Market Cities: Approaches for REcreating market networks

London is Different:
Wholesale Markets: Wholesale Change
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Intra Market Networks

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- Where producer, seller & buyer come together
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Wholesale context / studies

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Local to London: Business Development

CASE STUDY 1: Increasing British produce sold in London

New Covent Garden Market is the largest fruit, vegetable and flower market in the UK with over 200 businesses employing 2,500 people. The market supplies 40 per cent of fresh fruit and vegetables eaten outside of the home in London.

From 2008 to 2012 the Mayor of London, working in partnership with the National Farmers Union, funded business development managers at four of London’s wholesale markets: New Covent Garden, New Spitalfields, Westminster International and Billingsgate. This helped to build relationships with British producers and fisherman.

During that time, wholesalers at New Covent Garden Market generated an extra £8m in sales of UK produce and became the first UK market to offer a Red Tractor® certified supply chain. Working with British producers is now a standard part of the New Covent Garden Market business model, as well as that of other wholesale markets.
Connecting producer to buyer
The London 2012 Games transport legacy: one year on

Transport for London (TfL) has today published its ‘transport legacy – one year on’ report, which sets out the work undertaken after transport played a vital role in the successful delivery of the London 2012 Games.

TfL and its partners successfully encouraged people and businesses to change the way they travelled during the Games, enabling transport networks to deliver maximum capacity efficiently.

Learning from the lessons of the Games’ Travel Demand Management programme, a similar approach to forthcoming large events, major periods of upgrade works and day to day hotspots where demand regularly exceeds capacity is being applied.

This work is supported by the collaboration with different transport operators and includes:

- The introduction of coordinated activity from the transport industry and an emerging programme to tackle known challenges, including for example, the current works at London Bridge rail station
- The development of a range of communications to identify congested parts of the transport network and make choices to plan their journeys more efficiently
- Establishing a long-term vision for the development of London’s road networks, which has fed directly into the Mayor’s Road Task Force

Freight and Logistics

Following the success of the Freight Demand Management programme for the London 2012
Producer to end customer
Wholesale Change
Wholesale Change: New Covent Garden
Making Wholesale relevant to central London
Wholesale Change: Bringing it all together
Inter Markets:

- Wholesale and Retail meet
Inter Markets: Wholesale & Retail

• Nabma / NMTF work with national Government
• Getting markets on the political agenda
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• Reformation of Association of London Markets
Association of London Markets

- Market managers
- Market operators
- Market traders
- Market friends

- London Street Trading Bench Marking Group
New Mayor: Sadiq Khan

- People
- Place
- Prosperity
CASE STUDY 1

Brixton Street Markets
Lambeth

LIGHTING UP BRIXTON
PUTTING THE STREET MARKETS BACK ON CENTRE STAGE

Trader priorities around upgrading infrastructure with a strong new opportunity for design have ensured Electric Avenue and the other street markets regain their sense as places where people are passionate about Brixton will want to spend more time.

Type: Three adjoining streets with 121 pitches, operating six days a week. Each street has its own vibe and product mix from traditional and exotic fruit and veg and discount clothing to Afro-Caribbean accessories and international street food.

What are the challenges?

Brixton's markets – including the indoor markets – have historically strong roots in the community. Recent research indicates two loyal and local, but now distinct and polarised, customer groups: the price-conscious living on low incomes and more affluent newcomers who share a desire for the markets to retain their distinct local identity.

The street markets, including the much-loved Electric Avenue, are at the heart of this heritage and community but for a mix of reasons have been surviving rather than thriving. When in late 2014 Lambeth Council asked market traders what the market needed to improve, the answer was overwhelmingly about infrastructure: electricity, water, lighting, parking and access, waste, weatherproofing, wayfinding and promotion were all cited.

Set against a backdrop of perceived local gentrification, the challenge facing Lambeth was to invest and improve the infrastructure, operation and commercial performance of the market for the benefit of traders and shoppers, without negatively impacting access and the identity, community value or affordability of the market.

What was done?

Traders’ feedback directly shaped a successful bid to the Mayor of London’s High Street Fund, which secured £869,000 of investment alongside £380,000 of Council money and over £100,000 of Heritage Lottery Fund grant. More than 20 engagement events with market traders, shop retailers and local residents were held over 10 months, overseen by local stakeholders and reviewed by the Mayor’s Design Advisory Group, with elected Council members making key decisions. Architects Cort Scott developed a regeneration masterplan including detailed plans for Electric Avenue. Market consultants Quarterbridge developed a complementary five-year street market strategy to guide future operations and management. Both have been delivered as Phase One, with the rest of the masterplan to be delivered over the next five years linked to wider town centre redevelopment.

The completed regeneration scheme has de-clustered Electric Avenue, making it more practical to trade from and more appealing to visit and shop. High-quality granite shared surfaces and revised pitch and stall layout have improved accessibility and tripled traders’ trading frontages. Traders have been issued with contactless payment consoles and tablets to further boost takings. Weatherproofing and promotion has been addressed through the provision of new business-branded gazebos and a new lighting feature high above the entrance to the market, while traffic management and refuse collection regimes have helped to create a cleaner, less congested and more attractive shopping environment.

What are the lessons?

A nuanced approach to regeneration was developed to respect local sensitivities and recognise the community value of Brixton market, without relinquishing the need for the market to be a commercial success in its own right. To help retain the identity of the market, access and affordability, Lambeth Council elected to keep management ‘in house’. In the short term, work will focus on attracting new traders to take up empty spaces and this, along with increasing footfall, will be the litmus test for the success of this first stage of investment. Future investment and delivery of subsequent phases will see contributions from wider town centre development, easing the immediate pressure on the commercial performance of the market.

Key insights: respecting local sensitivities; balancing the views of all stakeholders, not just traders; co-developing operational changes that support physical improvements; identifying a realistic scope and phasing change.
How can markets work more effectively?

How can markets better support people?

How can markets better support prosperity?

How can markets better support place?
London Markets Board

The aim of the London Markets Board is to:

Promote markets in all their forms and to lobby on behalf of the industry

Deliver improvements in London’s market sector by building an evidence base and developing activities and policies that support London’s wholesale, street and covered markets

Provide strategic oversight of London’s markets sector, informing a London markets strategy

Support and grow sustainable routes into training, employment and enterprise through London’s markets.

• Follow the LMB on twitter: @marketsoflondon
OLD MARKET NEW IDEAS
Good Growth Funded Market Projects
£30m
IN THE LAST SIX YEARS
London is Different

• Wholesale markets have been the driver for change
• London Local Authority Act
• Strategic approach to London’s markets by Mayor