

# Sustainable Urban Markets

## An Action Plan for London



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# Contents



Image: Tatiana Alisova. [www.tatianaalisova.com](http://www.tatianaalisova.com)

This *Sustainable Urban Markets Action Plan for London* makes proposals to support and grow street and covered markets as centres of enterprise and civic and cultural value.

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“ Markets can regenerate neighbourhoods and High Streets – look at Borough, Camden, and NCGM’s plans for Nine Elms. This requires vision, planning and investment. London’s retail markets need that, too. Markets create sustainable supply chains, local procurement, jobs and enterprise, whilst providing access to cheap healthy, fresh food. I welcome the SUM project and look forward to working with a new Markets Board for London.  
**Jan Lloyd, Chair of the Association of London Markets** ”

“ The SUM project is timely. It offers practical and bold ideas – we need to think about the markets of the future. Nabma has been engaging and generating new ideas through social media and the ‘Love your Local Markets’ campaign. I hope 2015 will see LYLM come together with a London ‘Market of Markets’ festival to support and inspire the retail markets of the future.  
**Graham Wilson, Chief Executive,  
National Association of British Market Authorities** ”

# Co-chairs’ foreword



London’s markets mirror the capital’s vibrancy and diversity in a way that our high streets sometimes fail to. I love delving into markets and discovering antiques, jewellery and artisan food as well as outlandish fancy dress and Secret Santa gifts – if you know where to look that is!

London’s markets face big challenges though. Not least, responding to under investment in public markets and fast moving changes in customer behaviour. At a time when shop rents and running costs are rising we need to broadcast the affordability and low-risk of starting up and retailing in a market.

We also need to iron out the bureaucracy and ‘hide the wiring’ for market operators and traders alike, strengthen the link with shops – developing and promoting both as a key driver of local economies that enrich and benefit the city as a whole.

We have enjoyed good support from the GLA throughout the production of this Action Plan. I am pleased the Mayor committed in *Actions for High Streets* to continuing to work with CRP and the Sustainable Urban Markets project.

I look forward to building on the proposals put forward here and driving the innovation and investment needed to support and grow London’s markets as vital commercial and civic assets.

**Helen Santer – Chief Executive**  
Waterloo Quarter Business  
Improvement District



Markets are in my blood. I grew up in and around Camden Lock Market, which my father co-founded in 1972. The experience has given me the utmost respect for what it takes to be a successful market trader.

Today I run and develop markets for the Urban Market Company. I am also researching markets through a doctorate at the University of Westminster.

Markets are thousands of years old. Their traditions anchor us in the past, and yet they remain as relevant as ever to contemporary city life.

In London we need to revalue markets within the hierarchy of our city spaces. They need strategic vision, investment in both people and place, and careful nurturing throughout their life. Infusing local heritage can create commercial places with soul.

The pay-off is huge: greater and more sustainable ‘grass roots’ economic development; better public realm; enhanced creativity and innovation; and more effective community engagement, cohesion and well-being.

I hope we can use the proposals we’ve developed in this Action Plan to continue working with EU partners, local authorities and others to support and develop London’s markets.

**Will Fulford – Co-founder**  
The Urban Market Company  
& Camden Town Unlimited BID Board member

# Introduction & executive summary

In the six years since the Greater London Authority published *London's Streets Markets*, the number of markets in central and inner London has grown by more than 20 per cent. Estimated turnover for Greater London is up from £430m in 2008 to £615m in 2014. Growth has been uneven, however. Private sector expansion contrasts with public sector stagnation. There are, therefore, reasons for positivity and concern.



Image: Old Spitalfields Market, Owain Jones

## The Value of London's markets

Markets play a vital role in London's high streets as places of employment, commerce, consumption and leisure. They provide local variety and character, generating footfall and boosting profits for shop based retail. They are particularly important as low threshold retail incubators. This can be seen in a new wave of producer/vendor and designer/maker retailers who are embracing markets alongside bricks and mortar and e-commerce.

In health and income deprived areas, markets provide local access to fresh produce, goods and services at affordable prices lifting living standards. A spatial analysis of central and inner London's markets confirms their relevance to established and emergent BME communities, too. (See maps pages 17&19).

In some areas markets are major destinations in themselves. Open a guide book and Columbia, Portobello, Camden, Borough and others are amongst the top things to 'see and do'. From Kingston to Roman Road, London's markets reflect and enrich the diversity of a global metropolis. They are valuable commercial and social assets. They are part of the very fabric of community, culture, heritage and place.

## Challenges for London's markets

In many areas publicly run retail markets are struggling to survive. This is due to a matrix of factors, not least changes in shopper behaviour and competition from discounters, supermarkets and the internet. This is perhaps slightly less true for privately operated markets.

Investment and antiquated regulation remain major structural challenges for local authorities. Sometimes staid product choice and traditional opening hours diminish opportunity. Still, too few traders and operators employ flexible payment, social media marketing or on-line sales as part of their armoury.

Appreciating land values and development present a double edged sword of opportunity and threat. And despite being at the centre of high streets, markets often remain peripheral to town centre regeneration – their civic, cultural and commercial benefits undervalued or overshadowed.

## The National and regional response

In recent years a number of committees and reports have put forward recommendations to improve the picture. This has failed to elicit a cohesive or sustained local or strategic response. The landscape remains atomised and uncoordinated. There are reasons for optimism, however.

Mary Portas' independent review of the nation's high streets and subsequent pilots emphasised the considerable value of markets. Government and the National Association of British Market Authorities (Nabma) responded by delivering the 'Love your Local Markets' fortnight celebrating and re-engaging communities around markets as commercial and social assets.

In London, the Mayor has been rethinking high streets. Since 2011 his Outer London and Regeneration Funds have invested £120m catalysing local funding and support to animate places, boost business and smarten shopfronts. Kingston, Wood Street and Chrisp Street markets were three that benefited.

To date the Mayor's investment has put a strong focus on inner and outer London – areas with growth potential. The benefits for central London, where the majority of the capital's street and covered markets can be found, have been more modest. The recently launched Mayor's High Street Fund now provides the opportunity for central London markets to benefit, too.

## The Sustainable Urban Markets project

The challenge to markets and high streets is common across EU member states. The URBACT programme funded by the European Commission has partnered Cross River Partnership (CRP) in London with eight European cities to share knowledge and develop city action plans. The project is led by the city of Barcelona.

CRP has been coordinating and delivering the Sustainable Urban Markets (SUM) project on behalf of the City of Westminster, focused on central and inner London. Although geographically discrete, the work and proposals set out in this Action Plan have wider resonance for markets across the capital.

The project team has been led by two private sector co-chairs – Will Fulford of the Urban Market Company and Camden Lock Market, and Helen Santer, Chief Executive of Waterloo Quarter Business Improvement District – operator of Lower Marsh Market.

The project team has blended representatives from the GLA, Southwark, Lambeth, Camden and Westminster Councils, as well as the Royal Borough of Kensington and Chelsea and City of London Corporation, Better Bankside, Vauxhall ONE, and Waterloo BIDs, New Covent Garden, Brixton, Camden Lock and Borough Markets.



Image: Wayne Hemingway MBE, SUM Workshop, Owain Jones

Valuable input and advice has also been received from London Councils, the Association of London Markets, the National Association of British Market Authorities, the Department for Communities and Local Government and the National Market Traders Federation.

### An Action Plan for London

This Action Plan represents the culmination of more than two years of work, including project team working, European study visits and a dedicated practitioner and stakeholder workshop.

The SUM project team has developed twenty eight proposals to support retail markets as sources of employment, regeneration and growth and boost their contribution to high streets. Pages 8 to 11 set out the proposals in summary form.

This is followed by a scene setting section explaining 'Central and inner London's markets in numbers'. It establishes the growth that has occurred in the sector in recent years and where this has occurred. It also provides an overview of the operational parameters and spatial distribution of London's markets, identifying weaknesses and opportunities.

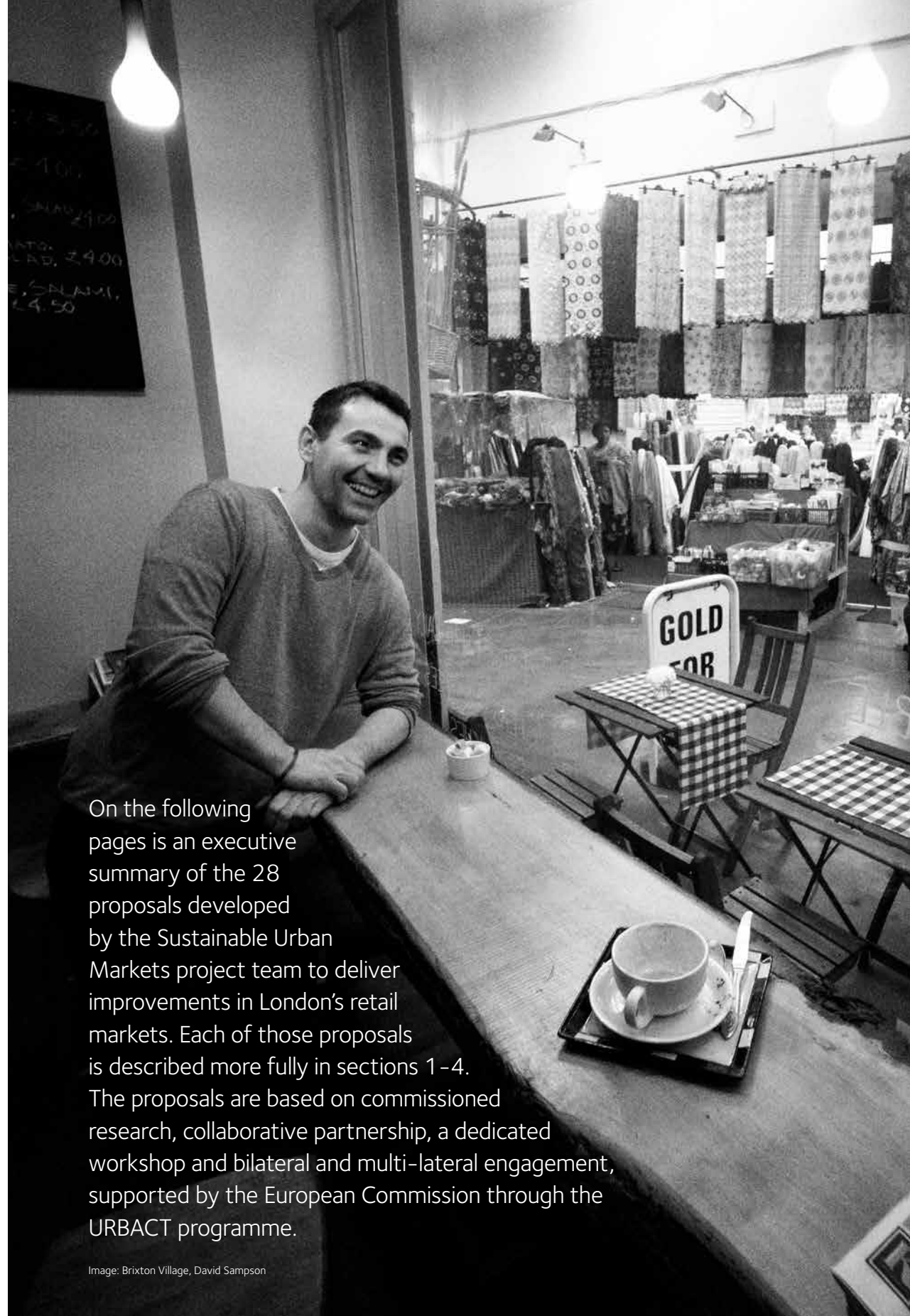
The next four sections set out and explain the twenty eight specific proposals across four core themes:

1. Strategic, legal & regulatory  
– proposals 1-7
2. Regeneration, high streets & town centres  
– proposals 8-14
3. Enterprise & entrepreneurship  
– proposals 15-20
4. Low carbon & sustainability  
– proposals 21-28

The proposals provide a rationale for action. Each will require further investigation, planning and promotion. No specific funding is currently attached for delivery. Development and resourcing will need to be progressed by Cross River Partnership (CRP) in consultation with local, city and national stakeholders.

The four core thematic sections are interspersed with domestic and European case studies providing examples of activity and innovation relevant to the proposals outlined. Section eight details proposed next steps and indicative funding opportunities.

It is CRP's intention to use this Action Plan as a basis for engagement with local, strategic and national stakeholders; to reignite debate, build consensus and stimulate action that can be matched by funding that will support and grow London's markets as places of enterprise and civic and cultural value.



On the following pages is an executive summary of the 28 proposals developed by the Sustainable Urban Markets project team to deliver improvements in London's retail markets. Each of those proposals is described more fully in sections 1-4. The proposals are based on commissioned research, collaborative partnership, a dedicated workshop and bilateral and multi-lateral engagement, supported by the European Commission through the URBACT programme.

Image: Brixton Village, David Sampson

# Section 1

## Strategic, legal & regulatory

### Strategic coordination – bringing the sector together

**Proposal 1:** That the GLA convene and partner a Markets Board for London, linking to the London Enterprise Panel.

### Legislation – promoting investment and entrepreneurialism

**Proposal 2:** That London Councils, supported by DCLG and the All Party Parliamentary Group on Markets, collaborate to coordinate a review of the London Local Authorities Act 1990 and bring forward proposals for legislative change that promote investment and entrepreneurialism.

### Interpretive guidance – way-finding flexible and creative management

**Proposal 3:** That London Councils, supported by DCLG, Nabma and the NMTF produce interpretive guidance that facilitates effective use of the London Local Authorities Act 1990, promoting investment and entrepreneurialism.

**Proposal 4:** That London Council work with Nabma to produce interpretive guidance enabling wider use of the Food Act 1984.

### Planning frameworks & good practice – structuring development

**Proposal 5:** That CRP produce a ‘must review’ checklist encouraging Local Development Frameworks, Unitary and Neighbourhood Plans to properly consider markets and markets investment in town centre redevelopment.

### Measuring Value – knowing the unknowns

**Proposal 6:** That London Councils work with its members, private operators and representatives bodies to:

- a) agree a set of economic and social ‘value measures’ for markets and a mechanism for biennial collation; and
- b) that the GLA undertake to produce a biennial report on its analysis to inform strategic policy and planning.

### Dissemination – creating a knowledge hub and sign-posting advice

**Proposal 7:** That the Street Trading Bench Marking Group collate content for an on-line London markets ‘knowledge hub’; and that the GLA host material, pending any future Markets Board for London website.

# Section 2

## Regeneration, high streets & town centres

### Regeneration – maximising opportunities for markets

**Proposal 8:** That Local Authorities, private operators and BIDs consider opening new markets or licensing and managing mobile retail to provide a mixed retail offer within opportunity and intensification areas.

### Innovating the high street – supporting and trialling innovation

**Proposal 9:** That the Mayor considers establishing an RTF style ‘Future Markets Incubator Fund’, supporting the trialling of innovation within London’s street and covered markets.

### Integrating the high street – supporting a ‘whole street’ view

**Proposal 11:** Where a BID, private operator, Community Interest Company or similar is already responsible for managing a market, a trial should be developed to devolve coordination of local management, including retail, promotions, events and related services.

### Integrating the high street – demonstrating how change can be delivered

**Proposal 13:** That Cross River Partnership work with URBACT, Nabma and the ATCM to identify European and domestic good practice for the integration of markets and shops in high streets, focussing on:

- Integration with adjacent shops, including expanding into shop space
- Integration with local services – health, libraries, community safety
- Integration with culture and entertainment.

### Integrating markets and high streets – a development trust approach

**Proposal 10:** That Cross River Partnership create a development trust market management model, linking a new or existing street or covered market with shop units, providing a location for training, test-trading and trader movement into shop space.

### Routes to investment in public markets – unpacking the challenge

**Proposal 12:** That the London Enterprise Panel work with London Councils to explore options for investing in public sector markets as part of its *Jobs and Growth Plan* and provide advice and recommendations for authorities to consider.

### Designing markets – creating destination & place

**Proposal 14:** That the Mayor’s Design Advisory Group produce a technical good practice guide to markets design, drawing on the lessons of the OLF and domestic and international good practice – this should consider options for weather proofing London’s street markets.

## Section 3

### Enterprise & entrepreneurship

#### 'Market of Markets' festival – celebrating, supporting, providing opportunity

**Proposal 15:** That the Mayor, and the SUM project team work with public and private market operators to deliver a 'market of markets festival' event in London in 2015 to coincide with Nabma's 'Love your Local Markets' fortnight to 'celebrate, support and provide opportunity' for the sector.

#### Jobs and skills – supporting nano businesses

**Proposal 16:** That the London Enterprise Panel (LEP) and GLA embeds support for nano (as well as SME and micro businesses) in its Jobs & Growth delivery plan, including access to finance, training, skills development, apprenticeships.

#### London Traders Card – removing barriers and unlocking the market

**Proposal 19:** That CRP coordinate a feasibility study to determine the function, management, cost and benefits of a London-wide Traders Card; and seek funding to support development of a pilot.

#### Opening hours – meeting customer demand

**Proposal 17:** That CRP work with private and public market operators to trial extended opening hours at specific markets, supported by marketing, monitoring and evaluation.

#### First Pitch London – providing start up' opportunities

**Proposal 18:** That CRP work with the NMTF, Princes Trust and local business support service practitioners to develop and deliver a 'First Pitch London' programme for 200 new traders in 2015/16, supported by corporate sponsorship and other funding.

#### Applying digital technologies – to modernise business and 'create and keep customers'

**Proposal 20:** That CRP work with Namba and the ATCM to identify the barriers to the digitization of London's markets and develop pathways for increased take up by managers and operators; and that CRP coordinate a European funding bid to support manager training and the trialling of new 'digital' approaches in the market place.

## Section 4

### Low carbon & sustainability

#### Waste management & recycling – delivering efficiencies

**Proposal 21:** That wholesale markets and public and private operators work with the Food Board to promote and maximise food recycling through initiatives like FoodSave.

**Proposal 22:** That the Town Centre Spatial Planning Guidance advise that retail and markets services, including enforcement and cleansing, are managed within a 'whole street' view and are procured and delivered accordingly.

#### Promoting product ranges – helping markets keep their offer fresh

**Proposal 25:** That CRP work with producers and wholesalers to promote diversified product ranges to traders, including through promotional 'meet the buyer events' – this should help 'refresh' markets' offer.

**Proposal 26:** That CRP work with local public and private operators to develop a pilot to test the viability of hyper-local supply, i.e. local producer-to-business production and/or supply.

#### Travel to markets – promoting cycling & walking

**Proposal 28:** That TfL promote sustainable travel to and from London's markets by extending Legible London, cycle network and bus, rail and tube way-finding to highlight markets; and that TfL work with local public and private market operators to increase the cycle parking available in and around markets.

#### Supply Chains – promoting sustainable supply

**Proposal 23:** That CRP work with wholesale markets to promote and coordinate consolidated supply to trade, and develop trials for the use of zero and low emissions delivery vehicles to green the supply chain.

**Proposal 24:** That CRP work with market operators and market retailers to increase the supply of market sold goods into local business.

#### Promoting sustainability – green actions, green seal badge scheme

**Proposal 27:** That The London Food Board [and any future Markets Board] support and promote 'How Green is your Market' in partnership with the NMTF; and that a 'showcasing' event be organized to promote green practice within the sector, backed by an incentivising new 'green seal' badge scheme.

# Setting the scene

## Central & inner London markets in numbers

The markets sector as a whole has expanded strongly in central and inner London since 2008. Expansion has been uneven, however. Significant private sector growth contrasts with negligible or flat growth in the public sector. There are, therefore, reasons for both optimism and concern about the long-term sustainability of retail markets in London.

### Markets growth

*Prima facie* the number of markets in central and inner London has increased by more than a third since 2008 from 71 to 99 (see map on page 14). Sensitive interpretation is required, however. The 2008 baseline established by *London's Street Markets* poses issues of reliability. Definitive net growth is, therefore, uncertain. Allowing for error, expansion in the aggregate number of markets nonetheless likely exceeds 20%.

Growth has occurred overwhelmingly in the private sector, with a net increase of up to 20 new markets. The net figure of 8 additional public markets is dampened by a near equal number transferring from local authority control to private or other forms of management. The 2008 baseline again obliges caution. Nonetheless, the trend appears clear – private sector expansion contrasts with negligible or flat growth in the public sector within the area of study.

### Turnover

Markets based turnover in central and inner London is up. In 2014 the turnover for markets in the area of study is estimated at £360m per annum. This compares favourably with the £430m estimated for Greater London in 2008. The density and the prevalence of flourishing markets like Borough, Camden, and Portobello likely explains the concentration of turnover and growth in central London.

If a similar rate of growth were detected in the 24 authorities outside this plan, turnover for Greater London may be as high as £615m per annum. Figures are indicative only, however. Calculations have been based on rents paid and relative turnover ratios for SMEs. To arrive at a copper bottomed figure more granular work is required.

The turnover of London's five arterial wholesale markets is estimated at close to £2.5bn, emphasising their strategic importance to London's food economy and retail markets.

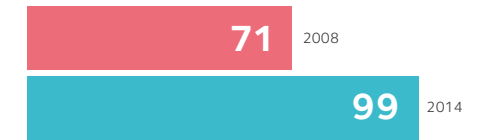
### Wider economic value

The wider economic value of markets was quantified by *London's Retail Street Markets* as equivalent to £1.75 for every £1 spent in markets. Mary Portas has endorsed this 'multiplier effect' arguing that markets 'can serve as fundamental traffic drivers back to our high streets.' Old Spitalfields market in east London is an illustrative example.

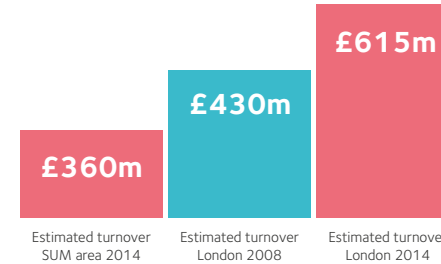
Regeneration of Old Spitalfields has revived a former 'tumble weed' area. It is now a major weekend destination around which bars, cafes, fashion and arts has flourished. The regeneration of Borough market has had a similar impact on its surrounds. The potential benefits that retail markets can bring to London's high streets and opportunity and intensification areas deserves further strategic and local consideration by the Mayor, authorities and business. The draw for Londoners, day-trippers and tourists is manifest.

## Central and inner London markets in numbers

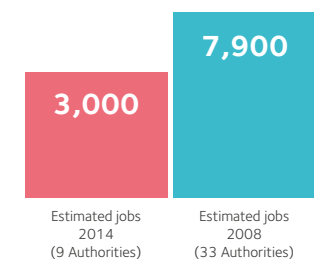
Total retail markets in central & inner London 2008-2014



London retail markets estimated turnover



Central & inner London retail markets direct and indirect FTE jobs 2008-2014



### Jobs

The number of direct and indirect jobs supported in the area of study is estimated at 3000 full time equivalent positions. This represents almost two fifths of the 7,300 FTE jobs identified for London as a whole in 2008.

*London's Street Markets* does not provide an accurate count or indication of the distribution of jobs between markets, authority areas, or central, inner or outer London in 2008, so no trend analysis is possible. 2014 estimates suggest there has been a growth in the number of jobs in central and inner London proportionate to the growth in the number of markets.

Further, deeper analysis to identify where growth is occurring would help pin-point market development and employment opportunities. Proposal 6 in section one (Strategic, legal & regulatory) suggests how this can be achieved.

### Social value

This study has not attempted to measure the social value of central and inner London's markets – that is a PhD in itself! Relevant nodes also elude easy measurement. Nonetheless, few doubt markets' value socially, culturally and environmentally. Also, in terms of local character and place-making.

The Joseph Rowntree Trust and New Economic Foundation have shown that markets are particularly important to women, especially those with young families, and the vulnerable and elderly. In a London context, markets provide affordable access to goods and services for those on low incomes, lifting living standards. They also benefit existing and emergent BME communities – the correlation between the proximity of the two is marked (see maps on pages 16 and 18).

Responses from market managers and operators indicate that less than a third capture any data about the wider value and social impact of their markets. Measures are a relatively recent innovation and available data is basic. If London's markets are to compete for scarce investment they will need to quantify and qualify their Gross Value Added (GVA) with greater precision.



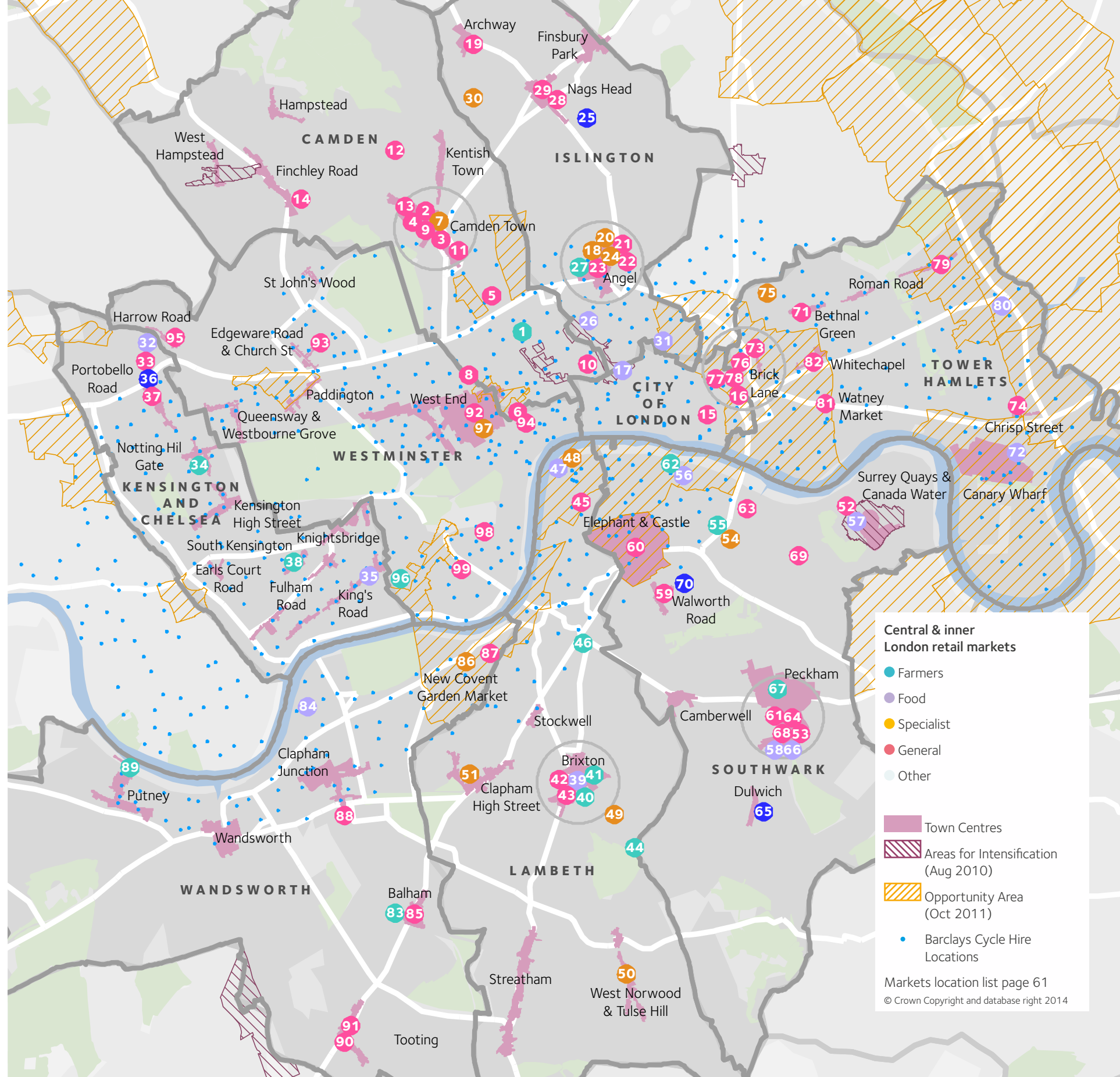
# Central & inner London retail markets

## Spatial distribution

Retail markets in central and inner London are concentrated around major town centres, as would be expected. This is most evident in a semi circular ring starting with Camden in the north and running clockwise through Angel, Liverpool Street, Peckham and Brixton. This pattern tapers out to the south west in Wandsworth and to the south west of the Royal Borough of Kensington and Chelsea, indicating possible areas for future markets and local growth.

The overlap of markets with London's opportunity and intensification areas – the areas identified by the Mayor as capable of sustaining new homes, office and retail space and jobs – is patchy. Analysis identifies clear opportunities for markets and mobile retail around the south bank. And also to the east of London, where much of London's new homes and jobs will need to be built and created over the next 20-25 years.

The correlation between the prevalence of markets and areas with large black or minority ethnic populations and income deprivation are marked, indicating the economic and social relevance of markets in providing both affordable goods and services and access to low-cost self employment in parts of the city. (Maps overleaf).



**Central & inner London retail markets**

- Farmers
- Food
- Specialist
- General
- Other

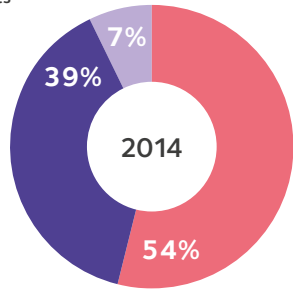
- Town Centres
- Areas for Intensification (Aug 2010)
- Opportunity Area (Oct 2011)
- Barclays Cycle Hire Locations

Markets location list page 61  
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# London markets & black or minority ethnic groups

Central & inner London retail markets by operator

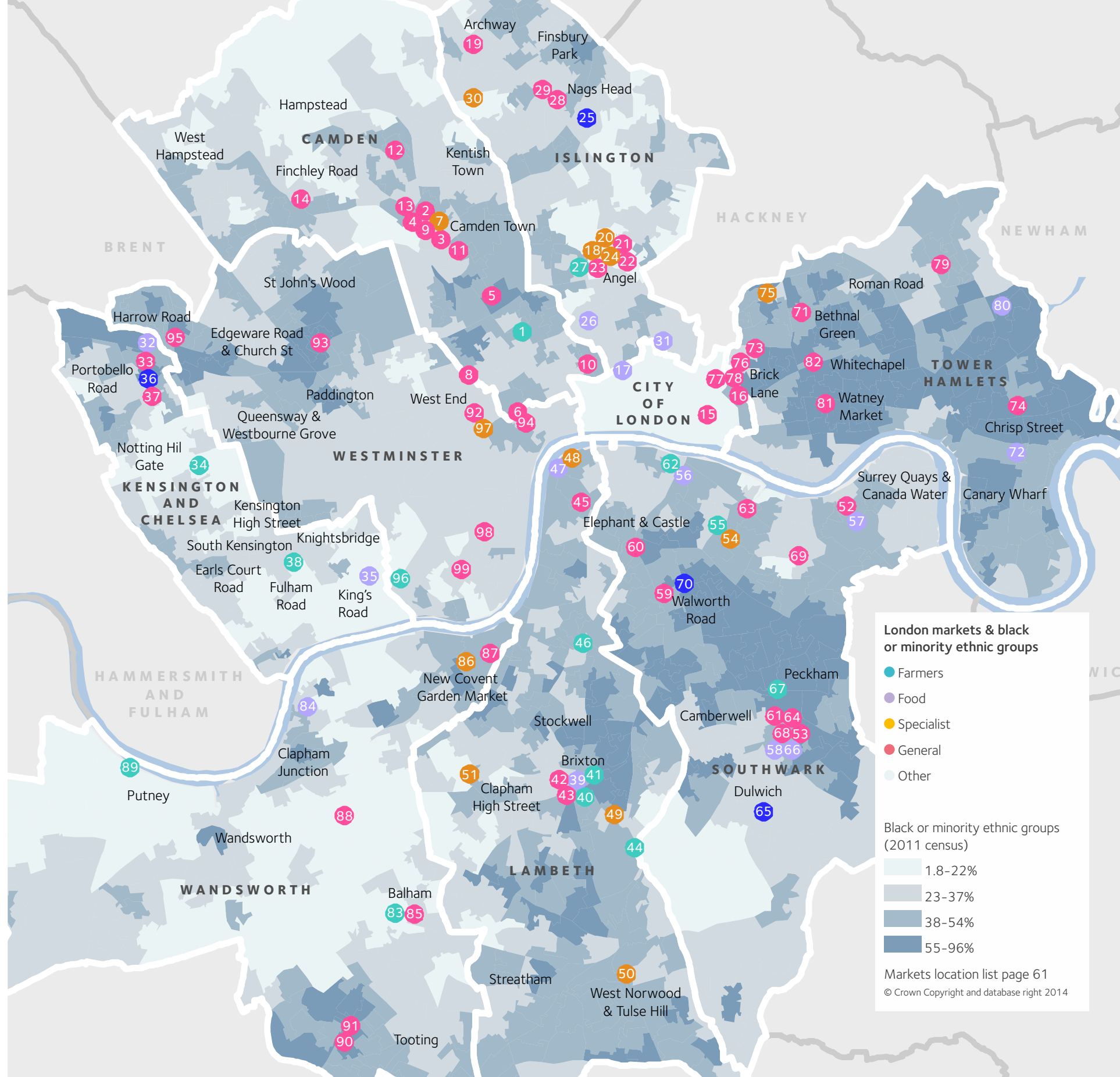
- Local Authority
- Private
- Other



## Markets management

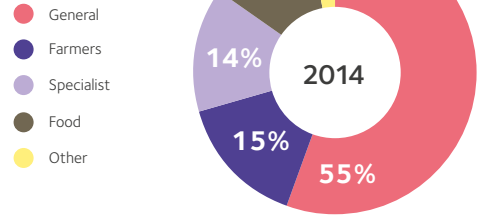
In 2008 local authority management accounted for a 70% share of all markets in the area of study. In 2014 that share has shrunk to a little over a half. In the same period the number of private markets has grown from 30% to 39%. The remainder are operated by Business Improvement Districts, trusts and community interest companies. This represents a portentous incremental diversification in management regimes.

Local authorities' share of the number of markets in central and inner London may be decreasing, but several are making determined efforts to expand their operations. Across their portfolio there have been significant increases in the number of stalls available at markets in the Royal Borough of Kensington and Chelsea and the London Borough of Tower Hamlets. Positivity must be tempered, however. Vacancy rates in some instances far exceed the 8% average for all retail units across London. Whether this represents a lag as new stalls are filled remains to be seen. Vacancy rates in privately operated markets remain low.



# London markets & deprivation

Central & inner London retail markets by type

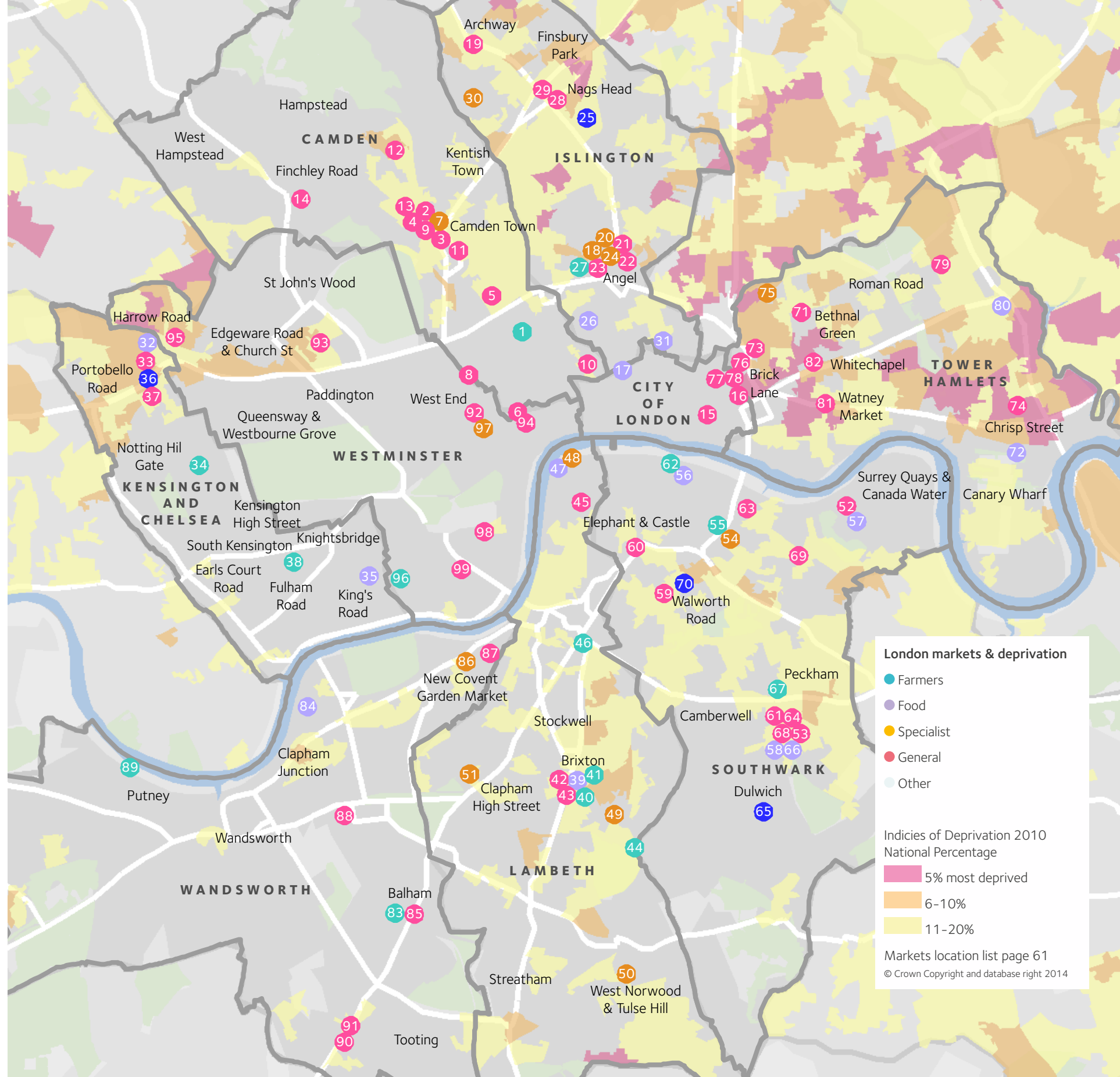


## Type of market

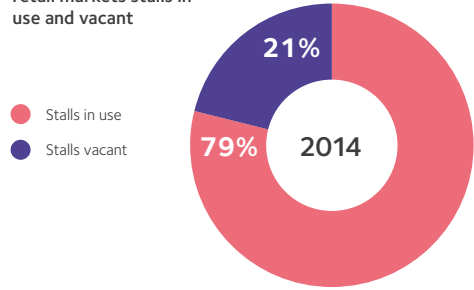
In 2014 55% of markets in central and inner London are classified as 'general', selling everything from fruit and veg to haberdashery and household goods. The remainder are split fairly evenly between specialist markets selling arts, crafts and antiques (14%); farmers markets selling fresh produce, breads and meats (15%); and food markets specializing in prepared and non prepared food stuffs (12%). 'Other' markets total 3%.

Classification by type likely obscures the anecdotally observed recent growth in the number of traders selling prepared foods. Further work to understand the balance of goods being sold within markets and what is being purchased would help target growth products and business opportunities.

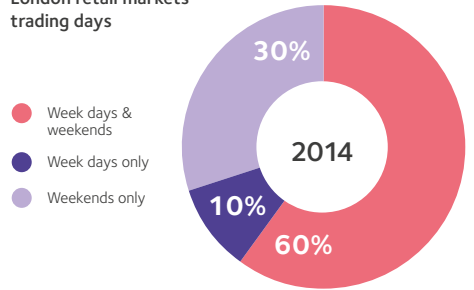
Assessing the different types of market in London requires further analysis as historic and contemporary classifications vary. A future study focused on London should consider a revised classification that makes room for vintage, arts and crafts and food-to-go.



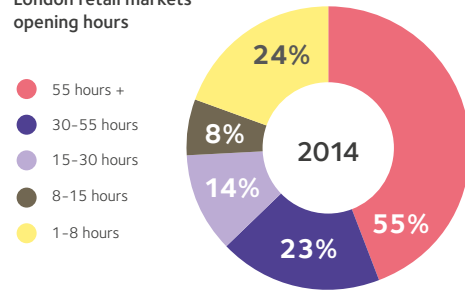
**Central & inner London retail markets stalls in use and vacant**



**Central & inner London retail markets trading days**



**Central & inner London retail markets opening hours**



**Markets regulation**

82% of markets in the area of study report using the London Local Authorities Act 1990 (as amended) to manage their markets. The remainder (mostly private operators) operate under planning conditions and agreements with local authorities.

Interestingly, 36% of markets using the London Local Authorities Act also report using either the Food Act 1984 or local authority specific legislation. This hints at the commercial and managerial limitations of the London Local Authorities Act. Increasingly, authorities are seeking alternative frameworks.

Section one makes specific recommendations around the future regulation and management of London's markets, focused on promoting enterprise and entrepreneurialism.

**Trading costs**

Starting or running a market based business remains eminently affordable. The average daily pitch fee across the area of study is just £36, with many local authority run markets letting pitches for £10 – £20 per day. This compares very favourable with average shop rental prices, which have increased sharply in recent years.

The highest fees can be found in privately operated markets, particularly weekend farmers markets. Even so, some private operators offer remarkably good deals for traders in prime retail locations – Camden

Lock Market receives millions of visitors a year yet weekday pitches are £15, rising to £45 on weekends. Local authority run markets routinely offer heavily discounted fees or free pitches to attract new traders. Concessions exist in the private sector, too.

**Trading days and opening times**

The convenience of London's markets conditions their competitiveness and profitability. Within the area of study an impressive 60% are open both on weekdays and weekends. Significantly a full third are weekend markets only – half of which are farmers markets. That 90% of central and inner London's markets are open on the weekend clearly identifies Saturdays and Sundays as the best trading days for markets.

An examination of opening hours indicates that despite changes in working and shopping habits markets operating hours remain quite traditional. Out of the 99 markets identified in 2014 only 11 markets open beyond six o'clock. A third open for 55 hours a week or more, with a full quarter opening for between 30 and 35 hours. The contrast with the late night shopping offered by shop based retail is stark.

If markets are to continue to meet customer demand and capitalise on London's night-time economy changes to convention, operations and regulation will be required. Later opening, mobile units and night markets need to be countenanced. Section 3 (Enterprise & Entrepreneurship) makes specific proposals in this area.

# Section one

## Strategic, legal & regulatory

# Strategic coordination – bringing the sector together

**Proposal 1:** That the GLA convene and partner a Markets Board for London, linking to the London Enterprise Panel.

London needs a strategic forum to cohere a diffuse markets sector in the capital.

Unlike many European cities London's retail markets are licensed at district, rather than city level. Devolved management respects localism, but has tended to atomise action around strategic issues.

The Future High Streets Forum co-Chaired by Penny Mordaunt MP, Minister for High Streets, Town Centres and Markets, and DCLG's Retail Markets Working Group, provide a platform for action at a national level. Engagement from London has been spasmodic.

The Association of London Markets and officer led Street Trading Bench Marking Group have struggled to bridge the gap at a London level.

Market practitioners have long agreed the need for a body to bring the sector together, particularly around shared challenges – regulation, investment, jobs, training and management.

The London Food Board, Chaired by Rosie Boycott, comprised of industry experts, is a good model for collaboration. It has reduced food waste and promoted healthier more sustainable food by working with wholesalers, schools, authorities and the catering industry. London's markets would benefit from a similar approach.

The Mayor's office as London's strategic authority is well positioned to bring key players together in partnership to form a new Markets Board for London to cohere the sector.

Image: Station Road Market, Owain Jones



# Legislation – promoting investment and entrepreneurialism

**Proposal 2:** That London Councils, supported by DCLG and the All Party Parliamentary Group on Markets, collaborate to coordinate a review of the London Local Authorities Act 1990 and bring forward proposals for legislative change that promote investment and entrepreneurialism.

Review of the London Local Authorities Act 1990 (as amended) is a key strategic priority for the markets sector. Recast to promote investment and entrepreneurialism it will likely stimulate local growth.

The majority of London's market retailers are licensed to trade under the London Local Authorities Act 1990. Fees and charges are set to result in a break even account and surpluses are ring-fenced for street trading. The revocation of licenses are conditioned and some authority decisions may be challenged. Authorities can respond to local need through additions to the Act.

The Act seeks to balance authorities' flexibility against traders' rights. This benefits traders and start ups, but can inhibit investment, which only some authorities achieve by systematically recharging expenditure.

For some authorities ring-fenced accounts, controlled fees and no business rate retention means

markets remain a challenging investment proposition. Opportunities for local jobs growth are likely being missed.

In recent years Parliament, The London Assembly and others have all advocated review of the Act. In its response to Portas, government committed to enabling deregulation that promotes business. The Mayor has committed to work with authorities to 'understand obstructions and bring forward proposals for legislative change' to benefit high streets. The London Local Authorities Act should now be looked at again.

This work is unlikely to progress quickly and must therefore be classed as a medium to long-term ambition. The engagement of public and private operators in the review will be vital, as will the engagement of DCLG, London Councils, Parliament and representative bodies. Review of the LLAA would likely be a key priority for any future Markets Board for London.



Image: Flank wall, Owain Jones

# Interpretive guidance – way-finding flexible and creative management

**Proposal 3:** That London Councils, supported by DCLG, Nabma and the NMTF produce interpretive guidance that facilitates effective use of the London Local Authorities Act 1990, promoting investment and entrepreneurialism.

Legislative change will be slow. In the meantime, market operators will continue to work within existing frameworks. In lieu of this, interpretative guidance promoting investment and entrepreneurialism will assist operators to manage their markets more effectively.

Some London authorities already apply a more nuanced interpretation of the LLAA. Investment can be achieved by systematic recharging the ring-

fenced street trading account. The Act also provides that pedlars and other unlicensed traders may be dealt with, thereby protecting local trade.

Local authority officers would benefit from practice based guidance illustrating how the Act may be interpreted and used to best effect. Current ambiguity and the risk of challenge stymies investment and job creation.

London's local authority officer led Street Trading Bench Marking Group (STBMG) and the National Association of British Market Authorities (Nabma) have begun drawing out the 'good practice' that exists. This work should be built on, supported with resource and concluded as a priority.

**Proposal 4:** That London Council work with Nabma to produce interpretive guidance enabling wider use of the Food Act 1984.

39% of central London's markets are run by private operators. Management is secured under charter rights, planning or other agreements. With greater freedom around pitch fees and lay-out, private operators are more successful in generating profits and raising capital for investment.

A third of central London's markets also use authority specific legislation or the Food Act 1984 alongside the LLAA. Southwark council has pioneered the use of the Food Act. It provides greater

flexibility in how pitch fees are set, where markets are located and how they are curated. Small surpluses provide for reinvestment, expansion and new markets.

DCLG's guide explaining the spectrum of market management models, *Retail Markets: Management Models*, is helpful in disseminating awareness about different regulatory approaches. Alongside interpretive guidance on the LLAA, guidance on use of the Food Act will help to unfetter authorities and promote growth.

Guidance will preserve local decision making, allowing for a regulatory mix of traders within markets. Some may be maintained under the LLAA, whilst others are transitioned to other arrangements with greater freedoms.

It is proposed that the guidance be made available to practitioners through a new markets Knowledge hub (proposal 7 on page 28). Dissemination may also be supported though on-line tutorials.

# Planning frameworks & good practice – structuring development

**Proposal 5:** That CRP produce a ‘must review’ checklist encouraging Local Development Frameworks, Unitary and Neighbourhood Plans to properly consider markets and markets investment in town centre redevelopment.

To help local authorities develop market plans and strategies CRP proposes to draw up a ‘must review’ checklist as a guidance tool. This will sign-post planning and investment tools that support the development of markets.

The Mayor issues the spatial planning development strategy for London – the *London Plan*. Ownership is shared with all 33 local authorities. It is augmented by Town Centre Supplementary Planning Guidance (SPG). Authorities’ Local Development Frameworks, Unitary and Neighbourhood Plans are required to be in ‘general conformity’.

The *London Plan* recognises markets’ “cumulative strategic importance” to towns and high streets. It emphasises that local management and investment are critical to securing their future. The 2014 Town Centre SPG encourages authorities to:

- consider enhancing existing markets and reintroducing or creating new ones
- ensure markets remain attractive and competitive by investing in management and improvement
- develop and adopt formal strategies for markets or embed them in local plans

- take a leading role in supporting the maintenance and development of markets, including those located within town centres
- integrate markets in the wider management of town centres, including town centre strategies;
- incorporate indicators related to markets within town centre health checks
- consider the need for a market champion to co-ordinate these approaches; and
- harness the potential contribution of markets to tourism and regeneration

Almost all authorities in central and inner London have borough wide and/or markets specific strategies to manage and develop their markets. That investment remains hard to detect suggests London’s markets are losing out to more pressing local needs.

Evidence indicates that the full range of planning instruments and investment options are perhaps not well understood and that better use could be made of Neighbourhood Development orders and Local Development Orders to benefit markets. A checklist of available tools will respond to this. This could be an early ‘quick win’ for the proposed new Markets Board for London.



Image: Borough Market, Owain Jones

# Measuring Value – knowing the unknowns

**Proposal 6:** That London Councils work with its members, private operators and representatives bodies to:

- agree a set of economic and social ‘value measures’ for markets and a mechanism for biennial collation; and
- that the GLA undertake to produce a biennial report on its analysis to inform strategic policy and planning

In an information age it has become a truism that ‘what you can’t measure you can’t manage’. For markets it is tempting to add the rider, ‘so why invest?!’ This is the lacuna that London’s markets are in. Decision makers sense economic and social value, but need hard, resonant bottom-line figures to justify investment.

Few refute the intrinsic value of London’s markets. They provide low cost self-employment, generate footfall for retail, provide access to cheap, healthy fresh produce, support cohesion and imbue places with identity. The Mayor considers them ‘a wonderful part of London life. [Bringing] great benefits to local communities and people on low pay.’

DCLG, Nabma, the New Economics Foundation, Joseph Rowntree Trust, London Development Agency and others have all ascribed the economic, social, health, environmental and place based value of markets. Still, harder more resonant metrics are required.

Operators do capture trading days, pitches let, number of traders, etc. Turnover, profit, direct and indirect jobs supported and GVA are harder to pinpoint. Traders and managers

remain some distance from employing the data capture and analytics that high street chains rely on.

To address this and support management and investment decisions markets should adopt mobile licensing and management platforms like MACCS II and chip-and-pin payment devices to generate, store and analyse data. A London-wide Traders’ Card (see proposal 19 on page 51) would complement these innovation.

In the meantime, a universal set of ‘value measures’ would help start to bridge the knowledge gap. This should capture the social and GVA of markets, too. The Quirk review and the ‘public value’, approach of Harvard Professor Mark Moore indicate viable approaches. The London Survey and work of social geographers like Danny Dorling have a contribution to make. An acuter understanding of value is needed.

A biennial report produced by the GLA on behalf of a future Markets Board for London would assist government, the Mayor, local authorities and the private sector to measure, manage, evidence and invest in London’s markets.

# Dissemination – creating a knowledge hub and sign-posting advice

**Proposal 7:** That the Street Trading Bench Marking Group collate content for an on-line London markets 'knowledge hub'; and that the GLA host material, pending a future Markets Board for London website.

It is indicative of the coherence and visibility of markets information in London that no single map exists advertising their whereabouts and offer. London & Partners and Timeout on-line provide a good, but incomplete overview.

DCLG, Nabma and the National Market Traders Federation (NMTF) and the Association of Town & City Management (ATCM) provide high streets, town centres and markets best practice at a national level. Not all of their outputs are freely available, although much is. It would assist the markets sector in London if these and other relevant resources could be brought together in one location – a central knowledge-hub.

The Mayor has brought a renewed focus to London's high streets, supported by a growing library of guides, case studies and other resources. *Actions for High Streets* and *Learning from London's High Streets*, each contain useful markets case studies.

Available resources should be cohered into one place – an on-line 'knowledge hub' that provides and sign-posts advice and support to visitors, market patrons, traders and operators alike. A simple repository which can orientate users and nourish the sector would be a small, but significant step.

TfL could build on its Legible London mapping to plot the capital's markets.

CRP's ambition is to apply for EU funding to support the development of a London (market) Traders Card and a web presence to support trader registration. Ultimately, a knowledge hub and registration site may be brought together in a single domain.

Image: Portobello Road Market, Owain Jones



## Section two

# Regeneration, high streets & town centres



# Regeneration – maximising opportunities for markets

**Proposal 8:** That Local Authorities, private operators and BIDs consider opening new markets or licensing and managing mobile retail to provide a mixed retail offer within opportunity and intensification areas.

London's 33 opportunity and intensification areas will provide many of the new homes, businesses, jobs and spaces that London will need to accommodate a rapidly expanding population in coming decades. Low-threshold, flexible market and mobile retail has a role to play in serving and animating these places.

Opportunity and intensification areas are the brownfield and built up areas identified by the *London Plan* able to accommodate housing, commercial and other development linked to transport improvements. There are 12 such areas located in central and inner London, including Victoria, Kings Cross, Waterloo, Elephant and Castle and Bankside. (see map on page 15).

Twenty of London's markets are currently located within these development zones, mostly concentrated along the south bank and on the City fringe. A far greater number of markets are located outside these areas in London's town centres, particularly around Camden, Angel, Peckham, Brick Lane and Brixton.

Southwark Council's proposals for Elephant and Castle envisage the creation of a market square continuing the relationship residents and commuters have with markets in the area. Developers have recently announced plans for a 'street food market in the sky' as part of Battersea's redevelopment.

The existence of Business Improvement Districts (BIDs) in or close to these areas means they are well positioned to work with authorities and others to sniff out opportunities for creating enterprise that is flexible, convenient and complimentary to more traditional commercial development. The forthcoming late running of the tube will also provide new 'pop up' mobile retail opportunities.



Image: C/159 Camden Unlimited BID



Image: Old Spitalfields Market, Owain Jones

# Innovating the high street – supporting and trialling innovation

**Proposal 9:** That the Mayor considers establishing an RTF style 'Future Markets Incubator Fund', supporting the trialling of innovation within London's street and covered markets.

*Actions for High Streets* encourages London's high streets to be 'welcoming, distinctive, diverse and growing'. The role that markets can play is acknowledged, not least because of the boost that markets provide to shop based retail – an estimated £1.75 for every £1 spent in a market.

The Mayor recognises that London's high streets are imbued with diversity, entrepreneurship, social value and latent economic potential crucial to growth. The density of high streets is at its peak in the centre of the capital. This is also where the majority of London's markets can be found.

Long-term strategic and local authority under-investment in London's public markets means that public realm, infrastructure and attractiveness have diminished. Exceptions aside, competitors have gone from strength to strength whilst markets have failed to keep pace with change.

The stimulus generated by the Mayor's recently launched High Streets Fund and energy and creativity released by TfL's Roads Task Force Future Streets Fund could be replicated with a small amount of catalytic funding to ignite much needed innovation in London's markets.

This Action Plans proposes trials to innovate the markets sector in London, including extended opening hours, digital marketing and payment systems, night markets, convenience mobile retail, business-to-business supply chains, a 'First Pitch' employment scheme, a London-wide Traders' Card and more. Markets also need solutions that cover basics, like functional and attractive stalls and kiosks, retractable weather proofing, clever storage systems, etc.

A catalytic markets innovation fund would help markets refresh their relevance in a global 21st century city and become places of commerce and leisure fit for the future. Proposers should engage in local partnership working that adopts a 'whole street' view, ensuring that innovations work in the interests of town centres and high streets.



# Church Street Market

## Delivering regeneration

Church Street market is a traditional market in the City of Westminster. It has over 200 stalls on Saturdays and up to 100 on weekdays, attracting 5 million visitors a year. The offer is international and mixed, ranging from high-end antiques and Arabic textiles to value and quality fruit and vegetables. The barbecued kebabs are legendary!

Many of the 11,000 nearby residents make daily trips to the market, which is at the heart of the neighbourhood. Traders, some of whose families have worked in the market for generations, know many of their customers by name.

In 2013, local residents voted strongly in support of Westminster's 'Futures Plan'. The plan will deliver regeneration to the area over the next four years. By 2018 four housing developments will generate up to £20 million to be invested in employment, business support, district energy, a new park, and improvements to the market. There will be a new health and community centre and an enterprise hub. The vision is to create one of the most liveable neighbourhoods in London built around a successful retail and market street.

The short-term priorities are to promote Church Street and its street market, and improve the customer experience through visual merchandising – the look of the stalls and the presentation of goods. In addition Westminster is establishing an inclusive, representative Traders' Association – something the Mayor of London wants to see more of.

Westminster will then deliver improved trader storage units and parking opportunities and a new recycling and waste collection facility for the market. The plan is to commence a series of high quality public realm schemes including the provision of new electric supplies for traders and a new event space. The event space will see regular speciality markets further helping to promote destination Church Street.

Post 2018 further housing developments are planned which will modernise retail units on key blocks and give further opportunities to position Church Street as a 'best in class' traditional, destination street market. The key partners in the project are Westminster City Council, Vital Regeneration and provisionally the Church Street Market Traders' Association.

[www.westminster.gov.uk/church-street-neighbourhood-regeneration](http://www.westminster.gov.uk/church-street-neighbourhood-regeneration)

Image: Westminster City Council

# Integrating markets & high streets – a development trust approach

**Proposal 10:** That Cross River Partnership create a development trust market management model, linking a new or existing street or covered market with shop units, providing a location for training, test-trading and trader movement into shop space.

Since 2008 public management of markets in central and inner London has fallen from a 70% share to a little over half. Eight public markets have transferred to private operators, Community Interest Companies (CIC) and Business Improvement District (BID) management. In the same period private markets have grown strongly.

A matrix of factors, have disincentivised and retarded authority investment in public markets leading to stagnation and physical and commercial decline. This trend is likely to continue. Where this is the case authorities should review existing management and consider the full range of alternative options. For some a Development Trust (DT) may provide a viable approach.

DTs can engage in the economic, environmental and social regeneration, tying in wider ambitions and benefits, including preserving the low cost, low risk, easy start up nature of markets. DTs tend to be community based, owned and led. Usually independent, they work in partnership with private, voluntary and public organisations. The legal structure is flexible. Most aspire to be self-sufficient and not for profit.

Heyward market in Lancashire is one example. In 2002 it transferred from the council to a partnership of traders, Councillors and volunteers under the banner of Market Action Group in the Community (MAGIC). At the time the market was one third empty and community spaces were in ill repair. Central to MAGIC's business plan was to bring these spaces back into use.

Managed by a board of volunteers, by March 2003 the market had been brought up to near full occupancy and a community/training room was opened, backed by New Deal and European funding. Current occupancy is approximately 90% at a time when many other markets in surrounding areas are failing.

A London based trial should be developed to test a Development Trust approach with a new or existing market as a pilot project, tying into bricks and mortar where co-working and training space can benefit business, the community, the high street and the market.



Image: Sunday Up, Brick Lane, Owain Jones

# Integrating the high street – supporting a ‘whole street’ view

**Proposal 11:** Where a BID, private operator, Community Interest Company or similar is already responsible for managing a market, a trial should be developed to devolve coordination of local management, including retail, promotions, events and related services.

In 2010, there were less than 30 BIDs in London. That number has rocketed to 40 in just six years – evidence of an appetite amongst London's business community to shape opportunities for jobs and growth and improve London's commercial and public spaces. London's BIDs are delivering creativity and dynamism.

The 2011 Portas Review advocated the evolution of BIDs into more sophisticated ‘Super-BIDs’. It suggested they take a strategic view of town centres and capitalise on new ‘community right to buy’ powers in the Localism Act to command and run local assets and services. DCLG has since consulted on providing for new property owner BIDs and the first one is expected to be launched in London this year.

In London a number of BIDs are already engaged in markets management and markets related activities. Waterloo Quarter

operates Lower Marsh market as does Kingston BID the Market Place in Kingston. The South Bank BID provides marshalling and enforcement services to cultural and festival events including stall and mobile retail alongside the Thames. Angel Aim supports kiosk retailers and promotes Chapel Street market.

To create and safeguard markets as part of London's diverse retail mix where a BID, private operator, CIC or similar is already responsible for managing a market, CRP proposes to work with them and the local authority to pilot devolved coordination of local management, including retail, promotions, events and related services. This would enable a genuine ‘whole street’ approach, integrating markets with the range of functions and services already delivered by BIDs and others.

# Lower Marsh Market

## Business Improvement District management

Just five minutes walk from Waterloo, Southwark and Lambeth North stations, the daily Lower Marsh market is one of London's oldest street markets. In years gone by it used to stretch the entire length of Lower Marsh and The Cut. Owing to a matrix of factors, by 2011 the market had sadly dwindled to just seven stalls.

Given its interest in promoting and developing the market as part of the wider independent retail offer in the area, Waterloo Quarter Business Improvement District applied for and was successful in securing management of the market under license from Lambeth Council. In 2012 a subsidiary company, Lower Marsh Market Ltd, was formed to manage the market outside the framework of the London Local Authorities Act 1990.

During the first 18 months of operation, Waterloo Quarter's management of the market coincided with a major regeneration project in the area, involving a £2.2m programme of works funded through section 106 via Lambeth Council. This included investment in new market infrastructure. Traders are now equipped with power units that have enabled them to increase the range of goods on sale to local workers, residents and visitors.

During this time trader numbers have grown – reaching 25 retailers who now provide a mixture of street food, fresh produce and household and gift items. The appearance of the market has also been transformed through the provision of uniform market canopies, customer seating and branded signage – investment that would have been difficult to secure under the previous management arrangements.

Following feedback from local residents who want to see more fresh produce on sale in the area, Waterloo Quarter launched a produce market on Lower Marsh on 1 March 2014, featuring a wide range of producer vendors. The links between the market and local shops are a priority for the BID, and local businesses are encouraged and incentivized to take a stall on Lower Marsh.

Waterloo Quarter is the Business Improvement District (BID) for the Waterloo area and works with some 330 businesses to improve the area as a place to do business. It is funded by an annual levy on its member businesses and promotes the area as a destination to spend time and money and works to make Waterloo a cleaner, safer and more connected environment.

[www.waterlooquarter.org/lower-marsh-market](http://www.waterlooquarter.org/lower-marsh-market)



Image: Waterloo Quarter BID

# Routes to investment in public markets – unpacking the challenge

**Proposal 12:** That the London Enterprise Panel work with London Councils to explore options for investing in public sector markets as part of its *Jobs and Growth Plan* and provide advice and recommendations for authorities to consider.

Under-investment in public markets remains a long-standing, structural challenge. If the majority of London's street and covered markets are to remain in public ownership, safeguarding access, affordability and wider social benefits, authorities will have to change the way markets are regulated, managed and endowed.

Growth in the number of privately run markets in central and inner London since 2008 and the expansion in the size of a number of public markets confirms their capacity to deliver jobs and growth. If investment cannot be improved, however, some will likely transfer to other forms of management or decline to the point where closure becomes inevitable, with consequences for enterprise, communities, high streets and places.

London Council's *Streets Ahead* argues for local government to be given the tools and resources necessary to manage high streets and create employment and growth. DCLG's response is providing a £1bn package of support to help small businesses to be more attractive and competitive. There are no specific measures to support investment in markets.

The case study on Church Street market (see page 33), shows how developer money may be used to maintain and grow London's markets. Similarly, Tower Hamlets and the City of London are collaborating to secure developer investment to improve Petticoat Lane and the satellite markets that surround it, whilst trying to ensure development does not undermine market business.

In the five years to 2015 local government budgets will have reduced by £9.6 billion, or 35%. Section 106 and Community Infrastructure Levy money available to authorities from development works has consequently assumed ever greater importance. As noted in section one, markets frequently lose out to other schemes, in part, because their financial and social worth remains unquantified.

Authorities need assistance to understand how they can make their markets more attractive, competitive and, crucially, how to go about securing much needed investment. London Council and the London Enterprise Panel should work together to explore options and provide advice and recommendations for authorities to consider.



Image: C/159, Camden Town Unlimited BID

# Integrating the high street – demonstrating how change can be delivered

**Proposal 13:** That Cross River Partnership work with URBACT, Nabma and the ATCM to identify European and domestic good practice for the integration of markets and shops in high streets, focussing on:

- Integration with adjacent shops, including expanding into shop space
- Integration with local services – health, libraries, community safety
- Integration with culture and entertainment

Sharing knowledge and lessons from domestic and Europe good practice is a core aim of the URBACT programme. Some of that is brought together in this Action Plan. Consolidating multiple strands in one compendium would assist thinking about the future integrated role of markets in an urban setting.

*Learning from London's High Streets* provides advice to local communities, business and authorities – sharing knowledge and explaining how London's high streets can be enhanced. Wood Street Indoor market in Waltham Forest, and New Addington's Market Square in Croydon, both of which received OLF and authority funding, are spotlighted. Smaller features explain local benefits derived from markets in Enfield, Brentford, Balham, West Norwood, Whitechapel and Waterloo.

*Supporting Places of Work: Incubators, Accelerators and Co-Working Spaces*, prepared by URS for the GLA, will assist public and private operators to make links between starts ups, vacant premises, high streets and the spaces needed to enable local jobs and growth. Camden Town

Unlimited BID has pioneered such an approach through its innovative c/159 market retail space in Camden high street.

*Culture on the High Streets* shares the experience of bringing art and culture together with markets in the context of place. Features on Ridley's Restaurant, adjacent to Ridley Road market in Hackney, and Brixton Village market in Lambeth illustrate how the two can work together in a mutually supportive way.

Hayward MAGIC market in Lancashire brought Job Centre Plus into the market setting to engage and work with the long-term unemployed. The FEAST market in West Norwood has plans to expand into the grounds of the area's new Health & Leisure Centre, promoting healthy eating.

The innate flexibility of the market format lends itself to co-locating and the integrating of multi-agency services in a high street setting. Consolidating good practice would help market traders, managers and operators to better integrate markets as civic and commercial assets within the wider urban setting.

# Designing markets – creating destination & place

**Proposal 14:** That the Mayor’s Design Advisory Group produce a technical good practice guide to markets design, drawing on the lessons of the OLF and domestic and international good practice – this should consider options for weather proofing London’s street markets.

London’s street and covered markets make an indelible contribution to the look, feel and atmosphere of the capital. Inigo Jones’ Italian influenced Covent Garden Square and namesake Horace Jones’ Leadenhall, Smithfield and Old Billingsgate markets, enthral visitors with their architectural majesty to this day.

The sensitive and tasteful redevelopment of Borough Market, Camden Lock and Old Spitalfields has provided a regenerative spur felt way beyond their environs. Each has drawn on their heritage to create attractive destinations brimming with character and vitality.

As important as curating the goods on sale in a market is shaping its sense of place – shopping in a market is something to be experienced. Materials, lighting and facilities all shape character and identity.

In central and inner London less than a fifth of markets are static covered markets, the rest are open

to the elements save for a stretch of tarpaulin. Most stalls consist of steel or wood framed units erected, disassembled and stored each day – the original ‘pop up’.

To run a successful market requires stalls, electricity, storage, water, toilets, lighting, waste and recycling facilities, access and more. Often this needs to fit around what at other times may be a functioning carriageway. This puts a premium on design that is resilient, compact and functional. Aesthetics and cost are important, too, of course.

There is little readily available that takes a holistic approach to market design bringing what works together. To plug this gap and assist market managers and operators to make design and curatorial choices it is proposed that the Mayor’s Design Advisory Group produce a technical good practice guide to markets design, drawing on the lessons of the OLF and domestic and international good practice.

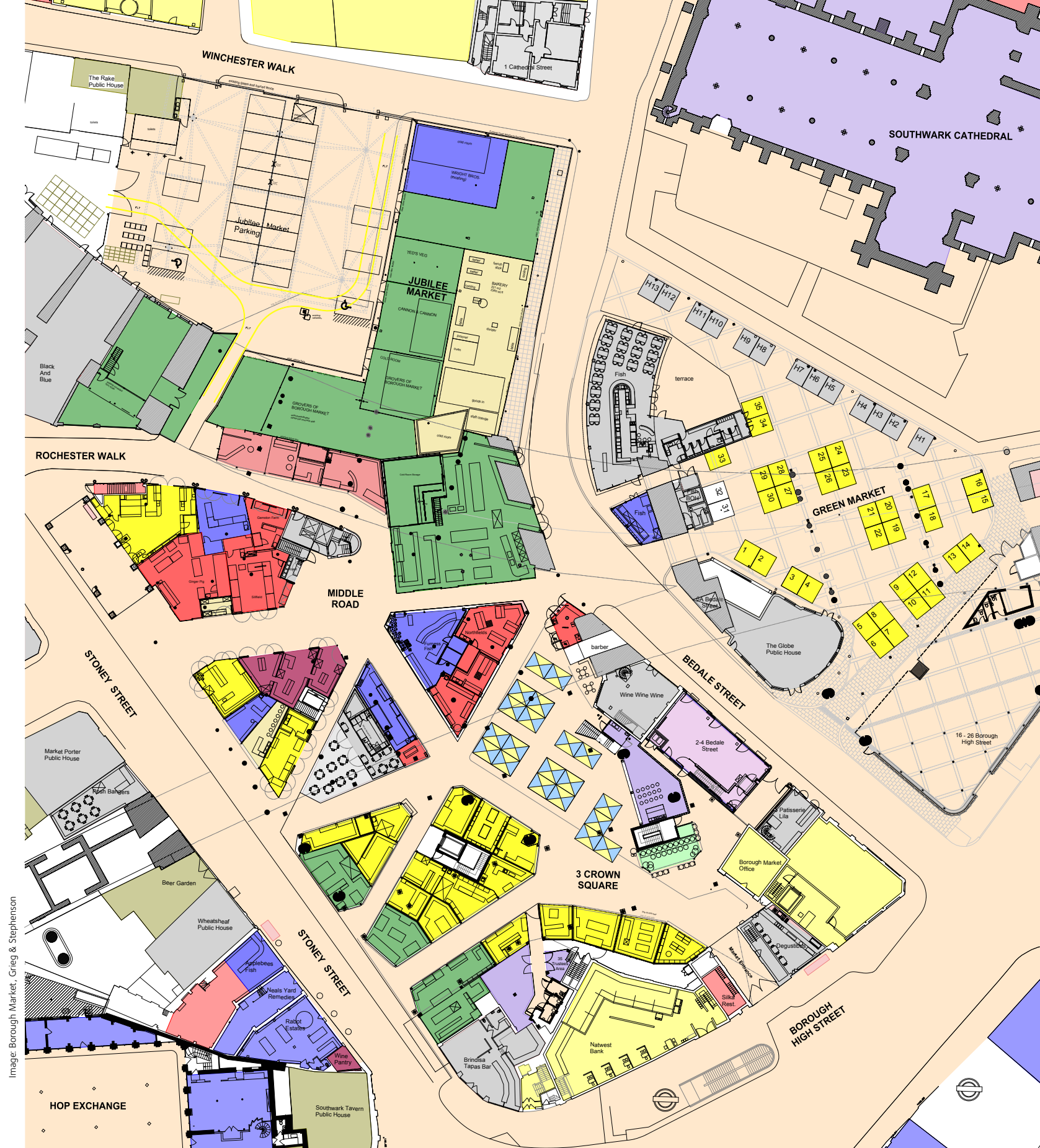


Image: Borough Market, Grieg & Stephenson

# Station Road & FEAST markets

## Trader & volunteer management



Images: Owain Jones & Rheanne Gonyou

Brixton Station Road market operates Wednesday to Sunday in a pedestrianized area two minutes walk from the underground station. The market accommodates up to 80 traders. It adjoins stalls in neighbouring Pope's Road and Electric Avenue and Brixton Village indoor market operated by Groupe Geraud.

During the week shoppers can find everything from saucepans to shoes and kids' toys at affordable prices. On Fridays Station Road emphasizes street food and retro and vintage clothes. Saturdays feature local designer maker goods, street food, and contemporary clothing. On Sundays there is a farmers' market.

Station Road market is the first street market in London to be managed by its traders. In recent years it had become difficult to let all of the pitches, so traders formed the Brixton Market Traders Federation (BMTF) Community Interest Company to manage them by agreement with Lambeth Council. The Federation's objectives are to support the proud local community spirit and promote social responsibility by providing employment to local people.

Lambeth Council assisted BMTF in developing a sustainable management model with £50k from its Innovation Fund. Footfall data and other information helped to benchmark and monitor the success of the market, which is experiencing signs of improvement. Profits from the market are re-invested focusing on maintaining stall equipment, subsidising community groups, enabling young people and supporting start-up traders.

BMTF has organised a number of successful community events, including 'The Great Brixton Bake-Off' competition judged by local celebrities. Participants get to promote their wares to local cafes and restaurants. BMTF is considered a key stakeholder by Lambeth Council embodying a 'Cooperative' approach to service delivery.

[www.brixtonmarket.net](http://www.brixtonmarket.net)

The FEAST is a volunteer and community run market held on the first Sunday of every month from April – December in West Norwood. The area is home to an established black and minority ethnic community and a growing population of young creative and entrepreneurial residents and businesses. FEAST draws on the local community spirit, providing a platform to develop the town centre.

The market encompasses 4 hubs positioned along West Norwood high street, including a Food Fair selling gourmet food; an Artisans' Market showcasing local artist and maker goods; a Fresh 'n' Green area selling fresh produce; and a Retro Village selling vintage fashion and accessories. FEAST days include children's activities, learning session and free entertainment that brings choirs, bands and dancers to the area. Each 'hub' is managed by a designated volunteer

The FEAST market was set up in 2011 in partnership with Spacemakers Agency funded by Lambeth Council. An initial £20k investment enabled volunteers to develop feasibility and scoping studies and run facilitated meetings and exploration events. Subsequent funding from the Mayor's OLF has supported additional development work, a Market Coordinator position, new stalls and promotion and marketing.

FEAST has received positive media coverage from Time Out, The *Evening Standard* and *Metro*, praising its community and volunteer led foundations. It has helped raise the profile of a forgotten part of London, bringing footfall and encouraging local retail to open on a Sunday. The Feast now have plans to open a hub within West Norwood's Health and Leisure Centre to improve links with 'harder to reach' groups and local residents from nearby estates. They are also a key partner in the planning, promotion and delivery of Small Business Saturday.

[www.westnorwoodfeast.com](http://www.westnorwoodfeast.com)

## Section three Enterprise & entrepreneurship

# 'Market of Markets' festival – 'celebrating, supporting, providing opportunity'

**Proposal 15:** That the Mayor, and the SUM project team work with public and private market operators to deliver a 'market of markets festival' event in London in 2015 to coincide with Nabma's 'Love your Local Markets' fortnight to 'celebrate, support and provide opportunity' for the sector.

Most Londoners visit a market at least once a week, many of us more often – Camden, Portobello, Brick Lane and others are major destinations. Yet many publicly run markets, continue to experience decline and face uncertain futures. Markets still provide value though. The price of a basket of market bought 'kitchen cupboard' items remain price competitive or cheaper than many supermarkets. In light of the recent depression, it is surprising this message has failed to resonate more loudly and widely.

Unable to compete in the advertising stakes, London's markets need to find new ways of promoting themselves. Nabma, supported by DCLG, has been supporting re-engagement through its 'Love Your Local Market' (LYLM) fortnight each May since 2012. In 2013 700 markets delivered 4000 events, gifted or subsidised 7000 pitches, and put on cookery demonstrations, raffles, competitions and live performance. This year a record 922 markets participated, delivering even more events and subsidised pitches. In 2014 LYLM went international with markets in Spain, France, Italy and Hong Kong participating.

In London the Mayor has invested in markets through the OLF and Portas pilots and provided a platform for traders as part of the Thames festival. From City Hall to Waterloo, crafts, food, music and

performance has brought people to the Southbank in great numbers. The festival has room to grow and evolve; London should learn to 'Love its local markets', too. A London 'market of markets' festival would revive the spirit of London's great fairs past and celebrate the metropolis' markets heritage and culture. It would also support and promote the capital's many micro businesses.

Goods arrive in London's markets from the four corners of the globe through its arterial wholesale markets. Other market goods are grown, designed or made in London or the UK. A 'market of markets' celebration should bring them from the four corners of London to the heart of the city – reacquainting Londoner's with the sights, sounds and smells of markets, whilst showcasing London's best fresh produce, prepared foods, fashion, art and entertainment for everyone to enjoy.

More than a pure commercial opportunity, a London 'market of markets' festival should "celebrate, support and provide opportunity". The festival can promote local supply chains, test-trading, healthy eating, start up support, digital technologies and knowledge transfer, while visitors quaff a craft beer from Camden, snaffle fish and chips from Southwark and bag accessories from Kensington. The experience can remind Londoner's

of the market just around the corner on their high street, a brisk walk or a short cycle away.

To deliver a 'market of markets' festival a large number of partners will need to work together. The Mayor's support and leadership will be pivotal. The event should bring the sector together to deliver a festival to remember that has a lasting impact – a markets legacy! It should get the public involved and challenge them to find the next Wayne Hemingway or Levi Roots by voting on-line for their favourite trader, best stall, top dish or best performer.



Image: Gerry Buxton, Old Spitalfield's Market, Owain Jones



Image: Brixton Night Market, Owain Jones

# Jobs and skills – supporting micro and nano businesses

**Proposal 16:** That the London Enterprise Panel and GLA embeds support for nano (as well as SME and micro businesses) in its Jobs & Growth delivery plan, including access to finance, training, skills development and apprenticeships.

The London Enterprise Panel's *Jobs and Growth Plan* supports the 99.8% of London's businesses that are SMEs. It prioritises increasing access to finance, promoting trade and export and boosting suitable workspace, business support and networks. It should embed support for micro and 'nano' businesses, including market and mobile retailers, to boost entrepreneurship and economic growth.

Research indicates that access to finance for market start ups in London is met by existing provision. The average market pitch fee in central and inner London is just £36. Where market retailers need assistance is in making the transition to 'move-on' space. Camden Town Unlimited BID's Collective initiative is doing just that, also providing longer leases for independents. CTU's experiment has demonstrated that co-working designer and maker space, linked to retail, accelerates business growth.

This model should be expanded to assist the growing number of market based producer/vendor and designer/maker businesses ready to grow. Businesses like Gerry Buxton's ([www.gerrybuxton.co.uk](http://www.gerrybuxton.co.uk)), which produces truly original and iconic cityscape prints available in London's markets and on-line. London's markets are blessed with entrepreneurial talent – producers, artisans, designers, chefs – looking for support to grow.

There are also opportunities for linking prospective traders to the government's Enterprise Allowance scheme, which is assisting the unemployed to start up on their own. The scheme provides business mentor advice and business plan development assistance. If participant's plans are approved, they become eligible for an allowance over 26 weeks. They can also access the Start-Up Loan Scheme. The links with London's markets needs to be strengthened.

Training and skills development requires greater visibility, too. There is a surfeit of skills, training and business support services available across London. Lambeth's 'so you want to start your own food business' and the 'Urban Food Routes' programme supported by the Mayor already facilitate market and start up ready self-employment. Nabma and the NMTF both sign-post markets based work experience, mentoring, training and business development support.

All of this needs to be more visible to entrepreneurs. The LEP's assistance in sign posting support would benefit small and micro businesses in London. The 'knowledge hub' proposed in the 'strategic, legal and regulatory' section would be a natural home for such a portal to benefit the markets sector.



# Mercat de Mercats

## Barcelona 'market of markets' festival



Image: Institut Municipal de Mercats de Barcelona

Markets form an essential part of Barcelona's daily life, enticing people to enjoy a wealth of fresh and healthy produce. They are also a valuable tourist attraction where entertainment and cultural activities bring a vibrancy that animates the experience of shopping and dining all contributing to la buena vida!

To capitalize on this, Barcelona's Institute of Markets has developed a 'Market of Markets' festival that draws in the best stalls from all of the city's 43 food and retail markets. Taking place over an entire weekend in central Barcelona, in front of the Catedral de Barcelona, the festival receives almost 260,000 visitors.

The objectives of the festival are to promote the best of Barcelona's markets – to support and enhance their economic and commercial relevance as well as their role in tourism, regeneration and the social and cultural life of the city.

The festival provides a platform for healthy eating, with a special emphasis on high quality produce, the Mediterranean diet and gastronomy. It also boosts Catalonia's food farming industry by bringing producers and consumers together, highlighting the added value of local produce and sustainable supply chains.

Over 200,000 direct purchases are made during the two day celebration. Some 55,000 portions of food and drink are served. Media coverage is overwhelmingly positive with an average of 140 articles appearing in the local media.

Barcelona's 'Market of Markets' festival also showcases the city's green credentials with pride. Environmentally sustainable waste and recycling management is given due prominence. The festival showcases the city's markets as an international exemplar.

Collaboration between the City Council, Traders' Associations and Barcelona Institute of Markets has helped renew 23 of the city's 43 markets in the city making them one of the three best services in Barcelona, as judged by the public.

[www.somdemercat.cat/ca/mercat-de-mercats](http://www.somdemercat.cat/ca/mercat-de-mercats)  
Nuria Costa, IMMB: [ncosta@mercatsbcn.cat](mailto:ncosta@mercatsbcn.cat)

## Opening hours – meeting customer demand

**Proposal 17:** That CRP work with private and public market operators to trial extended opening hours at specific markets, supported by marketing, monitoring and evaluation

If markets are to compete in a global 21st century city like London some will need to vary their hours of operation and innovate to capitalise on the opportunities presented by the booming night time economy and the planned late running of the underground from 2015. There are opportunities for nimble stall and mobile retail to meet demand not filled by shop based retail.

Within this Action Plan's area of study only 11 markets currently open beyond 6pm. The ease and convenience of an ever-growing network of 'metro' supermarkets that offer loyalty card rewards, flexible payment, home deliveries and now 'click and collect' continue to pressure market based retailing.

The obstacles to extended opening hours are primarily practical, but also a matter of convention. Much of the produce sold in London's markets is purchased from London's wholesale markets in the early hours of each morning. To still be trading when Londoner's pass by on their way home would involve an unenviably long day. The option to hire a second hand and split shifts is cost prohibitive for many market traders.

How to square the circle? Extended opening hours trials have been run in London markets with mixed results. Most recently Tower Hamlets Council altered the opening hours of some of its markets to accommodate the holy month of Ramadan. Although operated under specific circumstances, the early evidence is that the initiative worked well. This experiment should be looked at to see if wider lessons can be learned.

Managers might also consider instituting buddying schemes such as that advocated by Nabma, enabling traders to share the management of their stalls and the market to stay open longer. Local amendments to the London Local Authorities Act may be required to accommodate this.

A discrete extended opening hours trial in a small number of markets supported by appropriate changes in operational management, trader cooperation and enhanced marketing, monitoring and evaluation may help to devise an approach that can be adopted elsewhere. Markets and mobile retail must adapt and change if they are to compete and secure a slice of London's 24/7 economy.



Image: Owain Jones

# First Pitch London – providing ‘start up’ opportunities

**Proposal 18:** That CRP work with the NMTF, The Prince’s Trust and local business support service practitioners to develop and deliver a ‘First Pitch London’ programme for 200 new traders in 2015/16, supported by corporate sponsorship and other funding.

London’s markets provide excellent opportunities for test trading and low cost self employment. To get going in a market can cost as little as few hundred pounds and pitch fees start from just £5 per day. Risk is low and access relatively straightforward; attractiveness can be an issue, however – market retailing is as much a lifestyle choice as a business choice.

Many of London’s markets already provide test trading and discounted pitch fees. Their success in attracting and sustaining new and younger traders is mixed, however. At a national level the NMTF, have delivered the ‘First Pitch’ initiative since 2011. It provides wrap around support to selected applicants assisting them with free NMTF membership, mentoring, discounted pitch fees and free training guides and workshops for a year. Part funded with £50k of corporate sponsorship from the Royal Bank of Scotland’s Inspiring Enterprise Scheme, the NMTF have just seen another 35 traders through their first year of trading.

First Pitches’ Outstanding Trader Award for 2014 was won by Louise Maddy who makes and sells her own range of avocado dips

in a number of London’s markets. Louise used to work in finance in the City of London, but got bored and wanted to do something different. Inspired by her early participation in the ‘Great Brixton Bake Off’ – hosted by Station Road market in Brixton – she eventually swapped her suit for an apron and got into business as the Avocado Café. Louise now has her own production unit and website and is steadily building her private catering business. ([www.theavocadocafe.co.uk](http://www.theavocadocafe.co.uk)).

The ‘First Pitch’ approach provides a model that can be adapted in London to support energetic and innovative entrepreneurs to use London’s markets as a base to launch their own business. CRP and the SUM project partners propose to work with the NMTF, The Prince’s Trust, public and private operators and business support providers to develop and deliver ‘First Pitch’ London for 200 new traders in 2015/16. With improvements scheme could be run in the capital supported by European money and corporate sponsorship attracted by the London Enterprise Panel.



Image: Bad Boys Bakery: Owain Jones

# Queen’s Crescent Market

## Entrepreneurship programme



Image: Queen's Crescent Market, Owain Jones

Queen’s Crescent market is a ‘community’ street market in Kentish Town located between private residential accommodation and a council estate. The market is well served by transport, with Chalk Farm underground and Kentish Town West a short hop away. The market operates Thursdays and Saturdays putting out close to 80 stalls. Affordable quality fruit and veg, household goods, haberdashery, toiletries and locally prepared ethnic and organic street food are the main offer.

Queen’ Crescent Community Association’s vision is to regenerate the market aesthetically, environmentally and financially so it can make an even greater contribution to the local economy. In line with this vision, the Association has worked hard to pioneer its own Entrepreneurship Project. The project offers local unemployed people the opportunity to start their own market business and provides work experience for young people on existing stalls.

A training course teaches practical, entrepreneurial skills to help participants pursue a career in retail or to start up for themselves. On successful completion of the training programme a rent-free stall is provided for the first three months of trading. Inductees also get the opportunity to pitch their business idea in a ‘dragon’s den’ setting and compete for investment to help kick start their business. If successful, this is topped up with regular business mentoring.

Job Centre Plus has helped source the majority of local unemployed residents who have benefitted from the Entrepreneurship project. To date, 32 people have completed the course; 13 have signed-off Job Seekers Allowance, eight are currently trading on Queen’s Crescent Market and four have secured other employment.

Eve who attended the course in December 2013 signed-off on completing training and started trading in January 2014. Selling her own hand-made jewellery, Eve started with one stall, but having spotted an opportunity to sell Italian handbags and other ladies accessories, quickly expanded to two. She now has a third stall at another north London market. She is also financially independent and has become a regular inspirational guest speaker at the training courses.

[www.qcca.org.uk](http://www.qcca.org.uk)  
[market@qcca.org.uk](mailto:market@qcca.org.uk)

# Camden Lock Market

## Lessons in creating destination & place



Image: Camden Lock Market

In 1971, what was to become Camden Lock Market was a derelict industrial Victorian timber yard in an area suffering economic decline and planning blight. Today the market attracts millions of visitors and is at the centre of one of the most vibrant and inclusive parts of London, supporting a thriving market district and London's second highest concentration of creative industries.

Success brings challenges, and these have put a strain on CLM's relationship with its core audience – Londoners. CLM is now revisiting some of the principles behind its original success and looking to reshape them to meet today's challenges to maintain great retail and experiential destinations.

10 lessons learned:

**1. Pioneering spirit** – CLM's co-founders, Bill Fulford and Peter Wheeler, took significant risk investing in Camden Town at a time of economic turmoil and uncertainty.

**2. Taking a long-term perspective on economic value** – nurturing the economics of 'place' is a slow /process; CLM has achieved over 40 years of consecutive economic growth and job creation.

**3. Immediate social and creative value** – whilst growing economic value may be slow, the social and creative value of place can be instantaneous; just add people.

**4. Make 'failure' affordable** – low entry/exit costs encourage people to take a chance, innovate and be creative, without the fear of financial ruin.

**5. Power of the 'work-shop'** – CLM started as a collection of work-shops, where people made things during the week and sold them on weekends. 'Making, doing, selling' can give a place depth, personality and character.

**6. Encourage a mix of uses** – the market stalls, shops, workshops, cafes and bars support each other, and cannot be considered in isolation. Mixing uses

helps businesses to grow, taking up larger premises when ready.

**7. Be different** – by focusing on niche and independent businesses CLM has created mass appeal, without losing touch with the area's unique identity.

**8. Curate the product mix** – people can bring value in different ways. Competition between traders is good, healthy, and drives them forward, while ever-improving the offer for visitors.

**9. Role of cultural events** – a program of cultural events marks important moments in the calendar, encourages partnerships with other organisations and gives a reason for Londoners and locals to engage with CLM imbuing a sense of ownership over place.

**10. Quality setting** – CLM invests heavily in its buildings and spaces, as they know they will see the value down the line.

[www.camdenlockmarket.com](http://www.camdenlockmarket.com)  
[www.urbanmarketcompany.com](http://www.urbanmarketcompany.com)

## London Traders Card – removing barriers and unlocking the market

**Proposal 19:** That CRP coordinate a feasibility study to determine the function, management, cost and benefits of a London-wide Traders Card; and seek funding to support development of a pilot.

More than half of the 99 markets in central and inner London are licensed and managed by local authorities. A significant proportion of traders move between markets day to day or week to week. To do so traders must first register with the relevant local authority. This can lead to duplication of process. To reduce bureaucracy, streamline the registration process and enable market retailers to trade across borough boundaries a feasibility study should be undertaken to determine the function, management, cost and benefits of a London-wide Traders Card.

Typically, markets registration is achieved by downloading and filling in a form and returning it via email or by post or in person. There are no universal standard forms. Some applications are managed on-line, others on paper. Applications may require proof of public liability insurance, a risk assessment, food hygiene certificate, portable appliance testing certificate, and Corgi/gas certificate, if the trader is selling food to go. These are essential to ensure that markets are safe and goods and services meet appropriate standards. For peripatetic traders this approach can be onerous.

The Markets People ([www.themarketpeople.com](http://www.themarketpeople.com)), backed by Nabma, have brought a single registration scheme to market, providing an accreditation service for traders that market operators can choose to do business with. CRP and SUM project partners propose to work with The Markets People, Nabma and others to explore the potential for a London-wide Traders Card. The benefits would be considerable. With an embedded chip, a universal card would enable managers to confirm registration and certification remotely and quickly on-line, and better understand trading patterns and use this information to manage more effectively.

If proven and deliverable, the potential exists for of a one-stop registration site to be housed alongside a markets 'knowledge hub' (proposal 7 on page 28) providing a repository of advice and support to traders, operators and patrons. The potential exists for many existing administrative processes to be harmonised and simplified alongside. Such a facility could also benefit mobile retailers to more easily participate in London's growing night-time economy.



Image: Camden Passage Market, Owain Jones

# Applying digital technologies – to modernise business and ‘create and keep customers’

**Proposal 20:** That CRP work with Namba and the ATCM to identify the barriers to the digitization of London’s markets and develop pathways for increased take up by managers and operators; and that CRP coordinate a European funding bid to support manager training and the trialling of new ‘digital’ approaches in the market place.

In 2013 over £91 billion was spent online in the UK. By the end of 2014 that figure will exceed £100 billion. The switch from cash to plastic continues apace, too. 73% of all retail transactions in the UK are now made using plastic. There has been a 14% decline in the use of cash in the past five years alone. Like it or not, on-line retailing and flexible payment methods are the future.

High Street retail was quick to capitalise on these shifts. The on-line groceries market is set to grow by 14.6% in the next 3 years. In an age of tweets, blogs, mobile retail, multi-channel shopping, contactless payment and ‘click and collect’ London’s markets need to come in to the digital age, too.

Markets need to accommodate flexible payments and promote themselves on-line much more effectively. This will be a significant challenge for a sector that remains overwhelmingly cash based – one that relies on location, visibility, word of mouth and customer loyalty rather than the internet and apps to attract and retain business.

A few markets are adapting. Borough market updates its web presence weekly, receiving up to 140,000 hits a month. It has 30,000 followers on Twitter and its Facebook profile has received over 4 million impressions. Its weekly newsletter provides posts

from food writers, recipes drawn up for the market, ‘products of the week’ and much more. The market itself also provides Wi-Fi, which traders and visitors can hook into.

For a destination market like Borough the provision of dwell space and Wi-Fi encourages shoppers to shop, stay, go on-line and then maybe shop some more. This approach will not suit all of London’s markets. Providing that retailers can accept card payments should nonetheless be considered core business.

There are a growing number of mobile payment system providers, including Pay Pal, Vodacom and iZettle. In many instances handheld units can work off a trader’s mobile network connection or can be hooked on to a nearby Wi-Fi zone – receipts are tidily emailed to the purchaser’s email address. Systems also offer traders the ability to harvest diagnostics helping them to know their customer and understand commercial opportunities.

Loyalty cards like sQuid in use in Bolton’s markets enable repeat customers to benefit from discounts. sQuid’s strapline is ‘Support local life’ – an ambition that fits neatly with the London Food Board and the Mayor’s vision for healthy eating and thriving local economies.

Some of London’s BIDs already offer reward cards to their business members – Victoria has the Privilege Card, Camden Town Unlimited the Wedge, and Better Bankside the Buzz Card. The opportunity to widen this to include market based businesses should be explored.

Nabma will bring a digital focus to next year’s ‘Love your Local Markets’ fortnight. Before then the barriers to digitising markets need to be identified. Is it a question of awareness raising and education or incentives? The ATCM has developed a suite of digital aids for its members. CRP proposes to work with Namba, the ATCM and others to increase the take up of digital solutions in London’s markets.



Image: Tom Simpson, GLA

## Section four Low carbon & sustainability

# Waste Management & Recycling – delivering efficiencies

**Proposal 21:** That wholesale markets and public and private operators work with the London Food Board [and any future Markets Board] to promote and maximise food recycling through initiatives like FoodSave.

**Proposal 22:** That the Town Centre Spatial Planning Guidance advise that retail and markets services, including enforcement and cleansing, are managed within a ‘whole street’ view and are procured and delivered accordingly.

London’s arterial wholesale food markets generate tens of thousands of tons of food waste annually. The London Food Board, Chaired by Rosie Boycott, is working with the sector to ensure that the amount is reduced and an increasing proportion is recycled.

FoodSave, supported by the Mayor, is similarly assisting London’s SMEs to reduce food waste and increase recycling. Backed by EU funding, the London Waste and Recycling Board, the Sustainable Restaurant Association and Sustain are helping business to participate in the programme.

Food waste is being recycled through a network of charities to feed those in need. Other food waste goes to feed livestock, where permissible. Food that cannot be redistributed is being diverted for composting to generate renewable energy. This reduces the amount of waste that goes to landfill.

Foodsave already engages hundreds of food manufacturers, restaurants, pubs and hotels to maximise recycling, delivering financial savings to business. Sustain is leading the work to engage with farmers and markets to manage their participation and contribution. A number of London’s retail markets are already supporting the initiative. There is scope for wider participation. A future Markets Board for London should coordinate the participation of a larger number of public and private market operators.

The current scheme will be supported over the next two to three years by European and Mayoral funding. As the funding calls for the European Structural Investment Fund 2014- 2020 are issued over the coming months new opportunities should be sought to evolve and grow the programme, further increasing the sustainability of London’s businesses, including retail markets.



Image: Tom Simpson, GLA

# Supply Chains – promoting sustainable supply

**Proposal 23:** That CRP work with wholesale markets to promote and coordinate consolidated supply to trade, and develop trials for the use of zero and low emissions delivery vehicles to green the supply chain.

New Covent Garden Market is home to 200 companies that employ 2,500 staff. Each morning hundreds of buyers arrive at the market to purchase fresh produce from the UK and overseas.

The market supplies forty per cent of the fruit and vegetables consumed outside of the home in London. It also supplies all twenty of the top restaurants in the capital and seventy per cent of florists. Like London’s other wholesale markets it has a pivotal role in London’s food supply chain.

Many of London’s fresh produce market retailers make their purchases in person at NCGM and other wholesale markets. This allows traders to select the highest quality produce and negotiate the best prices face-to-face. The traffic that this generates occurs in the small hours of the morning and goes largely unseen by the majority of Londoners, who are still safely wrapped up in bed.

For those unable to visit the market in person wholesale distributors will select, slice, dice, wash, juice and prepare produce and deliver it direct to buyers. A fleet of temperature controlled delivery vehicles ensure that produce arrives fresh and in good condition.

The convergence of traders on NCGM and the outflow of delivery vehicles present significant

opportunities for greening the supply chain. As London faces up to meeting challenging air quality safe limit targets set at EU level, so every sector of business will need to make a contribution to improving London’s air quality if substantial fines are to be avoided.

Consolidated supply to associations of traders, market by market, would reduce the inflow of vehicles into NCGM and other wholesale markets, cutting food miles without affecting sales. This will require careful planning and strong local partnership working. Cross River Partnership proposes to work with London’s wholesale vendors and retail markets retailers to coordinate a consolidated supply approach on a trial basis.

There are also opportunities for the much wider use of zero and low emissions vehicles to ferry goods to and from wholesale markets and on to retail markets. An increasing number of zero and low emissions vehicles providers are coming into the market, but visibility and awareness remains relatively low. To increase the use of greener transport it is proposed that work be undertaken to examine the ‘last mile logistics’ potential of London’s wholesale markets, and where feasible for a trial to be run.

**Proposal 24:** That CRP work with market operators and market retailers to increase the supply of market sold goods into local business.

In addition to greening the flow of goods into wholesale markets and out to retail markets the opportunity exists to increase the flow of retail market goods out to local cafes, restaurants and bars, thereby rationalizing the supply chain.

Consolidated supply of fresh produce from wholesale markets to retail markets has the potential to reduce vehicle movements and food miles delivering cost and environmental savings. The positive effects of these arrangements may be amplified by also increasing the sale of retail market supplied produce to the hospitality industry.

Anecdotally, examples of this kind of market stall to shop-based retailer supply are few and far between. Where this is happening it has tended to grow out of strong personal relationship rather than coordinated organization at a market management level – in fairness a task beyond the purview of most markets managers and operators.

There are challenges, of course. Bars, cafes and restaurants need security of quality, cost and supply. To cede control over elements of this by switching from existing wholesaler supply to local retailer supply will rely on coordinated local management. Nonetheless, there are clear mutual benefits to be derived. It is proposed that CRP work with public and private operators and neighbouring businesses to develop a trial from which wider lessons may be learned.

## Promoting product ranges – helping markets keep their offer fresh

**Proposal 25:** That CRP work with producers and wholesalers to promote diversified product ranges to traders, including through promotional ‘meet the buyer events’ to help ‘refresh’ markets’ offer.

**Proposal 26:** That CRP work with local public and private operators to develop a pilot to test the viability of hyper-local supply, i.e. local producer-to-business production and/or supply.

The leading ‘big four’ super market retailers have adapted to London’s changing demographics and tastes in recent years to accommodate an ever greater array of produce from every corner of the planet – Asian, African, Caribbean and Mediterranean delicacies are now common place. In order to maintain their relevance to shoppers London’s retail markets need to keep pace with this change.

Some of London’s retail markets traders have recognized this shift and responded by ensuring they cater to the demands of a city that is home to over 200 different nationalities and 300 languages and dialects. Borough in Southwark, Ridley Road in Dalston, Station Road in Brixton and

Choumert road in Peckham serve local communities with everything from Miracle Fruit from tropical west Africa to Edible Burdock from China and India. Many traders in other markets have been slower to adapt, reducing the attractiveness and relevance of their stalls and markets to local patrons.

To assist markets and market retailers to improve their offer there is a need to increase the direct contact between importers, producers, wholesalers and retailers. New Covent Garden Market already organises a series of events throughout the year to facilitate this cross-fertilization. A taste of London in June, Ethical Eats in July, Harvest Breakfast in September and Flavour Thesaurus

in February promote diverse products to chefs, farm shops, wholesalers, the media and others. Twitter, Youtube, tastings and facilitated walkabouts support these events, increasing product awareness.

To support the consumption of healthy fresh produce by Londoners and to assist market retailers to revolve their offer and maintain markets’ relevance, CRP proposes to work with wholesalers and market operators to facilitate a series of ‘meet the buyer events’. This will draw on the lessons of Supply Cross River II, which is already assisting SMEs to access the supply chains of larger corporates.

## Promoting sustainability – green actions, green seal badge scheme

**Proposal 27:** That The London Food Board [and any future Markets Board] support and promote ‘How Green is your Market’ in partnership with the NMTF; and that a ‘showcasing’ event be organized to promote green practice within the sector, backed by an incentivising new ‘green seal’ badge scheme.

The National Market Traders Federation encourages market operators and traders to adopt sustainable products and practices through its annual ‘How green is your market’ awards.

Regional award winners in recent years have reduced waste to landfill by fifty per cent by increasing cardboard recycling, generating profits for the market in the process; reduced cleansing machinery by providing mops,

buckets and brushes to designated traders, and distributed paper and cotton bags for use by customers to cut down on plastic waste. Others have installed photovoltaic cells to provide renewable energy and generate returns from the government’s ‘Feed-in Tariff’.

The London Food Board and any future Markets Board should promote the NMTF’s awards scheme to encourage sustainable practices in London’s retail markets. This should be backed by a knowledge and awareness raising event to promote tried and tested initiatives to the sector.

To incentivise market operators, managers and traders to adopt green practices within their market a ‘green seal’ badge, similar to the purple flag scheme operated by the Association of Town and City Management for excellence in management of the night-time economy, should be developed. The adoption of a number of sustainable actions from a pre-determined menu would entitle participants to adopt the seal, enabling them to evidence their credentials to their customers.

Image: Oveain Jones

# Travel to markets – promoting cycling & walking

**Proposal 28:** That TfL promote sustainable travel to and from London’s markets by extending Legible London, cycle network and bus, rail and tube way-finding to highlight markets; and that TfL work with local public and private market operators to increase the cycle parking available in and around markets.



Brick Lane Market, Owain Jones

In 2009 CRP worked with TfL to trial the use of Legible London way-finding maps along the western stretch of Albert Embankment. Today there are more than 1,300 Legible London maps across the capital. The maps are popular with the public, helping them to navigate more effectively. Glyphs in central London are used by one in twenty passers by attracting up to 300 uses an hour.

Legible London mapping is now also being steadily integrated with the rest of transport network enabling people to journey from tube, rail and bus to their final destinations on foot. Many glyphs in central London already note the location of London’s markets. Some transport hubs provide dedicated signage at platform level or in ticket halls indicating the proximity of nearby markets. This treatment should be extended across London.

The Mayor has committed almost £1bn of investment in the coming years to transform London into a cycle friendly city. Expansion of the cycle super highway network, delivery of a central London Cycle Grid and a network of ‘quietways’ and ‘mini-Hollands’ will get more Londoners out of their cars, off public transport and walking or cycling more. The expansion of cycling will further transport’s role in improving the health of Londoners, as well as addressing air quality and network capacity issues.

Central and inner London’s markets already have a very low carbon footprint, particularly compared to shop based retail. Few central and inner London markets rely on car parking space, except for trader loading and unloading. Way-finding, legible London and the expansion of the cycle network should complement these green credentials by ensuring that markets are adequately promoted to residents, workers, visitors and tourists. TfL could help promote markets by mapping them for the whole of the capital.

The increased provision of cycle storage within or close to London’s markets would further reinforce the sustainability of markets by encouraging even more journeys on foot or by bike, especially at weekends when London’s markets are at their busiest. TfL should work with public and private operators to accommodate innovative storage solutions that capitalise on major schemes investment and support zero and low emissions travel to high streets and markets.

# Borough – waste & recycling



Image: Borough Market, Owain Jones

Located just a stones throw from London Bridge, Borough Market is London’s most famous and renowned food market. The market is made up of stallholders from the UK and further afield. Many of Borough’s traders are themselves producers. Produce sold in the market must have a distinct provenance.

Borough’s management team works hard to minimise its impact on the immediate and wider environment. A similar commitment is expected of the market’s traders. When sourcing suppliers traders are encouraged to deal with companies with a strong CSR agenda. Those serving food-to-go must do so using recycled packaging only. Bottled water sold in the market is supplied by Belu, who act ethically transferring profits to Water Aid.

Constant monitoring ensures that no waste from the market goes to landfill and 90% of all waste generated goes for recycling. To minimise water usage within the market a rainwater irrigation system is used to feed hops, trees, plants and flowers grown in the Market Hall annex that also provides a welcome space for customers to sit and dwell.

Borough also collaborates and exchanges with like-minded organizations, including Rabot 1745 – a neighbouring restaurant and bar specializing in ‘cocoa cuisine’ and inventive cocktails. The waste bean shells they generate are recycled as mulch and used in the market’s green areas as well in the wider bankside area.

A number of Borough Market’s traders participate in the FoodSave initiative led by the London Food Board and supported by the Mayor. The initiative ensures that food waste generated by the market is recycled to feed those in need or to supplement animal feed. Food material unfit for human or animal consumption goes to compost.

# Bolton – sustainable solutions



Image: Marylebone Farmers' Market, Owain Jones

Operated by the Council, Bolton's main market is located in the heart of the town. A council funded £4.5m redevelopment programme has incorporated an new lifestyle hall, providing an opportunity for new traders. Established award winning food stalls sell everything from exotic fruit and veg, Mediterranean delis, locally sourced meats and cheeses to the region's best fresh fish. Investment has provided a new food court and seating area.

The environmental footprint and sustainability of the market is very important to the Council. Photo voltaic cells have been installed in the roof to provide power. Savings should achieve £100,000 reduction in cost per annum, which will be passed onto traders. All lighting has been replaced by low energy LEDs and innovative heating has been installed to focus warmth on patrons rather than the air; oil filled heaters are being promoted as an alternative to energy hungry electric fans – smart meters enable traders to manage consumption.

Food and cookery courses run by a local nutritionist showcase seasonal recipes and produce promoting healthy 'best buys'. Dishes are test traded and participants are rewarded with a loyalty card to help track purchasing behaviour. Data helps businesses adjust to new consumption habits. An electronic loyalty card system gives 10% back on all purchases and collects information on consumer behaviour and movements using geo mapping technology. Local foods have been given a boost through a 'Taste of Lancashire' labelling scheme, promoting local supply chains.

To promote sustainable travel to and from the market large public screens have been installed providing real time traffic information on public transport, encouraging shoppers to leave their cars at home. Trader behaviour change is being promoted through the development of a new Tenants Handbook which is attached to traders' Occupancy Agreements.

# Markets location list

## Camden

- 1 Bloomsbury Farmers Market
- 2 Camden Buck Street Market
- 3 Camden Canal Markets
- 4 Camden Lock Market
- 5 Chalon Street Market
- 6 Earham Street Market
- 7 Electric Market
- 8 Goodge Place Market
- 9 Inverness Street Market
- 10 Leather Lane (Charter)
- 11 Plender Street Market
- 12 Queens Crescent (Charter)
- 13 Stables Market
- 14 Swiss Cottage Market

## Islington

- 18 Annie's Antiques / Camden Passage
- 19 Archway Market
- 20 Camden Passage
- 21 Camden Passage Market
- 22 Camden Passage Sunday Market
- 23 Chapel Market
- 24 Charlton Place Market / Camden Passage
- 25 Emirates Stadium Area
- 26 Exmouth Market
- 27 Farmers' Market
- 28 Nag's Head Car Boot Market
- 29 Nag's Head Indoor Market
- 30 Tufnell Park Road Food Market
- 31 Whitecross Street Market

## Tower Hamlets

- 71 Bethnal Green Market
- 72 Billingsgate Market
- 73 Brick Lane Market
- 74 Crisp Street Market
- 75 Columbia Road Flower Market
- 76 Old Spitalfields Market
- 77 Petticoat Lane (Sunday) Market
- 78 Petticoat Lane (Weekday) Market
- 79 Roman Road Market
- 80 Stroudley Walk Market
- 81 Watney Street Market
- 82 Whitechapel Road Market

## Westminster

- 92 Berwick Street
- 93 Church Street
- 94 Jubilee Market
- 95 Maida Hill
- 96 Pimlico Road Farmers' Market
- 97 Rupert Street
- 98 Strutton Ground Market
- 99 Tachbrook Street Market

## Kensington & Chelsea

- 32 Acklam Village Market
- 33 Golborne Road
- 34 Notting Hill Farmers Market
- 35 Partridges Food Market
- 36 Portobello Green Market
- 37 Portobello Road Market
- 38 South Kensington Farmers Market

## Wandsworth

- 83 Balham Farmers' Market
- 84 Battersea High Street Food Market
- 85 Hildreth Street Market
- 86 New Covent Garden Market
- 87 Nine Elms Sunday Market
- 88 Northcote Road Market
- 89 Putney Farmers' Market
- 90 Tooting Broadway Market
- 91 Tooting Market

## Lambeth

- 39 Brixton / Station Road Market
- 40 Brixton Bakers' and Flea Market / Station Road
- 41 Brixton Farmers' Market
- 42 Brixton Market Popes Rd / Electric Avenue
- 43 Brixton Village / Market Row / Arcade
- 44 Herne Hill Farmers' Market
- 45 Lower Marsh Market
- 46 Oval farmers' Market
- 47 Real Food Market / Southbank
- 48 South Bank Book Market
- 49 Streatham Green Farmers' Market
- 50 The Feast Market
- 51 Venn Street Market

## City of London

- 15 Leadenhall Market
- 16 Middlesex Street
- 17 Smithfield Market

## Southwark

- 52 Albion Street Market
- 53 Atwell Road
- 54 Bermondsey Square Antiques Market
- 55 Bermondsey Square Farmers' Market
- 56 Borough Market
- 57 Canada Water Plaza Market
- 58 Choumert Road
- 59 East Street Market
- 60 Elephant and Castle Stalls
- 61 Elm Grove / Blenheim Grove
- 62 London Bridge Farmers' Market
- 63 Maltby Street Market
- 64 Moncrieff Street
- 65 North Cross Road Market
- 66 Parkstone Road
- 67 Peckham Farmers' Market
- 68 Peckham Markets / Rye Lane
- 69 Southwark Park Road Market / "The Blue"
- 70 Westmorland Road



# Next steps

The SUM project has been supported by funding from the European Commission via the URBACT programme. Funding supports knowledge transfer, study visits and the production of city action plans.

*Sustainable Urban Markets – An Action Plan for London* represents the culmination of this collaborative process. It sets out 28 proposals to support and grow street and covered markets in London as centres of enterprise and civic and cultural value.

Each proposal will require further investigation, planning and promotion – no dedicated funding is attached for delivery.

It is CRP's intention to use this Action Plan as a basis for engagement with local, strategic and national stakeholders and funders.

An important first step is to establish a Markets Board for London (proposal 1) that brings the sector together to actively consider progression of the proposals put forward here.

To deliver SUM and wider markets improvements will require financial and other resource commitment from a partnership of practitioners and stakeholders in the private and public sectors. Collective action is required.

The following pages indicate possible domestic and European funding opportunities. Cross River Partnership looks forward to working with partners to maximise these opportunities.

## Delivery of SUM proposals: Indicative domestic and European funding opportunities

SUM proposals	Indicative funding opportunities	Timing and amount
<b>Strategic, legal &amp; regulatory</b>		
1: Markets Board for London	n/a	
2: Legislation	Greater London Authority Local Authorities / URBACT 3	URBACT 3: First call – February 2015: Total eligible budget: €74.3m. Up to 60% Intervention rate.
3&4: Interpretative guidance	Greater London Authority Local Authorities / URBACT 3	URBACT 3: First call – February 2015: Total eligible budget: €74.3m. Up to 60% Intervention rate.
5: Planning frameworks & good practice	Local Authorities	URBACT 3: First call – February 2015: Total eligible budget: €74.3m. Up to 60% Intervention rate.
6: Measuring value Regeneration – opportunity areas	Greater London Authority / Local Authorities	
7: Knowledge Hub	Nabma / Local Authorities / London Councils / GLA	
<b>Regeneration, high streets &amp; town centres</b>		
8: Integrating markets & high streets	European / CRP	
9: Innovating the high street	Mayors High Street Fund	Circa £9m from Oct 2014.
10: Integrating markets & high streets	European / CRP	

\* All the information in this table, whilst accurate at the time of writing, is subject to change as it is based on the draft programmes which will be finalised with the European Commission during Autumn 2014

SUM proposals	Indicative funding opportunities	Timing and amount
<b>Regeneration, high streets &amp; town centres continued</b>		
11 & 13: Integrating the high street	European Structural and Investment Funds / Horizon 2020	ESIF: Indicative launch: December 2014. Approx €791m / £678m (€748.6m + €43m Youth Employment Initiative) has been notionally allocated to the LEP. ERDF 50% intervention rate; ESF 50% and match funding provided by Opt In organizations.  Horizon 2020: Numerous deadlines throughout 2014-15. Largest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020) Up to 100% Intervention rate.
12: Identifying routes to investment	Local Enterprise Panel / Greater London Authority / Local Authorities	
14: Designing markets	Greater London Authority / Local Authorities	On-going
<b>Enterprise &amp; entrepreneurship</b>		
15: Market of Markets festival	Greater London Authority / Mayor's High Street fund	Circa £9m from Oct 2014.
16: Supporting nano businesses	LEP Jobs & Growth Plan / Competitiveness of Enterprises and SME's (COSME) / Horizon 2020 Local Authorities	COSME: 8 calls for proposals from 15/04/2014 to 16/12/2015. Horizon 2020 – as above
17: Extended opening hours	Local Authorities	On-going
18: First Pitch London 2015	European Structural and Investment Funds	ESIF: Indicative launch: December 2014 Approx €791m / £678m
19: London Traders' Card	European Structural and Investment Funds / Local Authorities	ESIF: Indicative launch: December 2014 Approx €791m / £678m
20: Applying digital technologies	European Structural and Investment Funds, Technology Strategy Board, Association of Town Centre Managers. INTERREG Europe	ESIF: Indicative launch: December 2014. Approx €791m / £678m. INTERREG EUROPE – €359 million. Upto 85% Intervention rate.
<b>Low carbon &amp; sustainability</b>		
21 & 22: Waste management & recycling	European Structural and Investment Funds /LIFE +/ Interreg North West Europe (NWE) Programme 2014-2020 / Local Authorities	LIFE+: Call for proposals Deadline: 16 October.  The total budget for funding projects during the period covered amounts to €1.1 billion under the sub-programme for Environment. 60% Intervention rate.  INTERREG North West Europe (NWE) Programme 2014-2020 First calls for proposals in February – €335 million. 60% Intervention rate. INTERREG EUROPE – €359 million. Upto 85% Intervention rate.
23 & 24: Supply Chains	European Structural and Investment Funds /LIFE +/London Food Board/ Interreg North West Europe (NWE) Programme 2014-2020	ESIF: Indicative launch: December 2014 Approx €791m / £678m  INTERREG North West Europe (NWE) Programme 2014-2020 First calls for proposals in February – €335 million. 60% Intervention rate  INTERREG EUROPE – €359 million Upto 85% Intervention rate
25 & 26: Promoting sustainable supply	LIFE+ / URBACT 3/ London Food Board Local Authorities / London Food Board	LIFE+ and URBACT 3 as above
27: Promoting green actions/ markets green seal	Transport for London / Horizon 2020	Horizon 2020 as above
28: Promoting cycling & walking	Horizon 2020	Transport for London

# Further reading

## Strategic, legal and regulatory

ROI Team Markets Research, 2014 (unpublished) .....  
 2020 Vision: The Greatest City on Earth, Greater London Authority, 2013 .....  
 Changing London: An Historic City for a Changing World, English Heritage, 2011 .....  
 Government Response to the House of Commons Communities and Local Government Committee Report 'MarketFailure? – Can the traditional markets survive?', 2009 .....  
 High Streets at the Heart of our Communities: the Government's Response to the Mary Portas Review, Department for Communities and Local Government, 2012 .....  
 London Borough of Southwark, Markets and Street Trading Strategy 2010–2013, 2010 .....  
 London Local Authorities Act 1990, Crown Copyright 1990 .....  
 London's Retail Street Markets, Regeneris Consulting 2010 .....  
 London's Street Markets, Greater London Authority 2008 .....  
 The Food Act 1984, Crown Copyright 1984 .....  
 The Portas Review: an independent review into the future of our high streets, Mary Portas, 2011 .....

## Regeneration, high streets and town centres

Actions for High Streets, Greater London Authority, 2014 .....  
 Culture on the High Street, Greater London Authority, 2013 .....  
 Further Alterations to the London Plan, Greater London Authority, 2014 .....  
 Learning from London's High Streets, Greater London Authority, 2014 .....  
 London Plan, Greater London Authority, 2014 .....  
 Retail Markets: A Good Practice Guide, Department for Communities and Local Government, 2010 .....  
 Streets Ahead? Putting high streets at the heart of local economic growth, London Councils, 2013 .....  
 Supporting Retail Markets, Department for Communities and Local Government, 2010 .....  
 Town Centre Supplementary Planning Guidance, Greater London Authority, 2014 .....

## Enterprise and entrepreneurialism

2020 Vision: The Greatest City on Earth, Greater London Authority, 2013 .....  
 Changing London: An Historic City for a Changing World, English Heritage, 2011 .....  
 Government Response to the House of Commons Communities and Local Government Committee Report 'MarketFailure? – Can the traditional markets survive?', 2009 .....  
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 The Portas Review: an independent review into the future of our high streets, Mary Portas, 2011 .....

## Low carbon and sustainability

Actions for High Streets, Greater London Authority, 2014 .....  
 Culture on the High Street, Greater London Authority, 2013 .....  
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 Supporting Retail Markets, Department for Communities and Local Government, 2010 .....  
 Town Centre Supplementary Planning Guidance, Greater London Authority, 2014 .....

# Glossary

<b>AoLM</b>	Association of London Markets	<b>GLA</b>	Greater London Authority
<b>APPGM</b>	All Party Parliamentary Group on Markets	<b>LEP</b>	London Enterprise Panel
<b>ATCM</b>	Association of Town & City Management	<b>LFB</b>	London Food Board
<b>BIDs</b>	Business Improvement District(s)	<b>LLAA</b>	London Local Authorities Act 1990
<b>BIDs SG</b>	GLA Business Improvement Districts Steering Group	<b>Nabma</b>	National Association of British Market Authorities
<b>BIS</b>	Department for Business Innovation & Skills	<b>NCGM</b>	New Covent Garden Market
<b>BMTF</b>	Brixton Markets Traders' Federation	<b>NMTF</b>	National Market Traders Federation
<b>CRP</b>	Cross River Partnership	<b>OLF</b>	Outer London Fund
<b>CTU</b>	Camden Town Unlimited BID	<b>RTF</b>	Roads Task Force
<b>DCLG</b>	Department for Communities & Local Government	<b>STBMG</b>	Street Trading Bench Marking Group
<b>ESIF</b>	European Structural Investment Fund	<b>TfL</b>	Transport for London
		<b>WMRB</b>	Waste Management & Recycling Board

# Acknowledgements

Development of this Action Plan was led by **Owain Jones, Binal Karia, Susannah Wilks** and **Caroline Carsey** in partnership with the **Co-Chairs of the SUM Project Team, Helen Santer** and **Will Fulford**.

Proposals were developed jointly by the members of the **SUM Project Team: John McHenry, Nicholas Kasic, Mark Atkinson, Houryie Dervish, Stuart Horwood, Helen Evans, Martin Whittles, Rheanne Gonyou, Finn Williams, Trevor Virtue, Val Beirne** and **Ashley Heller**.

Additional input and advice was contributed by practitioners and stakeholders from the markets sector and beyond, including **Debbie Carpenter, Graham Wilson, Petra Barran, Ellie Gill, Chris Savage,**

**Joe Harrison, Jan Lloyd, Alison Partridge, Sally Kneeshaw, Keith Davis** and **Wayne Hemingway**.

Members of the GLA were generous in providing advice and assistance, including **Debbie Jackson, Adam Towle, Maria Diaz-Palomares, Jonathan Pauling, Stuart Scott, Matthew Waite, Mark Ainsbury, Paul Hodgson, Joel Marsden** and **Anna Gibson**.

We are grateful to London & Partners for hosting the SUM stakeholder workshop at **More London and Borough, Camden Lock, Lower Marsh, Camden Stables, Old Spitalfields and Brixton Village markets** and **Camden Town Unlimited BID** for hosting project partner study visits.

Production of the report was aided by cooperation from a public and private sector market operators, managers and enforcement officers, who assisted **ROI Team** in the compilation of valuable primary research.

The project could not have been delivered and this *Action Plan* produced without the support of **URBACT, Westminster City Council, the Mayor's office, and EU city project partners – Barcelona, Toulouse, Dublin, Pécs, Suceava, Wrocław, Attica and Torino**. Special thanks are extended to the lead partner team: **Nuria Costa, Gerard Navarro** and **Oscar Martinez**.



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City Hall, 64 Victoria Street  
Westminster, London SW1E 6SB

[www.crossriverpartnership.org](http://www.crossriverpartnership.org)  
Enquiries: [ojones@lambeth.gov.uk](mailto:ojones@lambeth.gov.uk)

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