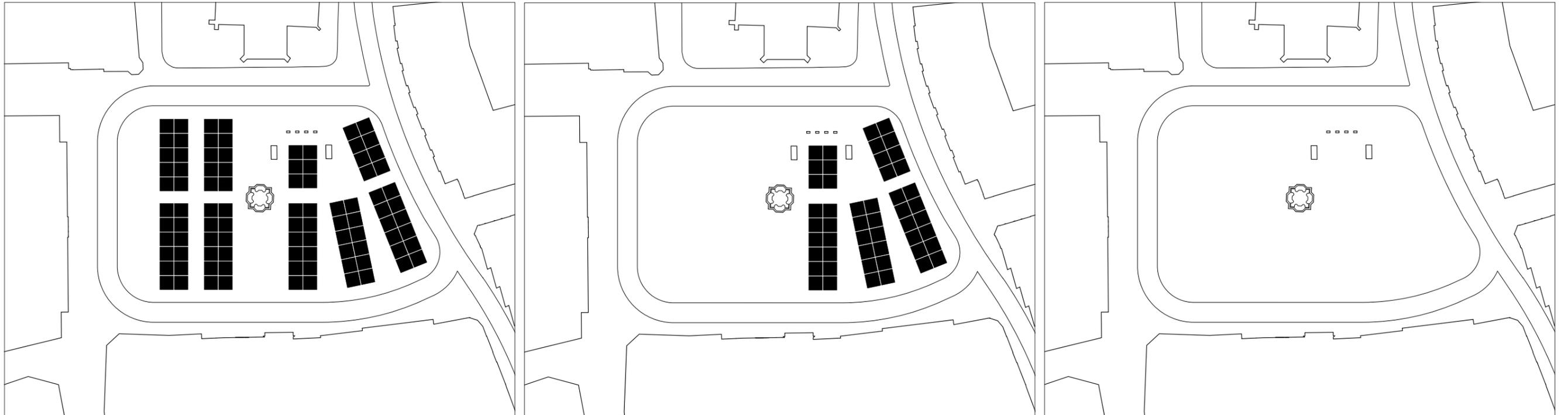
A smaller space within the market with informal seating, suitable for small everyday uses such as seating, eating and street performers.



Plan illustrating 3 permanent open spaces

When combined with the flexible market stalls approach these spaces can be combined to make larger open spaces.

The diagrams of the opposite page illustrate three scenarios that accommodate the different scale of uses:



**Everyday scale uses mode**

This mode accommodates all the market stalls along with the everyday smaller uses by utilising the flexibility of the 3 permanent spaces.

- \* Seating and eating areas provide places to meet, eat and socialise.
- \* Buskers and street performers can use the current locations or any of the 3 permanent spaces depending on the type of space they require.
- \* Pop up and small events such as market demonstrations can be accommodated in front of the Guildhall, the Central Axis or northern triangle.

**Medium scale uses mode**

This mode accommodates a proportion of the market stalls such as on quieter market days or for an evening event. The amount of stalls cleared away would depend on both the market and other uses requirements and would need to be agreed based with both parties depending on the type of use and time of day.

- \* Some uses may require very minimal alterations to the market stall layout such as book signings, speakers or demonstrations which could operate on quieter market days or with only a couple of stalls being cleared away.
- \* Other uses such as small staged events, medium outdoor cinema, home comings would require a larger proportion of stall to be cleared away and are more likely to happen outside of core market hours.

**Large scale uses mode**

This mode accommodates uses that need a large open area that would generally happen after 6pm. Providing as much open space as possible with either a large proportion of the market stalls cleared away or all the market stalls cleared such as on sunny summer evenings or for large events.

- \* This would be suitable for large staged events such as concerts and live music.

### 3.5 Layout

#### Existing Layout

Currently the market is arranged in a mixture of single and double stall rows of a north-south orientation. Some stalls are extended with makeshift canopies and umbrellas while some larger cabins have acquired more permanent positions in between the stalls. The central area between the fountain and Great St Mary's is dominated by waste disposal infrastructure and storage. The market trading grounds is defined by the extent of

the Grade II listed granite setts and is surrounded by a wide asphalt surfaced road leaving narrow pavements in the periphery.

There are currently 99 frame stalls (49 at premium locations and 50 in standard locations) covering a total area of 808m<sup>2</sup> and 2 trailers.

#### Proposed Layout

Several options of layout arrangements have been considered. While these options considered layouts with the existing stall module and road layout it quickly became apparent that the most successful arrangements were being achieved by a narrower road width and a more consistent stall dimensioned at the modern standard of 3m x 3m.

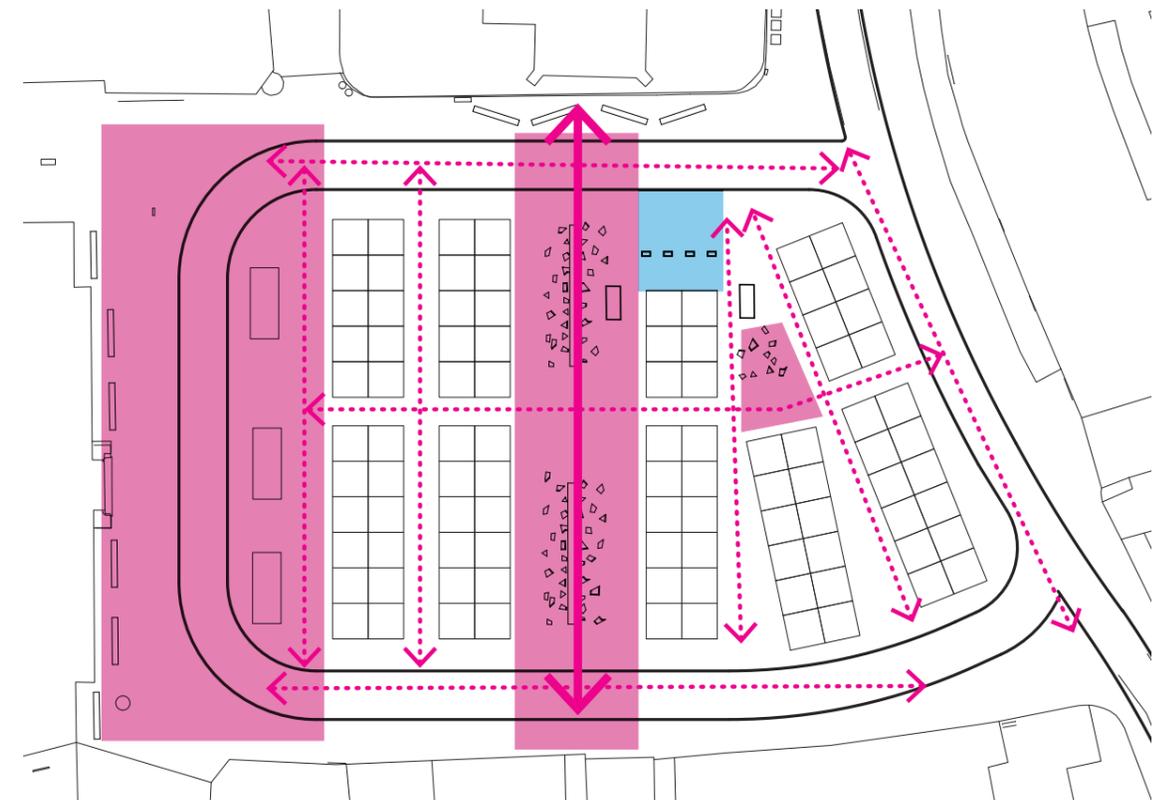
The defining characteristic of the preferred option is the east-west stall row orientation. This new alignment answers better to the pedestrian circulation patterns of the city centre, the prevalent wind direction (see "3.3 Design Strategy") and creates shorter corridors with more entrances into the market that is more conducive to set-up and take-down processes for the traders.

The most important achievement of the layout is the opening up of the central corridor pivoting on the fountain and focusing on Great St Mary's re-introducing the church to the square. This space is reserved for seating and extended dwelling time on the square. A larger opening is also created in front of the Guildhall as a type of forecourt allowing for a more generous pedestrian environment at the head of the square, offering more prominence to the building and creating an apron space at the edge of the market for trader vehicles during set-up and take-down of their stalls. The enlargement of the open space in front of the Guildhall also offers the opportunity for smaller events to take place without disturbing the market operation.

In the proposed layout there are 92 stalls (48 at premium locations and 44 in standard locations) covering a total area of 828m<sup>2</sup>.



View of existing layout from the Guildhall



Plan illustrating proposed layout



1:500 @ A3

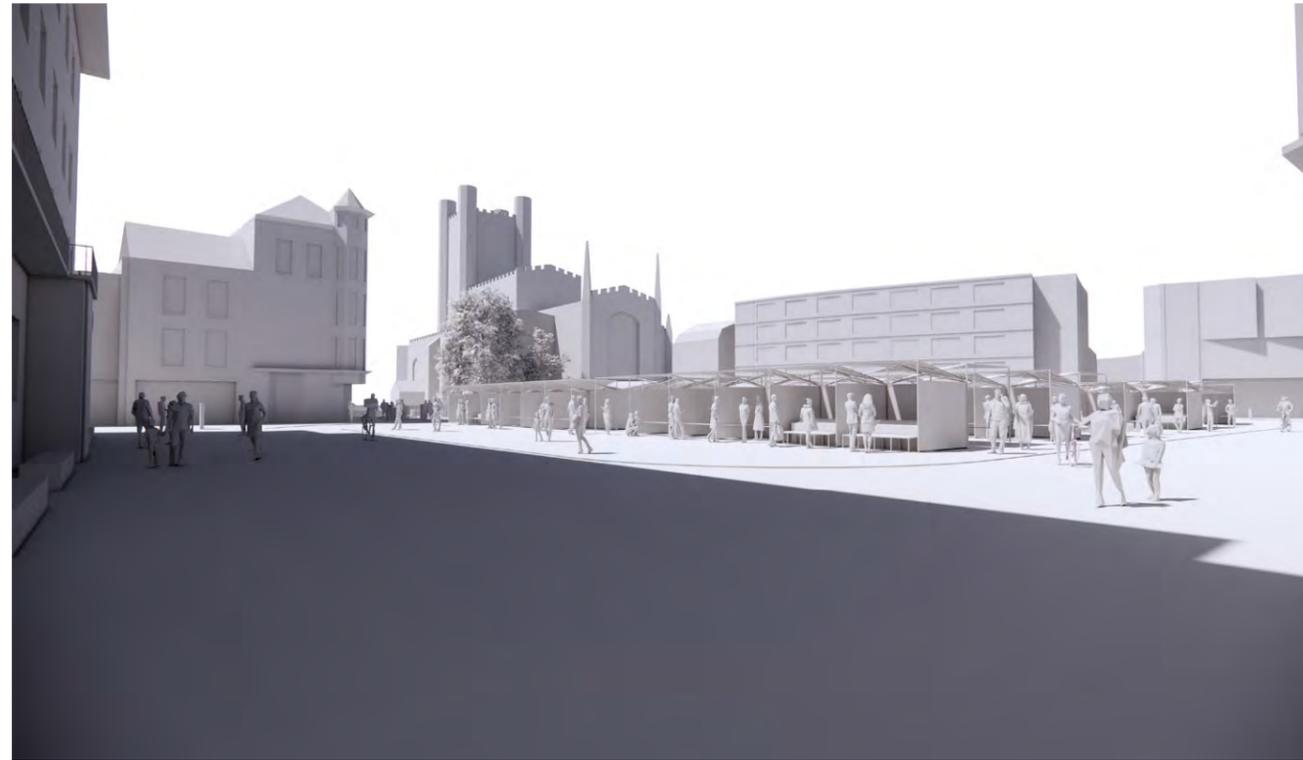


View of the central seating area with Gt St Mary's in the background

The removal of all of the waste collection infrastructure (bins, compactors and containers) allows for Great St Mary's to step back into the market. For the first time in many years the Boer War Memorial on the church's chancel will be visible again not just from the fountain but from the diametrically opposite side of Market Hill. The opening will create a heritage corridor that links the 2 Grade I listed buildings on the square, the church and No 5 Market Hill, with the Grade II listed fountain at the midpoint. Two long tables will sit on either side of the fountain open to public use as a place to consume food and drinks purchased on the market as well as places to rest, work and socialise at the very heart of the city. Conceptually the tables are public interpretations of the long dining tables found in college dining halls.



View of the central seating area looking towards No. 5 Market Hill



**View of the new enlarged forecourt of the Guildhall**

A new extended forecourt for the Guildhall is established not only by narrowing the road between the building and the square and moving the first line of stalls further away but crucially by connecting the sidewalk and road surface and lowering the kerb thresholds.



**View of the north-south connecting corridor towards the Guildhall**

A secondary network of passages is created between the market stalls with a main central axis running from Market Street to the Guildhall via the fountain. The main attempt of the layout is to make the navigation of the market intelligible through consistent and simplified articulation of the stall arrangements.

# 4.0 Surfacing

## 4.1 Existing surfacing

The existing surface materials consist of a mix of different surfaces. They lack consistency and quality.

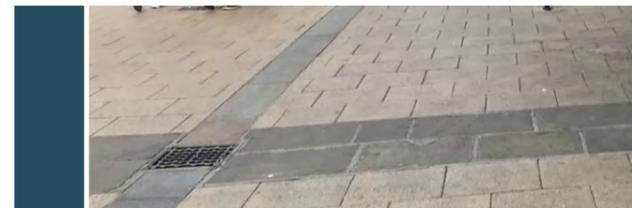
### Setts

Historic setts are located in the central area of the Market Square. This area of setts are Grade 2 listed. The setts along St Marys Street and the junctions of Market Hill were laid at a later date. The setts are an important heritage feature and contribute to the character of the market but are not accessible to everyone due their unevenness.



### Yorkstone flags

Yorkstone flags are located in several locations on the streets that connect to the Market Square such as Rose Crescent, St Mary's Passage and to the north-east of Great St Mary's along St Mary's Street. There are also bands of yorkstone flag paving around the Guildhall that relate to the Guildhall features such as the entrance, corners and facade details.



### Block paving

St Mary's Street carriageway is laid in a herringbone pattern of block paving. This continues along the length of the street. The adjacent pavement to the south of St Marys Street is also an area of block paving.



### Mixed block and concrete paving

The pavements on the eastern and western edges are a mix of block and concrete paving, generally concrete paving in the centre and block paving at the edges. The contrast of paving material, size and colour creates an inconsistent cluttered appearance.



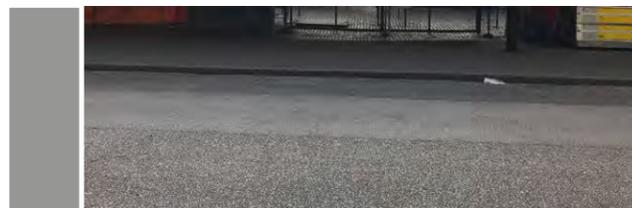
### Concrete flag paving

A large percentage of the paving around the Guildhall and north of St Marys Street is concrete flag paving.



### Asphalt

Market Hill is surfaced in asphalt which visually separates the central area of the market from the outer area. An area above the underground toilet block is also surfaced in asphalt.



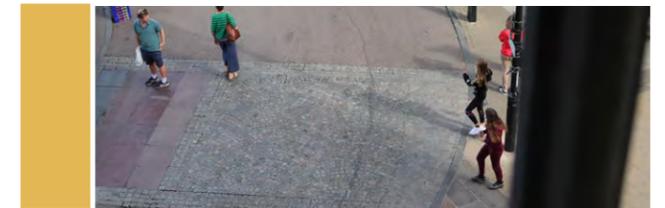
### Concrete

Areas within the central historic setts have been replaced or poured over with concrete. This includes the area under the fishmongers stall and an area under the waste compactors.



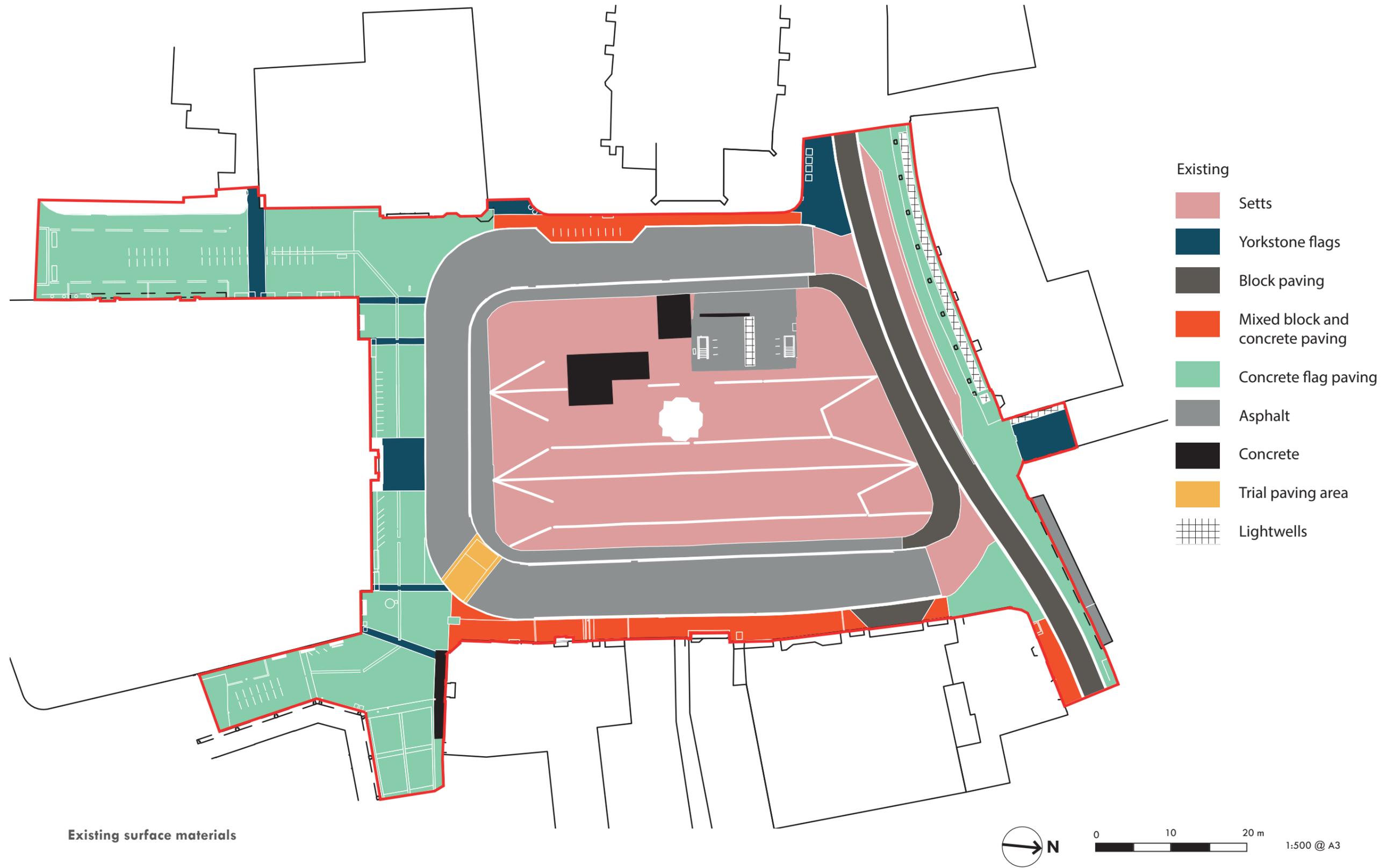
### Trail paving area

There is an area of paving in the southeast of Market Hill connecting to Petty Curry that has been used for paving trials.



### Lightwells

Are found associated with buildings that front onto the market square and one above the underground toilets.



## 4.2 Existing Setts

The existing setts consist of several different sizes and laying patterns. The setts appear to be Mount Sorrel granite, also known as Leicester pinks, which would have come from Leicester from the Mount Sorrell quarry transported on the midlands train line. This is to be confirmed with further on site investigations at the next stage.

The central area of setts located under the market stalls date back to c1850 and have been Grade 2 listed. This means listed building consent is required for any works to the setts.

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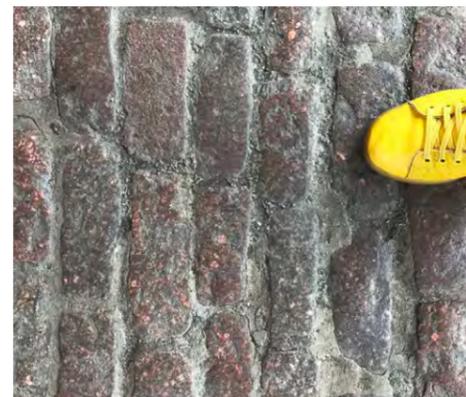
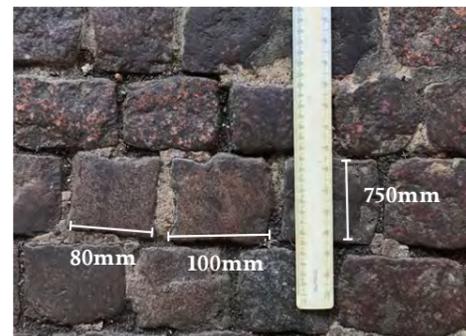
The setts in the two access junctions and the lay by to the north of St Marys Street were laid later as part of the redesign of the central triangle and do not form part of the listed setts.

The existing surface of the setts are uneven and causes accessibility issues, some areas of setts are missing or damaged and may present safety issues.

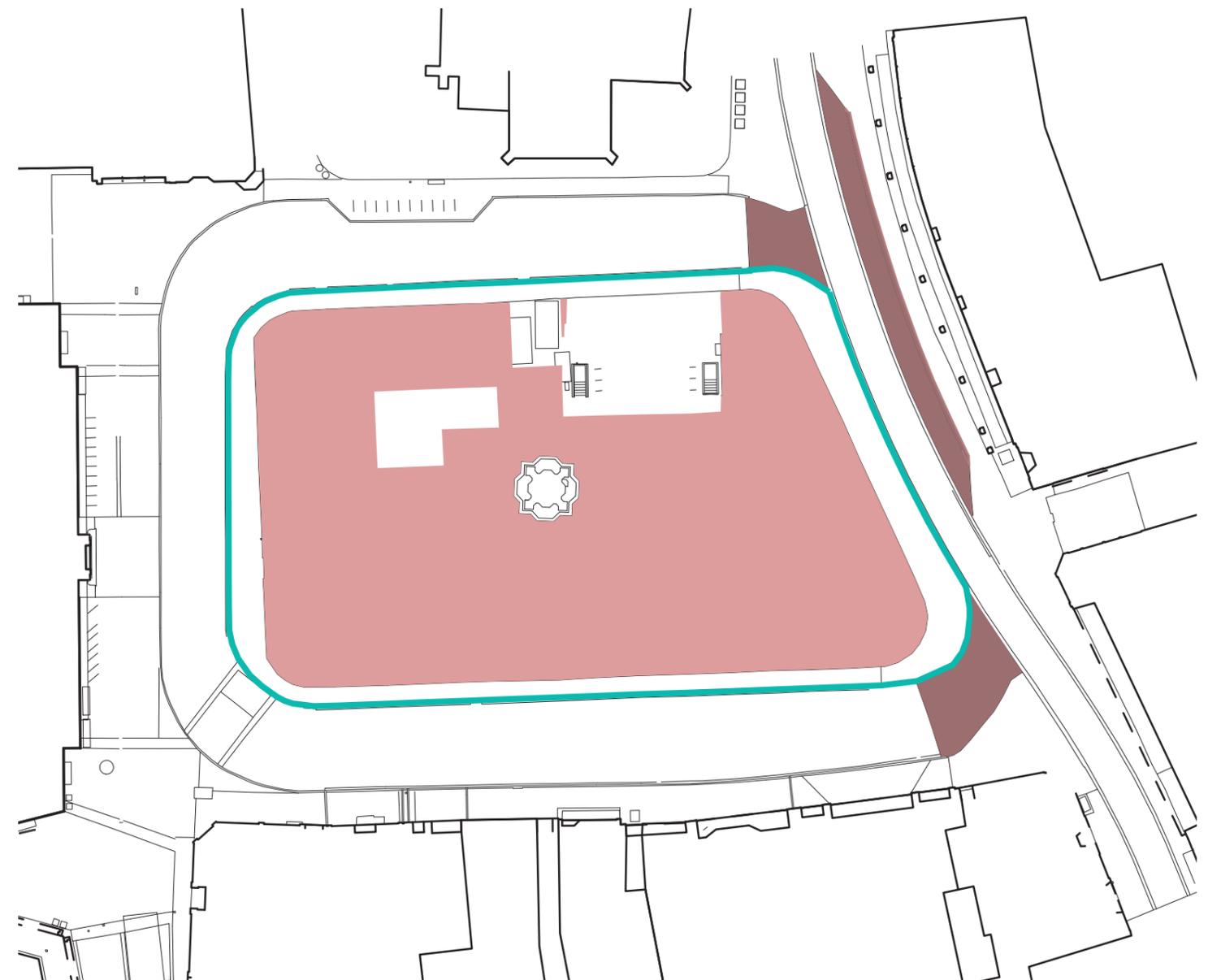
Some areas of the historic setts are no longer visible where they have been covered or removed and replaced with areas of asphalt or concrete.

The council is undertaking a survey of the setts (extent of scope to be confirmed). An accurate record of the locations of the different sizes, laying patterns, edge demarcations, drainage channel details, condition of the setts, areas of infill/repair and the type of bedding and mortar used is a crucial record to inform the next stage proposals.

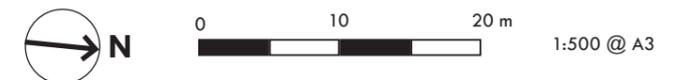
- Existing historic setts within central market area
- Area shown on Historic England listing
- Existing setts laid at a later date



Photos of existing setts



Areas of existing setts and extent of listed area



In the absence of a comprehensive survey an analysis of the existing setts was undertaken to understand the current surface materials and inform the design proposals. It provides a record of the analysis undertaken from various site visits and site photos.

The arrangement of setts and how they are laid create many different laying pattern details across the market square.

These have been grouped into:

- \* Channel drainage details - which generally consist of rows or 3,4 or 5 setts laid in a dished profile to enable surface water to run along them to the gullies.
- \* Laying bond pattern - generally staggered bond laying pattern for square or rectangular setts with some limited use of stack bonded for square setts, this appears to be in areas that have been poorly repaired or infilled.
- \* Edge details - generally a line of setts orientated against the laying pattern to create a linear edge, one instance of rows of rectangular setts on end which appears next to where concrete has been used to replace an areas of setts .
- \* Dividing details - Rectangular setts used to divide areas of square setts, rectangular sett rotated dividing rectangular setts, rectangular sett rotated dividing rectangular and square setts, band of 4 rectangular or square setts and bands of 3 square setts.

**Next Steps**

- \* Confirm scope and time scales or setts survey.
- \* Further analysis of the existing jointing mortars (both make-up and depth) where present, would inform that to be used.

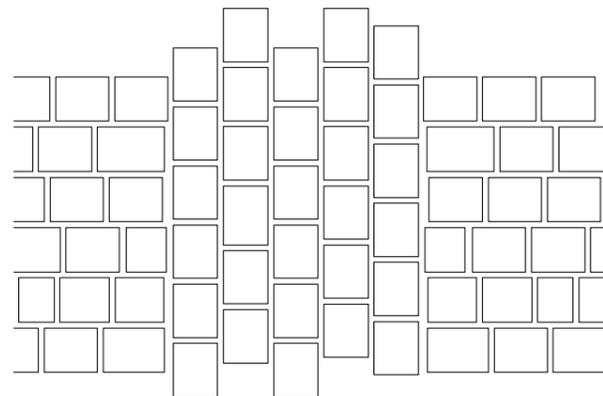
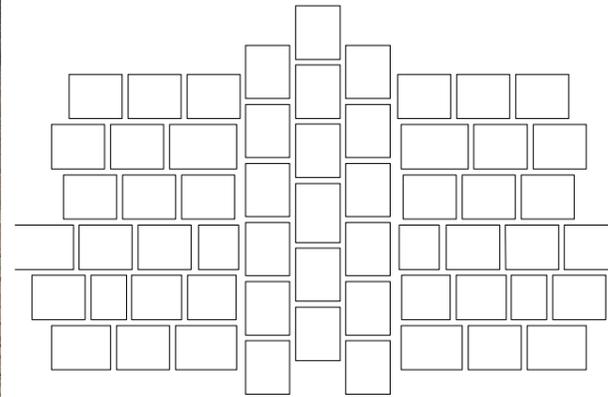
**Drainage details**



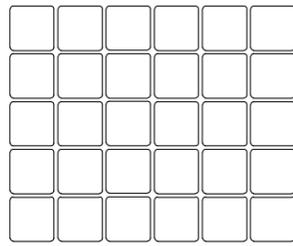
**Dished row of 3 setts**



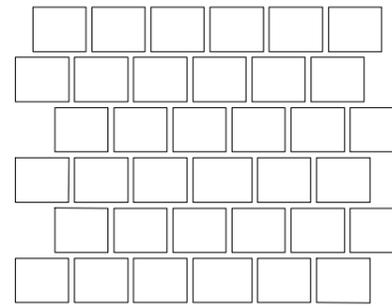
**Dished row of 5 setts**



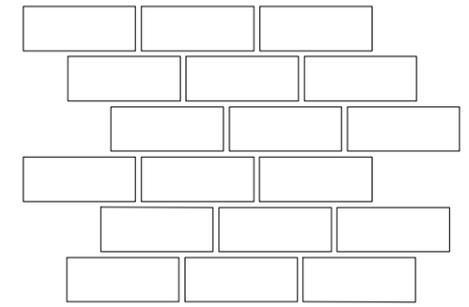
**Laying pattern**



**Stack bond (Square setts) limited use**



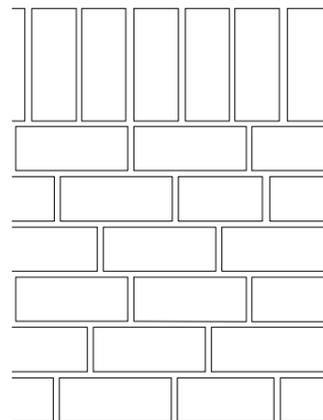
**Staggered bond (square setts)**



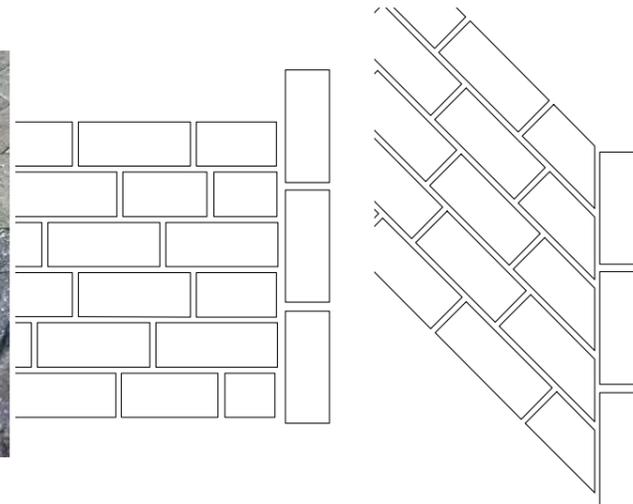
**Staggered bond (rectangular setts)**

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**Edge details**

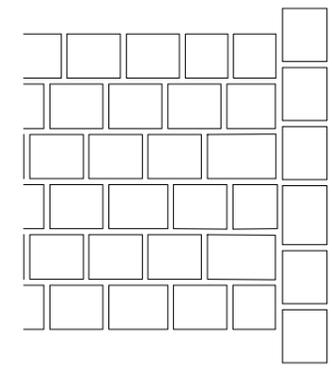


**Rotated rectangular setts**



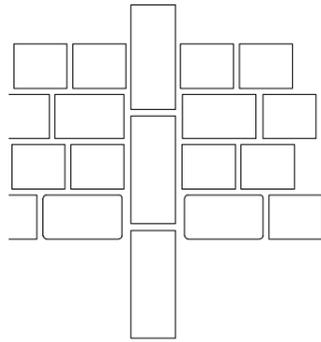
**Rotated rectangular setts**

Alternate rows of rectangular setts are started with cubes or half setts

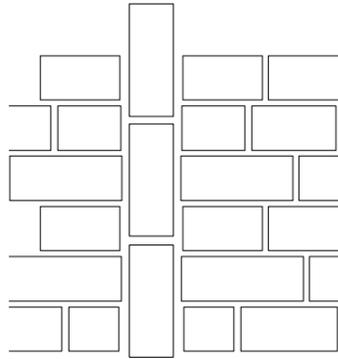


**Square setts**

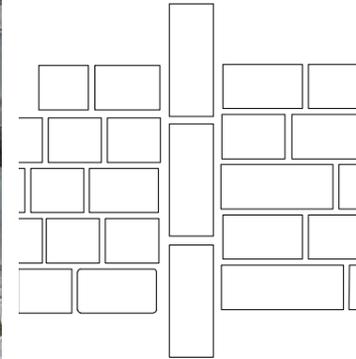
**Dividing details**



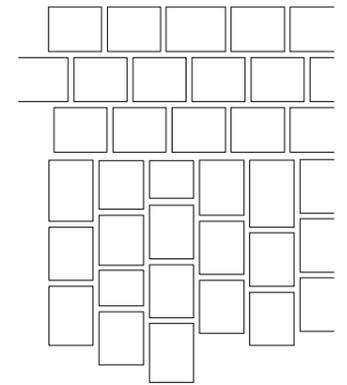
**Rectangular sett within square setts**



**Rectangular sett rotated dividing rectangular setts**

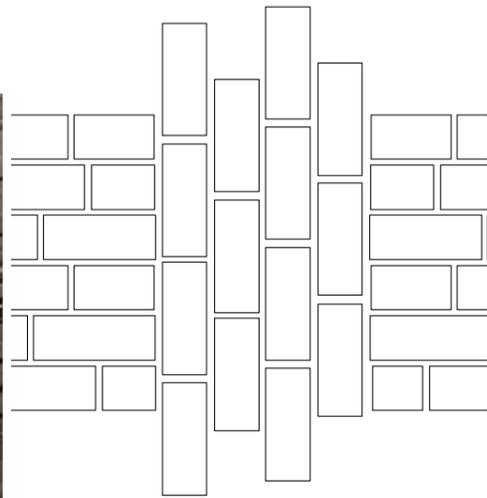


**Rectangular sett rotated dividing rectangular and square setts**

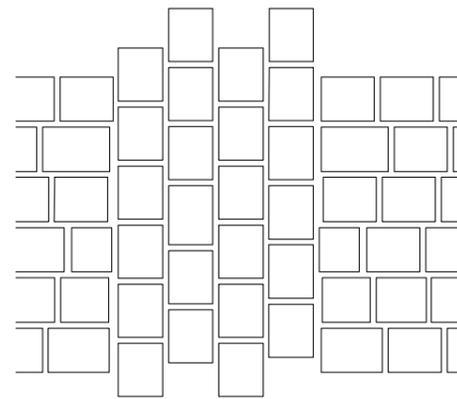


**No divide, change of direction of square setts**

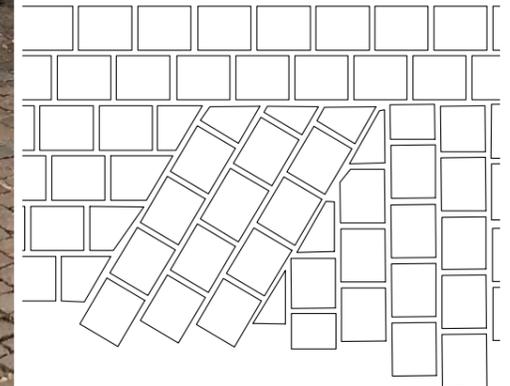
Page 47



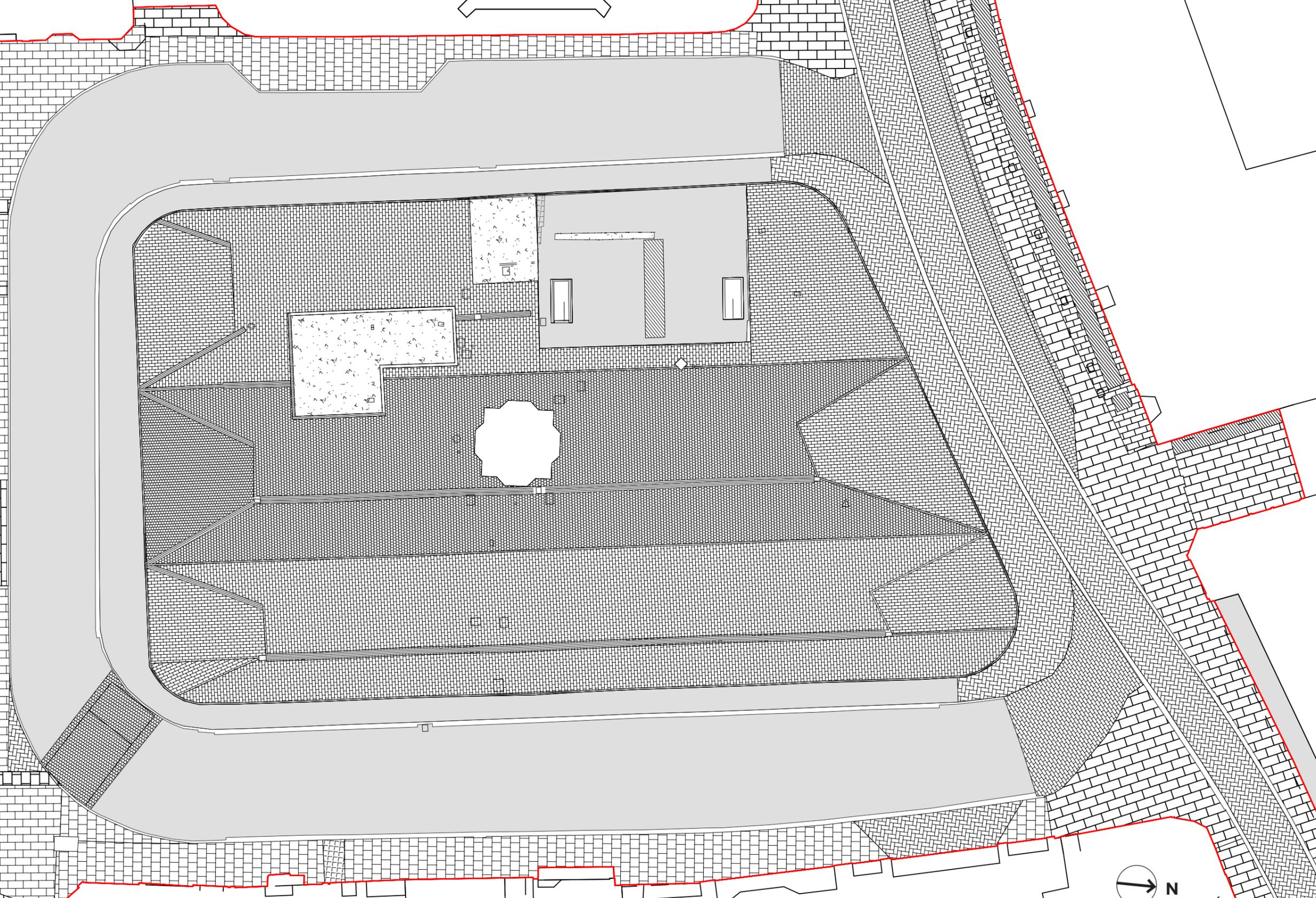
**Band of 4 rectangular setts**



**Band of 4 square setts**



**Band of 3 square setts**



Illustrative plan of existing paving pattern

36

1:250 @ A3

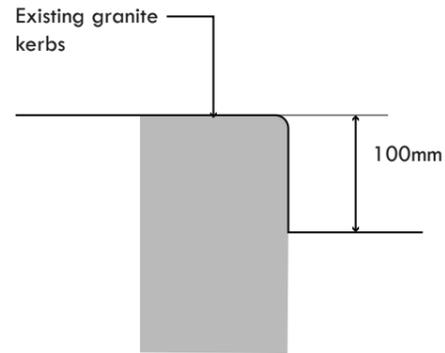


**Existing pedestrian accessibility**

There are several factors contributing to the existing pedestrian accessibility issues:

- \* The uneven surface of existing pavements
- \* The uneven surface of the historic existing setts in the centre of the market are extremely difficult for self-propelled wheelchair users.
- \* The dished drainage channels causes accessibility issues and barriers to wheelchair users crossing spaces.
- \* Existing level changes and kerb heights provide limited pedestrian priority.
- \* Raised tables on St Marys Street/Market Hill junctions and flush kerbs along St Mary Street provides pedestrian permeability to the north compared to limited opportunities to the south by Guildhall.

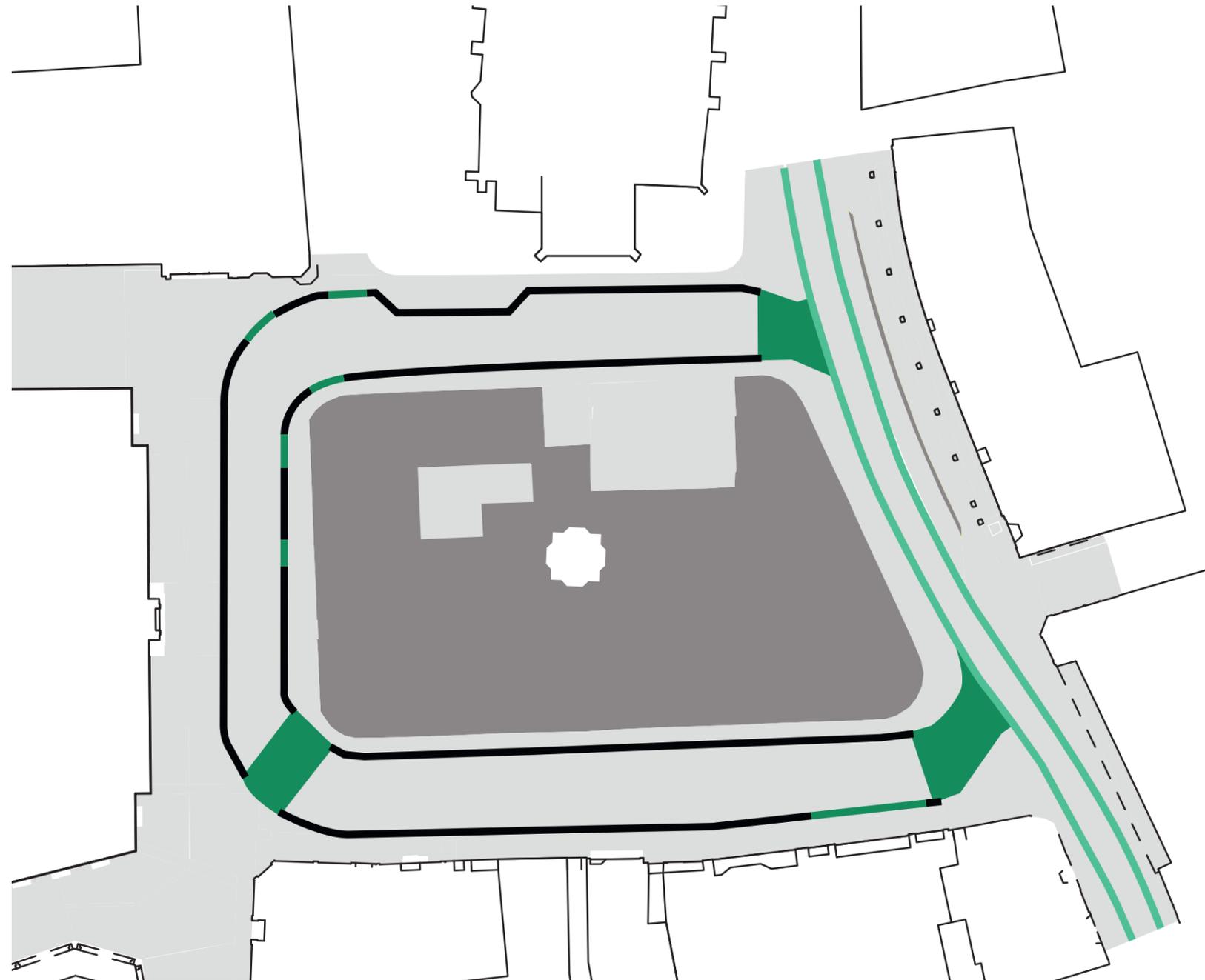
Page 49



**Existing kerb profile**

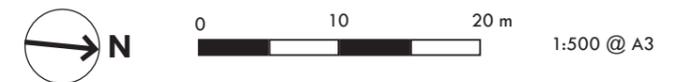


**Existing kerbs**



-  Raised Table
-  Flush kerbs
-  Dropped kerbs
-  100mm kerbs
-  Uneven setts and dished drainage channels

**Existing kerbs and pedestrian accessibility**



## 4.3 Proposed Surfacing

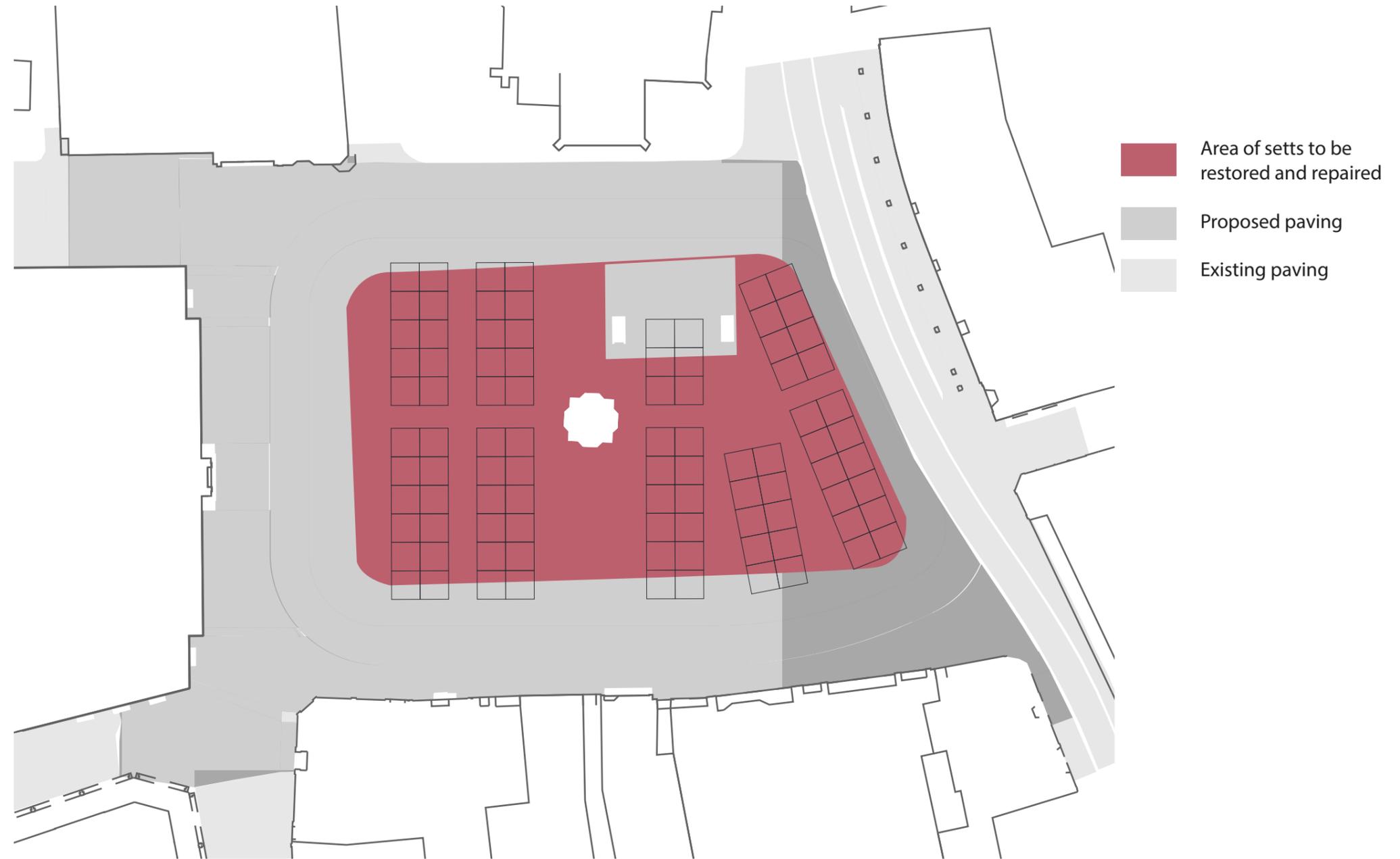
The proposed surfacing is based on the idea of a central historic carpet laid over a new unified floorscape.

The proposals are underpinned by:

- \* The aim to retain tradition but meet modern requirements;
- \* The aspiration of the scheme as a world class cultural square and thriving English market;
- \* The local attributes of the place as a historic square;
- \* An understanding of local colour tone and the elements of existing paving which will be retained;
- \* The users as predominately pedestrians but with the requirement for vehicle loading.

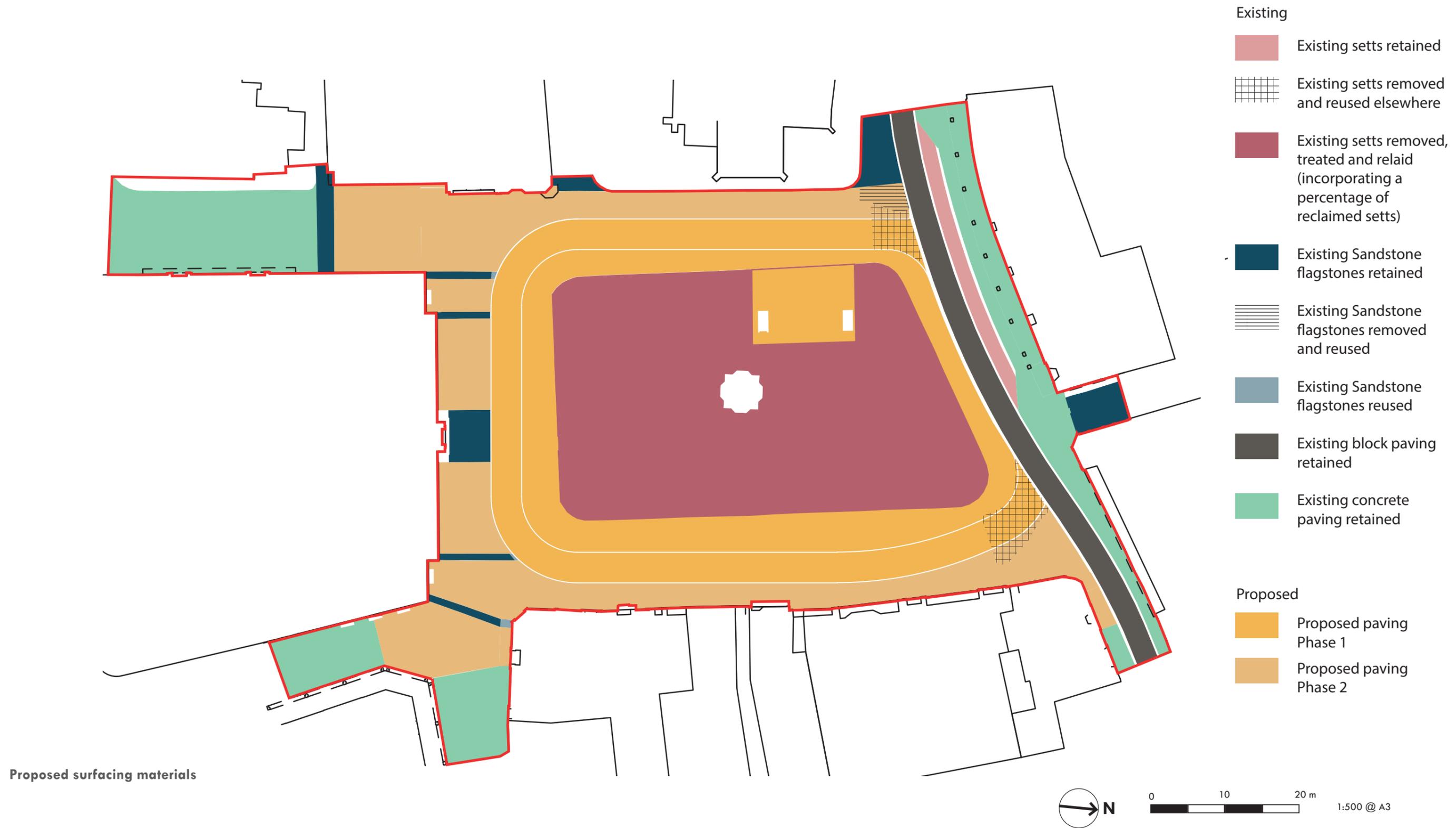
### The proposals

- \* Restore and repair the existing historic setts whilst meeting modern accessibility requirements to comply with the Equality Act Duty;
- \* Reinstating setts where they have been replaced by concrete under the fishmongers and compactors;
- \* A strategy to reusing setts and sourcing reclaimed setts to meet any shortfall;
- \* Removing the concrete, asphalt and lightwell surfacing above the underground toilet block and replacing with proposed granite paving to match the surrounding proposed paving;
- \* Retain the majority of the existing high quality Yorkstone paving with some alterations to the north east of St Mary's Church removing an area and reusing it outside the Guildhall to allow the existing areas to meet the new road edge;
- \* Retain the existing surfacing along St Marys Street. The proposed paving starts to the south of this street as any works to St Marys Street would require the whole of the street to be resurfaced, not just a small section adjacent to the market.
- \* Improved pedestrian accessibility with reduced kerb heights.
- \* A consistent and continuous approach to the surrounding paving with a phased approach.



Proposed surfacing concept





**Strategy for reusing/reclaimed setts**

The existing setts will require works to meet modern accessibility requirements. The method to achieve this is to be confirmed after consultation with Historic England and industry technical experts.

The method is likely to involve taking up some or all of the setts to restore and repair them. This may result in some setts being damaged or unusable and needing replacing. This along with reinstating setts where they have been replaced by concrete under the fishmongers and compactors will mean extra setts will be required.

The approach to this is two fold:

- \* To take up and reuse the area of setts by the Market Hill junction areas. These setts were laid at a later date so should be used together and not intermixed with the older setts.
- \* Source reclaimed setts of the same type to make up the shortfall.

**Setts required (approx. areas)**

Existing sett area to be repaired/restored	1481m <sup>2</sup>
Reinstating fishmonger and compactor areas	80m <sup>2</sup>
<b>Total area of setts required</b>	<b>1562m<sup>2</sup></b>

**Reusing existing setts (approx. areas)**

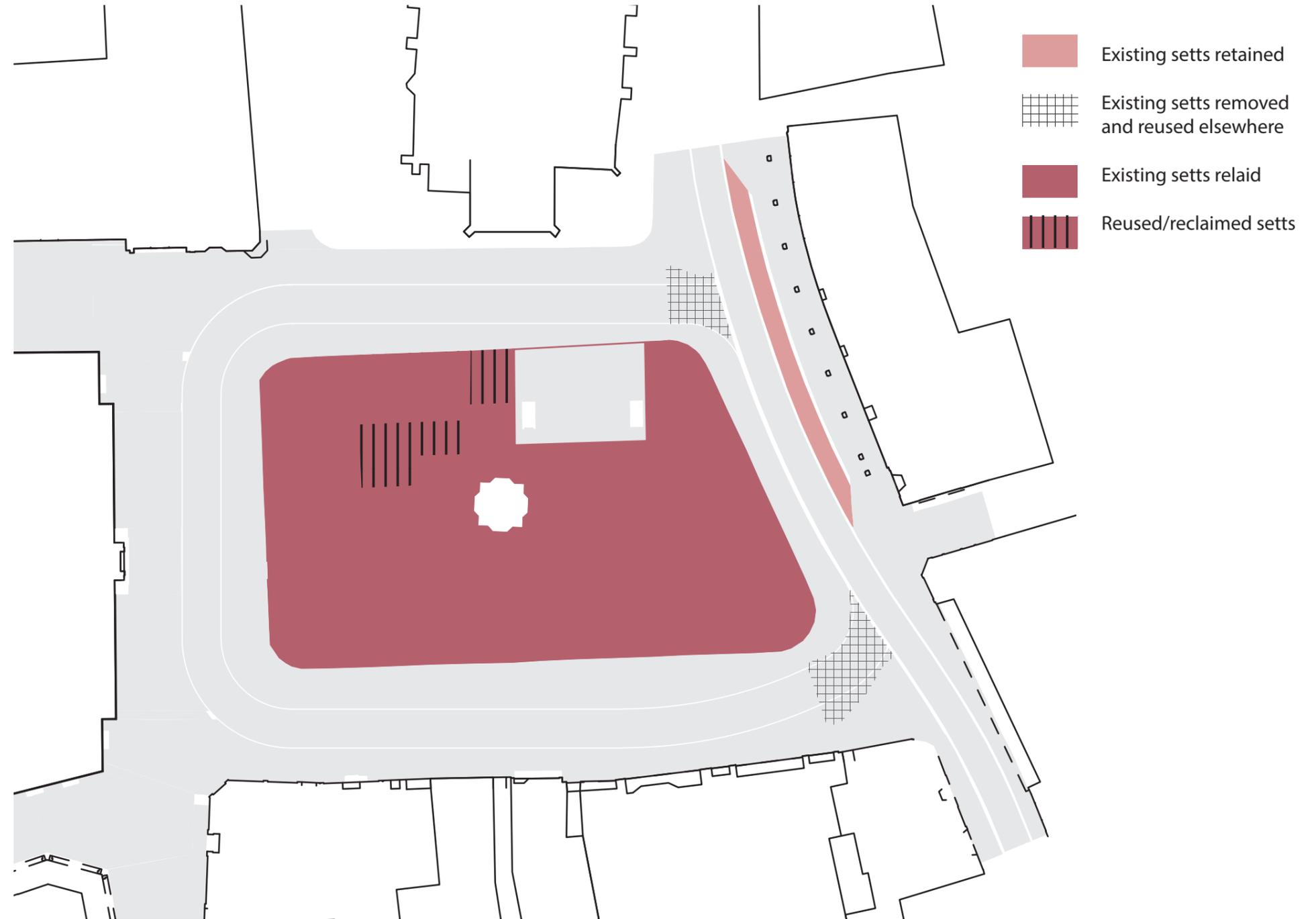
Reusing existing setts (based on 80% utilisation)	1185m <sup>2</sup>
Reusing Market Hill junction areas	92m <sup>2</sup>
<b>Total setts to be reused</b>	<b>1277m<sup>2</sup></b>

**Reclaimed setts required (approx. areas)**

Potential additional reclaimed setts	285m <sup>2</sup>
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**Pattern**

The pattern of the existing setts will be retained and restored with some modifications to levels, drainage falls and drainage channel depths to ensure appropriate drainage and accessibility requirements can be met.



Strategy for reusing/reclaiming setts

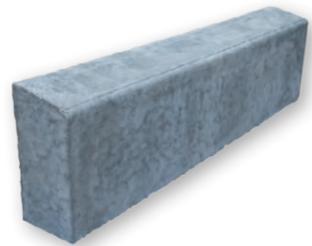


**Proposed pedestrian accessibility**

To provide a more accessible and inclusive pedestrian prioritised space the proposals look to address the accessibility issues and comply with the Equalities Act by:

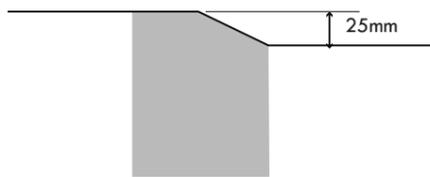
- \* Replacing the uneven existing pavements;
- \* Improving the surface of the existing historic setts;
- \* Reducing the depth of the dished drainage channels within the central market area;
- \* Reduce the amount of space for vehicles by reducing the carriageway width;
- \* Bringing the carriageway height up to reduce the kerb height to 25mm;
- \* Incorporate colour contrast to carriageway edges with the use of a contrasting kerb colour.

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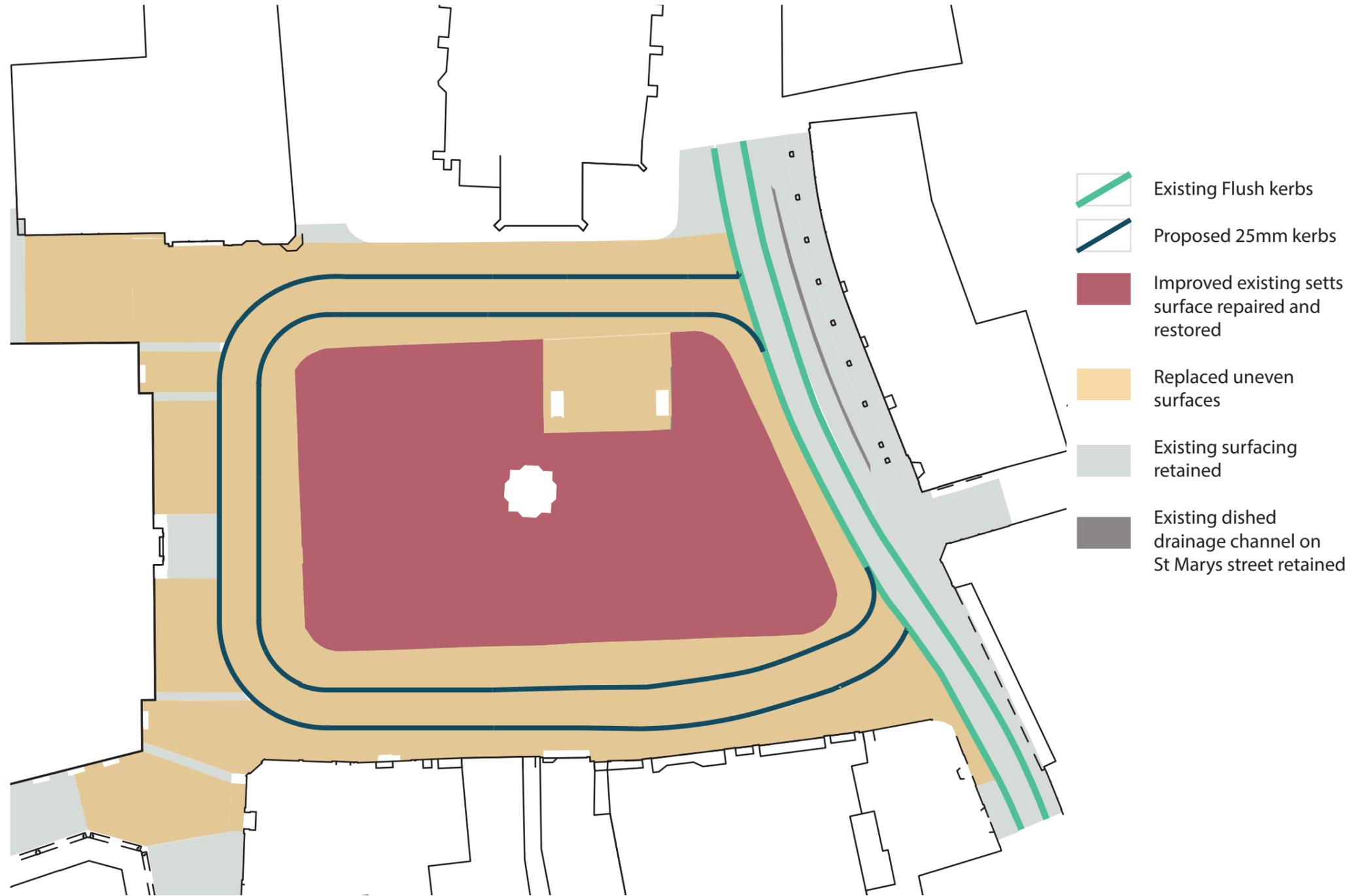


**CYCLE KERB**

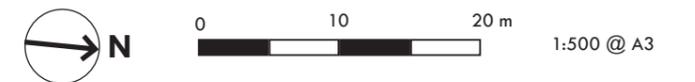
Developed in conjunction with Cambridgeshire County Council, Cycle Kerb is produced in a standard concrete finish. The angled profile to the top face of the kerb provides both a distinct visual and tactile division between the carriageway and cycle lane. Available in standard grey and Eco Countryside finishes.



**Proposed kerb profile**



**Proposed pedestrian accessibility**



### Proposed surfacing

The proposed surfacing around the central setts area will provide a continuous and consistent surface, replacing the current uneven and mixed paving. This paving will need to accommodate daily traffic of small vans and cars from market traders and occasional HGVs and large emergency vehicles. Large events may also require paving areas to accommodate large stages or event equipment.

The existing colour tones of the square and local materials have influenced the choice of surface materials. The existing setts that will be retained have a pinky purple hue and the surrounding buildings and materials contain a range of buffs, oranges and browns.

Grampian Granite is proposed which is a buff grey granite which suits the local colour tones and contrasts against the existing setts.

#### Size

- \* A consistent size that provides a change in scale from the existing setts;
- \* A larger size than the existing setts but small enough that it can be trafficked;
- \* A size based on the proportions of the existing rectangular setts e.g twice as big 380mm x 150mm
- \* An appropriate depth to be trafficked (60mm depth).

#### Laid

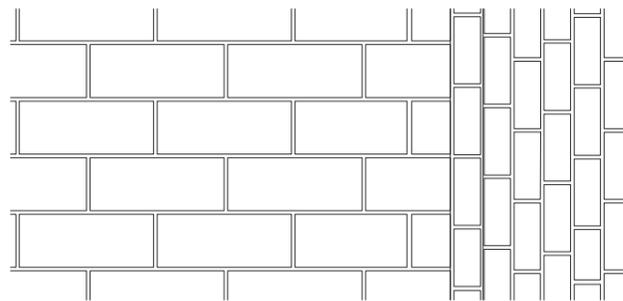
- \* Bound, set on concrete bed using quality mortar
- \* Staggered bond laying pattern

#### Origin

- \* British – north Scotland quarry



**Grampian granite**



**Proposed size and laying pattern in relation to existing setts**

### Paving details

#### Recess covers

- \* Existing covers to be replaced with recessed covers to achieve a continuous surface.
- \* All new covers to be specified as recessed covers.

### Next Steps Surfacing

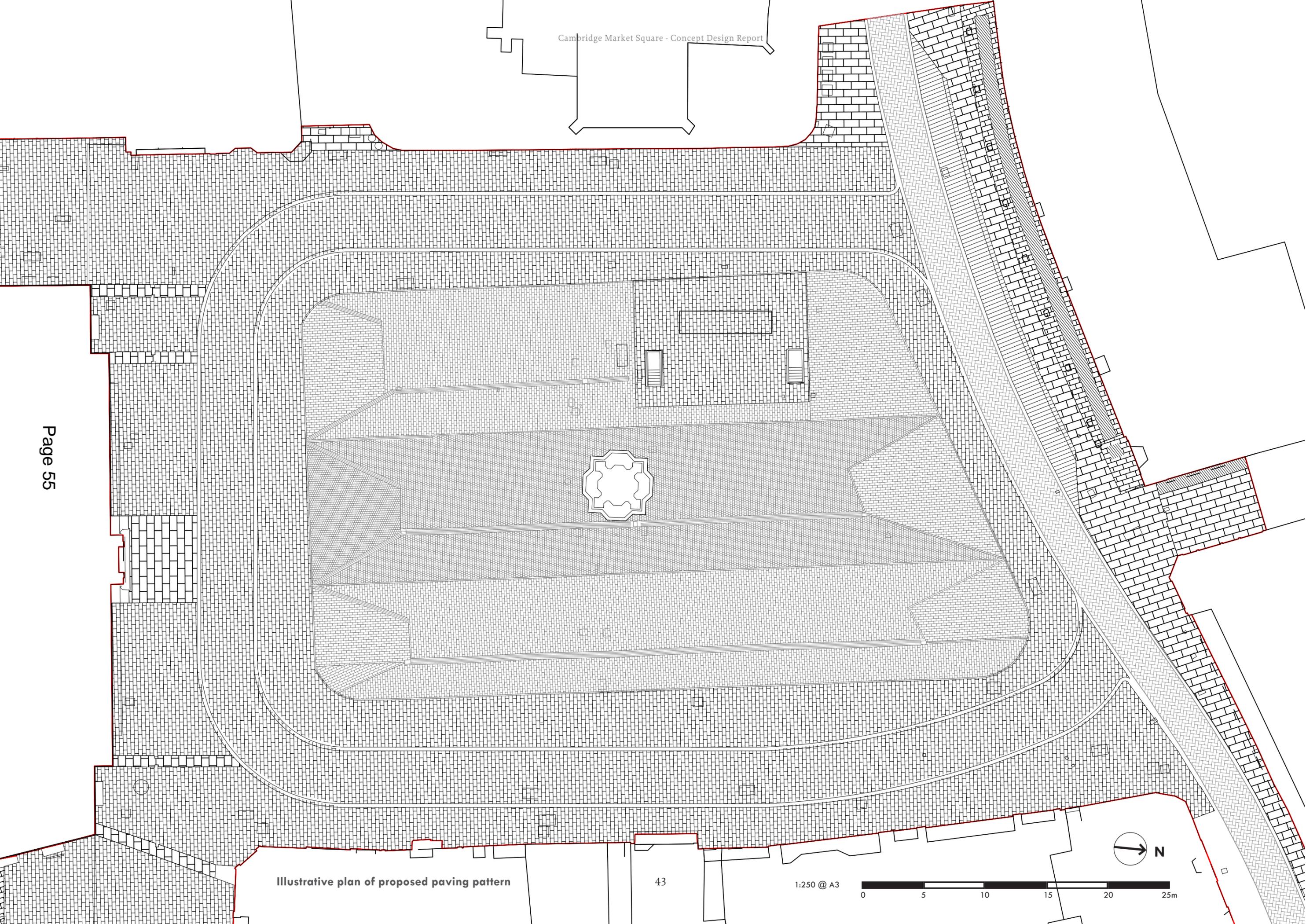
- \* Meeting with Historic England to discuss historic setts proposals.
- \* Check proposed materials against sustainability requirements and supply chain availability.
- \* Develop technical information for granite paving for adopted public highway approval.



**Existing recessed cover within setts**



**Proposed recessed cover within paving**



Illustrative plan of proposed paving pattern

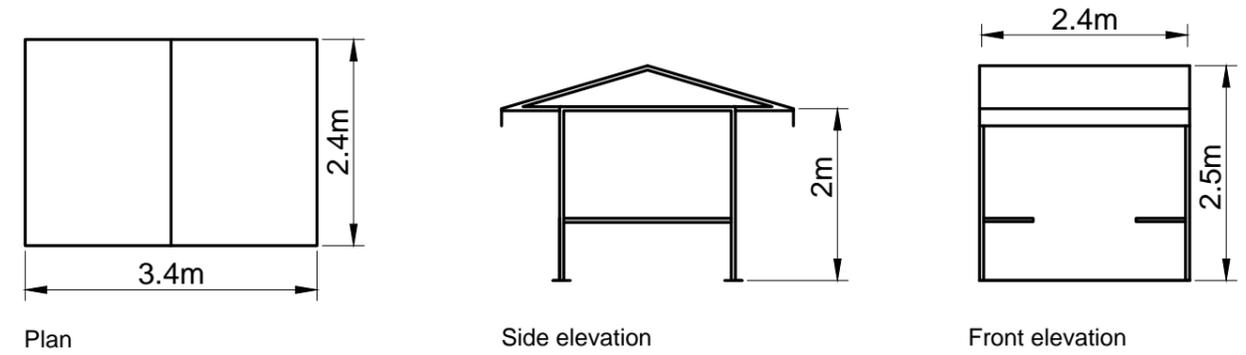
## 5.0 Stalls

### 5.1 Existing stalls

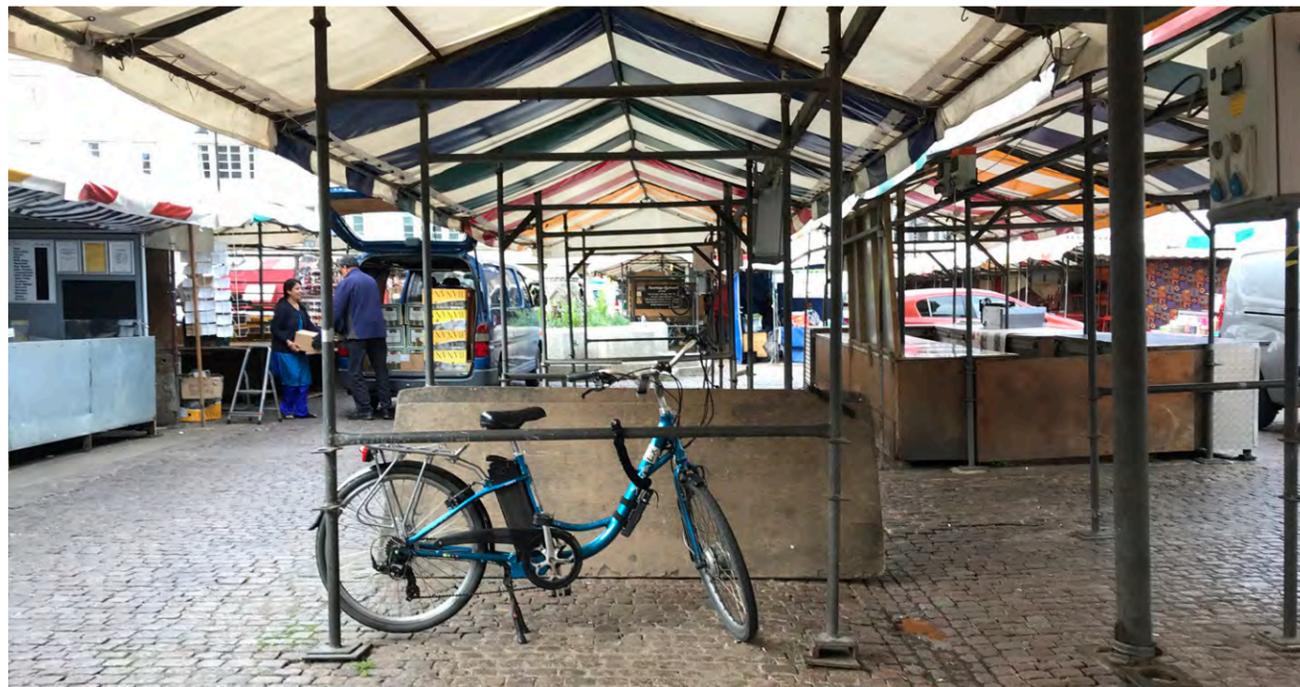
The existing market stalls are rectilinear areas defined by repurposed scaffolding frames. The frames have been heavily adapted and modified over time and they have been bolted directly on to the granite setts through the metal plates of their footings. This fixing, the roof covering tying method and the electricity supply units make it impossible for the stalls to be dismantled temporarily for any occasion.

The shape of the frame originates in the historic timber frames but the striped tarpaulin cover appears to be a later addition of unknown origin. The frames are equipped with simple swivelling angled arms that can support boards horizontally for the use as tables.

Certain traders keep large benches and other display objects overnight at the market which have become permanent fixtures and extensions of the stalls.



Existing stall dimensions



Interior view of current stalls



The market and stalls circa 1900

## 5.2 Stall Design

Beyond a much needed renovation and de-cluttering, the design options for the stalls were developed to address specific requirements of the brief such as flexibility in their deployment, an appearance appropriate for the city centre of a city like Cambridge, modern space standards and to work with a new and improved utility infrastructure. In achieving all of these, the proposed stalls should not miss any of the practicality of their predecessors.

Certain attributes and assumptions are shared among the proposed options:

- The stalls are provided by the market, not the traders.
- The stall module size will be 3x3m across the market
- The stalls provide the roofing but the traders are responsible for the side separation material (frames are provided)
- The stalls are flexible in being joined up to form trading stalls larger than 1 module.
- The stalls do not include any horizontal surfaces such as benches and tables which will be provided by the traders as required.

Following an iterative design process the design of the stalls has concluded on 2 potential options that will be carried on to the next stage for further appraisal until one is chosen. These options represent the 2 broad categories that were investigated at the beginning of this design stage: Modular and Framework.

The Modular option employs a single unit of a frame that repeats across the market to form rows and the Framework option comprises of larger groups of trading areas within a larger frame.

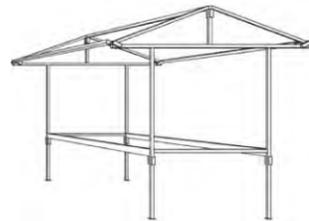
### Research

Prior to developing the design options a market research was carried out to determine what existing solutions are available to use off the shelf that could fulfil the brief's requirements. The result of the research is that existing market stall products do not offer much versatility or respond adequately to the brief.

The four main types of stalls available today are:

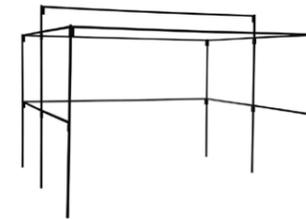
#### 1. The Traditional Frame

This is a product that is a simple upgrade to the existing frames and wouldn't offer more to the market beyond a refurbishment of the existing condition.



#### 2. The Frame Kits

These kits are similar to the traditional frames but offer a more flexible solution at the price of robustness and appearance.



#### 3. The Gazebo

There are some exceptional gazebo products in the market but despite their high quality gazebos always convey a temporary character and wouldn't be a robust solution for a 7 day/week market in the long run.



#### 4. The Folding Stand

Originating in medieval stall designs, this product is particularly simple, flexible and elegant. Unfortunately it doesn't meet the required space standards and is not suited for all trading types. It is also not designed to perform well in rough weather conditions.

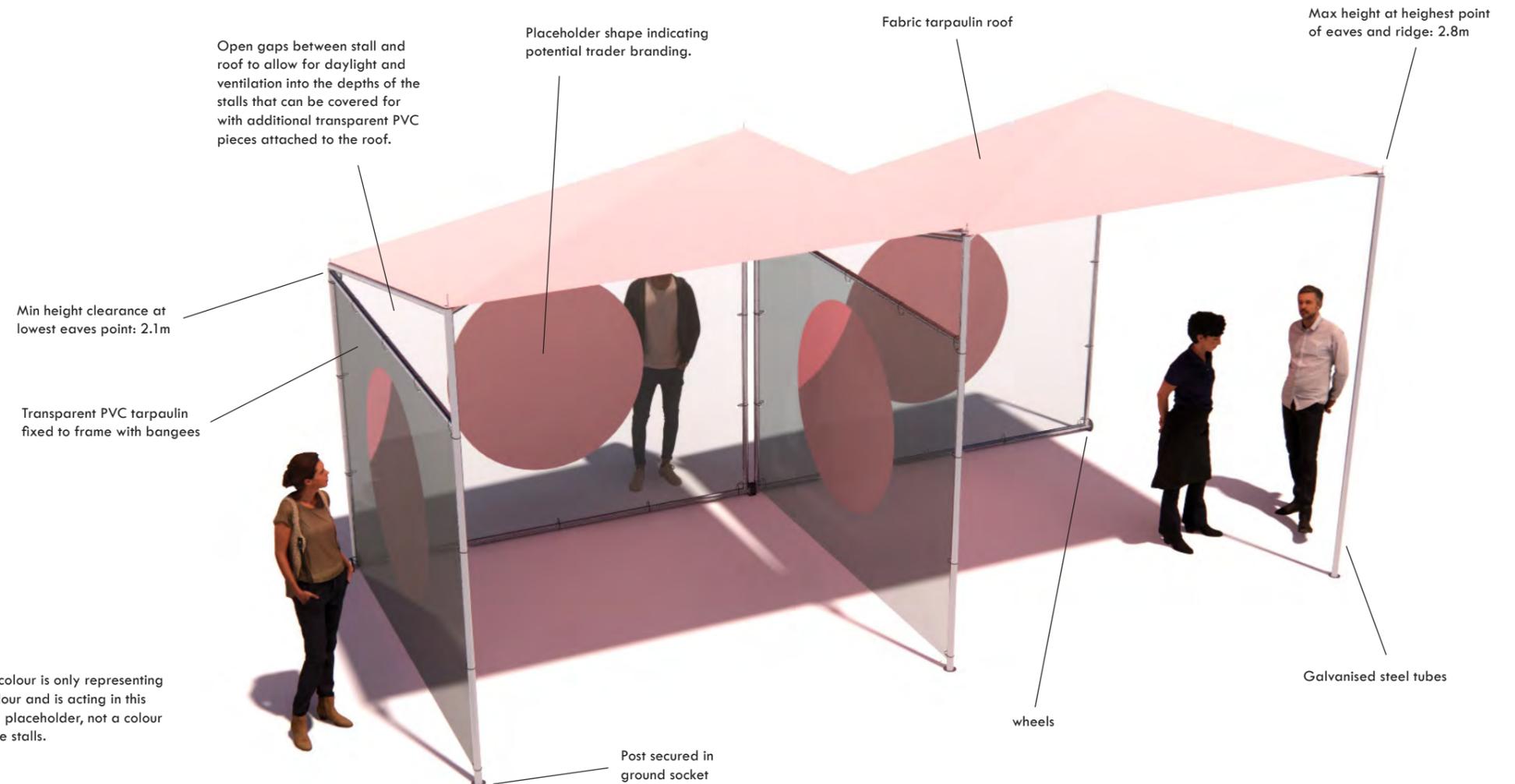
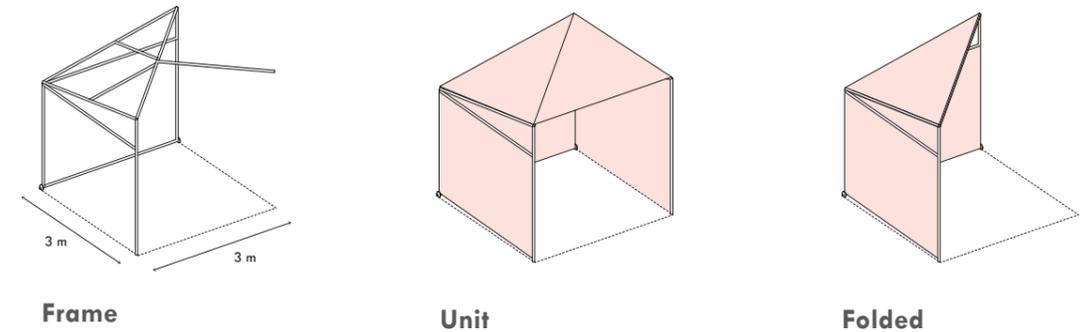


## 5.3 Option A: Module

The Module is a design of a repeating individual stall unit measuring 3x3m in plan. The modules are then clustered together in pairs and rows to form the market. Vertical separators of transparent PVC tarpaulin can be positioned at the traders' discretion to define any size of retail area in the same way it is currently done but in a much clearer and defined grid of units. Each unit will be secured to the ground by inserting and fastening with a bolt the front post in a ground socket. All units will also be secured to each other by clamps attaching on every neighbouring post along the central spine of each cluster.

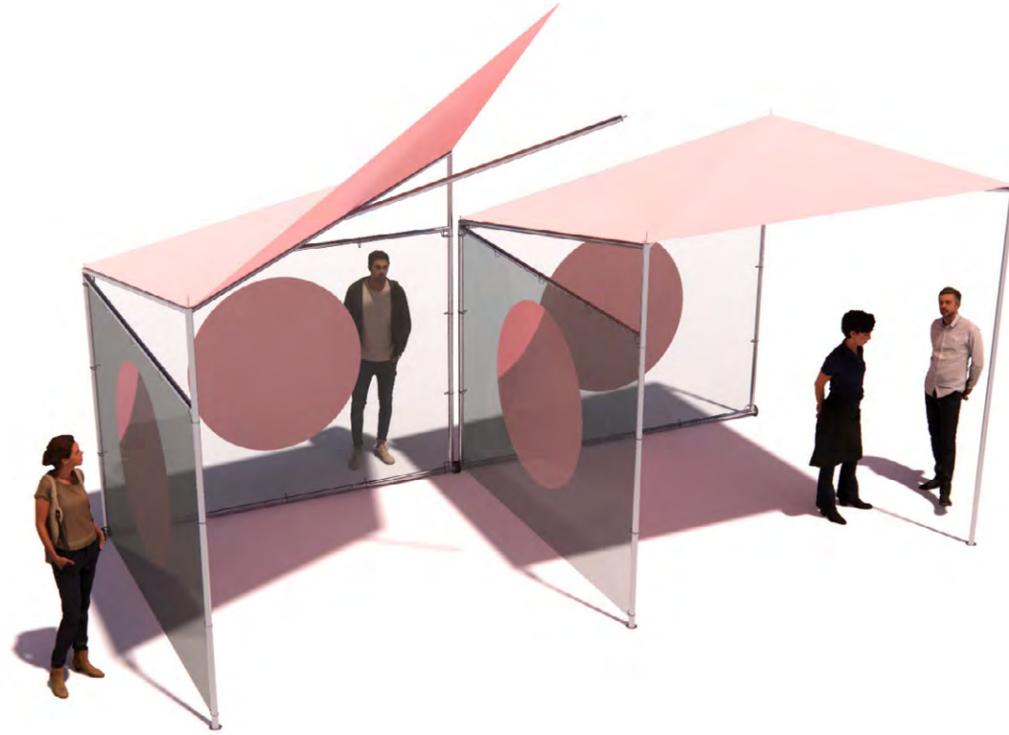
The main advantage of this design is the stacking efficiency it can achieve when folded and moved out of the way. The only rigid part of the frame are 3 posts that form a corner and support a triangular roof. The corners stack into each other like open books and the roofs have a slight pitch so that they can stack under each other. The rear frame of the module is equipped with 2 wheels at either end so that the structure can be lifted from the front pole and manoeuvred around like a shopping trolley. When deployed the Module depends on the front post of its neighbour to complete the square arrangement of a 3x3m stall. It is on that neighbouring post that the triangle roof unfolds and secures on to with a rotating post and a triangular piece of fabric stiffened at the edges with batons. When it is needed to clear the square from the market stalls, the roof is folded back onto itself, the front posts are unbolted out of their ground sockets and the stall is wheeled over to a designated area to be stacked with the others by one or two people.

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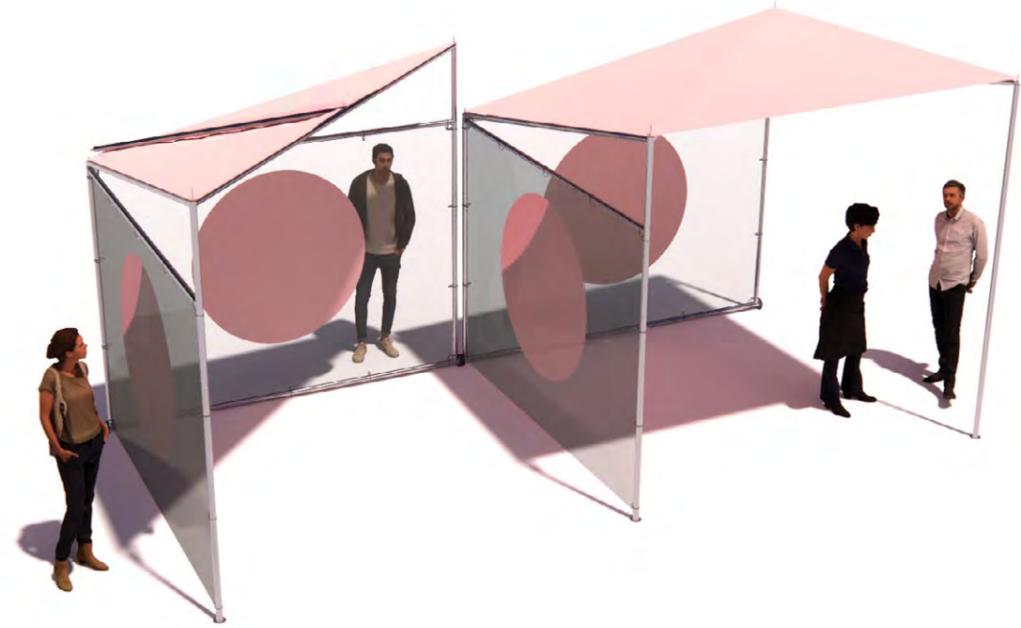




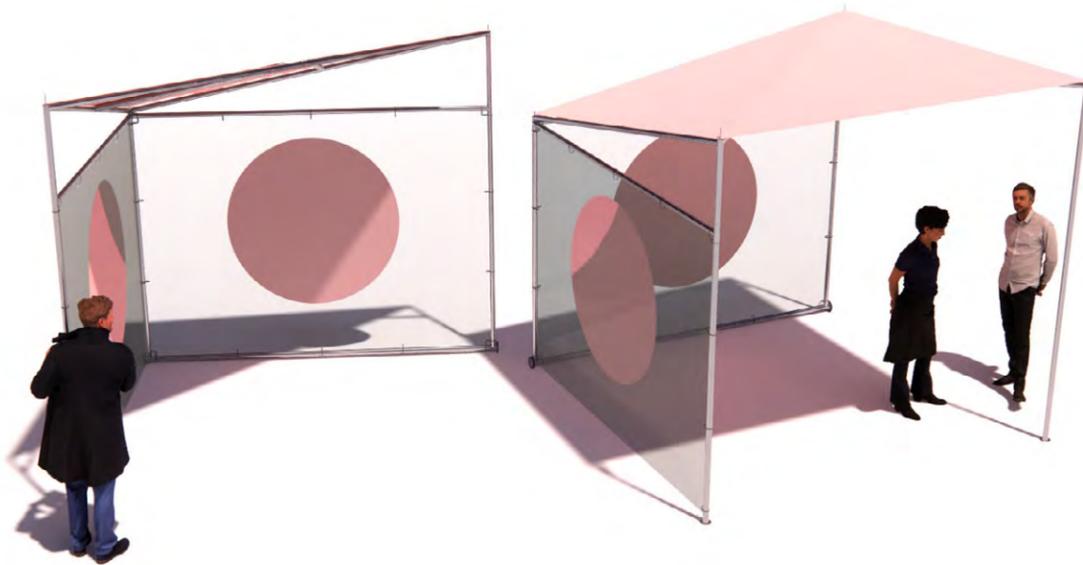
Birds eye view of all stalls deployed on a typical market day



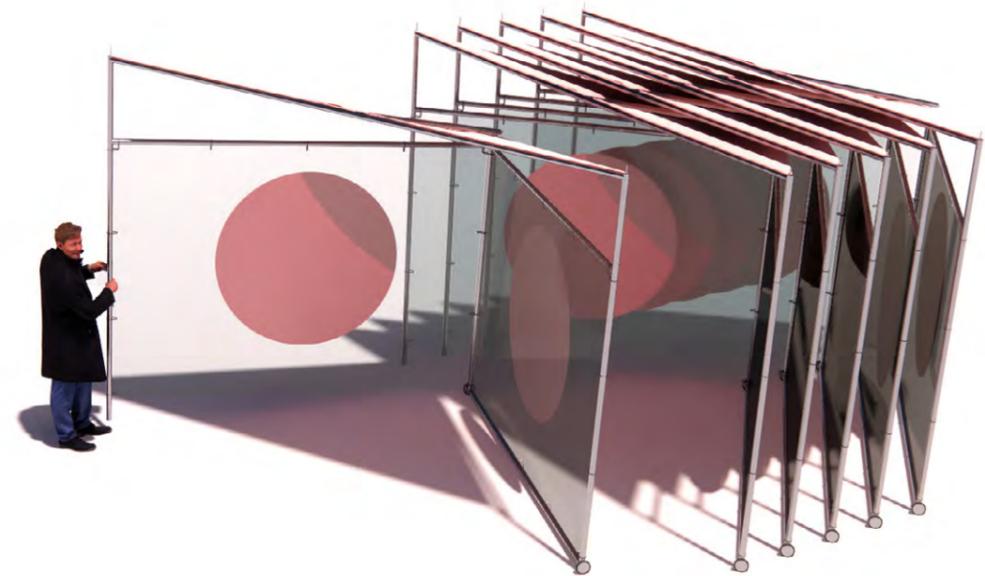
Unhooking and folding back of roof



Stall fully folded into triangle shape



Stall lifted out of ground socket and wheeled away

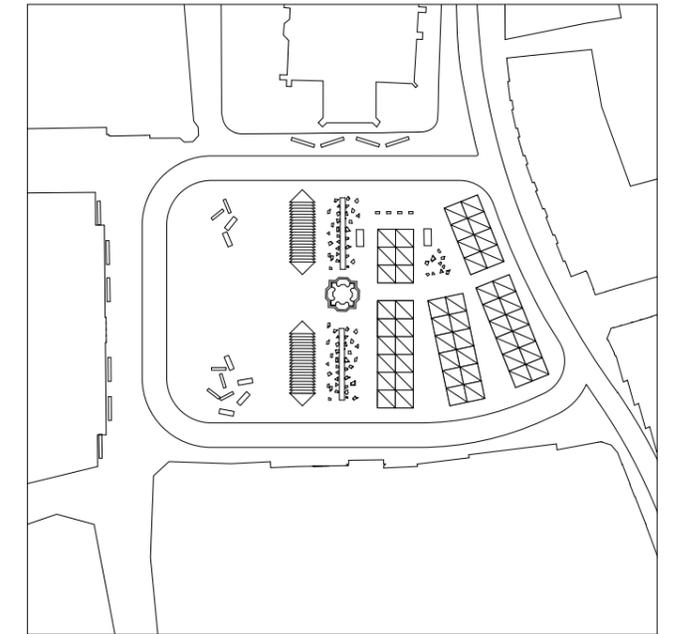


Stall wheeled into a stacked row of stalls for storing

The Module achieves up to 86% stall footprint reduction across the site when all stalls have been stacked.



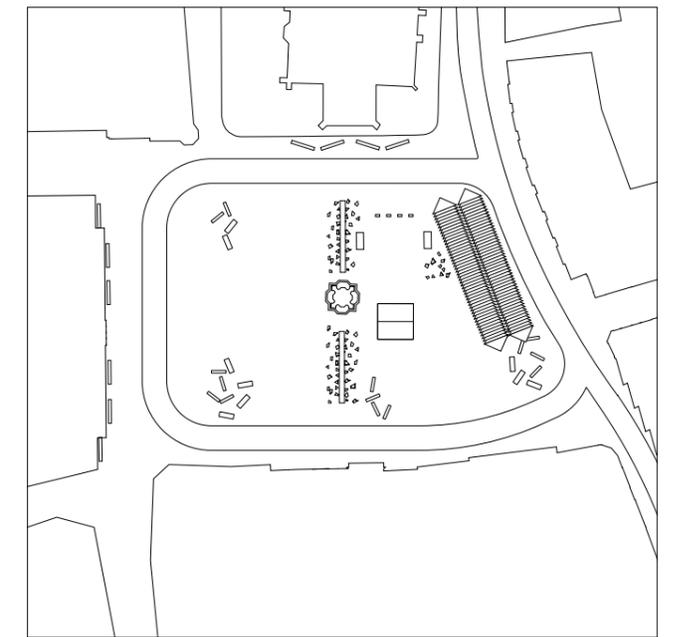
Birds eye view square partly cleared from stalls



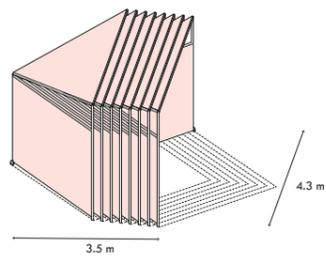
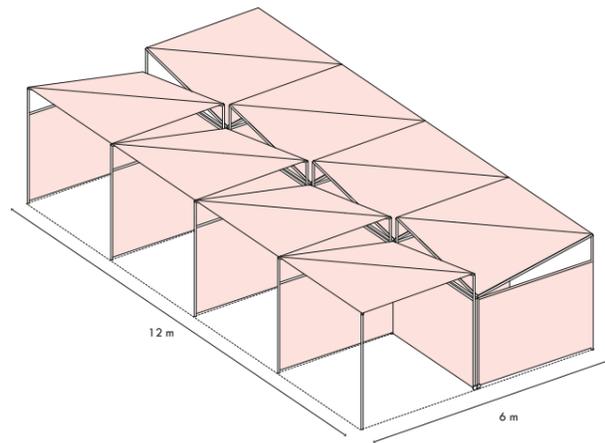
Plan of partly cleared square



Birds eye view square fully cleared from stalls



Plan of fully cleared square



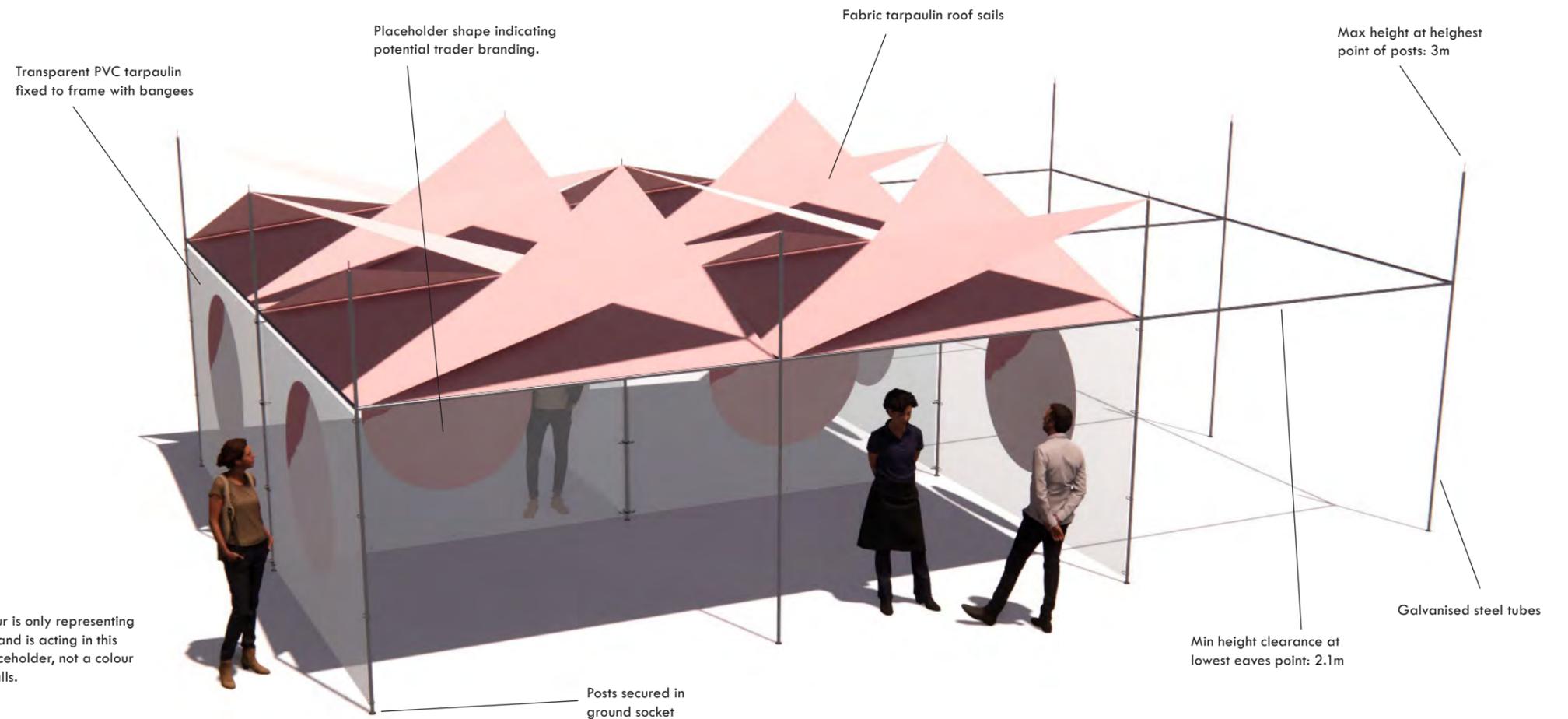
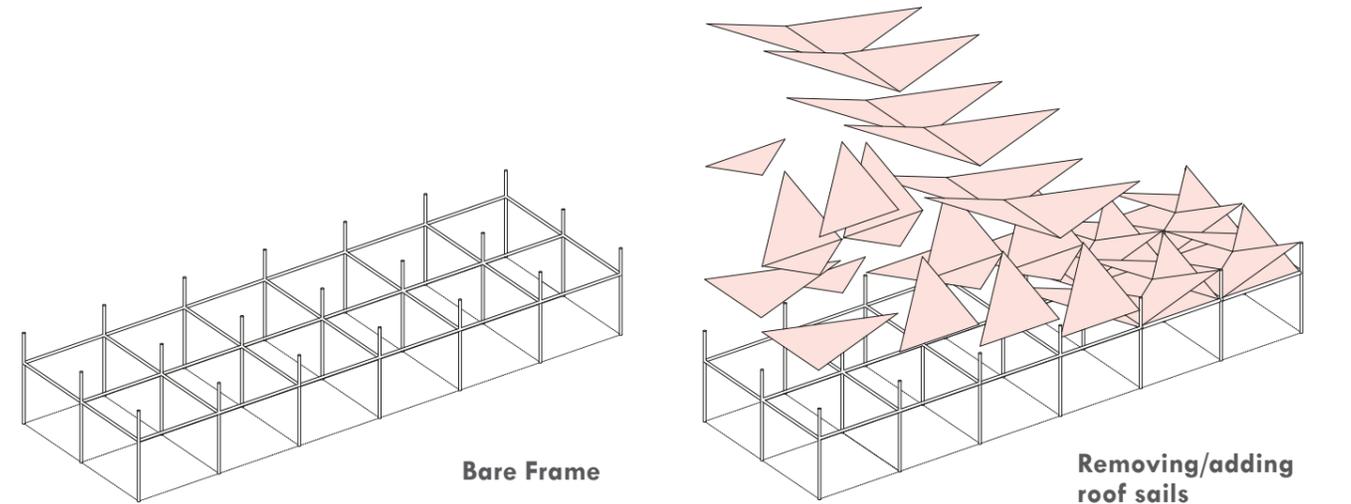
8 Stalls deployed and stacked

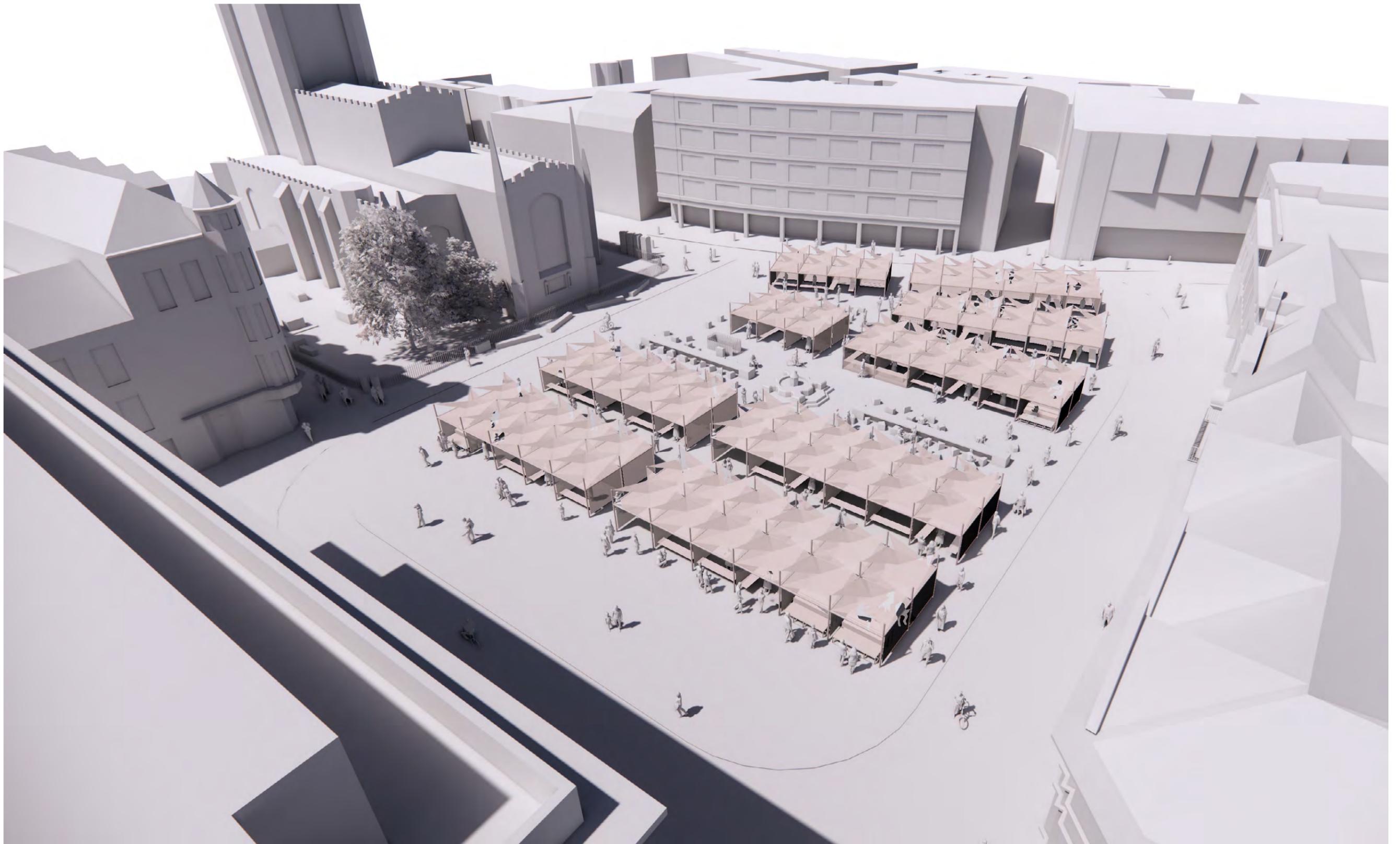
## 5.4 Option B: Frame

The Framework was developed in an attempt to resolve the existing stall typology into its most efficient and flexible structural expression. While the current stalls require a minimum of 2 posts (sometimes 4) per stall plus 4 at the end of each row, the Framework combines the posts at the spine of each row reducing the requirement to 1.5 posts per stall maximum plus 3 at the end of each row. The posts are also spaced further apart, and the roof structure is reduced to an absolute minimum of a single layer of single horizontal elements joining the posts together on a 3x3m grid. The roof is comprised of 2 simple shapes (potentially only 1, a skewed parallelogram) cut out of a fabric type of tarpaulin and stretched from the horizontal beams to the peaks of the posts. In this way the roof forms together with the posts and beams of the Framework a spaceframe participating in the structural performance of the Framework as an active structural member in tension thus reducing the structural components that would be traditionally required. An additional advantage of this roof geometry is that it eliminates the need for guttering by utilising and thus covering the edges of each grid square (1 stall) with the roof sails. The water can only run to the edges of the stalls or down the posts along the central spine of the rows where it is picked up by the surface channels, drains and gullies.

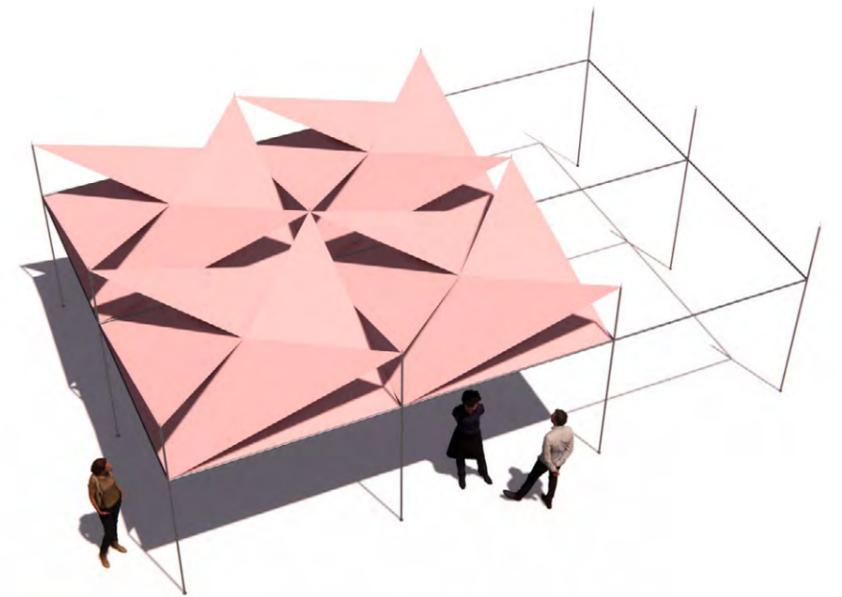
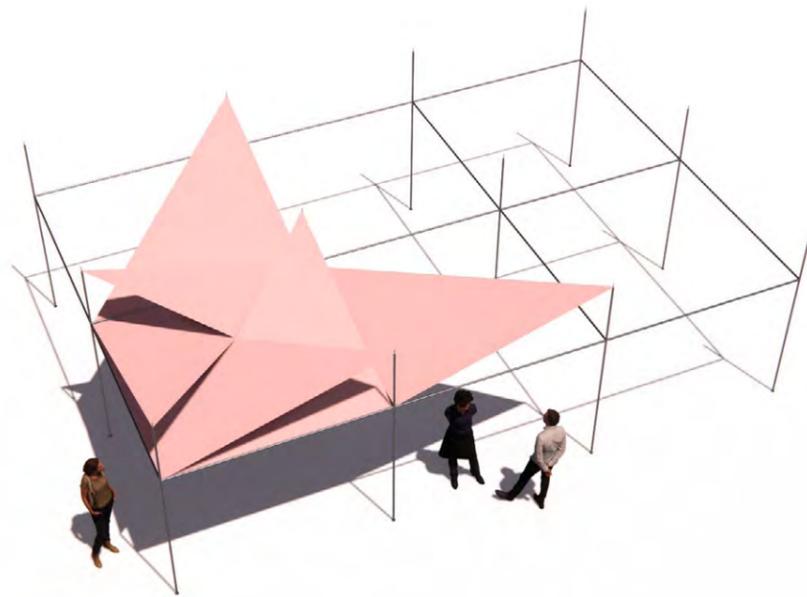
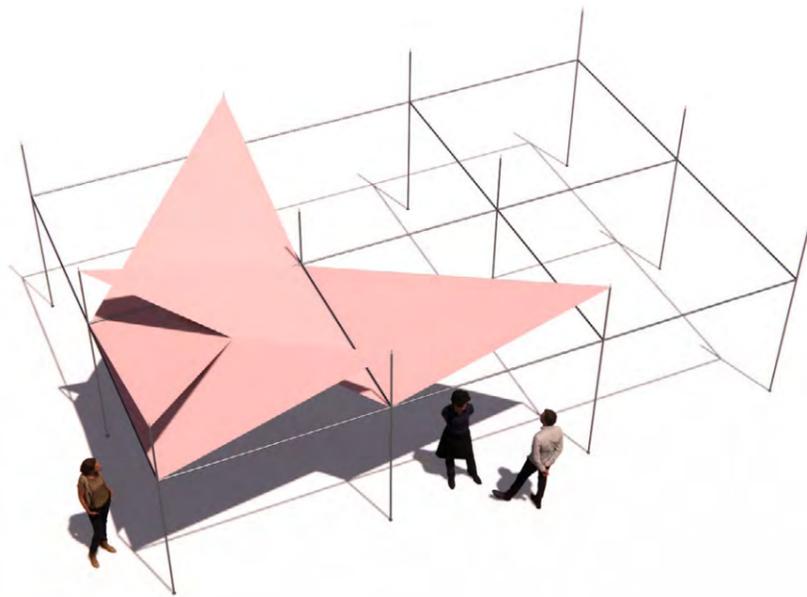
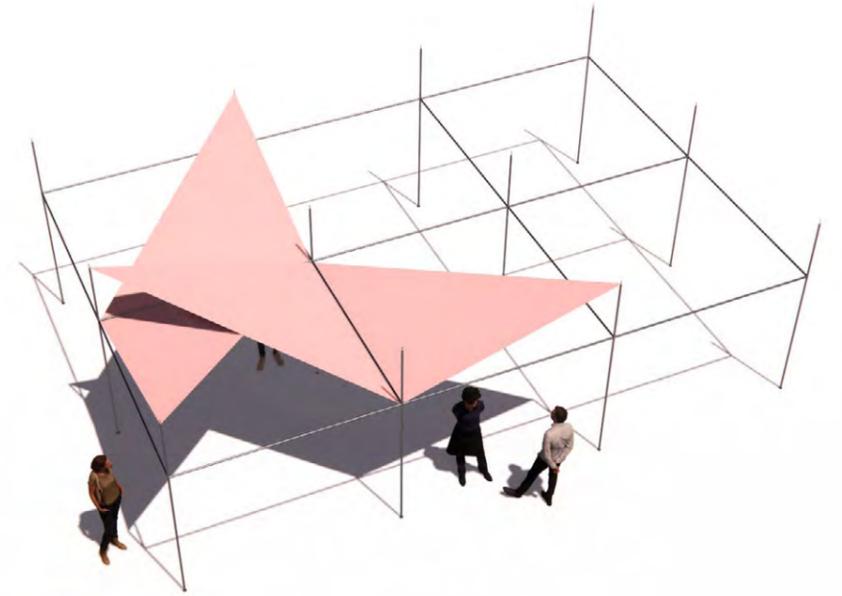
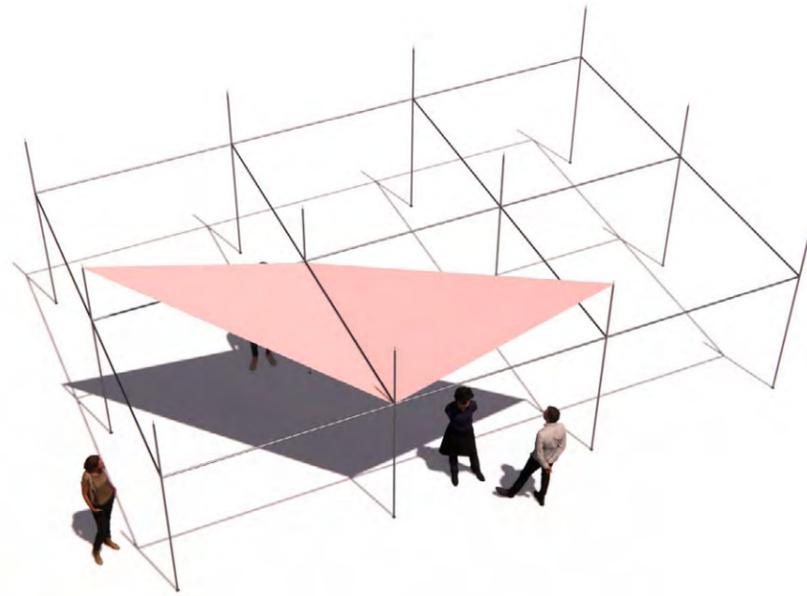
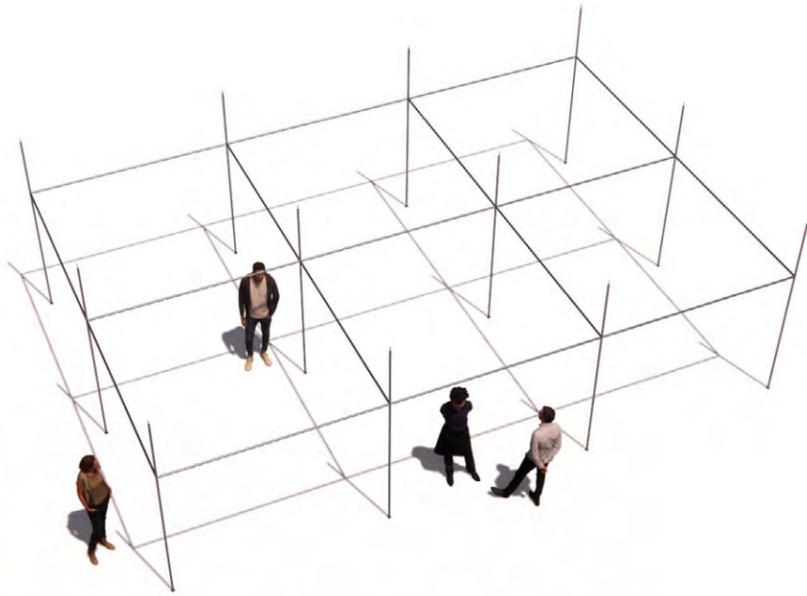
Each post of the Framework is secured to the ground in ground sockets and held in place with bolts. Similarly to the Module, the Framework can be divided to retail areas of any number of 3x3 units by positioning vertical separators of transparent PVC tarpaulin as required. When the Stalls need to be dismantled, the roof sails are unhooked and folded, the vertical posts are unbolted from the ground sockets and from the connections of every other pair (a total of 6 bolts per 2 stalls) and carried away by two people to a designated area.

Note: the pink colour is only representing a non-white colour and is acting in this illustration as a placeholder, not a colour proposal for the stalls.





Birds eye view of all stalls deployed on a typical market day

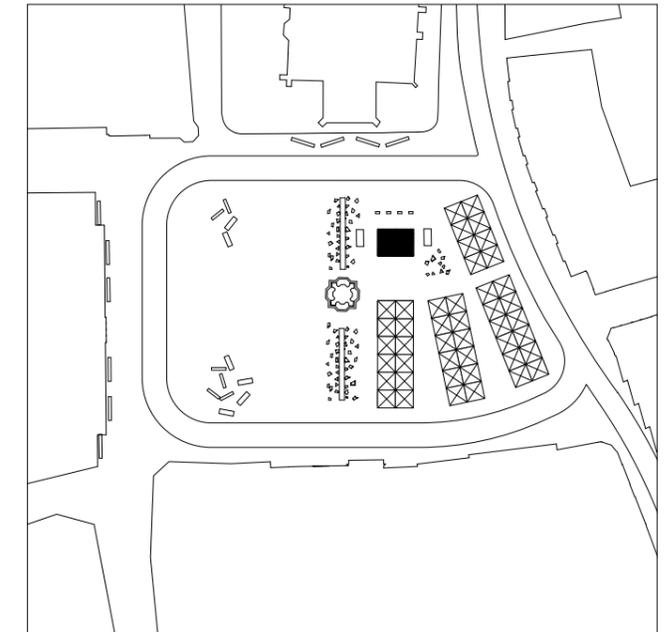


Sequence of roof sail weaving

The Framework is the most efficient design option since it comprises of only simple steel posts and the beams holding them together. It achieves 99.7% footprint reduction across the site. In relation to the Module its downside is that it requires slightly more effort to disassemble and it would be expected to remain standing overnight during weekdays if not through the week.



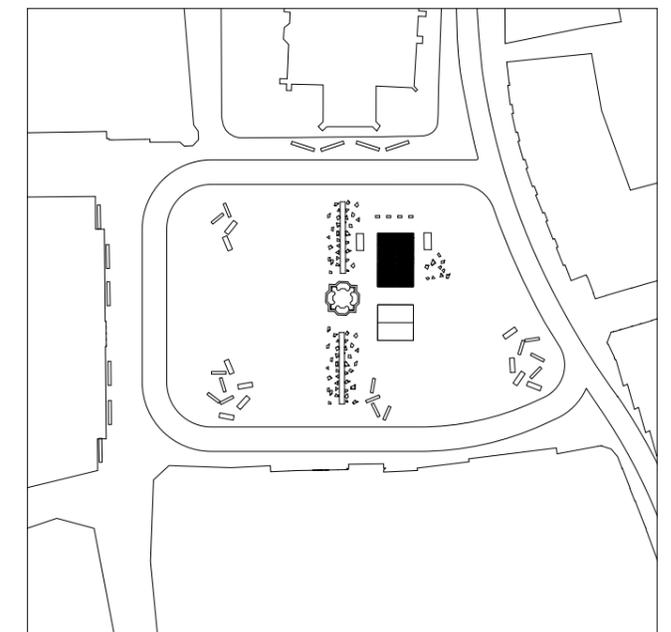
Birds eye view square partly cleared from stalls



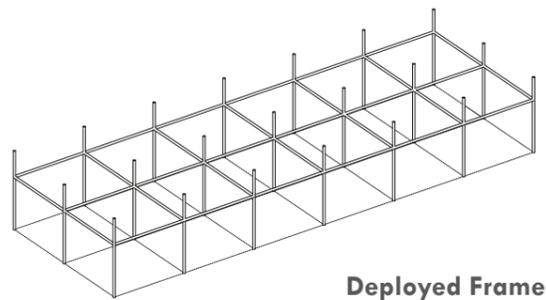
Plan of partly cleared square



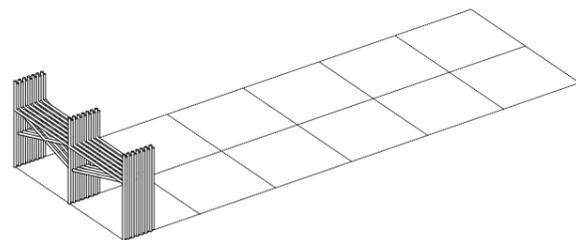
Birds eye view square fully cleared from stalls



Plan of fully cleared square



Deployed Frame



Gathered Frame

## 5.5 Structure and Materials

The proposal for the primary structure of the stalls is to employ the Kee Klamp system. It should be noted that this is not an exercise to develop a new product for the industry with specially machined parts to be mass produced in a factory but an architectural exercise of building something from known components to be mostly assembled on site. The Kee Klamp system offers an incredible combination of structural integrity, modularity, cost efficiency and compatibility. There is clear evidence that traders already use Kee Klamps either for their own structures or to attach extensions to the existing stalls. Providing a frame from Kee Klamp tubes and fittings means that any new extensions will happen in harmony with the market's own infrastructure. Kee Klamp also offers a certain structural aesthetic that is very apt to the condition of an open-air market frame and would recede in the background allowing the focus to be on the contents of each stall.

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**Kee Klamp fittings for the frame: T and elbow joins and ground socket for securing stalls to the ground.**

**Kee Klamp fittings for the frame. Swivel pin system, hook and security tap to protect certain screws from being tampered with.**

**Kee Klamp fittings for fixing panels to the frame.**

**Kee Klamp clamp-on fixings for attaching to stall frames without having to disassemble them.**



Other parts of the frames are either borrowed from existing market stall solutions, such as tarpaulin rain gutters and post clamps (1) or from matching components such as solid galvanised steel castors with rubber rims (2).

The ideal material for the roof would be a waterproof cotton-synthetic mix canvas tarpaulin. This is a mostly natural and breathable fabric that would protect from the elements and is particularly hardy and tear-proof. (3)

The proposal for the vertical separators between stalls is to specify transparent tarpaulin (4) or wire rope netting (5), depending on the required use, as a standard across the piece in order to allow for as much light to be introduced under the markets canopies.



1. Rain gutter and post clamp



3. Waterproof heavy duty cotton canvas tarp



Evidence of existing Kee Klamp use by the traders



2. Galvanised steel castor



4. Transparent tarpaulin (PVC)



5. Steel wire netting

## 5.6 Canopies and Colours

The existing stall canopies are made out of single sheet of thick vinyl tarpaulin with a semi-gloss top side that features a pattern of alternating coloured and white stripes. Looking at historical photographs and prints of the square, the stalls appear to have carried fabric canopies of single colours. The stripe pattern begins to appear in photographs later on also with thinner stripes. It is unclear exactly when the current roof was installed but it is equally vague whether and to what extent the design and material was considered at the time of the installation beyond addressing the covering of the stalls as a practical exercise.

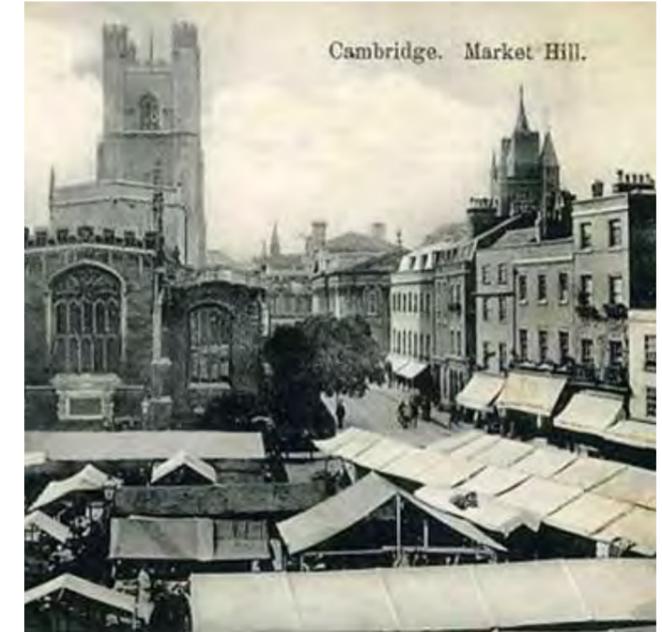
As a result, the current canopies sport a selection of the 3 primary colours and green of an unjustifiably bold, primary hue. The strong tones create stark contrasts with the white stripes and together with the selected material of the canopies produce an effect of crudeness and artificiality that is at odds with the architectural fabric of the square. The stripes are grouped together in batches of the same colours but they do not always align with the structure or the modularity of the stalls producing a visually inconsistent result across the market. The broad width of the stripes is less forgiving with this misalignment than a finer density pattern or a solid colour would have been. The canopy is mostly translucent with the darker stripes being more opaque than the rest of the surface. The pattern is particularly visible from under the stalls often clashing with the traders' own visual set up and branding resulting in interiors with a cluttered appearance.



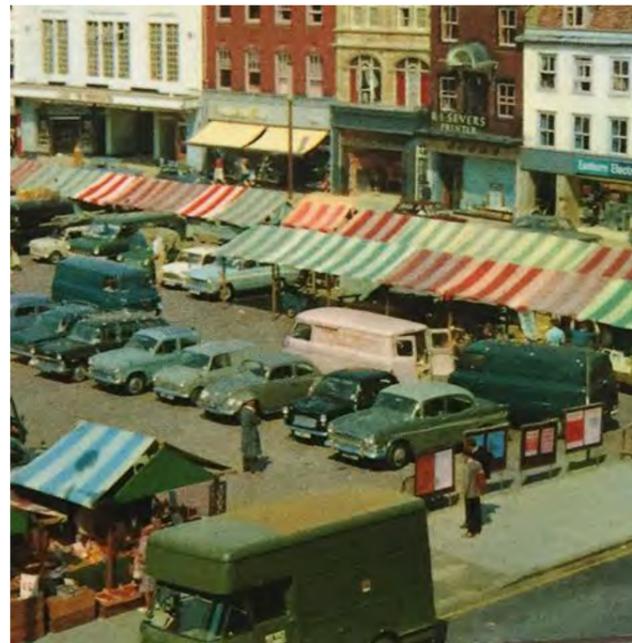
1841



1907



1915



1960's



c. 1970



1982



Birds eye view of the canopies (2020)

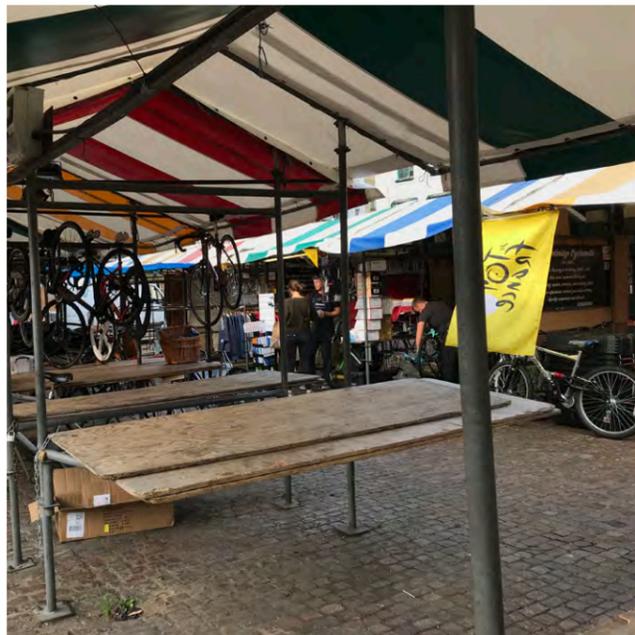
Regardless of the pattern or the material, the canopies have always shared the common attribute of being colourful and bestowing the market square a visual vibrancy. The proposal aims to refine the existing colours into hues that originate in the 4 colours in use today. The primary colours are mixed with the white to result in more softened hues achieving an improved visual synergy with the more natural palettes of the surrounding architecture but without depriving the stalls of their colourfulness.

The option of sampling some stripe patterns in the swatch mix is not completely abandoned but it may be more difficult to achieve technically with a cotton canvas without incurring high costs. This option will be explored further on the next design stage where technical feasibility and cost implications will be explored further.

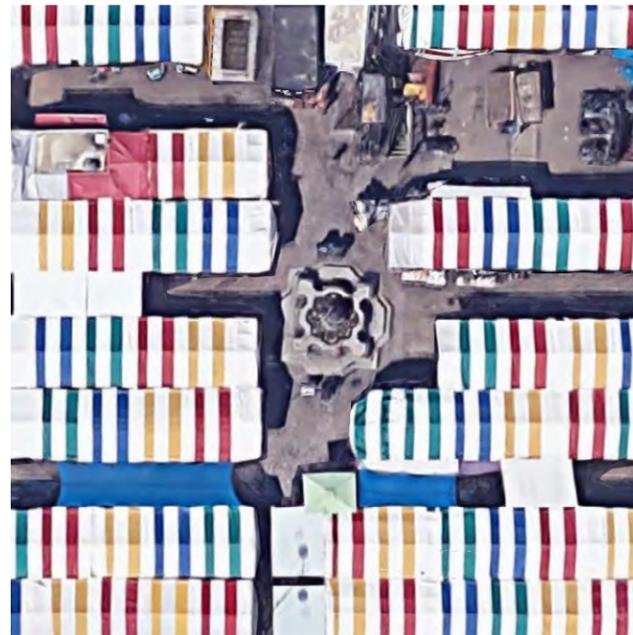
A potential mix and arrangement of the canopy colours is shown in the next pages for both of the stall options.



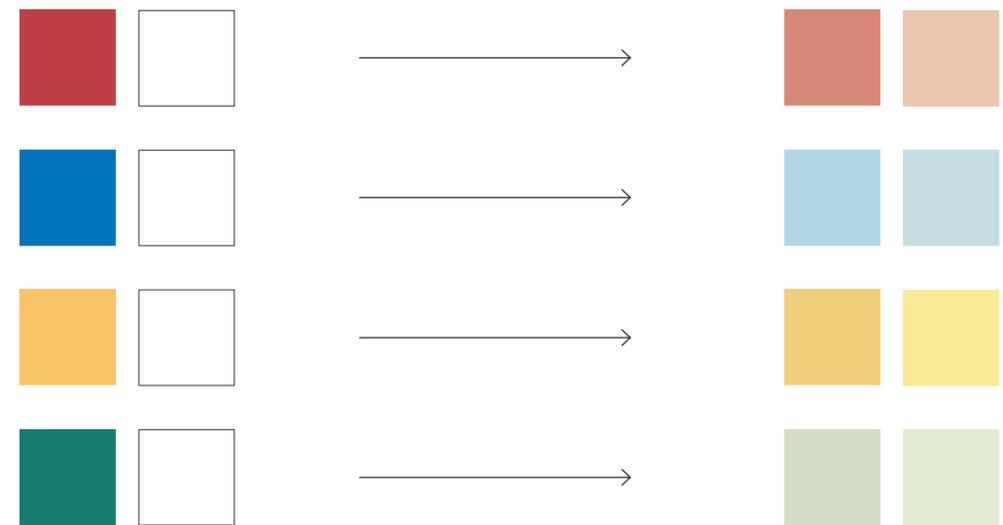
Building colour tones



View of the canopies from within the stalls (2020)



Aerial view of the canopies today



Existing colours

Proposed colours

Triangle pattern of alternating tones for the roofs of the modular stalls

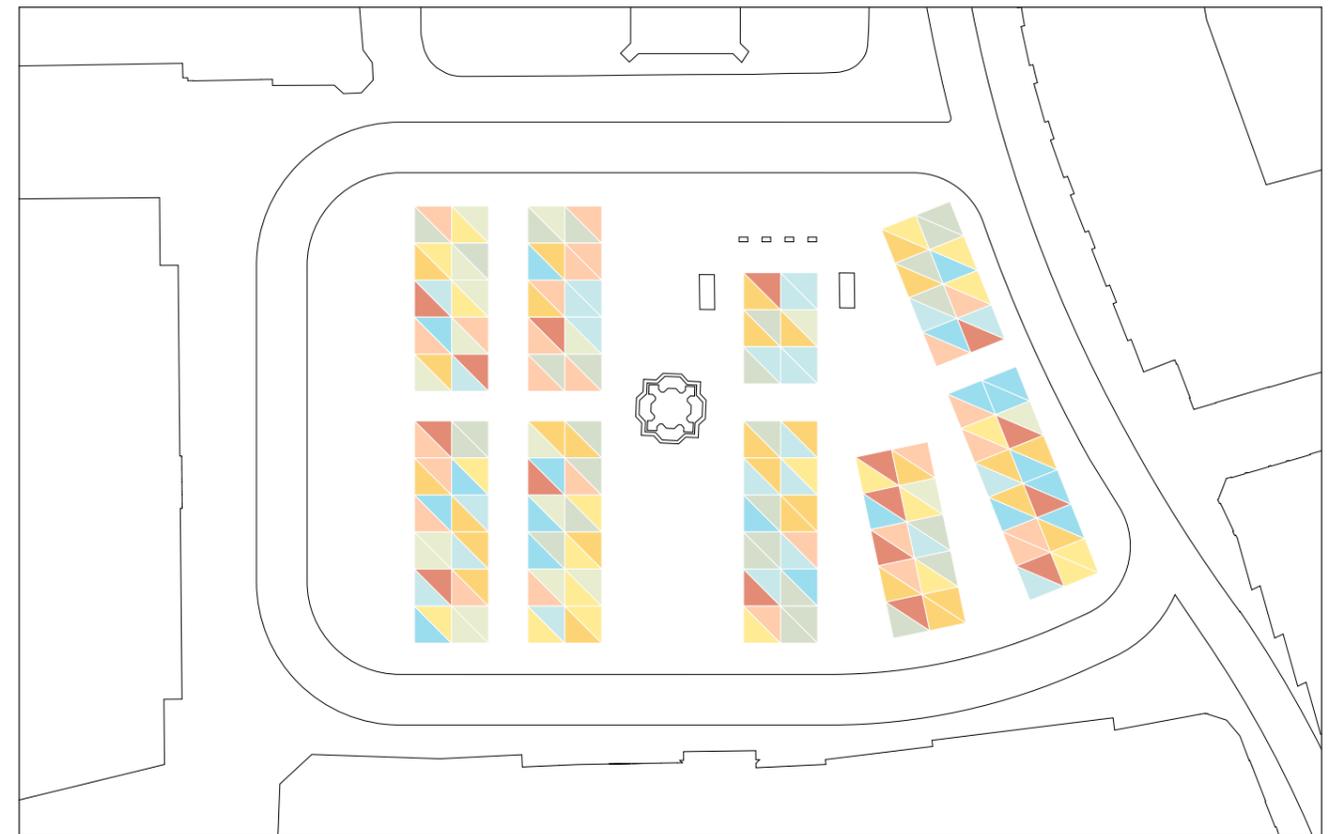


View from above

Page 70



View of the colours from under and inside the stalls



Plan: Distribution of colours across the site

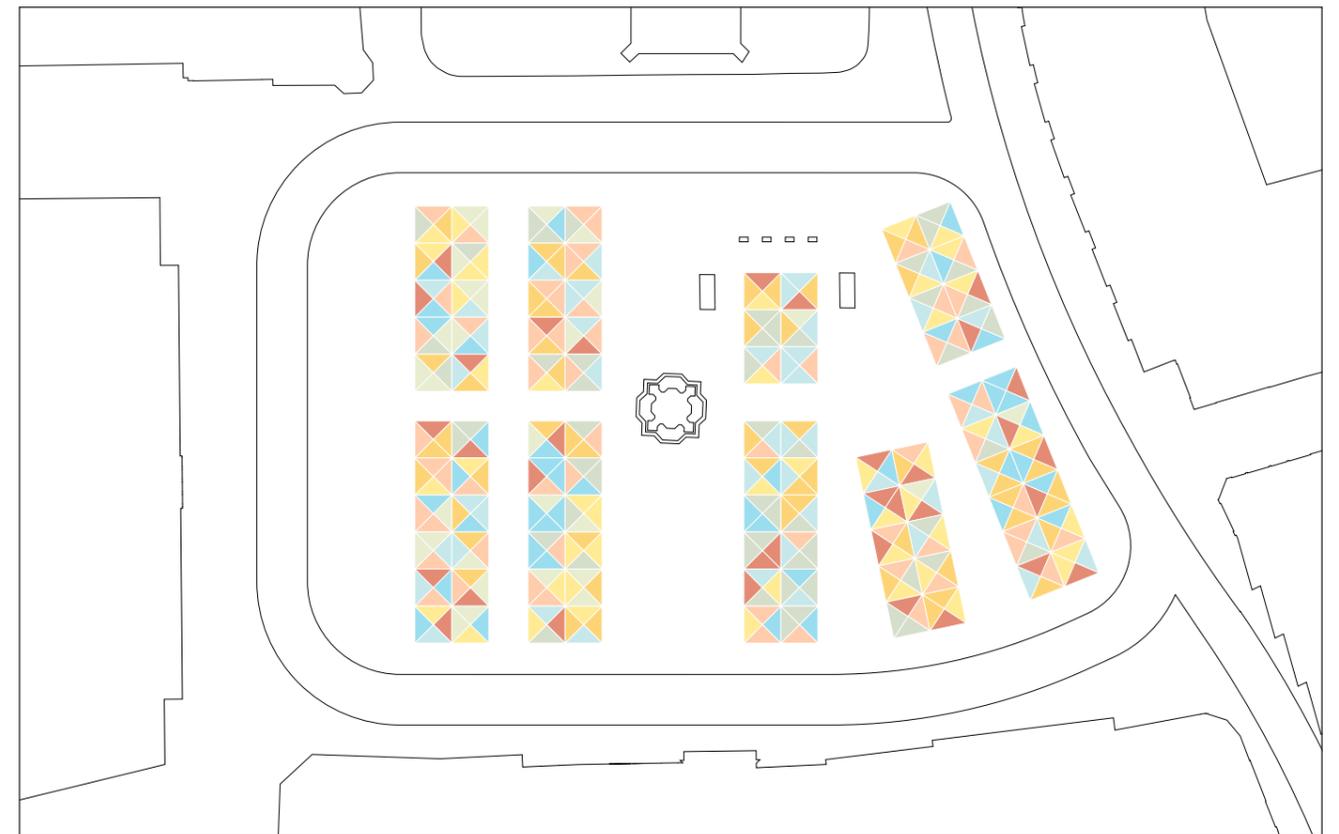
Triangle weaving pattern of alternating tones for the roofs of the frame stalls



View from above



View of the colours from under and inside the stalls



Plan: Distribution of colours across the site

# 6.0 Access

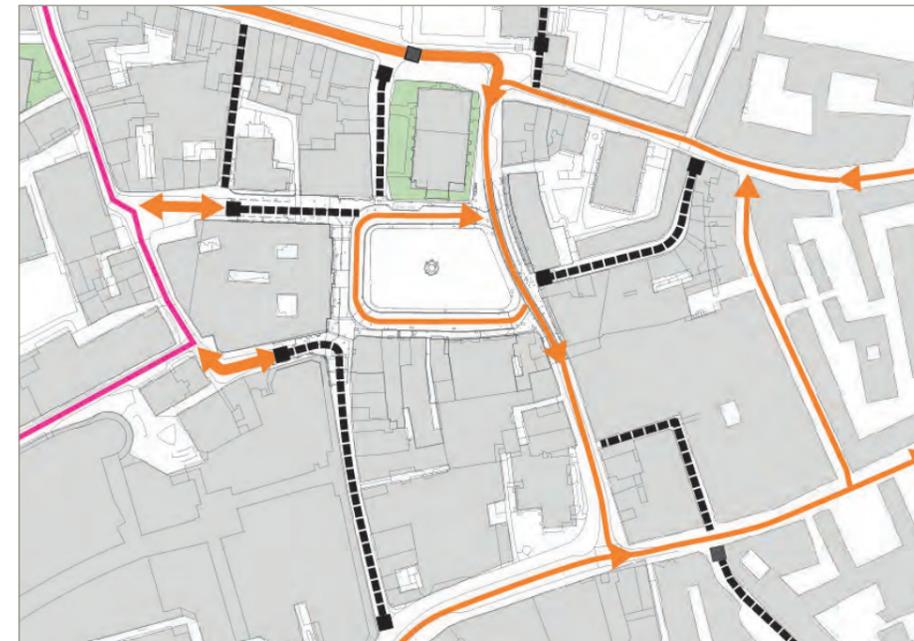
## 6.1 Road Layout

One of the overarching ambitions of the scheme is to create a more pedestrian, cycle and disabled friendly environment for Market Square. The vision is that the market square should be considered as a pedestrian-orientated civic space and people should be able to move around the market stalls and shops with as little interaction with motor vehicle traffic as possible. Over the years, however, the Market Square has been used by a combination of motor vehicles and pedestrians with limited success; there are issues including congestion, safety, efficiency, security, air quality and noise pollution. Therefore, the intention is to address the layout of the roads and their design in order to prioritise pedestrian movement across and around Market Square. The ambition is that people will visit the marketplace because it has been designed in a way that makes it a pleasant place to be. To encourage pedestrian footfall, the proposal is to minimise the disruption caused by loading/unloading of motor vehicles through a number of inset parking bays with restricted use at certain times of the day.

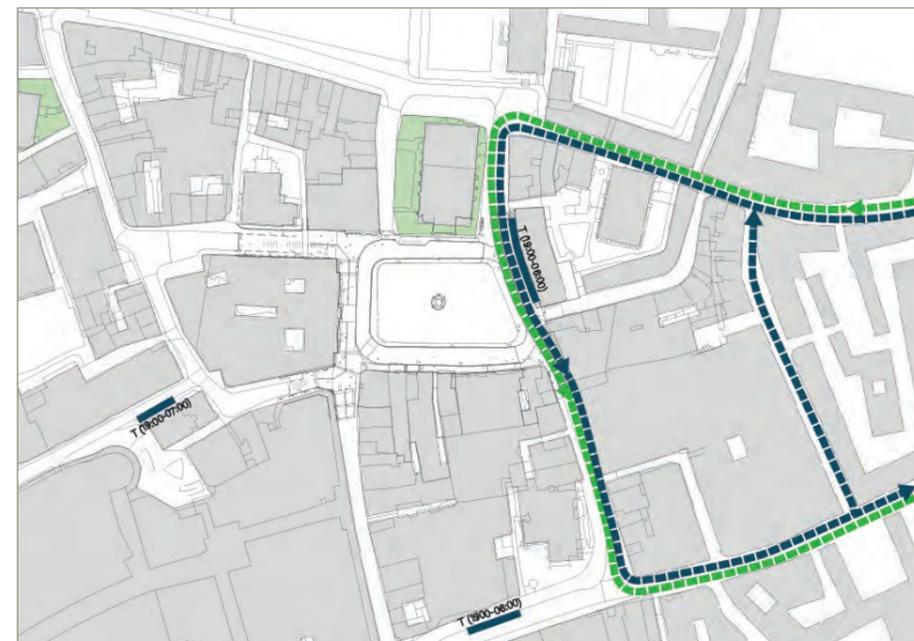
**Proposed Changes to Road Layout:**  
 Principally, the proposal is to reduce the width of the road to 4.25m all the way around market square. The route taken by the motor vehicles will need to accommodate the correct size of motor vehicles and be suitably constructed for the weight of the trucks including the impact of power steering on the surfaces. The kerb drops will be reduced from 100mm to 25mm with a 45 degree chamfer which will help avoid physical damage to the street when motor vehicles drive up them to park, which can be potentially hazardous and incur additional costs for repair of over time.

The introduction of a number of specific inset parking bays will create a safer pedestrian environment. The location of the loading facilities and their availability are critical to the successful performance of the market square. Facilitating inset parking bays at the right place and at the right time can smooth traffic flow at key times while still benefitting the local shops and market traders. Inset bays allow motor vehicles to be loaded and unloaded without effecting the flow of traffic around the market square while also maintaining a minimum space for pedestrians to pass.

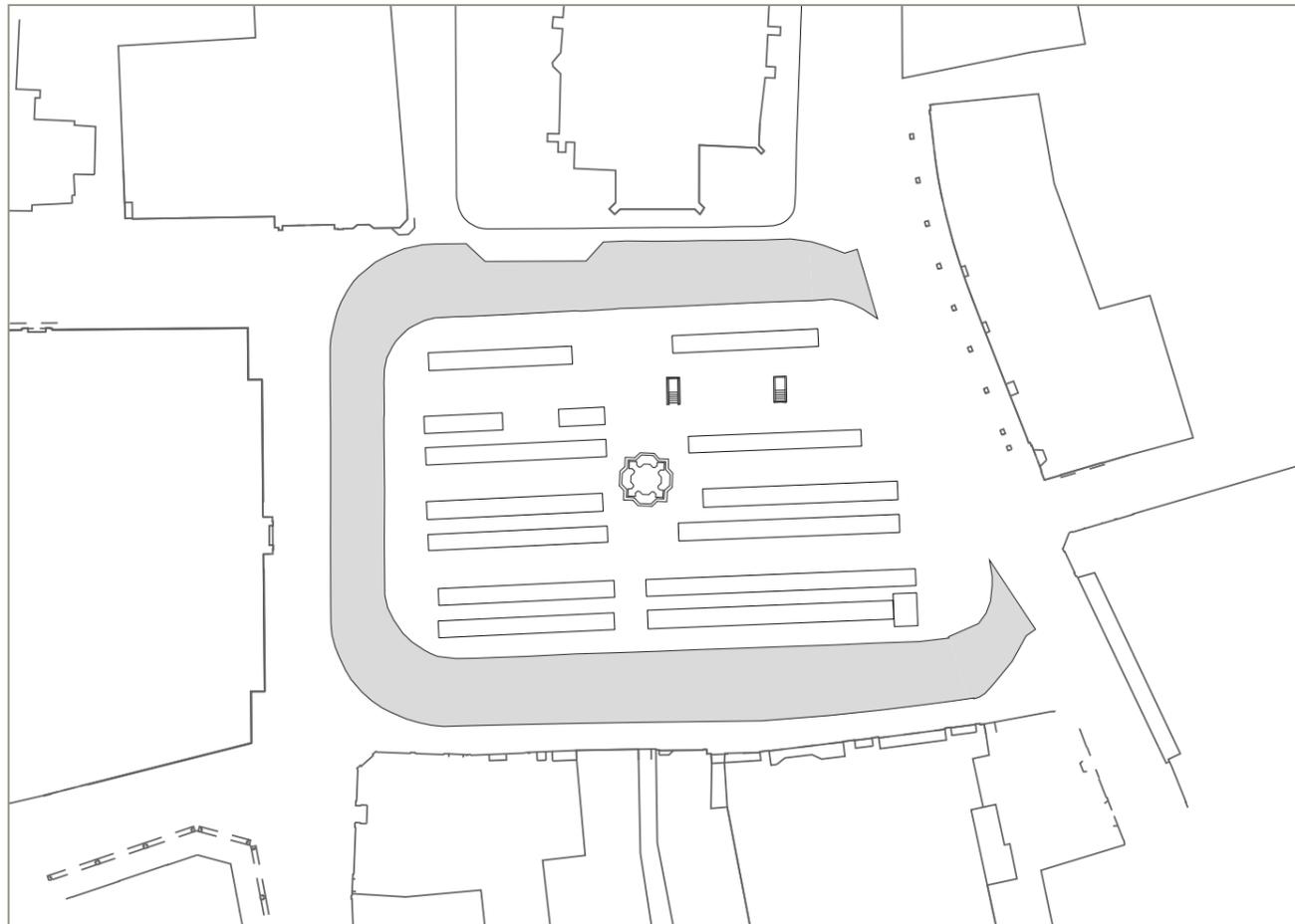
The overall layout has been rationalised to provide cleaner kerb lines to delineate between what is considered a road surface and pedestrian only surfaces.



Existing Vehicle Access routes into and surrounding the market with the direction of one way streets indicated by the arrows.

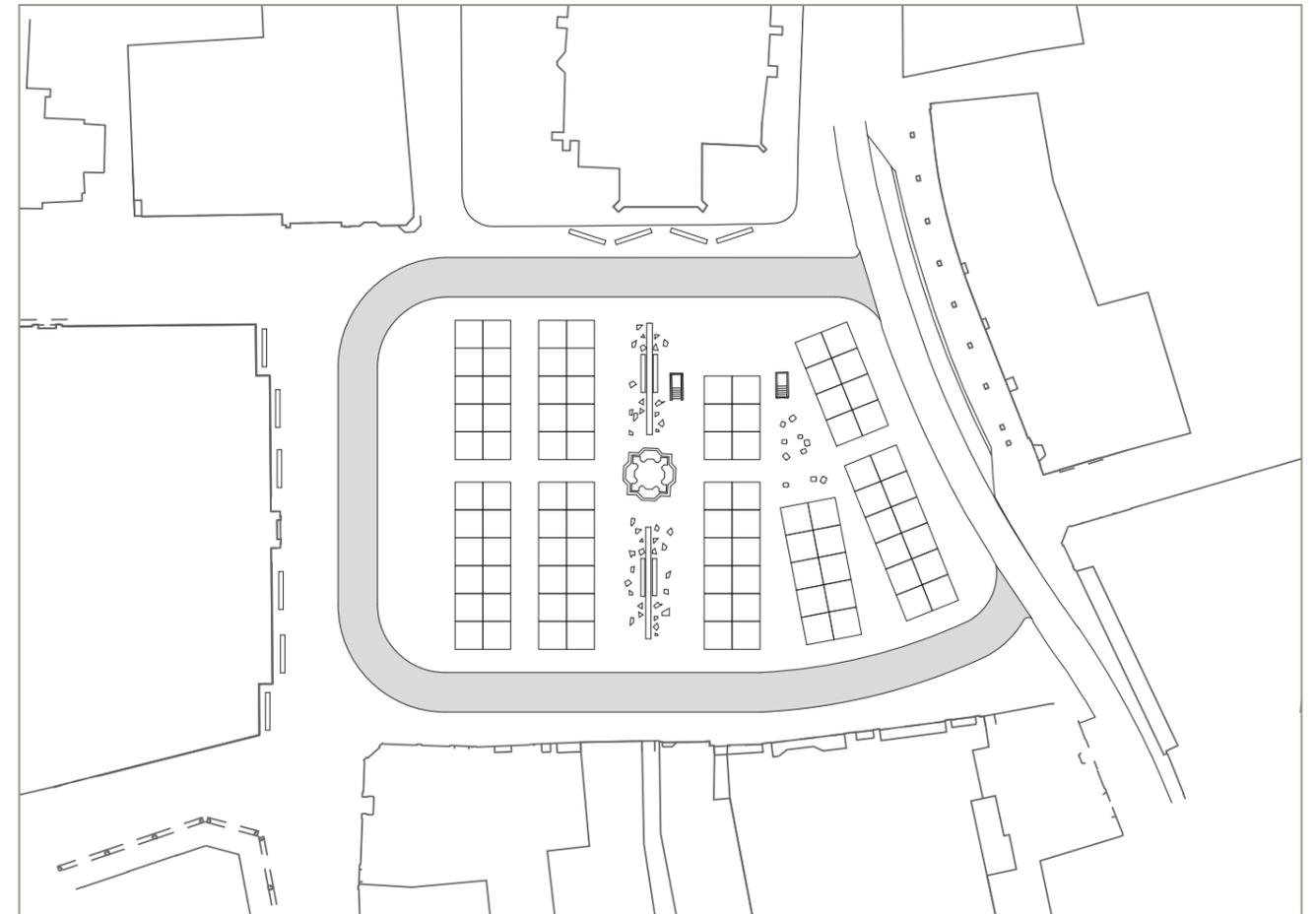


Existing Public Transport Access including the sightseeing tour bus, flexible dial-a-ride service and taxis



**Existing Road Layout**

The existing road surrounding the market varies in width at different parts of the road. The kerbs are typically around 100mm in height and there is no designated parking around the square apart from a small taxi rank in front of Great St Mary's Church.



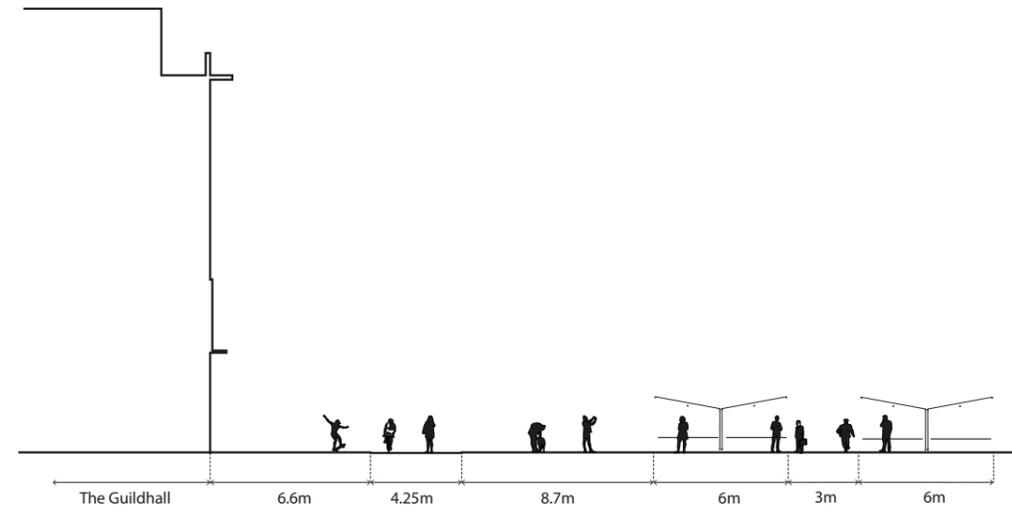
**Proposed Changes to Road Layout**

The proposed road layout will consistently be 4.25m all the way around the square and thereby aid efficiency and improve ease of accessibility for pedestrians, cyclist and motor vehicles within the Market Square.

The proposal reduces the amount of road surface, thereby increasing the pedestrian area and it simplifies the road by removing some of the existing lay-by's and widening the footways around the square.



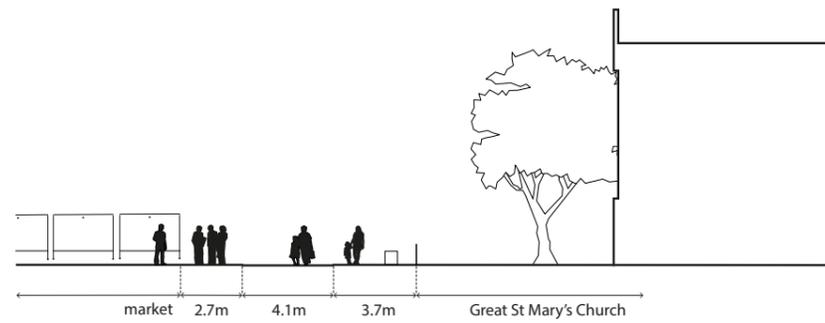
Section A-A



Section D-D



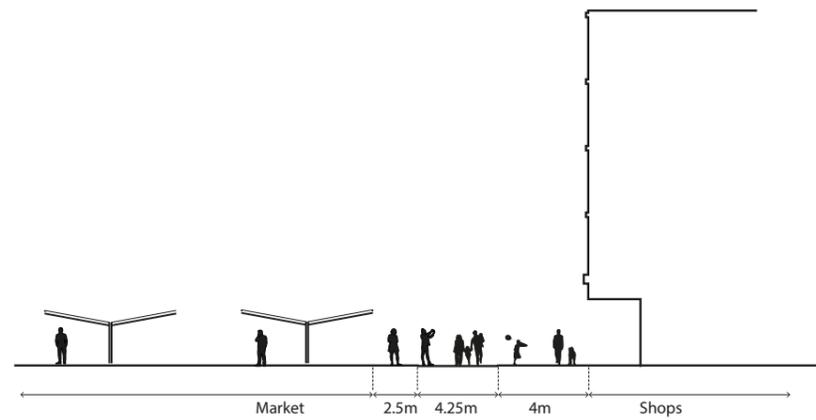
Section B-B



Section E-E

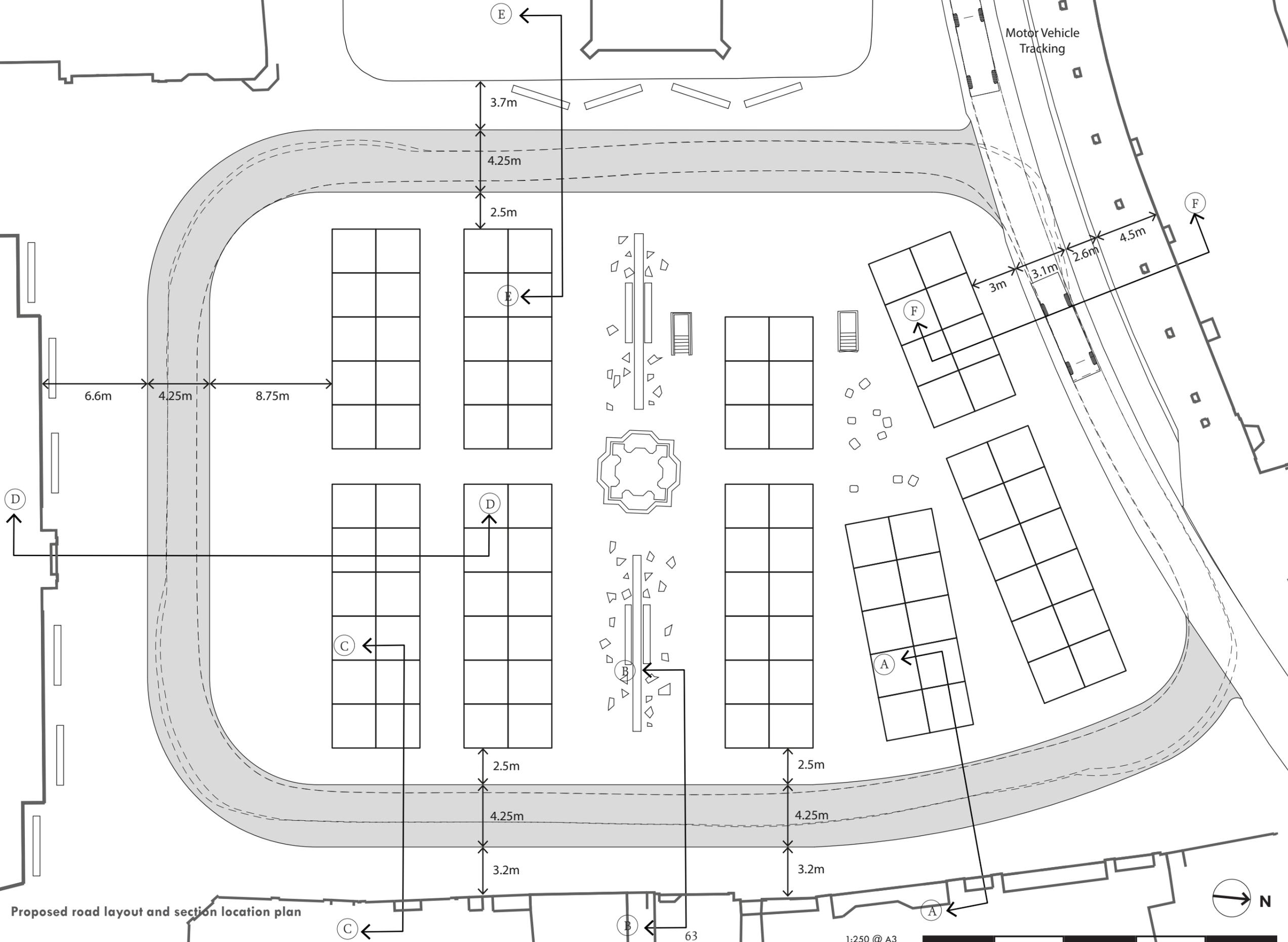


Section C-C



Section F-F

Proposed sections



Proposed road layout and section location plan

1:250 @ A3



## 6.2 Inset Parking Bays

Part of the proposed highways strategy is to review and improve the current road layout for motor vehicle access around market square. Motor vehicles are vital for delivering goods to the shops and in setting-up or taking-down the market stalls. The current condition, however, is such that motor vehicles stop to load or unload where and when they are not intended to, which has a detrimental effect on road reliability and the safety of other users. This strategy provides a design response and guidance on improving the loading/unloading environment around market square by considering and balancing the needs of a variety of stakeholders. The type of vehicles delivering goods to market square ranges from a van or small truck while an articulated truck will deliver to M&S. On occasion a 26 tonne waste collection truck will enter Market Square to collect the waste bins.

The location of the loading facilities and their availability are critical to the successful performance of the market square. Facilitating inset parking bays at the right place and at the right time can smooth traffic flow at key times while still benefitting the local shops and market traders. Inset bays allow vehicles to be loaded and unloaded without effecting the flow of traffic around the market square while also maintaining a minimum space for pedestrians to pass thereby improving overall safety for all market users.

On-footway loading involves a vehicles mounting the kerb and parking across part of the sidewalk. Fundamental to this strategy is the need to ensure sufficient space remains for pedestrians to pass safely. The strategy we are proposing restricts this scenario to two specific time periods in the day – 07:00-08:00am and 15:00-16:00pm - when the market traders are expected to set-up and take-down their stalls.

### Next Steps:

- \* Test motor vehicle tracking for the larger articulated truck and the waste collection truck on the proposed 4.25m carriageway.
- \* Review and engage stakeholders to consider how deliveries can be consolidated to reduce motor vehicle traffic. A number of issues including congestion, safety, efficiency, security and air quality and noise pollution can be addressed by managing and coordinating the delivery and servicing trips of the different stakeholders to market square. Frontages, land-use and deliveries all change over time so timings and strategies that were appropriate a number of years ago may not be applicable today.



**Articulated delivery truck clashing with trader's van**



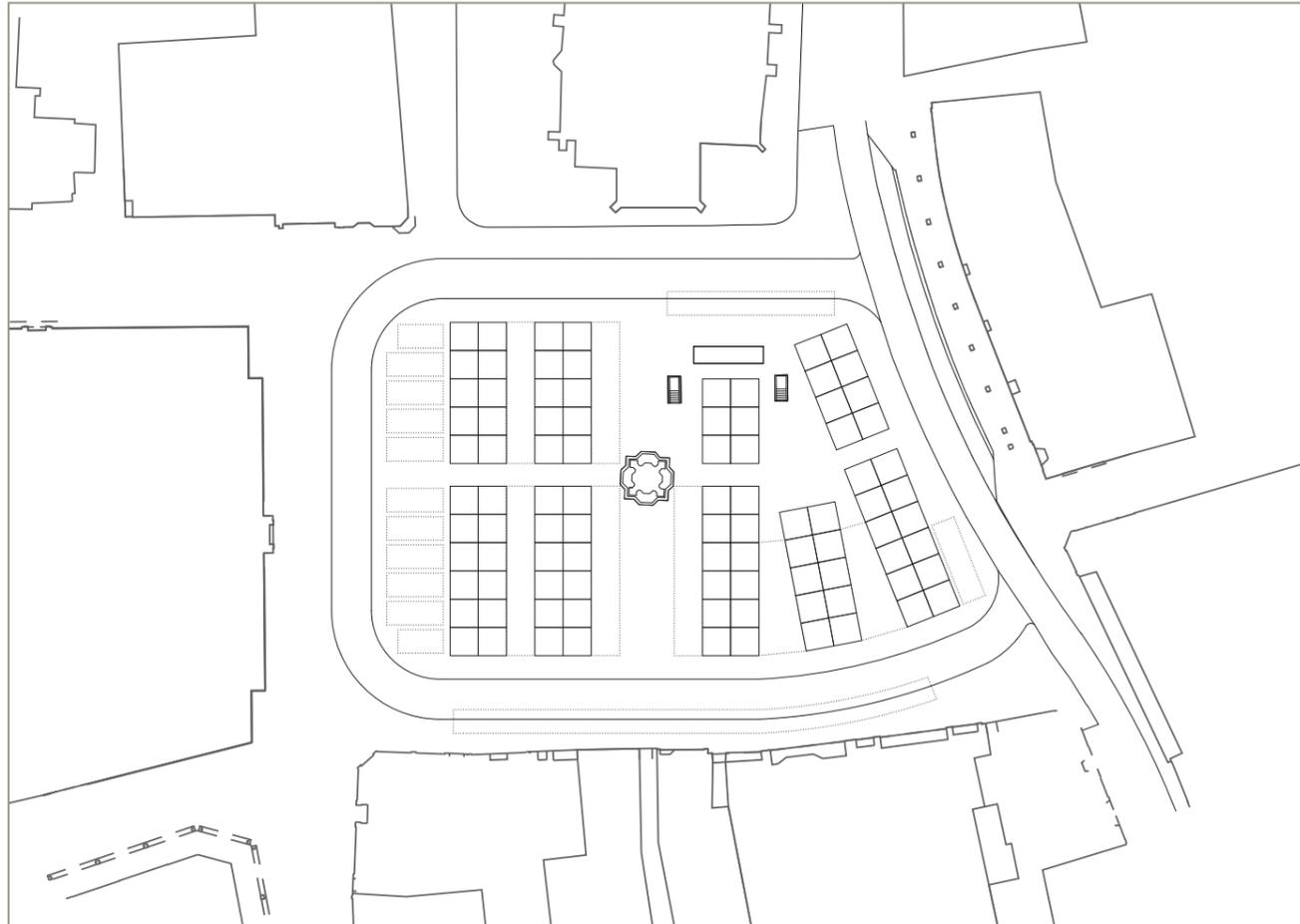
**Unregulated parking creates problematic highways conditions and pinch points**



**Trader's van parking fully across footway restricting pedestrian access**

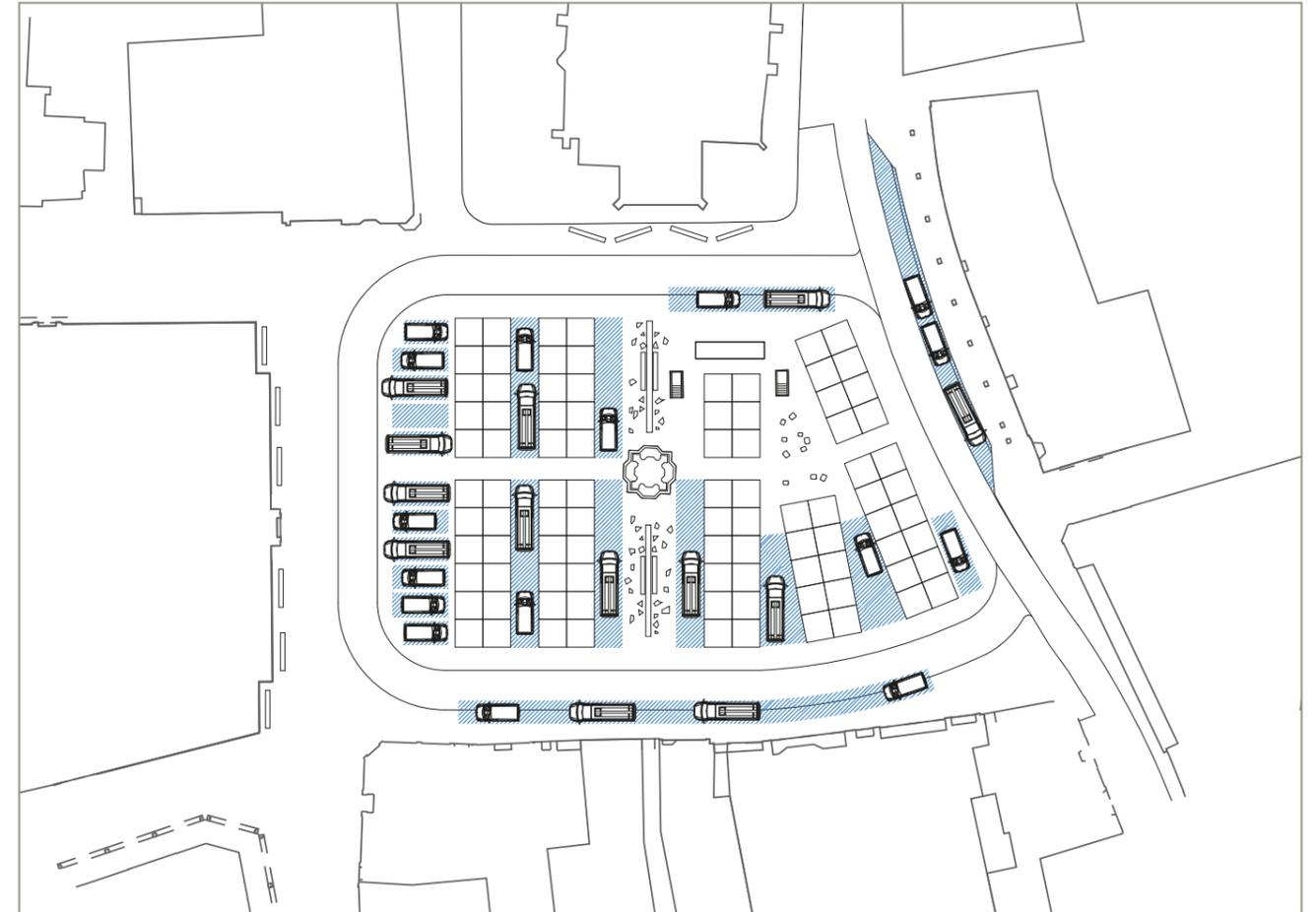


**Without designated spaces the traders park their vans at potentially dangerous locations**



**Market during normal operating hours**

Outside of the designated loading and unloading hours for deliveries and market traders, the market square will have minimal vehicular traffic. The intention of having subtly demarcated parking bays is that the space and surfaces will feel like they are intended for pedestrians, rather than the pedestrians are encroaching onto parking spaces.



**Proposed parking inset bays during loading/unloading hours**

The inset parking bays are located around the Market Square to provide the market traders with as quick and easy access to their stall as possible, which will be particularly important if they have to carry heavy goods. It is expected that the traders will drive their motor vehicles between the stalls to drop off their goods and equipment before driving off and parking their motor vehicles elsewhere. Although they run the risk of becoming congested, it is intended that these internal thoroughfares provide quick and easy access to the stalls allowing the traders to set up as efficiently as possible.

Inset bays are on-carriageway facilities, fully recessed into the footway, offering additional protection for parked vehicles by being positioned out of the general flow of traffic.



The inset bays will be identifiable through stainless steel anti-slip demarcation studs which subtly contrast with the paving.

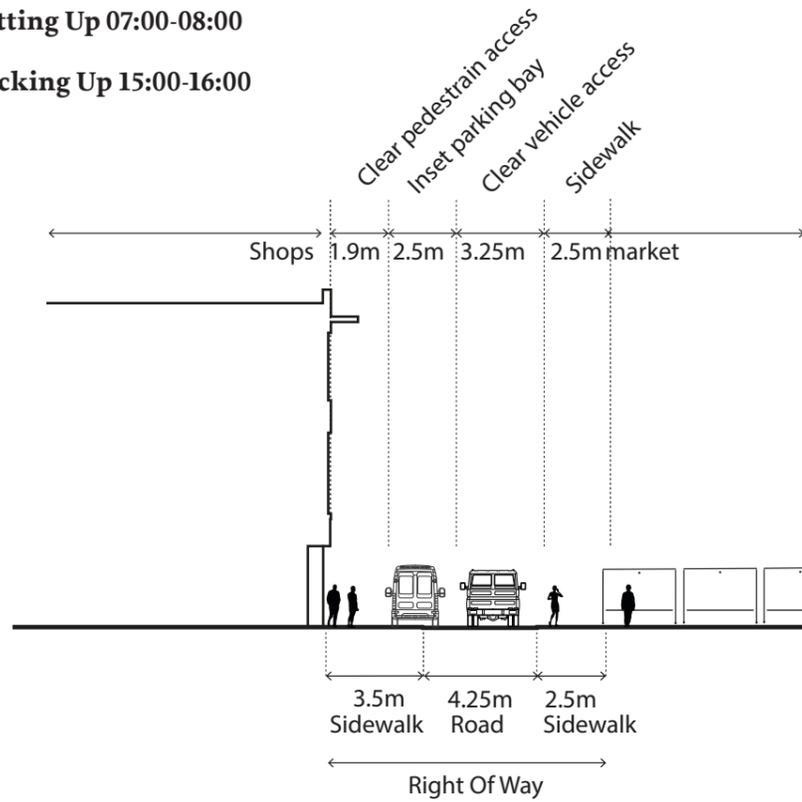
**Example demarcation studs for inset parking bays**



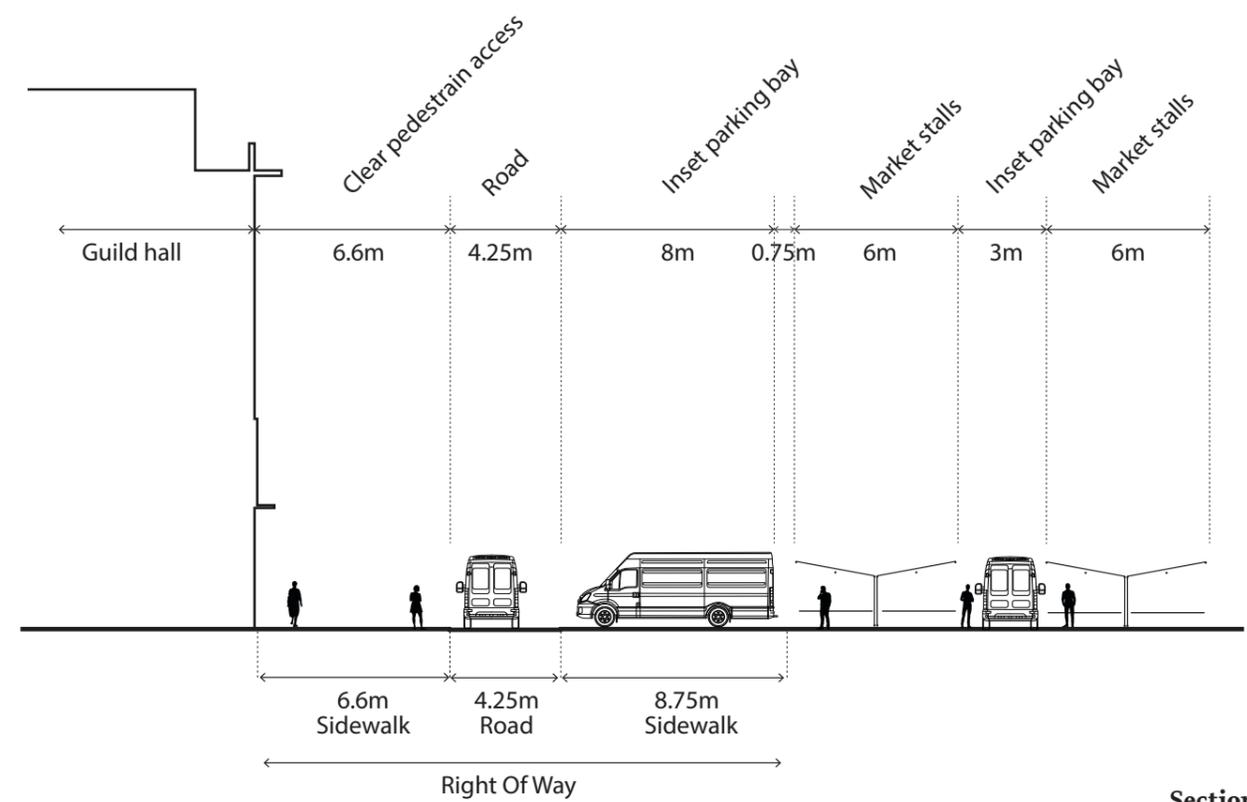
**Example inset bay**

Market Setting Up 07:00-08:00

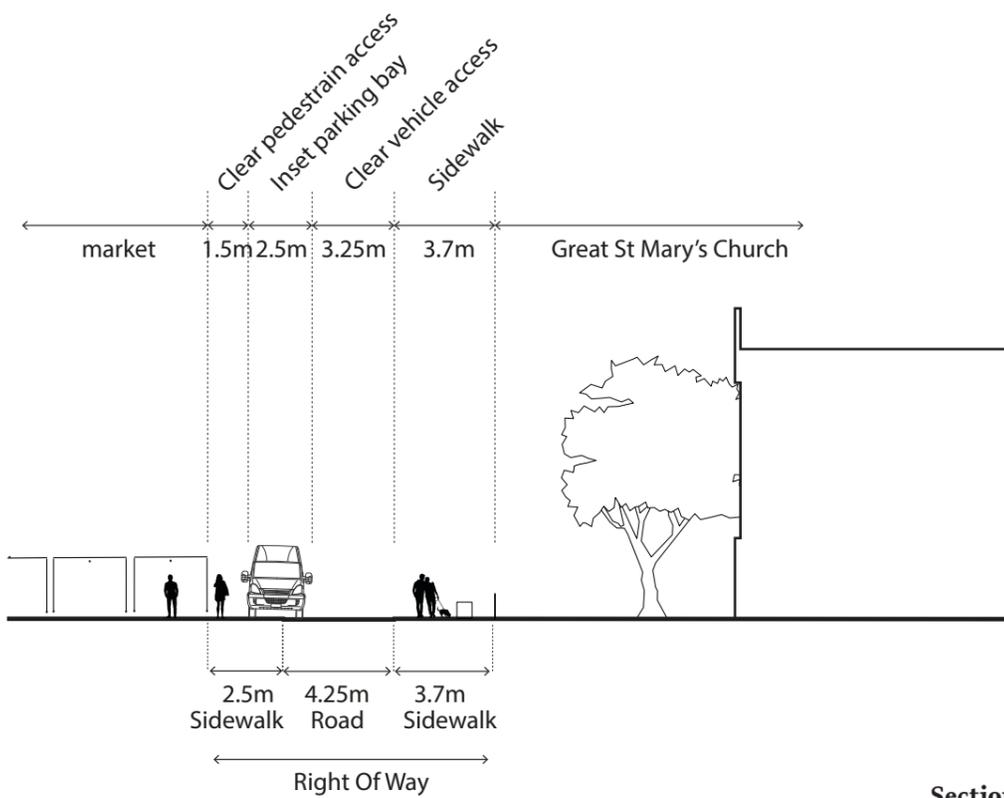
Market Packing Up 15:00-16:00



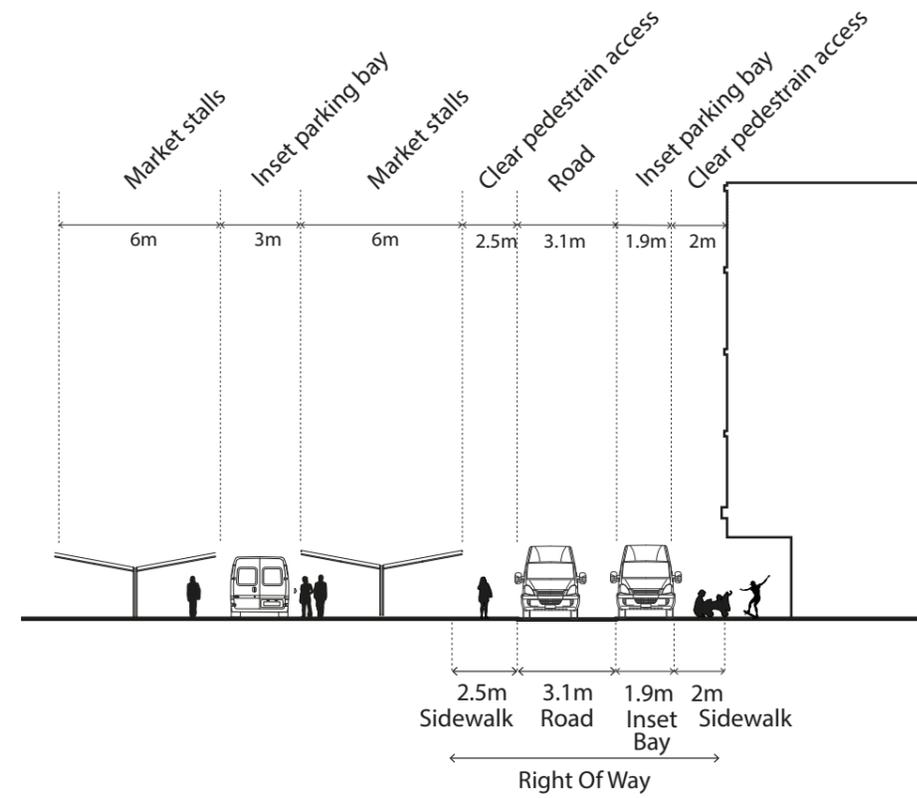
Section A-A



Section B-B



Section C-C



Section D-D



Loading and unloading locations

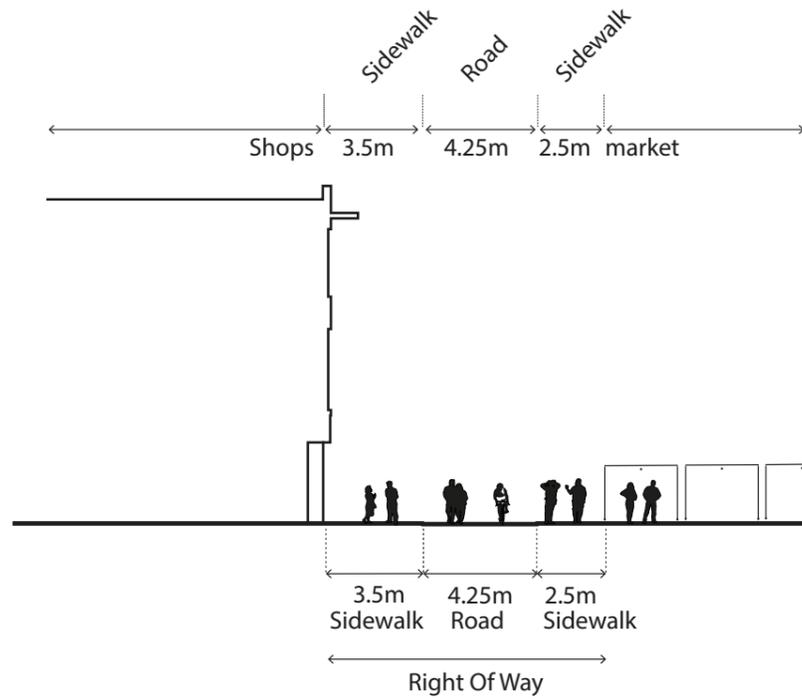
67

1:250 @ A3

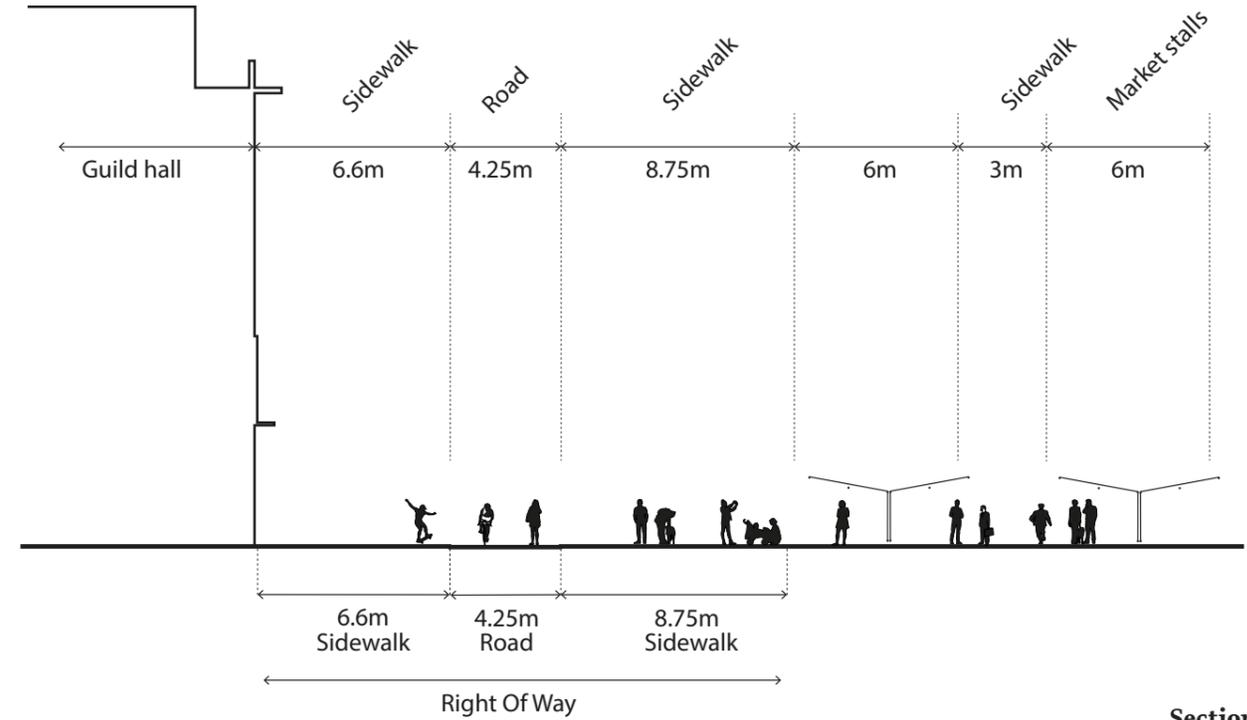
0 5 10 15 20 25m

Market Trading Hours 08:00-15:00

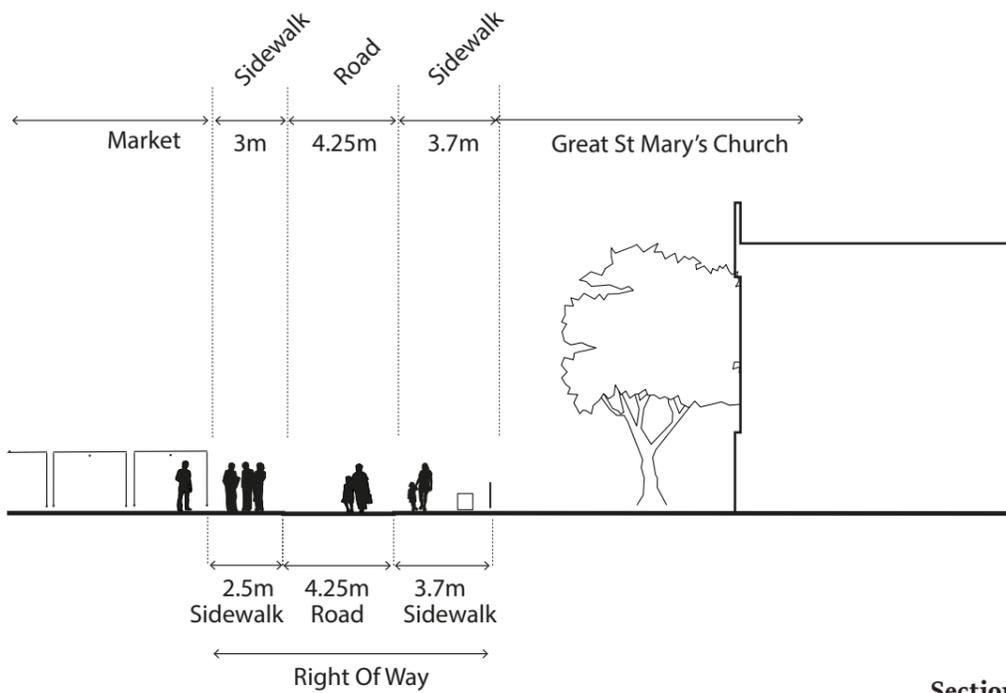
Out of Hours 16:00-07:00



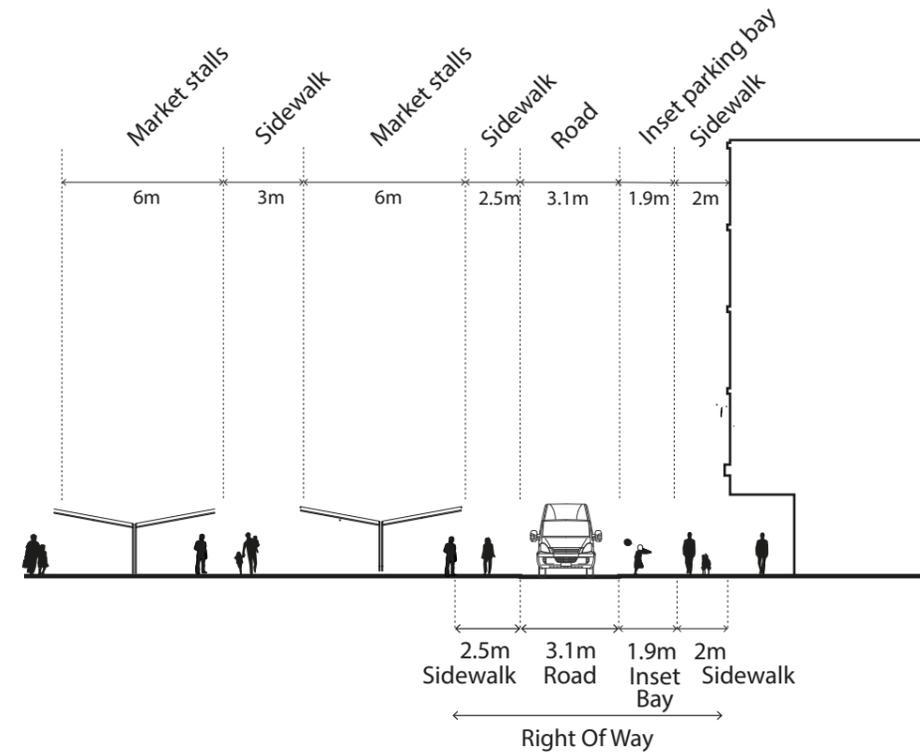
Section A-A



Section B-B



Section C-C



Section D-D

B

C

B

D

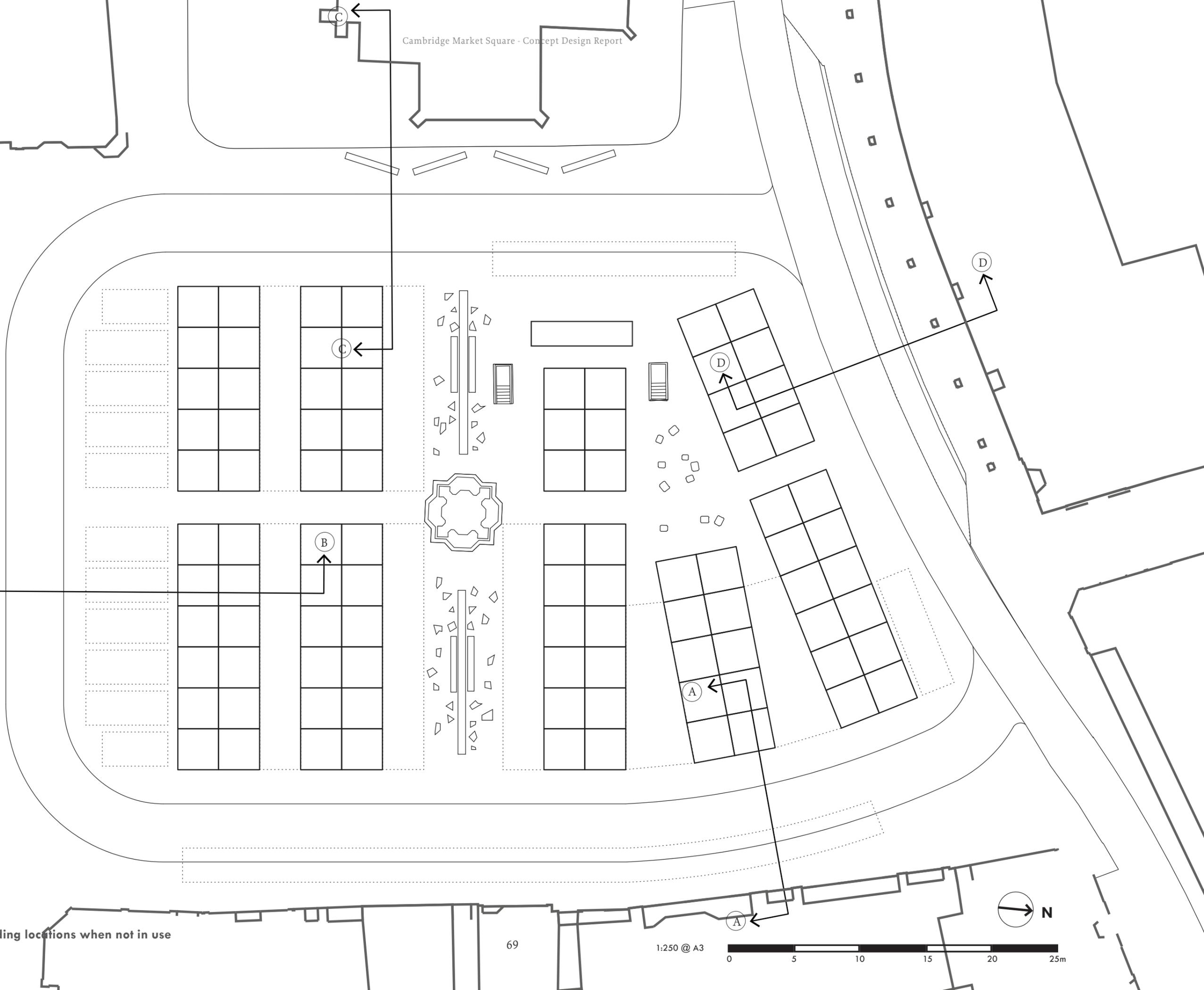
A

D

A



Loading and unloading locations when not in use



## 6.3 Cycle Access

### Existing Cycle Access

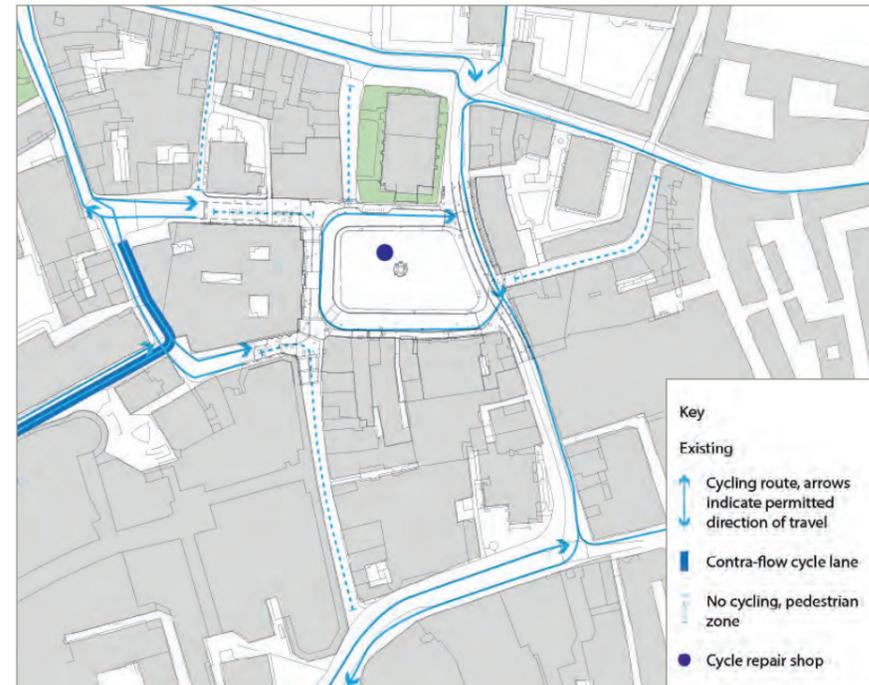
Currently the market square is littered with bikes parked in ad-hoc ways, attached to fences, lampposts, market stalls etc. In order to rationalise what is currently happening and de-clutter the market square it is proposed to move a number of the cycle parking racks to streets that run adjacent to market square.

### Proposed Cycle Access

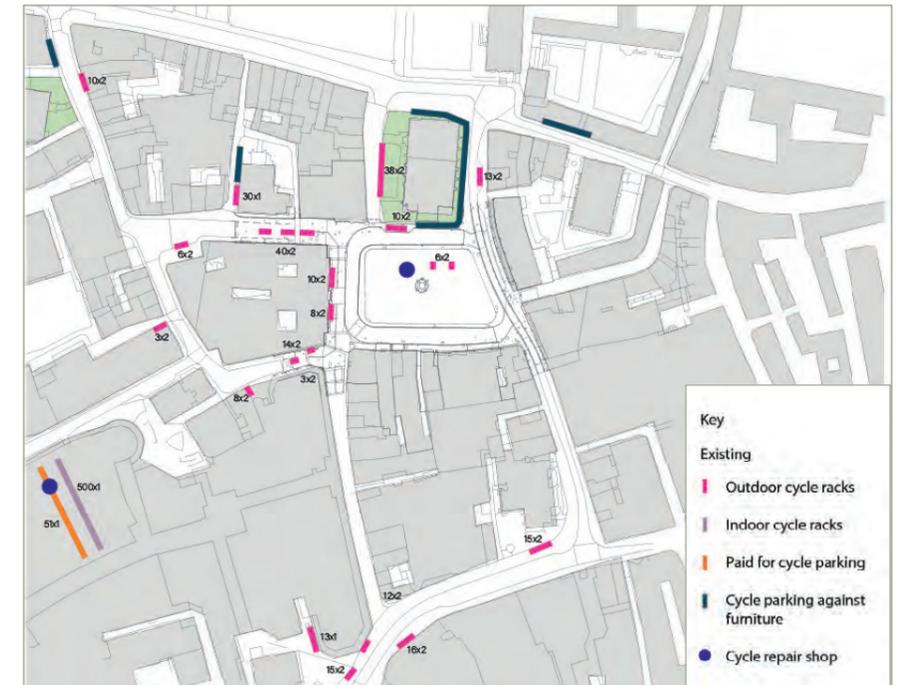
Part of the overarching strategy is to minimise the potential accidents between pedestrians and other forms of transport and that involves reducing the number of bikes which cycle around Market Square. This is in part achieved by repositioning a number of bike racks away from the central market area so that those who are visiting Market Square by bike don't need to traverse the square in order to find somewhere to park their bikes.

### Next Steps:

- \* Further investigation of the proposal to move some of the cycle racks to Peas Hill will require undertaking a detailed study looking at the exact proposed locations and ascertain any possible conflict from a technical perspective. For example, whether it will create a problem with the light wells which run alongside the Guildhall building on the Peas Hill side.
- \* Review existing bike racks and compare with other options for a more space-efficient alternative



Existing Cyclist Access



Existing Cycle Parking

Cambridge City Centre is largely accessible by bike and cyclists have access to a number of city centre streets where motor vehicle access is restricted. As a result many people visit the city centre on bike.

Existing provision of cycle parking includes a variety of hoop stands (pink), cycle parking against railings (blue), and paid for cycle parking (orange).



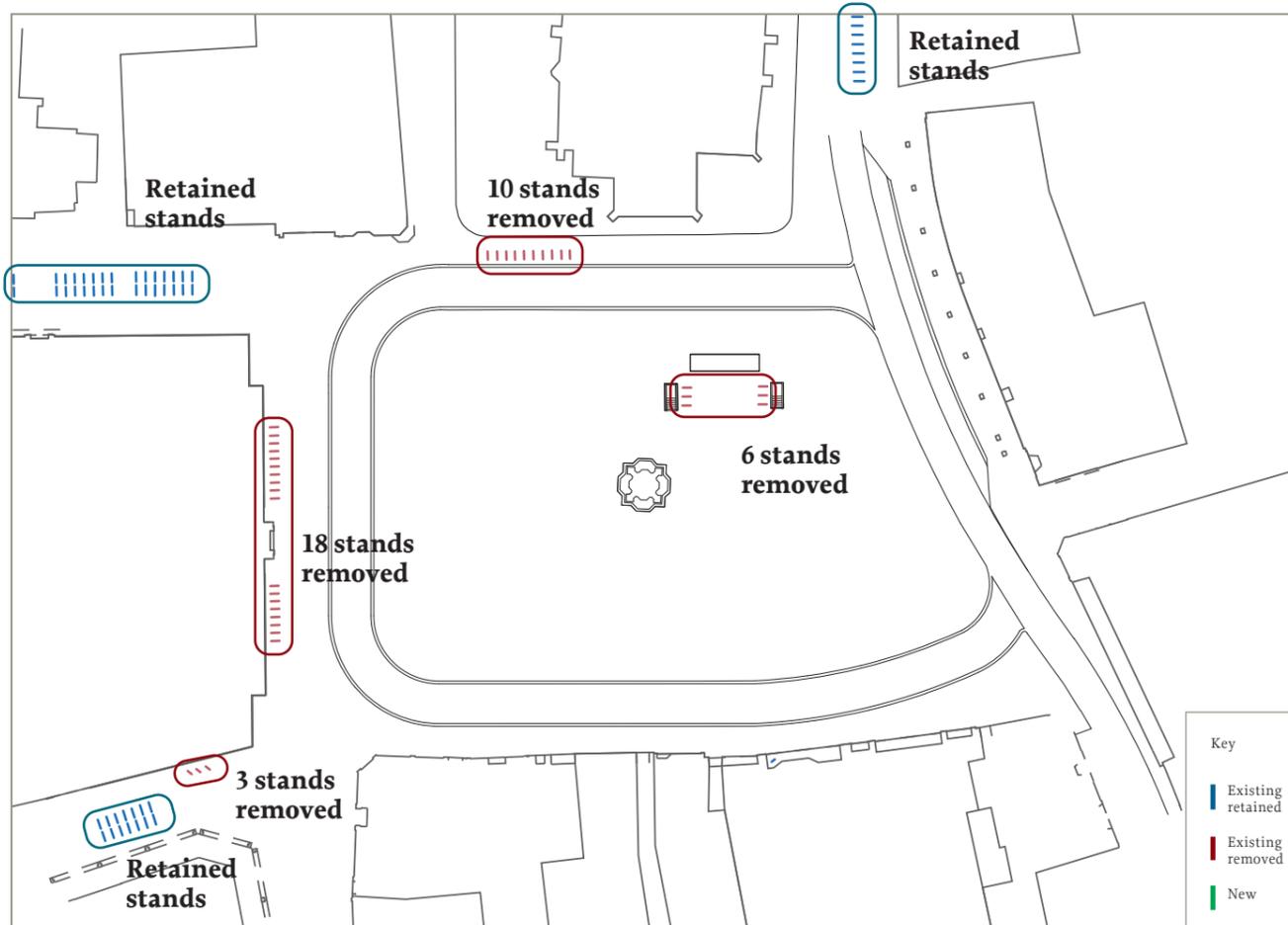
Existing cycle parking in front of Great St Mary's Church to be relocated off Market Square



Existing cycle parking provision on Peas Hill to be improved

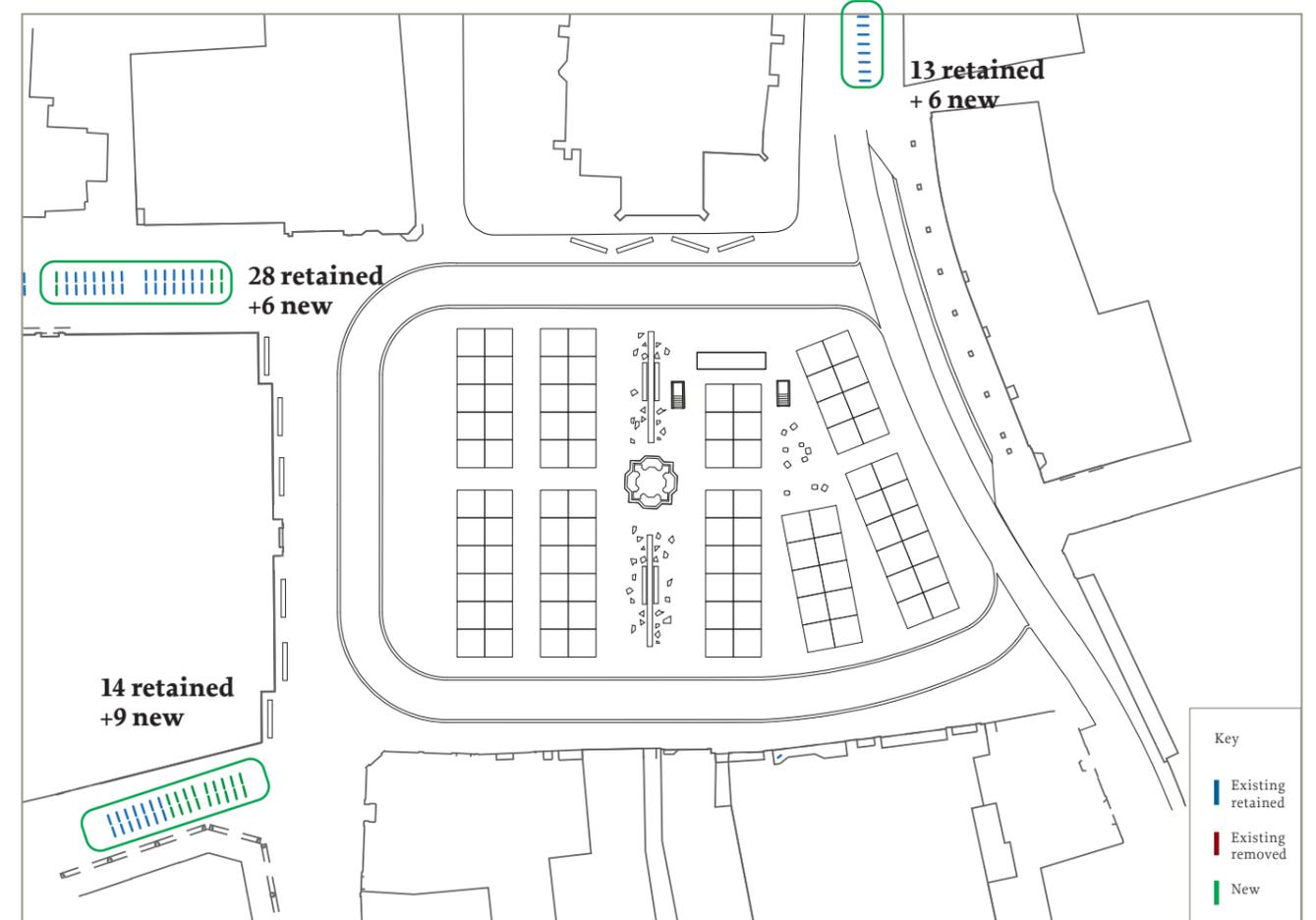


Problematic cycle parking on sidewalk



**Existing cycle stands**

A number of the racks being removed include the ones that sit directly in front of the Guildhall, also a those which are in front of Great St Mary's Church and some which are near to the entrances for the toilets.



**Retained cycle stands and proposed cycle stands**

The removed stand will be reprovided on the streets surrounding market square, including Peas Hill, St Mary's Street and Guildhall Street.

## 6.4 Pedestrian & Disabled Access

The Market Square can be an inaccessible space for people with disabilities. Despite being intended as a pedestrian environment there are particular difficulties in navigating the existing market, such as; uneven surfaces, high kerbs, obstacles, large and disjointed setts, slopes and slippery surfaces. As a result some users are unable to access the square safely or lack the confidence to use it.

Therefore, it is important to create an inclusive pedestrian environment that facilitates dignified and equal use by everyone in full compliance with the Equalities Act of 2010.

### Proposed Accessibility:

The project aims to create an inclusive environment that recognises and accommodates the difference in the way people will use the Market Square. This will be done by creating a space that is simpler, with clear and distinct features that aid navigation for all users without discrimination in accordance with all aspects of the Equalities Act.

In order to make the square as accessible as possible there are a number of strategies proposed. As set out earlier in the report these include; reviewing the surface treatment of the existing granite setts with Historic England and technical experts, dropping the kerbs heights to 25mm with a 45 degree chamfer (without tactile paving) so they can be mounted more easily and creating a tonal contrast between the surfaces thereby enabling users to transition between the carriageway and strictly pedestrian areas. It must be noted that it was a conscious design decision to avoid the creation of a single shared space in the Market Square by leveling all areas into one continuous surface as there is enough evidence to suggest that such treatments may create unequal conditions in navigating the public realm. Instead, the intention is to preserve a distinction between carriageway and sidewalks while making the former more inviting to walk on establishing across the square the prioritisation of pedestrians over vehicles.



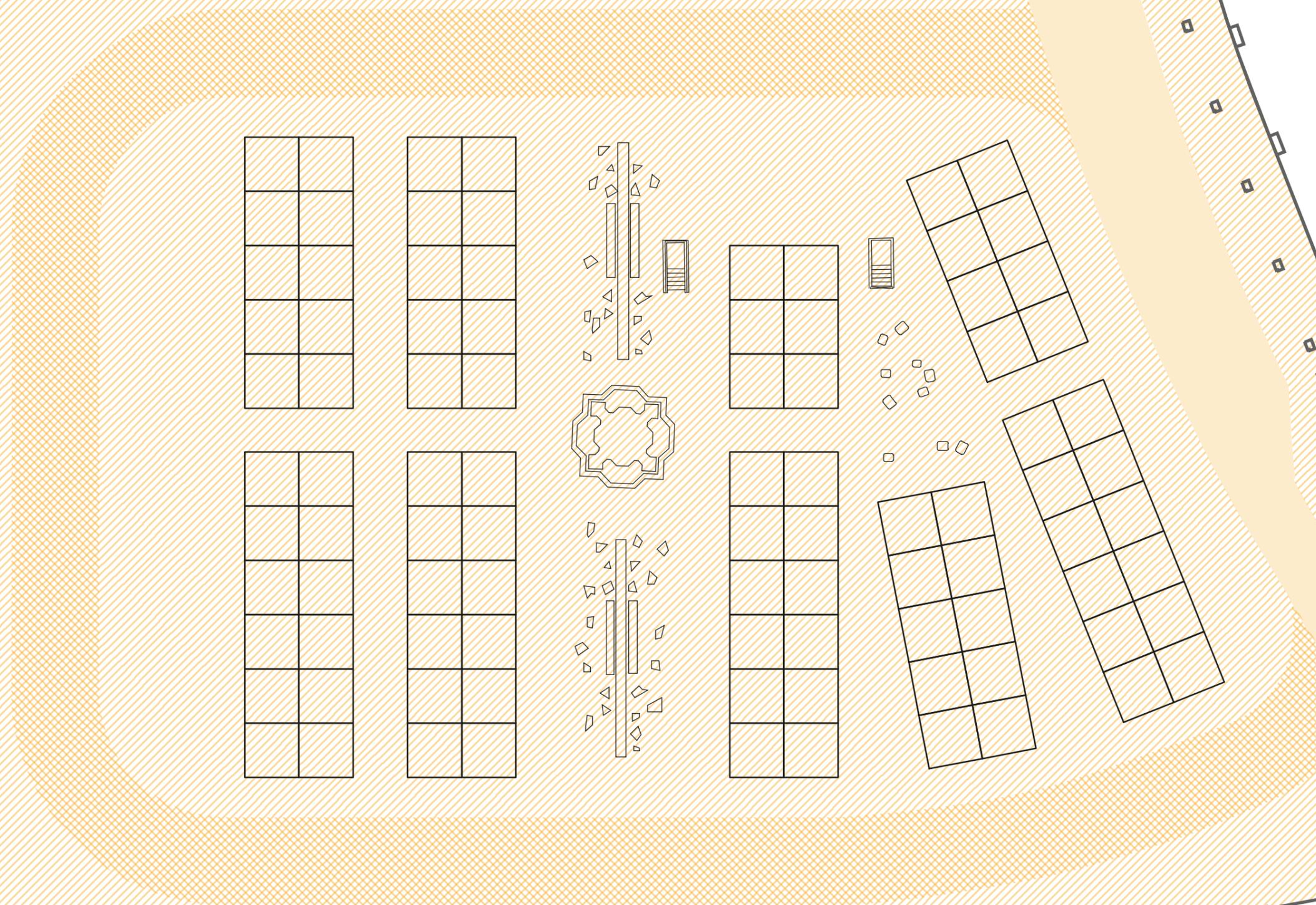
Examples of people using the carriageway as a pedestrian surface

### Next Steps:

- \* Further consultation with stakeholders who represent disability groups within Cambridge to understand their views of the design.

Key

-  Pedestrian prioritised space with access for loading/unloading only
-  Pedestrian prioritised with vehicle access
-  Vehicle access road



# 7.0 Utilities

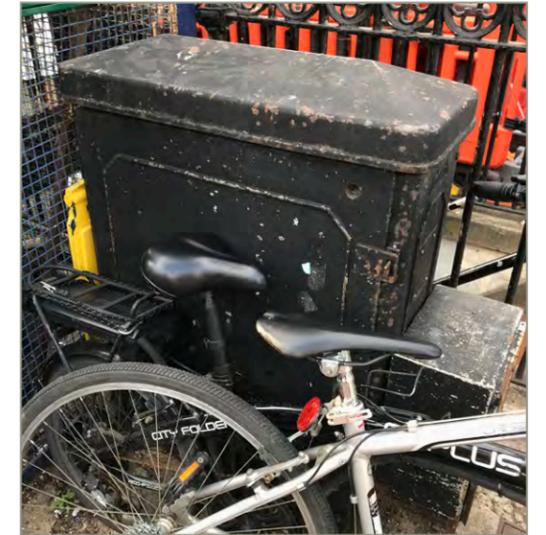
## 7.1 Electricity

### Existing Electricity Supply

At present the market stalls are supplied with electricity by underground cables, which come above ground at untidy, inefficient sockets. Market traders have commented that the electricity is often unreliable with interruptions.

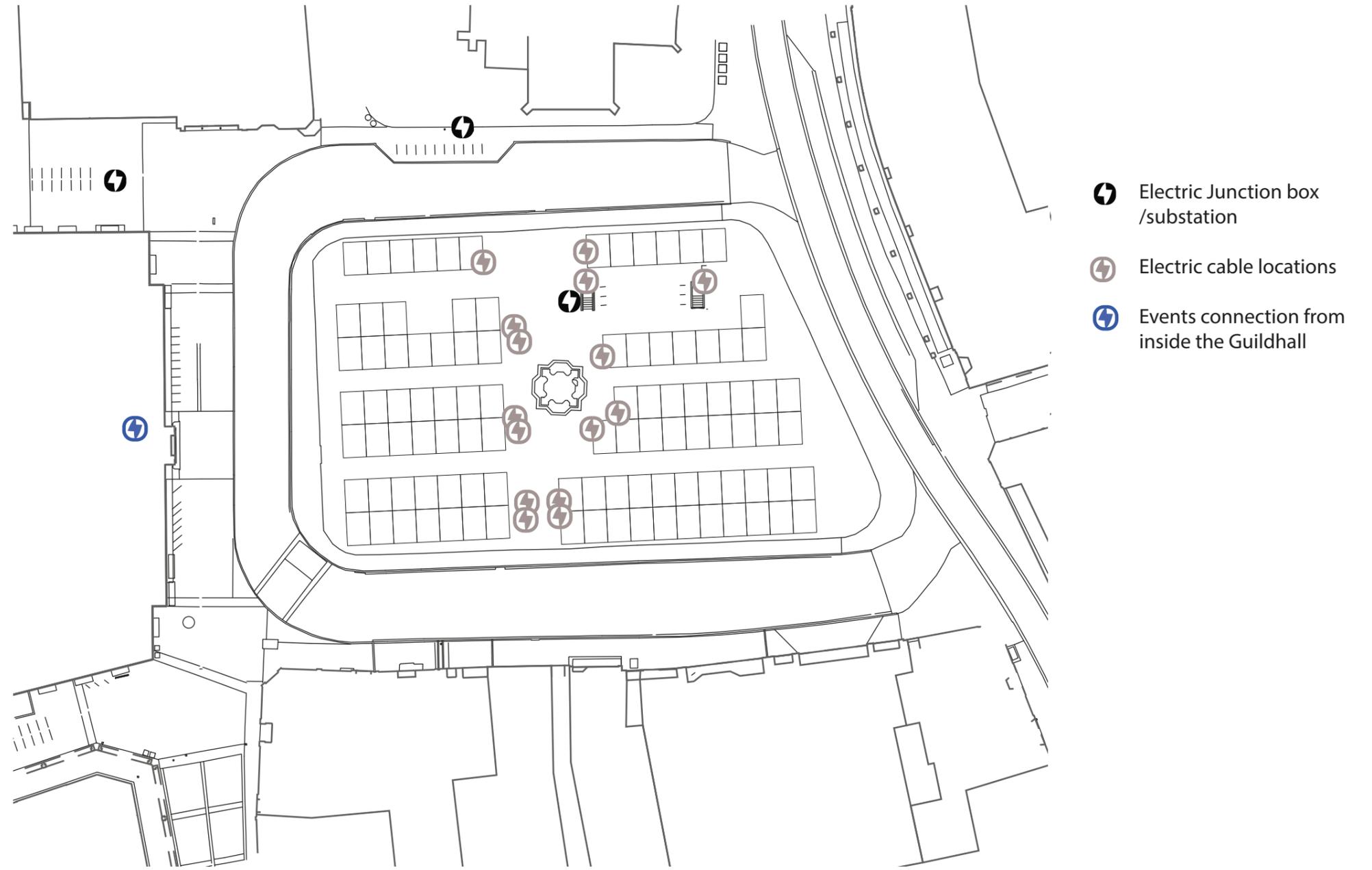
The existing fuse box adjacent to the stairs leading to the underground toilets, is in need of updating due to its undesirable and aged exterior cover and its underperforming capacity to service the market stalls power requirements resulting in frequent outages.

Power for events is currently only available from inside the Guildhall. This involves lengths of cables running from inside the Guildhall to where it is required.



Photos showing existing electricity supply to stalls.

Photos showing existing fuse box for market square.



Existing electricity supply



1:500 @ A3

**Proposed Electricity Supply**

A reconfigured electricity supply is proposed to distribute power to all market stalls and provide power in suitable locations for future events. The proposals include underground cable routes with restricted access points and a new fuse box located in a more functional and appropriate location in the reconfigured underground toilet space. This removes the need for above ground solutions and maintains flexibility to the space.

**Market Stalls**

Electrical cables are proposed to be run to the end of each row of stalls. New in ground sockets inlaid in the paving will provide connection points. Each line of stalls will then have a cable running from these sockets, along their roof lines to supply each stall.

The market stalls are proposed to each have their own in built cable with two 13A sockets at its ends. Each stalls cable can then be connected to it's adjacent stalls cable, like a 'daisy chain'. This will allow for each stall to be easily disassembled when needed and cables protected and tidy.



**Weatherproof double socket daisy chain connectors**

**Events**

Power supply for events or other uses is proposed to be provided by 5no. additional new socket connection points inlaid in the paving. These would allow events to happen without interference of the market stall power supply points. For larger events where market stalls are dismantled or relocated the market stall power points could also be used. Additional points would be located outside the Guildhall on either side of the entrance, within the central axis on either side of the existing fountain and one in the smaller space north of the fountain.

**Toilet block**

Power for lighting columns and underground toilets will be coordinated with further work.

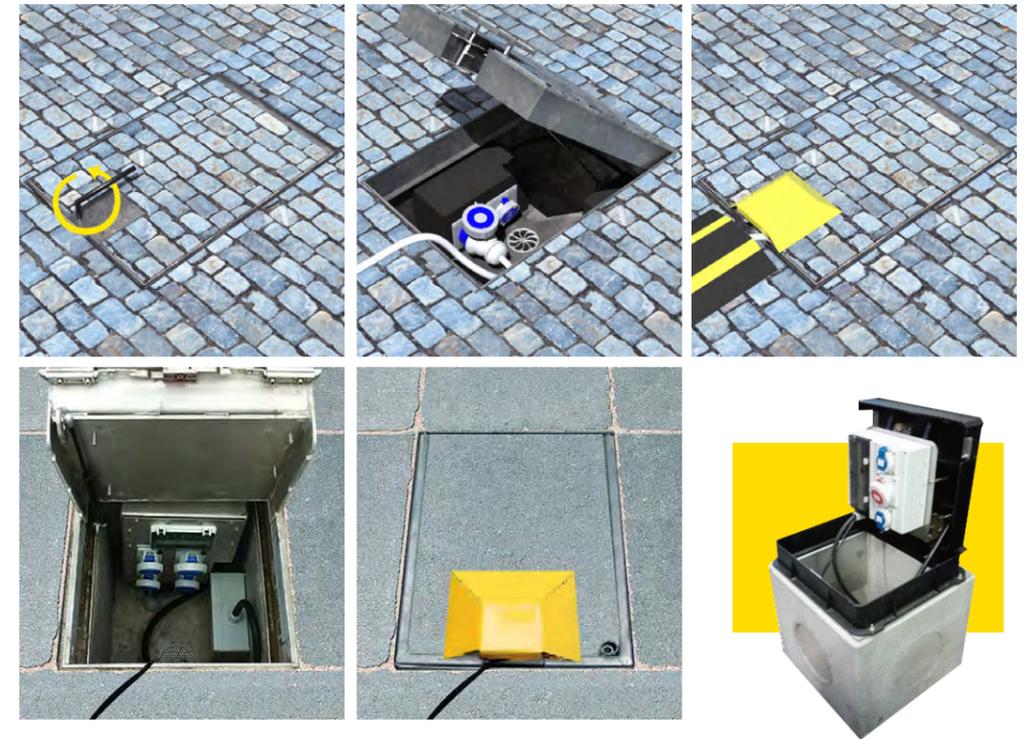
**Renewable and smart energy**

The integration of renewable energy technology with smart energy distribution is being considered.

**In-Ground power points**

The proposed in-ground power points can be specified in a range of sizes and connections to supply electricity, water, gas and telephone. This allows for services to be coordinated and minimise access points and the number of recessed covers.

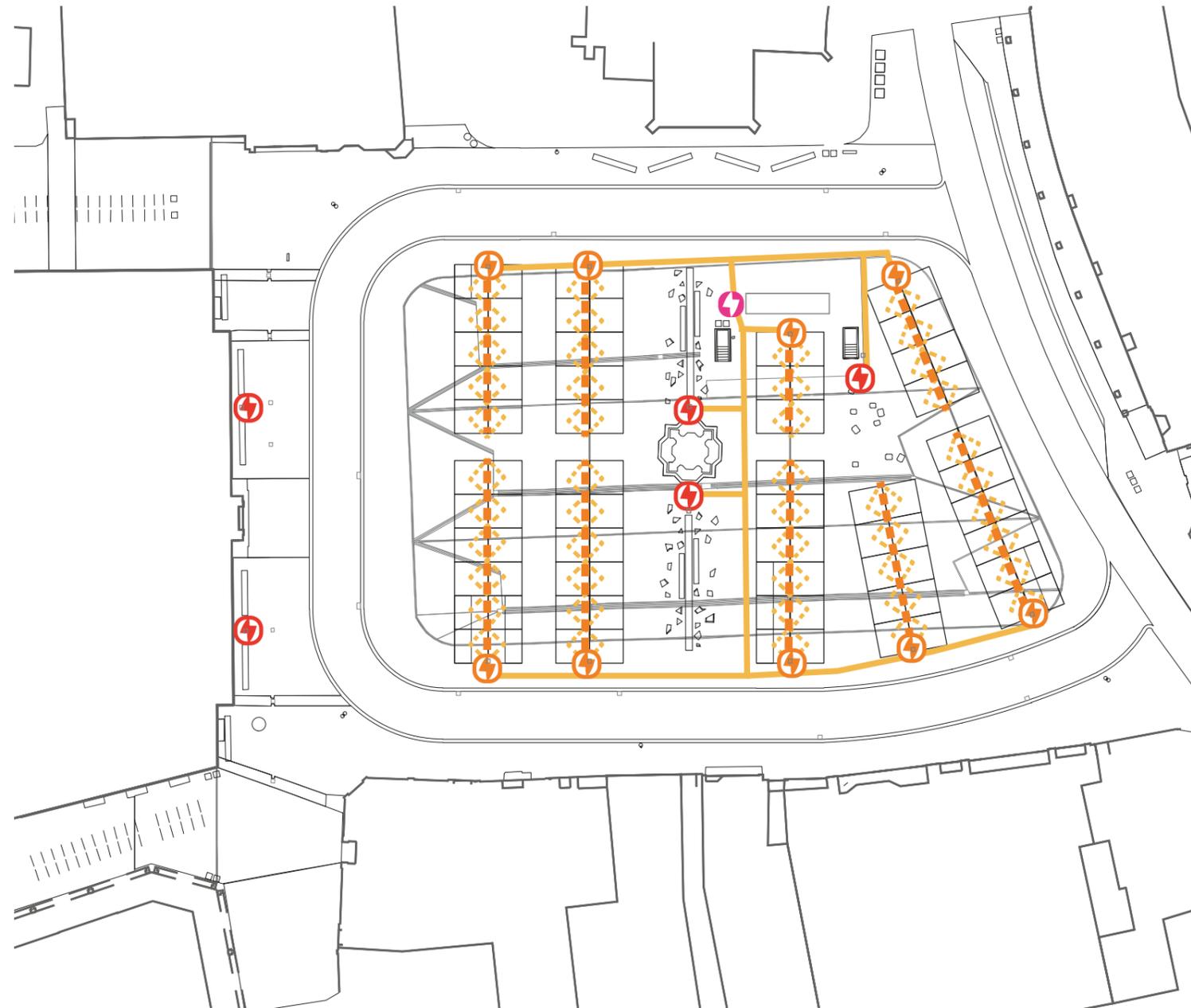
The flip lid units provide round the clock power for days, weeks or even months on end. To minimise the potential for damage owing to vandalism and harsh weather because they operate unattended with the lid locked down, with only the power cable protruding. The lids are raised manually and are gas strut assisted to reduce the risk of them failing compared to motorised pop up power points. The recessed covers allow them to integrate into the surrounding floorscape.



**Proposed in-ground power supply points**

**Next Steps**

- \* Explore the requirement and technical feasibility of metering stall holders individually
- \* Consult with the sustainability team to establish the potential for integration of renewable energy technology with smart energy distribution



- New fuse box location
- New stall socket locations
- New event socket locations
- Underground cables
- Modular stall cables above ground
- Non modular stall cables above ground

**Proposed electricity supply**



1:500 @ A3

## 7.2 Data

### Existing Data

Provision of data in the market square is not adequate for one of the worlds most influential cities. As part of CambWifi there is free public Wifi in the Guildhall public building and the Market Place via The Cloud. The secure network is free and simple to join, allowing people to work flexibly, access public services, shop and pay bills online, and keep in touch with family and friends. The secure public access Wifi network is provided as part of Cambridgeshire County Council's Connecting Cambridgeshire digital connectivity programme, with Government funding, to support local communities. The free Wifi is understood to not be very usable and is not performing very well. There is also limited opportunities to sit down and use the Wifi due to limited seating.

Page 90

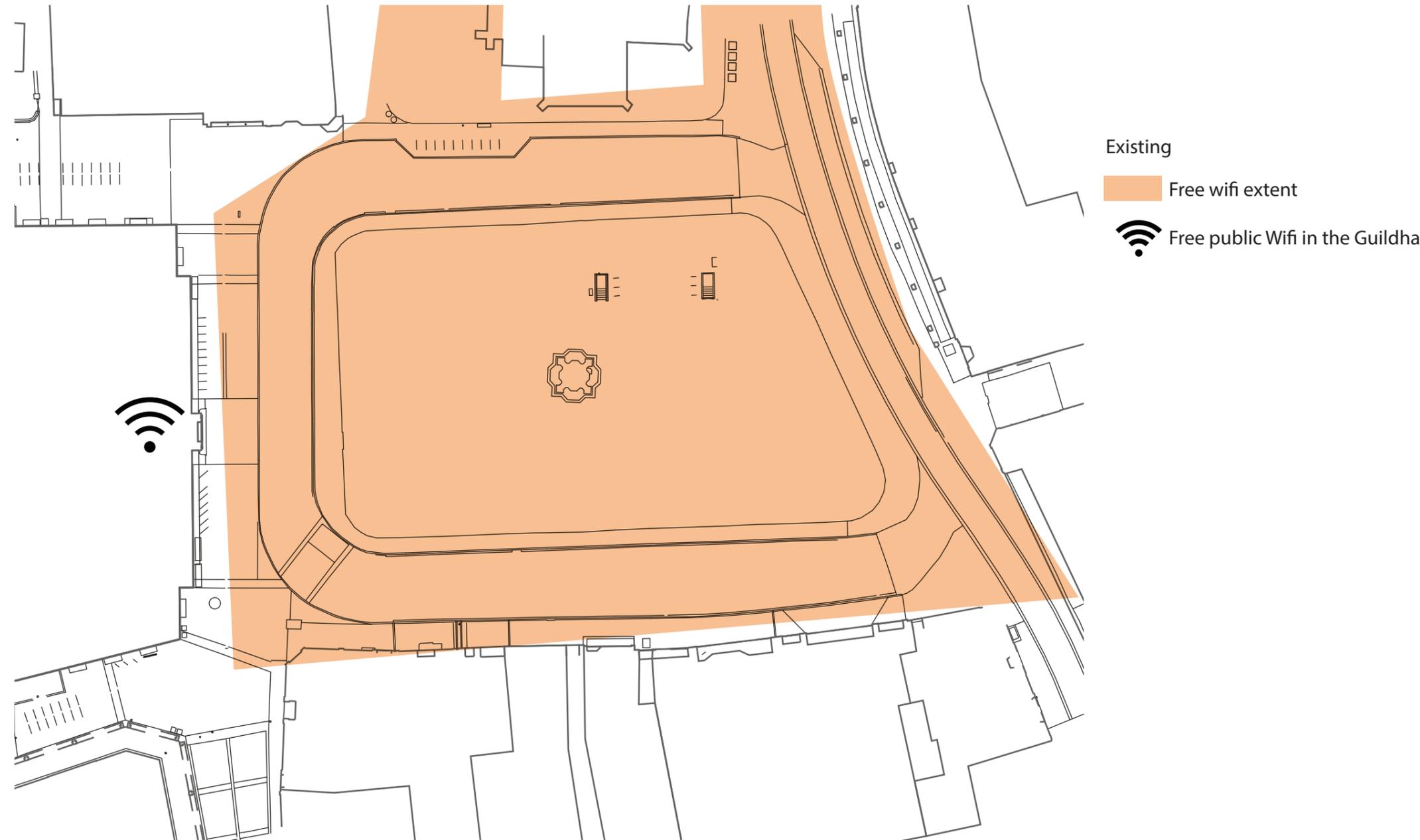
### Proposed Data

Integrating data into the Market Square will help deliver a world class environment and solve some of the areas challenges. The proposals have been informed by conversations with Smart Cambridge who's aim is to ensure that Greater Cambridge is a 'smart city region' and Collusion, a not-for-profit company that's aim is to build an international profile for the wider Cambridge area as an R&D centre for interdisciplinary arts and technology collaboration. The proposals may be delivered in full as part of the project and some may be designed to future proof the scheme and initially provide only the connections or basic infrastructure needed but that enables future investment. This will create much more flexibility within the space by considering all possibilities at this stage.

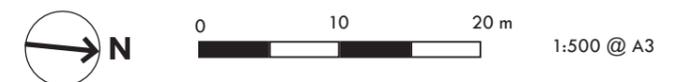
#### Better provision of wifi and 5G

Better access to 5G Data is inevitable for the future of modern cities globally. Providing improved free Wifi to its visitors in the centre of the city would enhance its attraction and functionality.

- \* Upgraded Wifi connection to be installed to create a faster and more reliable connection.
- \* New proposed posts for 5G or integration into new lighting columns or street furniture TBC.



Plan showing existing data



**Internet of Things**

IoT (The Internet of Things) could be installed in the market square. This is a smart network of physical permanent objects (i.e. lampposts or market stalls) with in-built sensors, software, and other technologies for exchanging data with other devices and systems over the internet. This infrastructure could be used to collect and analyse data and create a moving map of market traders which could be used to communicate who trades where on each day, this data could be linked to a dynamic/digital dashboard. Other uses include smart furniture that communicates environmental and social data or levels of congestion and pollution.

**Projectors**

The option to have a projector available within the space would create a very flexible method to create a changing environment and could create an ongoing revenue for the council. Requirements:

- \* A fixed location on a structure within the square to fix a weatherproof box to house a projector to project onto the Guildhall. This could be integrated into the fixed stall option.
- \* The windows in the Guildhall would require blinds
- \* A media manager to look after it and a reliable and stable centralised management system that uses a basic platform but that can have interactive elements added. In other places engineers that maintain CCTV have been trained to maintain projection equipment.

Further advice on projection equipment may be available from The Cambridge Film Trust (CFT) a registered charity that fosters film culture and education for the benefit of the public in Cambridge.

**Events data**

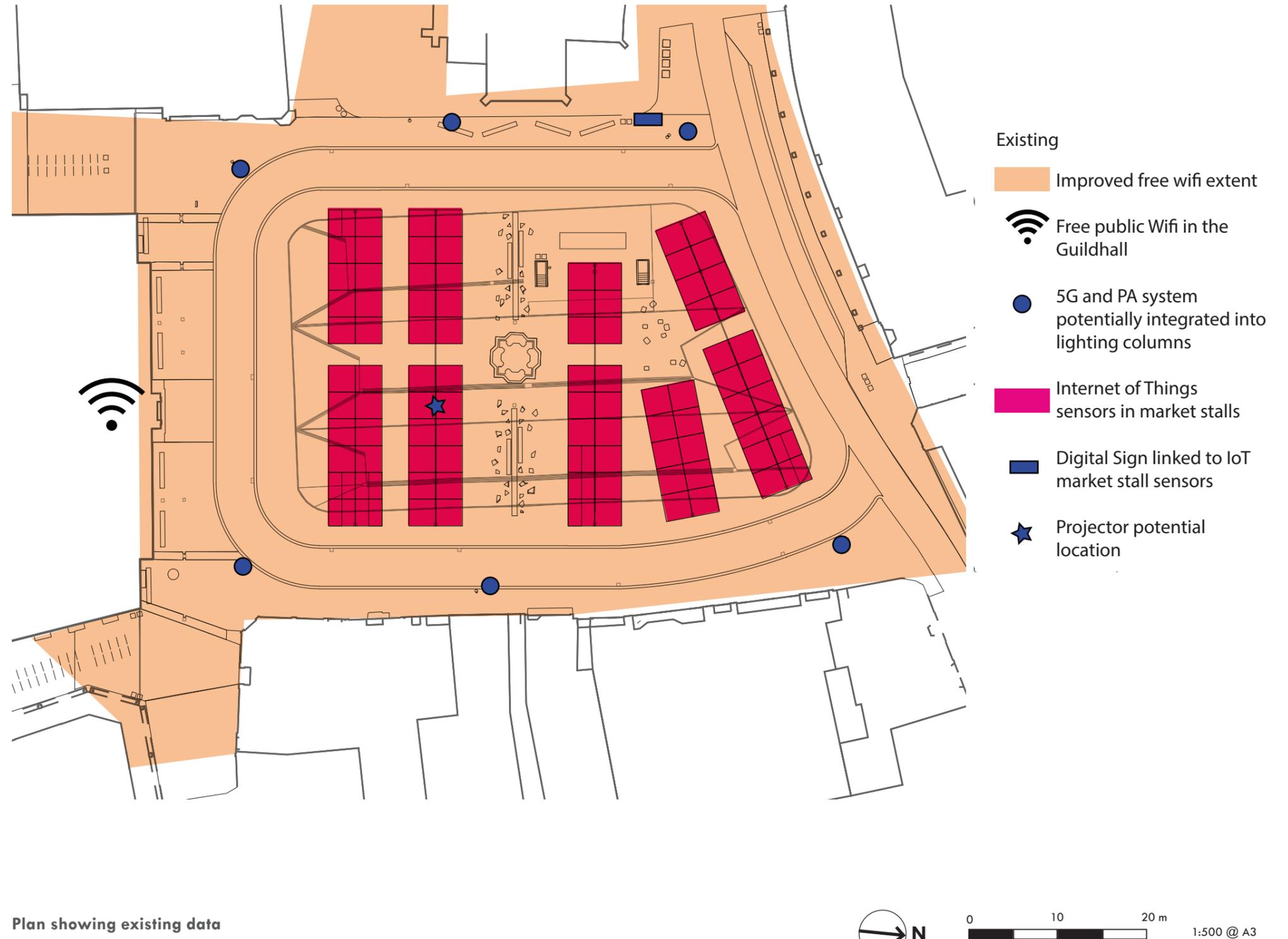
PA system, this could be on new posts or integrated into new lighting columns.

**Externalising discussions from inside the Guildhall**

There is the potential to bring discussions held within the inside of the Guildhall outside by using audio/projection, this would open up democracy and share the knowledge from what happens inside the Guildhall.

**Next Steps**

- \* Phasing of proposals to be agreed
- \* Proposals to be developed with appropriate consultants with coordination with electricity and data existing services.



## 7.3 Drainage

### Existing Drainage

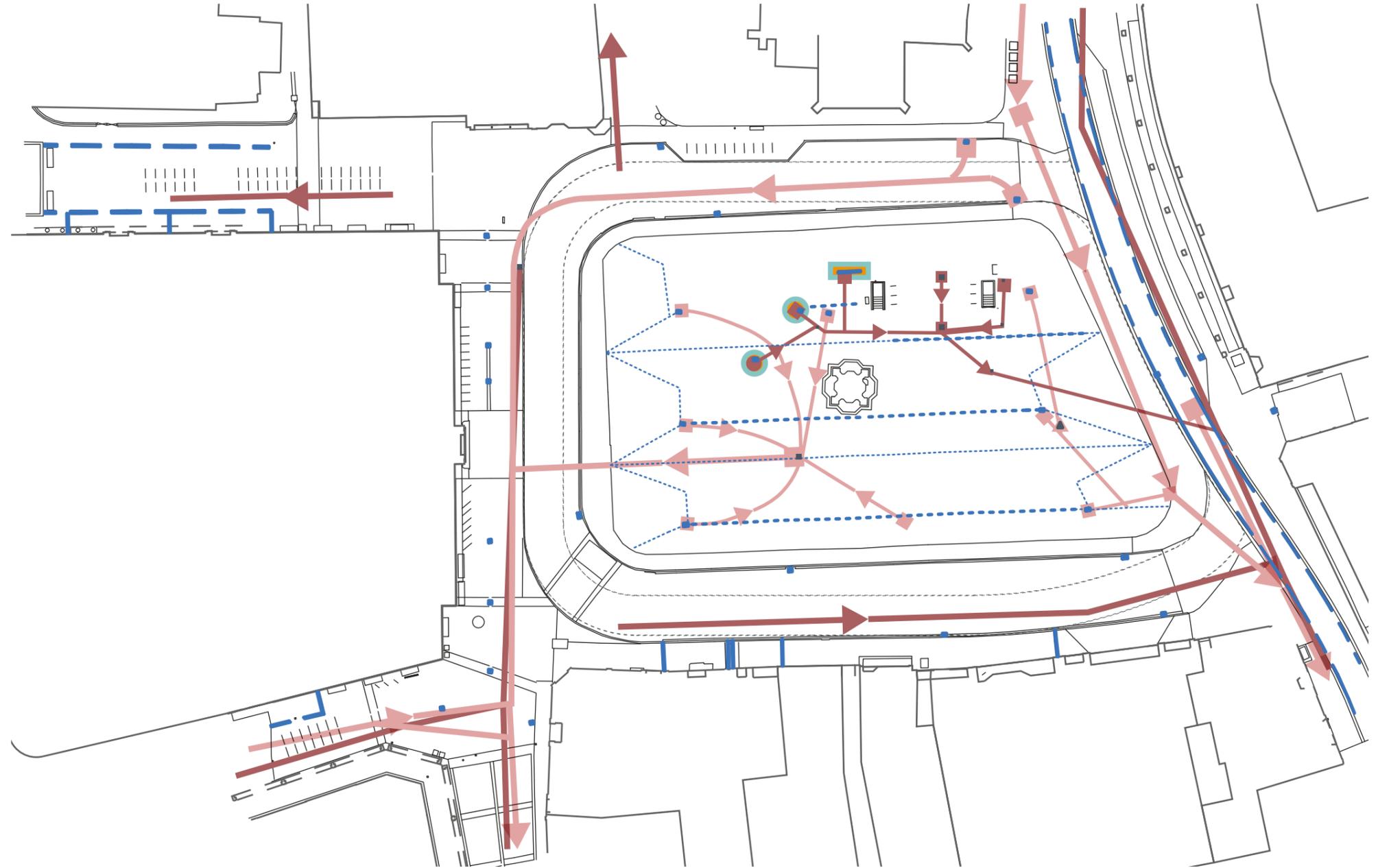
The existing underground drainage provision for surface water and foul sewer connects the Cambridge City Council services into the public services.

#### Existing underground drainage

-  Public surface water sewer
-  Cambridge City Council surface water
-  Public Foul Water Sewer
-  Cambridge City Council foul water

#### Existing above ground drainage

-  Fish mongers stall drain
-  Fat drain
-  Gulleys
-  Linear drainage features
-  Manholes for access to drainage system
-  Drainage channels (dished channels made from setts)
-  Drainage channels (linear lines of setts)



Existing drainage plan



1:500 @ A3

The central market area surfaced in historic setts uses dished drainage channels constructed from setts running north-south to drain into gulleys. The northern gulleys connect into the underground pipes and flow under St Mary Street and the southern gulleys flow towards the Guildhall.

There are two drains associated with the fishmongers stall, these connect into the foul sewer.

A fat drain located by the waste compacter also connects into the foul sewer. It is not clear if there is a fat trap which gets emptied regularly.

Both of these connect to the underground toilet foul connection before flowing north towards the public foul sewer under St Marys Street.

Road gullies and linear drainage features serve Market Hill and St Marys Street and connect into the public surface water pipes.



Existing rain gulleys



Photo showing existing drain used by fish monger for their waste

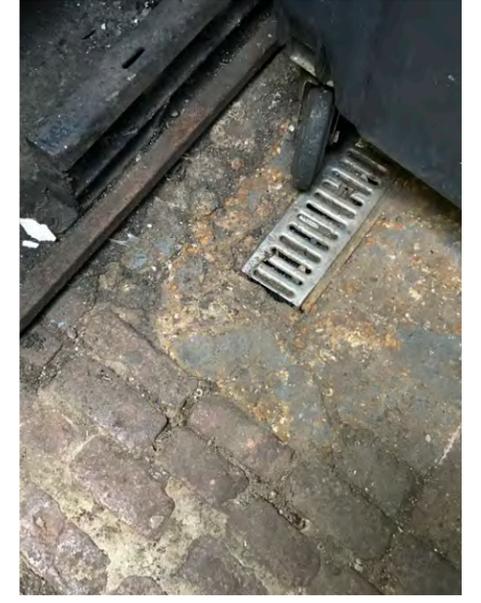
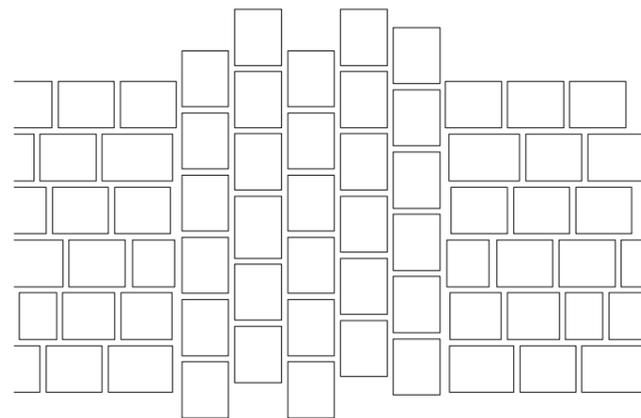


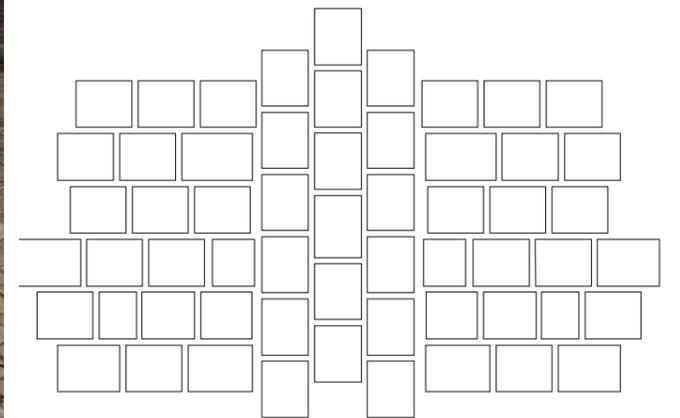
Photo showing existing fat drain



Dished row of 5 setts



Dished row of 3 setts



## Proposed Drainage Adjustment

### Surface run off

The existing linear drains will be retained along St Mary's Street as will the gullies in front of the Guildhall. Some modifications are proposed to road gullies on Market Hill to align with the new road alignment.

The drainage channel alignments within the historic setts will be retained and restored where they have been lost. Their drainage function will be maintained albeit reduced as part of the proposed additional drainage to ensure accessibility requirements at met. This would involve the channel depth being modified to reduce the depth. New linear slot drains would then run east-west to connect into the existing drainage channels.

### Toilet block

The existing toilet block will be configured whilst reusing the existing drainage connections.

### Event toilets

An events foul drainage connection is proposed. This would allow extra toilets to be brought in for events that can be connected to the existing drainage system. This would allow for a more sustainable event infrastructure allowing non-plastic and chemical temporary toilets to be used.

### Fishmongers

A relocated foul connection drain to service the fish mongers stall is proposed.

### Fat drain

The existing fat drain is proposed to be relocated to the north of the underground toilet block reusing an existing foul connection.

### Next Steps

All connections and underground pipe work to existing drainage to be confirmed by drainage engineer in coordination with the CCTV assessment.



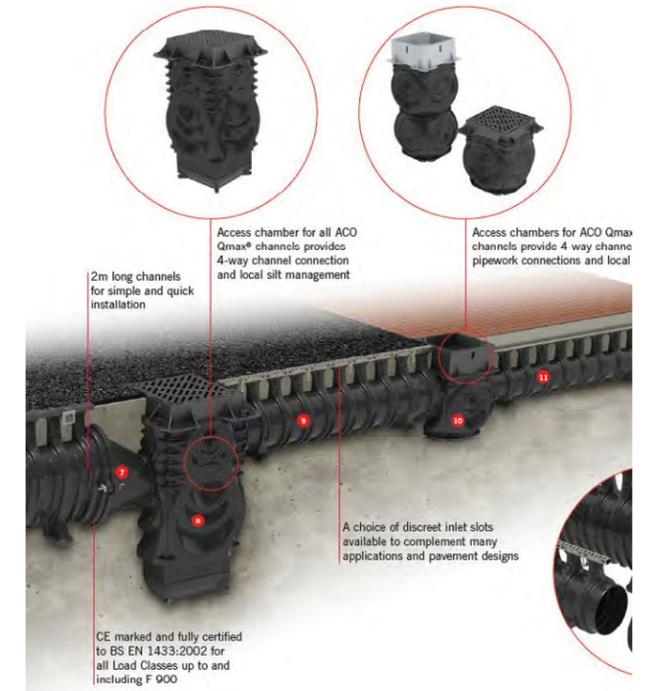
Slot channel maintenance access



Coordinated proposed gullies



Slot channel with perpendicular rather than linear divides to avoid debris getting stuck



Slot drains connected to drainage channels



Events toilet foul drain connection

- Slot drains
- - - Reinstated above ground drainage channels (dished channels made from setts)
- Gulleys
- Paving fall
- ➔ Public surface water sewer
- ➔ Cambridge City Council surface water
- ➔ Public Foul Water Sewer
- ➔ Cambridge City Council foul water
- Fish mongers stall drain
- Fat drain
- Event toilets connection point
- Existing Gulleys retained/relocated
- Linear drainage features
- Manholes for access to drainage system
- - - Above ground drainage channels (dished channels made from setts) relaid to shallower depth
- - - Above ground drainage channels (linear lines of setts) relaid



Proposed drainage plan



1:500 @ A3

## 7.4 Water Provision

### Existing Water Supply

Access to water in the Market Square is from an existing water tap with a dog bowl next to it. The tap is located on a standalone housing which is in poor condition, the water source is not controlled so can be accessed by anyone and could be left running. The existing fountain has an underground chamber that is connected to Hobsons conduit which historically supplied the fountain with water.

The fish monger has an existing water supply and drain used for their waste (refer to drainage section of this report for drain proposals).

The underground toilets have an existing water supply.



Fountain water supply existing features



Existing water tap

### Proposed Water Availability

New water sources are proposed for access to the general public, market stall traders and for events. These would consist of:

#### Operational Fountain Taps

Adapting the existing historical fountain, reconnecting it the water mains and restoring/adding four working taps for the use of market stall owners and the public. This would require listed building consent as the fountain is listed.

#### Water tap water supply

A new water tap providing a water supply to market stall owners and the general public. The dual function offers the possibility to fill a bottle but also to drink water directly from the tap. The tap is vandal-resistant and can be used 365 days a year.

#### Fishmongers Tap and Drain

Provide a tap adjacent to permanent fishmongers stall for predominantly their use only.

#### Events and Maintenance water supply

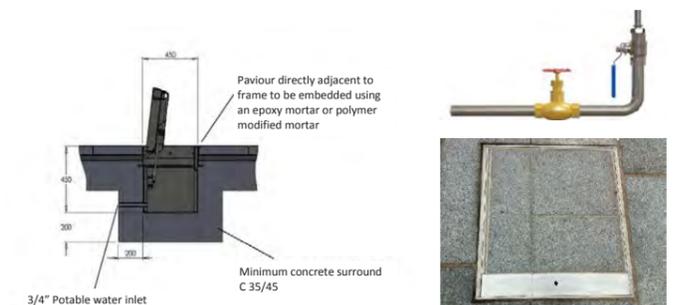
Provide an in-ground water supply that can be accessed for events such as events toilets and for general upkeep and maintenance purposes of the square in general such as wash downs after trading hours.

#### Underground toilets

Existing water supply to the toilets will be retained and modified as required.



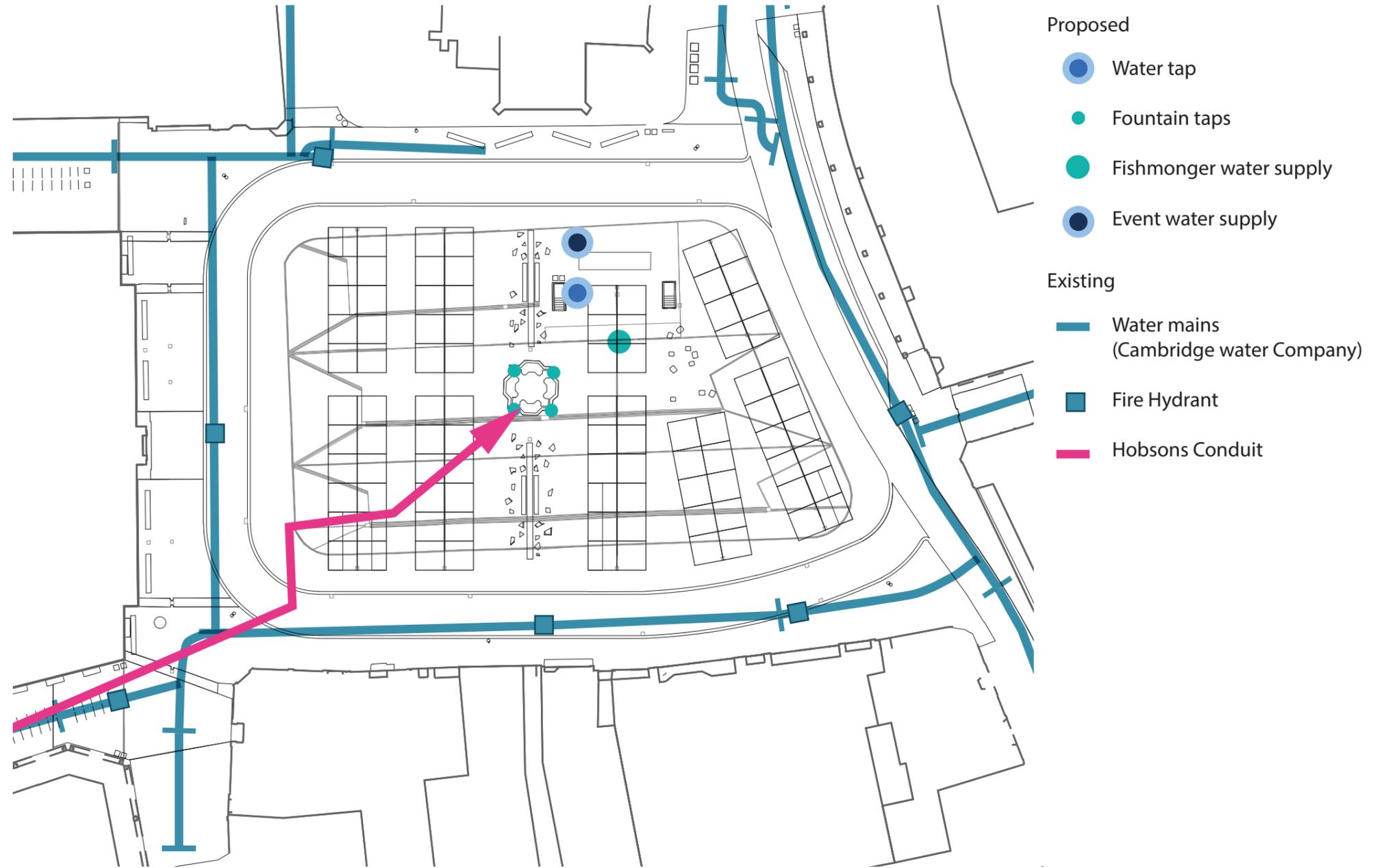
Proposed new water tap (join the pipe)



In ground water supply for events

**Next Steps**

- \* Explore the technical feasibility with an M&E engineer regarding making the fountain taps operational again.
- \* Consult with Historic England regarding listed building consent for any works to the fountain.
- \* Involve an M&E engineer to understand the existing water supply within the square



Proposed water provision



1:500 @ A3

## 7.5 Market Waste Removal

### Existing Waste Removal System

(See street furniture chapter for public waste removal proposals)

For market waste, there are currently five general waste 1100L waste bins. These are collected daily or every other day. These bins alone currently provide an inadequate amount of waste disposal for the waste generated by the market stall traders. The recycling waste is collected twice a week.

### Proposed Waste Removal System

The proposal for the management strategy of the waste created by the market stall traders is to use an innovative underground storage and removal system. An example of a similar scheme is found at the Eddington site of West Cambridge.

The system houses a number of underground bins with access to them via an above ground chute. The proposal is for no. 2 of 5m<sup>3</sup> capacity bins for general waste and a further no. 2 of 3m<sup>3</sup> - one for recycling and one for food waste. As part of the system the market traders will each be given a smart card which allows them to 'tap-in tap-out' of the waste bins whenever they deposit waste and will be charged proportionally to how much waste they drop.

It is proposed to locate this waste system within the existing underground toilet and storage facility in

the corner of the site near St Mary's church. There are two principal reasons behind this decision; one is to minimise costs by utilising the existing structure as much as possible. The second is to avoid excavating new areas of Market Square and potentially unearthing land with archaeological significance.

The sealed subterranean units have a number of benefits over above ground waste storage.

- \* There is a significantly higher capacity than regular bins.
- \* It is expected that the increased waste capacity combined with the smart collection technology will reduce the number of times a waste truck will be required to enter market square, increasing efficiency and reducing emissions.
- \* They have been shown to minimise the bad odours associated with traditional bin systems.
- \* Limited chance for vandalism
- \* They are more aesthetically pleasing than the cluttered on-street bins currently in operation and can therefore play a real role in improving the space facing St Mary's church which is currently littered with various bins and waste elements.
- \* Smart access card provides a good level of security and minimises risks to general public.



Existing waste bins



Cardboard waste compressor



Current on-street 1100L waste bins



Existing cardboard waste container



**Proposed Waste Removal Locations**

The proposal is to have no. 2 of the 5m<sup>3</sup> capacity bins for general waste and a further no. 2 3m<sup>3</sup> - one for recycling and one for food waste.

Finish proposed to be matt black to integrate with other existing and proposed street furniture while the square plate will be integrated with the same paving treatment as the surfaces around it.



**Example of underground waste system at Eddington, West Cambridge**

Despite offering a significant amount of waste capacity, compared to on-street bins, the below-ground waste bins are relatively unobtrusive at street level, with just a number of bin chutes visible.

**Next Steps:**

- \* Receive and evaluate data on the volume of market waste being produced by the market traders and assess how this compares with the current proposed provisions.
- \* Review existing manufactures and systems available for smart subterranean waste management systems and understand how this could integrate with existing systems already being operated by Cambridge City Council.
- \* Ensure structural compatibility with the current proposal to house the waste units within the existing underground toilet and storage facilities.
- \* Review opportunities to integrate system with existing smart waste management strategies and vehicle fleet in Cambridgeshire.

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**Technical Details**

Typically the bin dimensions are around 1800 x 1800mm and either 2000mm deep for the 3m<sup>3</sup> version or 3200 mm deep for the 5m<sup>3</sup> version.

The installation requires a concrete 'bunker' to be sunk into the ground which can be placed individually or in a configuration with a number of other bunkers.

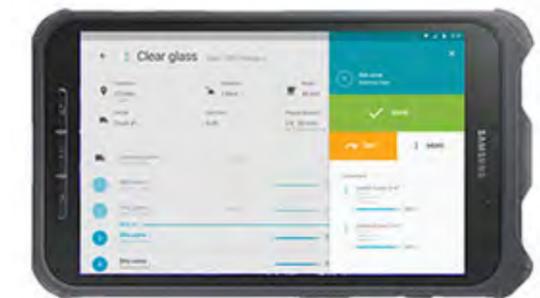


When the bin is nearing full an alert will be sent to council's waste to collect the contents. The bin is then hoisted out of the ground and emptied using a crane on the back of a regular size waste collection truck.

The pedestrian platform at ground level is made of a laminated steel plate set within a fixed frame, which allows the cover to be customised and integrated with the paved surface around it.

**Smart Collection System**

Part of the proposal is to integrate the collection of bins on Market Square with an existing fleet of refuse collection trucks in Cambridgeshire. The bins use sensors to recognise when they are nearing full and notify the council to collect the waste, rather than collecting every day irrespective of how full the bins are, as is currently the case. This is to improve overall efficiency and reduce traffic of waste trucks around Market Square.



**Pay-As-You-Throw (PAYT)**

Using an intelligent waste system it is possible to identify who is using the waste system, when and how many times. Market traders will each be issued with a key card that allows them access to the bins.

This system allows a fairer taxation system based on a 'pay-as-you-throw' principle so that each market trader is only charged for the waste they produce.

A secondary advantage of this system is safety. It means the general public will not have access to the bins and there is limited risk of somebody misusing the bins and entering the chute.

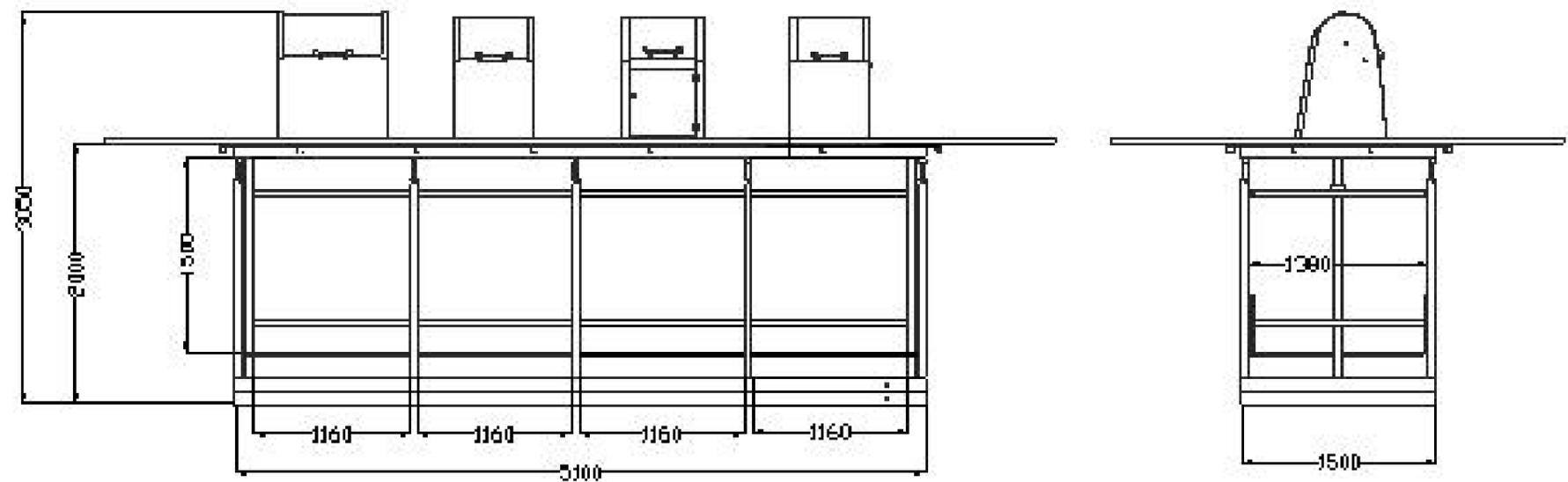


An example of a below ground waste management system with PAYT chip readers and rear access hatches for bulkier waste

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An example of a PAYT bin



Typical dimension of a below-ground waste system

## 7.6 Toilets & Storage

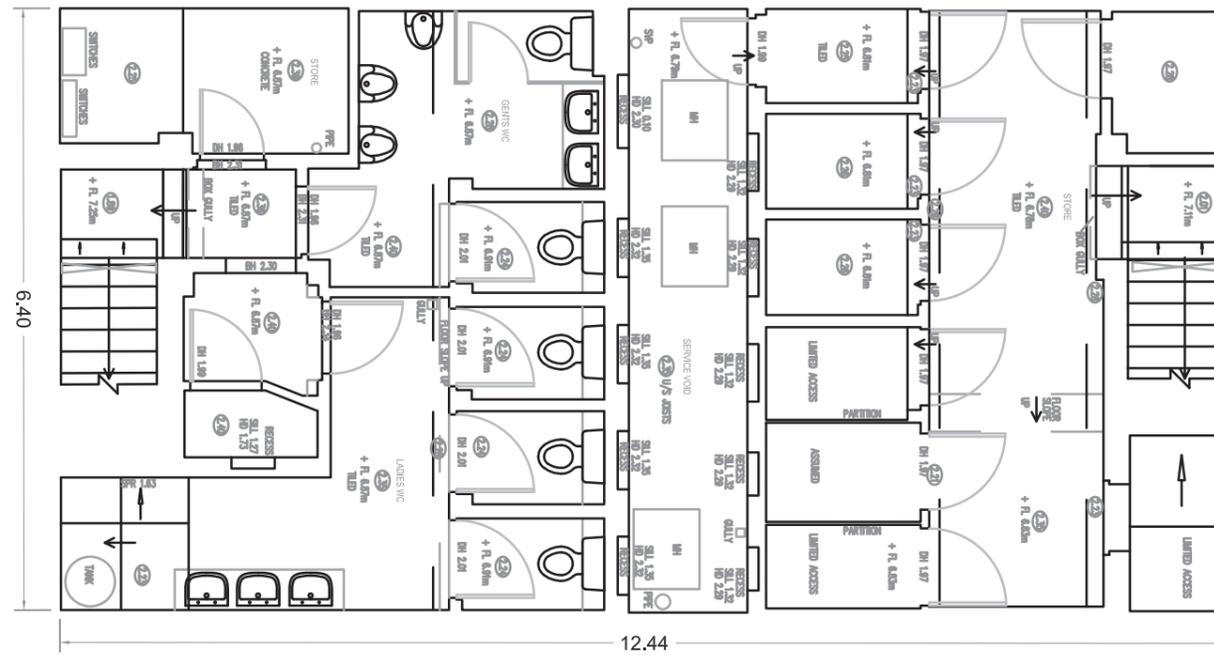
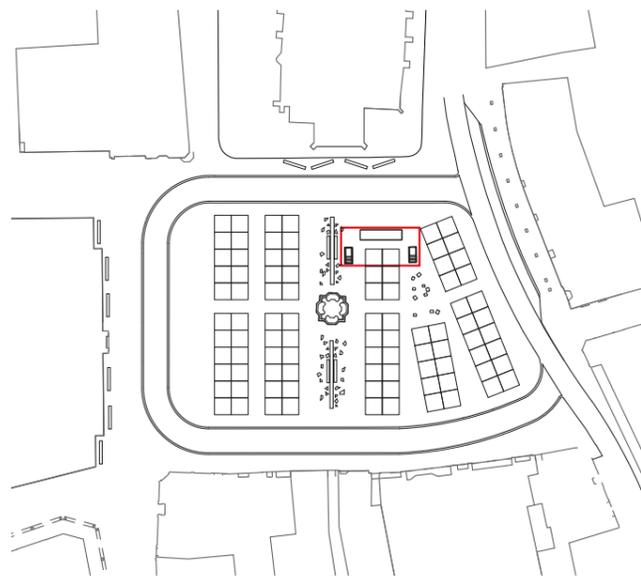
There are existing toilets provided to the market traders through facilities which sit below ground close to Great St Mary's Church. Access is via secured stairs on the Market Square. Alongside the toilets, the underground amenities have provisions for a number of the market traders to use storage cupboards. The facilities are on the whole in a poor condition and need updating.

The proposal is to use the existing underground facility's structure but redesign the internal layout. This includes creating a corridor that connect both staircases, facilities for a small kitchenette and maintains storage facilities. The design accommodates the excavated space required for the no. 4 waste 'bunkers' which also sit below ground.

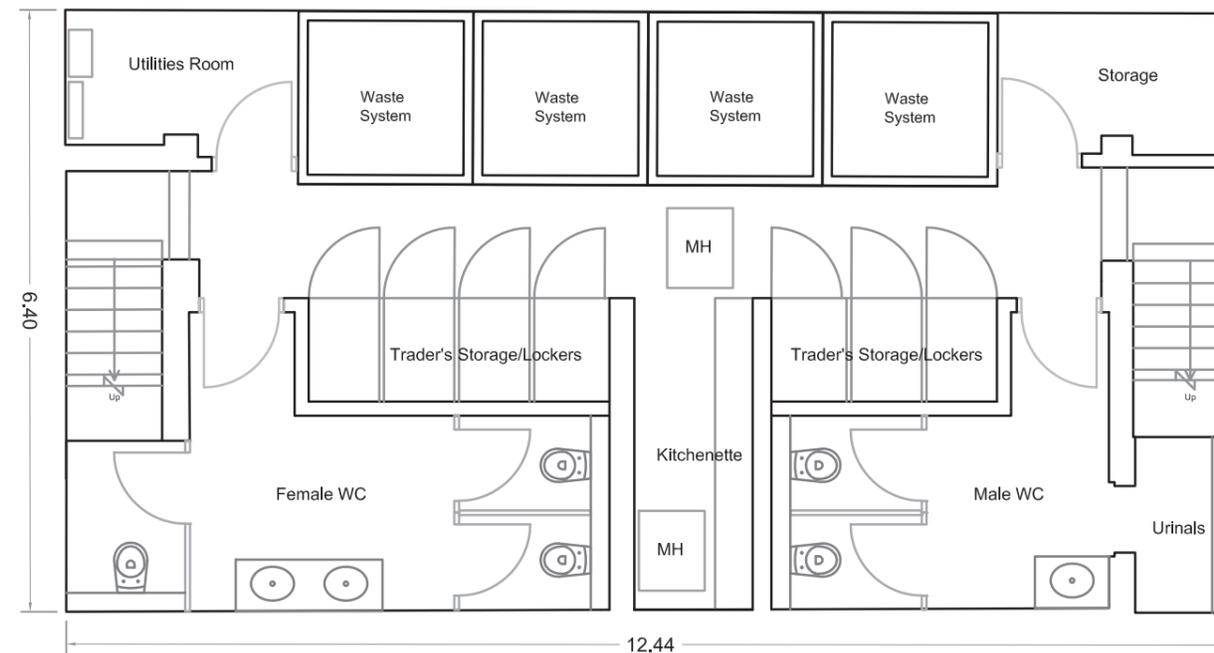
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### Next Steps:

- undertake a full structural survey to understand the extents of the services that can be retained or need to be replaced.
- understand the structural requirements of the waste system 'bunkers' and how they are integrated into the existing structure.



1:75 Existing Plans



1:75 Proposed Plans

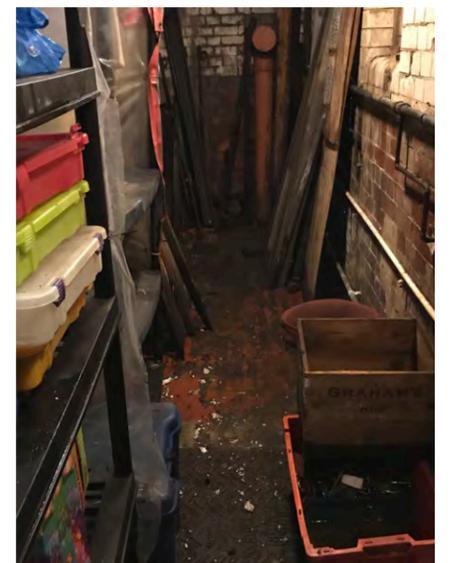


As part of the proposal to reconfigure the underground amenities, it is proposed to introduce a new storage facility to be used by the market traders. Beneath the St. Edwards King & Martyr C of E Church there is a historic vaulted storage facility which could be re-purposed and used as a place for the traders to store items they require on market days but would be inconvenient to transport to-and-from site everyday, such as tables, signs and boards.

The vaults are accessed from a staircase at the North-East corner of St Edwards, leading down to them directly off Peas Hill. While the stairs would benefit from renovation and some improvement the access condition could be described as better than that for the existing storage units.



Underground vaults proposed to be used for storage by market traders



The current storage facilities for the market traders

# 8.0 Street Furniture

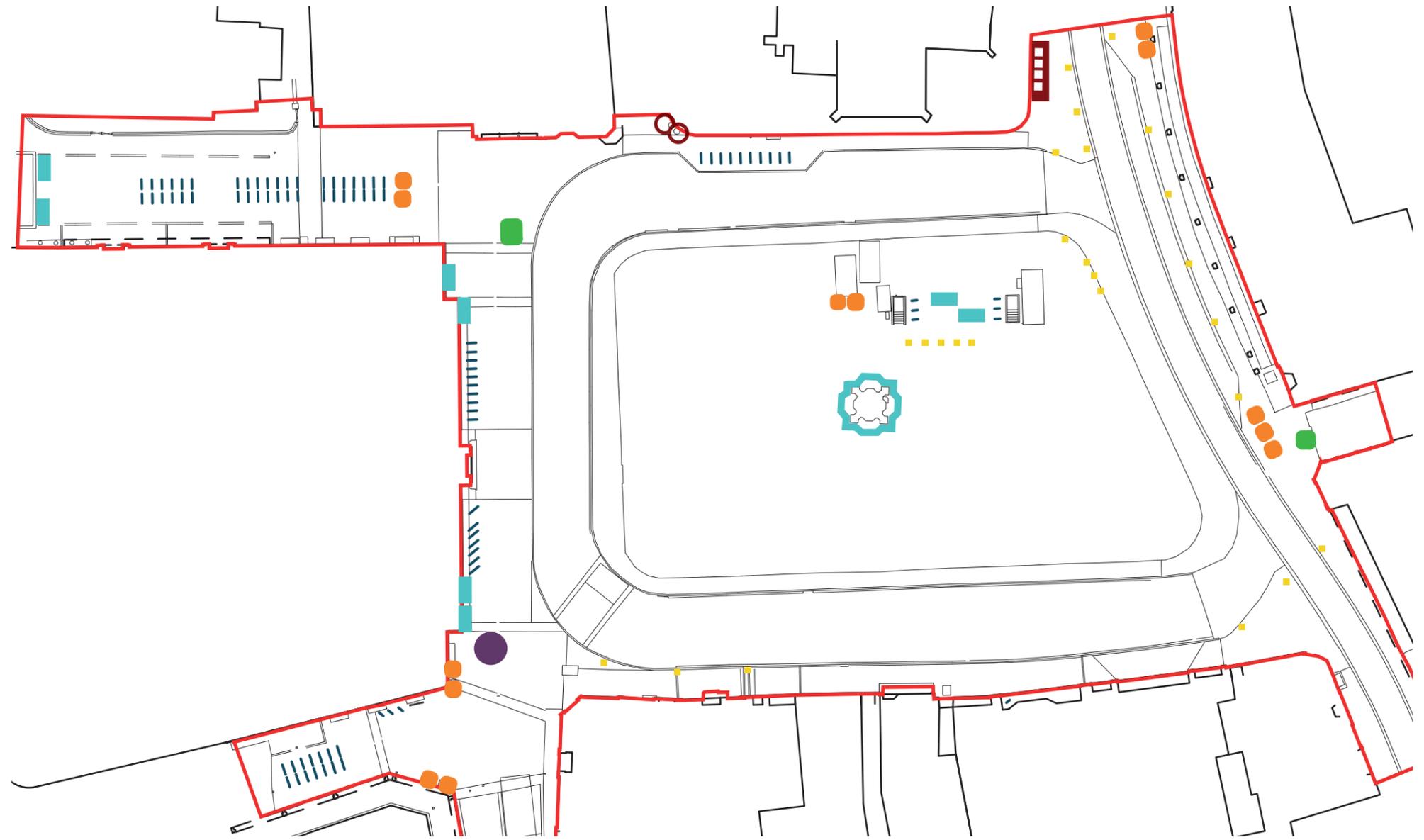
## 8.1 Existing street furniture

The existing street furniture within the Market Square is uncoordinated and lacking a considered and consistent approach. The majority of the street furniture is located around the square on the edges, with very little in the central market area. The limited furniture that is present in the market area appears to have been an after thought or the result of inadequate provision such as the picnic tables and that fact that people use the fountain to sit on as there isn't enough seating. There are some features of interest such as the post boxes, telephone kiosks and memorial artwork.

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The market appearance and layout currently does not lend itself as a space to stay, sit and spend time other than to buy items and then leave. The amount and location of street furniture contributes towards this. A considered street furniture palette is required which is designed appropriately to the character of the square, coordinates locations with uses of the space, views and sunny aspects and provides adequate provision. This would improve the appearance of the space, enable people to enjoy the space rather than just passing through it and reduce clutter.

- Waste bins (general and mixed recycling bins)
- Memorial artwork
- Post Boxes
- Telephone Kiosks
- Seating
- Signage
- || Cycle stands
- Bollards



Plan of existing street furniture



1:500 @ A3

**Waste bins**

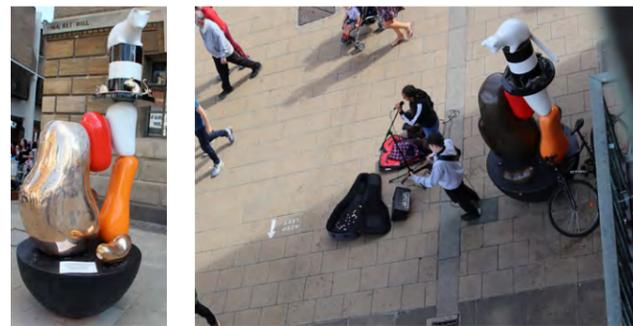
Currently waste provision for the general public in the Market Square consists of general waste and mixed recycling bins in pairs or groups. The type and size of bins vary. A consistent and coordinated approach is needed.



Waste bins that house wheelie bins in the market

**Memorial Artwork**

A memorial artwork is located outside the Guildhall, in memory of Walter 'Snowy' Farr MBE (1919 to 2007). He was a well-known presence in Cambridge Market Square, where he would collect money for charity. It is proposed to retain the artwork in its current location.



Snowy Farr memorial

Image Geophones

**Post boxes**

A pair of post boxes are located by St Marys Passage. Usually for a pair they are from different reigns G VI R and E II R vintages. It is proposed to retain the postboxes in their current location.



Pair of postboxes Image Richard Humphries

**Telephone Kiosks**

Four K6 Telephone Kiosks are located on St Mary Street adjacent to Church of St Mary. They are Grade II listed. The kiosks were moved to their current location in the mid 1990s from above the and were formerly listed as Three Telephone Kiosks, Market Hill. It is proposed to retain the kiosks in their current location.



Telephone kiosks now and previous location of 3no. in the Market Square

**Seating**

Currently there is very limited seating within the square, a few benches positioned against the Guildhall facade within a shaded location and a couple of picnic benches by the market toilets. People often use the fountain as an informal seat. There is a clear need for additional seating especially in locations associated with the market to allow people to buy food and drink and enjoy it within the Market Square.



Picnic benches and benches outside the Guildhall

**Signage and Wayfinding**

Currently there is one wayfinding totem sign with a map by Peas Hill and one wayfinding post located by Rose Crescent. These will both be retained. There is no signage associated with the Market. All street names if named are located on the buildings. Additional signage and wayfinding could help visitors to the market and provide



Signage totem and street signage

**Cycle Stands**

The current design of cycle stands used are not suitable for all types of bikes. A simpler cycle stand design would be more inclusive. The location of cycle stands is covered in the Access section of this report.



Cycle stands

**Bollards**

There are several bollards within the Market Square, these will be removed if not required (subject to highways works).



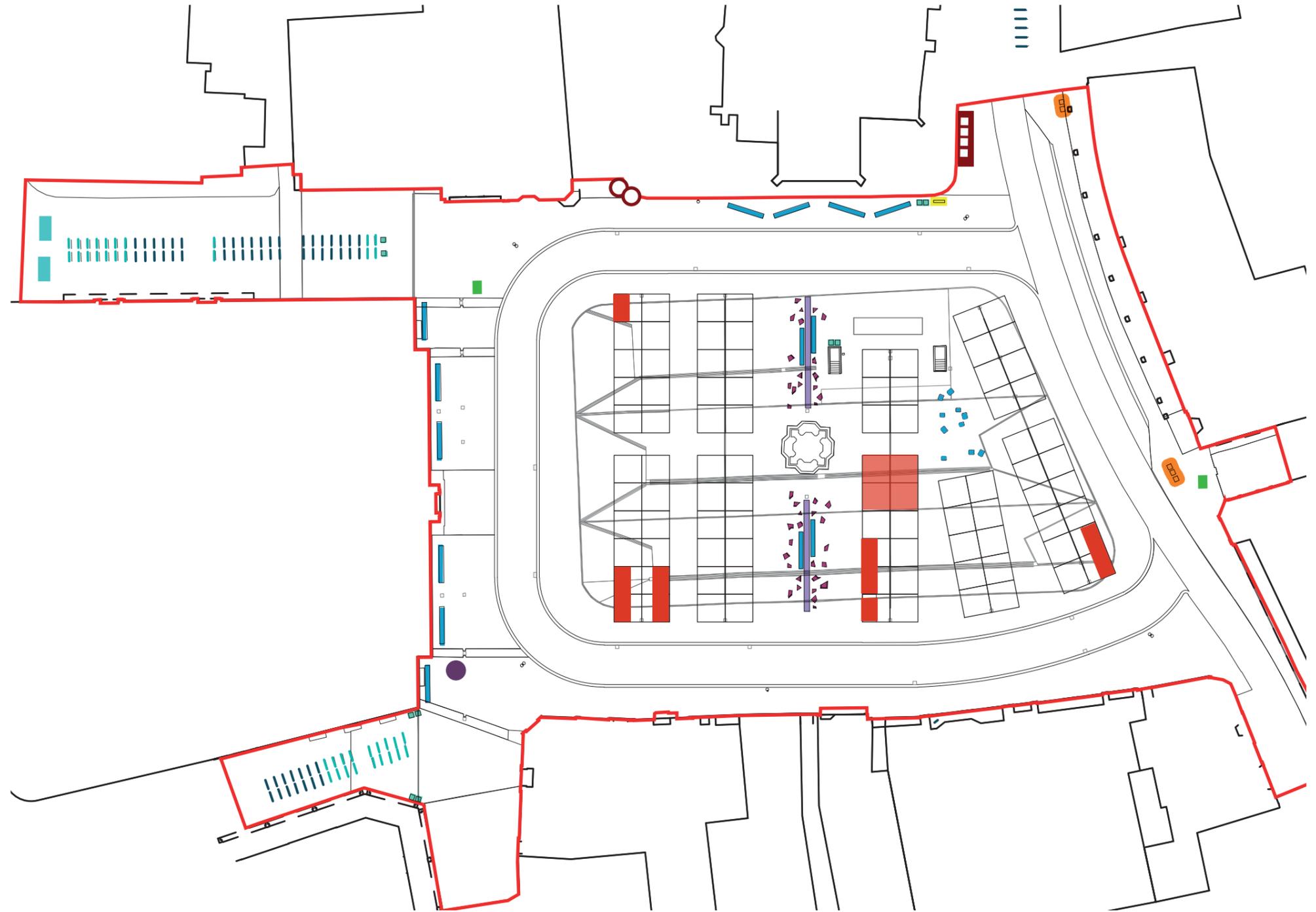
Bollards

## 8.2 Proposed strategy

The street furniture proposals aim to create a coordinated and cohesive design that is considered and appropriate to the character of the square. Making the most of the space available by reducing clutter of unnecessary items and introducing more of what's lacking such as seating.

The opportunity to incorporate smart street furniture has been considered. This could provide a range of benefits for the council and users of the space by using smart technology and building in IoT infrastructure to create sustainable solutions.

- \* Street furniture that allows for the creation of dynamic and flexible spaces
- \* Supporting the move to zero carbon and providing educational elements in terms of renewable energy and environmental data
- \* Improved WiFi connectivity
- \* Communication of market information, local information and services on screens that can be updated easily
- \* Saving energy by more efficient waste collections
- \* Collecting big data to improve public services (e.g. pedestrian traffic, use of public facilities, comparison of different locations)



Plan showing proposed street furniture



1:500 @ A3

## 8.3 Seating

### Existing Retained

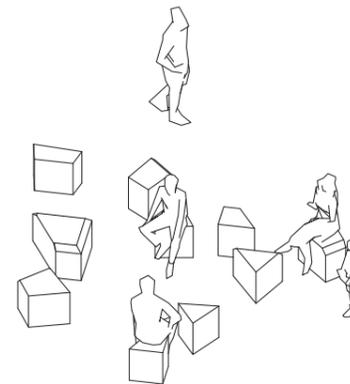
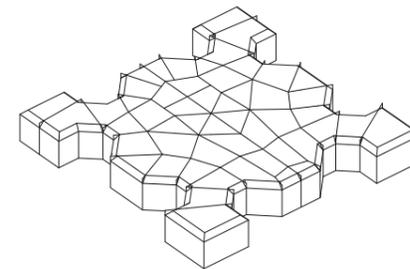
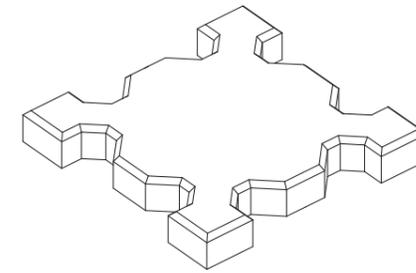
- Memorial artwork
- Post Boxes
- Telephone Kiosks
- | Cycle Stands
- Sign
- Litter bins
- Seating

### Proposed

- Litter Bins and mixed recycling bins
- Long Benches
- Communal Table
- ⋈ Fragment Seating
- Market objects
- Fish Monger counter
- | Relocated cycle stands
- Digital sign

### Proposed Seating

The seating proposals provide additional seating opportunities within the square with a range of seating types. The locations have been considered in relation to uses, views and sunny aspects. The seating types include fragmented seating, long tables, long benches and seating blocks. They will cater for different uses such as for people that want a quick rest, somewhere to sit, relax and watch the world go by or to meet as a group and eat at a table. Seating that is adaptable and flexible will allow the space to respond to events and future needs, this may involve some seating types that are moveable by a forklift or similar. Some seating types could provide places to charge electronic devices for free so people can browse the internet using the free WiFi, charge their phone or check the environmental data for the area.



### Fragmented Seating

Informal seating within the square is located within the central axis associated with the long tables.

The seating is derived from the fountain geometry, taking the form of the fountain base and fragmenting it into small seating fragments that are then scattered about to form seats. The fragments could be static or potentially moveable (by forklift or similar) to allow greater flexibility in some areas.

#### Design/Product criteria

- \* Bespoke product
- \* Granite to match the existing fountain
- \* Geometric fragments
- \* Approx 450mm height, with a range of approx 10 different sizes and shapes 450x450mm up to 750x750mm
- \* Approx.50no.
- \* Fixing TBC (Sat on top of granite setts to retain flexibility)

Fragmented seating concept



Example of bespoke granite seats (Marshalls bespoke prospero granite seating)



Geometric form similar to Old Bailey street, London



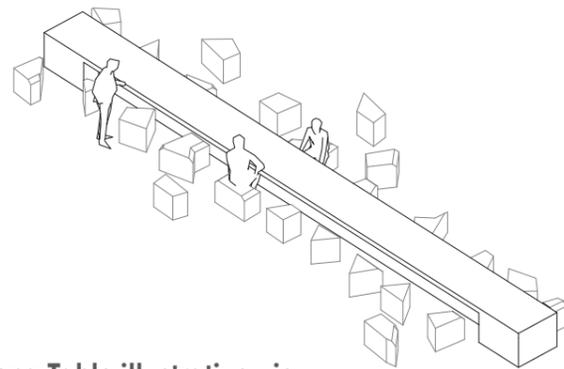
Granite used to match the existing granite fountain

**Long Table**

Two long timber communal tables are proposed aligned to the centre of the central axis. The tables will provide space for people to eat and drink within the market and to sit and socialise around a table or bring political discussions outside from the Guildhall. Fragmented seating and long benches will provide seating around the table with spaces for buggies and wheelchairs.

**Design/Product criteria**

- \* Bespoke product similar to Eddington
- \* Metal/timber material
- \* Linear form
- \* Approx dimensions 12metres length x 0.9m width x 0.72m height
- \* 2no. quantity
- \* Fixing TBC (Fixing points within granite setts)



Long Table illustrative view



Eddington example

**Long Benches**

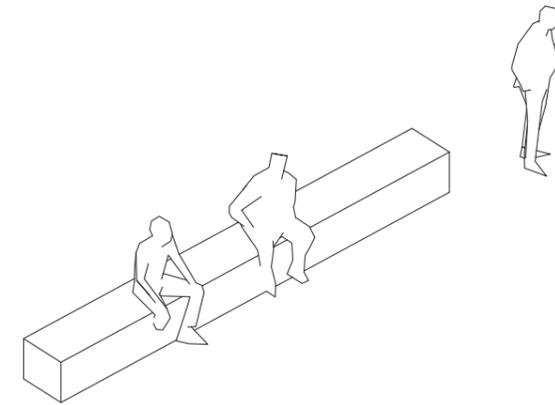
Elegant linear seating elements incorporating backrests and arms are proposed located in front of the church, alongside the long tables and in front of the Guildhall. These will replace the existing benches outside the Guildhall and provide additional seating.

**Design/Product criteria**

- \* Supplier Chris Nangle
- \* Carved oak benches
- \* Simple metal back rests incorporated along a proportion of the bench length
- \* Invisible metal feet so that benches appear to be floating
- \* Sculpted carved form to deter rough sleeping and skateboarding
- \* Approx. dimensions 4.8metres long by 0.5m width and 0.45m height.
- \* 14no. long benches
- \* In ground fixings. Fixing points within granite setts TBC



Double bench and Green oak Wave bench



Long Benches illustrative view



The Coal Drops Yard, London Kings Cross  
Carved charred oak bench

**Seating blocks**

Elegant blocks as informal seating elements within the northern market space. Associated with long benches.

**Design/Product criteria**

- \* Supplier Chris Nangle <https://www.chrisnanglefurniture.co.uk/about-us/>
- \* Carved Oak Seating Blocks
- \* Carved from a single solid piece
- \* Charred finish makes a bold impact and is colourfast and maintenance free
- \* Approx. dimensions 0.5m width and 0.45m height.
- \* Approx. 10no



Carved charred oak seating blocks

## 8.4 Objects

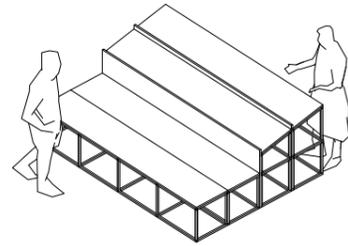
Currently some market traders leave display equipment or infrastructure in the market overnight.

The proposals look to reduce the amount of clutter and deter traders from leaving equipment out. The small amount required to stay overnight will be designed into the scheme so that they appear as beautiful objects or transform into usable seating in the evening.

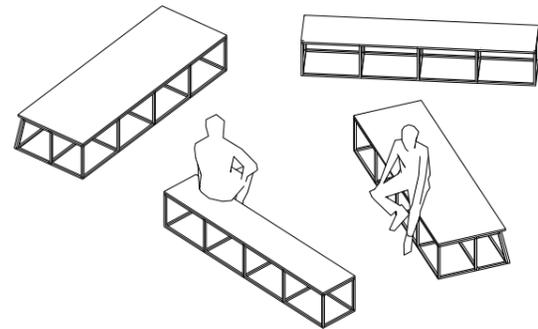
### Display/seating

A black metal framed structure with timber boards that can transform from a display stand in the day to seating in the evening.

- \* Small units 0.45m x 0.45m
- \* Tall units 0.45m x 0.9m



Objects as display stands

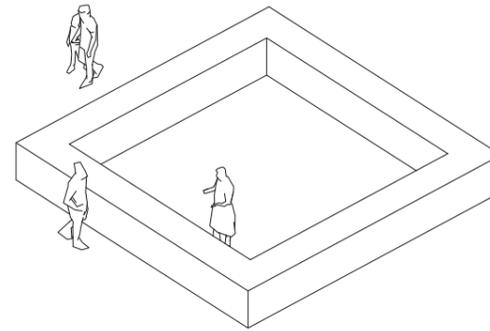


Objects as seating

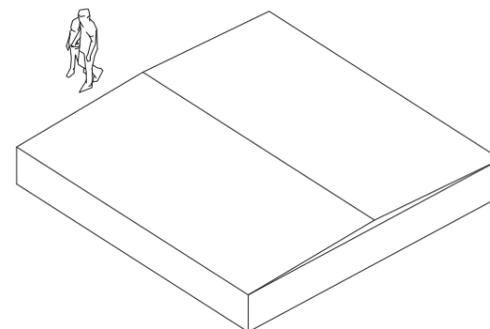
### Fish Mongers counter

An open counter in the day that transforms into a closed box at night.

- \* 6m x 6m footprint (equivalent to 4no. 3x3m stalls)



Counter open



Counter closed

## 8.5 Waste Bins

The waste bin proposals would replace the existing bins in the central area, Peas Hill and Petty Curry and coordinate the locations with the street furniture provision. The bins in the central market area would be relocated west of the railings with an additional pair of bins proposed next to the proposed long seating benches in front of the church.

The proposals are for Smart Wheelie bins housing bins. Replacing the existing bins with new bins which house wheelie bins and include a smart sensors.

Smart bins are connected to WiFi and equipped with fill-level sensors that track the situation in real time and send data alerts to the collection team that the bin is 85 per cent full to ensure that they are not allowed to overflow, but also are not emptied unnecessarily.



Escola Smart sensor bins



Escola bin housing

## 8.6 Cycle stands

The proposals relocate several cycle stands outside of the main market area. Refer to access section for cycle stand strategy. New or relocated cycle stands would be Sheffield stands powder coated black that allow both front and back wheels to be locked securely.



Sheffield stands coated black

## 8.7 Wayfinding and Digital signs

Currently there is one signage totem with a map and one wayfinding sign within the square. These will both be retained.

An additional digital signage totem providing Market Square news feed is proposed that connects the Market Square users with a screen everyone can see and anyone can use. Empowering market traders and community members to share relevant local content, businesses of all sizes to engage with customers, artists to showcase their work, and Cambridge to better communicate with its residents and visitors. The proposed location is next to the long benches outside the church near the telephone kiosks.

The digital signage totem could run on solar power, which means no wires and no emissions. It could include environmental sensors and data to check pollen and noise levels. If linked to IoT sensors the sign could provide an constantly up to date map of market stall traders locations.



Double Sided outdoor screens installed at the Wales Millennium Centre, Cardiff, Wales

Image Digital Media Systems

## 8.8 Lighting

### Existing lighting

The square is currently illuminated by a series of 10m double headed columns. These columns provide decent lighting for the vehicular activity for the square and suitable light for the current activities and standard. The visual appearance is dated and specification is a luminaire which would be suited to a highway, equally the lamp type is outdated and should be, if not soon, be upgraded to LED from Metal Halide. There is also concern that these lights may be create obtrusive light for the residential buildings surrounding the square and the side roads which should be addressed by any future schemes.

The current locations give a good indication that the column locations could be moved to more suitable spaces to match the design and layout of the new square uses and orientation. A survey of services would be useful to determine if there are any areas which are prohibitive for use, but based on this layout we believe much of the square could be used for future locations.

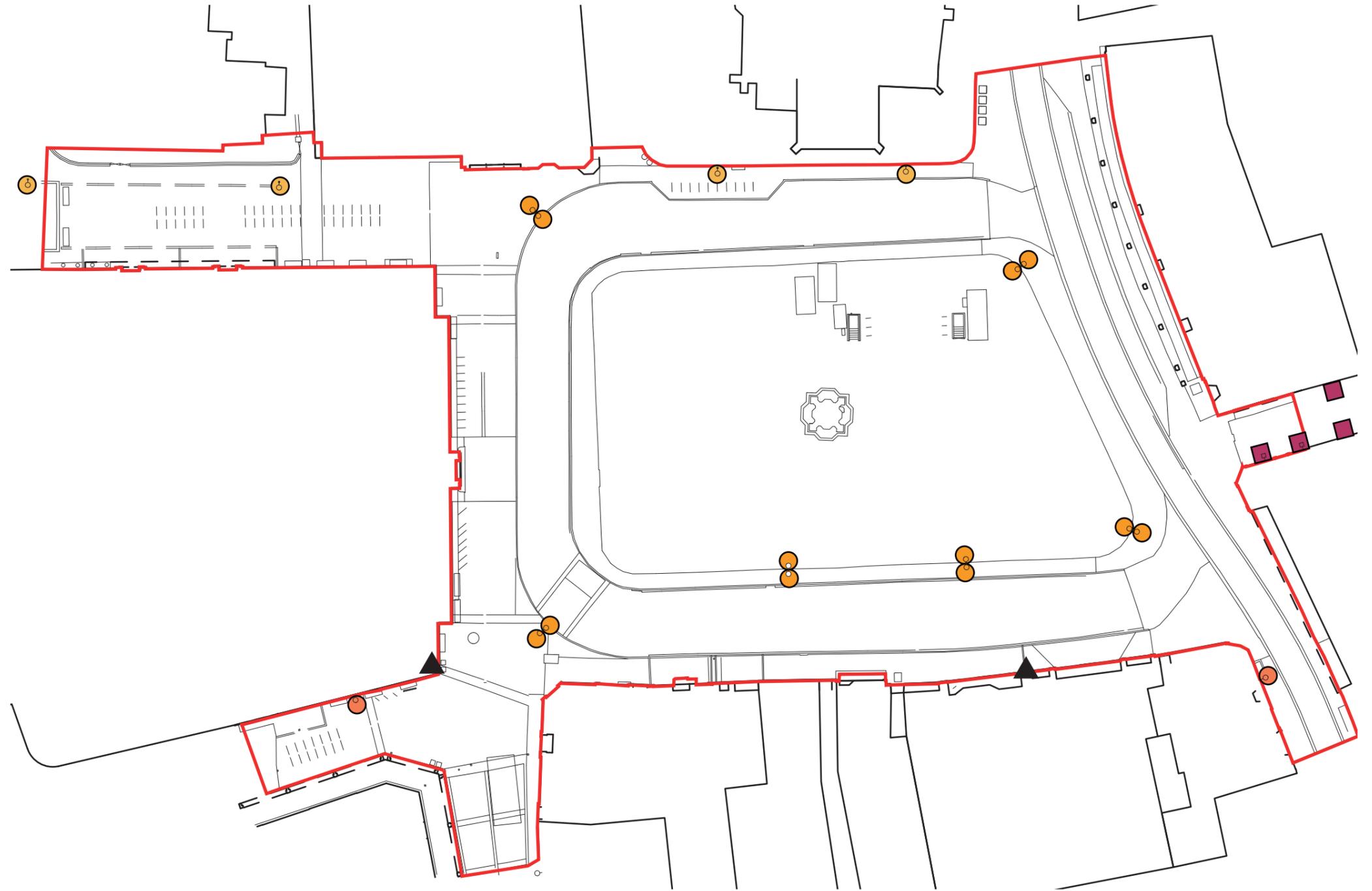
Information on the current agreements and standards from the street lighting team for Cambridge council would be useful to indicate what type of adoptability, future functionality and uses, as well as other infrastructure presumed to be used on these columns - CCTV, signage, 5G, would be beneficial for the next stage of the project. Equally the lights are part of a bigger scheme, especially the corner columns which link to Peas Hill and Guildhall St.

Additional infrastructure on these columns is festive lighting exterior rated 16amp plugs, signage for numerous items around the square and hanging baskets. One column has what appears to be mobile data or 5G.



Existing lighting columns

-  Double lighting column
-  Single lighting column
-  Wall mounted
-  Historical wall-mounted lighting
-  CCTV



Plan showing existing lighting locations



1:500 @ A3

**Proposed Lighting Concepts**

The new proposals should work in tandem with the option which is chosen, but some overarching themes should be applied to the thought of future lighting design for the Square so the range of proposed activities and potential uses can be understood.

- \* Lighting to provide good lighting for the pedestrian and market use experience first and foremost.
- \* Lighting should work with the current town control system, CMS or other method of lighting control.
- \* Lighting should be controlled in terms of time, allowing for lights to be dimmed at low used times of night, as well as having specific lights for busy, or times of increased risk.

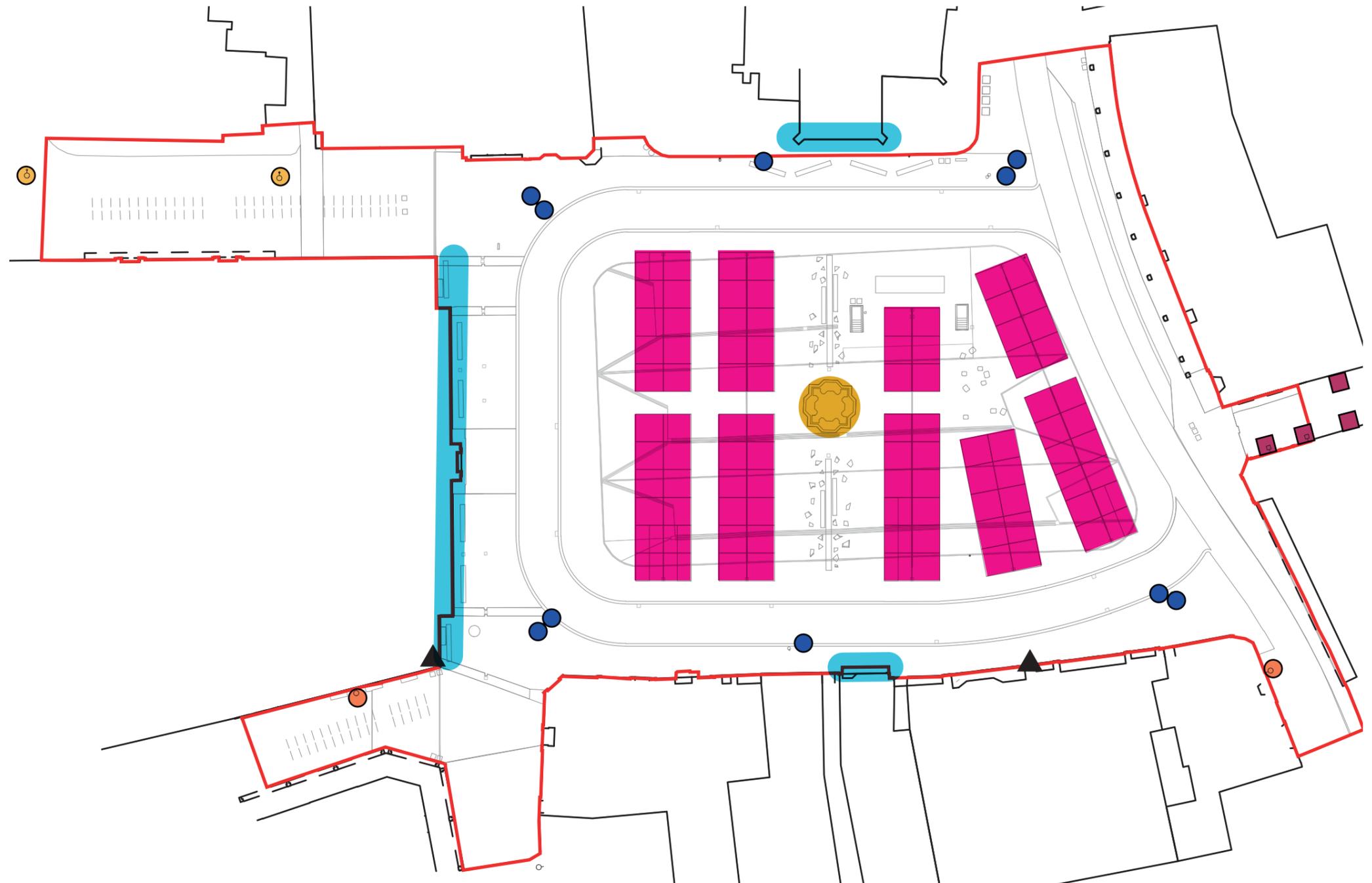
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**Existing Lighting**

-  Double lighting column
-  Single lighting column
-  Wall mounted
-  Historical wall-mounted lighting
-  CCTV

**Proposed Lighting**

-  Market Stall Lighting
-  Column Lighting
-  Facade Lighting
-  Fountain Lighting



Lighting proposals plan



### Lighting Columns

- \* The lighting columns should be arranged so they do not block the view of Great St Mary's Church, the Guildhall or no. 5 the Grade 1 Listed building. They should sit against buildings or view points which are not as critical.
- \* The Columns should be arranged to fit the layouts for the market stands, a series of tall columns on the South side of the square with additional columns either side and close to the fence of the Church would give a good layout. These could be feature columns and provide a high level viewing item. The columns would suit to be on the average datum of the buildings on the South side, which they will be close to, this is between 12-15m (tbc).
- \* If other components such as signage, CCTV, 5G, Wi-Fi or more are required by any columns, this should be set out prior to any development of column design so that the lighting design can look to integrate and minimise the visual appearance of their impact on the columns.
- \* The column materiality and finish should match the finishes and types that are set out across the rest of the public realm by the Landscape Architects. The design should sit in conjunction to these decisions and not separate.

### Architectural Lighting

- \* Architectural lighting should be used on specifically buildings, such as the church, Guildhall and Grade 1 listed building to allow the scheme to have more depth than columns and downward facing light. This will really build the space visuals for visitors and users at night and make a loci destination which feels safer and more inviting at night than many other items.

### Events

- \* Lighting for events should be considered and infrastructure should be integrated within the columns to allow for this. This could be for Christmas lighting, Cambridge Light Festival and other events during the year. Engagement of what uses there could, should be considered.
- \* Additionally if required, rigging points could be considered on columns to allow for other events, such as Opera and musical events to have speakers and other components mounted to them, with cables already considered within the design to allow for full flexibility and future use.

### Lighting Levels

- \* The classification of pedestrian and vehicular activities should be chosen to allow for the correct specification of lighting levels.
- \* The lighting standards rarely consider public squares, or Piazzas, in great detail and we would advise that the light levels may be lower in the centre of the square. If the vertical surfaces around the square are illuminated and there is sufficient light around the perimeter of the square, there is no perceived risk to the human eye in having very low lux levels in the centre of squares. We have done this in numerous town squares across the UK and is a given across Europe for this scale of space.

### Maintainance

- \* Ongoing maintainance and functionality in the long term should be discussed with the Council and incorporated into the lighting design early in design process. We find bringing members along with the journey of the design reaps dividends later in delivering a project which they understand, feel part of, and takes in their considerations for the future.

### Market Stalls

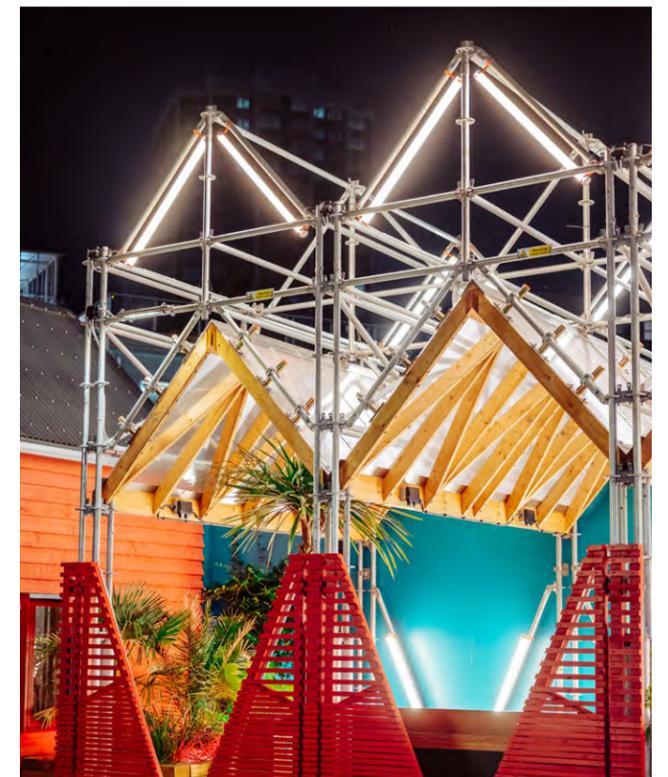
The market layouts and design should integrate lighting for each individual market stall. This means that:

- \* No market stall needs to provide their own lighting, this is usually a major visual downfall of marketplaces as people bring bright, awkward, or no lights to their stall. With this everyone has the same decent set of lights.
- \* The views and vistas of the market from afar can be greatly enhanced during day and night with a well designed and aesthetic response to brief.
- \* All cables and plugs can be integrated into the design so it is plug and play, making something which has a long life and can be maintained with easily replaceable items.
- \* Most importantly. The colour temperature can be controlled and be 2,700K very warm white with high colour rendition (CRI). This would mean that the market feels warm in the afternoon, evening and night. People will have light from a human level illuminating them and equally all the products will look great, all the food will look great, and the whole atmosphere of the market will vastly improved to a very high level. (See images opposite of a recent example of this approach).

Most of all, the lighting should make the space attractive, usable and safe everyday, for all people.

### Next Steps

- \* A deep research of existing lighting throughout the city centre is to be undertaken in order to create references and a shared aesthetic with the lighting proposed within the square. Matching tones, materials or colours should be considered and brought forward to inspire and influence this more modern approach and design aesthetic within the Square.
- \* Research and testing with the incorporation of Richardson Candles will be a starting point for the evolution of the design within the Square.



Sayer Street - Lighting by Michael Grubb Studio

London  
New Fetter Place  
8-10 New Fetter Lane  
London EC4A 1AZ  
United Kingdom  
+44 (0) 20 7467 1470

Glasgow  
Sovereign House  
158 West Regent Street  
Glasgow G2 4RL  
United Kingdom  
+44 (0) 1412 229 780

Bristol  
Studio 4B  
36 King Street  
Bristol BS1 4DZ  
United Kingdom  
+44 (0) 117 203 3628

Manchester  
Beehive Lofts  
Beehive Mill  
Jersey Street  
Manchester M4 6JG  
United Kingdom  
+44 (0) 161 359 5684

Cambridge  
17A Sturton Street  
Cambridge CB1 2SN  
United Kingdom  
+44 (0) 1223 949054

Oxford  
Worton Rectory Park  
Oxford OX29 4SX  
United Kingdom  
+44 (0) 1865 887050

Exeter  
Kings Wharf, The Quay  
Exeter EX2 4AN  
United Kingdom  
+44 (0) 1392 260 430

Peterborough  
17 Minster Precincts  
Peterborough PE1 1XX  
United Kingdom  
+44 (0) 1733 310 471

[www.lda-design.co.uk](http://www.lda-design.co.uk)

LDA Design Consulting Ltd  
Registered No: 09312403  
17 Minster Precincts, Peterborough PE1 1XX

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# CAMBRIDGE MARKET SQUARE PROJECT

## OPERATIONAL MANAGEMENT AND OUTLINE BUSINESS CASE ASSESSMENT

Presented By: Quarterbridge  
March 2021

This report is presented by:

Hayden Ferriby  
Commercial Director

hayden.ferriby@quarterbridge.co.uk

Quarterbridge Project Management Ltd  
2 West Stockwell Street  
Colchester  
Essex  
CO1 1HQ

01206 761000

www.quarterbridge.co.uk

Presented March 2021

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# SECTION 1: MARKET OPERATIONAL MANAGEMENT ASSESSMENT

# 1. INTRODUCTION

Cambridge Market Square forms the heart of the civic area in Cambridge, acting as a key public space in the city and is one of the few large city centre spaces which could be utilised for public events and activity.

The Market Square is home to a seven-day a week market, trading from fixed stalls, which includes street food, retail and food retail stalls. The Market generates a surplus of around £350k per annum, however there are a number of key concerns surrounding a range of design and operational issues.

In 2019 a feasibility study concluded there were opportunities to invest in the market to address these concerns in order to improve the flexibility of the Market Square, reduce anti-social behaviour, enhance the night-time economy, improve the customer experience and improve the appearance and operational management of the market itself.

Quarterbridge, alongside architects LDA Design, have been retained by MACE Consulting to provide market consultancy services to contribute to the market assessment.

The purpose of this report is to provide market consultancy to review and appraise the Stage 1 feasibility study and to contribute to and review emerging Stage 2 concept design outputs.

The current market operation will be assessed to identify issues and opportunities for improvement, including operational management, infrastructure design and layout, financial sustainability and marketing and events output.

Utilising stakeholder engagement undertaken by Cambridge City Council with market traders and additional organisational stakeholders, this report defines key issues and suggests options for improvements and future-proofing Cambridge Market, while retaining it's strong heritage aspect.

Section 2 will explore financial feasibility of redeveloping the market, including Do-Nothing projections and a high-level five-year business case for a redeveloped market, alongside investment options.

## OBJECTIVES

Based on the Scope of Works and initial parameters of success at inception, the following objectives have been distilled.

- To retain a seven-day market, attract new customers, increase trader numbers and ensure the market is sustainable as the Market Square's primary use.
- To create flexibility which will allow the square to be utilised for alternative uses including a programme of community and commercial events which will contribute to the local economy and civic pride.
- To contribute to the evening and night-time economy.
- To reduce anti-social behaviour which occurs particularly during the night-time.
- To increase dwell-time by providing public seating and gathering areas.
- To improve accessibility and functionality for users and traders.
- To enhance the quality of the public realm, including celebrating the heritage structures and architecture surrounding the Market Square.
- To improve waste-management processes and remove unsightly waste and compactor facilities on the market square.



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## 2. KEY ISSUES AND OPPORTUNITIES

Section 1 of this report explores in more depth the current operational and management elements of the market, identifies opportunities to improve the market in the future, and provides some commentary on future design to sit alongside a report by LDA Designs.

The following is a summary of key issues and opportunities this project can address.

### KEY ISSUES

- Current market team staffing levels do not allow sufficient capacity to invest in market service development, including curating events, planning new neighbourhood based markets and maintaining an active management presence on site.
- Waste solutions are unsightly, smelly and take valuable space which could better be used for other infrastructure.
- A significant number of permanent Traders are renting stalls which they do not always attend, which can give the

Market an empty feel despite stall rents being taken.

- Applications are not being taken for street-food traders and casual traders are not allowed to stand unless they are already licensed on a permanent basis, severely limiting the trader-base and the attraction of a wider customer base.
- Market stalls are very robust but do not create flexibility to reconfigure the space to provide diversity of use. There are strong concerns about demountable solutions due to lack of staff time and trader's concerns about self-erect markets.
- Historic agreements mean display equipment, benches and trestles are left in Market stalls overnight. During the daytime empty stalls are used for storage. This is aesthetically unappealing, presents a public health and safety liability risk and goes against Market regulations.
- There is limited storage on-site which is compounding the above issue.
- All stalls have back sheeting, which closes sight lines across the market and does not allow light to infiltrate across the market.
- Issues have been raised with the cleanliness of the market.

- The road acts as a soft pedestrian barrier.
- Heritage features such as the fountain, views of the Guildhall and Great St. Mary's Church are not incorporated into the market experience.
- Marketing needs to be undertaken more frequently and more consistently.
- Events are currently something of an after-thought, partly due to the lack of clear responsibility on who is leading them and available staff capacity within the market team.
- This important civic space does not currently contribute to the evening-economy and attracts anti-social behaviour at nighttime.

### KEY OPPORTUNITIES

- Staffing capacity is required to take a more active management approach, curate the space, process applications for new traders, plan allocations at different times of the day including evenings, deliver event markets and undertake more active social media marketing. Review the available capacity within market team and other departments to support development and delivery of curated

programmes of events/activities to support day-time markets and create an evening/night-time offer.

- Implementing technology solutions such as using a tablet to enter data onto a cloud-based attendance system would make existing staff duties more efficient, freeing up time within the team. The MACCS market management system currently in use allows this but the market team are unable to use the remote data entry facility.
- An underground waste solution would open sight-lines across the Market Square, reduce smells and improve the Public Realm. Careful consideration must be given to waste volume limitation and operational access for waste handling vehicles.
- Market Rules and Regulations are clear regarding trader attendance and need to be enforced.
- A register of casual traders should be kept along with accepting new applications for any stall-type. When there are vacancies traders can be allocated on a daily or weekly basis to increase occupancy. This would also act as a waiting list as permanent stalls become available.

Payments can be processed with a card-reader to increase flexibility.

- Applications for street-food stalls should be accepted and determine if there is a critical mass who wish to trade on evening-markets which can diversify the use of the space and increase income. The exact split between food, food retail, and retail stalls was requested but this data was not able to be provided.
- A new solution should be found for market stalls which is semi-permanent, robust enough to trade in a variety of weathers but possible to reconfigure as and when required by the Markets Team without being too labour intensive. The solution proposed however is bespoke, and would need a time and motion study to understand set up times, although we expect these to be similar or less than demountable gazebos. As a guide, demountable gazebo stalls take two operatives three to five minutes to erect/dismantle.
- Tables and display equipment need to be removed from stalls overnight. During the day vacant stalls need to be opened up and waste and equipment should not be stored in them.

- Opportunity to search for additional storage capacity in the vicinity of the market. This could be rented out to traders to cover costs incurred but would allow trader and management storage of equipment.
- Sheeting can be removed from stalls, or transparent sheeting used to open a vista across the market.
- Electricity, waste, water and oil disposal are all currently provided, but all could be upgraded to be fit-for-purpose and provide a better experience for traders.
- Toilet facilities could be upgraded to improve the trader experience including accessible facilities.
- The road could be levelled to encourage permeability of foot-flow and remove accessibility barrier, especially for mobility / sight impaired.
- More should be made of heritage aspects, including the fountain which could form the focal point of a communal seating area and views to the Guildhall and Church should be opened up.
- Training on social media should be given to all members of the Market team, and

traders, to ensure there is a constant stream of marketing.

- KPI's should be developed for delivery of events, including frequency, variety and budgets.
- Evening events and activities should be planned, such as street food traders on Friday and Saturday evenings throughout summer months.
- Anti-social behaviour can be combated through enlivening the evening economy, improving lighting and opening sight-lines across the market to encourage more civic use of the square.



### 3. MARKET ASSESSMENT

Cambridge outdoor market operates within the City's Market Square and comprises of 99 fixed location stalls set out in uniform rows which fill the Market Square.

The Market operates seven days a week throughout the year except for Christmas Day, Boxing Day and New Year's Day. Daily advertised opening hours are 10:00am until 4:00pm.

A smaller Arts and Crafts Market also operates at the All Saints Gardens, although this is currently only operational on Saturday due to Covid restrictions.

A site visit was undertaken by a Quarterbridge operations specialist in October 2020, along with a full review of all policies, procedures, regulations and data which was provided by the Markets Team and Cambridge City Council.

Unfortunately, an in-person meeting with the Market Manager was not possible, however a video call was undertaken in August 2020. A meeting and site review was

undertaken with a member of the market team.

Overall the Market is performing well, delivering annual profit and maintaining high occupancy levels. This is rare for a seven-day a week outdoor market, and Cambridge City Council and the Markets Team should be pleased with the asset they have created though it should be noted that income versus attendance is an issue as traders are paying for permanent stalls without attending the market to trade.

There are a number of operational and development opportunities which will improve the current offer, whilst diversifying the use of the Market Square, improving long-term sustainability and and delivering an uplift in social and economic value for Cambridge.

The following assessment explores a number of operational, management and social elements, identifying strengths and opportunities for further development.



## FINANCIAL SUSTAINABILITY

Cambridge is a very profitable outdoor market, generating a surplus of over £350k per annum according to information provided.

In 2018/19, the Market generated a gross income of £931k, although this saw a 4% drop in 2019/20 to £892k. Due to the Coronavirus lockdown and rental discounts in 2020, the market is not expected to meet targets this year but may bounce-back in 21/22.

Budgeted expenditure for 20/21 (prior to the impacts of Covid-19) was £587,540, including recharges from other Council departments, business rates payable, staffing, operational maintenance and marketing.

In the five years prior to 2018/19, the income target increased by almost 18%, demonstrating continued growth until this point.

However, over the last three years, profit has fallen by 12.75%. This is a result of a decrease in income in 2019/20, combined with an increase in interdepartmental

recharges and rise on operating expenses due to inflation, despite efficiency savings being made. *(Information provided by CCC - markets.xlsx and included in Appendix 1).*

Cambridge Market has been bucking the national trend in which markets are making consistent losses.

Cambridge Market is delivering robust profit, but requires re-investment in the operational team and infrastructure to maintain these profits. Without greater spend on operations and marketing, the decrease in income will likely accelerate, as trader numbers reduce due to lack of services.

## STAFFING LEVELS

The Market is managed and operated by a small team, who are also assisted by members of the City's street cleansing service.

Within the Markets Team there is 1 FTE Market and Street Trading Manager; 2.6 FTE Market Officers. Currently, 1 FTE post is vacant; 1 FTE post is filled by secondment; and 0.6 FTE post doing additional hours on fixed term basis to fulfil 1 FTE role.

The Market Team are located in the Guildhall, directly adjacent to the Market Square and so are available on-hand to deal with any issues that might arise.

In the morning the team deal with flash-points and registering trader attendance, then return to close up the market on a split-shift basis.

The Team use the MACCS system to assist with daily market operations, logging attendance, managing stall allocations and transfers; and also to feed into the Council's financial systems to produce monthly billing invoices for traders.

Attendance and stall transfers, as well as casual lettings are recorded on the MACCS system daily, however the system is not currently being used to its full potential.

The MACCS system is cloud based and has the ability to link using 4G enabled mobile devices (tablets), which can be provided by the system provider for a relatively small cost.

By utilising mobile technology, this would enable the Market Officer to go around the Market each day to record attendance, log

any trade transfers and allocate additional stalls on a casual basis to traders whilst adding these charges to their rent accounts remotely.

This would significantly speed up the process and remove the need for the Market Officers to spend 2 – 3 hours each day undertaking these tasks manually and returning back to their office to input onto a desktop computer.

The Market Officers also produce a weekly trader bulletin. It appears that this document is produced whether there is a need to communicate messages or not, and sometimes content can be scarce.

Regular communication, including the replacement of the trader bulletin, should be undertaken via digital messaging platforms such as Slack, WhatsApp, or Messenger to ensure speedy and ongoing communications.

Whilst the Market Team itself is quite small and has limited time and resources; they are undertaking tasks at present that can be streamlined to free up valuable time. One standout example of this is the use of the MACCS management software via tablets on the market rather than completing paper

records and moving to the office to undertake data entry.

The Markets Team is currently under-resourced to carry out all of the functions required of an effective 7 day operational market.

Covering such a long working week, due to the early starts each day and through to the point that Traders leave site every day of the week places a huge demand upon the Market Officers but also leaves the market without direct management for long periods.

The Market Officers would be better utilised on site overseeing the health and safety and cleansing elements of the market, rather than inputting information in the office and off-site.

If the Market is to develop and grow, then a dedicated focus on marketing via advertising (paid posts and boosts) and promotion (pro-active engagement through social media pages and interactions) through various social media platforms needs to be explored, alongside active trader recruitment, the programming of speciality and evening events and the

continual cleansing of the Market Area along with enforcement of existing rules.

With such a large amount of street food available, there is a strong need for more desirable and welcoming communal seating areas to encourage visitors to purchase food and spend more time within the Market area.

This area would need to be monitored and cleansed on a regular basis; which could be done if the Market had a dedicated Markets Operative similar to the Street Cleansing operatives that currently service the Market as a small part of their role.

The introduction of such a full-time post would ensure that the Market had a dedicated cleanse function throughout each day to undertake scheduled and reactive duties around the Market which could include ensuring the safe operation of the waste compactor.

In order to fulfil the ambition of using the Square to stimulate the evening economy, allocations would be required for street food traders in the evenings. This could begin with Fridays and Saturday nights through summer, and be populated by existing or new traders. This would have the

added benefit of deterring anti-social behaviour.

For comparison, Chesterfield Market, a comparable setup, with a seven-day operational outdoor market with lower attendance than Cambridge, has 10 staff across managerial, operational, cleaning and admin positions. There is a Market Hall in Chesterfield, but the majority of traders on the Square.

## WASTE MANAGEMENT

The Market is currently serviced by a compactor and a cardboard baler on the Market Square, along with bins to process trade waste from traders and market operations.

These obstruct sight lines across the Market Square, are unsightly and produce smells. Complaints about the waste area form a key element of engagement feedback from market traders and stakeholders.

A below-ground waste solution should be explored which opens up the vista across the market, reduces smells and improves the overall visitor experience.

Without the use of a compactor however, there may be issues over the volume of the rubbish that can be stored in these facilities. There could be an increase in the number of collections, increasing the cost to the market.

In order to mitigate unknown factors, an investigation could be undertaken to dispose of trade waste for a set period of time to determine the volume of waste produced without a compactor to plan accordingly.

## VARIETY OF STALLS AND ALLOCATIONS

Any market would be proud to have the street food and drink offer that Cambridge Market has to offer.

The variety of food available to eat, provides visitors with a huge choice from traditional hot sandwiches to flavours from around the world, and as customers increasingly spend disposable income on dining and leisure options, the street food stalls act as an important footfall driver to support the market including other retail stalls.

The general retail and produce stalls who were trading during the site visit also appeared to be of good quality and reasonably priced.

Modern Markets must embrace a mixed offer, with street food and fresh food retail acting as anchor attractions, supported by niche retailers who provide a point of differentiation from High Street chains. Cambridge is home to a strong variety of stalls, and this mix should be maintained.

Cambridge Market currently allocates stalls all across the market, with street food traders interspersed with retail and food retail traders.

The rationale for this is strong in principle, to encourage the circulation of customers around the market as a whole, rather than grouping anchor footfall drivers in one location which may not benefit other traders.

However, as the food element of the market has grown, there have been issues raised and reported through Market Trader engagement regarding smells from street food stalls impacting retailers' businesses. There have also been requests to explore

the potential for mechanical extraction (which is not feasible in an outdoor setting).

As the inclusion of tables is a key objective of future development, going forward street food traders could occupy units surrounding communal tables, sharing the seating area and creating a critical mass.

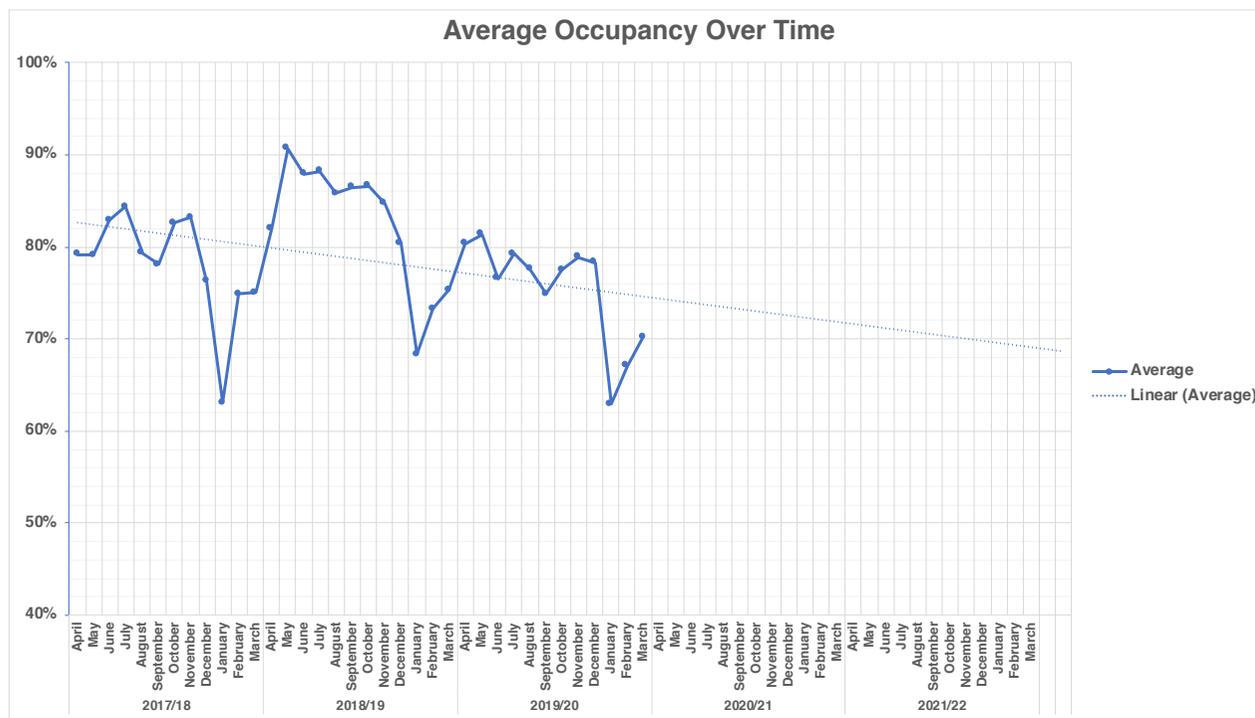
This would benefit traders and improve the customer experience. By combining traders in one location, the impact on food smells can be mitigated, with traders selling product lines such as clothes located upwind and away from the street food units.

Applications for Street Food stalls are not currently being accepted, but there is potential for additional capacity of street food stalls around the seating area, or a differentiation between 'day-time' stalls and 'evening' stalls which could be explored.

### TRADER ATTENDANCE

Cambridge Market currently operates seven-days each week, with empty stalls every day.

Attendance data provided showed that the Market was achieving strong occupancy,



particularly on Saturdays which average over 93% over the last three years.

During the site visit, over half (54) of the stalls were vacant, with vacant stalls used to store furniture and display equipment, detracting from the visitor experience.

It appears these stalls are retained and paid for by permanent traders, however attendance is not mandatory and many do not stand every day.

Actual attendance for the the last three years averages 79%, rather than the recorded 93%, demonstrating a high level of daily absences in contradiction to regulations. This appearance of empty stalls is uninviting, and a linear trend analysis shows this is resulting in a 3% annual decline in attendance.

The Market Regulations state that after failure to attend the market for a period of 8 consecutive days without written consent

from the Market Management, traders will be subject to disciplinary procedures and may forfeit their stall, however this does not seem to be enforced.

A careful balance must be struck between maintaining permanent traders to provide financial sustainability, and curating the visitor experience to ensure the market does not appear vacant.

Traders who are regularly failing to attend their pitches should be identified, and initial conversations held to understand why. If necessary, the disciplinary procedure should then be followed, and trader recruitment undertaken.

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## NEW AND CASUAL TRADERS

It is apparent from the Cambridge Market webpages that applications for Market Licenses are not being taken at present.

Any market should always allow applications from new businesses, even if they have 100% occupation. By allowing businesses to apply to stand, this gives the opportunity to reduce the current voids, and, once at capacity, creates the ability to build a

waiting list of businesses that are interested in coming to trade at Cambridge Market.

Casual allocations mean businesses can call at short notice, or arrive on the day, and pay a day fee for any available pitch. The current stall allocation rules dictate that a stall can only be let on a casual basis to a trader if that trader already trades on the market on a permanent basis on at least one day of the week.

Whilst this rule may have been put in place to encourage traders to sign up on a permanent basis, it is counter-effective as it does not allow new traders come and see how their business could operate at Cambridge Market before making commitments.

Another potential reason for this policy is the current recording and payment method using MACCS, in which monthly bills are raised to be paid by direct debit only (based on information provided to us), with no alternative payment options available.

Casual allocations require either cash handling, or best practice is having a card-reader available to take on-the-day payment. Traders usually call in the preceding days or turn up on the day, with

management reserving the right to refuse any trader whose user clause is already represented on the market.

On the first day's trade, casual traders should be provided with a copy of the management regulations to agree and should supply proof of right to work in the UK, proof of address and personal information which should be recorded. After this traders can return to the Market on an ad-hoc basis, or commit to a permanent stall.

By changing the allocation ruling to allow any trader to arrive and trade on a casual basis (with conditions), Cambridge Market could benefit from the addition of a variety of businesses coming to trade, as well as the potential to increase income by the letting of the many vacant stalls.

This is always the ideal position for any market to be in, as this significantly reduces the turnaround time when a permanent pitch becomes available and needs to be filled.

## INFRASTRUCTURE

Cambridge Market trades from fixed-stalls which are very robust, allowing trading in inclement weather conditions including Amber-warning weather. This is seen as a strong advantage to traders and maximises income from stall rents.

However these stalls do not provide any flexibility, and create a static space that cannot be reconfigured for events or alternative uses.

The fixed stalls look as though they have been there some years and do look run down in appearance when not in use. Stalls which are not in use are utilised by traders holding stock within them, along with rubbish, spare equipment and other items.



Private and Confidential

Allowing traders to do this give the impression that the market is untidy and does not add to the visitor experience when browsing the stalls that are open and presents a public health and safety risk and associated liability. As per Market Regulations, tables, storage and stock should all be fully removed from the Market Square at the end of each trading day.

Historical leeway has meant that a number of traders have been given written agreements to leave stock and tables overnight, and during the day vacant stalls have been used to store tables and benches. This is unappealing from a customer perspective, and makes the market feel empty and disused.

All street food traders are required to hang fire-retardant sheets as barriers to their units, although almost all traders were observed with both sides and backs on their stalls.

This creates a visual obstruction, making the market feel closed in and not encouraging visitors to see the variety of stalls available in different areas of the market or appreciate the heritage and architectural significance of surrounding buildings. 'Dead zones' are created in the market when stalls



are not open, and open stalls are facing other directions.

Options to remedy this include transparent sheeting, sheeting at half-height, or no barriers across the retail stalls. More likely a combination of these solutions, as businesses will want to lay out their stalls in different ways.

There is a need for uniform tables (the industry standard being collapsible trestle tables, although more attractive solutions would be preferable). These would either need to be specified to traders for purchase, or provided for traders by the Market Management. Solutions could include table covers, which are readily available online, or flexible furniture which could act as display units during the day and

seating areas or visual installations in the evening.

The Market currently has provision for electric, waste, water, drainage and an oil sump, however none provide a convenient, modern experience for traders. All of these utilities should be upgraded as part of a programme of redevelopment. Existing electricity has a 16amp fuse, whilst cooking equipment may require a 32 amp connection.

The stalls have lighting, but this is highly functional and does not add appeal. New lighting in both the stalls and the public areas of the Square would greatly improve the Public Realm, visitor experience and

trader experience and deter anti-social behaviour.

### CLEANSING REGIMES

A key element of stakeholder and trader feedback was that the market was 'dirty', with night-time ASB meaning the Market Square was dirtied after it was cleaned in the evenings for traders to arrive to in the mornings.

This feedback may be outdated as cleaning regimes are reported to be undertaken in the morning with twice-weekly wash down and rapid response service at all other times.

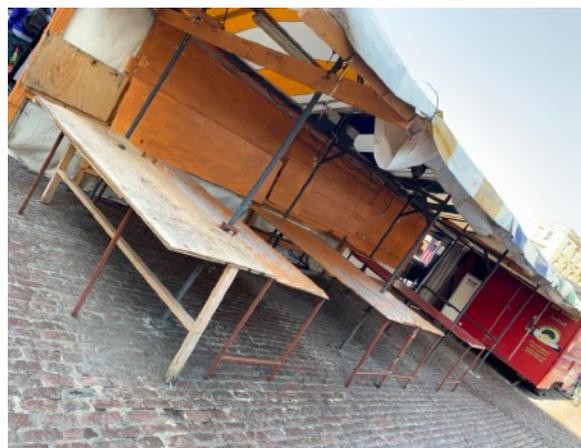
As explored earlier, the current staffing provision does not extend to active curation of the market during the day, including deep-cleaning. Additional staffing capacity, whether it is through the markets team or the Street Cleansing Team should be incorporated to deal with ongoing cleansing issues.

### TOILET FACILITIES

There is currently an underground trader toilet provision on the Market Square. This is dark and unappealing, and the gates were observed left open and unsecured during site visits.

The amount of space dedicated to toilets provides more toilet stalls than are required for the number of traders, and space could be better allocated to storage or underground waste solutions. It should be noted that there are no on site facilities for accessible toilet facilities.

There is currently no public toilet provision on the Market Square, although there are public toilets in the surrounding area.



## STORAGE

There are currently seven storerooms available on site in the underground trader toilet facility.

This is insufficient to support the number of traders on the market, and there is no facility for management storage on the market.

In order to maximise the potential for the market, storage solutions should be explored on-site or in close proximity to the Market to allow traders to rent storage units and Market Management to store infrastructure including additional seating, tables, display equipment, stall parts and covers, events equipment and decorative items.

Renting these storage units to traders could cover costs and generate a small surplus, whilst improving operational potential.

## ACCESS AND HIGHWAYS

Market Traders arrive on site from 6:30 am, mostly bringing their stock in vehicles and parking around the perimeter of the Market

Square. Some traders use bicycles as transport.

The square is accessed by a road with an automatic bollard on Trinity Street that is controlled by the Highways Department of the County Council. The bollard lifts into position at 10:00am each day, after which time any late arrivals or deliveries would need to barrow their items from further afield.

The fresh produce traders usually arrive at 6:30 am due to the large amount of stock carried and the number of lines that need to be presented. Access is then allowed at the end of the day when the bollard drops at 4:00 pm.

This road is shared with delivery vehicles for neighbouring shops, namely Marks and Spencers, which has caused conflict in the past between market traders and delivery drivers.

The road acts as a soft pedestrian barrier and reduces the potential footprint of the market at present. Level surfaces would improve the customer experience and increase permeability across the Square.

## HEALTH AND SAFETY

Risk Assessments are currently being updated by the Markets Team and Corporate Health and Safety Team, and existing assessments were beyond our scope.

One major observation from site visits was that the trade waste compactor machine was switched on, unsupervised, with the doors left open. Best practice would be to close access doors to prevent anyone accessing the waste or attempting to add waste to the machine whilst it is in use.

Market Traders appear to operate the compactor rather than a member of the Markets Team, which may be the cause of this oversight, however, without an active management presence this creates potential health and safety issues.

The Market Trader Regulations do appear to be complete and do provide a comprehensive set of rules and guidance for traders; although at present it would appear that the rules are not being fully enforced.

## HERITAGE

The Market Square is surrounded by heritage buildings which offer attractive architectural benefits and which form a key element of the civic area.

Sight-lines to these buildings (namely the Guildhall Great St Mary's Church) are currently obscured by the configuration of the Market, and more could be done to incorporate views of these buildings into the experience of the Market.

Page 135 The fountain in the Market Square is a key heritage feature, although it is currently under-utilised. Customers often sit on the parapet to eat food purchased at the market, and the fountain bed is used as a garden area, which does provide an attractive feature.

The fountain should be restored as the focal point of the Square, if possible it would be advantageous to restore functionality to the fountain, but otherwise it should become the focal point of a seating area and turned into a curated garden feature.

## MARKETING AND PROMOTIONS

Cambridge Market has a Facebook page with 2,600 followers. This page was consistently posting high quality photos and posts one to two times per week.



The Cambridge Market Instagram page has 2,274 followers, and high engagement levels with most posts achieving over 100 likes.

The content used on social media is highly visual including photos and videos with engaging commentary, and this is reflected in the high levels of engagement across both platforms.

Almost all of the content on the page is original, with only the occasional 'share' from other Council Pages, and rarely, traders.

Some of the traders are producing high-quality Facebook content such as 'The Cambridge Fishmonger, Crystal Waters Ltd' and 'G and M's Fruit and Veg Cambridge Market' (although there are likely to be more; these are the only pages which were returned from a search on Facebook.)

The Facebook page could be boosted by encouraging Traders to tag the main page in their posts, which can then be re-shared. Empowering traders to undertake their own marketing, undertaking promotions for the whole market and then using one another's platforms to cross-promote and amplify a

strong message would boost the marketing reach.

Both social media pages however have been inactive since September (potentially corresponding to a staff member's absence), at a critical time when a second national lockdown was announced and communication was vital.

There are also other gaps, of a month or more, in posting content. Other members of the team need to be empowered to undertake social media advertising to avoid these breaks in content.

Overall the Market has a strong social media presence, opportunities for improvement include marketing support for individual businesses (particularly training), ensuring all staff members are responsible for keeping the page up to date, scheduling consistent posts and increasing cross-promotions between the market and trader platforms.

## EVENTS AND ANIMATION

The Markets Team do not directly deliver regular events at Cambridge Market, but do facilitate where required the events that are organised by the Cambridge BID.

Where events are held in the Market Square, the Market Team ensure that stall allocations for that day do not inhibit the organisation and delivery of the event.

Where events take place within the Market Square, including into the evening, the normal operation of the Market continues to take place. Market Traders are permitted to continue trading through the event at no extra charge.

The introduction of a 'Night Market' and 'International Food Day' came about under the previous Market Manager, however the current market manager has reported that they did not benefit traders as people were not shopping, and because of this there has been little focus applied by the existing market team to bringing back events.

We would stress that events are not there to directly drive footfall to the market on the day but should be used for place activation and also to bring a wider user group into the market area. Though they may not have shopped at the market on that day, they may return or recommend the market in the future.

It is a shame that past successes, especially those that have been award winning, have not been built on.

A programme of different events (explored in Section 5), adds value to market services and attracts different demographics to the city centre, and should be a focus going forward.

In particular, offering street food traders evening slots on Fridays and Saturdays throughout Spring and Summer months (around 30 weeks per year) after the day market has finished trading would increase income, develop the civic space, boost the evening economy, and realise several key objectives of this project.

The wider the user base of the Market Square is, the bigger the benefit to the market traders.

## EVENING ECONOMY

As identified in the feasibility report, there is a strong need for a wider evening-economy offer in Cambridge.

More flexibility is needed to create early evening events, which can range from the always-popular street food events to craft markets, Christmas fairs, fresh produce markets to family-fun-days (explored in Section 5).

This kind of event in the Market Square would diversify its use, drawing a wider audience of locals, students and tourists whilst generating income and benefiting surrounding businesses.

This could be organised by bringing in a selection of street food vans once the market has closed, increasing the seating capacity and adding small-scale live music such as acoustic musicians to create a relaxed atmosphere which increases dwell time. Family-friendly, populated events also deter anti-social behaviour.

The planning and delivery of these events would need to be carefully managed, which could be achieved through a freelance

agent, additional part-time staffing capacity in the markets team or through collaboration with the BID.

Traders could be sourced from the existing trader group and waiting lists (once developed), and the events could also act as stimulus to attract new and different traders to Cambridge.

## ANTI-SOCIAL BEHAVIOUR

The Market currently experiences issues with anti-social behaviour (ASB) at night, which was a recurring theme during trader engagement and through consultation with market management. Addressing ASB is also a key objective of this project.

Positive methods of tackling ASB include improved lighting, open spaces with clear sight-lines and having more people in the area.

By utilising the market in the evening for alternative uses, clearing cluttered areas in which people can hide and opening up sight-lines, opportunities for ASB can be reduced without imposing punitive measures.





## 4. DESIGN ASSESSMENT AND RECOMMENDATIONS

In order to fulfil the objectives of this project, the operational changes outlined in the Market Assessment need to be addressed along with a series of design and infrastructure improvements.

Through this project, managed by MACE, Quarterbridge and LDA Design have consulted to develop design principles, and this section of the Report should be read in conjunction with LDA Designs' proposals.

These recommendations have been made to shortlist options and develop a preferred option, providing a rationale for the proposed design of the Market Square.

### DESIGN PRINCIPLES

The design of the market must first and foremost be flexible, allowing for relatively easy reconfiguration in order to host events and activities on the square.

Given the limited staff available and trader feedback however, the daily setup should not be labour intensive, with stalls remaining in position until the square is required for events and other activities.

A solution which delivers flexibility, whilst also providing semi-permanent stalls robust enough to trade during inclement weather must be sought.

The surrounding architecture of the Guildhall, Great St Mary's Church and fountain offer an attractive backdrop to the final Market Square design. Stall design should be sympathetic to this and enhance sight lines across the square to these key features, creating connectivity with the various elements.

The Market would strongly benefit from an increase in communal seating capacity, allowing people to fully enjoy the range of street food on offer and increasing dwell time, to the benefit of surrounding retailers and Cambridge City Centre as a whole.

Including space for pop-up street food stalls or vans in the vicinity of the central seating area would create a critical mass of food options without the need for permanent structures or facilities.

These eateries would support events and increase the reputation of the area for evening food and social activities, as well as acting as an anchor to draw footfall into the heart of the market to boost daytime trade.

### STALL LAYOUT

The current stall layout can feel cramped from a visitor perspective, with long rows that are not conducive to circulation or dwell time. The layout of the market needs to encourage foot flow and circulation, whilst also preserving spaces to increase dwell time.

This poses a significant challenge, as Cambridge Market enjoys very high occupancy levels. Solutions must look to accommodate high numbers of traders in a smaller footprint to allow for more extensive walkways and seating areas.

The industry standard for trading pitches is 3m x 3m, usually operating from demountable gazebos. This is larger than the existing offer of 2.4m x 3.4m stalls, increasing value for traders who may currently occupy multiple stalls and increasing traders' retail frontage, providing better trading conditions.

The street food element of the market has acted as a strong footfall driver and we are confident will follow the rest of the industry in sustaining growth in this area if supported by the correct marketing, infrastructure and the addition of far more seating than is currently available. This will encourage eateries' sales and increase dwell time, creating a continental Market Square experience in which people meet to eat, drink and socialise.

Current access points are concentrated along the North/South elevations from the Guildhall through the Market Square, whilst the concentration of foot flow is along the longer East and West elevations of the Square.

Rotating the stall orientation provides the opportunity to increase access points across key foot flow routes and increased visual connectivity of the heritage aspects. An East - West cleared zone provides good visual and physical connectivity between listed buildings and acts as a sound and sensible area for diners to sit and enjoy their meals.

The fountain should be a key feature, with seating within this central area acting as a focal point around which people can gather. The street food stalls could be dispersed

around the market, but we recommend that they face onto this seating area from various sides to maximise sales and create a critical mass.

The southern half of the square leads onto the Guildhall, which is the area that would most benefit from flexible or demountable units to make it usable for large-scale public events.

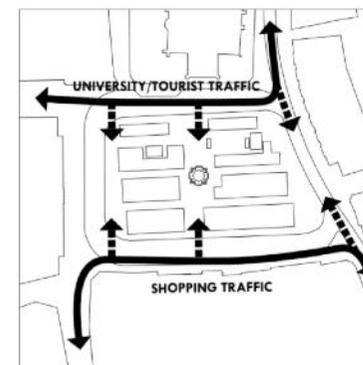
Mixing street food, food retail and retail units, as is done currently, is seen by many as the best way to draw footfall around the market, uplifting the retailers as the street food and food retail often enjoys a larger customer base.

This trader placement method, however, often creates complaints from smells and rubbish created from food businesses from the retail businesses.

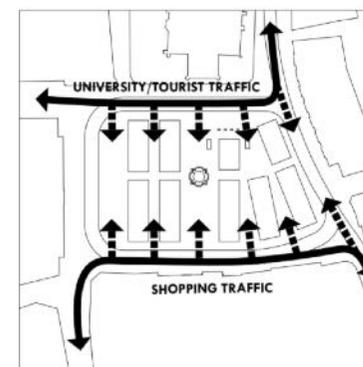
A consolidated approach should be taken to trader placement, based on their user clause. A food retail zone should be created, bringing them together to create a mass product attraction area, magnifying the awareness of the high quality food retail available at the market, especially as supermarkets are currently cutting back on

their fresh food produce and trained staff to support their fresh food products.

Food retail and Street Food act as anchors to markets. By consolidating each key use into a distinct area and drawing their customers past retail stalls, retailers benefit from an uplift in ambient footfall and impulse purchases.



Current row orientation



Proposed row orientation

Graphic from LDA Design

## STALL DESIGN

Plans going forward must focus on the aspiration for the market, while being sympathetic to existing infrastructure and current trading styles.

The current metal frames with canvas covers are found in markets across the country, and are preferred by many traditional market traders because they are solid, require minimum set up and provide shelter from a wide variety of weather compared to demountable gazebos, which have upper wind limits for their safe use.

It should also be noted that many traders prefer these style stalls as they have never traded under alternative style set-ups as this was at one time a common stall set-up for market squares.

However this framework is outdated, often unattractive and does not represent the high-level of design ambition for Cambridge Market, with many market squares looking to move away from this style of set-up.

This is a unique opportunity to look at designing outdoor market stalls which are attractive, flexible and fit for purpose, that

enhance the historic nature of the space whilst embracing its forward looking approach.

The existing Markets team is very small, and would need additional staffing support in order to support additional labour requirements associated with flexible stalls and seating needs.

A common market stall type is a gazebo style 'pop-up' market stall. This style of market stall is used by thousands of traders and hundreds of markets across the UK. The downside to this kind of stall is that they are not designed to be left erected for long periods of time, meaning that they need erecting and dismantling on a regular basis. This requires a large team of operatives, or to allow self set-up by traders, which tends to deter traders from using the market. These stalls take two people three-five minutes to erect or dismantle.

As a result of the limitations on staffing and feedback from trader engagement sessions we believe that Cambridge Market requires a semi-permanent solution that allows for the stalls to be left set-up for long periods, for the entire square to be cleared when required and a variety of configurations in between.



There is currently no standard solution within the market or place making industry. A feasibility report undertaken by BDP identified that although a large canopy would be beneficial for the appearance and practical use of the square, it would prove difficult to secure consensus from stakeholders and Historic England.

A large canopy over the square would provide shelter from precipitation, but would do little against prevailing winds.

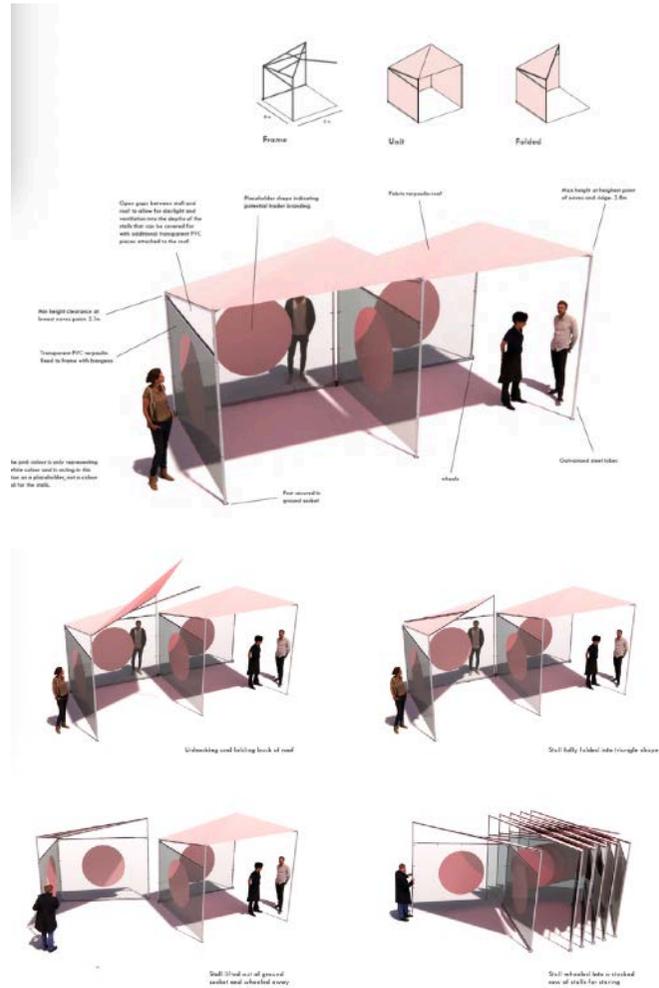
An alternative is to have multiple smaller canopies, either in modular arrangements or covering blocs of the square.

Many public spaces, restaurant areas, beer gardens now have retractable canopies integrated into patio style terraces, with vines and greenery hanging from them.

This is a concept that could be explored in Cambridge, creating large pergola style coverings which include lighting. Electricity sockets could be combined into the support poles to provide trader electricity.

The stall design developed by LDA is bespoke and has no time or motion studies surrounding it. For clarity, there is no intention to fully dismantle and erect the

market on a daily basis which would likely require a team of 4-6 additional FTE operatives. The bespoke stalls that have been recommended are designed to remain in-situ until it is required to be reconfigured for an event or speciality use.



Potential Stall Design Illustrations from LDA Design

## PREFERRED LAYOUT:

Taking into account the various operational and design principles, LDA design have developed the following layout to address the opportunities.

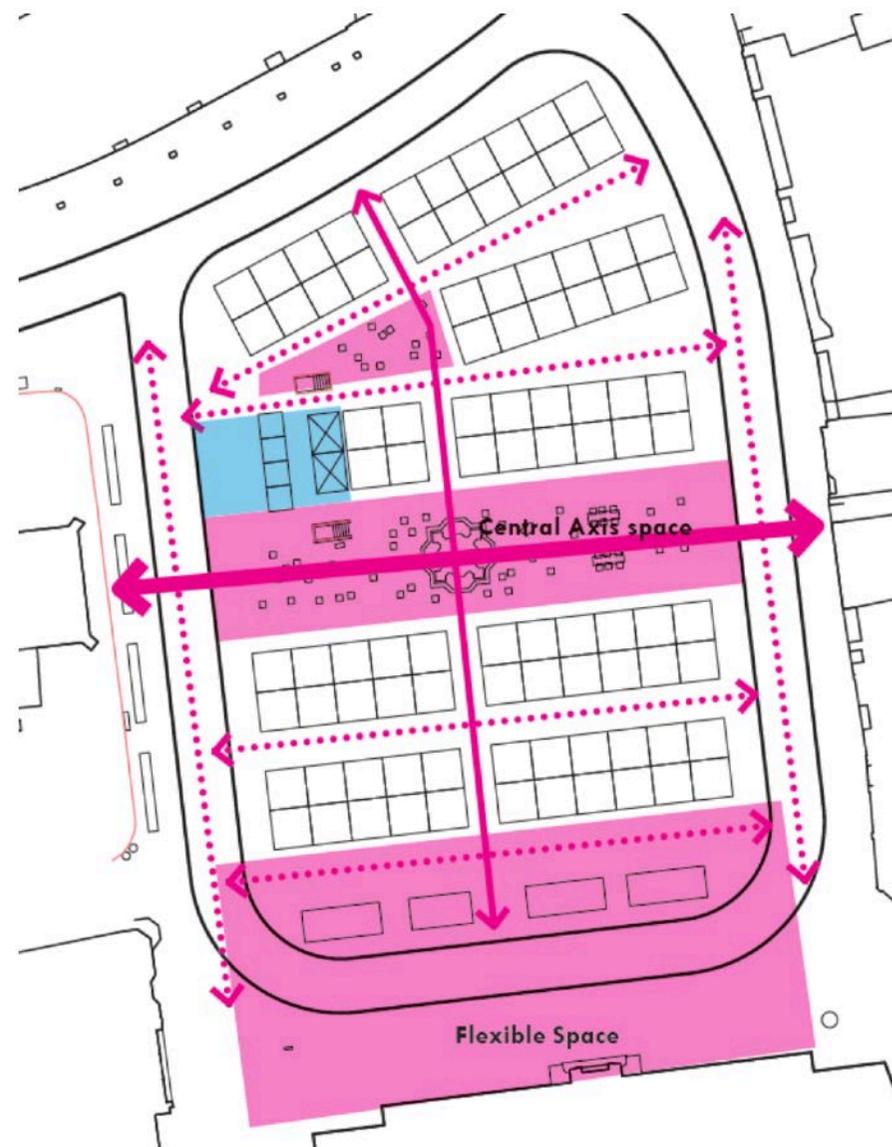
This layout provides a slightly smaller number of stalls (94 compared to the current 99), but a larger trading footprint, with each stall measuring 3m x 3m to meet the industry standard.

A central seating area has been created on the East-West elevation, with stalls reconfigured to open sight-lines across the Square and through to the heritage buildings.

The layout has been rotated from its current orientation to align pedestrian access points with main pedestrian flows, create a sense of connectivity within the square and the surrounding buildings and create a central seating area. In their current orientation, this could not be achieved without dramatically reducing the trading area.

There are currently 49 Premium Stalls (49.5%). This proposed layout has 47 Premium Stall locations (50%).

This layout creates more space in the event of future pandemics, and the flexibility means stalls/rows can be removed if necessary



### INITIAL EXAMPLES OF ALLOCATIONS AND ZONING USING PROPOSED LAYOUT:

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## **RATIONALE FOR PROPOSED LAYOUT**

The two key anchors for markets are fresh food retail and street food, who attract visitors specifically to visit those stalls.

Retail stalls benefit more from ambient footfall, as such this allocation plan has been formulated to pull street food and fresh food retail into the centre of the market. This will draw footfall through retail areas to maximise the chance for impulse purchases.

Concentrating the street food looking onto the seating area maximises their sales opportunities, and could operate under longer opening hours if desired to continue a civic and dining function into the evening without disrupting the rest of the market.

Concentrating fresh food retail around the water and drainage utility stations improves their operations, whilst providing a mini-food-court feel and allowing space for queues.

A current issue raised during stakeholder engagement is the smells from food stalls

which contaminate retail stock such as clothing and soft furnishings.

By having a retail core which sites behind the street food stalls, this layout takes advantage of natural wind factors, with prevailing winds carrying food smells away from the critical mass of retailers.

This layout retains the same proportion of Premium stalls, concentrated on the Street Food units, so should not disadvantage retail traders.

Information has not been provided around the existing ratio of street food : fresh food : retail stalls, so comparison cannot be made with this recommended mix.

## RELOCATION DURING DEVELOPMENT WORKS

An issue to understand early in the process is the potential for trader relocations during physical works to the Market Square.

Plans for this must be refined alongside the development of a construction programme, but there are a few initial options which will ensure continuity of trade whilst works take place.

1. Phased construction in which traders are consolidated into different areas of the Market Square whilst other areas are worked on. This would however pose significant challenges in Cambridge due to high occupancy, and could make development programmes take significantly longer.
2. Relocation along streets in Cambridge. This would spread the market around town which could have benefits in circulating footfall, though may cause friction with shop owners and licensed street traders. Demountable gazebos would need to be used.

3. All Saints Garden Market could be expanded to include more permanent traders. Space is limited however and this would be dependent on the Church being amicable to renting the area on additional days.
4. Relocating the market traders entirely to a park or open green space whilst ground works are going on.

All options have advantages and disadvantages, but at this stage we expect that the best option will be to utilise the streets surrounding the market square for trade under the Miscellaneous Provisions Act for Street Trading.

Phasing of the project should focus on ground works first, allowing traders back onto the Market Square (possibly in demountable gazebos) whilst other construction work is undertaken in specific areas at a time.

This option will minimise disruption to traders as much as possible, but will require a flexible attitude from traders and contractors to ensure the physical works can be completed as quickly as possible.

## INFRASTRUCTURE

The facilities currently used for waste management take up significant space on the Market Square, which would better be utilised as stall or seating space. They are also unsightly and create issues with smells. An underground waste solution would be ideal to offer a hygienic, discreet solution and open sight-lines on the market square.

Careful consideration must be given to the volume of the rubbish that can be stored in these facilities without the use of a compactor. It is possible that there could be an increase in the number of collections, increasing the cost to the market.

Accessible toilets should be considered for traders who require them, a facility that is currently not available.

Within the stalls, traders should be able to display goods using lightweight display solutions such as foldable trestle tables with covers. These trestle solutions are available off-the-shelf, and could be purchased by traders or purchased and provided by Market Management.

## PUBLIC REALM DESIGN

Careful consideration must be given to the road surrounding the Market Square, as this provides a soft barrier for pedestrians and causes use conflicts between traders and neighbouring shops. Levelling this road to encourage pedestrian movement would benefit market traders whilst making the space more user friendly.

The granite setts (cobble), in the Market Square were listed following appeals led by Friends of Cambridge Market. These setts are operationally difficult, as trailers, barrows and wheeled equipment is difficult to move across the market, and uneven surfaces provide operational challenges. The granite setts also cause accessibility issues and pose challenges to user groups with disabilities.

Another issue is the cleanliness of the granite setts, which are reported in trader engagement sessions as being loose, unclean and not fit for purpose.

The fountain is a key feature of the Market which is currently under-utilised. Opening sight-lines on the East-West elevation and making the fountain the focal point of a

community seating area would provide an attractive space to increase dwell time and stimulate civic pride, connecting key heritage features around the square.

## UTILITIES

Modern retailers need access to electricity in order to run electronic point of sale (EPOS) and card systems and work on their social media marketing. The current electricity supply is insufficient to meet demand, and options must be incorporated which have sufficient capacity for a range of electrical items to be used on all stalls, including catering units. This may involve upgrading the distribution board.

Trader wi-fi is desirable but not completely necessary as 4G wireless devices are now affordable and common. Wi-fi can be used though as part of a footfall tracking system that could provide useful metrics for the Council and local businesses.

Water, drainage and oil waste are all present on the market but may need to be upgraded to ensure they are fit for the volume of use.

Lighting should be carefully considered to not only provide practical solutions for traders but improve the public realm and deter ASB.

## STORAGE

Lack of storage is a limiting factor for the Market. In order to fully clear the Market of furniture left in-situ overnight, traders must either be able to transport it at the end and beginning of each day or have access to some form of storage.

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Off-site solutions could be explored in the city centre that would allow traders to rent small-storage units from the Market. This would increase profitability to cover costs and would allow traders alternatives to bringing vans to the market on a daily basis.



## 5. EVENTS AND ANIMATION

Town Centre events are strong footfall drivers, attracting local and regional visitors, benefitting surrounding businesses and enhancing a town's reputation.

With additional flexibility in the Market Square, there is the opportunity to explore a programme of events, ranging from monthly themed markets to annual large-scale events.

Clear responsibility should be created for organising and delivering these events, whether additional staffing in the Markets Team (in the form of a part-time events organiser), the BID, or a third-party.

A clear programme should be developed to clarify the aspirations for the market square. Key performance indicators (KPI's) should be developed to include minimum numbers of different types of events, and an initial budget may need to be set aside, although ultimately stall rents and growing popularity should mean the events cover their own costs or deliver profit.

### FOOD FESTIVAL

For many towns, food festivals are the highlight of the annual calendar. Bringing together a strong mix of street food stalls, fresh food retailers and speciality food stalls alongside music, street entertainment and cooking demonstrations, attracts thousands of people into the town centre and showcases the best of what a town has to offer.

Food festivals can be very expensive to create and operate but once they have a strong reputation higher pitch fees would allow them to break even or deliver a profit.

A range of hot food vendors could sit around a central seating area, based on the preferred design layout, with rows of food produce and speciality retail stalls on the rest of the market in normally vacant market stalls and along neighbouring streets to encourage circulation.

Expenses incurred would include the hire of generators, barrier fencing, a demonstration kitchen and marquee, musicians and PA equipment, stewards, security, overnight security, street furniture and extensive promotion and branding. Celebrity chefs

can dramatically increase the cost of food festivals.

**Indicative Cost: £10k - £30k per event**  
**Income Potential: £5k - £10k per event**  
 Figures taken from actual events that happen around the country.



## NIGHT MARKETS

In order to kick-start Cambridge's evening economy, attract students into the town from the campus and engage younger residents and families, street food night markets can prove extremely successful. This would go beyond the evening trading recommendations made earlier in this report.

Street Food night markets can be small scale, with ten to fifteen street food and drink vendors and outside seating during the early evening. Local pubs, restaurants and bars can be approached to be part of the event, bringing pop-up food and drink stalls in front of their premises to promote themselves to a new audience.

Having night markets in the early evening (5pm-9pm) on a monthly basis attracts people who would not normally visit the town centre in the evening, then going onto other town centre establishments if they want to continue their night.

A monthly night market on the first Friday of the month throughout the Summer months (May-September) would kick-start the programme of events.

Close coordination with other town centre businesses would be required, and therefore this could be delivered as a collaborative event between market management and the BID.

Music can be more low-cost, with a series of local buskers, student bands and local radio etc., enhancing the community element. Family appeal must be considered, having face painters, children's entertainers etc adds family appeal who can enjoy the event in the early evening after school. Events should be dog-friendly, even promoting 'dogs of the market' with fun social media posts. Typical restrictions mean dogs cannot always be taken to events, so this means more people can come out as a family, increasing footfall.

Night markets are comparatively easy to establish; street food vendors are already regular traders (although having a new variety would add a broader appeal) and pubs, bars and restaurants can get involved.

Extensive advertising would be required to ensure the event is promoted, and word of mouth will be vital in building up future events.

Key expenditure would include music / PA systems, entertainment, security and staffing and advertising. Charging minimal pitch fees however would still cover the costs of the event.

**Indicative Cost: £500 per event**  
**Income Potential: £500 - £1,000 per event**  
*Figures taken from actual events that happen around the country.*



## FARMERS AND LOCAL PRODUCE MARKETS

In order for farmers markets to succeed, a group of traders must be found who will commit to returning for monthly or quarterly events for a set period of time. One farmers market a month throughout the summer months (May-September) or one day every quarter would be a good initial starting point, utilising vacant stall space.

This would need extensive promotion, utilising more print-based advertising to attract an older demographic.

Farmers markets are relatively low-cost to operate, expenditure coming primarily from staff time setting up and overseeing the event. Laid-back, acoustic music can complement a farmers market, so a PA system might also need to be factored in. Advertising and promotion would be the most expensive element to the market, but is crucial to ensuring the event succeeds.

Stall rents would have to be low, meaning that for the first year or so, the market would likely operate at break-even. This will primarily be due to a proportionally high advertising spend, although with close

collaboration with the Council and BID, their networks can be utilised.

**Indicative Cost: £200 per event**

**Income Potential: £200 per event**

*Figures taken from actual events that happen around the country.*



## CRAFT AND SPECIALITY MARKETS

Finding craft and speciality market traders can be difficult, and need to be a special treat rather than a frequent event. For this reason quarterly craft and makers markets would be the way to start, increasing frequency if there proves to be demand and available traders.

These could take place on usually vacant stalls, welcoming traders from All Saints Garden Market as well as new traders to

increase awareness as footfall to support the traders in the Market Square. If popular this may also remove the requirement to pay for the space currently rented for Craft Markets.

Timing these in the run-up to key events when people are looking for unique gifts will give them the best chance of success (November, February, May, August) as this will hit the Christmas period and the run up to Mothering Sunday.

Stall rents would need to be very low to attract traders, in the region of £10 a table, although expenses would be minimal. When recruiting traders, local craft communities should be actively approached to see if they would like to be involved. Heavy promotion would be required to make sure the event is attended.

**Indicative Cost: £100 per event**

**Income Potential: £150 per event**



## OTHER THEMED MARKET CONCEPTS

The suggestions explored above are key event markets which will attract a wide spectrum of local residents and kick-start the market if implemented correctly.

There are also options for a wider variety of themed markets which can sit alongside the regular market using otherwise vacant space and provide an additional draw. Some concepts include:

- Beer Festival
  - Antiques Market
  - Cambridge Heritage Market
- 
- Vintage Market
  - Record and Vinyl
  - Made in Cambridge - featuring local makers, crafts and fresh produce.
  - Young Traders Markets
  - Art Market
  - Affordable Art Market - An art market with a twist; an upper limit (£100) is set on all artwork, with something to suit every budget.
  - Eco-Friendly Fair- Variety of environmentally friendly soaps, cleaning products, hemp products, sustainable clothing, reusable bags, cups etc
  - Vegan Festival- Combining street food, food produce and animal-free products into one event
  - Gin Festival





Restricted  
Parking  
Zone  
At any time  
No loading  
Mon - Sat  
10 am - 4 pm

S.S. GANTHRO & SONS  
HIGH CLASS MEAT

S. J. GAVIN & SONS  
HIGH CLASS MEAT

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CAUTION  
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## 6. THE IMPACT OF CORONAVIRUS

As the longer-term impacts of Covid-19 begin to emerge, a key trend is a return to localism and the increasing use of town centres as commuters spend less time in city centres.

Before Covid, the casual dining sector (non-restaurant based, multi-tenanted food outlets with communal seating) was bucking national trends with sustained growth, and industry consensus is that as social distancing measures are eventually reduced, the demand for street food, casual dining and experiential shopping will be greater than ever.

Consumers have had a sustained period to reflect on what is important to them, with localism, community and sustainability considered key elements to recovery.

There has been a move towards local, independent merchants, with agile retailers and hospitality businesses diversifying to include delivery and online shopping in their business models. Open-air markets have provided shopping environments in which people feel safer than supermarkets, with food supply chains holding up due to the close relationships between supplier and vendor, compared to the

widespread shortages seen in supermarkets during the early stages of the pandemic.

Having lived through travel restrictions, people are turning to their local outlets, and will look to continue to support local merchants if the convenience factor allows them.

Economic instability and the potential of recession will make the retail market difficult in the coming months and years, with vacant retail space growing as big brand retailers reduce their high-street presence and customers have less disposable income.

This will inevitably result in an increase in town centre vacancies, putting renewed importance on the development of chains of incubation in which small and aspiring businesses are able to test their ideas, develop their businesses and ultimately take on premises. Business support and low-barriers to entry for new businesses are vitally important, and markets need to supply this.

A sadly growing number of redundancies across the country and an unstable job market creates the conditions in which increasing amount of people will be looking to work for themselves, sometimes with redundancy payouts to fund a new start-up.

This was responsible for the boom in Northern markets in the 1980's following mining

redundancies, and provides strong opportunities for low-barrier-to-entry propositions such as markets to act as catalysts for local regeneration and recovery.

It is more important than ever to create a desirable offer which places the customer experience at its heart in order to capture consumer spend, with investment decisions made now needing to look at the mid and long term future. Resilience and flexibility alongside an in-depth understanding of your customer base will be the key to successful developments.

2020 has caused many to rethink their lives, with a greater premium placed on social experiences and the importance of local connections. Markets need to capitalise on these, becoming community hubs to provide retail, social, leisure and community value.



## SECTION 2: OUTLINE BUSINESS CASE

# 1. INTRODUCTION AND METHODOLOGY

**The following section provides an outline assessment of the case for financial investment in the proposed concept design.**

**It is based on data provided by Cambridge City Council, including historical data and projected budgets.**

**Where information has not been able to be provided, in particular the breakdown of traders by Street Food / Retail stalls, Premium / Standard stalls and Permanent / Casual traders, best guess assumptions have been made on the data available.**

The assessment starts with benchmarking current trading forecasts in a 'Do-Nothing' no-intervention scenario by undertaking linear trend analysis on historical occupancy data to forecast future occupancy levels and revenue.

For the purposes of this analysis, the 2020/21 trading year has been included as a continuation of historic trends, rather than

using actuals due to the impact of Coronavirus and lack of available data.

Expenditure levels have been assumed to remain static with no intervention or fundamental change in operations. They are forecast to increase year-on-year as a function of CPI increases.

This resulted in a 'Do-Nothing' trading position which shows a strong rationale for financial investment.

An outline Business Case was then produced for investment in the proposed concept design development ('Preferred Option' intervention scenario), which is based on new operational management initiatives, forecast occupancy levels on an improved market and a diversified income model through a wider range of use in the space.

Comparisons were undertaken between the 'Do-Nothing' and the Preferred Option scenario to demonstrate the return on investment and Land Value Uplift.

Quantity surveyor estimates regarding the capital costs of the project were then incorporated to develop recommendations for investment strategies.

# 2. HISTORICAL OCCUPANCY AND TREND ANALYSIS

Occupancy trends from April 2017 to March 2020 were analysed. Saturday was the busiest day, with Mondays and Tuesdays reflecting the lowest occupancy levels.

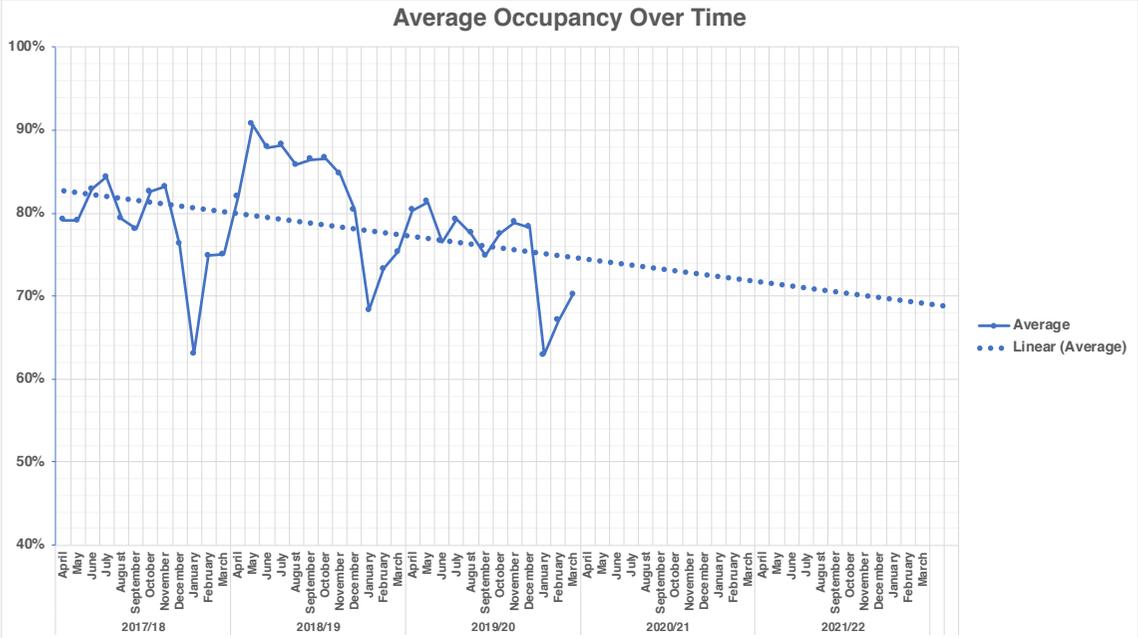
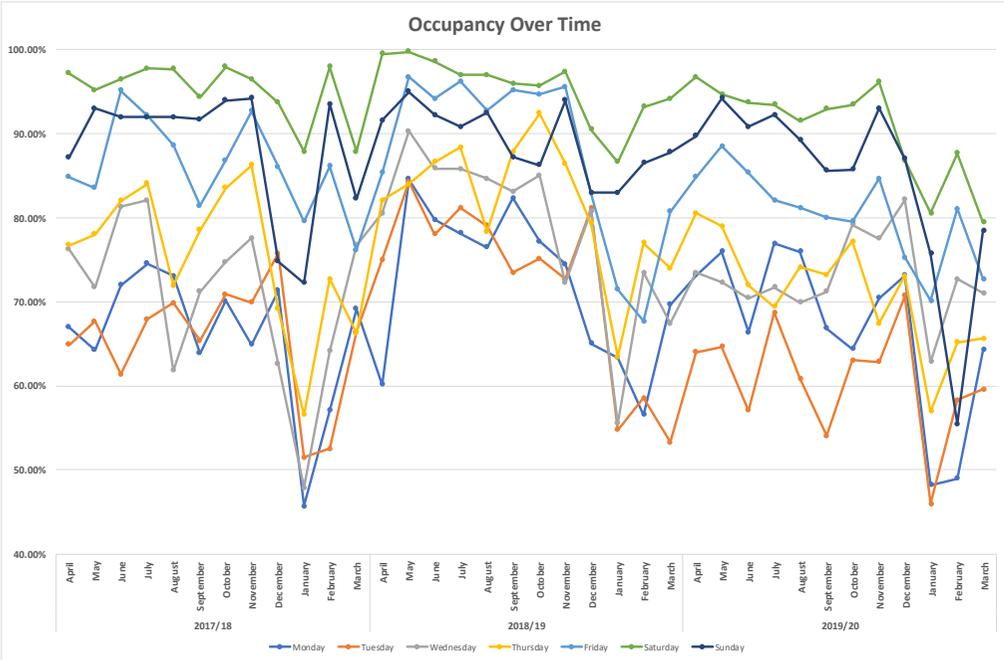
The summer months see increases in occupancy, which is reduced over winter but peaks again in December for Christmas trade. There is a significant dip in January every year, which is reflective of the industry norm.

Average weekly occupancy was calculated, and linear trend analysis undertaken to project trend lines through until March 2022.

This forecasts an annual drop of 3% in occupancy, which is the end result of areas highlighted within Section 1 of this report, but is also a decline that is seen on other markets around the UK that are based around a traditional, outdated marketing and management system.

*N.B. This is expected to be more substantial in the 2020/21 trading year due to Coronavirus, but no data has been provided and the Do-Nothing Scenario has been formulated on the basis of trends.*

Private and Confidential



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### 3. NO-INTERVENTION SCENARIO

A No-Intervention Scenario has been forecast using the Trend Analysis from historical occupancy.

Maximum income potential has been calculated using 2019/20 levels as a baseline and increased in line with an annual CPI of 2.5%. Projected occupancy percentage has then been applied to determine year-on-year income potential based on the trend analysis figure.

Expenditure savings were made between 2017/18 and 2019/20. There is limited scope to further reduce operational expenditure, so 2019/20 levels have been used as a baseline increasing year-on-year in line with an annual CPI of 2.5%.

‘Recharge Income’ from other departments to the Market department has been excluded as it is under review and will likely not provide an income for the Market as Local Authority budgets become more limited as a result of the pandemic.

This results in a compounding annual decrease in profit, exceeding a 10% year-on-year loss as a result of declining income and expenditure increasing in line with inflation.

Although the market remains profitable over the next five years, there is a strong rationale for intervention to preserve the financial viability of the market, whilst also increasing social and economic value.

Year	Income	Expenditure	Do-Nothing Balance	Annual Change
<b>2017/18</b> Actual	£912,090	£491,233	<b>£420,857</b>	
<b>2018/19</b> Actual	£930,733	£532,272	<b>£398,461</b>	-5.32%
<b>2019/20</b> Actual	£910,862	£537,591	<b>£373,272</b>	-6.32%
<b>2020/21</b> Projected	£877,764	£551,030	<b>£326,734</b>	-12.47%
<b>2021/22</b> Projected	£862,424	£564,806	<b>£297,618</b>	-8.91%
<b>2022/23</b> Projected	£845,769	£578,926	<b>£266,843</b>	-10.34%
<b>2023/24</b> Projected	£827,742	£593,399	<b>£234,343</b>	-12.18%
<b>2024/25</b> Projected	£808,285	£608,234	<b>£200,051</b>	-14.63%
<b>2025/25</b> Projected	£787,338	£623,440	<b>£163,898</b>	-18.07%

## 4. PREFERRED OPTION SCENARIO BUSINESS CASE

Investing in the proposed Market Square Project will achieve several key goals, notably creating a financially sustainable market suitable for 21st century trading, creating increased social value through the diversification of use, offering a flexible community outdoors space in the heart of the city centre and discourages anti-social behaviour.

Footfall increases as a result of these objectives will deliver economic uplift to current market traders, future market traders, and surrounding businesses through a halo effect.

The following table provides an outline business case for investment. The case is based on the assumption that additional staffing capacity is in place to deliver operational improvements outlined in Section 1 of this report, (Markets Officer £26k p.a.) including allowance for provision towards events organisation (£15k p.a.) to deliver weekly and speciality event-markets

such as street food evenings throughout summer.

Occupancy has been forecast based on realistic uplift from existing occupancy as a result of more desirable trading premises and wider provision of services.

This occupancy uplift has been maintained below 10% of the three-year average, although this could realistically be greater (in the 15-25% range). Income has increased year on year by a CPI of 2.5%, although there are could be additional income uplift opportunities from a maturing events programme.

Expenditure has been forecast in line with existing budgets to retain recharge levels to other Council departments, with uplift in the cost of utility and waste disposal, staffing and marketing and events as per the recommendations in Section 1 in order to achieve the project objectives.

The outline business case shows the balance / operating surplus (Income - Expenditure = Balance) increases year on year with income and expenditure increasing in line with 2.5% inflation, although there is potential for a maturing events programme to deliver a

higher level of annual increase than has been included in this business case.

The business case will deliver improved services, whilst generating a greater annual surplus, leading to an uplift of over £326k over five years. Profits generated by the Market will also support other public services supplied by the Council through income generation.

Optimism bias and risk have been incorporated through a 2% contingency for expenditure over and beyond projected budgets and an income forecast based on 50 weeks trading, rather than 52 weeks, along with conservative occupancy estimates within a 10% increase.

Year	Income	Expenditure	Balance	Do Nothing Balance	Difference	% Difference
Year 1	£941,278	£657,951	<b>£283,327</b>	£297,618	<b>-£14,292</b>	<b>-4.80%</b>
Year 2	£964,809	£674,400	<b>£290,410</b>	£266,843	<b>£23,567</b>	<b>8.83%</b>
Year 3	£988,930	£691,260	<b>£297,670</b>	£234,343	<b>£63,327</b>	<b>27.02%</b>
Year 4	£1,013,653	£708,541	<b>£305,112</b>	£200,051	<b>£105,061</b>	<b>52.52%</b>
Year 5	£1,038,994	£726,255	<b>£312,739</b>	£163,898	<b>£148,841</b>	<b>90.81%</b>
TOTAL	£4,947,664	£3,458,407	£1,489,257	£1,162,753	<b>£326,504</b>	<b>28.08%</b>

Business Case for Preferred Option Scenario forecast against Do-Nothing Scenario.

## 5. INVESTMENT CASE

MACE Consultants have produced an order of cost estimate for the proposed concept designs produced by LDA, incorporating different material and construction options for the bespoke stalls. These estimate range from a capital cost of £4.47 million to £4.96 million.

Each scheme has the same layout footprint, and is considered to have the same business case outlined in Section 4: Preferred Option Scenario Business Case. These pricing options reflect the final options laid out in the LAP report.

The Annual Return On Investment (ROI) for these schemes ranges from 5.71% to 6.34%, which would not be considered a commercial case for borrowing the initial capital, as repayments would reduce profits from the market operation against a 'Do-Nothing' scenario.

Annual borrowing repayments would range from £256k to £284k, meaning trading

surplus after capital loan repayments would sit below £30k per annum.

If investment is secured through borrowing, value engineering exercises would need to be carried out to reduce the cost of the development and reduce initial borrowing.

A capital cost of between £2.5m and £2.75m would deliver 10% annual ROI, while delivering trading surpluses in excess of £125k per annum after capital repayments. In a scenario in which investment is secured through borrowing, this is the capital value the scheme should look to meet. Borrowing of £3m would deliver £100k surplus per annum.

Although feasible, capital borrowing would reduce income at a time when budgets will be under pressure from medium and long term impacts of Coronavirus.

The proposed scheme will deliver strong Social Value Uplift, Land-Value Uplift and economic opportunities, with an expected preferential benefit cost ratio. This makes it a

strong candidate for Grant Funding based on Green Book Assessment criteria<sup>1</sup>, and capital funding should be sought through regional and national funding schemes.

Potential benefits include job creation, reduced ASB, a more animated city centre, and higher footfall. By enlivening the evening and night-time, wider economic benefits are delivered through attracting a new audience into the city centre which will benefit surrounding pubs, bars and restaurants.

More work would need to be undertaken to assess the scheme in line with the Green Book Five Case model to make a funding application.

If grant funding cannot be secured to cover the full value of the project, this could be topped up with Capital Borrowing. Funding options would need to be explored as a further piece of work, but initial options include LEP funding, Heritage Funding, Lottery Funding and Arts Council funding.

<sup>1</sup> The Green Book: CENTRAL GOVERNMENT GUIDANCE ON APPRAISAL AND EVALUATION - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/938046/The\\_Green\\_Book\\_2020.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/938046/The_Green_Book_2020.pdf)

## 6. SUMMARY

Although Cambridge Market is currently delivering strong profit, it has experienced an annual occupancy decline of 3% per year based on linear trend analysis. Expenditure has continued to rise due to inflation and adjusted inter-departmental recharges. This excludes the 2020/21 financial year which will see a significant loss of income associated with the impact of the Coronavirus pandemic.

This income decline will likely accelerate over time in a positive feedback cycle, and intervention is required to deliver the aims of this project and secure financial viability. When traders begin to leave the market without being quickly replaced, this tends to accelerate other traders leaving the market as footfall drops.

The short-term impacts of Coronavirus will exacerbate this problem, but have been excluded from these calculations. Some traders may see this as the ideal time to retire or move into discounted shop units.

By investing in the market, improving operational management and staffing levels, delivering events and activities and

diversifying operations to monetise the space in the evenings as well as the day times, the market could achieve 190% uplift in income in Year 5 compared to a no-intervention scenario as a result improved occupancy and increased trading activities.

There is a strong economic rationale for undertaking improvements to the Market Square, whilst also supporting the delivery of enhanced social value through the provision of a flexible outdoor space which would become the heart of civic life in Cambridge and host a variety of events and animation.

The current quotes for the project all sit in excess of £4.47 million however, meaning borrowing the Capital cost is not in the interest of the Local Authority. Capital repayments would eradicate annual surpluses, at what is anticipated to be a critical time for Local Authority budgets.

Grant funding should be sought, as the proposed scheme is in a position to deliver a strong case to demonstrate high social and economic value uplift across a Five Case Model in line with Green Book Evaluation guidelines.

Detailed work would need to be undertaken to develop a Five-Case model and make applications for Grant funding through regional and national schemes.

Value-engineering should be undertaken to reduce the capital cost of the scheme to ensure the benefit cost ratio is sufficient to meet selection criteria to secure grant funding.

If borrowing is to be pursued, as a sole funding stream the total repayable cost should be up to £2.75 million. This is the threshold which will deliver over 10% annual ROI whilst also delivering an annual surplus in excess of £125k, taking into account both Interest and Principal repayments.



## Appendix D:

### Cambridge Market Square Project – RIBA Stage 2 Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, ([graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk) or 01223 457044).

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
Market Square project

<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
<a href="https://www.cambridge.gov.uk/market-square-redevelopment">https://www.cambridge.gov.uk/market-square-redevelopment</a>

<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
The project will result in an enhanced civic space that is fit for purpose and in keeping with both the global stature of the city and its historic setting. It aims to achieve increased satisfaction and use by the community with the creation of increased seating, a space to gather and an accessible single level floor surface that incorporates the existing highway into the design. These measures coupled with the introduction of an improved dismountable market stall infrastructure and revised stall layout will allow for events and

activities to take place during the early evening and at night.

Transforming the Market Square infrastructure and making significant investment in public realm to encourage dwell time, improve trading conditions and make space more inclusive; incorporating revised market stall layout and stall design to gain flexibility over how space is used and to introduce a central seating and eating area and clear space in front of the Guildhall for events, public speaking or demonstrations.

We are currently working on Stage 2 of the project which will result in a vision and Concept Design for the Market Square. This aims to improve the space's public realm offer for all ages as there are plans to increase seating and to increase the open space and improve the surface of the market for ease of access which is likely to have a positive impact older, the disabled and visually impaired people.

Research has shown that women may use and access public spaces in different ways to men and have concerns in relation to accessibility and safety aspects, particularly at night and we will ensure these areas are fully explored.

Further work is needed as we are keen to understand what would attract children and young people to the square. A young people's engagement event, Shape Your City, took place in September 2018. 49 students aged 12–18 years old from across Cambridgeshire attended, and worked with city planners to develop ideas for improving some of the city's public and urban spaces which included the market square. The winning team suggested improvements for the Market Square, which have been shared with the design team.

#### 4. Responsible service

Environmental Services - Streets and Open Spaces

#### 5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- Residents
- Visitors
- Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

Residents

Visitors to Cambridge City both from UK and abroad

People who work in Cambridge but do not live here

Students

Shoppers

**6. What type of strategy, policy, plan, project, contract or major change to your service is this?**

- New  
 Major change  
 Minor change

**7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)**

- Yes  
 No

If 'Yes' please provide details below:

Cambridgeshire County Council

City Council Heritage Officers, Urban Designer, Landscape Designer. Market Manager

**8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?**

Environment and Community Scrutiny Committee

**9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?**

Engagement planned with women's groups and community safety and street outreach teams in relation to perceptions and realities of using the market square at different times of the day and night and what would improve it.

Engagement planned with the BID, universities and language schools to obtain views of visitors. Engage with Cambridge Ethnic community forum to explore how space is perceived and used by people of different ethnicities.

Engagement planned with tenants of square to explore how their customers use space and if any feedback to give.

Some engagement with primary school age pupils has taken place and views on the current space as is were explored but further work will need to be undertaken as we are keen to find out what would young people like to see the space used for outside of the working market in terms of activities or types of events.

## 10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

### (a) Age - Please also consider any safeguarding issues for children and adults at risk

With regards to older people who may be more likely to have mobility issues or other disabilities, there are plans to increase seating in the Market Square and, for ease of access, to increase open space and improve the surface of the market. We are aware that currently the market stalls are close to each other and are not aligned. This makes it difficult to move around, especially for people with visual or mobility impairments and for those negotiating the space in wheelchairs or with buggies and prams; due to dropped curbs, cobbles and the general layout of the space and not having clear through-routes.

Surface consistency and contrasting colours are important for the mobility and visually impaired.

Further work is needed to understand what would attract children and young people to the square. A young people's engagement event, Shape Your City, took place in September 2018. 49 students aged 12–18 years old from across Cambridgeshire attended, and worked with city planners to develop ideas for improving some of the city's public and urban spaces which included the market square. The winning team suggested improvements for the Market Square, which have been shared with the design team.

### (b) Disability

The council would plan to increase seating that will benefit people with mobility impairments. In the market's design we want to increase open space and improve surfaces for ease of access, especially for people with mobility and sight impairments.

We are aware that currently the market stalls are close to each other and are not aligned. This makes it difficult to move around, especially for people with visual or mobility impairments and for those negotiating the space in wheelchairs or with buggies and prams; due to dropped curbs, cobbles and the general layout of the space and not having clear through-routes.

Surface consistency and contrasting colours are important for the mobility and visually impaired and consultation has been undertaken with Cam Sight and Disability Cambridgeshire and advice sought from the City Access Officer from the Planning Service.

### **(c) Gender reassignment**

Impacts for people with the protected characteristic of gender reassignment shall be considered via engagement with community groups including with The Encompass Network that organised events for LGBTQ+ people in the city and the community safety team to explore thoughts, feelings and perceptions of the space to ensure views are factored into the design.

The redevelopment of the market square may help to improve feelings of safety at night for transgender people in looking at lighting, spatial design, and night-time uses. Safety at night was a concern raised for transgender and gender variant people recently in a meeting with voluntary and community sector groups and activists supporting transgender and gender variant people on the Single Equality Scheme.

### **(d) Marriage and civil partnership**

No impact has been identified specific to this equality group

### **(e) Pregnancy and maternity**

Women's organisations, CHYPS and community groups will be engaged with to understand any access or usage implications and any perceptions around the safe use of the space particularly at night; and any issues pregnant and nursing mothers/fathers and parents of young children may have to ensure their needs are considered and factored into the design. For those who are pregnant or who have recently had a baby, the planned increased seating as part of the project may be of benefit. Open space and provision of a level surface to

move pushchairs or buggies around would also benefit people who are pregnant or who have young children.

**(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**

The BID, universities and language schools will be engaged with to obtain views of visitors. Engagement with Cambridge Ethnic community forum to explore how space is perceived and used by people of different ethnicities and religions will ensure their needs are considered and factored into the design.

Many people using the market are overseas visitors and improvements to the market and the night-time offer would be of benefit to them. The market will continue to offer a wide variety of stalls and is an inclusive trading space with an ethnic diversity of stallholders, especially in terms of cuisine that bring broad appeal.

**(g) Religion or belief**

The BID, universities and language schools will be engaged with to obtain views of visitors. Engagement with Cambridge Ethnic community forum to explore how space is perceived and used by people of different ethnicities and religions will ensure their needs are considered and factored into the design.

**(h) Sex**

The space is being re-designed for broad appeal and while design aspects will aim to be gender-neutral, particular emphasis will be paid to engaging with women as research indicates that women use space differently to men but predominantly spaces are designed by men, so their needs are not adequately taken into account. Space needs to be inclusive and consider the needs of the whole community.

We need to understand any access or usage implications and any perceptions around the safe use of the space particularly at night; and with pregnant and nursing mothers/fathers and parents of young children to ensure their needs are considered and factored into the design.

**(i) Sexual orientation**

Impacts for people with the protected characteristic of gender reassignment shall be considered via engagement with community groups, including with The Encompass Network that organised events for LGBTQ+ people in the city, and the community safety team to explore thoughts, feelings and perceptions of the space to ensure views are factored into the design.

**(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on low income groups or those experiencing the impacts of poverty**

The space needs to be inclusive and consider the needs of the whole community. The 7-day market will be maintained offering a wide range of fresh produce providing an alternative to supermarkets. There is a wide variety of stalls with affordable goods. The Market Square is a central friendly community space. Market stall traders know and are aware of members of the public who are regular customers, some of whom may be vulnerable or have differing needs.

The space outside the Guildhall will continue to be used for civic functions – e.g. remembrance events, flag raising ceremonies and demonstrations. This may generate the interest and awareness of shoppers and visitors. The space is being designed to allow for spontaneous community led free events to take place and entertainment in the form of buskers will continue. There is also the potential to hold or host events that are part of the Equality and Diversity programme and for temporary public art projects to be displayed which can help capture a wider audience and include people who may not otherwise engage with these events where they are in an enclosed/ booked space.

**11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)**

Design team are engaging with technical expert staff within the authority and at the county council who will help them consider and work through all aspects that take into account varied needs of the community during the remaining development stages of the project.

Sense checks are planned with organisational stakeholders and market traders throughout the process.

Will ensure equalities monitoring of consultation responses is undertaken to ensure that views are representative of the Cambridge population.

## 12. Do you have any additional comments?

None

## 13. Sign off

Name and job title of lead officer for this equality impact assessment: Joel Carre, Head of Environmental Services

Names and job titles of other assessment team members and people consulted: Sarah French, Project Manager, Helen Crowther, Equality & Anti-Poverty Officer

Date of EqIA sign off: 13th January 2021

Date of next review of the equalities impact assessment: June 2021

Date to be published on Cambridge City Council website: 1st February 2021

**All EqIAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer. Ctrl + click on the button below to send this (you will need to attach the form to the email):**

**Send form**