

## REQUEST FOR DIRECTOR DECISION – DD2322

### Title: London's Street and Covered Markets programme

#### Executive Summary:

This Decision seeks the Director's approval of expenditure on the London Streets and Covered Markets programme across the following activities:

1. Markets legislation Best Practice
2. Tomorrow's Market
3. Programme support and research

The Executive Director of Development, Enterprise and Environment approved a budget of £125,345 for the development and implementation of a range of projects related to support the London Street and Covered Markets programme under cover of DD2151. The Assistant Director of Regeneration approved the allocation of up to £45,000 from London's Street and Covered Markets programme- £20,000 in 2018/19 and £25,000 in 2019/20- to support the delivery of the 10<sup>th</sup> International Market Conference, which the Mayor of London will host, under cover of ADD2223.

One of the projects on which expenditure was approved under cover of DD2151 was a business support programme (Tomorrow's Market) to nurture and train a new cohort of traders into the markets sector. The LEAP Programme Board has endorsed the availability of a further £25,000 from the London Growth Hub budget for this project. This DD seeks approval to receive this further £25,000; and approves expenditure of the remaining £105,345 of the revised £150,345 budget against three other work strands to support the delivery of the London's Street and Covered Markets programme.

#### Decision:

That the Executive Director of Development, Enterprise and Environment approves expenditure of:

1. £105,345 against three work strands to support the London Street and Covered Markets programme (taking total expenditure to £150,345); and
2. £25,000 (from the London Growth Hub budget for year 1 of the Tomorrow's Market programme – 2018/19) to deliver a programme of business support to a cohort of newly recruited individuals and existing market traders.

#### AUTHORISING DIRECTOR

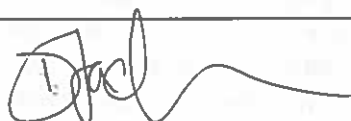
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

**Name:** Debbie Jackson

**Position:** Executive Director for Development, Enterprise and Environment

**Signature:**



**Date:**

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 Retail and wholesale markets play a vital role in London as places of employment, trade and leisure.
- 1.2 They provide variety and diversity, history and character, and bring footfall to high streets and town centres. They are an essential part of Londoners' everyday experience of the city, as well as London's international identity.
- 1.3 Markets are London's original "incubators" for new businesses to get off the ground, offering low cost low risk spaces for self-employment, testing new ideas and entrepreneurship, as well as entry-level routes into employment. However, we know London's markets are facing pressures from technological, social and economic change, and having listened to individuals and organisations from across London's markets sector over the past months, we recognise the need for strategic oversight and management of issues affecting markets at a city level.
- 1.4 In recognition of these challenges in December 2017 the Mayor announced his commitment to a range of activities that aim to raise the profile of London Markets, support good growth in our high streets and town centres, and ensure markets keep flourishing. Following the first London Markets Board meeting a prioritised action plan has been agreed to implement and deliver over the next two years.
- 1.5 As outlined in DD2151, the key objectives of the London's Street and Covered Markets programme are:
  - To establish the first London Markets Boards;
  - To understand London's Markets;
  - To support start-ups and micro businesses in London Street markets; and
  - To hold the 10th International Markets Conference.
- 1.6 The four budget strands of the London's Street and Covered Markets programme are:
  - The 10<sup>th</sup> International Public Markets Conference: to support the delivery of the conference (expenditure approved via ADD2223);
  - Markets legislation Best Practice: Best practice guidance to support the operation of London's Markets;
  - Tomorrow's Market: A business support programme to support new market traders; and
  - Programme support and research: Supporting the London Markets Board and the sector more generally through research and guidance.
- 1.7 This report sets out proposals for expenditure of the funds allocated in support of the latter three strands, as follows:
- 1.8 Markets legislation Best Practice (£20,000): The Greater London Authority is seeking consultancy services to undertake a review of the current London markets legislation and its implementation. As stated in the report 'Understanding London's Markets', published in December 2017 this report provides an up to day baseline of London markets, articulates the challenges they face and what opportunities for intervention exist to better support London's Markets. The report also evaluates the social, economic and place value through a series of case studies and lastly articulates a set of recommendations for the London Markets Board to take forward. One of those recommendations states further work should be commissioned to better understand the issues faced by local authorities in the management and operation of their markets in relation to the limitation of the London Local

Authorities Act (LLAA). Specifically, we will commission consultants to engage with local authorities and markets sector experts to produce a best practice guide to support the sector in the implementation of the current legislation. The consultancy service will also look to frame an approach for a legislative review of the London Local Authorities Act (LLAA) on behalf of the sector through the production of a clear set of recommendation and priorities for the London Markets Board and wider sector to communicate. The recommendations for a legislative review will focus on the LLAA and its relevance for the operation of markets. This work will help the LMB to understand if there is a compelling case to carry out a full legislative framework review. London Councils have expressed interest and support for the commission and will continue to engage as the work progresses.

- 1.9 **Tomorrow's Market (£75,000):** Tomorrow's Market is a business support programme, which forms part of the London Growth Hub's support offer. It aims to attract new market traders into the sector, to enable on-the-job learning, and to facilitate networking and skill sharing. The programme will recruit a cohort of entrepreneurs, match them with public markets (utilising the GLA's network of street markets across London), and provide a cohesive programme of training, business support, mentoring, skill sharing and networking. Tomorrow's Market is a 2-year programme which commenced in January 2018, the funding for this project will be spent on delivering business support to new market traders. Specifically, the GLA will commission consultancy services to deliver this business support programme. All procurement will be overseen by Transport for London and in line with GLA/TfL procurement protocols.
- 1.10 **Programme support (£10,345):** Programme support budget spend relates to research and guidance. Specifically, this budget will be utilised to commission consultancy services to support the production of a markets toolkit to help Market managers better evidence the performance of their markets. Any outstanding balance will be allocated to the International conference.
- 1.11 The table below shows how the revised total £150,345 budget available for the programme is distributed across the 3 main workstreams.

Item	Description	Expenditure
International Public Markets conference	A commitment of £30,000 from GLA was made in our international conference bid. To achieve these commitments, we have approval of £45,000 to ensure the organisation of the conference covers all possible unforeseen costs. Any unspent budget from the International Public Markets Conference will be allocated to the Tomorrow's Market programme	£45,000 (approved via ADD2223)
Legislation review	In order to support the work of the Legislation working group, it is requested that a maximum budget of £20,000 be made available to cover survey and engagement work as well as produce best practice guidance work. This budget will fulfil a number of recommendations from the Understanding London's Markets report.	£20,000 (subject to this decision)
Tomorrow's Market	In line with the commitment stated in DD2151 it is proposed to make available budget from the Street and covered market programme to deliver the Tomorrow's Market proposal to support start-ups and-micro businesses with emphasis on supporting young entrepreneurs and those that may be experiencing barriers to other forms of employment. This will be done through the delivery of a business support programme – Tomorrow's Market.	£75,000 (subject to this decision) (of which £25,000 is allocated through LEAP – Growth Hub)
Programme support	Programme support budget spend relates to research and guidance. Specifically this budget will	£10,345

	be utilised to commission consultancy services to support the production of a markets toolkit to help Market managers better evidence the performance of their markets. Any outstanding balance will be allocated to the International conference.	
<b>Total budget</b>		<b>£150,345</b>

1.12 Furthermore, the table below shows the breakdown of total budget across 2018/19 and 2019/20

	<b>2018/19</b>	<b>2019/20</b>
<b>Tomorrow's Market</b>	£40,000*	£35,000
<b>Legislation</b>	£10,000	£10,000
<b>International Conference</b> (approved through ADD2223)	£20,000	£25,000
<b>Programme support and research</b>	£10,345	

**\*Including £25,000 from the London Growth Hub budget**

## **2. Objectives and expected outcomes**

### *Legislation workstream*

2.1 This work is looking to produce practical best practice guidance and recommendations to support the London markets sector to respond to the operational and strategic challenges they currently face under the existing legislative framework. It will build on the research – Understanding London's Markets and will be further underpinned by a process of engagement predominantly with local authorities, private operators and market traders and sector experts.

2.2 The specific outcomes of this commission are summarised below

- Outcome 1: A practical guidance document to support the sector in the implementation of the legislation to address the key operational challenges around street trading and markets management through the LLAA and Part III of the Food Act 1984.
- Outcome 2: A set of key recommendations to tackle some of the strategic and operational challenges faced by the market sector under the LLAA framework and to help build a case for a full legislative framework review at a later stage.

### *Tomorrow's Market*

2.3 The project outcomes are summarised as follows:

- Outcome 1: Train a new generation of traders with robust and innovative trading skills and in doing so explore opportunities to address key challenges faced by public markets with the support of the London Markets Board.

- Outcome 2: Work with the sector to develop and design an effective model for Tomorrow's Market and utilise partnership working across the markets sector throughout the delivery of the project.
- Outcome 3: Develop a sustainable model beyond the committed two-year Tomorrow's Market programme

2.4 These outcomes will be achieved through the following project outputs.

2.5 Business support programme:

- Number of participants engaged in project: up to 50 participants for this first pilot year;
- Number of young people engaged in project: minimum of 50% of the candidates will be aged between 16 to 30-year-old;
- Number of BAME individuals engaged in project: 20%;
- Number of participants achieving level 1 food health and safety certification: All participants starting up a business in food;
- Number of small business launches as a result of the project: minimum of 75% of the participants launching their small business after taking part into the business support programme;
- Number of mentors taking part to the business programme: 10;
- Number of participants receiving 1:1 support: 150 sessions;
- Number of participants receiving mentoring: 50 individuals receiving mentoring from experts in the markets sector (or related sectors including high-profile individuals and businesses);
- Number of participants receiving masterclasses: Up to 100 Masterclasses - a minimum of x2 masterclasses per individual (1 of which will only be accessed once individuals have a business plan in place);
- Number of seminars delivered: x3 seminars covering the basics of setting up a business including accounting, marketing and social media and the basics of market trading including customer service and merchandising; and
- Number of network events delivered: x2 networking events in the 6-month duration.

2.6 Match-make and Network:

- Number of markets supporting the programme and providing trading opportunities: minimum of 5 markets;
- Number of existing traders supported with light touch business support: 25;
- Number of network events delivered: x2 networking events in the 6-month duration; and
- Establishment of a framework to facilitate networking and learning opportunities for the trader graduates.

## 2.7 Campaign & Advocacy:

- Design and development of a showcase event as part of the conference programme for participants to experiment a live market; and
- Design of a communication/branding strategy to support the promotion of Tomorrow's Market.

## 2.8 Objective 4: Sustainability:

- Publication of project evaluation;
- Production of one business case which articulates how the project could become sustainable after the initial pilot year in 2019; and
- Clear set of recommendations and action plan to promote similar programmes for the GLA and Local authorities wanting to replicate the model.

## 3. Equality comments

- 3.1. Officers have given due regard to their duty in respect of section 149 of the Equality Act 2010. Under section 149 of the Equality Act 2010 (the "Equality Act"), as public authority, the Mayor and the GLA must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. Protected characteristics under the Equality Act comprise age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (the duty in respect of this last characteristic is to eliminate unlawful discrimination only).
- 3.2. Through Tomorrow's Market, there will be particular emphasis on equality issues which are specific to SMEs, namely the underrepresentation of women, and people of BAME origin within the Markets sector as articulated in Understanding London's Markets. To achieve this objective, we will give specific targets to the selected delivery organisation. We will also work closely with the delivery organisation to ensure they approach the right SME networks that cater for these underrepresented groups.
- 3.3. The overarching theme of Tomorrow's Markets is to ensuring inclusion drives the new generation of markets and links to innovation and sustainable societies and good growth.
- 3.4. The themes of the conference are Inclusion, Innovation and Impact. These link well with the Tomorrow's Markets project and aim to ensure that Londoners from all backgrounds, ages and communities see the opportunities that markets provide and access them for employment or start up their business ideas.
- 3.5. This decision is not expected to have any negative impact on persons with a protected characteristic under the Equality Act.

## 4. Other considerations

### *Key risks and issues*

- 4.1. Street and Covered Markets Programme – There are several work strands and key milestones that need to be achieved over the next six months. A project manager from the GLA's Regeneration team will work to ensure that project milestones and delivery programmes are realistic. Careful programming and project monitoring is in place to ensure spend is achievable.

- 4.2. Engagement – from experience of working with the London Markets sector, it is crucial that officers maintain good engagement and relationships with the wide range of project stakeholders including the London Markets Board to ensure the sector continue to support the Street and Covered Markets Programme. Through London Markets Board meetings, sector specific meetings including the Association of London Markets and the Street Trading Benchmarking Group, we will ensure regular updates are provided and consultation is carried out. In addition, each project strand has in place a steering group made up of representatives from the London Markets Board and sector more generally.
- 4.3. Underachievement against targets and outcomes – GLA Officers will monitor projects during delivery to ensure that agreed outputs are delivered. Should any issues around delivery occur, these will be raised well in advance to ensure there is a plan in place to mitigate any risks to delivery.

#### *Links to Mayoral strategies and priorities*

- 4.4. The LEAP's London Growth Hub initiative, which aims to simplify London's business support landscape through a single online portal, as well as deliver face-to-face business support programmes to supplement the existing offer provided by the public and private sector. This programme would therefore form part of the Growth Hub's offer.
- 4.5. The Mayor's Economic Development Strategy, which aims to ensure London remains the best place to start up and grow a business in making sure opportunities are provided for all. The Mayor wants to ensure the right economic conditions are established in London and build on the existing strengths of London's creativity and entrepreneurial spirit.
- 4.6. The Mayor's Food Strategy sets out the Mayor's vision for good food across the capital. Through Tomorrow's Market, the GLA's food team will sit on the expert client group to advise and guide the development of the project and ensure the outcomes align with the emerging priorities of the London Food Strategy.
- 4.7. Street markets are a key part of London's cultural fabric. There is strong alignment with the Mayor's priorities for Culture and Arts and specifically, through the work on the night time economy and night markets.
- 4.8. The London Ambitions programme - GLA Regeneration will engage with the GLA's Education and youth team to ensure the appointed consultant draws on the expertise and networks of this programme and acts on any potential synergies.
- 4.9. Healthy Streets - Street markets and outdoor events are cited in the Healthy Streets strategy as a positive action to encourage further use and interaction of public spaces around the city.

#### *Impact assessments and consultations*

- 4.10. The Street and Covered Markets programme is underpinned by the report Understanding London's Markets which pulls together substantial consultation and input from across the markets sector including local authorities, community organisations, market traders and private operators. It was also developed following consultation and drew on input from teams across the GLA including Culture, Communities and Social Policy, Economic and Business Policy Unit, Education, Food and Planning to optimise alignment with Mayoral priorities across policy areas, and to add to the understanding of specific sectors.
- 4.11. The programme will continue a robust process of engagement with the markets sector through the London Markets Board and through the Tomorrow's Market project and the legislation best practice guidance document.

## **5. Financial comments**

- 5.1 The total costs of £105,345 for this proposal will be funded from the Growing Places Fund 'revenue' budget, specifically from the unallocated funding previously approved via DD2151 for the London



Streets Market Programme amounting to £80,345, with the balance of £25,000 being funded from the London Growth Hub budget for 2018-19.

- 5.2 It should be noted £45,000 (not included within the expenditure being sought for approval) has already been approved for the International Public Market Conference (ADD2223) and subject to usual carry forward process any under-spends on this project will be re-directed to the 'Tomorrow's Market' element of the programme as detailed above.
- 5.3 With regards to the funding for this programme, the Growing Places Fund forms part of the GLA's Growth Deal Funding from Government and as a result is ring-fenced for distribution by the LEAP Programme Board. As a consequence of this any profiling of budget required for this proposal will take place as part of the Authority's budget setting process.

## **6. Legal comments**

- 6.1 The foregoing sections of this report indicate that:
  - 6.1.1 the decisions requested of the executive director concern the exercise of the GLA's general powers, falling within the statutory powers of the GLA to do such things as may be considered to further, and or be facilitative of or conducive or incidental to the furthering of, the promotion of economic development and wealth creation in Greater London; and
  - 6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
    - (a) Pay due regard to the principle that there should be equality of opportunity for all people;
    - (b) Consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
    - (c) Consult with appropriate bodies.
- 6.2 In taking the decisions requested, the executive director must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To this end, the executive director should have particular regard to section 3 (above) of this report.
- 6.3 To the extent that it is proposed that expenditure is incurred on:
  - 6.3.1 The award of grant funding; officers must ensure that the proposed funding is disbursed in a fair and transparent manner in accordance with the GLA's Contracts and Funding Code and a funding agreement is put in place between and executed by the GLA and proposed recipients before any commitment to the provide funding is made; and
  - 6.3.2 The procurement of works, services or supplies, officers must ensure that the works, services or supplies are procured in accordance with the GLA's Contracts and Funding Code and that appropriate contract documentation is put in place and executed by the proposed providers and the GLA before the commencement of any works, services or supplies.



## **7. Planned delivery approach and next steps**

- 7.1. The following table sets out the key next steps to enable the delivery of the Street and Covered Markets programme.

<b>Activity</b>	<b>Timeline</b>
Procurement of contract - Tomorrow's Market	November 2018
Announcement - Tomorrow's Market	February 2019
Delivery Start Date - Tomorrow's Market	February 2019
Interim Evaluation - Tomorrow's Market	Autumn 2019
Delivery End Date - Tomorrow's Market	April 2020
Project Closure and final evaluation - Tomorrow's Market	June 2020
Contract commences - Legislation review	February 2019
Project complete - Legislation review	May 2019
Project closure and evaluation - Legislation review	July 2019

### **Appendices and supporting papers:**

None.

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

**Part 1 - Deferral**

**Is the publication of Part 1 of this approval to be deferred? NO**

If YES, for what reason:

Until what date: (a date is required if deferring)

**Part 2 - Sensitive information**

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form -NO**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to  
confirm the  
following (✓)

**Drafting officer:**

Tina Jadav has drafted this report in accordance with GLA procedures and confirms the following:

✓

**Assistant Director/Head of Service:**

Debbie Jackson has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

**Financial and Legal advice:**

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

**Corporate Investment Board**

This decision was agreed by the Corporate Investment Board on 18 February 2019.

**EXECUTIVE DIRECTOR, RESOURCES:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

*M. D. Gilla*

Date

*18.2.19*