

MINUTES

Meeting	London Markets Board
Date	Wednesday 8th November 2023
Time	10.00 – 13.00
Place	Committee Room 4, City Hall, Kamal Chunchie Way, E16 1ZE

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PRESENT

Members:

Jules Pipe (Chair)
Shanaaz Carroll (co-Chair)
Graham Wilson
Kate Howell
Joe Harrison
Catherine Brice
Paige Palmer
Cllr Rachel Tripp
Hazel Durrant
Dan O'Sullivan
Alexander Jan

GLA Attendees:

James Parkinson
Ellie Howard (online)
Ajay Larr
Tina Jadav

External Attendees:

Lily Clark, Centre for London
Josh Cottell, Centre for London
Damian Coffey, City of London

Apologies:

Ben Milligan
Rasha Obaid
Lamide Olusegun
Abdul Komor
Sarah Lang
Roger Austin
Ian Dodd

AGENDA

10.00-13.00 London Markets Board Committee Room 4

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

Indicative time: 10mins (10.00-10.10)

See appendix 1: Actions from the previous Board meeting

See appendix 2: Minutes from the previous Board meeting

2. Sector update – Graham Wilson, Joe Harrison, Abdul Komor & Damian Coffey

Indicative time: 20mins (10.10-10.30)

- NABMA Markets First strategy update, Performance Network arrangements – Graham
- Young Market Trader's 2023, NMTF 125 Year Anniversary – Joe
- Street Trading Benchmarking Group update – Abdul
- City of London wholesale markets relocation – Damian

3. Centre for London – Lily Clark

Indicative time: 30 minutes (10.30 - 11.00)

- Outline CFL research approach to London's Markets, case studies & next steps
- LMB feedback – All
- Seeking Board support of approach, input and timelines.

4. London Markets Capacity Survey – Ellie Howard

Indicative time: 20 minutes (11.00 - 11.20)

See appendix 3: Markets Capacity Survey

- Seeking Board approval of survey ahead of launch

5. Tomorrow's Market Launch – Ajay Larr and Tina Jadav

Indicative time: 30mins (11.20 - 11.50)

See Appendix 5: Tomorrow's Market guide presentation

- Presentation, event discussion and Q&A
- Event format & planned speakers TBC
- Seeking Board input and endorsement

Tea Break

Indicative time: 10 minutes (11.50 - 12.00)

6. Legislation guidance commission – Ellie Howard

Indicative time: 20mins (12.00 - 12.20)

See Appendix 4: Legislation interpretative guidance commission

- Seeking Board approval of legislation best practice guidance brief
- Consultant recommendations

7. LMB prioritised workplan update – James Parkinson & Ellie Howard

Indicative time: 10 mins (12:20-12:30)

See appendix 6: LMB Prioritised workplan

- Review and update the LMB workplan
- GLA resourcing, budget allocation & supporting agenda items
- Next actions

8. Chair's close and AOB – Chair

Indicative time: 10mins (12.30-12.40)

- Chair's close
- AOB
- Upcoming LMB dates TBC:
 - Late February 2024
 - Early June 2024

12.40 – 13.00 Lunch

It is our priority to ensure that Board meetings are inclusive to all participants. Please let us know whether you have any access requirements or questions about the meeting arrangements by contacting Ajay Larr: ajay.larr@london.gov.uk.

Appendices:

Appendix 1: Actions from the previous Board meeting (page 5)

Appendix 2: Minutes from the previous Board meeting - [Website link](#)

Appendix 3: Markets Capacity Survey (page 8)

Appendix 4: Legislation guidance commission – next steps (page 21)

Appendix 5: Tomorrow's Market guide presentation (To be shared in meeting)

Appendix 6: LMB prioritised workplan (To be shared in meeting)

MINUTES

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

1.1 The Chair welcomed everyone to the meeting.

1.2 Apologies were received from Ben Milligan, Rasha Obaid, Lamide Olusegun, Adbul Komor, Sarah Lang & Roger Austin.

1.3 The Chair welcomed Shanaaz Carroll as the new co-chair of the London Markets Board, replacing Helen Evans. It is in Jules' capacity as chair to appoint a replacement and has received full endorsement from LMB board members. Shanaaz has extensive experience of the markets industry and is well equipped to support the Board's wide-ranging activities across the Street and Covered Markets programme.

2 Sector update – Graham Wilson, Joe Harrison & Damian Coffey

2.1 The Board received an update from Graham Wilson on key information and action points around Markets First and NABMA Conferences:

- Performance Network to be launched on 25th January at NABMA One Day Conference.
- Good Practice Guide on Trader consultation to be launched on 25th January at NABMA One Day Conference and the good Practice Guide on community value of Markets to be launched in 2025.
- The Annual Conference just passed in October featuring a section on London Markets and updates on what we have been working on with the LMB.
- A one Day Conference is to be held in Birmingham on 25th January to include Great British Market Awards which have just been launched.

2.2 Joe Harrison, in his role as Chief Executive of NMTF, shared details of this year's [Young Traders Market campaign](#) and plans for the following year's Young Traders Market event, confirmed to be held at Portobello Road Market on the 23rd/24th August. Joe made a call out for more London Local authorities to get involved this coming year, as only a handful were actively involved in previous events and given the number of markets in London it would be a great ambition to get more on board. The London & South-East regional final of the Young Traders Market 2023 took place at Broadway Market on 16th July, hosted by London Borough of Hackney. Jules Pipe attended the event and supported by judging the finals, which was a celebration of our national markets and supporting young businesses.

2.3 Damian Coffey, Assistant 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. There is the particular focus on Sustainability through operational management which has been looking at:

- Consolidating delivery options for wholesale markets
- Installing an e-cargo bike network and rollout
- Potentials for river freight delivery on the Thames

2.4 Board members support the progress on sustainability strategies being developed with City of London and are keen to hear updates and further progression.

Actions:

- **Joe Harrison will pass on all relevant Young Traders Markets and all parliamentary events dates to the Board**
- **Graham Wilson will share the NABMA dates with the Board**

3. Centre for London – Lily Clark and Josh Cottell

3.1 The Board received a presentation from Centre for London, around a piece of research they are looking to undertake around the London's Farmers & street food markets. The presentation set out the scope of research, the position of CFL as a think tank organisation advocating positive policy reformation. The research investigates what would happen if London's cumulative and diverse market identity was lost, affecting the city and its wide range of communities.

3.2 The callout to LMB was for potential market case studies from board members that relate to the research intentions and if there were indications of funding support once the outline was further developed. The scope could include updating some existing pieces of Markets/GLA work, like the London Markets map.

3.3 The board agreed that a reframing of the research would come from an in-depth review of existing literature. They also suggested that it needs to move the conversation forward, beyond the work that is already out there, and have a clear objective to fill an obvious gap or build on the policy / advocacy agenda.

3.4 It was agreed that a holistic approach should be considered around the data collection of potential issues to avoid engagement fatigue with traders, but also it will help with the framing of the methodology, thematic support and case study approach. This will allow relationship building with Local Authorities, markets & communities more reciprocal and productive.

3.5 A number of board members offered targeted support offline to help support and shape relevant parts of the commission with Centre for London.

3.6 I was noted that this project is currently unfunded and seeking sponsorship.

3.7 The board broadly supported the proposal and welcomed research from a progressive approach, advocating for the sector.

Decisions:

- **GLA will connect Centre for London and LMB members where appropriate to continue conversations and explore potential funding.**
- **GLA to share relevant documents regarding London's Street and covered markets programme – e.g., Tomorrow's market guide when ready to launch**
- **CFL to share an update on the scope of work in due course with the LMB**

4. London Markets Capacity Survey – Ellie Howard

4.1 GLA discussed the updates with the London Markets Capacity Survey, giving an indicative timeline for dissemination and revised survey structure.

4.2 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.

4.3 A revised question structure was presented to the Board for comment and in-depth questions provided below (in Appendix 3). The Board welcomed the proposal and discussed how the work should be framed to build effective engagement with Local Authorities. It was advised that effective engagement with sector bodies will ensure that the survey complements what already exists, building in wider sector priorities, and is fit for purpose.

4.4 Jules Pipe, Chair and Deputy Mayor, has agreed to approach borough leaders with oversight for markets, including relevant Lead Members, Chief Executives, or Director of the relevant department or service, to ensure the survey has senior support and officers are empowered to respond. LMB members stressed we must demonstrate the value of this piece of work to Local Authorities, making it clear how data collection and a shared benchmark around London's markets and their management would support their goals and needs.

4.5 The board suggested to make engagement more personal and in-person, i.e. interviews instead of emailed or posted questionnaires, sharing results once gathered across the community, as this will help create a more transparent and fruitful result.

4.6 Questions from the Board arose around Section 8 and the potential to separate this into two sections: 1) Market Governance; & 2) Strategic oversight. GLA officers will feed in responses and address comments.

4.7 Board endorsed the survey, subject to incorporating feedback and revisiting the timeline in accordance with Action Plan & Legislation guidance commission as discussed below.

Decisions:

- **LMB board members endorsed the approach and offered to support the questionnaire**
- **Actions:**
- **GLA to circulate revised questionnaire and strategy for dissemination**
- **Jules to email LA lead contacts ahead of the survey being sent out**

5. Tomorrow's Market update – Ajay Larr & Tina Jadav

5.1 GLA discussed the proposal to bring the final draft and delivery of the guidance document in-house. Officers presented the structure, content, a new graphic approach, and delivery timeline to the Board.

5.2 GLA officers suggested that once the Guide is published, engagement through seminars, events and workshops be planned and is an objective of the work, disseminating to markets operations, Local authorities and to other sectors around High Street activity.

5.3 The Board suggested we disseminate this final work through NABMA, Young Traders Market and outside of the London context where possible. This may align with the Good Practice Guide discussed by Graham Wilson. NABMA's Good Practice guides seeks to highlight areas of good practice and provide readers with processes on community value & trader engagement.

5.4 The board endorsed the approach outlined. It should be noted that board members would like the opportunity to review the guide before it is finalised.

Decisions:

- **The Board endorsed the approach to finalising the guidance. GLA to circulate the final text version of the guide to Board Members for comments and feedback**
- **GLA to share plans for events, communications strategy and publication once they have been finalised**

6. Legislation Guidance Commission – Ellie Howard

6.1 Ellie Howard 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.

6.2 Ellie Howard shared a draft ITT (see Appendix 4) which provided an overview of current processes to working within the legislation capacity. This commission sets out to deliver 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.

6.3 Whilst it is agreed that generally with Local Authorities there is no appetite for legislative change, LMB members were reminded that we will aim to soft test this again through the Market Capacity Survey work. Board members noted the synergy between these two pieces of work and the need for a connected, strategic approach to both. They also noted that there needs to be a clearer position in the approach of the two pieces of work that LA representatives can be support both and see the value in the complementary work.

6.6 Board members suggested that the Westminster Act may need to be addressed within this work and included as a topic for discussion within the Market Capacity Survey, alongside the other relevant legislation.

6.7 The Board approved the approach to producing best practice guidance (appendix 4) and testing the wider appetite for legislative change through the Markets Capacity Survey. Board members offered to support GLA officers in framing this correctly in the MCS work and GLA officers will follow up.

Decisions:

- The Board approved the draft ITT and proposed approach, suggesting that this work commences after the Markets Capacity Survey

Actions:

- GLA to be in touch with Board to shape Markets Capacity survey questions concerning legislation GLA to revise timeline to allow for the Markets Capacity Survey to conclude prior to this commission

7. LMB Prioritised workplan update & Action plan – James Parkinson

7.1 The Board received an update on the Action Plan and budget from GLA officers.

7.2 Board members were reminded of the recent changes in resourcing at the GLA. With Megan Dean on maternity leave, Ajay Larr is now working on the programme and has been providing LMB secretariat for this Board meeting and finalising the Tomorrow's Market guidance. Ellie Howard is stepping away from the programme to support other projects within Regeneration.

7.3 Board members were reassured that GLA officers had a plan to maintain momentum on key pieces of work through a combination of Ajay's time as he gets up to speed with the agenda, and by wrapping up some work strands and associated budgets into a larger commission for consultancy, that could also support our programme management and sector engagement. This would enable both operational efficiencies and present an opportunity to better align complementary work streams. This would require some restructuring of the agreed budget that would not compromise any of the key work priorities within the Action Plan but focus more spend on delivering the priorities and actions of the Markets Capacity Survey and Legislation guidance. Some elements of work would be put on hold, with budgets ringfenced to review in 2024.

7.4 The board supported the approach and approved the budget restructuring. The board agreed that there is much to be gained from better aligning the Markets Capacity Survey work with the Legislation Guidance Commission. The Board also proposed that the Markets Capacity Survey work should happen before the Legislation Guidance Commission with the survey informing the legislation commission. GLA officers agreed that this staggered approach would help with resource planning in the first half of 2024. It will be particularly important to understand how many markets are run as purely regulatory services, for instance.

7.5 The Chair on behalf of the Board requested that GLA officers update the Action Plan, as discussed. The Action Plan and revised budget will be circulated with the Board minutes.

Decisions:

- **Board members approved the approach to the Action Plan and revised budget**
- **Board members agreed a staggered approach to delivery of the Markets Capacity Survey and Legislation Guidance Commission work strands with the Survey informing the latter**

- **GLA officers will share a copy of the Action Plan and revised budget with the minutes (Appendix 6)**

8. Chair's close and AOB – Jules Pipe (Chair)

8.1 Subsequent LMB meetings in 2024 will take place on:

Monday 19th February, 11.00-14.00

Wednesday 12th June, 11.00-14.00

Wednesday 16th October TBC, 11.00-14.00

It was noted that dates are yet to be confirmed and will be agreed soon after the meeting.

8.2 There were no other items of urgent business.

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

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

Actions from the previous Board meeting – 27th June 2023

Action	Owner	Complete by	Update
GLA to share details of the co-Chair replacement	GLA	Nov LMB	Jules to provide an update in Chair's welcome
GLA to provide an update on the Markets Capacity Survey after engaging with borough officers and LSTBG	GLA - Ellie Howard	Nov LMB	GLA to provide an updated survey proposal – agenda item 4
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 – Ellie Howard	Nov LMB	GLA to provide update – agenda item 5
GLA to develop a brief for the legislation best practice commission and share with interested Board members for comment.	GLA – Ellie Howard	Nov LMB	GLA to provide update – agenda item 5
LMB budget to be utilised to support an open call for borough sign up to the open markets platform and the facilitation of a trial and borough engagement event.	GLA – James Parkinson	TBC	GLA to update on resourcing
LMB to provide a statement of support for the open markets platform, to be coordinated by GLA officers and consider promotion as part of the LMB comms plan.	GLA - James Parkinson	TBC	
GLA to circulate the final text version of the TM guide and template to Members over summer, for comment and input.	GLA – Ajay & Tina	Nov LMB	Update to be provided – agenda item 6

<p>GLA to share plans for the TM guide launch and publication once they have been finalised.</p>	<p>GLA – Ajay & Tina</p>	<p>TBC</p>	<p>Update to be provided – agenda item 6</p>
<p>Kate, Lamide and GLA to work up finalised communications strategy to be presented at the September LMB meeting, for Board approval.</p> <p>GLA to circulate a communications calendar to become a shared resource for the Board.</p> <p>GLA to ask Board Members to share tools, channels and networks via email, and add to the communications strategy.</p>	<p>GLA</p>	<p>Nov LMB</p>	<p>GLA to update on resourcing plan/ timeline for comms strategy</p>

Appendix 2. Minutes from the previous Board meeting – 27th June 2023

See website link: <https://www.london.gov.uk/programmes-strategies/shaping-local-spaces/london-markets>

Appendix 3. Markets Capacity Survey

Date of meeting:	Wednesday 8 th November 2023
Title of report	Agenda item 3 – London Markets Capacity Survey
To be presented by:	Ellie Howard
Classification:	Public

Overview

- To support the progression of its action plan, the London Markets Board requires engagement and data to gather information on Local Authority Markets teams' structures and capacity
- A borough survey issued by the Mayor and the LMB every 2 years will support the collection of this data
- The 'Markets Capacity Survey' will help the Mayor, LMB and sector bodies shape support for Local Authorities, and build a clear, data-driven picture of the type of support needed
- It will consider the wider London collective position on current markets legislation and advise the Mayor accordingly
- It will help boroughs to engage effectively with National Association of British Markets Authorities (NABMA), the National Market Traders Federation (NMTF), the London Street Trading Benchmarking Group (LSTBMG) and the Association of London Markets (AOLM) and identify opportunities for collaboration
- 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
- Over time, and if delivered biannually, the survey will facilitate effective data benchmarking for London – monitoring trends over time
- **Please see appendix A for proposed survey questions**

Steps taken since the last Board meeting

- LMB approved the proposed approach to the Markets Capacity Survey at the last Board meeting in June, including overall the aims and objectives
- GLA have since engaged with Board members to shape the survey questions
- An indicative timeline and detailed approach have been worked up for Board approval

Key Decisions

- LMB approval is sought for the details set out in this paper, including:
 - Endorsement of survey questions (subject to GLA City Intelligence advice)
 - Endorsement of proposed approach and timeline

Approach

Governance:

- A request to complete the survey will be shared with local authority strategic leads, as well as officers within the markets team or equivalent. This request will be issued by Jules Pipe as Deputy Mayor and Chair of the LMB.
- A final report will be issued by the GLA on behalf of the London Markets Board.

Survey format:

- The survey will be set up on Alchemer - whilst there are no GDPR issues in the survey, Alchemer enables a clear presentation and automates some data manipulation. It also means that it is easy to run in subsequent years by copying the survey or simply issuing a new link so that results can be compared.

Roles and responsibilities:

- The day-to-day leadership and coordination of the Survey will sit with GLA Regen Officers and will be supported by a Senior Research Officer from GLA City Intelligence.
- City Intelligence will provide the following support:
 - Sense checking question wording to remove unintentional bias and improve capturing honest results
 - Reviewing question format to minimise data that is challenging to interpret (ie

minimising open text responses where possible)

- Setting up the survey using Alchemer
- Providing charts and extracting data from the survey to enable Regen Officers to interpret the data
- Support in writing a research report if required – note this would need to be resourced in April/May due to capacity

Indicative timeline (subject to GLA officer resource)

- 8th November 2023 – seek Board approval of survey questions
- November-December 2023 – GLA Regen & City Intelligence to review questions and set up survey. Compile distribution list with input from LMB
- January 2024 – survey launch
- January-February 2024 – follow-up interviews with respondents (45mins per borough)
- February 2024 – initial findings presented to LMB
- 29th March 2024 – anticipated finish date (subject to response success)
- April-May 2024 – report write-up
- May 2024 – final report presented to LMB
- June 2024 – report publication

The Markets Capacity Survey is a baselining exercise to be repeated biannually, showing longer term trends in data over time. The proposed timeline for the 2023/24 Survey is based upon the GLA [Placeshaping Capacity Survey](#).

Appendices

Appendix 3A – Draft Survey questions

Appendix 3A: Markets Capacity Survey 2023 – Draft questions

Section 1	MARKET TEAM EXISTING STAFF & ORGANISATIONAL STRUCTURE
1.1	<p>How many staff are employed within your Markets or equivalent team?</p> <ul style="list-style-type: none"> - 1-5 - 6-10 - 11-15 - 16-20 - 21-25 - 26-30 - More than 30 <p>How many staff within Markets or equivalent are FTE?</p> <ul style="list-style-type: none"> - 1-5 - 6-10 - 11-15 - 16-20 - 21-25 - 26-30 - More than 30
1.2	<p>Please select any other roles or disciplines within the organisation that contribute to delivering the markets agenda:</p> <ul style="list-style-type: none"> - Economic development - Skills & employment - Transport & highways - Public space & infrastructure - Planning policy - Community engagement/ Community wealth building - Capital delivery - Urban design/ Architecture/ Master planning/ Place shaping - Environmental sustainability/zero carbon - Diversity & inclusion - Social policy - Inclusive growth - Other, please state (free text)
1.3	<p>Please select what function or directorate your markets service reports into:</p> <ul style="list-style-type: none"> - Economic Development - Development/ Regeneration - Trading Standards - Licensing - Environmental Health - Regulatory & Compliance - Transport & Highways - Waste Services

	<ul style="list-style-type: none"> - Community Safety & Enforcement - Inclusive Economy - Other, please state (free text)
1.4	<p>How many current vacancies exist within your markets team?</p> <ul style="list-style-type: none"> - 0 - 1-3 - 3-5 - More than 5
1.5	<p>What proportion of your markets team staff are in temporary roles (ie. fixed term contracts, agency staff)?</p> <p>(can submit %?)</p>
1.6	<p>Does your organisation collect diversity data of employees?</p> <ul style="list-style-type: none"> - Yes - No - Don't know
1.7	<p>Please select protected characteristics of Markets team staff that your organisation collects data on (can select multiple options):</p> <ul style="list-style-type: none"> - Age - Disability - Gender reassignment - Marriage and civil partnership - Pregnancy and maternity - Race/ ethnic group - Religion or belief - Sex and gender identity - Sexual orientation
1.8	<p>Does your organisation track its ethnicity pay gap?</p> <ul style="list-style-type: none"> - Yes - No - Don't know
1.9	<p>Does your organisation track its gender pay gap?</p> <ul style="list-style-type: none"> - Yes - No - Don't know
1.10	<p>How important is it for your organisation to have a markets team that is reflective of the local population?</p> <ul style="list-style-type: none"> - Greatly important - Somewhat important

	<ul style="list-style-type: none"> - Not that important - Not at all important - Don't know
Section 2	RESOURCING
2.1	<p>What are your organisation's barriers to meeting staffing and capacity needs to deliver your markets agenda?</p> <p>Talent</p> <p>Difficulty attracting appropriately qualified or skilled candidates (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier <p>Difficulty competing with other organisations and the wider sector (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier <p>Difficulties retaining staff (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier
2.2	<p>What are your organisation's barriers to meeting staffing and capacity needs to deliver your markets agenda?</p> <p>Funding</p> <p>Lack of available funding for required staff (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier <p>Difficulty in setting appropriate pay scale for skills required (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier <p>Uncertainty over funding in the medium to longer term (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier
2.3	<p>What are your organisation's barriers to meeting capacity needs to deliver your markets agenda?</p> <p>Processes</p> <p>Complexity of recruitment processes (cost & time) (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier

	<p>Recruitment process constraints (generic job descriptions, requirement to redeploy existing staff, etc.) (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier <p>Restrictions on utilising popular/effective platforms to advertise (if checked, select one):</p> <ul style="list-style-type: none"> - significant barrier - occasional barrier
<p>2.4</p>	<p>How confident are you that your organisation’s current market team capacity is sufficient to deliver a sustainable markets operation?</p> <ul style="list-style-type: none"> - Very confident - Somewhat confident - Lacking confidence - Not confident at all
<p>2.5</p>	<p>What methods does your markets team use to meet capacity needs?</p> <p>External appointment (traditional recruitment) (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Procuring external consultants (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Additional training/upskilling for existing staff (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Agency staff (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Internal redeployment/ fixed term appointment (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Support from external partners (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used <p>Outsourcing of services (if checked, select one):</p> <ul style="list-style-type: none"> - Routinely used - Occasionally used
<p>2.6</p>	<p>If you procure external consultants to support capacity needs, what do they deliver?</p>

	(free text)
Section 3	SECTOR SUPPORT
3.1	<p>Which of the following sector bodies is your organisation a member of, and what is the nature of your involvement?</p> <p>NABMA (National Association of British Market Authorities) (if checked, can select multiple):</p> <ul style="list-style-type: none"> - Regularly attend meetings - Actively participating in initiatives - Leading initiatives <p>NMTF (National Market Traders Federation) (if checked, can select multiple):</p> <ul style="list-style-type: none"> - Regularly attend meetings - Actively participating in initiatives - Leading initiatives <p>LSTBG (London Street Trading Benchmarking Group) (if checked, can select multiple):</p> <ul style="list-style-type: none"> - Regularly attend meetings - Actively participating in initiatives - Leading initiatives <p>AoLM (Association of London Markets) (if checked, can select multiple):</p> <ul style="list-style-type: none"> - Regularly attend meetings - Actively participating in initiatives - Leading initiatives
3.2	<p>Please describe any barriers to participation in sector org initiatives faced by your team:</p> <ul style="list-style-type: none"> - Time constraints - Capacity - Travel - Values alignment - Other, please state (free text)
3.3	<p>What types of additional resources would be helpful in supporting your markets team (can select multiple)?</p> <ul style="list-style-type: none"> - Best practice sharing - Workshops & training - Communications support - Other, please state (free text)
Section 4	YOUR BOROUGH CONTEXT

<p>4.1</p>	<p>Roughly what proportion of markets in your borough are privately owned/run?</p> <ul style="list-style-type: none"> - % <p>Roughly what proportion of markets in your borough are managed by the local authority?</p> <ul style="list-style-type: none"> - % <p>Roughly what proportion of markets in your borough are community-run?</p> <ul style="list-style-type: none"> - %
<p>4.2</p>	<p>How do you share information about/promote markets in your borough (can select multiple)?</p> <ul style="list-style-type: none"> - Newsletter - LinkedIn - Twitter - Instagram - Other social media - Dedicated markets events - Other local events - Spokespeople and advocates - Other, please state (free text)
<p>4.3</p>	<p>Has public investment in markets across your borough increased, reduced or stayed the same over the last two years?</p> <ul style="list-style-type: none"> - Increased - Reduced - Stayed roughly the same
<p>4.4</p>	<p>How would you describe the overall financial health of local authority-run markets in your borough?</p> <ul style="list-style-type: none"> - Tend to have a surplus - Tend to break even - Tend to have a deficit
<p>4.5</p>	<p>How would you describe the overall health of local authority-run markets in your borough, in terms of vacancies?</p> <ul style="list-style-type: none"> - Markets regularly oversubscribed - Markets stalls steadily occupied - Markets have some vacancies - Markets have an unsustainable amount of vacancies
<p>Section 5 DAILY MARKET MANAGEMENT</p>	

5.1	<p>Does your organisation collect data on number of vacant stalls across markets within the borough?</p> <p>Yes No Don't know</p>
	<p>Does your organisation collect data on diversity of traders?</p> <p>Yes No Don't know</p>
	<p>Does your organisation collect data on number of local residents employed on markets?</p> <p>Yes No Don't know</p>
	<p>Does your organisation collect data on footfall across markets within the borough?</p> <p>Yes No Don't know</p>
<p>Section 6 TRADER SUPPORT</p>	
6.1	<p>Do you use a third-party platform to support trader registration / licensing / payment?</p> <ul style="list-style-type: none"> - Yes - No <p>If yes, which platform do you use?</p> <p>(Free text)</p>
6.2	<p>Do you offer any trader incentives, and/or support?</p> <ul style="list-style-type: none"> - Yes - No <p>If yes, please add details:</p> <p>(free text)</p>
6.3	<p>How many trader surveys have you completed in the past 2 years?</p>

	0 1-2 2-4 5 or more
Section 7	PARTNERSHIPS
7.1	Does your organisation have any partnerships with schools, colleges or universities to support a pipeline of traders? <ul style="list-style-type: none"> - Yes - No
7.2	Does your organisation have any partnerships with job centres or training providers to support a pipeline of traders? <ul style="list-style-type: none"> - Yes - No
7.3	Does your organisation have any partnerships with BIDs/CIDs or trader associations, including any agreements to manage part or full market operation? <ul style="list-style-type: none"> - Yes - No
Section 8	MARKET GOVERNANCE
8.1	Which regulatory framework does your organisation currently work within (can select multiple)? <ul style="list-style-type: none"> - London Local Authorities Act 1990 - City of Westminster Act 1999 (check this is correct) - Food Act 1984
8.2	How helpful is current legislation in supporting the success of markets in your borough? <ul style="list-style-type: none"> - Very helpful - Somewhat helpful - Neither helpful nor unhelpful - Somewhat unhelpful - Very unhelpful
8.3	Would your organisation support a review of current markets legislation? <ul style="list-style-type: none"> - Yes - No - Don't know <p>Opportunity to provide any other notes or commentary on your organisation's use of markets legislation (free text):</p>

8.4	<p>What mechanisms does your organisation use to bring together key stakeholders, both within and outside the council (can select multiple)?</p> <ul style="list-style-type: none"> - Working groups - Local markets board - Traders associations - Town Centre Partnerships - Other, please state (free text)
8.5	<p>Does your organisation have a current and up to date market trading policy?</p> <ul style="list-style-type: none"> - Yes - No
8.6	<p>Does your organisation have a borough-wide market strategy?</p> <ul style="list-style-type: none"> - Yes - No <p>Do you anticipate undertaking such work in the near future (within 6 months)?</p> <ul style="list-style-type: none"> - Yes - No
8.7	<p>Do you have individual market strategies?</p> <ul style="list-style-type: none"> - Yes, for all markets - Yes, for some - No

Appendix 4: Legislation guidance commission – update and commission

Date of meeting:	Wednesday 8 th November 2023
Title of report	Legislation guidance commission – update and commission
To be presented by:	Ellie Howard
Classification:	Private

Overview

- The first LMB’s action plan set out to undertake a full review of the legislative framework governing street trading in London.
- It also set out 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’ which is set out at appendix 5A.
- The LMB set out recommendations to further develop the report, focusing 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 sets out to commission the final pieces of the report, with the aim of publication and dissemination across London’s markets. This is a key priority for the Board and the sector.
- A background briefing, as well as the scope of the remainder of the commission was shared with and endorsed by the LMB in June 2023.
- This paper will set out a final brief and procurement approach, for LMB approval.

Procurement approach

Budget/ Estimated Contract Value:

£10,000 has been ringfenced in the LMB prioritised workplan to support the procurement of a consultant to develop the report as outlined above.

Indicative timeline (dependent on GLA Officer capacity):

Jan 2024 – Commission commences

Feb 2024 – Draft report shared with Board for comment

May 2024 – Final report shared with Board, prior to publication

May/June 2024 – publication

Tendering process:

- For goods and services up to £10,000, the Mayor may opt for a competitive tendering route or, where permissible, a single supplier route
- GLA recommends taking the single supplier route and appointing Sarah Jarvis, who has worked with us on Understanding London's Markets and copy-editing the Tomorrow's Market how-to guide.

Key Questions/ Decisions

- LMB feedback and approval is sought on the final brief
- LMB approval sought on the recommendation to appoint a single supplier

Appendices

Appendix 4A - Legislation Best Practice Guidance – DRAFT ITT

Appendix 4A. Legislation Best Practice Guidance – DRAFT ITT

LONDON STREET TRADING AND MARKETS LEGISLATION INVITATION TO TENDER

BEST PRACTICE GUIDANCE AND RECOMMENDATIONS

1. Introduction

This commission sets out to deliver 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 insightful research commissioned by GLA and produced by NABMA - 'London Street Trading Review' – which provided an excellent start in understanding the challenges faced by the sector. See appendix A. This research was commissioned in 2019 and not published at the time, as it was felt that there was more engagement to do. This commission will provide an opportunity to review the initial findings and capture learnings four years on.

As per the original brief, it will also build upon findings from 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 work is commissioned by the Mayor of London and the London Markets Board in line with the priorities as part of the Mayor's Street and Covered Markets programme.

2. Background

The Mayor's Street and Covered Markets programme

Retail and wholesale 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 make our city a better, richer, more sociable place, reflecting the emergence of new communities and ideas, and providing for locals and tourists alike.

The launch of the Mayor's markets agenda in December 2017 was the beginning of a new strategic approach that recognises the full value of these London assets. It marked a commitment to working with the markets sector to address key challenges faced by

markets in the capital. The Mayor's Street and Covered Markets programme, overseen by the London Markets Board, is cited internationally as best practice for recognising the contribution of markets to wider policy agendas and enabling the Mayor to respond to challenges and opportunities the sector faces.

The Mayor's 2017 [Understanding London's Markets](#) report addressed a series of questions about the future of the markets sector, how markets can improve their offer, how they can do more to help realise their potential to deliver social value to support the local economy and local character, diversity and culture, and how they can attract new, especially young people to take up the opportunities of low-risk trading, and keep markets sustainable. It explores a number of issues and challenges that are preventing these benefits from being maximised, including clear and effective legislation to support both publicly and privately-run markets.

The report also communicates the many opportunities that are available to London's markets and concludes with a set of recommendations addressing the following questions:

- How can markets work more effectively?
- How can markets better support people?
- How can markets better support prosperity?
- And how can markets better support local places?

Street trading and Markets legislation in London and London Markets Board priorities

(Extract from 'Understanding London's markets' Report, 2017)

The majority of London's markets are governed through the use of some form of legislation. For most London boroughs, this is the London Local Authority Act 1990 as amended (LLAA), or its equivalent City of Westminster Act 1999, but some local authorities have also investigated the use of an alternative form of legislation, Part III of the Food Act 1984. Limited knowledge and understanding of the LLAA legislation have led some boroughs to use the Food Act to operate their markets, and some to question whether the LLAA is a fit for purpose framework to run markets.

The LLAA is London-specific legislation, amended several times since 1990 to address changes arising. It regulates street trading, including by issuing individual licences to street traders, rather than markets. The LLAA seeks to balance authorities' flexibility against traders' rights, licences are granted not to businesses but to individuals, who must in theory be almost continually present to manage the stall, and there is a clear process of appeal for traders. This legislation is particularly appropriate for street traders to safeguard individual's businesses but it is seen as restrictive within the management of markets.

The LLAA limits what fees and charges can be levied so in aggregate they cover only reasonable administration of the Act and specific functions – enforcing, street cleaning in areas where street trading takes place, collecting and disposing of waste and administration – to result in a zero-budget account. Although this restriction on making a profit has been seen as constraining councils' ability to promote and invest in markets, LLAA markets can make a surplus, which the local authority can carry forward but which must be ringfenced for the benefit of markets and traders within the financial year. In practice this is a more challenging task to operate for local authorities.

The Food Act enables local authorities to fix charges and make a profit, and to use that profit for any purpose, including promotion, although this profit also means that a market created under the Food Act has the potential for rating liability and the payment of business rates. The Food Act also enables local authorities to pass control of the market to a third party, subject to that third party entering into a licence with the local authority. Southwark Council now licenses all markets in the borough through the Food Act, including those operated on private land and indoor markets. The council has cited the benefits of moving away from a purely regulatory focus to be able to support business development for the benefit of traders, enabling markets to grow and flourish.

There was a view amongst the sector that inconsistencies in the application of the legislation in London, and uncertainties about the way both the LLAA and Food Act can be used, arise not so much through deficiencies in the legislation as through a decline in expertise and knowledge amongst decision-makers. Producing practical guidance for the sector including markets and street trading to support them in the implementation and understanding of the legislation has been identified as a priority for the London Markets Board and wider sector.

Following further engagement with the sector and feedback from the London Markets Board gaps and challenges within the current LLAA framework were identified which make it harder for traders to grow their businesses, for London markets to flourish, and for Local Authorities to manage their markets efficiently.

A review of the legislative framework was identified by the London Markets Board as a longer-term priority of the work plan - as it will require significant support from the sector and considerable funding to progress. This commission will test the sectors need and appetite for a review and begin to develop strategic priorities and to make the case for a possible review of the LLAA.

3. Original commission scope

What did the original the 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.

4. Scope of this commission

This commission will build upon and complete the existing research report by undertaking the following tasks:

A. Engagement:

To build confidence in the report, the document must be underpinned by further evidence and insights. The suggested way forward would be through a series of in-depth interviews with a select number of LA market officers to better understand the implementation of the LLAA.

B. Case studies

The report needs to demonstrate the link between the strategic challenges as outlined in the original brief (and then further reiterated through the engagement) and develop case studies and good practice which will offer insight, lessons and practical tips to others. The themes identified are the right ones, but the following areas could be expanded to become fuller case studies. They could include:

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

C. Copy editing and formatting:

Copy writing and edits are required to reflect GLA in-house editorial guidelines and to keep language accessible and clear. The report should be formatted into digestible sections so that it can be read as standalone sections.

D. Recommendations

Recommendations should be clear on where strategic coordination is required and where local leadership is required. It would be good for the recommendations to be structure in the same way as the Understanding London's Markets report recommendations. The recommendations section will need further reflection once the engagement and case studies are complete.

The structure of the report should follow the chapters 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

It's suggested that the structure above folds the chapter 'The Way Ahead' in the NABMA report into the new recommendations section (if appropriate) – some parts can also go into section 2 and where references are made to engagement, they can fold into section 3.

Note – the existing sections 1 and 2 broadly work well.

Format:

This guide will be in digital format, to be used and referred among the markets and street trading sectors. It will need to be compatible with digital first and then formatted to be an interactive pdf. The guide should also include photos, images, diagrams where needed and to form part of the suite of documents that underpins the Street and Markets programme (Understanding London Markets report and the toolkit). The guide must also meet GLA accessibility guidelines in all formats – to be provided on appointment.

5. Expertise and Governance

We are looking for consultancy services who have experience or expertise in the following fields:

Knowledge of:

- The markets sector as well as the pressures and challenges London Markets face,
- The street trading sector and threats that street trading are facing from developers and other changes,
- The National and London legislative frameworks regulating markets and street trading operations in London,
- Working with SME's and challenges faced when running a small business.

Experience in:

- Working with Local Authorities and different sector representative groups,
- Engaging and communicating efficiently with a wide range of stakeholders,
- Communicating for different audiences and producing practical guidance accessible to different stakeholders,
- Undertaking research and using research materials to produce strategic policy recommendations to be taken forward to senior decision makers,
- Ability to put together clear and well-structured reports.

The lead consultant will be responsible for ensuring all strands of the project come together as a cohesive, high quality, impactful and innovative guidance for London

Markets. They will also be responsible for liaising with the GLA project lead, producing monthly project monitoring and agreeing the agenda and monthly review meetings with the client working group.

The project will be steered and reviewed by the London Markets Board. In addition, the consultant will present to the London Markets Board at least once during the contract duration.

6. Budget and Timescale

The allocated budget for this commission is quite small so effective management and engagement will be required: £10,000

Indicative timescales:

	Procurement Activity	Timeframe Guide
1	Contract start and inception meeting	22 January 2024
2	Engagement and research phase	End of January – February 2024
3	Issue first draft research and recommendations to GLA/LMB, LMB presentation	February 2024
4	Final drafting, copy editing and formatting phase	March - April 2024
5	Issue final draft to GLA/LMB ahead of Board meeting	April 2024
6	London Markets Board (LMB) final presentation	May 2024 LMB meeting
7	Issue final draft (guide and recommendations)	Mid May 2024

Appendix 6: LMB Prioritised Workplan

Start	Action	Deliverable	Lead	Indicative budget	Estimated Duration	Indicative LMB mtg	Revised delivery schedule	Complete / Comment
Year 1 Q2 (Sept) 2022	Encourage knowledge exchange, collaboration and innovation	1 Mayoral visit to a Good Growth Funded Market – The Blue	GLA	N/A		Oct 22		YES
Year 1 Q3 (Oct) 2022	LMB secretariat	2 Agree an action plan for London's markets	LMB	N/A		Feb 2023		YES
Year 1 Q4 (Feb) 2023	Set a communications strategy for the LMB and the Street and Covered Markets Programme	3 Develop a communications strategy	LMB/ GLA	£5,000 (ringfenced)	3 months/ ongoing	Feb 2023	Early 2024	In Progress – early stages Develop ahead of next administration
Year 1 Q4 (Feb) 2023	Action and innovation	4 Roll out and promotion and the Open.Markets platform	DO/ LMB/ GLA	£5,000 (ringfenced)	6 months	Feb 2023		YES Use of cash TBC, possibly align with comms strategy
Year 2 Q1 (April) 2023	Support planning for resilient markets	5 Completion of TM 'How to Guide'. Best practise case study development	GLA	£17500 (already committed)	April 23	Feb 2023	Jan/Feb 2024	In Progress – final stages
Year 2 Q1 (April) 2023	Action and innovation	6 Promote Google Arts and Culture online Exhibition launch TBC	GLA	£3100 (already committed)	April 23	Feb 2023	Jan/Feb 2024	Complete – pending dissemination/comms strategy
Year 1	Lobby for resources, tools and funding to	7	LMB	N/A	Ongoing	Feb 2023	Ongoing	Identify LMB lead / reporting?

Q4 (March) 2023	support London's markets to thrive	Identify additional funding streams and partnerships to support the delivery of the LMB action plan						
Year 2 Q1 (April) 2023	Utilise data to help markets and traders to understand challenges and evidence their social and economic impact	8 Review existing data sets and partnerships with the bodies that hold them. Consider approaches to addressing gaps in data (including trader data) (Updated Deliverable: MARKETS CAPACITY SURVEY)	GLA /LMB	N/A £10,000 [+£10,000 taken from Deliverable 14 – Mapping work]	6 months	June 23	Delivery in Q2 2024/25	Markets Capacity Survey Identified as key priority in June 23 LMB Propose to combine this action into the MCS brief and add some funding taken from mapping work now consolidated elsewhere In Progress Early Stages Identify LMB Lead
Year 2 Q2 (June) 2023	Embed Equality, Diversity, Inclusion and Social Value principles throughout the Board's work	9 Agree EDI & Social Value Action plan approach	GLA /LMB	N/A	3 months	June 23	ON HOLD	ON HOLD pending resource – work has begun in this area
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	10 Develop the tomorrow's market programme as a platform that explores new ideas, tests innovation and facilitates and network of shared learning across a cohort of practitioners.	Megan /LMB	N/A	Ongoing	June 23	Ongoing	Knowledge sharing / comms post report launch 2024
Year 2 Q2 (June) 2023	Support market operators to work effectively within the licensing legislation governing London's markets	11 Commission legislative best practice guidance	Ajay/ LMB	£10,000 (ringfenced)	6 months	June 23	Delivery in Q2 2024/25	Identified as key priority in June 23 LMB In Progress - Early Stages

								Will progress as £20K pot when combined with Deliverable 18 funding
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	12 Hold markets Celebratory Event Spring/Summer 2023	All	£10,000 (ringfenced)	June 23	June 23 REVISIT 2024	ON HOLD 2024/25	Cash ringfenced for future
Year 2 Q2 (June) 2023	Encourage knowledge exchange, collaboration and innovation	13 Attend / contribute to 11 th International Public Markets Conference (June 2023)	Tina	N/A	June 23	June 23		We did not attend due to cost and GLA policy
Year 2 Q3 (Sept) 2023	Map and define different types of markets	14 Start process of updating London Markets Map	GLA /LMB	£15,000 (cash consolidated into Deliverable 8 and 15)	6 months	Sept 23 REVISIT Autumn 24	ON HOLD 2024/25	ON HOLD Propose to combine with HSDS workstream (Deliverable 15) and consolidate budget
Year 2 Q3 (Sept) 2023	Utilise data to help markets and traders to understand challenges and evidence their social and economic impact	15 Working with the High Street Data service to build insights about London markets which may include the commissioning of new data sets / Update the Markets Social Value toolkit	GLA/ LMB	£20,000 £25,000 (Budget increased using £5K from Deliverable 14 - Map)	9 months	Sept 23 REVISIT Autumn 24	ON HOLD 2024/25	ON HOLD Consolidated budget of £25K
Year 2 Q3 (Sept) 2023	Encourage knowledge exchange, collaboration and innovation	16 Promote useful learnings from London's markets and comparable cities around good practise and innovation to target food poverty and the cost-of-living crisis.	Identif y LMB lead	N/A	6 months	Sept 23 REVISIT Autumn 24	ON HOLD 2024/25	Propose to combine with circular economy workstream

Year 2 Q4 (Dec) 2023	Action and Innovation	17 Explore circular economy, waste bench marking and sustainability practises that are being tested across London's markets and work with other industry leaders (Re:London) to develop thinking in this field.	GLA/L MB	£40,000 (ringfenced)	6 months	Dec 23 REVISIT Autumn 24	ON HOLD 2024/25	Future work / Budget ringfenced
Year 2 Q4 (Dec) 2023	Action and Innovation	18 Show-case and test new ideas through case-study development and support	GLA /LMB	£10,000 (refocused)	3 months	Dec 23	Delivery in Q2 2024/25	Propose to focus on legislative best practice and combine spend with Deliverable 11
Year 2 Q4 (Dec)	Programme delivery	19 Remaining deliverables and spend	All	N/A	Ongoing	Dec 23		