

MINUTES

Meeting	London Markets Board
Date	Friday 24th February 2023
Time	12.30 – 16.00
Place	Committee Room 1, City Hall, Kamal Chunchie Way, E16 1ZE

Agendas and minutes of the meetings of the London Markets Board are published on the Greater London Authority (GLA)'s website at www.london.gov.uk/ (except in those cases where information may be exempt from disclosure under the Freedom of Information Act). Meetings are not held in public and are only open to those invited to attend by the Co-Chairs of the Group.

PRESENT

Members:

Jules Pipe (Co-Chair)
Roger Austin
Joe Harrison
Kate Howell
Graham Wilson
Shanaaz Carroll
Paige Palmer
Ian Dodds
Alexander Jan
Lamide Olusegun
Rasha Obaid

GLA Attendees:

James Parkinson
Ellie Howard
Megan Dean
Paul Hodgson

External Attendees:

John Giles, Promar
Edwin Reyes, Promar

Apologies:

Helen Evans (Co-Chair)
Abdul Komor
Ben Milligan
Sarah Lang
Dan O'Sullivan
Catherine Brice
Hazel Durrant

1 Welcome, Apologies and Actions from previous Board meeting – Jules Pipe (Chair)

1.1 The Chair welcomed everyone to the meeting.

1.2 Apologies were received from Sarah Lang, Abdul Komor, Ben Milligan, Helen Evans, Dan O'Sullivan, Catherine Brice, Hazel Durrant and Cllr Rachel Tripp.

2 Sector update – Graham Wilson and Joe Harrison

2.1 The Board received an update from Joe Harrison, Chief Executive of the National Market Traders Federation:

- The Markets All Party Parliamentary Party Group (APPG) will be reestablished on 7th March 2023, with Simon Baines MP returning as Chair. NMTF and NABMA are planning a reception in May to build engagement with national and local government and launch the 2023 Love Your Local Markets Campaign. JH will invite the London Markets Board.
- The NMTF's Young Traders Market campaign, which aims to support young traders into markets, is entering its 11th year. Participation has increased year on year, and this year's campaign will host ten regional finals with the London and regional southeast final being hosted on Sunday 16th July in Hackney. This took place at Portobello Market last year, and there is an ambition for the regional final to be hosted by different boroughs each year.
- The NMTF AGM and Conference 2023 will take place on 17th April at The Imperial, Blackpool. There will be a Young Trader panel with representation from last year's Young Trader Market finalists.

2.2 The Board received a presentation from Graham Wilson on key information and action points from the NABMA Retail Markets Survey 2021/22:

- The survey shows that there are around 1150 markets operating around the UK, compared with a similar figure of 1147 in 2009.
- 42 markets from London completed the survey, and London came out top in terms of survey completion. NABMA were grateful to the GLA for encouraging participation in the survey.
- London's market stall occupancy was over 10% lower than national average of 72%. The 2018 survey showed an average occupancy nationally of 78%, so we are seeing a decline in stall occupancy. This decline is likely to be

steeper than the survey shows, as there has also been a decline in stall provision between 2018-2022.

- Only 48% of markets that contributed to survey showed a surplus (/profit) on their market account. This is a decline of around 6% since 2018.
- There is evidence of an increasing number of markets being operated and controlled by Local Authorities. Many Local Authorities are subsidising markets – 27% of markets who returned the survey are operating at a deficit. The issue of whether subsidies continue and what this means for the future of markets was highlighted to the Board.
- NABMA continues to seek to minimise impact of V.A.T. on market traders.
- Of the 241 markets that returned the survey, 25 indicated that they were recipients of significant central government funding - one of the more positive elements of the survey data. Some markets raised cautions about being able to sustain investment in terms of revenue required for e.g. ongoing resources required.
- Market footfall data was limited – only 32 of 241 markets were recording this. The Board agreed that this data is important to inform decisions about the future of markets.
- In terms of footfall, London were leaders with Borough Market recording 18.8m annual visitors.
- The importance of a relationship between traders and operators was highlighted. 73% of markets surveyed don't have a Traders' Association. The Board agreed that encouraging a beneficial exchange of views and promoting understanding between traders and operators should be a priority for the sector.
- Nearly half of all market operators accept payment in cash. Figures show that markets have a long way to go to modernise the industry to replicate other retail functions on the high street.

2.3 NABMA are launching a 12-month campaign, with the help of NMTF, based on 5 priorities:

- To attract and retain traders to industry
- To meet economic challenges
- To demonstrate the value of markets in a wider community context
- To make markets more professional and increase pride in markets
- To strengthen the relationship between market operators and traders

It was recognised that the Board's Action Plan aligns well with these 5 priorities. The Board were invited to work alongside NABMA and NMTF to ensure that priorities are pursued jointly.

2.4 The Board sought clarification on how many London boroughs were represented in the survey. Graham confirmed that 17 street markets from 11 London Boroughs completed the survey, however did not have London results to hand.

2.5 The Board requested clarity on whether the survey provided any data on predominant type of stall on London markets. Graham clarified that this is not currently recorded as the survey focusses on the financial health of the sector.

2.6 The Board enquired whether demographic data captures other protected characteristics. Graham clarified on this occasion NABMA were unable to partner with NMTF on the survey, which meant less detail was gathered on trader demographics beyond age.

2.7 The Board requested a further age profile breakdown for London and Graham updated that London has a higher profile of young traders and will share a further breakdown with the Board.

2.8 Graham noted that currently over 80% of traders are in the 41 plus age group and this represented a major challenge for markets that must be addressed directly and effectively over the next 10 to 15 years. The Board had a broad discussion that considered:

- The potential positive trend that the average trader age profile has reduced since the 2018 survey.
- How to disseminate the useful and comprehensive resources that exist (for example via NMTF) and ensure that access points and opportunities are used and disseminated in the most effective way
- Developing relationships with local FE colleges and other institutions to provide business support and clear links to markets for young people starting a business
- Exploring the opportunities to engage with young people and children – thinking about how to showcase markets within schools
- The importance of providing support to existing traders – not only business support, but wider support to ensure that their expertise and success is not lost
- Thinking about how to professionalise the sector and demonstrate the trading as a valuable and viable career to young people and their parents
- Ensuring that market have the capacity to offer flexible trading days to respond to the needs and ambitions of a diverse range of traders and SMEs – including makers whose business includes making their products; supporting new traders to build capacity and trading days; people on income related benefits growing a new business.
- Demonstrating the breadth of a potential business growth and diversification on a market
- Understanding clearly what the barriers are to younger traders (18-31) trading in London, particularly from a Local Authority perspective, and what the flexible models are to engage these traders.
- Opportunities to attract older, economically inactive older traders
- The potential for markets providing opportunities for flexible work experience, as well as market trading being covered within children's education.

2.9 The Chair on behalf of the Board acknowledged the discussion and recommended that key priorities around attracting and retaining traders are woven into the LMB action plan and work plan.

Actions:

- **Joe Harrison will pass on all relevant Young Traders Markets and all parliamentary events dates to the Board**
- **Graham Wilson will share the London and Southeast regional data from the NABMA Retail Markets Survey with the Board**
- **GLA will circulate all slides with the minutes and meeting papers from this meeting to the Board, as well as publishing these on the GLA website**

3 Action Plan approval – Megan Dean

3.1 The Board received an update on the Action Plan from GLA officers, which has been revised since the last Board meeting to draw out communications and resources strands more clearly, and to present prioritised themes and actions. Social impact also runs as a key theme throughout the plan.

3.2 , GLA Officers set out a GLA approved budget of £141,000 against a prioritised workplan for the first 2 years of the board term, and highlighted to need to identify opportunities to look for further funding as the programme progresses.

3.3 The Board was invited to flag their interest in supporting elements of the programme.

3.4 It was agreed that attracting and retaining traders should run as a strategic theme through the Board's Action plan and that the action plan would be amended to ensure it responds to the issue of encouraging young people into the market sector.

3.5 The Chair on behalf of the Board requested that GLA officers update the Action Plan, as discussed. The Action Plan will be circulated with the Board minutes and assumed approved if no comments are received by, by the end of the following week (commencing 6th March).

Resolved:

- **The Board approves the Action Plan, subject to an amendment around attracting and retaining traders, unless feedback is received to the contrary before Friday 10th March**

Actions:

- **GLA will circulate a finalised Action Plan to the Board for approval**

4 Communications Strategy – James Parkinson and Kate Howell

4.1 The Board received an outline of the proposed approach to LMB communications, which was presented by GLA officers and Kate Howell.

4.2 It was agreed that the work of the re-established APPG should be considered within the Government influence aspect of the communications strategy, and that the strategy should have synergy with the NABMA 12-month campaign.

4.3 Input was invited from the Board on the emerging communications approach, in particular priority audiences of the LMB and key messages, and ways in which the Board could advocate most effectively for London's Street and Covered markets.

4.4 In response to a prompt to define key audiences, the Chair put forward National and International audiences as an important focus, adding that markets draw in visitors from within London, nationally and internationally to invest in the local economy. The Board discussed, counter to this, that the positioning of markets as an important local resource should not be forgotten. It was agreed that the public audience approach would consider both local and non-local visitors to markets.

4.5 Four key audiences were subsequently agreed by the Board as a focus of communications: the public (Londoners as well as National and International visitors), traders and operators, Government (including local government and policymakers).

4.6 The Board discussed priority messages for the communications strategy and what matters to each key audience. These included the draw of heritage aspects of markets, tourism underpinning Londoners wanting to visit markets, markets as living and vibrant communities, young people as a focus, drawing attention to surprising elements of markets, highlighting opportunities to start small businesses from across different disciplines and crafts, communicating opportunities for emerging entrepreneurs through higher and further education institutes and forming partnerships, the knock on benefit of markets on other sources of revenue for local authorities, and the influence of markets on helping bring jobs and prosperity to places.

4.7 The Board discussed different formats of sharing information via e.g., social media to appeal to a younger audience. This included going beyond static pictures to show videos, moving images and more interactive content.

4.8 It was agreed that Board members would share individual tools, networks and channels after the meeting to contribute towards the communications strategy.

4.9 It was agreed that an updated communications strategy would be presented to the Board at the next meeting.

Resolved:

- **The LMB communications strategy will focus on 3 key audiences: the public (Londoners as well as National and International visitors), traders and operators, and Government (including local government and policymakers).**

Actions:

- **Kate/GLA will develop the communications strategy in line with the Board's steer**
- **Board members will share tools, channels and networks to contribute to the communications strategy**
- **The GLA will initiate a conversation with London & Partners to discuss opportunities to align the markets agenda with their national promotion role**
- **The GLA will undertake some research to understand which boroughs see markets as an economic development function**
- **Kate/GLA will bring an updated strategy to the next LMB meeting.**

5 Tomorrow's Market update – Megan Dean

5.1 Due to time constraints, it was agreed that the Board will receive this update via email after the meeting

Actions:

- **GLA will share Tomorrow's Market update with the Board via email**

6 Spotlight: High Streets Data Service – Ellie Howard and Paul Hodgson

6.1 The Board received an overview of the High Streets Data Service, including opportunities to expand the data collected for London's markets.

6.2 GLA officers invited feedback from the Board on the current usefulness of the tool and opportunities to expand it, so that as the service develops it is best placed to help the sector to demonstrate the economic and social value of markets.

6.3 Opportunities to purchase more data as the Data Service grows were discussed. Recent developments include a proposal to purchase data that demonstrates factors such as the dwell time of visitors to markets and where they have come from. The Board agreed that this kind of data could help build a case for the social value of markets as local community assets.

6.7 The Board were also invited to comment on the usefulness of the London Markets Map. The possibility that new data, such as more accurate market boundaries, could be combined with data from the High Streets Data Service and made accessible via an updated London Markets Map was highlighted to the Board.

6.8 The Board sought clarification on whether it is possible to differentiate between spend data relating to markets and to surrounding commercial premises. Paul clarified that data collected can be fairly accurate, especially when cross-checked with footfall (e.g. during market opening times) to reveal trends.

6.9 The Board requested clarity on the possibility of showing whether local campaigns influence footfall and spend. Paul explained that this was trialed with the 'Let's Do London' campaign, however the data is noisy, so it is difficult to get an accurate picture of the impact of campaigns on local footfall and spend.

6.10 The Board requested an update on whether BIDs could now join the High Streets Data Partnership. Paul clarified that this is being worked on, and GLA are hoping to open membership to BIDs in the coming weeks.

6.11 It was agreed that GLA officers would scope a brief for collating markets data and present this to the Board at a subsequent LMB, in line with the delivery programme set out in the Action Plan.

Actions:

- **GLA will scope next steps for this work strand and share with the Board**

7 Open markets rollout – Dan O’Sullivan

7.1 Item postponed to next LMB meeting due to absence

8 Wholesale markets commission – Ed Reyes, Promar

8.1 The Board received an overview of emerging research on wholesale markets, which has been commissioned by GLA Economic Development and is being undertaken by Promar.

8.2 The research looks at how small and medium enterprise wholesale market traders in the five London Wholesale markets (Western International, Smithfield, Billingsgate, New Spitalfields, New Covent Garden) have been affected by recent developments like Brexit, COVID-19 and the energy crisis.

8.3 A copy of the report will be shared to the Board once complete. The Board were invited to submit any questions to Promar via GLA officers following the meeting.

Actions:

- **GLA will share a copy of Promar’s report with the LMB when finalised**

9 Chair’s close and AOB – Jules Pipe (Chair)

9.1 Subsequent LMB meetings in 2023 will take place on:

Tuesday 27th June, 11.00-15.00

Tuesday 12th September, 11.00-15.00

Tuesday 5th December, 11.00-15.00

It was noted that dates have been moved to reflect the rescheduling of this meeting, and to accommodate the NABMA conference in October.

9.2 There were no other items of urgent business.

9.3 The Chair invited Board members to let GLA officers know if they are interested in hosting the LMB at their market, and reminded the Board that papers and minutes of the meeting will be circulated for comment, and made publicly available on london.gov.uk

9.4 The Chair thanked members for joining and brought the meeting to a close.

9.5 The meeting ended at 16.02.

Appendices:

1. Terms of Reference
2. London Markets Board Action Plan – DRAFT
3. Overview of agenda items 4 and 6
4. Slide deck

APPENDIX 1. Terms of Reference

1. Introduction

1. The London Markets Board is a non-statutory group chaired by the Deputy Mayor for Planning, Regeneration and Skills on behalf of the Mayor of London comprising street and covered markets experts, including wholesale markets, with a breadth of expertise and skills across markets disciplines.

2. The Board works with the Mayor to develop a strategic action plan to support London markets and deliver his Street and Covered Markets Programme. It was established in 2017 and meets four times a year.

2. Aims of the London Markets Board

1. The London Markets Board ('the Board') will provide a single point of governance and reporting to coordinate and focus strategic action on markets across the GLA Group and London boroughs.

2. The Board will **explore the key challenges** markets face, the **breadth of value they offer**, and opportunities to improve their long-term sustainability and social impact.

3. The Board will **lobby for the resources and tools** necessary for markets to remain a thriving and important part of our city, our high streets and our town centres.

4. The Board will **build networks, partnerships and alliances** to deliver improvements in London's markets sector

5. The Board will **promote and advocate** for London's markets at a city level.

6. The Board will develop **priority initiatives** in accordance with the Mayor's strategies and priorities, including but not limited to The London Recovery Programme, the London Plan, the London Food Strategy, the London Environment Strategy, and the Economic Development Strategy.

7. The Board (and any related working groups) will agree a prioritised action plan that will that in effect become a **strategic action plan** for London's markets. It will advise and make recommendations to the sector, GLA Group, and the Mayor via the Deputy Mayor for Planning, Regeneration and Skills, on issues related to markets in London.

8. The draft Strategic Action Plan is set out in a separate paper.

3. Equality, Diversity and Inclusion

1. The Board will develop and implement an Equality, Diversity and Inclusion Action Plan, to realise the benefits of London's diversity and tackle structural inequalities by promoting and enabling equality of opportunities and respond to the diverse needs and aspirations of London's communities through the Street and Covered Markets programme.
2. The draft Equality, Diversity and Inclusion Action Plan is set out in a separate paper.

4. Membership and terms of appointment

1. The Board will comprise 19 Members appointed to represent the interests of specific elements of London's markets sector and will include the Deputy Mayor for Planning, Regeneration and Skills (the "Deputy Mayor") nominated directly by the Mayor.
2. The Mayor may vary the membership of the Board at any time as he considers what will best further the Board's purpose, subject to prior consultation with the Co-chairs (see below).
3. The Deputy Mayor will co-chair the Board alongside a sector expert. The Deputy Mayor will appoint one or more Co-chair(s). In the Deputy Mayor's absence, the Co-chair will chair meeting
4. Three members will be nominated by sector representative bodies, including: The Association of London Markets/London Street Trading Benchmarking Group; The National Association of British Markets Authorities; and The National Markets Traders Federation.
5. Members (other than any nominated or co-opted directly by the Mayor) will be recruited and selected in accordance with the [GLA's Protocol on Mayoral Appointments](#).
6. Members' terms of appointment will be set out in writing to them at the time of their appointment.
7. The Mayor will set the length of tenure for all Members in their letter of appointment. The Mayor may re-appoint a person to be a Member at the end of their tenure.
8. A Member may resign at any time by giving notice to the Mayor in writing, copied to the Deputy Mayor as Chair of the Board, having immediate effect.
9. The Mayor, following consultation with the Co-Chairs, may terminate a Member's appointment to the Board before the expiry of his/her period of appointment, including if the appointee persistently fails to attend meetings without reasonable justification.

5. Governance

1. Meetings shall be held quarterly or at such other intervals as the Board may agree. However, if the Chair, in consultation with the Co-chair, decides that a meeting is not necessary, that person may decide to cancel the meeting. The Chair, in consultation with the Co-chair, may also call additional Board meetings or informal meetings as required.
2. Recommendations to the Board shall be by way of a report to the relevant meeting and will normally be issued to Members a minimum of five working days before the meeting.
3. Whilst attendance is restricted to Members, the capacity is retained to invite outside specialist input either on a standing basis or, where appropriate, on a specific project, topic or initiative. This includes advisors and observers to the Board in agreement with the Chair.
4. GLA Officers will attend meetings as appropriate to facilitate discussion of any given matter.
5. Officers from GLA Regeneration will attend to provide secretarial and logistical support and provide advice on governance and procedural matters.
6. Members will be expected to progress the aims and objectives of the Board, rather than any applicable or business interests. All Members will be expected to make full declarations of interest to the GLA with regards to any applicable personal or business interests, and to make these known to Members when relevant matters are discussed.
7. Members may speak in public and in the media as representatives of the Board. Permission to do so will be given by the Chair or Secretariat and the Mayor's press team must be informed in advance. Members are asked to inform the Mayor's press team and the Street and Covered Markets team, at the earliest opportunity, of any public facing activity or media attention that might adversely affect the reputation of the Board or the Street and Covered Markets Programme, and by association the Mayor, so that this can be dealt with in a shared and timely fashion.

6. Openness and Transparency

1. The Mayor is committed to openness in his administration and is committed to making the work of this Board (and any subordinate body of this Board) transparent in line with Mayoral policy and stakeholder expectations
2. Agendas and reports for the Board and any of its subordinate bodies will be posted on the London.gov website at least two clear working days before the meeting to which they relate.

3. Summary minutes of the meetings of the Board and its subordinate bodies will be posted on the London.gov website within two weeks of the meeting to which they relate.

4. In line with the GLA's openness and transparency policy, all information should be accessible unless one or more of the exemptions set out in the Freedom of Information Act 2000 (FOIA) or Environmental Information Regulations 2004 (EIR) applies, or publication would be prohibitively costly.

5. Reports will be released with the agenda except in those cases where the Chair reasonably considers that information contained in the reports may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA).

6. The main exemptions that are likely to make information reserved from publication relate to the following (although others may be available under the FOIA):

- commercial sensitivity
- information provided in confidence
- personal data
- legal professional privilege
- information intended for publication at a future date
- prejudice to the free and frank provision of advice and exchange of views

7. Reports reserved from publication can still be requested under the FOIA, at which stage the GLA, as the Board accountable body, will consider these requests on a case-by-case basis (taking into consideration such factors as timing, any applicable exemptions and the public interest test).

8. The meetings themselves will not be public to reflect the accountability arrangements Parliament has put in place for the GLA; that is that the Mayor is answerable to the Assembly through Mayor's Question Time only after he has taken decisions.

7. Declaration of interests and Code of Conduct

1. Board Members must declare their interest in the Greater London Authority Standing Register of Interests. They must register their interest with the GLA's Monitoring Officer within 28 days of their appointment. If their interests change, an updated notification must be sent within 28 days.

[Find out about the types of interests that should be registered.](#)
[Open the GLA Group Register of Interests form.](#)

2. If you become aware that you, your close family or close friends have an interest in an item of business to be discussed by LMB, you must declare the existence and nature of the interest to the GLA officers prior to

the meeting who, if necessary, will refer the issue to the Monitoring Officer for advice.

3. When undertaking work in connection with LMB (or any subordinate body of LMB) you must observe the seven principles of public life ('the Nolan Principles'): http://www.public-standards.gov.uk/Library/Seven_principles.doc.

APPENDIX 2. London Markets Board Action Plan DRAFT

Date of meeting:	24/02/2023
Title of report:	Agenda item 3 – London Markets Board Action Plan Approval
To be presented by:	Megan Dean
Classification:	Public

1. Executive Summary

- i. Board Members (the Board) endorsed an approach to a London Markets Board (LMB) Action Plan at their previous meeting. This paper provides an update on the development of the plan since then and sets out a prioritised delivery programme for the first 2 years of the Board's term.
- ii. It also provides an update on a strategy for the GLA approved budget allocation of £141,000 and the resource available to support the first two years of the Board's work.

2. Recommendations

- i. That the Board approves the updated LMB Action Plan and prioritised delivery programme.
- ii. That the Board supports the proposed allocation of £141,000 outlined in the delivery programme and notes the prioritisation and resourcing of the deliverables.

3. Background

- i. At the inaugural LMB meeting in October 2022 Helen Evans, co-chair facilitated a roundtable discussion on the proposed priority themes outlined in the draft LMB Action Plan, including:
 1. Innovation: tomorrow's market
 2. Mapping & Data
 3. Showcasing and Networking
- ii. The objective of the workshop was to test and discuss the proposed priority themes and to sign off the approach to the draft LMB action plan.
- iii. The Board endorsed the approach, subject to a number of clarifications that are outlined below:

1. Priority themes: The Board recommended that two additional priority themes should be woven to the action plan: Securing resources and Communications
2. The Board recommended a further reframing of the LMB Action Plan to be more explicit about priorities that should run as a 'golden thread' through the plan, including; Social Impact; Food Poverty; the Cost of Living and Sector Governance

iv. GLA officers have updated the draft LMB Priority Action Plan (see point 4) in line with LMB comments.

v. A costed delivery programme for the first two years of the Board can be found at 'Appendix 1'.

4. The London Markets Board Action Plan

i. Overview

The London Markets Board (LMB) is part of the Mayor's Street and Covered Markets programme, which aims to support markets across London to flourish as places of entrepreneurship and innovation that provide important routes into employment for Londoners, offer affordable options for people struggling with the cost-of-living crisis, are at the heart of their communities, and are a key part of London's cultural identity.

The Board will advise the Mayor on action to support and promote the capital's wholesale, street and covered markets and help to deliver a London markets strategy via its Action Plan.

ii. Priority Themes and Actions

Throughout its 4-year term the Board will develop a set of actions in accordance with the Mayor's strategies and priorities, including but not limited to the London Plan, the London Food Strategy, the London Environment Strategy, and the Economic Development Strategy, the Economic Framework for London and Building a Fairer City Action Plan

The [Understanding London Markets report](#) published in 2017 will continue to inform the context of the Board's work to explore the challenges markets face, the breadth of value they offer, and opportunities to explore their sustainability and impact.

Furthermore, through engagement the sector the Board has identified a number of priorities that should run as a 'golden thread' through the LMB Action plan, including: Equality, Diversity and Inclusion and Social value; Food Poverty and the cost-of-living crisis; and impactful sector governance.

The LMB Action Plan provides an agile and dynamic framework within which the Board can define priorities and approaches through its 4-year term. As such it will become a standing item on the LMB agenda.

The Board have agreed a set of priorities and actions which will frame the evolution and delivery of the LMB Action Plan, as set out below.

Priority Theme	Action
<p>1. Innovation: tomorrow's market</p>	<p>Support planning for resilient markets</p> <ul style="list-style-type: none"> • Publish practical guidance for operators to develop localised action plans and business support programmes that support resilient markets • Explore ways to attract and retain new and diverse traders and trades to markets.
	<p>Action and innovation</p> <ul style="list-style-type: none"> • Explore circular economy, waste bench marking and sustainability practises that are being tested across London's markets and work with other industry leaders (Re:London) to develop thinking in this field. • Support the rollout and promotion of the OpenMarkets.London platform: a single portal for London where traders can register and find vacant pitches across London • Promote useful learnings from London's markets and comparable cities around good practise and innovation to target food poverty and the cost-of-living crisis. • Showcase and test new ideas through case-study development and support

Priority Theme	Action
	<p>Encourage knowledge exchange, collaboration and innovation</p> <ul style="list-style-type: none"> • Develop the tomorrow’s market programme as a platform that explores new ideas, tests innovation and facilitates and network of shared learning across a cohort of practitioners. • Promote useful learnings from London’s markets and comparable cities around good practice and innovation to target food poverty and the cost-of-living crisis. • Share the Mayor’s approach to supporting markets at the 11th Public International Conference for Markets in Toronto • Elevate and raise awareness of the importance of markets and the work of the LMB through the delivery of events, workshops and seminars, including a large celebration event in the first year of the Board’s term
	<p>Support market operators to work effectively within the licensing legislation governing London’s markets</p> <ul style="list-style-type: none"> • Provide guidance on the current licensing legislation governing London’s markets and explore options of working within it that support investment and growth • Continue to consider the wider London collective position on current markets legislation and advise the Mayor accordingly
<p>2. Mapping & Data</p>	<p>Map and define different types of markets</p> <ul style="list-style-type: none"> • Review and update the functionality of the London markets map to provide an accurate and up to date baseline for the sector, and resource for the public

Priority Theme	Action
	<p>Utilise data to help markets and traders to understand challenges and evidence their social and economic impact</p> <ul style="list-style-type: none"> • Working with the High Streets Data service, build insights about London Markets which may include the commissioning of new data sets • Review existing data sets and partnerships with the bodies that hold them (BIDs, NABMA, NMTF, TfL) and consider their value and what is missing. • Update the Street Market toolkit and support markets to make the case for investment and support • Consider barriers to collecting data from traders and the types of engagement and incentives that might encourage participation.
<p>3. Communications and engagement: Showcasing, networking and advocacy.</p>	<p>Set a communications strategy for the LMB and the Street and Covered Markets Programme</p> <ul style="list-style-type: none"> • Develop a communications strategy to promote London's markets and support and amplify the work of the Mayor, the Board and the sector to engage key audiences including the public, the sector and local and national government • Consider identifying market ambassadors to advocate for markets, energise the LMB action plan and capture key messaging
	<p>Embed Equality, Diversity, Inclusion and Social Value principles throughout the Board's work</p> <ul style="list-style-type: none"> • Agree and embed an EDI & Social Value Action Plan with clear targets to oversee operational and programme delivery the LMB Action Plan and the Mayor's Street and Covered Markets Programme.

Priority Theme	Action
	<p>Support the development of impactful sector governance</p> <ul style="list-style-type: none"> • Engage effectively with National Association of British Markets Authorities (NABMA), the National Market Traders Association (NMTF), the London Street Trading Benchmarking Group (LSTBMG) and the Association of London Markets (AOLM) and identify opportunities for collaboration • Continue to advocate for London's markets at a national level including via NABMA and the All- Parliamentary Markets Group • Work with the London Food Board to maximise the effectiveness of joint working around the food poverty, health and the wellbeing of Londoners • Provide strategic oversight to the City of London's Wholesale Markets relocation programme
	<p>Lobby for resources, tools and funding to support London's markets to thrive</p> <ul style="list-style-type: none"> • Engage and build partnerships with BIDs and other groups interested in markets to build sector capacity and deliver on shared objectives • Identify additional funding streams to support the delivery of LMB priorities, including sponsorship, private investment and in-kind support

5. Budget and resourcing

- i. The GLA has committed the average weekly equivalent of 2.5 days of officer time for the support of the London Markets Board and delivery of the Mayor's Street and Covered Markets programme.
- ii. The Board meets on a quarterly basis and operates in a voluntary capacity. The Action plan that has been set out is ambitious and reflects the expertise of its Members. It is also targeted and sets out to be achievable within the resource available. The intention is that LMB Board members would own this collectively and contribute to successful delivery.
- iii. Board Members are invited to offer support or lead Action Plan items that are of particular interest to them. It is proposed that GLA officers will approach Members directly for support on an 'open call' basis in line with the delivery timetable to secure expert input throughout delivery.
- iv. A prioritised workplan for the first 2 years of the Board's term is set out at Appendix 1.
- v. The workplan suggests an approach on how the £141,000 budget available could be distributed across the first tranche of delivery of the action plan. £31,000 of the overall budget is committed to ongoing activities which will be delivered in FY 22/23. The remaining £110,000 of the budget can support activities in FY 23/24 and early FY 24/25. The budget profile allows for £4,400 costs for the facilitation of LMB meetings and Member reimbursements for travel and other expenses.
- vi. It is expected and encouraged that Board Members will seek opportunities to complement this funding including identifying additional, funding streams or brokering opportunities for collaboration with partners and organisations across the sector.

Appendix 2.1: LMB Prioritised Workplan (years 1 & 2)

This work plan sets out an indicative approach to delivering the Board's priorities during the first 2 years of its term. This is a LMB owned document which will be tabled at each meeting. The Board will review and, upon agreement, vary the workplan, enabling a dynamic and impactful work programme which driven by sector engagement and intelligence responds with agility to emerging opportunities and challenges.

Start	Action	Deliverable	Lead	Indicative budget	Duration	Indicative LMB mtg
Year 1 Q2 (Sept) 2022	Encourage knowledge exchange, collaboration and innovation	Mayoral visit to a Good Growth Funded Market – The Blue	GLA	N/A		Oct 22
Year 1 Q3 (Oct) 2022	LMB secretariat	Agree an action plan for London's markets	LMB	N/A		Feb 2023
Year 1 Q4 (Feb) 2023	Set a communications strategy for the LMB and the Street and Covered Markets Programme	Develop a communications strategy	KH/ LMB/ Ellie	£5,000	3 months/ ongoing	Feb 2023
Year 1 Q4 (Feb) 2023	Action and innovation	Roll out and promotion and the Open.Markets platform	DO/LMB/GLA	£5,000	6 months	Feb 2023
Year 2 Q1 (April) 2023	Support planning for resilient markets	Completion of TM 'How to Guide'. Best practise case study development	GLA	£17500 (committed)	April 23	Feb 2023
Year 2 Q1 (April) 2023	Action and innovation	Promote Google Arts and Culture online Exhibition launch TBC	GLA	£3100 (committed)	April 23	Feb 2023
Year 1 Q4 (March) 2023	Lobby for resources, tools and funding to support London's markets to thrive	Identify additional funding streams and partnerships to support the delivery of the LMB action plan	Identify LMB lead	N/A	Ongoing	Feb 2023
Year 2 Q1 (April) 2023	Utilise data to help markets and traders to understand challenges and evidence their social and economic impact	Review existing data sets and partnerships with the bodies that hold them. Consider approaches to addressing gaps in data (including trader data)	Identify LMB lead	N/A	3 months	June 23

Start	Action	Deliverable	Lead	Indicative budget	Duration	Indicative LMB mtg
Year 2 Q2 (June) 2023	Embed Equality, Diversity, Inclusion and Social Value principles throughout the Board's work	Agree EDI & Social Value Action plan approach	Ellie/LMB	N/A	3 months	June 23
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	Develop the tomorrow's market programme as a platform that explores new ideas, tests innovation and facilitates and network of shared learning across a cohort of practitioners.	Megan/LMB	N/A	Ongoing	June 23
Year 2 Q2 (June) 2023	Support market operators to work effectively within the licensing legislation governing London's markets	Commission legislative best practice guidance	Megan/LMB	£10,000	3 months	June 23
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	Hold markets Celebratory Event Spring/Summer 2023	All	£10,000	June 23	June 23
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	Attend / contribute to 11 th International Public Markets Conference (June 2023)	Tina	N/A	June 23	June 23
Year 2 Q3 (Sept) 2023	Map and define different types of markets	Start process of updating London Markets Map	Megan/LMB	£15,000	6 months	Sept 23

Start	Action	Deliverable	Lead	Indicative budget	Duration	Indicative LMB mtg
Year 2 Q3 (Sept) 2023	Utilise data to help markets and traders to understand challenges and evidence their social and economic impact	Working with the High Street Data service to build insights about London markets which may include the commissioning of new data sets / Update the Markets Social Value toolkit	Ellie/LMB	£20,000	9 months	Sept 23
Year 2 Q3 (Sept) 2023	Encourage knowledge exchange, collaboration and innovation	Promote useful learnings from London's markets and comparable cities around good practise and innovation to target food poverty and the cost-of-living crisis.	Identify LMB lead	N/A	6 months	Sept 23
Year 2 Q4 (Dec) 2023	Action and Innovation	Explore circular economy, waste bench marking and sustainability practises that are being tested across London's markets and work with other industry leaders (Re:London) to develop thinking in this field.	Megan/LMB	£40,000	6 months	Dec 23
Year 2 Q4 (Dec) 2023	Action and Innovation	Show-case and test new ideas through case-study development and support	Megan/LMB	£10,000	3 months	Dec 23
Year 2 Q4 (Dec)	Programme delivery	Remaining deliverables and spend	All	N/A	Ongoing	Dec 23

APPENDIX 3. Overview of agenda items 4 and 6

Agenda item 4: Communications strategy

- Kate Howell will present an approach to communications, to inform the communications strategy for the LMB.
- This will be a key priority of the Action Plan. It will amplify the work of the Mayor & Board, and the Street and Covered Markets Programme.
- It is proposed that the communications strategy focusses on three audiences:
 1. The public (Londoners)
 2. Operators & traders
 3. Government, local government & policy makers
- Kate will invite input from Board members on:
 - Three audiences – do these feel right?
 - Key messages – what should these be for each audience?
 - Tone of LMB communications
 - Tools, networks and channels – what does the Board need in order to amplify communications? What are LMB's collective tools, networks and channels?

Agenda item 6: High Streets Data Service

- The [High Streets Data Service](#) is a resource providing organisations ongoing access to the best local high streets and town centre data at low cost. The service is currently open to borough membership only, but options are being explored to expand membership to BIDs and other organisations interested in high streets and town centres.
- The High Streets Data Partnership uses its collective purchasing power to: Pool resources for collective data purchasing; provide ongoing reflection on the use of data and the promotion of new sources of data; and work collectively to speak with public and private providers of data.
- As the partnership grows, there will be opportunities to purchase more data. Recent developments include a proposal to purchase data that demonstrates factors such as the dwell time of visitors to markets and where they have come from. LMB input is sought into the current usefulness of the tool, opportunities to link it to the social value toolkit and identifying any gaps, so that as the service develops it is best placed to help the sector to demonstrate the economic and social value of markets.

APPENDIX 4. Slide deck

SECTOR UPDATE

**Graham Wilson, Joe Harrison and
Abdul Komor**



**NABMA RETAIL Markets Survey
Presentation to DLUHC and BEIS**

Graham Wilson OBE
NABMA Legal and Policy Consultant

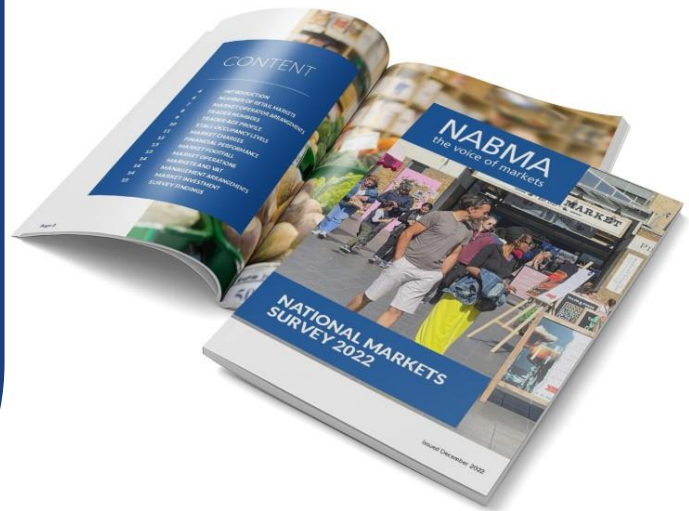
NABMA
the voice of markets

NABMA Retail Markets Survey

Survey Undertaken April - July 2022

241 Markets Contributed - 1150 in UK

42 London Markets include in 241



NABMA
the voice of markets

Market Type by Region

Regions	Indoor	Outdoor	Street	Outdoor covered	Specialist	Other	Total
London	2	16	17	2	3	2	42
North West	23	9		3		2	37
South West	8	18	7		2		35
Yorkshire and the Humber	8	15		3	1	3	30
South East	1	17	8		2		29
East Midlands	4	16		1			21
West Midlands	8	9	1	1		1	20
East Anglia	1	7		2			10
North East	2	5					7
Wales	5	1	1				7
Scotland			1			1	2
Northern Ireland		1					1
Channell Islands	1						1



NABMA
the voice of markets

Stall Occupancy

National
Average
for all
markets is
72%

Source - as at 31st March 2022
(Based on 17,040 stalls at 241 markets)

Indoor Markets - 78% (63 Markets)

Outdoor Markets - 71% (114 Markets)

Street Markets - 70% (35 Markets)

Outdoor Covered Markets - 67% (12 Markets)

Other - 69% (9 Markets)

Specialist - 69% (8 Markets)

NABMA
the voice of markets

Stall Occupancy by Region

	All Markets National Average 72%		Indoor Markets National Average 78%		Street/Outdoor/Outdoor Covered Markets National Average 71%	
	No of markets	Average Occupancy Rate	No of markets	Average Occupancy Rate	No of markets	Average Occupancy Rate
North East	7	89%	2	89%	5	89%
East Anglia	10	83%	1	65%	9	85%
Wales	7	82%	5	91%	2	60%
West Midlands	20	79%	8	84%	12	76%
North West	37	79%	23	79%	14	79%
South West	35	76%	8	83%	27	74%
South East	28	72%	2	80%	26	72%
Yorkshire and the Humber	30	70%	8	84%	22	65%
London	42	61%	2	48%	40	61%
East Midlands	21	61%	4	50%	17	64%

NABMA
the voice of markets



Market Charges

A typical standard single stall charge is:

Outdoor Markets
 £9.00 to £74.00 per day
 National daily average - £22.97

Street Markets
 £9.00 to £70.00 per day
 National daily average - £32.62

Outdoor Covered Markets
 £10.00 to £28.00 per day
 National daily average - £15.95

Specialist Markets
 £23.00 to £50.00 per day
 National daily average - £33.60

Indoor Markets
 £65.00 to £330.00 per week
 National weekly average - £125.00

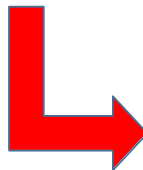
NABMA
 the voice of markets

Market Finances Income

Last reviewed	Rents	Daily/ weekly Tolls	Licence Fees
LastYear	46%	30%	28%
In the last5 years	19%	12%	12%
Over 5 years	15%	8%	8%



Result of review	Rents	Daily/ weekly Tolls	Licence Fees
Increased	33%	21%	22%
Decreased	5%	41%	3%
Same	42%	22%	19%



Financial position of Market	
Surplus	95 markets 40%
Deficit	64 markets 27%
Breakeven	57 markets 23%
Don'tknow	25 markets 10%



Financial position compared with 2019/20	
Reduced	45 markets 30%
Increased	60 markets 39%
No Change	40 markets 26%
Don'tknow	7 markets 5%

NABMA
 the voice of markets

Market Finances VAT

MarketType	No of Markets	Yes	No	Other
Indoor	63	34	27	2
Outdoor	114	9	104	1
Street	35	1	33	1
Outdoor Covered	12	4	7	1
Specialist	7	1	6	-
Other	9	4	5	-

Indoor Markets	No of Markets	Yes	No	Other
Local Authority	140	35	104	1
Trader Operated	1	-	1	-
Private	23	10	13	-
Parish or Town Council	64	6	56	2
Social Enterprise	7	1	5	1
Trust	1	1	-	-
Other	5	-	4	1

Indoor Market by Regions	Yes	No	Other	Total
South West	5	30	-	35
London	5	37	-	42
South East	1	27	1	29
East Anglia	1	8	1	10
West Midlands	8	12	-	20
East Midlands	1	20	-	21
Yorkshire and the Humber	8	22	-	30
North West	21	15	1	37
North East	1	6	-	7
Scotland	1	1	-	2
Wales	-	5	2	7
Northern Ireland	1	-	-	1
TOTAL	53	183	5	241

NABMA
the voice of markets

Future Market Investment

Market Investment Highlights	
Stockton Market	£120m
Chester Market	£70m
Rotherham Market	£33m
Leyland Market	£25m
Bury Open Market	£25m
Thornaby Market	£24m
Bedford Market	£23m
Birkenhead Market	£14.4m
Ashton Market	£20m
Whitechapel Market	£10m
Tommyfield Market	£10m
Newton Abbot	£9.2m
Northampton Market	£8.5m
Leicester Market	£7m



44 or 13% of markets expect to carry our major development plans over the next couple of years.



25 markets received central Government funding of £127m:

- £42m – Future High Streets Fund
- £26m - Levelling Up Fund
- £54m - Towns Fund
- £5m – Welsh Government Fund



Level of direct investment in markets and indirect investment as part of a wider town or city centre redevelopment amounts to £470m.



£45m directly invested

NABMA
the voice of markets

Market Footfall

	Yes	No
Automatic Footfall Counting	32 markets (13%)	208 markets (87%)

Market Type	No of Markets	No of annual visits
Indoor	22	34,378,255
Outdoor	4	23,789,366
Street	2	9,159,576
Outdoor Covered	2	18,846,682
Other	2	2,267,983

- 32 or 13% of markets record footfall
- Only 22 or 35% of indoor markets have automatic footfall counters or cameras
- 96% of outdoor markets do not record footfall
- 32 markets record a combined total of 88.4m annual visits

NABMA
the voice of markets

Market Footfall Regional Winners!

Region	Market	Market Type	Actual	Estimated
London	BoroughMarket	OutdoorCovered	18,763,682	
South East	PortsmouthMarket	Street	7,959,576	
North West	BlackburnMarket	Indoor	6,387,500	
Yorkshire and the Humber	LeedsMarket	Indoor	5,192,804	
Wales	SwanseaMarket	Indoor	2,766,316	
South West	CirencesterMarket	Outdoor		3,767,201
East Midlands	NorthamptonMarket	Outdoor		3,352,547
East Anglia	CambridgeMarket	Outdoor		2,000,000
West Midlands	CoventryMarket	Indoor		800,000
North East	QuaysideMarket	Outdoor		520,000
Scotland	Errol SundayMarket	Outdoor		390,000

NABMA
the voice of markets

Market Operations

	Yes	No
Market Traders' Association	66 markets (27%)	175 markets (73%)

Meeting Frequency	
Weekly	1 Market (2%)
Monthly	14 Markets (21%)
Quarterly	29 Markets (44%)
6 monthly	4 Markets (6%)
Annual	5 Markets (8%)
Other	13 Markets (20%)

- 175 (73%) of Markets do not have a Traders' Association.
- Of the 66 Markets that have an active Traders' Associations nearly half (44%) meet on a quarterly basis.
- 13 Markets have no formal meeting structure in place and will meet 'as and when.'

Market Operations Trader Payment Method

Payment Method	Indoor	Outdoor	Street	Outdoor Covered
Cash	27 (43%)	55 (48%)	12 (34%)	5 (42%)
Cheque	28 (44%)	27 (24%)	6 (17%)	4 (33%)
Direct Debit	48 (76%)	48 (42%)	16 (46%)	4 (33%)
Debit Card	45 (71%)	75 (66%)	27 (77%)	9 (75%)
Credit Card	39 (62%)	66 (58%)	25 (71%)	8 (67%)
Other	76 (19%)	37 (33%)	17 (49%)	4 (33%)

Collection Methods	Indoor	Outdoor	Street	Outdoor Covered
Stall/Shop	18 (29%)	79 (69%)	13 (37%)	5 (42%)
Invoice	37 (59%)	27 (40%)	18 (51%)	5 (42%)
Payment Office	17 (27%)	48 (18%)	7 (20%)	2 (17%)
Other	12 (19%)	37 (28%)	19 (54%)	2 (17%)

- Nearly half of all Market Operators (44%) accept payment from traders in cash.
- Most popular payment method is debit card accepted by 166 or 69% of Market Operators.
- Three quarters of Indoor Market rents can be paid by Direct Debit.
- Half of all markets have stopped collecting payments direct from the stall or shop.
- Other payment methods include BACS payments, bank transfers, PayPal, Apple Pay, Google Pay, PayPoint standing order and online or telephone payments.

Market Operations Trader Age Profile

Age Profile	Indoor	Outdoor	Street	Outdoor Covered	All Markets
18-30	-	-	-	-	-
31-40	8%	6%	23%	17%	23 (9%)
41-50	45%	49%	40%	50%	113 (47%)
51-60	41%	41%	37%	33%	96 (40%)
61+	6%	5%	-	-	9 (4%)

- The typical age profile of traders is in the 41 – 50 category which represents nearly half (47%) of all markets.

- Traders aged 41 and over represent 91% of all markets.

- Typically, markets continue not to attract large numbers of traders in the 18-30 age group.

HIGH STREETS DATA SERVICE

Paul Hodgson, GLA City Intelligence



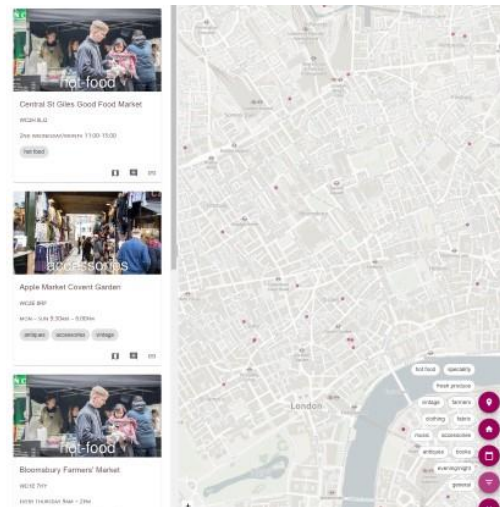
MARKETS MAPPING

- ▶ 1. Previous work
- 2. Next Phase
- 3. What are the key questions?

STREET MARKETS MAP

2010 – list of 163 markets

2017 – online map of 280 markets



STREET MARKETS MAP

2010 – list of 163 markets

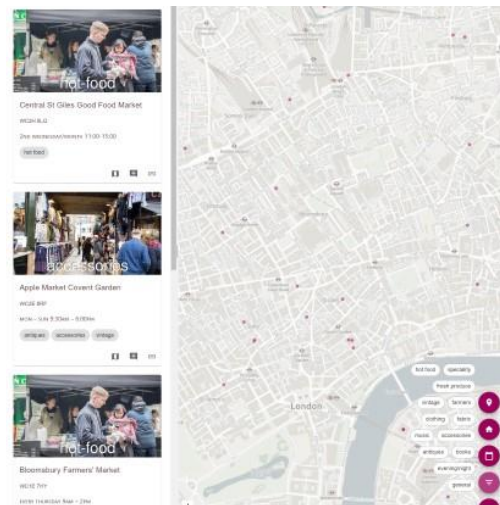
2017 – online map of 280 markets

Benefits:

- Supported policy work

Limitations:

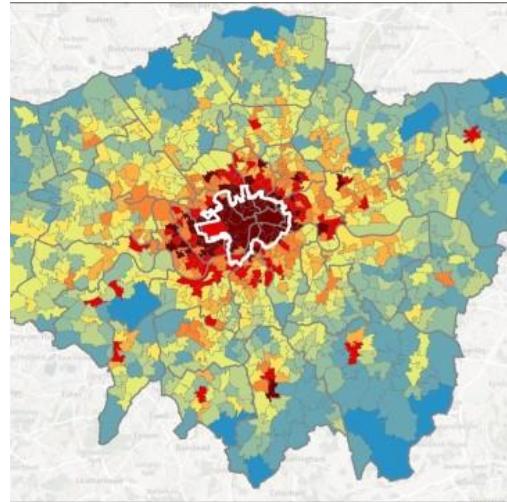
- Point data
- Broad categories
- Capturing irregular hours



HIGH STREETS DATA SERVICE

Footfall

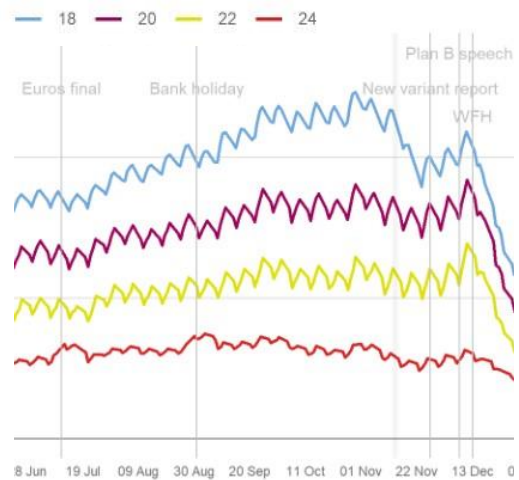
- People counts
 - Splits out workers, visitors
 - Based on mobile phone patterns



HIGH STREETS DATA SERVICE

Footfall

- People counts
 - Splits out workers, visitors
 - Based on mobile phone patterns
- What can you do with it?
 - Compare an area with others
 - Change over time
 - Effect of events, e.g. heatwave, strikes, promotion



HIGH STREETS DATA SERVICE

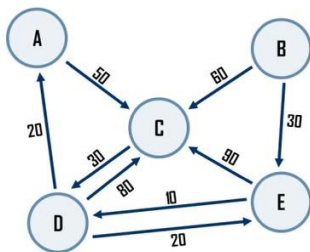
Footfall

- People counts
 - Splits out workers, visitors
 - Based on mobile phone patterns
- What can you do with it?
 - Compare an area with others
 - Change over time
 - Effect of events, e.g. heatwave, strikes, promotion



HIGH STREETS DATA SERVICE

Catchments

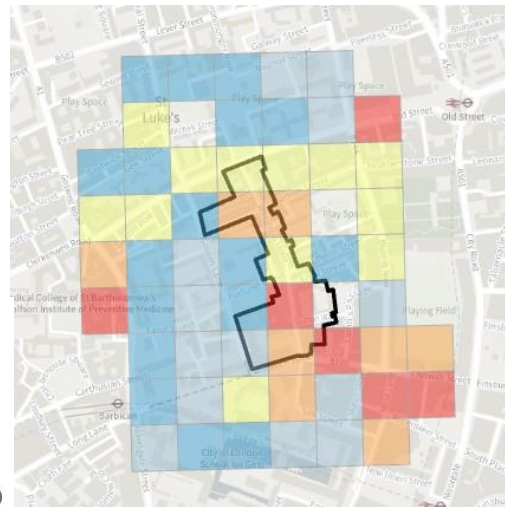


1. For each market identify the key areas that it draws from
2. Change over time
3. Catchments weekday/weekend, daytime/night, etc
4. Information about the people who live in the catchments

HIGH STREETS DATA SERVICE

Spend

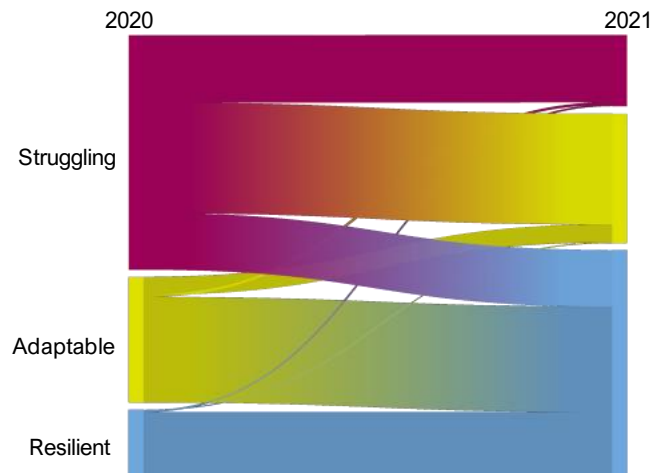
- Index
 - In-person card transactions



HIGH STREETS DATA SERVICE

Spend

- Index
 - In-person card transactions
- What can you do with it?
 - Link footfall and spend
 - Identify cold spots
 - Group areas – resilience





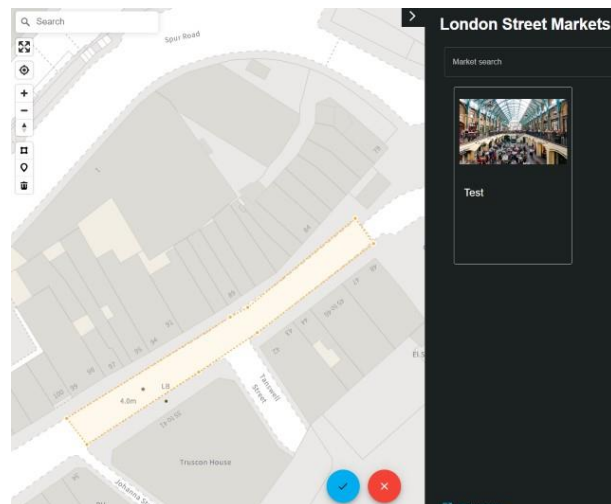
MARKETS MAPPING

1. Previous work
- ▶ 2. Next Phase
3. What are the key questions?

CAPTURE IMPACTS OF MARKETS

Data Collection

- Draw boundary for each market



CAPTURE IMPACTS OF MARKETS

Data Collection

- Draw boundary for each market
- Refine the definitions

Saturday

Opening Time: 06:00 → Closing Time: 16:00

+ Add hours

Specific opening hours details

Location

Finsbury

Map showing a pink polygon boundary over the Finsbury area, including landmarks like St Peter's and St Paul's Roman Catholic, Hugh Myddelton Primary School, and City University London Northampton Square.

About

Select all that apply

Books Antiques

Additional comments

CAPTURE IMPACTS OF MARKETS

Data Collection

- Draw boundary for each market
- Refine the definitions

Analysis

Sharing

Saturday

Opening Time: 06:00 → Closing Time: 16:00

+ Add hours

Specific opening hours details

Location

Finsbury

Map showing a pink polygon boundary over the Finsbury area, including landmarks like St Peter's and St Paul's Roman Catholic, Hugh Myddelton Primary School, and City University London Northampton Square.

About

Select all that apply

Books Antiques

Additional comments



MARKETS MAPPING

1. Previous work
2. Next Phase
- ▶ 3. What are the key questions?

CAPTURE IMPACTS OF MARKETS

What are your Key Questions?

- For the Board
- At Borough-level
- Market Manager



WHOLESALE MARKETS COMMISSION

Ed Reyes, Promar



GREATERLONDONAUTHORITY

GLA RESEARCH WHOLESALE MARKETS

ONLINE SURVEY UPDATE SUMMARY

January 2023

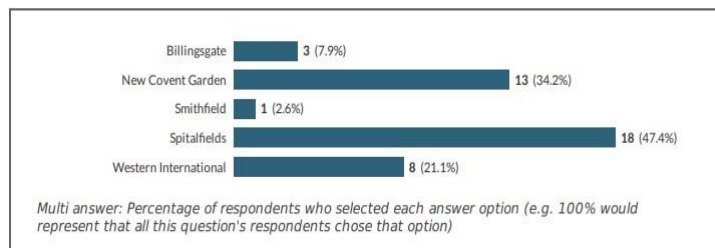


Introduction

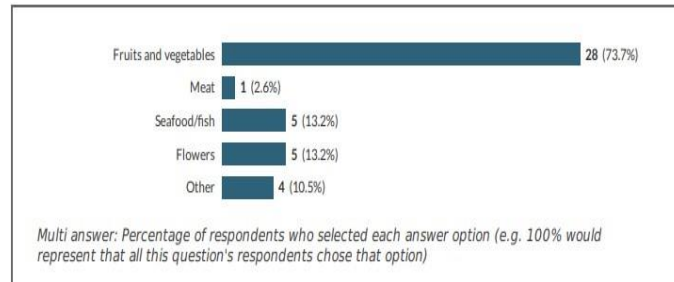
- The Greater London Authority (GLA) has commissioned Promar International to carry out a study of the 5 London based wholesale markets (WSMs) for fruit & vegetables, flowers, meat and fish
- The first part of the study involves an online survey of WSM operators in each of the 5 markets. The following information presents an update from this survey from the 25th of November to the 9th of January
- The survey was distributed to respondents through representatives of the 5 markets
- These market representatives had also been previously contacted by Promar and involved in a consultation process on the design of the survey
- The survey was sent to participants 3 times in a fortnight. Our analysis is based on 38 completed interviews to date. The survey will stay open until the end of January



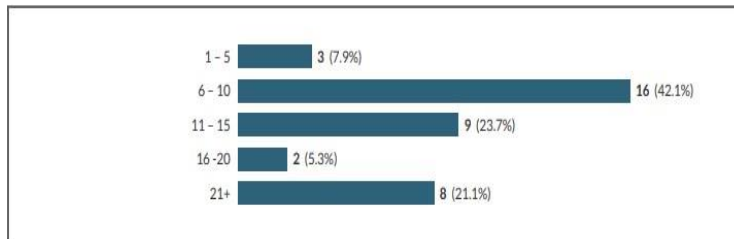
Which of the 5 London wholesale markets are you operating in?



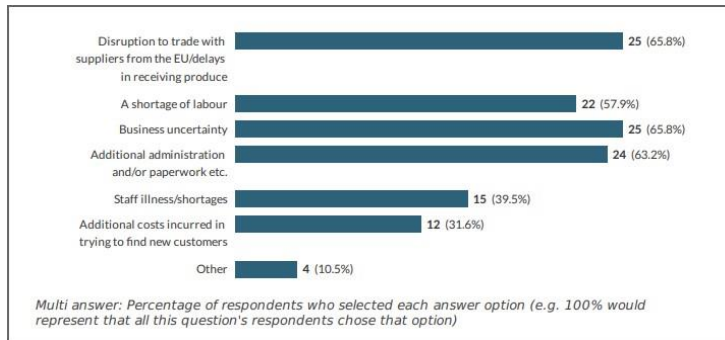
Which products do you trade in?



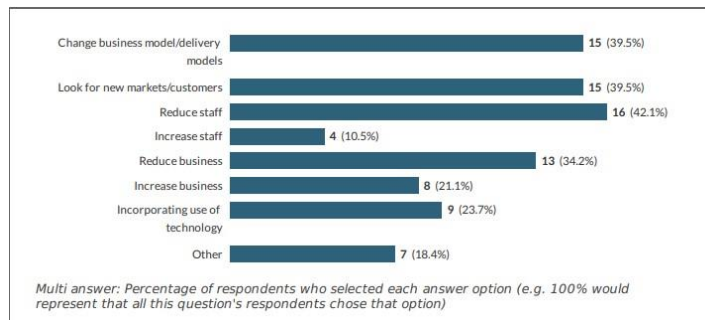
How many employees does your business have?



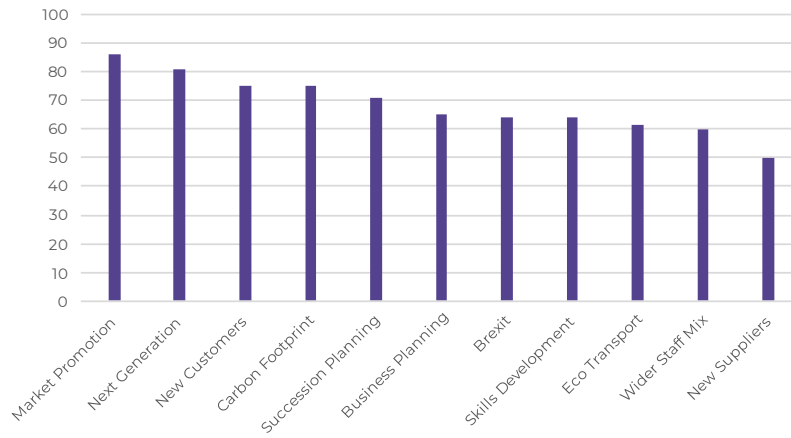
How has the impact of Brexit, COVID19, the energy crisis, new technology, and changes in retail and catering markets effected your business?



What measures have you taken to address these challenges?



Areas of help – ranked 3 and above out of 5



Top areas - scoring 5 out of 5

