

# MINUTES

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<b>Meeting</b>	<b>London Markets Board</b>
<b>Date</b>	<b>Tuesday 27<sup>th</sup> June 2023</b>
<b>Time</b>	<b>11.00 – 14.00</b>
<b>Place</b>	<b>Committee Room 4, City Hall, Kamal Chunchie Way, E16 1ZE</b>

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## PRESENT

### Members:

Jules Pipe (Chair)  
Joe Harrison  
Graham Wilson  
Abdul Komor  
Sarah Lang  
Roger Austin  
Kate Howell  
Shanaaz Carroll  
Rasha Obaid  
Paige Palmer  
Cllr Rachel Tripp  
Hazel Durrant  
Dan O'Sullivan  
Catherine Brice  
Ben Milligan

### GLA Attendees:

James Parkinson  
Megan Dean  
Ellie Howard  
Ajay Larr

### Observers:

David Preston, NABMA

### External Attendees:

Susie Hyden

### Apologies:

Alexander Jan  
Ian Dodds  
Lamide Olusegun

# AGENDA

**1. Welcome, Apologies and Actions from previous Board meeting – Chair**

Indicative time: 10mins (11.00-11.10)

**2. Sector update – Graham Wilson, Joe Harrison, Abdul Komor and Ben Milligan**

Indicative time: 20mins (11.10-11.30)

**3. London Markets Capacity Survey – Megan Dean**

Indicative time: 15 minutes (11.30 - 11.45)

**4. Legislation guidance commission – Graham Wilson and Megan Dean**

Indicative time: 30mins (11.45-12.15)

**5. Open markets platform rollout – Dan O’Sullivan**

Indicative time: 15 mins (12.15 - 12.30)

**6. Tomorrow’s Market update – Megan Dean and Susie Hyden (Gort Scott)**

Indicative time: 20mins (13.00 - 13.20)

**7. Communications Strategy – Kate Howell and Ellie Howard**

Indicative time: 20mins (13.20 -13.40)

**8. LMB prioritised workplan review and update – James Parkinson**

Indicative time: 10mins (13.40-13.50)

## **9. Chair's close and AOB – Chair**

Indicative time: 5mins (13.50-14.00)

### **Appendices:**

Appendix 1. Actions from the previous Board meeting

Appendix 2. Minutes from the previous Board meeting - See website link:  
<https://www.london.gov.uk/programmes-strategies/shaping-local-spaces/london-markets>

Appendix 3. Markets Capacity Survey

Appendix 4: Legislation guidance commission – next steps

Appendix 5: Open markets platform rollout

Appendix 6. Communications strategy

Appendix 7: LMB prioritised workplan

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

1.1 Jules Pipe welcomed everyone to the meeting.

1.2 Apologies were noted from Alexander Jan, Ian Dodds and Lamide Olusegun.

1.3 It was announced that Helen Evans has resigned as co-Chair of the London Markets Board. The following statement was shared:

Helen has resigned as Co-Chair of the Board, with regret, for personal reasons. We are incredibly grateful to Helen for the time and insight she has given to the Board and the Street and Covered Markets Programme over the past 5 years, and we will miss working with her.

1.4 Board members were informed that Jules, in his capacity Chair of the LMB, will be selecting a replacement co-Chair.

### **Decisions;**

- Jules to share details of the co-Chair replacement with the Board in due course. GLA officers will be supporting to ensure a process adheres to the Terms of Reference for the Board.

## **2. Sector update – Graham Wilson, Joe Harrison, Abdul Komor and Ben Milligan**

2.1 Graham Wilson, in his role as COO of the National Association of British Markets Authorities (NABMA), provided an update on NABMA's Markets First – an industry campaign that will be delivered in 2023-24. In response to the data collected in their 2022 national markets survey, NABMA have outlined 5 priorities for the future, including:

- To attract and retain traders
- To address the economic challenges of markets
- To showcase markets as a community asset
- To professionalise markets management
- To improve the relationship between operators and traders (including by embracing and sharing existing good practice)

Graham observed that the priorities are aligned with the key aims outlined within the LMB action plan and welcomed opportunities to work with the LMB to promote key campaign messages, best practise and research.

2.2 Joe Harrison, in his role as Director of NMTF, shared details of this year's [Young Traders Market campaign](#). It was announced that the London & South-East regional final of the Young Traders Market 2023 will take place at Broadway Market on 16th July, hosted by London Borough of Hackney. Board members were invited to attend, and boroughs are encouraged to attend the regional final as well as local events.

2.3 Abdul Komor, as Chair of the London Street Trading Benchmarking Group (LSTBG), updated the Board on the outcome of the last London Street Trading Benchmarking Group (LSTBG) meeting, which took place in February.

It was noted that there has been a low turnout for recent LSTBG meetings which have been held in person. A hybrid approach is being considered going forward to support officer attendance.

2.4 Ben Milligan, Markets Director, City of London Corporation, provided an update on the colocation of Smithfield, Billingsgate and New Spitalfields markets to a new site in Barking and Dagenham. Member approval has been granted for all three markets, and approval to proceed to parliament has been granted for Billingsgate and Smithfield.

City of London Corporation have undertaken extensive recruitment since last October, and now have a team of around 130 staff who are involved in the relocation process. The City of London is developing a new model of wholesale. Designs are currently at RIBA Stages 1 & 2 for the new site. And work is underway to develop a fully electric refrigerated outbound delivery service, which would significantly reduce carbon emissions.

### **3. London Markets Capacity Survey – Megan Dean**

3.1 Megan Dean presented a proposal to the Board to develop a bi-annual London Markets Capacity Survey, working with the Street Trading Benchmarking Group. This approach will support the progression of the LMB action plan and through engagement and data collection will inform the development of key strands around legislation, mapping, data, demonstrating impact and sector collaboration. The output will be a digestible report demonstrating results and highlighting challenges.

3.2 The survey will initially focus on Local Authorities (LAs) and could run on a biannual basis. A set of draft questions was presented to the Board for comment, which can be found in Appendix 3. The Board welcomed the proposal and discussed how the work should be framed to build effective engagement. It was advised that effective engagement with sector bodies, including the LSTBG and national bodies, will ensure that the survey complements what already exists, building in wider sector priorities, and is fit for purpose.

3.3 It was agreed that the survey should be issued by Jules Pipe, Chair and Deputy Mayor, to the borough corporate leaders concerned with markets, including the Lead Member, Chief Executive, Director of the relevant decision and the Head of Markets.

Time should be built into the programme to achieve full engagement from across London's 32 boroughs.

#### **Decisions;**

- GLA to engage with borough operators and LSTBG, with Abdul's support.
- GLA to prepare and updated survey proposal prior to the next London Market's Board for approval.

### **4. Legislation Guidance Commission – Graham Wilson and Megan Dean**

4.1 Graham Wilson and Megan Dean updated the Board on previous engagement and work around the challenges and opportunities for operators of working within the Local London Authorities Act 1990 (as amended) and sought Board approval on how to move forward with this work.

4.2 Graham Wilson provided an overview of the challenges and opportunities of working within the current regulatory framework (see Appendix 4).

4.3 GW also provided an update on the work done by the LMB so far to progress this issue in a way that most effectively supports operators:

- There is broad acceptance that the legislation can restrict the ability of local authority markets to invest and grow.
- It is also acknowledged that this has not been a legislative priority of national government, and consensus for change was not achieved previously across London's 32 boroughs, who would need to work together to move this issue forward.
- The London Markets Board commissioned research into the operational governance of the current legislation and has taken the approach that developing case-studies and best practice application of the legislation is the most impactful approach in the medium term.
- The commission which was initiated by the previous Board will be completed under the guidance of this Board. A proposed way forward is set out at

## Appendix 4.

4.4 It was agreed that there may now be appetite for legislative change across Local Authorities, and that this would be worth revisiting to gauge opinion and understand the level of satisfaction or otherwise with current legislation.

4.5 The Board approved the approach to producing best practice guidance (appendix 4). The GLA welcomed interested Members who would like to guide the development of the brief to get in touch via email.

### **Decisions;**

- GLA to build in effective engagement around street trading legislation as part of the development of the Markets Capacity Survey, to gather opinions and gauge support for reviewing current legislation.
- GLA to develop a brief for the legislation best practice commission and share with interested Board members for comment.

## **5. Open Markets Rollout – Dan O’Sullivan**

5.1 Dan O’Sullivan, London Borough of Hackney, updated the Board on the progress of [openmarkets.london](https://openmarkets.london), and sought the LMB’s input on how to drive the rollout of the platform forward.

5.2 The platform, which was funded by the Mayor’s Resilience Fund addresses a longstanding issue and barrier to trading in London, and creates a single front door for licensing application across London’s markets. The platform has been developed and trialed by Hackney Markets team. It has had over 100 successful applications inside the first quarter of the trial with only minimal promotion. All traders are still trading, with an average age of between 30-45, suggesting this could be a useful tool to attract a younger cohort of traders. However, borough sign up has been slow and Dan is looking for Board support to progress engagement and rollout.

5.3 The Board endorsed the platform. Graham confirmed that NABMA would also be very happy to endorse, support and promote, as this is entirely consistent with NABMA’s priorities. Joe Harrison echoed these sentiments on behalf of NMTF.

### **Decisions;**

- LMB budget to be utilised to support an open call for borough sign up and the facilitation of a trial and borough engagement event.
- LMB to provide a statement of support for the platform, to be coordinated by GLA officers and consider promotion as part of the LMB comms plan.

## **6. Tomorrow's Market update – Megan Dean and Susie Hyden (Gort Scott)**

6.1 GLA and Tomorrow's Market lead consultant Susie Hyden presented the structure and content of the How-To Guide, and sought input and feedback from the Board

6.2 The Board reflected that it would be useful to build a pipeline of projects who are already demonstrating the tomorrow's market approach, and in the future to consider how the guide can be updated with agility (via its online presence) to effectively disseminate this work across the network.

6.3 The Board suggested that once the Guide is published, engagement through seminars and workshops should be planned, GLA officer confirmed that this will be planned in the future and is an objective of the work.

6.4 The Board noted that all members would like the opportunity to review the guide before it is finalised and input into best practice precedent curation.

### **Decisions;**

- GLA to circulate the final text version of the guide and template to Members over summer, for comment and input.
- GLA to share plans for the launch and publication once they have been finalised.

## **7. Communications strategy – Kate Howell and Ellie Howard**

7.1 Kate Howell presented the updated LMB communications strategy, which has been worked up by Kate with support from GLA and Lamide Olusegun. Approval was sought from the Board for key messages. Board members were also invited to share their own tools, networks and channels that could be useful to amplify LMB communications.

7.2 The Board approved the key messages so far, and it was agreed that they should be expanded upon to include more on sustainability and ethical shopping choices, as well as economic impact to encourage investment in markets. It was proposed that a repository of data to back up the key messages be added to the strategy.

7.3 It was agreed that communications activities should be mapped onto a joint comms calendar. A finalised strategy and calendar will be presented at the September LMB meeting.



## **Decisions;**

- Kate, Lamide and GLA to work up finalised communications strategy to be presented at the September LMB meeting, for Board approval.
- GLA to circulate a communications calendar to become a shared resource for the Board.
- GLA to ask Board Members to share tools, channels and networks via email, and add to the communications strategy.

## **8. LMB prioritised work plan review and update – James Parkinson and Megan Dean**

8.1 GLA explained the work plan and its use. The LMB work plan sets out an indicative approach to delivering the Board's action plan during the first 2 years of its term. This is an LMB-owned document which will be tabled at each meeting.

8.2 GLA informed the Board that Megan Dean will be taking maternity leave from August, and Ajay Larr will be her cover.

8.3 GLA officers will be supporting Jules with the recruitment of a new co-Chair to the Board and share information in due course.

## **9. Chair's close and AOB – Jules Pipe**

9.1 Subsequent LMB meetings in 2023 will take place on:

Tuesday 12th September, 11.00-15.00

Tuesday 5th December, 11.00-15.00

These will be held at City Hall, unless Board members would like to host.

9.2 There were no other items of urgent business.

9.3 The meeting ended at 14.00.

## Appendix 1. Actions from the previous Board meeting

### Actions from the previous Board meeting – 24<sup>th</sup> February 2023

Action	Owner	Complete by	Update
Board members to be invited to contribute to and co-author the EDI (Equality, Diversity and Inclusion) & Social Value Action Plan	GLA – Ellie Howard	Sept LMB	Board members will be invited to review and shape the action plan after the June LMB
Young Traders Markets information to be circulated with the Board	Joe Harrison	June LMB	JH will update the Board at June's meeting
Parliamentary events dates to be shared with the Board	Joe Harrison	June LMB	Issued with June LMB papers (tbc)
London and Southeast regional data from the NABMA Retail Markets Survey to be shared with the Board	Graham Wilson	June LMB	GW has reviewed the data and concluded that London/SW data cannot be usefully extrapolated
GLA to circulate a finalised Action Plan to the Board for approval	GLA – Megan Dean	June LMB	Complete
Kate/GLA to develop the communications strategy in line with the Board's steer, and bring an updated plan to the next meeting	GLA – Ellie Howard & Kate Howell	June LMB	Kate Howell will update on this action at the June LMB
Board members to share tools, channels and networks to contribute to the communications strategy	All	June LMB	Kate will invite Board members to share tools, networks and channels during this agenda item at the June LMB
GLA to initiate a conversation with London & Partners to discuss opportunities to align the markets agenda with their national promotion role	GLA	June LMB	GLA officers will lead this conversation once key messages have been agreed through the communications strategy

Board to work with sector to understand which boroughs see markets as an economic development function	GLA	June LMB	Abdul Komor has agreed to pick up this engagement task as part of his dual role as LMB Member and chair of the London Street Trading Benchmarking group. He will update the Board as part of his sector update in the June LMB
GLA to scope next steps for High Streets Data Partnership work strand and share with the Board	GLA – Ellie Howard	tbc	This work strand will be progressed in the autumn – to align with GLA resource
GLA to share Tomorrow’s Market update with the Board via email	GLA – Megan Dean	June LMB	An update on progress is part of the June LMB agenda

**Appendix 2. Minutes from the previous Board meeting** - See website link: <https://www.london.gov.uk/programmes-strategies/shaping-local-spaces/london-markets>

### Appendix 3. Markets Capacity Survey

Date of meeting:	Tuesday 27 <sup>th</sup> June 2023
Title of report	Agenda item 3 – London Markets Capacity Survey
To be presented by:	Megan Dean
Classification:	Public

#### Overview

- To support the progression of its action plan, the London Markets Board requires engagement and data to gather information on:
- London market teams structures and capacity
- 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
  - Utilise data to help markets and traders to understand challenges and evidence their social and economic impact, including considering barriers to collecting data from traders and the types of engagement and incentives that might encourage participation
  - Considering the wider London collective position on current markets legislation and advise the Mayor accordingly
  - Engaging on and collating best practice guidance on the current licensing legislation governing London's markets and explore options of working within it that support investment and growth
  - 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
- A borough survey issued by the LMB and facilitated from the London Street Trading Benchmarking Group could support the collection of this data, and wider questions about the health of London's markets
- The survey will help the LMB and sector bodies shape support for markets and build a clear data given picture of the health of London markets and the type of support they need and inform key LMB actions.
- It will facilitate closer collaboration, support the progression of the STBMG agenda and ensure alignment and effective dissemination between the two groups.
- Locally, it will support boroughs to track trends over time, and facilitate a joined-up approach to addressing challenges and opportunities, co-ordinated by the Street Trading Benchmarking group.

- Questions will be agreed via engagement with sector bodies, complement NABMA / NMTF data collection, and support the effective progression of the LMB action plan, including key actions around data, mapping and legislation.
- Overtime, and if delivered biannually, the survey could facilitate effective data benchmarking for London – monitoring trends over time and unlocking case making opportunities, around joint purchasing, evidence based case-making.
- **Please see appendix A for proposed scope of survey.**

### **Governance**

- A request to complete the survey would be shared with each local authority strategic lead. To encourage engagement this request could be issued by the co-chair of the LMB
- The survey could be endorsed by the LMB and NABMA, and completion could be progressed within the Street Trading Benchmarking Group, with support of GLA officers.
- A final report would be issued by the GLA on behalf of the London Markets Board.

### **Timelines**

- June 2023 – seek board endorsement of approach
- June – August 2023 – engagement and finalisation of survey
- September 2023 – LMB decision and survey launch
- December 2023 – first collation of responses and plan for publication

### **Key Decisions**

- Comments and suggestions are welcomed
- LMB approval, including:
  - Endorsement of the aims and objectives of the approach
  - Endorsement of proposed engagement approach, governance and timelines

### **Appendix A:**

#### **Market capacity survey (draft scope/content)**

A biannual London market capacity survey (anonymised), setting out a series of questions issued to each London Borough, including:

- **Market team existing staff:**
  - Existing market team staff and organisational structure, FTE/PT/Contract/Agency staff
  - Other roles in the organisation that contribute to delivering the market agenda
  - Current vacancies
  - EDI data / team that is reflective of the local population
- **Resourcing issues**
  - Provide a list of challenges to resourcing, with multiple choice options to indicate their relevance

- How confident are you that your organisations market team capacity is sufficient to deliver as sustainable markets operation
- **Sector support**
  - Which of the following sector bodies are you a member of/ do you regularly attend (NABMA, STBMG, AoLM etc)
  - Opportunity to test what types of additional resources could be useful for supporting London's markets teams – best practice sharing, workshops and training
- **Your borough context**
  - How many markets in your borough (local, private, community run)
  - How do you share information about / promote your market?
  - Do you deliver public / community events within your market
  - Local authority / public investment over past 2 years
  - Market health: Deficit/ surplus/ break even – multiple choice
- **Within your daily market management**
  - Market name/ number of stalls / number of vacancies
  - Do you collect trader diversity data
  - Do your traders accept healthy start or equivalent vouchers
  - Number of local jobs / local residents employed / do you employ staff and how many (useful questions for traders also – to extrapolate turnover)
  - Do you collect footfall data?
  - How many trader / customer surveys have you completed in the past 2 years?
- **Trader support**
  - Do you use a third-party platform to support trader registration / licensing / payment
  - Trader incentives and support
- **Partnerships**
  - Partnerships with schools / colleges / universities
  - Partnerships with job centres/ training providers
  - Partnerships with BIDs/ CIDs, trader associations including agreement to manage part or full market operation
- **Market Governance**
  - Which regulatory framework do you work within
  - Multiple choice about regulations
  - Market management structures to bring key stakeholders together both within and outside the council –e.g LA working group, local market board, traders associations
  - Do you have current and update to date market trading policy?
  - Do you have a borough wide / individual market strategy?

## Appendix 4: Legislation Best Practice Guidance commission

Date of meeting:	Tuesday 27 <sup>th</sup> June 2023
Title of report	Agenda item 4 – Legislation Best Practice Guidance commission
To be presented by:	Graham Wilson, NABMA & Megan Dean, GLA
Classification:	Public

### **Overview**

It was a priority of the first LMB's action plan to undertake a commission to draw out the challenges of working with the London markets regulatory framework and to identify how market operators can maximise social value and work positively within the existing legislation.

- The Board oversaw the delivery of a report by NABMA 'London Street Trading Review'.
- The LMB set out recommendations to further develop the report, which are set out in the background information, but focus on securing greater engagement with London Boroughs, and producing an additional chapter to capture best practice guidance on working creatively and proactively within the legislation to support growth and enterprise across London's markets.
- The action plan of the second LMB set out to build on the previous commission and finalise the report for publication and dissemination across London's markets. This is a key priority for the Board and the sector.
- Today's agenda item will support a Board conversation around
  - Summary of key challenges and work to date – Graham
  - Aims and objectives of the work going forward – Graham & Megan
  - Approach to sector engagement – Megan
    - LMB discussion, including the scope, timelines and budget – All

### **Background**

- **What did the original brief say?**

This commission sets out to produce practical best practice guidance and recommendations to support the London markets and street trading sector to respond to the operational and strategic challenges they currently face under the existing legislative framework including the London Local Authority Act (LLAA) and the Food Act. The commission will build on the report – Understanding London's Markets and will be further underpinned by a process of engagement predominantly

with local authorities, private operators, market traders and sector experts. This commission will aim to:

- To address the loss of knowledge and experience within the sector in terms of interpretation and application of the legislative framework;
- Help build a case to inform a possible legislative review of the LLAA at a later stage.

PART A of the commission will address the loss of knowledge and experience within the sector in terms of interpretation and application of the legislative framework. Specifically, it will produce clear and practical guidance to support the sector in understanding and implementation of the legislation. The guidance should tackle the key operational and strategic challenges around street trading and markets management through the LLAA and Part III of the Food Act 1984 through a process of engagement and research

PART B of the commission will help build a case to inform a possible review of the LLAA at a later stage. Specifically, it will produce a clear set of strategic recommendations to tackle the key challenges faced by markets and help frame a targeted and prioritised review of the LLAA to be undertaken at a later stage.

- **What were the LMB feedback/ Decisions following a review of the draft report in October 2019 LMB:**

Drafting –action points above, comments received from LMB members unable to attend on 2 October, and GLA client. (NABMA MP)

- Good Practice –demonstrate the link between the strategic challenges as outlined in the original brief/developed through engagement and case studies to date. (NABMA MP)
- Adapt the Southwark Food Act case study as an in-depth case study in line with attached proforma (NABMA MP)
- Develop a series of in-depth case studies that address the strategic challenges facing London markets as outlined in the original brief/developed through feedback. (GLA)
- Network - engage with operational and service level leads. Aim to increase the numbers of responses to the original questionnaire. (GLA)
- London Councils - link into both place making/regen and environment networks in order to test the robustness of proposals emerging from this work with heads /directors. (GLA)
- Longer term - identify and engage with highest level officer for markets/enforcement; Regen ED/placemaking; Cabinet member with responsibility for markets. Build a coalition of the willing to progress key recommendations. Identify and understand where there is no appetite. (LMB/GLA)

**What are the aims and objectives of the work going forward?**



Chapters 1 & 2 are broadly complete.

Chapters 3, 4 & 5 are the focus of this commission which will build on the work that has already been produced here.

- **Engagement approach**

This commission provides an opportunity to build on the original engagement undertaken. Gathering further evidence and insights will build confidence in the report and ensure that the best practical approaches are captured. It is suggested that a series of in-depth interviews with a number of LA market officers might be useful in drawing out the practical approach to operating under the LLAA. More broadly, engagement with all 32 London Boroughs can be achieved via the proposed London Markets Capacity Survey, with the opportunity to shape the questions there as Members develop the brief.

- **Case studies**

To demonstrate the link between the strategic challenges as outlined in the original brief and reiterated through the engagement, the development of case studies are suggested to share good practice and offer insight, lessons and practical tips to others. The case studies will follow the themes set out in the London Street Trading review report and could be expanded. They could include:

- Fixing of fees: RB Kensington and Chelsea and Camden
- Markets Strategy: LB Ealing and LB Southwark
- Food Act: LB Southwark
- Employment: LB Hackney and Tomorrow's Market
- Use of technology: LB Tower Hamlets
- Street trading handbook: LB Hackney and LB Ealing

- **Content structure**

It is proposed that the report will follow the content structure below:

1. Introduction
2. An Overview of London Street Trading and General Market Legislative Frameworks
3. Engagement and Feedback
4. Good Practice and Case Studies
5. Recommendations

- **Copy editing and format**

Copy writing and edits are required to reflect new accessibility guidelines and in-house editorial guidelines.

## **Next steps**

- **Budget and timelines**

£10,000 has been ringfenced in the LMB prioritised workplan for this work. It is envisaged that this will support the procurement of a consultant to develop the report as outlined above.

June 2023 – seek Board approval for approach and scope of commission

Sept 2023 – produce full brief and timeline for commission

March 2023 – draft report shared with Board for comment. Publication.

## **Key Questions/ Decisions**

- Does the Board have any comments or questions on the approach set out above?
- Does the Board approve the approach, timelines, budget, subject to final sign off of the final brief?

## Appendix 5: Open markets platform rollout

Date of meeting:	Tuesday 27 <sup>th</sup> June 2023
Title of report	Agenda item 5 – Open Market Platform rollout
To be presented by:	Dan O'Sullivan
Classification:	Public

### Overview

- The OpenMarkets.London platform was funded £50,000 in 2021 as part of the Mayor's Resilience Fund, which aimed to work with innovators across the capital to help London emerge stronger from Covid-19
- Hackney markets team, supported by a consortium of local authorities and the London Markets Board, led a challenge that sought to address the complicated licensing environment for traders and small businesses wanting to set up on markets within or across London boroughs. OpenMarkets.London creates a single front door for licensing applications across London boroughs.
- The platform has been trialed by Hackney Markets team. It has had over 100 successful applications inside the first quarter of the trial with only minimal promotion. The average age of applicants is between 30-45, suggesting this could be a useful tool to attract a younger cohort of traders.
- The platform is owned and operated by Tabled.io, To remain viable, boroughs pay a membership fee (£1500 p/a) – ensuring that the cost of accessing the platform is free for traders.
- Sadiq Khan announced the launch of OpenMarkets as part of a press release during his visit to the Blue Market in September 2023.
- Borough registration has been slower than hoped due to challenges around IT integration and platforming of the offer at the appropriate level within local authorities.
- Recent support including a £300k grant has been awarded from Innovate UK to develop a secure digital licensing tool through verifiable identification and the platform has now been accepted onto the government digital cloud

### Key Questions / Decisions for the Board

- Seeking LMB input and decision on the following questions:
- Does the Board endorse the platform to local authorities?
- What are the opportunities to promote this endorsement and the opportunity?
  - e.g statement of support from the Mayor and the Board?
- What are the tools and levers at the Boards disposal to facilitate a trial of the platform by 7-10 boroughs (minimum) over the summer?
  - Borough engagement session – utilising City Hall influence and networks (July tbc)

- Boroughs who sign up for trial will be offered a discounted rate of £1500 for their first year.
- Is there any opportunity for sponsorship / grant funding to incentivise participation?

## Appendix 6: Communications Strategy

Date of meeting:	Tuesday 27 <sup>th</sup> June 2023
Title of report	Agenda item 7 – Communications Strategy
To be presented by:	Kate Howell
Classification:	Public

### London Markets Board – Communications Strategy

Promoting, supporting and advocating for London’s street and covered markets

June 2023

#### 1. Purpose

The purpose of this communications strategy is to define key messages and activities, targeted towards specific audiences, to demonstrate how the London Markets Board (LMB) and its members can effectively promote, support and advocate for London’s street and covered markets on behalf of the sector and the Mayor.

#### 2. Objectives

- Promote and advocate for London’s markets communicating their wider economic, social and cultural value to the public, policy makers and Government
- Ensure the public understand the breadth and depth of London’s markets and encourage Londoners to visit and advocate for their local markets as an important collective resource for the community
- Support traders and operators to take strategic action to enhance the impact of London’s markets by surfacing, sharing and coordinating best practice and innovative thinking
- Coordinate and focus strategic action across the sector to promote collaboration and a sustainable future for London’s markets
- Influence political processes to ensure London’s markets have the resources and tools necessary to remain a thriving and important part of our city, our high streets and our town centres
- Build awareness for the work of the LMB in London and beyond

#### 3. Key Audiences

1. Public
  - Londoners
  - National and international visitors
2. Sector
  - Market operators
  - Traders
  - Prospective traders
3. Government
  - Central Government
  - Local government
  - Policy makers

#### **4. Key Messages, Tone of Voice & Values**

##### London's Markets Matter

London's Markets are places where Londoners and visitors to London come together and connect. Markets connect communities and are thriving hubs of small, independent businesses. Support them.

We want to champion and create awareness of importance of markets to London's economy and local communities, culturally and socially.

Markets hold a unique place in our city. Their heritage should be celebrated and their future secured to ensure they remain sustainable and a vital resource for their communities.

Suggested key messages:

Iconic – London's markets are steeped in history and rich heritage

Innovative – London's markets are home to some of the most inspiring and innovative young business start-ups; they are incubators of the next generation of retailers

Discovery – London markets are places to discover the unique and rediscover the familiar

Social connection – London markets are places to connect with one another – uniting communities and helping to promote social inclusion

Expertise – London's market traders are here to share their knowledge and their passion

Community – London's markets are key to their diverse communities and help forge and renew community identities

#### **1. Public**

**Tone of voice: Optimistic, accessible, engaging**

**We need to understand the audience - why do people go to / visit / shop at Markets?**

1. Atmosphere
2. Chance to connect locally
3. Choice / variety and diversity of goods available / quality
4. Level of service

**Suggested key messages:**

- **Experience your local Market:** We want Londoners to use their Markets – to visit them, to shop at them and return. We want to build loyalty to their local market. (Markets are free to enter, unlike other attractions)
- **Discover your local Market:** We want Londoners and tourists to discover London's Markets. To take them to new places and to meet new people – people who bring creative energy to their local communities.
- **Support your local Market:** We want Londoners to understand how many small, independent businesses their local Markets support and that by using your Market, you are supporting them. You can make a difference by using your local Market.
- **Engage with your local Market:** We want people of all ages and backgrounds to engage with their communities and the people in them. Markets aren't just commercial entities; they are social entities too. They put conversation at the heart of the shopping and encourage connection.
- **Celebrate your local Market:** We want people to shout about their local Market and be proud of it. It is clear that London needs its markets to flourish. As with everything, if we don't use them, we will lose them.
- **Ethical choices:** Markets also have an important role to play at a time when many shoppers have at least one eye on ethical considerations. Markets, by contrast, are full of businesses with much smaller footprints, shorter supply chains and – crucially – real people you can talk to.

## 2. Sector

**Tone of voice: Proactive, passionate, trustworthy**

**We need to understand what they need both for existing traders (more customers / more advice / more support) and for new traders: attracting the next generation of Market traders to start their businesses at Markets.**

London's market traders should be nurtured and supported; celebrated. Their skills shared to the next generation and Markets should be appreciated as ideal platforms to start new businesses.

Why start your business at a Market:

1. Chance to get face to face feedback on your business and product
2. Chance to enhance your social and sales skills
3. Learn from other traders and experienced business people
4. Be part of a community
5. Low start up fees and outlay
6. Flexible – days of week

**Suggested key messages:**

- **Hubs for small businesses** – London's Markets are business hubs and great places to start your new business. Markets support small businesses and nurture entrepreneurialism.
- **Great places to start your business:** The barriers to entry are small. You don't need family money or venture capital behind you to set up a market stall. But if your products are good, your commitment is strong, and the support is available to help you develop, the potential for growth is significant. Plenty of thriving companies out there began as just a single person standing in the cold behind a stall.
- **Community:** Markets are communities. You can find support, advice and learn from other businesses around you.
- **Confidence and feedback:** Markets allow you to get first-hand feedback on your product and offering – market research at its finest. Markets can help you build your confidence and brand as a new business.

3. **Government**

**Tone of voice: Knowledgeable, authoritative, professional**

We want to educate, encourage, illustrate and advocate for London markets; their cultural, social and economic importance.

**Suggested key messages:**

- **Distinctive:** London markets offer something distinctive and valuable. They need to be supported and promoted.



- **Diverse:** Every branch of a supermarket or high street chain store is essentially the same, but every single market is different. Rooted in the character of their local area, markets are bastions of genuine diversity. Especially at a time when high street and online retail is more homogenous than ever before. That is something that is worth fighting for.
- **Investment:** Markets need investment. They need support and direction. They need to test new ideas and technologies, embrace new models, and find ways of reaching new audiences.
- **Heritage and future:** Many London markets have been serving the same locality for centuries on end. Preserving that heritage is important, but it's what they can do to shape the future that matters most.
- **Social Integration:** Markets are part of the social fabric that holds our neighbourhoods together. Informal spaces like markets are critical to Londoners' daily life; in contributing to community resilience, providing a secure and cultural base to participate in society, and offering vital social spaces.
- **Routes to employment:** Markets are great places to start businesses. They create employment and offer opportunities for young people and start-ups.
- **Regeneration and place making:** Markets bring people into their local areas and are centrepieces helping to create destinations that attract shoppers, visitors and businesses.

## 5. Tools, Channels & Networks

LMB will use a range of channels to target different audiences. The comms strategy will mobilise the LMB assets for coordinated / amplified impact.

For Board input

Owned:

- GLA Website London's Markets page

<https://www.london.gov.uk/programmes-strategies/shaping-local-places/london-markets>

Webpage owned by the GLA containing information related to the Mayor's Street and Covered Markets programme, including:

- Links to publications e.g. Understanding London's Markets
- London Markets Map
- LMB information, meeting minutes and terms of reference
- Programme announcements

- Regeneration Newsletter – quarterly, 5,440 subscribers, primarily an informed audience including, built environment professionals, boroughs and BIDs

Earned:

- LMB Members channels: For Board input
- Social media:
  - Mayor of London (@MayorofLondon) - £3.2m followers
  - Jules Pipe (@JulesPipe) - 1,951 followers

## 6. Resources

City Hall event spaces

## 7. LMB Action Plan Communications Activities

### Seven tests for all our communications:

1. Does it fit with our communications strategy?
2. What key messages are we delivering?
3. Which of our audiences are we addressing?
4. What content will help grab attention and make it resonate?
5. Which are the best channels for delivery?
6. Are we using the LMB tone of voice?
7. Is it accessible?

### **Example activities - Public**

Audience	Key Message	Delivery Mechanism	Channels	Role of LMB members

<p><u>Public</u></p> <p>Local Londoners</p> <p>Tourist</p>	<p><b>Celebrate your local Market:</b> We want people to shout about their local Market and be proud of it. It is clear that London needs its markets to flourish. As with everything, if we don't use them, we will lose them.</p>	<p>London Markets Map</p> <ul style="list-style-type: none"> <li>- Displays information about markets for those looking to visit</li> </ul> <p>Google Arts &amp; Culture</p> <ul style="list-style-type: none"> <li>- Celebrates the people, culture and vibrancy of London's street and covered markets</li> </ul>		
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## Appendix 7. LMB Prioritised Work Plan

Date of meeting:	Tuesday 27 <sup>th</sup> June 2023
Title of report	Agenda item 7 – LMB prioritised work plan
To be presented by:	Megan Dean
Classification:	Public

Priority Theme	Action	Title	Description	key dates
<b>Secretariat</b>	<b>London Markets Board</b>	London Markets Board - secretariat	secretariat, agenda setting, minutes and actions, board papers, liaison with board members, meeting set up	July TBC
<b>Communications &amp; engagement</b>	<b>Set a communications strategy for the LMB and the Street, Covered and Wholesale Markets programme</b>	LMB Comms plan	Update LMB on Comms strategy development	Jun-23
		LMB Comms plan	Implement comms strategy	Ongoing
<b>Communications &amp; engagement</b>	<b>Embed EDI and social value principles throughout the Board's work</b>	Develop EDI Action Plan	A draft EDI action plan and programme will be shared with the board in September 23	Sep-23
		Develop EDI Action Plan	Impact and evaluation	<i>TBC</i>
<b>Communications &amp; Engagement: Showcasing, networking and advocacy</b>	<b>Sector engagement: support the development of impactful sector governance</b>	Sector briefing	Sector intelligence gathering and updated briefing paper	on-going
		Sector briefing	Sector engagement inc. National bodies and government	on-going
		Sector briefing	LMB summary emails	on-going
		Sector briefing	Follow up and sharing of intel with Food team and LFB Markets sub-group	on-going
		City of London Consolidation Programme	Engage and advocate for markets	ongoing
	<b>GLA Group Engagement: support the development of impactful sector governance</b>	Mayoral investment in markets	Gathering and sharing of practices across LEAP funded markets projects. Also includes HSFA funded projects, Night time and culture and environment team led projects	ongoing
		GLA Group engagement	London Councils, Re: London, TfL	Ongoing
<b>Communications &amp; Engagement: Showcasing, networking and advocacy</b>	<b>Lobby for resources, tools and funding to support London's markets to thrive</b>	Lobbying for resources	Identify LMB lead for this work	Jun-23

<b>Communications &amp; Engagement: Showcasing, networking and advocacy</b>	<b>External Communications</b>	Write on/MQ	external communication of Markets agenda through FOI, Write On, MQT	on-going
	<b>External Communications</b>	LMB Workplan	Communication of LMB priorities/work plan	on-going
	<b>Internal briefings/engagement</b>	cross team working/alignment with complimentary strands of work	Including internal briefings, advocacy, and London Economic Committee	on-going
	<b>Programme wide communications</b>	website, newsletter	Updates to websites and on-going Comms	on-going
<b>Innovation: tomorrow's market</b>	<b>Support planning for resilient markets</b>	Tomorrow's Market phase 2	Approvals and planning	Complete
		Tomorrow's Market phase 2	Procurement	Complete
		Tomorrow's Market phase 2	Procurement	Complete
		Tomorrow's Market phase 2	Programme delivery, including engagement, direct support and research	Complete
		Tomorrow's Market phase 2	Draft complete	Jun-23
		Tomorrow's Market phase 2	Launch/publication of how to guide	Aug-23
		Tomorrow's Market phase 2	Launch event	Sep-23
		Tomorrow's Market phase 2	Rollout, workshops and seminars	Ongoing
<b>Innovation: tomorrow's market</b>	<b>Online Markets exhibition</b>	Online markets exhibiton with Google Arts and Culture	Scoping/sponsorship agreement	Complete
		Online markets exhibiton with Google Arts and Culture	Content curation	Complete
		Online markets exhibiton with Google Arts and Culture	Engagement and sign off	Jul-23
		Online markets exhibiton with Google Arts and Culture	Launch (aligned with tm how to guide)	September 23 (tbc)
<b>Innovation: tomorrow's market</b>	<b>Action and Innovation</b>	OpenMarkets.London rollout	Building working group and shape challenge	Complete
		OpenMarkets.London rollout	Open Call to innovators, assessment and selection	Complete
		OpenMarkets.London rollout	Build and delivery	Complete
		OpenMarkets.London rollout	Testing	Complete
		OpenMarkets.London rollout	Borough engagement event	July TBC
		OpenMarkets.London rollout	Onboarding and rollout	July - December 23
<b>Innovation: tomorrow's market</b>	<b>Support operators to work effectively within licensing framework governing London's markets</b>	Legislation – best practice guidance case studies	Review of existing report	Complete
		Legislation – best practice guidance case studies	Seek LMB approval for scope of commission and funding	Jun-23

		Legislation – best practice guidance case studies	Compile brief for case studies and copy editing work	Jul-23
		Legislation – best practice guidance case studies	Appoint consultant	Jul-23
		Legislation – best practice guidance case studies	Commission completes	Dec-23
		Legislation guidance and recommendations	Published best practice guidance document	tbc
<b>Mapping and data</b>	<b>Engagement</b>	Markets Capacity Survey	Seek board endorsement for approach	Jun-23
		Markets Capacity Survey	Scope refinement and sector engagement, incl National Bodies, STBMG and Boroughs	June-Sept 23
		Markets Capacity Survey	Draft survey complete for LMB sign off	Sep-23
		Markets Capacity Survey	First collation of responses and plan for publication	Dec-23
<b>Mapping and data</b>	<b>Map &amp; define different types of markets</b>	Update market map	Review functionality of existing map	Complete
		Update market map	Establish internal working group with GLA data team	Complete
		Update market map	Engage with market sector and local authorities team to refresh London markets data	June-Sept 23
		Update market map	Explore mapping tools to improve map functionality	Sept - Dec 23
		Update market map	Present options to the Board	Dec-23
		Update market map	Update website	Dec-23
<b>Mapping and data</b>	<b>Utilise data to help markets and traders to understand challenges and evidence social and economic impact</b>	Build market data offer via the high street data platform and other channels	Scope and timelines to be agreed. It is estimated this work will begin in December 23	Dec-23
<b>Mapping and data</b>	<b>Utilise data to help markets and traders to understand challenges and evidence social and economic impact</b>	Update Street Markets Toolkit	Scope and timelines to be agreed. It is estimated this work will begin in March 23	Mar-23
<b>Innovation: tomorrow's market</b>	<b>Action and innovation</b>	Sustainable markets: explore and share best practise around circular economy, waste management and sustainability practises across market	Scope and timelines to be agreed. It is estimated this work will begin in March 23	Mar-23