

# MINUTES

**Meeting**            **London Markets Board**  
**Date**                **Tuesday 4<sup>th</sup> October 2022**  
**Time**                **10.30 – 15.00**  
**Place**                **Committee Room 3, City Hall,  
Kamal Chunchie Way, E16 1ZE**

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## **PRESENT**

### **Members:**

Jules Pipe (Co-Chair)  
Helen Evans (Co-Chair)  
Joe Harrison  
Abdul Komor  
Shanaaz Carroll  
Hazel Durrant  
Lamide Olusegun  
Rasha Obaid  
Paige Palmer  
Cllr Rachel Tripp  
Alexander Jan  
Ben Milligan  
Catherine Brice  
Dan O'Sullivan  
Ian Dodds  
Kate Howell  
Roger Austin  
Sarah Lang

### **GLA Attendees:**

Tina Jadav  
James Parkinson  
Ellie Howard  
Megan Dean  
Symone Obeng

### **External Attendees:**

Susie Hyden, Gort Scott  
David Preston

### **Apologies:**

Graham Wilson

## **1 Welcome and scene setting – Jules Pipe**

**1.1 The Chair welcomed everyone to the first meeting of the second cohort of the London Markets Board (LMB).** 12 new Members, and 6 re-appointments including the Co-Chair Helen Evans, were welcomed to the Board.

1.2 This Board meets the ambition of the previous LMB that it should be more representative of the people and types of expertise that work across London's markets as well as the diversity of London's communities and markets.

1.3 Apologies were received from Graham Wilson. David Preston, Chief Executive of NABMA (National Association of British Market Authorities), attended in his place for this meeting only.

1.4 Special welcome back to Helen Evans who will be continuing to Co-Chair the LMB for the next 4 years. Helen is also a Member of the London Food Board and will continue to provide a direct link to that agenda.

1.5 On Friday the Mayor announced the London Markets Board at the Blue Market – a press release has been shared with all Board members. The Mayor reiterated his support for Street Markets and drew links to the role of our Markets being at the heart of their communities. Particular attention was drawn to the role that markets can play in supporting the cost-of-living crisis.

1.6 The agenda aims to introduce the Board to the Street and Covered Markets Programme and the progress made by the previous board.

1.7 A key objective of this meeting is to agree the Terms of Reference, seek support and views on the EDI (Equality, Diversity and Inclusion) action plan and agree the action plan for the board.

## **2 Introductions**

2.1 Meeting attendees briefly introduced themselves.

### **3 Terms of reference – Tina Jadav**

3.1 Terms of Reference were presented with key points for consideration highlighted.

3.2 Wholesale markets to be included in point 1.1. This will be amended and circulated to the Board.

3.3 Terms of Reference were agreed on the condition of adding wholesale markets to point 1.1.

#### **Decisions:**

- **That point 1.1 of the Terms of Reference will be amended to include wholesale markets. This will be circulated to LMB members once cleared with HR (Human Resources).**

### **4 The London Markets Board - Helen Evans and Megan Dean**

4.1 Helen Evans gave a presentation outlining the achievements of the first London Markets Board.

4.2 Lamide Olusegun shared his experience of expanding his business, Lambsworld, to trade on markets through the Tomorrow's Market 1.0 programme.

4.3 Megan Dean presented an overview of the Street and Covered Market programme and the ongoing priorities within it.

#### **Decisions:**

- **David Preston will share data after the NABMA two-day conference on 27<sup>th</sup> and 28<sup>th</sup> October 2022.**

## **5 E.D.I. and Social Value Action Plan – Ellie Howard**

5.1 Ellie Howard presented a draft EDI and social value action plan to the Board to seek support and input.

5.2 The EDI & Social Value Action Plan will set out how the LMB will tackle structural inequalities and maximise social value through the Mayor's Street and Covered Markets programme.

5.3 Hazel Durrant talked about barriers to collecting data from traders, as some are reluctant to participate due to lack of trust or wariness about how data may be used. Engagement with traders could become more meaningful if the purpose were clearly communicated.

5.4 There is an opportunity to look at metrics for quantifying social and public value, and these could sit with the London Markets Board.

### **Decisions:**

- **That the Board will be invited to contribute to and co-author the EDI & Social Value Action Plan. The Board agreed that a more detailed Action Plan, including actions and targets, is required.**

## **6 Tomorrow's Market – Susie Hyden, Gort Scott**

6.1 Susie Hyden gave a presentation about the Tomorrow's Market programme on behalf of the Gort Scott/Abdullah Elias consortium leading the project.

6.2 Board members were introduced to the programme, briefed on progress made so far, and invited to give feedback on the draft 'How-to-Guide.'

6.3 A key part of the LMB's Action Plan will be steering the Tomorrow's Market programme which was developed in 2018 as a pilot to support new traders and trades into markets. Building on the learning of the pilot programme, the Tomorrow's Market programme pivoted in 2020 because of the COVID-19 pandemic and has since supported the delivery of market recovery plans.

6.4 It is suggested the Tomorrow's Market programme continues to perform as a platform that explores new ideas, tests innovation, and facilitates a network of shared learning across a cohort of practitioners.

6.5 In 2021 the GLA (Greater London Authority) commissioned a consortium led by Gort Scott and Abdullah Elias to support market operators to develop targeted and localised strategies and business incubation models to make Markets more resilient in the long-term, address the impact of the pandemic and link into wider high street recovery efforts.

6.6 The programme brings together operators, practitioners, and experts from across the sector to collaborate and share examples of innovation, advice and best practice across London's markets through a series of workshops, specialist seminars and networking events.

6.7 This learning has been distilled and collated into a 'How-to-Guide.' The guide is intended to support local authorities and other organisations operating markets to address the challenges faced by their market and provide guidance on implementing localised Tomorrow's Market strategies, including business support, across London and beyond.

**Decisions:**

- **That the GLA will share details about the Tomorrow's Market event in December.**
- **That the GLA will issue a draft 'How-to-Guide' following the meeting to give the Board an opportunity to provide feedback.**

## **7 Workshop: LMB Strategic Action Plan**

7.1 Megan Dean provided an overview of the LMB Action Plan.

7.2 A roundtable discussion was facilitated by Helen Evans, focusing on the proposed priority themes outlined in the draft action plan, including: innovation; mapping and data; and showcasing and networking.

7.3 The objective of this workshop was to test and discuss the proposed priority initiatives and to sign off the approach to the draft strategic action plan.

7.4 The GLA confirmed that the draft Action Plan is resourced and will have budget allocated to it, subject to further funding approvals.

7.5 Alexander Jan suggested bringing private sector investment in to support the programme.

7.6 Data collection was discussed, including: gathering anecdotal data; NMTF's anonymised data collection; Westminster's approach using Wi-Fi; Newham's measure of how many bags sold; using data from BIDs (Business Improvement District). It was recognised that even if data is not completely accurate, trends over time are useful to consider.

7.6 Data on night markets is currently lacking. Data could be used to look at cost of living and access to healthy, affordable food.

7.8 It was recognised that current legislation can be restrictive and does not meet present-day needs. In addition, this issue is exacerbated when experienced markets managers leave Local Authorities, as the knowledge of how to work within it is lost.

7.9 Alexander Jan flagged suggested the London Local Authorities Act and its revisions could be part of a wider reform in legislation. Work on legislation should consider how to take traders on the journey.

7.10 Kate Howell raised that comms and leverage for priorities needs to be at the forefront of thinking.

7.11 There is a role for finding a 'household name' to advocate for markets, energise some of this work and capture messaging. Traders are good spokespeople. Potential for young ambassadors who could promote on social media. Any potential influencers should be determined by the respective targeted audience.

7.12 Shanaaz Carroll highlighted the importance of talking to other sectors to achieve additional social value outputs.

7.13 The Board endorsed the approach to the strategic Action Plan, subject to clarification on 'resource and budget' and 'comms' being added as a theme.

Helen Evans clarified that EDI & social value, as well as food poverty, will run throughout the themes highlighted in the Action Plan and a note will be added to the document to reference this.

#### **Decisions:**

- **That the GLA will present a case study to demonstrate the existing GIS (Geographic Information System) data offer from the High Streets Data Service, at the next Board meeting.**
- **Board members will advise on other sources of data from partners to support the 'mapping and data' part of the action plan.**
- **That the GLA will draft a comms plan and circulate for LMB comments ahead of the next meeting.**
- **That the resource and budget available to support the Action Plan is made explicit and that 'comms' should be added in as a priority to the Action Plan.**
- **That an updated draft Action Plan will be circulated for comment.**

## **8 Chair's close and AOB – Jules Pipe**

8.1 The next meeting of the Board will take place in January, date tbc.

8.2 Subsequent meetings will take place on Tuesday 25<sup>th</sup> April, am; Tuesday 11<sup>th</sup> July, am; and Tuesday 10<sup>th</sup> October, am.

8.3 Board members were invited to let the team know if they are interested in hosting the LMB at their market.

8.4 Board papers and minutes of the meeting will be publicly available on london.gov.uk

8.5 Jules Pipe thanked members for a productive first meeting and brought the meeting to a close.

8.6 The meeting ended at 15.00.

### Summary of Actions

Action	Owner	Complete by
Terms of reference to be updated to include wholesale markets	GLA – Ellie Howard	February LMB
David Preston will share data after the NABMA two-day conference on 27 <sup>th</sup> and 28 <sup>th</sup> October 2022	David Preston	February LMB
Board members to be invited to contribute to and co-author the EDI & Social Value Action Plan	GLA – Ellie Howard	April LMB
GLA to share details about the Tomorrow’s Market event to the Board	GLA – Megan Dean	February LMB
GLA to issue a draft ‘How-to-Guide’ following the meeting to give the Board an opportunity to provide feedback	GLA – Megan Dean	tbd
GLA to present a case study to demonstrate the existing GIS (Geographic Information System) data offer from the High Streets Data Service, at the next Board meeting	GLA	February LMB
GLA to draft a comms plan, and circulate for LMB comments ahead of the next meeting	GLA – Ellie Howard	20 <sup>th</sup> January 2023 (2 weeks prior to LMB)



Updated draft Action Plan to be circulated to the Board for comment	GLA – Megan Dean	20 <sup>th</sup> January 2023 (2 weeks prior to LMB)
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**Appendices:**

- 1. Terms of Reference
- 2. EDI & Social Value Action Plan
- 3. London Markets Board Action Plan
- 4. LMB member biographies

## APPENDIX 1: Terms of Reference

### 1. Introduction

- 1.1 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 with a breadth of expertise and skills across markets disciplines.
- 1.2 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

- 2.1 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.
- 2.2 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.
- 2.3 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.
- 2.4 The Board will **build networks, partnerships and alliances** to deliver improvements in London's markets sector

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

2.6 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.

2.7 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.

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

### 3. **Equality, Diversity and Inclusion**

3.1 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.

3.2 The draft Equality, Diversity and Inclusion Action Plan is set out in a separate paper.

### 4. **Membership and terms of appointment**

4.1 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.

- 4.2 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).
- 4.3 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
- 4.4 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.
- 4.5 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](#).
- 4.6 Members’ terms of appointment will be set out in writing to them at the time of their appointment.
- 4.7 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.
- 4.8 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.
- 4.9 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**

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 GLA Officers will attend meetings as appropriate to facilitate discussion of any given matter.
- 5.5 Officers from GLA Regeneration will attend to provide secretarial and logistical support and provide advice on governance and procedural matters.
- 5.6 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.

5.7 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**

6.1 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

6.2 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.

6.3 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.

6.4 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.

6.5 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).

6.6 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

6.7 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).

6.8 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**

7.1 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.](#)**

- 7.2 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.
- 7.3 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](http://www.public-standards.gov.uk/Library/Seven_principles.doc).



## **APPENDIX 2: EDI & Social Value Action Plan**

### **Equality, Diversity and Inclusion (EDI)**

The Mayor's equality, diversity and inclusion (EDI) strategy, [Inclusive London](#), sets out the future of London as a diverse, inclusive and integrated city, where everyone should be able to reach their full potential and prosper. A Strategy refresh for the current term will consider specific inequalities experienced by different groups of Londoners sharing protected characteristics – and the role of the GLA in addressing those inequalities. Its implementation will contribute to the delivery of specific Mayoral manifesto commitments relating to race, gender, and disability equality, demonstrating solidarity with LGBTQ+ Londoners, and making London a more age-friendly city.

The [Understanding London's Markets](#) report illustrates that many of London's markets have a very strong connection with their local communities and some have evolved to serve the shopping and leisure needs of a specific ethnic group. However, it also reports a loss of experience and knowledge both among traders and markets officers and the difficulties faced by some new entrants, especially women, in the traditionally male-dominated markets world. If the value of markets is to be realised, both as places to make a living and as offering the best experience for shoppers, greater support for diversity across the markets sector should be addressed, through specific networks, such as for women or Black, Asian and minority ethnic traders, as well as by encouraging diversity in all markets organisations, including local authority teams and traders' associations.

### **Social Value**

Street and Covered markets are an essential part of Londoners' everyday experience of the city, as well as London's international identity. They are local manifestations of London's openness to the world in terms of the diversity of goods they offer, the traders who work in them, and the communities they serve. Markets are the original business incubators and as accessible open workspace they offer a unique, low-risk opportunity for people to test business ideas and learn new skills; they can provide the initial step into employment and open routes to different types of work. Markets also give Londoners access to healthy, affordable food. They are at the heart of our communities and local places, and offer Londoners a diverse range of economic, social, and environmental benefits, collectively known as 'social value'.

There are opportunities for all markets to build on existing initiatives to maximise this social value, to evidence it to unlock further investment and to ensure that the way markets change benefits all Londoners. The [Social Value Toolkit](#) provides practical advice and guidance on recording and demonstrating the value and impact of markets. The aim of amplifying this wider social value aligns with the Mayor's vision in 'A City for All Londoners' and his focus on 'Good Growth' – growth that is socially and economically inclusive and environmentally sustainable. This Action Plan also supports the London Recovery Board's [Tackling structural inequalities action plan](#), which seeks to address key inequalities and identifies actions across the themes of labour market inequality, financial inequality, equity in public services and civil society strength.

## **Action Plan**

Members of the London Markets Board (LMB) are responsible for realising the benefits of London's diversity, tackling structural inequalities and maximising social value by advocating for the diverse needs and aspirations of London's communities through the Street and Covered Markets programme.

The LMB, through the Mayor's Street and Covered Markets programme, will take the following actions to tackle structural inequalities and maximise social value:

- Seek opportunities to mentor and support new and diverse talent, to ensure the diversity of future sector leaders and membership of any subsequent London Markets Board
- Demonstrate thought leadership and gather evidence on structural inequalities issues in the markets sector to support change
- Provide tools and resources to support the scaling up of Tomorrow's Market among local authorities, and monitor its success using diversity metrics
- Identify how market operators can maximise social value and work positively within existing legislation, as well as lobbying for a full review of the current

## markets legislation

- Support more markets to evidence the diverse social benefit they provide by promoting and monitoring the use of the Social Value Toolkit
- Identify specific opportunities for London-wide standards in agreements between public and private operators to ensure best social value, and explore the idea of a 'new charter' for markets
- Facilitate a 'community of practice' among Local Authorities, perhaps through learning networks such as the Street Trading Benchmarking Group, to develop and share strategic good practice on maximising social value
- Support and promote markets as places for Londoners to access affordable and healthy food
- Mobilise as a Board to advocate for EDI and Social Value, drawing on resources such as the Social Value Toolkit
- Support the sharing of best practice to ensure the Markets sector reflects the diversity of London's working age population, at all levels
- Continually evaluate the Markets programme to ensure that EDI and Social Value is being maximised across the Workplan

## **APPENDIX 3: London Markets Board Action Plan**

Title of Report: **London Markets Board Action Plan**

To be presented by: **Megan Dean**

Classification: **Public**

### **1. Executive summary**

- This paper provides an overview of a suggested action plan to be agreed by the Mayor's London Markets Board (LMB). It suggests a series of priority themes for the LMB to shape and develop, working in partnership with the sector to support markets across London.

### **2. Recommendations**

- The LMB agrees a strategic plan that will drive forward targeted action which aims to share best practice and support networking as part of the Mayor's Street and Covered Markets Programme.
- The LMB identifies and agrees activities to be delivered in the first two years of its term.

### **3. Introduction and Background**

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.

In addition, London markets have been experiencing pressures from technological, social and economic change, much of which were accelerated by the Covid-19 pandemic.

The launch of the Mayor's Markets agenda in December 2017 was the beginning of a new strategic approach that recognised the full value of these London assets and marked a commitment to working with the markets sector to address key challenges and opportunities facing markets in the capital.

The appointment of the second London Markets Board is an opportunity to ensure that markets play an important role in enabling a fair and inclusive economy and that markets in the capital flourish, support good growth in our high streets and town centres, and continue to offer something for all Londoners.

The board has provided a single voice for the sector and has supported London's markets through case-making and providing a platform for London markets, action testing and best practice guidance. It has supported projects funded through the Mayor's investment programmes and ensured the mainstreaming of markets proposals within wider high street and town centre strategies. The Board will continue to support the sector (local authority, private and community-run markets) to raise the profile and value of London's markets as well as lobby for the resources and tools they need to remain a thriving and an important part of our city.

#### **4. Priority Themes**

The Board will develop a set of priority actions 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.

The priority actions will be categorised within three strategic themes that will guide the work of the LMB and the street and covered markets programme including:

- targeted action and innovation
- best practice and research
- engagement and advocacy

Priority actions include a mix of ongoing commitments being delivered as part of the Mayor's Street and Covered Markets programme, alongside emerging opportunities identified via Mayoral and sector priorities. It is intended that these actions will

collectively form an LMB action plan that holistically seeks to drive forward the strategic objectives of the LMB.

A key part of the LMB's Action Plan will be steering the Tomorrow's Market programme which was developed in 2018 as a pilot to support new traders and trades into markets. Building on the learning of the pilot programme, the Tomorrow's Market programme pivoted in 2020 as a result of the COVID-19 pandemic and has since supported the delivery of market recovery plans.

It is suggested the Tomorrow's Market programme continues to perform as a platform that explores news ideas, tests innovation and facilitates a network of shared learning across a cohort of practitioners.

### **Priority actions:**

#### **1. Targeted action and innovation (Tomorrow's Market)**

- Testing innovation: Sustainability and Circular Economy: Supported by the sector, the London Markets Board will explore the circular economy practice being adopted by London Markets and pull together guidance and seminars to further develop the sector's thinking in this field. There is also opportunity work with ReLondon and other partners to provide guidance on benchmarking waste and cost and understanding implications of forthcoming legislative changes.
- Roll out and promotion of the Open.Markets platform: supporting the sector to develop, test and rollout a digital application to support traders to apply to trade more easily across boroughs, and support markets to advertise vacant pitches
- London's Markets map: updates to provide an accurate and up to date baseline and resource for the sector
- Working with the High Streets Data service, to build insights about London Markets which may include the commissioning of new data sets

#### **2. Best practise and research**

- Publication of the Tomorrow's Market how to guide 'Market Strategies'
- Finalisation of legislative best practice guidance (guidance on the use of the London Local Authorities Act and part 3 of the Food Act).

- Case Making: Case study development and updates to published social value toolkit (to support local authorities to make the case for investment and support)

### 3. **Engagement and advocacy**

- Delivering a celebratory London Markets event to showcase innovation and share LMB work
- Supporting existing sector networks and governance and facilitating exchange and practice
- Developing a comms plan to share the work of the LMB

### 5. **Draft Action Plan**

The Board will agree a **Terms of Reference** and **Action Plan** at its first meeting.

Broadly, the activities in year 1 and 2 should focus on existing and committed workstreams, drawing on existing resource and networks and promoting partnership working to maximise work already underway.

Table 1 uses this approach to set out a suggested workplan for discussion and agreement based on the recommendations set out at the beginning of this paper.

Once LMB have agreed the action plan, a detailed programme will be developed which takes account of meeting dates. Officers at the GLA will support the LMB to draft and agree the prioritised Action Plan and associated programme.

Table 1: Draft Action Plan

<b>Delivery by when</b>	<b>Priority theme</b>	<b>Action</b>	<b>Action lead</b>
Q3 2022	Engagement and advocacy	<b>Agree terms of reference for LMB and agree a prioritised Action Plan</b>	LMB/ GLA
Q2 2022	Engagement and advocacy	<b>Mayoral visit to a Good Growth Funded Market – The Blue</b>	GLA
Q3 2022	Best practise and research	<b>Publication of TM ‘How to Guide’ and platform for sharing innovation and best practice.</b>	GLA

Q3 2022	Targeted action and innovation (Tomorrow's Market)	<b>Roll out and promotion and the Open.Markets platform</b>	LSTBG / sector
Q3 2022	Engagement and advocacy	<b>Markets Celebratory Event - Wednesday 7<sup>th</sup> December at City Hall</b>	GLA/ LMB/ sector
Q4 2023	Innovation and delivery: TM	<b>Legislative best practice guidance</b>	GLA
Q3 2024	Targeted action and innovation (Tomorrow's Market)	<b>Mapping and Data: Work with the sector to update the London Markets map/baseline and create a more effective resource for the sector</b>	GLA/ LMB/ sector
Q3 2024	Targeted action and innovation (Tomorrow's Market)	<b>Working with the High Street Data service to build insight about London markets which may include the commissioning of new data sets</b>	GLA/ LMB/ sector
Q3 2024	Targeted action and innovation (Tomorrow's Market)	<b>Sustainability and the Circular economy</b>	GLA/ LMB/ sector
Ongoing	Engagement and advocacy	<b>Support and steer on the City of London's Wholesale Markets relocation programme</b>	GLA/ LMB/ CoL
Ongoing	Targeted action and innovation	<b>Funded programme delivery and rollout: Oversight of Mayoral funded programme and projects relevant to markets</b>	GLA/ LMB
Ongoing	Engagement and advocacy	<b>Communications and events (newsletter, social media plan, website, events). Supporting existing sector networks and governance already in place</b>	GLA/ LMB
Ongoing	Engagement and advocacy	<b>Ongoing updates to LMB EDI action plan</b>	GLA/ LMB

## Issues for consideration



The second London markets board will continue to provide strategic oversight, promotion of the sector, and inform existing or new Mayoral priorities in relation to markets. The LMB will update and develop the Board's action plan to strengthen London's markets.

Nature of investment: Once a prioritised action plan has been agreed, the LMB will need to agree how to achieve the LMB objectives based on the budget available.

Project Costs: The GLA is in the process of securing budget to support the LMB's action plan. This budget would be available for spend over the first two years of the LMB. The budget is subject to further approach in accordance with the GLA's decision-making process. It is expected that Board members will seek opportunities to maximise this budget, including by identifying further funding and utilising opportunities for joint working with partners and organisations within the sector.

## Appendix 1

Understanding London Markets report: 12 recommendations that set the strategic agenda for the first London Markets Board.

The GLA's report 'Understanding London's Markets' set the context for the Board's work to explore the challenges markets face, the breadth of value they offer, and opportunities to improve their sustainability and impact.

Based on this work the report made 12 recommendations (Appendix 1) that address four questions:

- How can markets work more effectively?
- How can markets better support people?
- How can markets better support prosperity?
- How can markets better support place?

The recommendations formed the basis of the Board's prioritised action plan. **The action plan will be updated and agreed by the second London Markets Board (LMB)** at its first meeting.

*Opportunities to update and refine the data available to markets will be welcomed by the Board, although it is assumed that the research and evidence underpinning the Street and Markets Programme remains relevant to the Mayor's programme.*

Make markets work more effectively	<b>Set an action plan for a London markets strategy</b> <ul style="list-style-type: none"><li>- Put in place a structure to take the recommendation of the Understanding London's Markets report forward into a new markets strategy</li><li>- Identify working groups to develop and deliver specific strands of the work programme</li></ul>
	<b>Identify how market operators can maximise social value and work positively within existing legislation</b> <ul style="list-style-type: none"><li>- Clarify ways for local authorities to work positively within current regulations at an operational and strategic level, including strong support for all borough to join LSTBG</li></ul>

	<ul style="list-style-type: none"> <li>- Identify specific opportunities for London-wide standards in agreements between public and private operators to ensure best social value, and explore the idea of a 'new charter' for markets</li> </ul>
	<p><b>Lobby for a full review of the current markets legislation</b></p> <ul style="list-style-type: none"> <li>- Agree a position and timetable to lobby for the revision of legislation governing regulation of London's publicly run markets</li> <li>- Identify a new, more flexible and fit for purpose framework, focused on the specific needs of London markets</li> </ul>
	<p><b>Define different types of markets</b></p> <ul style="list-style-type: none"> <li>- Advise the Mayor of a definition of different types of markets so data collection is more consistent and useful</li> <li>- Work with other national organisations that are already doing this, to identify a framework for London wide KPIs to track, map and benchmark how London's markets are meeting the challenges they face</li> </ul>
	<p><b>Help markets evidence the diverse social value they provide</b></p> <ul style="list-style-type: none"> <li>- Identify and define useful indicators of social value for markets across London – the toolkit will help support this work</li> <li>- Work with the Association of London Markets and London Street Benchmarking Group to encourage market managers to maintain and share, records of activity.</li> </ul>
	<p><b>Encourage innovation in markets</b></p> <ul style="list-style-type: none"> <li>- Review and encourage the trail of emerging technologies for markets through a working group to collate and share feedback</li> <li>- Promote useful learning from comparable international cities especially around good practice in social value, and ensure it reaches community as well as local authority operators</li> </ul>
How can markets better support people?	<p><b>Support diversity across the markets sector</b></p> <ul style="list-style-type: none"> <li>- Set out an inclusive strategy that will encourage diversity across the markets sector</li> <li>- Identify where specific networks to support women or Black #, Asian and minority ethnic traders will help strengthen markets with an experience for shoppers that reflects and meet local needs</li> </ul>

	<p><b>Strengthen opportunities to access healthy food</b></p> <ul style="list-style-type: none"> <li>- Develop a strong link with the London Food Board to maximise the effective of join working around health and wellbeing of Londoners</li> <li>- Incentivise operators to prove a demonstration kitchen or healthy food vouchers in London's retail food markets, or to show videos where a kitchen is impractical</li> </ul>
How can markets better support prosperity	<p><b>Lower barrier to entry for traders</b></p> <ul style="list-style-type: none"> <li>- Explore where mentoring would be most effective to ensure new traders are not lost to the sector</li> <li>- Commission a feasibility study for a digital 'passport' for traders, perhaps beginning with specific areas of London as a pilot</li> </ul>
	<p><b>Make markets places to build careers</b></p> <ul style="list-style-type: none"> <li>- Work with organisation that can help identify best practice in career building, such as NABMA, NMTF, LEAP and the Mayor's Business Advisory Board</li> <li>- Work with organisations to establish a two-step approach , which first brings together information on existing training, reskilling and mentoring for London's market professionals, especially traders and managers, and second commissions training</li> </ul>
How can markets better support place?	<p><b>Maximise markets as valued places for communities</b></p> <ul style="list-style-type: none"> <li>- Investigate if and how markets can be better recognised and integrated into planning frameworks at all scales</li> <li>- Build on evidence from this report and other on communities engaged with their place at times of change to see how markets can help retain and strengthen their sense of place and identity</li> </ul>
	<p><b>Promote a practical design approach to markets</b></p> <ul style="list-style-type: none"> <li>- Develop a set of flexible design principles that can be tailored by markets to their own places, including ideas on layout, event space and seating</li> <li>- Encourage new thinking around environmental goals, making these a more visible part of markets' future role in their communities.</li> </ul>

## Appendix 2

The table below provides an update on the **action plan for the first board**.

<b>Action Plan</b>	
Year 1	
<b>Identify how market operators can maximise social value and work positively within existing legislation</b>	Delivered through the social value toolkit Further work to be done on the market's legislation commission
<b>International Public Markets Conference</b>	Complete
<b>Define different types of markets</b>	Complete – delivered through map and research
<b>Help markets evidence the diverse social benefit they provide</b>	Delivered through the social value toolkit
<b>Strengthen opportunities to access healthy food</b>	Ongoing through joint work with London Food Board and GLA food team
Years 2 and 3	
<b>A full review of the current markets legislation (work begins in year 1)</b>	Best practice guidance to work underway (further work required to complete)
<b>Encourage innovation in markets</b>	Delivered via the Public Markets conference and subsequent and on-going delivery through Good Growth Fund projects and Tomorrow's Market 2.0
<b>Support diversity across the markets sector</b>	Delivered and on-going delivery through Good Growth Fund projects and Tomorrow's Market 2.0
<b>Lower barriers to entry for traders</b>	Delivered and on-going delivery through Tomorrow's Market 2.0

<b>Make markets places to build careers</b>	Delivered and on-going delivery through Tomorrow's Market 2.0
<b>Maximise markets as valued places for communities</b>	Delivery through Good Growth Fund projects, Tomorrow's Market and social value toolkit
<b>Promote a practical design approach to markets</b>	Delivery through Good Growth Fund projects
Year 4 (additional year added to Mayoral term due to the pandemic)	
<b>Support market recovery</b>	Delivery through Tomorrow's Market phase 2, the Mayor's Resilience Fund, and the Good Growth Accelerator Fund.
<b>Utilise London's innovation scene to build sector resilience</b>	Delivery through the Mayor's Resilience Fund.
<b>Advocacy and lobbying</b>	Representing market interest during the pandemic to inform key lobbying positions and operational decisions

## Appendix 3

### Aims of the London Markets Board

The aims of the London Markets Board as set out in the draft Terms of Reference, are to:

- Provide a single point of governance and reporting to coordinate and focus strategic action on markets across the GLA Group and London boroughs.
- 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.
- 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.
- The Board will build networks, partnerships and alliances to deliver improvements in London's markets sector
- The Board will promote and advocate for London's markets at a city level.
- 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.
- 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.

## **APPENDIX 4: LMB member biographies**

### **London Markets Board**

#### **Board Member Biographies**

##### **Jules Pipe CBE**

Deputy Mayor for Planning, Regeneration and Skills; Co-Chair, London Markets Board

Jules Pipe is working on key priorities for the Mayor, including: implementation of the London Plan, major and community-led regeneration projects across the capital, building a skills system that properly addresses the needs of Londoners and the economy, and ensuring London's infrastructure supports good growth, meets the needs of London's communities and makes London a cleaner, greener and smarter City.

Jules has unrivalled knowledge of London government, becoming the first directly elected mayor of Hackney in 2002 and serving as Chair of London Councils from 2010 until he joined the Mayor's team in 2016.

##### **Helen Evans**

Co-Chair, London Markets Board

Helen is a markets expert, formerly responsible for business development at New Covent Garden Market. She is also a member of the London Food Board.

At New Covent Garden Market, Helen supported 200-plus companies and was responsible for communications and stakeholder management. During this time NCGM received a gold Community Partnership award from the Food & Drink Federation for their work with local schools; the first Wholesale Market of the Year (2010) awarded by the National Association of British Market Authorities; The World Union of Wholesale Markets bronze award in 2011 for their work with local growers; and a gold medal for their 2016 installation at the RHS Chelsea Flower Show.



**Abdul Komor**

Head of Street Trading at LB Waltham Forest; Chair of the Association of London Markets

Abdul has 18 years of experience working at 3 London Boroughs and currently as Head of Street Trading at London Borough of Waltham Forest. As part of Abdul's current role he manages all aspects of Street Trading which includes the day-to-day management and operations of the longest outdoor street market in Europe. He is also responsible for setting the strategic direction and working closely with key stakeholders. Abdul is an active member of the London Street Trading Benchmarking Group and a member of the Association of London Markets group as well as a member of NABMA (National Association of British Markets).

**Graham Wilson**

Legal and Policy Consultant, National Association of British Market Authorities

Graham was Chief Executive of NABMA from 2004 to 2019, and during his tenure the organisation grew significantly both in membership and influence. Since 2019 he has been Legal and Policy Consultant for NABMA. A lawyer by profession, he has represented many local authorities and market operators on market policies and procedures both in United Kingdom and European Courts. In addition to supporting NABMA, Graham has advised the Local Government Association and central government on market issues. In 2012 he was awarded the OBE in recognition of his work supporting Retail Markets.

**Joe Harrison**

Chief Executive, National Markets Traders Federation

Joe Harrison is the Chief Executive of the National Markets Traders Federation; his core responsibilities include delivering the vision of the Executive Board; ensuring sustainable growth for the organisation; leading operational delivery from Head Office; and representing the NMTF, members, market traders and markets.

**Rasha Obaid**

Coffee Trader and Artist; Trustee, Well Grounded Jobs and Freedom From Torture; Visiting Fellow, LSE Centre for Women, Peace and Security

Rasha is a coffee trader and artist with years of experience trading from Southbank market, as well as selling her artwork in the Anqa Collective, a market for refugee-led businesses. As a refugee from Yemen's civil war and now a permanent resident of London, she is keenly aware of the essential role markets play in London's refugee and immigrant communities and dedicates much of her time to mentoring other women to trade on markets. Through her work on the Board of Directors of Well Grounded, a London-based social enterprise providing job training for the coffee sector, she is committed to raising awareness about the platform that markets can provide for budding entrepreneurs and expanding opportunities for young women and others from refugee and immigrant backgrounds.

Rasha has over a decade's experience in advocating for women. In addition to serving on the Board of Well Grounded she is also a Trustee for Freedom from Torture. Prior to obtaining temporary asylum in the U.K., she served as Director of the Division of Women, Peace, and Security at the Yemeni Ministry of Human Rights, where she worked to implement UN Security Council Resolution 3125. Rasha is currently a Fellow at LSE's Centre for Women, Peace and Security.

**Catherine Brice**

Head of Westminster Street Markets, Westminster Council

As Head of Westminster Street Markets comprising of more than 450 pitches in diverse areas across Westminster, Catherine has implemented strategies spanning six street markets to ensure they thrive, prosper and are well equipped to face future challenges. She has a passion for working directly with the community using groundbreaking innovation to bring positive and long-lasting change to the street markets. Aside from this role she has successfully delivered complex programmes driving significant business change, cost reduction and benefit realisation across Westminster and the Metropolitan Police Service.

**Shanaaz Carroll**

Director, Make the Link Ltd

Shanaaz has been an economic development and policy professional for over 25 years, including working for local, regional and central government where she has led programmes focused on economic policy, business and enterprise and regeneration including working closely with the private sector. Previous roles include Chief Executive of the Association of Town & City Management, where she worked for over

five years supporting town centre partnerships; and working closely with government Ministers and officials on town centre and high streets policy.

As well as working closely with the markets industry, including with NMTF on the EU funded Go Trade project supporting market traders and destinations, Shanaaz has also led work on behalf of local enterprise partnerships and local authorities focused on people and places. In her spare time, she is an advocate for parents of young people experiencing difficulties and social exclusion and is also a mental health first-aider.

**Cllr Rachel Tripp**

Local Councillor, Forest Gate North ward

As a Councillor at the London Borough of Newham since 2014, Rachel has a strong understanding of how local authorities work with markets. She has visited Newham markets, both personally as a keen customer and with the council's Markets team and has built up relationships with a wide range of local markets stakeholders. Rachel is also a strong advocate for her local Woodgrange Market in Forest Gate, East London and particularly interested in how markets can contribute to the local economy, and strengthen high streets, as well as providing a place for people to meet, and for community projects to grow.

**Dan O'Sullivan**

Service Area Manager, Hackney Markets, Hackney Council

Dan is an experienced Service Area Manager for Hackney Council's Markets team. He is currently accountable for providing a comprehensive management service for over 1100 Market or Street Trading license holders and over 300 bricks-and-mortar businesses across the borough. Under his leadership, the service provides best practice for the UK in terms of brand management, social media and marketing, and business and trader development through their award-winning Trading Places programme.

**Alexander Jan**

Chair of Central District Alliance and Hatton Garden BIDs; Chief Economic Adviser for the London Property Alliance; Independent consultant

Alex is chair of the business improvement district covering Hatton Garden - home to

the popular Leather Lane market. He also chairs the Central District Alliance BID for Holborn and Clerkenwell and acts as an independent advisor to EC BID which takes in the famous Leadenhall market.

Alex has many years of experience advising on the future of the central London economy and the role of real estate development and transport in supporting good growth and employment, reflected in his work with the London Property Alliance. He is lucky enough to live in central London and experience the city as both resident and worker. He is currently writing a biography of Lord Ashfield, first chairman of London Transport.

### **Ben Milligan**

Markets Director, City of London Corporation

Ben has been involved in market work since 2007, when he cut his teeth inspecting the street markets of Brick Lane, Truman Brewery, Whitechapel and Crisp Street. He is currently leading the City of London's three wholesale markets, and the plans to co-locate these historic markets in Dagenham. He describes the ambitious £1bn change programme as one of the most significant and impactful projects involving markets for a generation, that will revolutionise the way food is accessed in London.

Prior to his appointment as Markets Director for the City of London Corporation, Ben was Head of Environmental Services for Adur and Worthing Councils and Superintendent of the Corporation's New Spitalfields Market. He also previously headed up the Environmental Health Food Service with the London Borough of Tower Hamlets where he had responsibility for oversight of Billingsgate Market and some of London's most well-known street markets.

### **Kate Howell**

**Director of Communications and Engagement, Borough Market**

For the past 10 years Kate has been part of the senior leadership team at Borough Market, initially leading on communications and broadening her remit to cover all forms of stakeholder engagement. She is a key member of the Executive Leadership team tasked with overhauling the strategic development of London's oldest market to ensure its long-term, sustainable future.

Her work at Borough Market has been driven by a strong belief in the central part that markets can play in revitalising communities, both economically and socially. She has

been responsible for building the market's brand, increasing engagement, and ensuring that the thoughts of the institution and its traders are regularly heard through the national media. Her work has included shaping strategic responses to some extremely challenging circumstances, including the 2017 terrorist attack, Brexit and the current pandemic, as well as driving positive coverage of the Market's many amazing people and activities. She has also been instrumental in implementing the Market's commitment to sustainability, ensuring that nothing goes to landfill and that as much as possible is repurposed.

**Roger Austin**

**Programme Lead Woolwich, Royal Borough of Greenwich Council**

Roger has worked in the public sector since 2001, predominantly in city planning, placemaking and regeneration for Westminster, Newham, Greenwich and Haringey councils. He has developed and led projects with a focus on markets, including isolated street trading in the West End, street markets, and indoor covered markets.

Roger recently set up and led on an investment strategy for a large regeneration project in Newham, centred around Queen's Market, as well as heading up a borough-wide review of market policies and the development of individual strategies for council operated markets. His work for Haringey included leading the co-design and adoption of the first market strategy and delivery plan for Seven Sisters Market working closely with the traders and key stakeholders including the GLA.

Roger now works at Greenwich leading the £17.1 Future High Streets Fund programme for Woolwich town centre, that focuses on place, public realm and workspace projects, including improvements to 400-year-old Beresford Square Market.

**Lamide Olusegun**

**Animator and Creator of Lambsworld; Tomorrow's Market Alumni**

Lamide is a stop-motion animator from Hackney, and for the last four years has been building up his brand, Lambsworld. He is a Tomorrow's Market Alumni and now sells handmade charms, keyrings, magnets and figurines of Lambs all over London. Lambsworld has gained media attention from ITV, Guardian, BBC radio and local newspapers. He aspires to open Hackney's first stop-motion animation studio, dedicated to telling stories that represent the borough.

Lambsworld has helped Lamide reach out to his community, and he hopes to eventually help other creative young people by offering animation apprenticeships. He has previously run art-therapy workshops at schools in Hackney and Tottenham, where kids learned to express themselves by creating figurines.

**Paige Palmer**

Technical Admin Officer, Newham Council Markets

Paige is a passionate advocate for markets and has been a proud member of the Markets team at Newham council for the past 5 years, as well as a resident of Newham for her whole life. Paige is committed to promoting and ensuring equality, and diversity in Markets and the community. Her current role involves communicating with market traders, members of the public and colleagues within the council to drive forward a shared agenda to secure the legacy of the borough's markets. Paige is a key member of the team supporting the Queen's Market Good Growth Fund project, taking a leading role in planning events with the local community and market traders. She has also led on community engagement, conducting interviews and conversations to further the council's understanding of the needs, opinions and expectations of traders.

**Hazel Durrant**

Head of Operations, UD Music Foundation; Business Development Consultant

Hazel is a born and bred Londoner who grew up in Hackney, describing Ridley Road market as part of her DNA. She has an in-depth knowledge of the needs of micro-businesses and small traders, having over 20 years' experience of business development, mentoring and capacity building for microbusinesses, social entrepreneurs, sole traders and start-ups, particularly those that stem from underrepresented groups.

She has spent the past 15 years working with public sector clients, recently leading the Tomorrow's Market commission, where she worked with the GLA team to refine the programme design, to help set recruitment criteria, on the candidate selection process and what success would look like. She worked with business leaders and the independent market providers on the cross-fertilisation of business models (public and commercial), on the mentoring development pipeline and on the final recommendations for phase II of Tomorrow's market to build on the pilot project once the commission was completed. She continues to support traders from the TM programme with business development and growth opportunities.

**Ian Dodds**

Director, KERB & Seven Dials Market

Ian has led the development of KERB, London's largest street food organisation and incubator, over a ten-year period. Working with a present membership pool of 80 members, his role includes creating opportunities and helping to develop businesses through a four-step development ecosystem. Ian now leads on the development of new business opportunities for the organisation, working with landowners and external organisations to build indoor and outdoor markets across London and further afield, as well as guiding the day-to-day operations across the organisation.

Ian has extensive experience developing relationships and securing new businesses deals. He collaborates with a large spread of independent market businesses and has a thorough understanding of their needs and development plans. He led on the design, creative development and tenant mix of KERB Camden Market, and Seven Dials Market. He is also experienced in consultancy, marketing, business strategy and development, client relations and HR.

**Sarah Lang**

Markets Recovery Officer, Royal Borough of Kensington and Chelsea; Produce and Trader Consultant, Borough Market; Managing Director, LCFE Ltd

Sarah has a comprehensive knowledge of London's markets, beginning her career 20 years ago as a trader and transitioning into managing and developing some of the city's most exciting markets. She has managed one of the largest markets in London, Borough Market, and continues to source new traders and provide support to them in a consultancy role. She was previously Head of Markets at KERB and project manager for their Camden build.

Sarah was recently responsible for advising Kensington and Chelsea Council on post-pandemic high street regeneration. She has supported many new market traders that set up during the Covid-19 pandemic, including mentoring small producers to help them better respond to market demand and increase the viability of their businesses. As well as this, Sarah manages a CIC market in Primrose Hill that focusses on supporting the local community.