




City of Westminster

City
for
All

A strategy for Westminster City Council's markets 2019-2022

Subject to review and approval by the Licensing Committee on 20 March 2019



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Executive summary

In 2018 Westminster City Council ran a public consultation on our markets over 12 weeks (6 August to 29 October).

838 responses were received from residents, traders, workers and business owners. Wider views were provided by 60 people who attended drop-in sessions.

The results showed strong support for: the markets becoming **more sustainable** via reduced plastic use and increased recycling; **greater community involvement**; more **seating**; attracting **young people, local residents** and **start-ups** to trade at our markets; information and **promotion online** for all markets and a **wider range of products** being available.

Market traders (73 responded) were also consulted separately on changes to fees and charges. The proposals were approved by Westminster City Council's Licensing Committee on 28 November 2018 and the papers can be downloaded from the council's website [here](#). For this reason, the strategy does not discuss the agreed changes to fees and charges. Broadly, traders shared the same views as non-traders in terms of the areas we need to support for the future.

The strategy contains a three-year framework under which the key themes can be taken forward. It was important that, as an outcome of the consultation, five markets have their own local plan, focusing on their challenges locally and where they need support to achieve a prosperous future.





1. Introduction

Within the City of Westminster there are nine regular street markets with approximately 300 pitches located across three areas operating Monday to Saturday (except where indicated). These are:

West End	Victoria and Pimlico	Edgware Road and Maida Hill
Berwick Street	Strutton Ground	Church Street
Rupert Street*	Tachbrook Street	Maida Hill
Marylebone Farmers' Market (Sunday Only)**	Pimlico Road Farmers' Market (Saturday only)** Cardinal Place Food Market (Thursdays only)***	

(*) *Licensed to Street Food Union*
(**) *Privately run by London Farmers' Markets*
(***) *Privately run by Shepherds Markets*

All street trading activity within seven metres of the highway that takes place in Westminster is governed by the City of Westminster 1999 Act.

The City of Westminster (CoW) Act gives traders rights in law, dictates that no profit is to be made by the council and makes it difficult to enforce regulations without a lengthy appeals process. Originally drafted to deal with licensed pitches, it also applies to markets although it has not been adapted to do so.

Markets set-up on non-council streets or on private land are not subject to the CoW Act and as such have much more flexibility in how they curate and manage their offer. This ranges from recruiting traders to raising standards via training, undertaking marketing and promotion and operating for profit.

Markets are facing unprecedented change on many fronts and in London at a faster pace than elsewhere. While the council has a robust set of procedures and policies in place for street trading, they do not provide enough clarity for traders operating at the council's markets.

The strategy has been created to provide a strong framework and an increased level of sophistication for the council's street trading operations and provide the team with the tools to apply it for the benefit of traders and customers alike; to provide a local plan for individual markets and to propose a series of activities (business as usual and long-term) to ensure that the markets thrive during the lifetime of the strategy and beyond.

2. About The City of Westminster

The City of Westminster is an inner London borough which holds city status. It is home to just under a quarter of a million people who make up highly diverse local communities.

Westminster and London as a whole are experiencing continuous change and at a faster pace than before. With the city covering a large part of central London, our neighbourhoods are amongst both the wealthiest in the UK and some of the most deprived.

City of Westminster snapshot

- 96% of residents feel safe
- 87% of residents feel that they get on well together
- 18% are under 18 years old and 12% are aged 65 years+
- The city houses more than 700,000 jobs and 55,000 businesses
- After English, Arabic, Bengali and Kurdish are the most widely spoken non-European languages
- Church Street (Church Street market) and Harrow Road (Maida Hill market) wards are amongst the most deprived in the UK

All data Westminster City Council Ward Profiles 2018

As such our markets operate in vastly different communities from central locations with large numbers of tourists and office workers to local neighbourhoods with high unemployment, long-term regeneration programmes and a strong local customer base.

Complementary council-wide strategies

City for All 2018 – 19

The markets' strategy aligns with the council's City for All approach which focuses on promoting a city of opportunity; one that offers excellent local services; a caring and sharing city; a healthier and greener city and a city that celebrates its communities.

City Plan 2019 – 2040

City Plan 2019-2040 sets out an ambitious strategy to make Westminster one of the best places to live, work and play. Based on three key themes it is also linked to the City for All aims (see previous). Consultation on the City Plan closed in December 2018. It references markets in connection with the Markets and Commerce Theme in the public realm stream and states that:

Suitably located, well designed and managed markets can play a positive role in supporting the vitality and viability of nearby town centres and contribute to a sense of community. They can be a source of fresh and locally sourced food that supports a healthy diet, complement the local retail offer, and can further local interest by adding to the character and liveliness of a street or place. They can also play an important role in supporting the development of the local economy, particularly giving opportunities for new micro-businesses and enabling these to showcase the goods and services they provide.

Westminster's existing markets will be protected and enhanced in ways that complement the surrounding retail offer. Proposals for new markets will be directed to existing commercial areas in the Central Activities Zone (CAZ) and other town centres to support the existing retail offer and minimise disturbance to the amenity of residential neighbourhoods.

Westminster Walking Strategy 2017 – 2027

The Walking Strategy provides a coherent vision for Westminster so its streets and public realm spaces can keep pace with change in the city over the next decade.

The strategy enables us to continue to provide better facilities to encourage and increase walking. Elements of the Walking Strategy which are relevant to markets and neighbourhoods include the introduction of Parklets and Play Streets (where feasible) and by encouraging more walking we can promote local markets and retail as an effective way to do this.

Westminster's Obesity Prevention Action Plan

This developing strategy aims to bring together public and environment health teams to create a diverse food offer across the city to increase access to healthy and affordable food options, including at markets.



3. The vision for our markets

Markets are the original business incubator spaces and also serve as a social space, a place to access goods and often provide a catalyst for change in neighbourhoods.

Now and in the future, we want our markets to:

- a. **Have a distinctive character** which reinforces their history, independence and authenticity and celebrates what people love about their neighbourhoods; ensuring the markets have a part to play at the centre of neighbourhoods and in people's daily or weekly life
- b. **Act as a social hub** offering an opportunity to meet people and build community spirit, a place to buy and sell goods, discover something new and complement the high street retail and hospitality offer, keeping town centres at the heart of neighbourhoods
- c. **Expand their offer** in relation to the products sold, offering a wider selection of goods with regular new products and events to keep customers coming back. This will see the markets add more non-food stalls
- d. **Further develop links with incubator spaces**, colleges (including but not limited to) [King's College London](#), [University of Westminster](#), [Westminster Kingsway College](#) and [Westminster Adult Education Service](#) (WAES) for training partnerships as well as looking at enterprise programmes such as [Young Enterprise](#) to give new businesses a test platform for trading
- e. **Offer a space for local people to access in-season food** as part of their daily and/or weekly shop at an affordable price
- f. **Build towards a sustainable existence** by addressing areas including biodegradable packaging, increased recycling, reduced plastic and reusable energy
- g. **Operate a robust street trading licensing approach**, which aligns to a clear market strategy, and is compliant with the CoW Act
- h. **Are resilient to change** where there are public realm projects and masterplans in place alongside private developments that may impact the markets' location



4. Consultation overview

The public consultation on street markets opened on 6 August and ran for 12 weeks until 29 October. Approval to run a statutory consultation on the proposals to change market fees and charges was given by Westminster City Council's Licensing Committee on 4 July 2018.

The consultation excluded isolated pitch sites (including kiosks) and farmers' markets in the borough although views were included in the consultation where they arose from these groups.

The aims of the public consultation were to understand:

- What is important to customers, from the opening hours to items sold
- How residents use the markets and how we can support more of them to become traders
- What additional facilities and support traders may need to improve their trading conditions and increase income
- Which of the fees and charges changes proposed were preferred by the traders
- Views across neighbourhoods based on a number of ideas under the themes of business enterprise, marketing and promotion, regulation, products sold, sustainability and stakeholder engagement (involving residents with their markets)

The consultation communications programme covered online, print and face-to-face channels to encourage maximum participation from different groups. Prior to this, a number of pre-consultation events took place with traders to ensure they were aware of the impending fees and charges review and how they could give their views.

Appendix 1 summarises the findings and the Consultation Response Report, Evaluation and Performance Team (19 November 2018) contains the full data on responses to the consultation and can be downloaded from the council's website [here](#).



5. The strategy

Aligned to the consultation feedback and changes taking place over the last 12 months, both within the council and at our markets, we have identified key themes to take forward under the strategy over the next three years running 2019–2022.

The themes pull together the feedback from drop-in sessions, survey responses and detailed responses from specific organisations. It is highly likely that events will happen which will change the priority order, for example funding applications or internal resources, but this will act as a framework for the next three years.

5.1 Challenges facing our markets

The challenges impacting our markets in 2019 and beyond include:

- a. The role of markets in everyday life.** Many visitors and traders yearn for the markets of the past, however there is little research to support how people use markets today
- b. Competition from privately operated markets.** Landowners and property companies are increasingly seeing the value in holding markets on their sites leading to a dramatic increase in privately operated markets. Markets set-up on non-council streets or on private land (or more than seven metres from the public highway) are not subject to the CoW Act and as such have more flexibility in how they curate and manage their offer. This ranges from recruiting traders to raising standards via training and undertaking marketing and promotion
- c. The continuing rise in street food.** Many residents have commented that they would like to see less street food and more diversity in the products available
- d. Recruiting the next generation of traders.** The street food category aside, many market traders are of an older generation and trading as they have always done without adapting to new approaches. We need to engage young people, both as traders and as current or future users of our markets and high streets
- e. The increase in online shopping.** This also offers an opportunity in that our markets have the advantage of customers being able to see, try and talk about their products. They can offer a personal service, an area where many high street retailers are failing

- f. Decline in high street footfall.** This is now a global issue as high streets and retail changes rapidly. We need to keep our high streets and markets interesting by thinking beyond traditional retail, offering personalised services, pop-up experiences, sharing platforms and incorporating leisure activities into our spaces
- g. Lack of training.** Training for our traders is patchy and not widely available. Many traders would benefit from training on topics such as customer service, product display, taking card payments and creating an online presence
- h. Lack of focused/expert support.** There is limited specialist support both internally and amongst start-up and training programmes
- i. The Ultra-Low Emission Zone (ULEZ).** This will lead to increased set-up and daily costs for traders

5.2 Strategy themes

The key themes for the strategy are:

- How customers use our markets
- Business and enterprise (including entrepreneurship, innovation and technology)
- Marketing and promotion (including branding)
- Sustainability and environment
- Stakeholders
- Trader facilities
- Regulatory

Each will be covered in turn.

Theme: How customers use our markets

To help us understand how customers use our markets we asked them a number of questions from what they would like to see sold to when the market should be open and ideas they might have for involving the market more with the community.

What customers would like	<ol style="list-style-type: none"> 1. Residents (37%) would like to see more fresh produce and grocery stalls with a desire for plants and flowers and food from certain regions. There is a demand for more varied produce to be sold across all markets for example by butchers, fishmongers and antiques stalls 2. The opportunity for the market to be adapted on different days for example Monday to Friday customers are often local workers whereas many areas contain only residents on a weekend 3. Pop-up stalls and limited edition products. Residents have a stronger desire to see pop-up stalls (60%) than workers and visitors who perhaps visit the market for a specific reason 4. Workers would like card payments to be available (61%) (more so than residents at 52% and visitors at 59%) 5. Wi-Fi on market streets 6. Community spaces in the form of kitchens or gardens
Of least importance	There was little interest in loyalty cards being introduced or goods being ordered online and collected at the market ('click and collect')
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. Encourage applications from new businesses, recruit new traders proactively and review applications with consideration (where possible) to the types of commodity requested 2. Explore an approach (through local plans) whereby markets operate a commodity policy on different days of the week to adapt the markets to customer needs 3. Revise the licensing process to make it easier to licence stalls for a limited time 4. Review in tandem with Wi-Fi provision ways in which to increase card payments across all markets 5. See business and enterprise theme for Wi-Fi 6. Look at spaces available and the appetite for community kitchens or gardens (see local plans)
Council departments	Licensing Policy Legal
Measures*	<ul style="list-style-type: none"> • A change in commodity mix at identified markets • Limited edition stalls trading across markets where space allows • An enhanced Saturday market operation at Tachbrook and Berwick Street • A community garden or kitchen space identified
Additional comments	Where markets are operating at full capacity, change will only be possible if traders leave

(*) A performance framework is in development

Theme: Business and Enterprise (including entrepreneurship, innovation and technology)

We asked residents, traders and visitors about support they would like or thought we should offer to encourage new traders and to help existing traders increase their income.

What customers would like	<ol style="list-style-type: none"> 1. Support for those looking to start trading who are first time traders/start-ups or Westminster residents (71%) and/or young people (80%) 2. Training for traders 3. Wi-Fi at the markets to increase connectivity for all and to make card payments easier for traders
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. a) Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market. The Teenage Market also run a similar programme which can be incorporated into an existing market b) Further develop links with incubator spaces, colleges (including but not limited to) King's College London, University of Westminster, Westminster Kingsway College and Westminster Adult Education Service (WAES) for training partnerships as well as look to enterprise programmes such as Young Enterprise to give new businesses a test platform for trading c) Explore opportunities for 16 years old to become market traders (as apprentices or through work experience) whilst complying with CoW Act minimum age of 17 years 2. a) Training programmes have been identified with partners and are pending confirmation. Training could include digital marketing, social media, customer services, taking payments and using apps b) Work with traders who are looking to expand to identify premises and support via our economy team 3. We are currently developing proposals for free Wi-Fi to be available at all our markets
Council departments	Licensing Economy Markets Communications
Measures*	<ul style="list-style-type: none"> • Number of start-ups, young people and local residents that start trading • Number of traders (and high street businesses) attending training sessions • Increase in traders taking card payments
Additional comments	Run a dedicated marketing campaign to recruit young people, start-ups and residents and specific commodities

(*) A performance framework is in development

Theme: Marketing and promotion (including branding)

People want to find out more about their markets online and for them to celebrate national and local events. Ideally, all markets should have distinct branding both online, on street and in marketing campaigns, taking in the offer across their street or neighbourhood (as a destination or place) and not just the market.

A detailed marketing plan will be developed, setting out how the council's communications activity will support the markets.

What customers would like	<ol style="list-style-type: none"> 1. To find out more about the markets online (75%) 2. To see the markets promoted more at Christmas and other holidays (75%) 3. The markets to take place in events throughout the year in the community (83%) 4. Improved signage
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. Review online presence across all markets and look to improve social media activity and online presence of all markets (starting with WCC managed content). Identify local stakeholders who may be able to support or use existing platforms to promote our markets 2. Agree outline messaging for each market so it is clear what each one offers and create an annual communications plans that runs across all markets celebrating national and religious holidays where relevant 3. Ensure that the markets are taking place in national initiatives such as Love Your Local Market and Small Business Saturday as well as identifying a programme of local events 4. Consider where signage can be placed or plan for new wayfinding to be introduced
Council departments	Communications Markets Place Shaping and Town Planning
Measures*	<ul style="list-style-type: none"> • Increased awareness of our markets leading to increased footfall and press and/or online features • Increased awareness and more passing trade (measured via footfall survey in year 4) • Up-to-date information for all markets on listing sites • Online platforms identified and agreed with a management structure in place
Further ideas	<ul style="list-style-type: none"> • Conduct an annual customer satisfaction survey and work with traders on tailored changes of offer • Showcase the markets internally to council employees and to local residents via the council's publications • Run a dedicated marketing campaign to recruit traders

(*) A performance framework is in development

Theme: Sustainability and Environment

To ensure our markets reduce their impact on the environment and operate in a more sustainable way in the future we asked for views on recycling, reducing plastic and greening the markets.

What customers would like	<ol style="list-style-type: none"> 1. More recycling with many customers (82%) saying they want to see this increased 2. Reduced plastic and packaging (87%) with similar responses from traders too 3. More seating at markets (73%) 4. Reduced vans on the street
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. Introduce more recycle bins close to markets. Add recycle facilities onsite as part of traders' daily rubbish collection 2. Work with traders to encourage customers to bring their own bags, cutlery and containers. <ol style="list-style-type: none"> a) Where this isn't possible, the council will investigate brown paper bags, wooden cutlery and other options to consider bulk ordering by market b) Encourage traders to reduce the number of carrier bags they hand out c) Research biodegradable cups and packaging 3. Identify locations where temporary seating could be used. Consider new locations for Parklets and Play Streets around markets in line with the council's Walking Strategy and not to the detriment of the markets. 4. <ol style="list-style-type: none"> a) Work with parking to identify loading points and parking facilities that may work better than existing ones b) Install electric charging points where these are few in number c) Use local workforce, suppliers and traders where feasible to reduce van use
Council departments	Waste and Parks Markets Economy
Measures*	<ul style="list-style-type: none"> • Reduced landfill waste and increased recycling • Reduced carrier bags distributed (collate numbers from traders) • Increased (dwell) time spent at markets (measured in year 4 via footfall survey) • New parking, loading and unloading locations identified
Additional comments	<ul style="list-style-type: none"> • Commission a specific environmental audit and strategy • Identify a location for a permanent tree at each market that can be used during the Christmas period • An award to be developed for traders operating sustainably (see Trader Facilities)

(*) A performance framework is in development

Theme: Stakeholders

We worked with local groups, residents and Ward Councillors to draw up a comprehensive list of stakeholders around our markets and how they can be more involved.

What customers would like	<ol style="list-style-type: none"> 1. To see the markets playing a bigger role in their community via for example, a community garden or kitchen (72%) 2. More community input into markets (79%) 3. Market traders responded that they would like to be more involved with the future of their market (74%) <p><i>While there is a desire for community involvement this does not translate to personal involvement where only 27% would like to play an active part in their market</i></p>
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. See local plans for where there is demand for kitchens and/or gardens 2. a) Form resident and trader groups that can play an active part in shaping their market for the council. Ensure local workers (who are neither a resident or a trader) can also be involved where they want to be alongside shops too (where they surround a market) b) Engage with groups developing Neighbourhood Plans close to the markets. These include: <ul style="list-style-type: none"> • Berwick Street – Plan for Soho • Church Street – Church Street Ward Neighbourhood Forum • Maida Hill – Maida Hill Forum • Strutton Ground – Victoria Neighbourhood Forum • Tachbrook Street – Pimlico Neighbourhood Forum 3. See above. Also look into creating a Trader Group under the National Federation of Market Traders (NMFT)
Council departments	<p>Communications Economy Place Shaping and Town Planning</p> <p>A stakeholder mapping exercise took place in preparation for the consultation and as such comprehensive lists are already in place.</p>
Measures*	<ul style="list-style-type: none"> • Groups formed for each market • Meetings to take place with Neighbourhood Plan groups
Additional comments	<ul style="list-style-type: none"> • Create a walking tour with Westminster Guides that takes in the markets and connects residents more with it • Engage with local schools to include market visits as part of learning about neighbourhoods and enterprise (as some already visit Church Street)

(*) A performance framework is in development

Theme: Trader facilities

We want our traders to have the right facilities to help them be more successful. A separate consultation exercise was completed with traders to understand what they may need, what works and what doesn't and their ideas for improvements.

What traders would like	<ol style="list-style-type: none"> 1. Loading and unloading locations 2. Parking 3. Storage 4. Better utilities – water, electricity, gas (varies by market) 5. New stalls (kit) (varies by market) 6. Permanent licences 7. Toilets 8. Training including a briefing on the introduction of the Ultra-Low Emission Zone 9. Card payment machines and systems (with Wi-Fi on the street) 10. Recognition for traders who are operating sustainably and/or achieve high standards of hygiene
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. Work with planning colleagues to identify if loading bays and restrictions can be adapted to allow for easier trader access to markets during set-up and breakdown 2. Some arrangements are in place already for discounted parking for traders. Look at council owned building and land close to markets where parking could be allocated to traders 3. Review storage at each market (within local plans) as some provision exists and in others it is non-existent 4. Utilities are being upgraded and reviewed (see local plans) 5. New stalls are being explored for Church Street as the first market where this may happen. Monitor progress as to whether stalls are needed at other markets 6. Traders at all markets will receive notification of their right to apply for a permanent licence (subject to meeting requirements) during 2019 7. Toilet provision varies and will be addressed by local plans 8. Training programmes have been identified with partners and are pending confirmation (see business and enterprise theme) 9. We are currently developing proposals for free Wi-Fi to be available at all our markets. Work with the economy team to explore partnerships with card payment machine providers 10. The creation of an annual awards scheme for traders demonstrating sustainable practices and high standards of hygiene
Council departments	Planning Parks and Waste Economy Parking Services
Measures*	<ul style="list-style-type: none"> • Improved hygiene standard with all traders reaching Level 5 on the Environmental Health Food Hygiene Rating Scheme • Cleaner pavement and streets • Improved trading facilities for traders • Increase in the number of traders holding a permanent licence • Increase in traders taking card payments • Traders attending a training session or briefing from each market • Annual awards introduced
Additional comments	<ul style="list-style-type: none"> • Berwick Street has access to water and electricity will be trialled during 2019 • Church Street does not have any trader facilities (apart from limited storage) • Maida Hill has electricity • Strutton Ground will have new lighting in 2019 • Tachbrook Street will have upgraded electricity facilities in 2019

(*) A performance framework is in development

Theme: Regulatory

Under the City of Westminster (CoW) Act there are defined terms and processes in place as to how traders are licenced, and commodities chosen. However, given the feedback from the consultation, it is clear we need to find ways in which to adapt these within the legal framework.

What would benefit traders and customers	<ol style="list-style-type: none"> 1. The opportunity to curate the commodity offer at each market to offer different or themed markets at weekends and/or on different days 2. Introduce a more structured approach to licensing new traders 3. Licence traders for a limited time (pop-up stalls), social enterprises and charities 4. Pitch markings and policies for traders 5. Christmas markets at each location 6. Explore funding streams across all markets 7. Review fees annually from 2021
Of least importance	Changes in opening hours. There is little appetite for evening opening or weekends (where they are not open already) but this should be reviewed in line with changes in neighbourhoods and allowing for any nuisance factor to residents if trading times change
Proposals – ways in which we can deliver these	<ol style="list-style-type: none"> 1. Explore (through the local plans), the type of market and commodity mix that is wanted in each location and create a commodity policy that allows for the curation of markets, flexible licensing and specific policies to cover community and charity stalls, young people and start-ups 2. a) An enhanced vetting process for new traders at licensing stage with a view to including local resident groups in the process. Strutton Ground and Tachbrook Street will be tested with this new approach as licences will be renewed from June 2019. We will look at both product fit and technical fit b) We also want to implement a new licence policy subject to approval that traders have to be a temporary licence holder for six months before being able to apply for a permanent licence 3. Offer 5% of stalls at each market exclusively for community groups to use on rotation for them to fundraise to promote their project. The stall will be provided free of charge 4. Pitch markings and policies a) Pitch marking to be in place across all markets and a pitch layout / market plan to be created for each market showing locations and commodities b) Double pitches will not be encouraged to preserve the opportunity to offer diversity around the product mix at our markets c) Policies to be created on congestion, queuing, access to shops and pavements, parking and vehicle access during set-up d) Development of a trader handbook and/or a guide to trading 5. Work with planning to ensure there is a framework in place for Christmas lights and trees (see sustainability) where required 6. Work with council colleagues and at a London (markets) level to identify further funding for market projects 7. As agreed at licensing committee (November 2018)
Council departments	Licensing Legal Policy Planning
Measures*	<ul style="list-style-type: none"> • More flexible licensing regime leading to an increase in different types of traders (eg. permanent, pop-up etc) • Regular community and/or charity stalls at each market • Improved ease of access for customers (and to shops) as a result of traders operating within their pitch space • Clearer guidance for traders about how they should trade via the creation of a trader handbook • Increased occupancy levels across markets with vacancies

(*) A performance framework is in development

6. Progress to date

Building on the consultation feedback, the council took the opportunity to implement changes where they would bring benefit to traders and/or customers yet minimise disruption to the markets. These include:

Berwick Street	An upgrade to electricity provision for traders. London School of Economics (LSE) students have been engaged to deliver a project on understanding how the market interacts with local businesses, residents, workers and visitors to be delivered by May 2019
Church Street	98 new gazebos have been ordered to provide traders with improved stalls. A Traffic Management Order has been submitted to ensure the market is traffic free on a Thursday and Friday
Maida Hill	We have met with the local organisations to progress the application to re-establish the Tuesday Community Market
Strutton Ground	Public Realm works are underway which will deliver improved lighting, security (bollards), pitch markings and more space for the market
Tachbrook Street	Five picnic benches are now at the market and available for customer seating and an electrical upgrade is scheduled

We are currently developing proposals for free Wi-Fi to be available at all our markets.

Local Plans

In addition to the overarching strategy, local plans have been developed for five of Westminster's markets which can be found in appendix 2.



7. Evaluation

A performance framework is in development to ensure that the implementation of the strategy can be evaluated over its lifetime (2019–2022). This will include measurement on factors such as:

- Increased footfall
- Attracting and retaining traders (starters and leavers, responses to specific recruitment campaigns)
- Increased trader income
- Increased traders / reduced vacancies
- Reduced need for licensing enforcement
- Training opportunities for traders
- New traders including young people, residents and start-ups
- Diversifying the types of goods sold
- Awareness of the markets from marketing and promotional campaigns

The performance framework will be brought back to Licensing Committee at a date to be agreed.





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Appendices



Appendix 1:

Consultation Response

A broad range of responses were received across different audiences and mainly via the consultation questionnaire – which was hosted online, as well as taking place on-street at the markets. Paper copies of the questionnaire were also available on request.

838 responses

- 335 residents
- 264 workers
- 126 business owners
- 73 market traders

Responses received:

- 339 via an online and paper survey
- 499 via on-street surveys

In addition, responses were also received via email with 11 emails received during the consultation to the market's consultation inbox, from a mixture of residents, traders and stakeholders. 60 people attended drop-in sessions.

Non-trader responses (via consultation questionnaire) by market:

Berwick Street	127
Church Street	173
Maida Hill	108
Strutton Ground	140
Tachbrook Street	210

The consultation was not designed to be a representative questionnaire of the local population. However, as the council received over 800 responses to the consultation questionnaire, we are confident we have captured all the major issues which need to be considered in relation to the Street Markets Strategy.

Summary findings

Key findings from the consultation questionnaire are:

Non-traders

Responses to the survey were generally fairly positive, with a majority of non-trader respondents agreeing with the various proposals and plans for markets.

There is strong support for:

- **Sustainability** - the vast majority of respondents want to see reduced plastic and packaging (87%) and more recycling facilities (82%)
- **Creating opportunities for young people** in Westminster to trade at markets - four in five (80%) agree that they would like to see this
- **Local community having more input** into the markets (79%)
- **Online and social media** for markets with three quarters (75%) keen to find out more about markets online or via social media
- **Promoting the markets more** at Christmas and during other national holiday periods (75%)
- **More seating** with around three quarters (73%) responding that they would like there to be more seating at the markets

Traders

Traders were asked a number of questions about the markets – some of which were also asked of non-traders. All fees and charges data is excluded from these findings and can be downloaded from the council's website in the Licensing Committee Markets Fee Post Consultation Report [here](#).

There is strong support for:

- **Sustainability** of the markets is important to traders with the vast majority wanting to see reduced plastic and packaging (82%) and more recycling facilities (84%)
- **More seating** with around three quarters (77%) stating they would like there to be more seating at the markets
- **The local community having more input**

into the markets (77%) and the markets playing a bigger role in the community (74%)

- **More opportunities for young people** in Westminster to trade at markets (69%)
- **First time traders and Westminster residents** being given preference on trading (66%)

Qualitative Feedback

Included in the survey and during the drop-in sessions, respondents were able to offer open comments about the markets. Below are some of the common themes which came up in the open comments.

- **Demand for varied produce and traders** – not just street food (e.g. butchers, fishmongers, antiques, specialist markets)
- **Issues with rubbish/litter in and around the markets** – including food left on the street to rot, slippery surfaces, smells and lack of cleaning up
- **Lack of facilities** – for both traders and customers such as toilets, storage and electricity
- **Poor quality of goods** – some felt that there are too many cheap/poor quality goods for sale, especially at Church Street
- **Lack of seating** – suggestions for covered and temporary seating were offered and also comments to make the markets more attractive to spend time at
- **Developing a sense of community** – suggestions included having community events and engaging local businesses and organisations in the markets
- **Keeping the markets affordable for traders** – mention of impact of works around the markets and supporting traders to keep their overheads down
- **Reducing anti-social behaviour** – especially around Maida Hill

The full results of the consultation survey can be found in the Consultation Response Report, Evaluation and Performance Team (19 November 2018) and can be downloaded from the council's website [here](#).





A photograph of a fruit stall under a striped awning. A man in a pink shirt is serving a customer. The stall is covered with a green cloth and displays various fruits like apples, oranges, and bananas. A yellow banner in the background says "Just Smile!".



Berwick Street Market

1. Overview

Berwick Street has a long standing reputation for independent shops and is often called Soho's high street. The surrounding area has also been known as the home of fabric and record labels too.

Whilst the area is experiencing change and is perhaps better known now as home to the media, film and music industries, it continues to feel like a neighbourhood in its own right and this could help in positioning the street as an alternative to Oxford Street and Regent Street.

New retail units on Berwick Street including a hub by Premier Inn hotel are expected to be finished during 2019.

The market is one of London's oldest and has been formally recognised as a street market since the 1800s.

The market is known historically as a place to buy fruit and vegetables and often supplied local restaurants. While some of the longstanding traders remain (selling fruit and vegetables and flowers), the majority now offer street food to the local office population.

The market has experienced a turbulent time in recent years, due in part to large construction projects and highway works taking place around it.

A Christmas market took place on Saturday 1 December 2018 (organised by an external company) which was a success with several on-street activities for local residents and visitors.

The Market

Type of market: Predominantly food

Trading days: Monday to Saturday

Hours: 8am to 6pm

Busiest: 12 to 2.30 pm Monday to Friday

Traders: Monday to Friday 26–27
Saturday 11

Goods: Fruit and vegetables, flowers, street food

Customers: Local workers, tourists and residents

Neighbourhood snapshot

- 83% of people get on well together
- 95% feel safe
- 56% of households are one person
- 72% have no dependent children
- Residents are older rather than younger with only 10% under 18 years old
- Three primary schools yet no secondary school locally and no youth provision
- Westminster Kingsway College is close to the market

All data Westminster City Council Ward Profiles 2018

2. Challenges

Whilst the market is almost full Monday to Friday, there remain some challenges including:

- Dominance of hot food** – This can generate conflict with cafes facing the stalls. Research (Soho Society Survey 2016) has shown that residents, workers and property owners all want there to be a mix of commodities both on the market but to date (and for various reasons) this has not been achieved
- Saturdays** – The dominance of hot food and the volume of Monday to Friday workers means that Saturdays are very quiet. Approximately 11 traders set-up. As they are in designated pitches they are spread out along the street making the market look even quieter. With no hot food and not enough other goods on sale, the market does not meet the needs of people in Soho on a Saturday
- Residents** – There is a large resident population and few food shops around the market. The market as it stands does not serve local residents
- Young people** – Westminster Kingsway College has a site close to the market however there are no secondary schools nearby (and only one primary school) or youth clubs making it difficult to reach younger residents who may have a part to play in the market both as traders and/or customers
- Traffic** – For a small area of narrow streets, there is a lot of traffic, especially Monday to Friday with deliveries and taxis leading to poor air quality. This is made worse by there being no provision for market traders to load or unload

3. Consultation feedback

The consultation was carried out between 6 August and 29 October 2018 via on street surveying, an online survey and an email comment box. A drop-in session also took place on 16 October 2018 at Westminster Kingsway College which was open to all.

In addition, separate engagement took place with traders to discuss changes to fees and charges.

The consultation for Berwick Street

Responses:
127 specifically on Berwick Street

Breakdown:
50% residents, 24% workers, 25% visitors

Frequency of visit:
70% at least once a month, 36% visit at least once a week

Getting involved:
37 people provided details

Residents' (and others) would like:	Traders' would like:
<ul style="list-style-type: none"> A wider variety of stalls - fresh produce (different from lunchtime food), plants and flowers, food from certain regions Increased recycling and reduced plastic use Engagement with young people To find out more online about the market The market to take part in events throughout the year More community involvement with the market An evening Christmas market 	<ul style="list-style-type: none"> Toilets Storage Digital marketing Parking Signage Nappy changing facilities for customers Electricity points Distribution and/or drop points for loading and unloading Awards - Pitch of the Year and gold standard hygiene

4. Local organisations

There are many stakeholders with a part to play in Berwick Street's future and all are welcome to get involved. We have identified an initial group of organisations who are prominent in the community and will seek to engage with them once the strategy is approved.

5. Berwick Street market plan

What people would like to see change	How we can do this	Additional comments
How customers use our markets		
Widen interest to residents (77%). A Saturday market that is full and serves local residents	Engage with existing resident groups and others (see stakeholders) to understand what stalls they would like to be added on a Saturday Consider entertainment and arts and crafts activities	On a Saturday there are also tourists and shoppers in the area
A wider selection of goods, not just street food (65% felt that Berwick Street market sells things they want to buy compared to 74% across all markets)	Draft a robust commodities policy that provides a framework for curating the market to meet customer needs as and when vacant pitches become available	The market acts primarily as a place to buy lunch and goods include fruit and vegetables and flowers but as the commodity mix changes careful consideration should be given to how the market will be known longer term
The opportunity to pay by card at all stalls (66%)	Install Wi-Fi on the street to deliver fast connectivity for card payments and to encourage extended dwell time by customers. Partner with a card payment operator for those traders who do not have one in place	We are currently developing proposals for free Wi-Fi to be available at all our markets. Work with the economy team to explore partnerships with card payment machine providers
Develop a wider understanding of the environment around Berwick Street market to ensure its local plan delivers an improved market for customers, residents and traders	Undertake a study to: <ul style="list-style-type: none"> Understand how the market interacts with local businesses, residents, workers and visitors Develop an evaluation tool for measuring the impact of the market long-term Review how the market performs in comparison to other London markets 	London School of Economics (LSE) students studying for a Global Masters in Management have been engaged on this project to be delivered by May 2019
Business and Enterprise (including innovation and technology)		
Support young people with trading (77%)	Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market . The Teenage Market also run a similar programme which can be incorporated into an existing market Further develop links with incubator spaces, colleges (including but not limited to) King's College London , University of Westminster , Westminster Kingsway College and Westminster Adult Education Service (WAES) for training partnerships as well as look to enterprise programmes such as Young Enterprise to give new businesses a test platform for trading	

What people would like to see change	How we can do this	Additional comments
Marketing and Promotion (including branding)		
Find out more online (72%)	Identify owners of the existing websites and social media channels and create a management structure for operation	
Wider promotion (72%)	<p>Link with theatres, cinemas and other entertainment venues locally to see if their scheduling fits with theatregoers visiting the market beforehand</p> <p>Ensure the market is (where feasible) part of the event programme for long established local events, for example the Soho Society Summer Fete (July) and Soho Jazz Jam (September)</p> <p>Build an events list for local events that coincide with market trading times (including an evening Christmas market)</p> <p>Maximise opportunities with the changes coming to Oxford Street, Tottenham Court Road and the Elizabeth Line (Crossrail) alongside increases in the population of Soho</p>	
Sustainability and Environment		
Reduce plastic (88%)	Work with traders to reduce carrier bags and to encourage customers to bring their own containers. Look into biodegradable packaging and paper bags (across all markets)	
Increase recycling (84%)	<p>Introduce more recycling bins close to the market</p> <p>Add recycling facilities onsite as part of traders' daily rubbish collection</p>	
A community kitchen	Explore options for creating a community kitchen linked to young people in particular	Feedback identified that this could include local restaurants and market traders
Add a permanent tree to the market	Explore where a permanent tree could be sited to be used during the Christmas period	
Stakeholders		
Closer involvement between the market and the community (69%)	<p>Create a traders and residents' group to input into how the market might change over time</p> <p>Offer 5% of stalls to local community groups and charities to fundraise or promote their projects</p>	<p>Encourage customers who are local workers to be involved</p> <p>A market stall to be provided free of charge</p>
Build better relationships between shops, markets and cafes	See above on creating a traders and residents' group and engaging with local organisations	

What people would like to see change	How we can do this	Additional comments
Trader Facilities		
Toilets, storage, nappy changing and electricity charging points	Explore spaces available for these facilities or identify where a sharing / usage arrangement could exist	Traders have access to water. Electricity provision will be tested in 2019
Parking and loading facilities	Parking is currently available at Q Park in Chinatown and Poland Street	It would also be useful to understand the impact of works at Broadwick Street and Ingestre Court
Digital marketing and signage	See marketing and promotion Signage options to be explored across all markets in conjunction with placeshaping and planning	There was also a suggestion of awards for traders which could include Pitch of the Year and gold standard hygiene
Regulatory		
Look at options for the market on Saturday that complement existing traders but increase footfall	Use the current licensing regime to allow for licensing different traders for specialist events, certain days and explore sharing of pitches	
Make it easier to navigate the market and access shops	Produce a market layout plan so pitch spaces are clearer and enforce pitch usage	

Church Street Market

1. Overview

Church Street is in the final stages of planning for a regeneration masterplan that will see it rebuilt over the next 15-20 years. A key component of the plan is to ensure that the market continues to operate and that the traders have access to facilities and training to protect their income during these large scale changes.

The masterplan aside the area is already under pressure as a large residential site is taking shape at one end of the street. At the other end, the well-known Alfies Antiques Centre and smaller specialist shops established since the 1960's, sit side-by-side with the market.

The street is home to one of the highest concentrations of social housing in the borough and is an ethnically diverse ward.

The market operates six days a week with stalls running between Edgware Road and Lisson Grove. It is within a five minute walk of Edgware Road tube station and several housing estates surround the market providing it with a large customer base. The market is an important source of produce for local people, particularly those from disadvantaged backgrounds.

Saturday is the busiest day with more than 170 stalls, with 70-80 stalls on weekdays. There is branded signage at each end of the street. Part of the street is a designated market street and a Traffic Management Order has been submitted to introduce a road closure Monday to Thursday.

The (regeneration) masterplan will look to create a more robust market with 220 stalls, increased parking and storage for traders. The first phase (impacting the market) is expected to take place in 2024 and plans are underway to ensure all traders can continue trading during the works. In preparation, new storage was put in place in 2018 and other minor changes implemented.

The antique shops including Alfies Antique Centre and supported by the council's regeneration team have, in the past few years, organised a specialist Sunday antiques market. The 2019 event is planned for May and this will be its third year after a successful trial. Discussions are underway as to how this can continue during the masterplan phase and complement the main market.

The Market

Type of market: General

Trading days: Monday to Saturday

Hours: 9am to 6pm

Busiest: Saturday

Traders: Monday to Friday 70-80
Saturday 170

Goods: Fruit and vegetables, fish, luggage and bags and clothing

Customers: Local residents

Neighbourhood snapshot

- 87% of people get on well together
- 98% feel safe although this drops to 90% after dark
- Within the 10% most deprived wards in England
- Fewest jobs in the borough and 20% of households have never worked or are long-term unemployed
- Low level of qualifications with 26% degree level or higher but 28% have none
- An older population with 12% over 65 years and 2% aged 85 and older
- 21% of households are overcrowded
- Arabic, Bengali and Kurdish are the most spoken languages after English

All data Westminster City Council Ward Profiles 2018

2. Challenges

Whilst the market is very busy (with traders and customers) on a Saturday, weekdays vary from day-to-day and present room for improvement. There is also a disconnect between the market end of the street and the antiques quarter. Some of the challenges are:

- **Rundown stalls** – Many stalls are metal framed with sheets and in some cases there is no cover making the market look run down and untidy
- **Little hot food on offer** – There is an unexplored visitor market of lunchtime office workers but there is not currently enough food on offer to attract them
- **Duplication of commodities** – There are multiple stalls selling fruit and vegetables, fish and luggage and/or bags
- **Market pitch plan** – Pitch markings have faded and many stalls are oversized leading to access issues around shops and pavement. In some places there is fresh fish and cooking next to clothing stalls
- **Parking** – There is a lack of parking, primarily for traders, which leads to several vans being parked on the surrounding streets. There are also no electric charging points near Church Street
- **Litter and anti-social behaviour a problem** – Many people locally are impacted by litter and in the evenings there is increasing anti-social behaviour
- **Trader facilities** – There are currently no toilets and a lack of power with electricity available to only a few traders

3. Consultation feedback

The consultation was carried out between 6 August and 29 October 2018 via on street surveying, an online survey and an email comment box. A drop-in session also took place on 2 September 2018 at Church Street Library which was open to all.

In addition, separate engagement took place with traders to discuss changes to fees and charges.

The consultation for Church Street

Responses:

173 specifically on Church Street

Breakdown:

67% residents, 22% workers, 21% visitors

Frequency of visit:

75% visit it at least once a month, 41% visit the market at least once a week.

Getting involved:

44 people provided details

Residents' (and others) would like:	Traders' would like:
<ul style="list-style-type: none"> • Toilets • Entertainment • Seating • More bins including recycling and better cleaning • Ice cream stall • Branded Church Street bags • History walk • Community kitchen • Activities for the elderly • Community and charity stall once a month • Pop-up stalls • Late night Christmas market • Start-up and back to work support • Educational day on how to start trading 	<ul style="list-style-type: none"> • New stalls (set-up and/or hire facility for gazebos) • Managed toilets • Better lighting • Parking • More storage • Hardship fund • Empty pitches filled • Trader training - quality/hygiene/trading standards • Water • Electricity

4. Stakeholders

The market strategy connects to the [masterplan for Church Street](#) and considers the following aspects:

The masterplan includes:

- Commercial Strategy
- Cultural Quarter
- New housing
- Improved green spaces, pedestrian and cycling routes (via the Green Spine project)
- Storage and van parking for market traders

Related projects:

- The Triangle – affordable work and community space and reopen public toilets
- Market Incubator Programme
- Small Improvements Grants
- Lisson Arches Enterprise Hub
- Digital Market
- The Showroom

Stakeholder engagement will focus primarily on the established groups who are already involved with the masterplan, widening their reach where needed. We will engage with them once the strategy is approved.

5. Church Street market plan

What people would like to see change	How we can do this	Additional comments
How customers use our markets		
A wider selection of goods	<p>Draft a robust commodities policy that provides a framework for curating the market to meet customer needs as and when vacant pitches become available</p> <p>Increase the street food offer Monday to Friday to attract new customers such as lunchtime office workers</p>	<p>Diversify the commodity mix to include (for example) fresh produce and grocery, plants and flowers, food from regions (Arab, Kurdish, Bengali plus Moroccan, Asian and African) and street food (Monday to Friday)</p> <p>Capitalise on the ethnic diversity of the local food offer to make the market stand out amongst other street food offers (and link to marketing and promotion)</p>
The opportunity to pay by card at all stalls (74%)	Install Wi-Fi on the street to deliver fast connectivity for card payments. Partner with a card payment operator for those traders who do not have one in place	We are currently developing proposals for free Wi-Fi to be available at all our markets. Work with the economy team to explore partnerships with card payment machine providers
Build a Sunday or monthly market into a regular event	The Commercial Strategy is exploring how the antique or other themed markets can take place more regularly	Trialled in 2017, Antiques Anonymous returns for a third time in 2019. In 2018 there were 94 stalls including approximately 10 food traders

What people would like to see change	How we can do this	Additional comments
Business and Enterprise (including innovation and technology)		
Encourage start-ups, residents and young people to trade (72–78%) alongside creating new jobs via resident start-up programmes	Tree Shepherd have been appointed to engage with residents under the Market Incubator programme working alongside WAES. 10 residents will be identified to receive training as well as stall kit to help them develop their business	Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market concept
Marketing and Promotion (including branding)		
Find out more online (76%) and take part in events throughout the year (86%)	<p>2019 will see a branding development exercise take place to create a destination marketing approach for Church Street (to include market, shops, antiques) and to build it into a visitor and resident attraction. A wider brand strategy is expected in 2020</p> <p>Specifically, there was mention of branded Church Street shopping bags and entertainment amongst the things people would like to see</p>	<p>Include the Cultural Quarter, The Showroom and Cockpit Theatre longer term</p> <p>Suggestions included an open art gallery event, culture days with a global food offer, Eid day time event, Christmas market with antiques, a history walk and an ice cream stall were some of the suggestions</p>
Sustainability and Environment		
More recycling (89%) and reducing plastic (85%)	Work with traders to reduce carrier bags used and to encourage customers to bring their own containers. Look into biodegradable packaging and paper bags (across all markets)	
A cleaner and tidier street	Increase rubbish collections and/or on street cleaning. Work with traders to enforce cleanliness standards	
More seating (70%)	With the road closed on weekdays there is the opportunity to explore how seating can be added to the market	
Community kitchen	Explore where there may be space for a community kitchen, particularly related to Masterplan sites A, B and C. This could also be used for food prep by market traders	A desire for chef demonstrations and to teach adults how to grow fruit and vegetables. There is also a desire to involve the elderly population with activities
Add a permanent tree to the market	Explore where a permanent tree could be sited to be used during the Christmas period	
Stakeholders		
More community involvement (83%)	<p>Working with existing local groups – Neighbourhood and Business Forums – widen their agenda to include issues affecting traders and residents and how the market might change over time</p> <p>Offer 5% of stalls to local community groups and charities to fundraise or promote their projects</p>	<p>The Business Forum includes market traders and local businesses while there are currently several resident groups.</p> <p>A market stall will be provided free of charge</p>

What people would like to see change	How we can do this	Additional comments
Trader Facilities		
Toilets	Under The Triangle project toilets will be provided via repurposed or new facilities. These are expected by 2021	
Electricity and water	Options will be explored in line with the development phases as to how this can be introduced	
New stalls (set-up and hire of gazebos)	New gazebos are being sourced during 2019 based on trader demand	
Training and support programme to increase trader turnover	Tree Shepherd have been engaged to support this programme (see business and innovation)	
Hardship Fund	Following the increase in fees and charges and the extent of work taking place on the street over the next 15 years a hardship fund is being considered	
More storage and van parking	This is addressed under the masterplan, however options may need to be explored in the short-term. Estate parking is being investigated as are storage options	
Regulatory		
Pitch markings	Pitch marking have worn away. It is proposed these are repainted in time to be enforced from January 2020	
New market layout	There is a proposal to change the market layout to back-to-back stalls by mid-2020	
Licensing regime	Review licensing regime in place to allow for new commodities and enforcement post pitch marking renewal	
Improving the management regime	Review resource on site daily and look to allocate additional resource in conjunction with the licensing team	

Maida Hill Market

1. Overview

Maida Hill is located in west London on Harrow Road. It is bordered by Maida Vale and Queen's Park and is a busy neighbourhood centre with a diverse community. It is primarily residential but low income with a high volume of social housing.

Harrow Road consists of several convenience shops, particularly those selling fruit and vegetables.

The road is undergoing large scale change over the coming years. To support this a Place Plan has been developed following extensive community engagement. It aims to make the area more accessible by opening up canal access, improving routes into the area from Westbourne Park tube station and creating a walking strategy.

The Plan will ensure that the market is part of a united programme of work along Harrow Road that will encourage positive investment, vitality and change while sustaining and strengthening the area's existing community in the long-term.

A Neighbourhood Plan is also in development by Maida Hill Forum as well as two other nearby plans in the areas of Westbourne and Queen's Park.

Maida Hill market takes place in a pedestrianised square created approximately 10 years ago.

The market is regulated under planning consent (with related storage) to operate six days a week.

There is good footfall on the Harrow Road and a cafe on the square provides space to sit outside alongside fixed seating in the square.

The Market

Type of market: Food

Trading days: Monday to Saturday (mostly Monday to Friday only)

Hours: 9am to 6pm

Busiest: No clear busy day or time

Traders: 4

Goods: Falafel and fruit and vegetables

Customers: Local residents

Neighbourhood snapshot

- 91% of people get on well together
- A younger rather than older population with 22% being under 18 years old
- 96% feel safe but there has been an increase in anti-social behaviour taking place in the market square, particularly in the evening
- Within the 10-20% most deprived wards in England
- The average property price is 44% lower than the borough average leading to a changing area as new residents move in
- 39% of households are one person, lower than any other part of the borough with 45% being families
- Arabic is the most widely spoken language at home after English
- 40% hold degree-level qualifications whilst 18% have none

All data Westminster City Council Ward Profiles 2018

2. Challenges

Despite a number of initiatives by the council and the involvement of market operators it has been difficult to maintain a regular market at Maida Hill. The challenges include:

- **Attracting traders** – With a large number of convenience stores selling fruit and vegetables and a fishmonger it has been difficult to attract traders who are selling other commodities. There is also a perception that it is expensive to trade at Maida Hill (this is not the case)
- **Increasing footfall** – Without a strong group of traders, there is little interest in the space as a market and without footfall it impacts keeping the traders
- **Community market** – A community market has previously taken place in the square on a Tuesday adding some life to the space. However, this has been closed for several months
- **Licensing** – The square is licensed for a market for six days a week, but this is not sustainable and prevents using the space for other purposes
- **Anti-social behaviour** – As the square is not being used for a market, it is attracting anti-social behaviour and having a negative affect on the area where a market would be

3. Consultation feedback

The consultation was carried out between 6 August and 29 October 2018 via on street surveying, an online survey and an email comment box. A drop-in session also took place on 19 September 2018 at Yaa Centre which was open to all.

In addition, separate engagement took place with traders to discuss changes to fees and charges.

The consultation for Maida Hill

Responses:

108 specifically on Maida Hill

Breakdown:

50% residents, 20% workers, 7% visitors

Frequency of visit:

80% visit it at least once a month, 51% visit the market at least once a week

Getting involved:

29 people provided details

Residents' (and others) would like:	Traders' would like:
<ul style="list-style-type: none"> • Event programme throughout the year and more promotion at Christmas • Stronger community engagement • Return of the community market • Support for new traders, particularly residents (getting them into employment) and young people • Add diversity to the existing offer from shops on Harrow Road • To find out more online • More recycling and reduced plastic use 	<ul style="list-style-type: none"> • Water

4. Local organisations

There are many stakeholders with a part to play in Maida Hill's future and all are welcome to get involved. We have identified an initial group of organisations who are prominent in the community and will seek to engage with them once the strategy is approved.

5. Maida Hill's plan

Maida Hill's market plan is different to others, in that there is not currently a market operating in the space (based on a market being defined as five stalls).

The Harrow Road Place Plan will create synergies with the market to support the space being revitalised. An existing community kitchen and cafe will be reinforced, public realm and shop front enhancements will take place and measures introduced to make it environmentally and financially sustainable; all of which we hope will lead to increased footfall and use of the square.

The market plan focuses on:

- placing the square at the heart of the community
- reclaiming the space (from anti-social behaviour)
- creating an event and community programme that can take place in the space
- engaging community, particularly via engaging with schools and other groups to use the space and get involved
- creating a new market

What people would like to see change	How we can do this	Additional comments
How customers use our markets		
For the commodity mix to reflect the area (and be low price)	Fresh produce and grocery, plants and flowers, food from certain regions, clothes and shoe stalls (children's and teenagers too) were all suggested	There are several shops on Harrow Road selling fruit and vegetables and a fishmonger therefore the market needs to offer something different
Reclaim the square for community use The Harrow Road Place Plan explicitly discusses widening the diversity of the public realm and how it is used around the Harrow Road	Develop relationships with local organisations to create an event programme in the square Explore the potential to create a community food growing programme on an underused space Look at the opportunity for the square to be used as a Play Street	Events could include outdoor cinema, food days for example largest retailer of Filipino food nearby and a large Portuguese supermarket, Give/Take Day combined with Dr Bike and Repair Cafe
Reintroduce the Tuesday Community Market	Engage with the organisers and community groups to develop a way in which the market can return	We have worked with the organisers to complete a new application to re-establish the Community Market and are hoping this will start again soon
Trading hours	Look at times when the area is busy to run events and mini markets. Work with the community to establish when a market might work. Suggestions may include running one or two market days per week or one weekend a month while trader numbers are increased	Example times could be 12–6 pm, Saturday evening 6–9 pm and/ or a night market once a month between April and September (5–8 pm)
More seating (79%)	Via the Harrow Road Place Plan consider options on reconfiguring the seating or covering areas of the square to allow for increased use and to reduce antisocial behaviour	
A community kitchen	Find out more about the existing facilities and how these can be accessed by the community	

What people would like to see change	How we can do this	Additional comments
Business and Enterprise (including innovation and technology)		
Support first time traders and residents into employment (76%)	Organise drop-in sessions in the square and/or library to help residents to apply for a stall	
Support for young people (87%)	<p>Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market. The The Teenage Market also run a similar programme which can be incorporated into an existing market</p> <p>Further develop links with incubator spaces, colleges (including but not limited to) King's College London, University of Westminster, Westminster Kingsway College and Westminster Adult Education Service (WAES) for training partnerships as well as look to enterprise programmes such as Young Enterprise to give new businesses a test platform for trading</p> <p>There are also several schools close to Harrow Road</p>	
Marketing and Promotion (including branding)		
Find out more online (81%)	Create and manage a web page and social media for all markets	
Promote the market more at Christmas and other national holiday periods (83%)	Include all markets in the annual communications plan	Explore early evening trading for Christmas market
Take part in community events throughout the year (91%)	Identify key events and celebration and include in communications plan for the year	Suggestions included: Harvest festival (with homegrown food), May Day, international days, entertainment and displays, school choirs, fire brigade demonstrations
More traders	Run a dedicated trader recruitment campaign (once the market model of operation is agreed) and speak to local shops to see if they would like to trade	
Sustainability and Environment		
More recycling, reducing plastic and packaging (90%)	Work with traders to reduce carrier bags handed out and to encourage customers to bring their own containers. Look into biodegradable packaging and paper bags	
Add a permanent tree to the market	Explore where a permanent tree could be sited to be used during the Christmas period	
Reduce vans and power usage	Install electric charging points close to the square	There are currently none, the only place in the borough without them

What people would like to see change	How we can do this	Additional comments
Stakeholders		
Greater local community input into the market (90%)	Create a traders and residents' group to input into how the market might develop over time	The Harrow Road Place Plan will create a number of working groups which should incorporate the market space
	Offer 5% of stalls to local community groups and charities to fundraise or promote their projects	A market stall will be provided free of charge
Widen the use of the square and engage community more	Work with Ward Councillors to build relationships to reactivate the square	Schools, youth projects, activities such as boxing and yoga, bike repair, arts (including community theatre), religious groups and charities
Trader Facilities		
Utilities	Electricity is available, water is not	
Regulatory		
Enable the cafe to trade outside in summer	Review licensing requirements for pavement seating	
Market days and times	Review existing licensing structure to ensure the council can adapt to changing frequency and style of markets	

Additionally, we are currently developing proposals for free Wi-Fi to be available at all our markets.

Strutton Ground Market

1. Overview

Strutton Ground is located off Victoria Street and halfway between the Palace of Westminster and Victoria station. It is surrounded by office developments, theatres and tourist attractions.

There is a large residential population in the surrounding streets and on Strutton Ground itself.

Located on a pedestrianised street, the market operates at lunchtimes only Monday to Friday. The market is almost full and its main customer base is office workers due to the offer being mostly street food. This creates occasional conflict with long established non-food sellers.

A programme of public realm works is underway running to September 2019. The works will see the street upgraded with improved paving and lighting.

The Market

Type of market: Predominantly food

Trading days: Monday to Friday

Hours: 12 to 2.30 pm

Busiest: Lunchtimes Monday to Friday

Traders: 22-23

Goods: Street food, clothing, coffee, watch repairs, children books

Customers: Local workers, tourists and residents

Neighbourhood snapshot

- 75% of people get on well together
- 95% feel safe
- 52% of households are one person
- More older people (14% above 65 years) and less young people (12% below 18 years) than other parts of the borough
- 29% of households have dependent children
- 50% of households hold a degree-level qualification whilst 11% have none

All data Westminster City Council Ward Profiles 2018

2. Challenges

Whilst the market is almost full Monday to Friday, there remain challenges including:

- **Dominance of hot food** – The street is populated with mostly convenience food shops of both independent and well-known names; therefore, the market does not offer any new commodities to visitors to the area (than what is already there)
- **Opening hours** – The market operates 12 to 2.30pm and there is no market on a weekend despite the street being located close to Victoria Station, theatres and Westminster tourist attractions and the area lacking local food shops for residents. There has not been any exploration of whether the hours could be changed to capture passing tourists
- **Disruption to residents** – While work has taken place to reduce historic issues, those living above the market complain of smells and smoke from cooking
- **Loading and unloading** – Vans remain on the street until 10.30 am (and pack-up from 2.30 pm) often making it difficult to access the shops during these times

3. Consultation feedback

The consultation was carried out between 6 August and 29 October 2018 via on street surveying, an online survey and an email comment box. A drop-in session also took place on 12 September 2018 at The Abbey Centre which was open to all.

In addition, separate engagement took place with traders to discuss changes to fees and charges.

The consultation for Strutton Ground

Responses:

140 specifically on Strutton Ground

Breakdown:

43% residents, 48% workers, 9% visitors

Frequency of visit:

90% visit it at least once a month, 64% visit the market at least once a week

Getting involved:

36 people provided details

Residents' (and others) would like:	Traders' would like:
<ul style="list-style-type: none"> • Recycling to increase and plastic use to be reduced • Support for young people, first time traders and residents to trade • For the market to take part in events throughout the year • More diversity in stalls - fresh produce and grocery and plants and flower stalls • All traders to take card payments • To find out more about the market online • More community involvement • Seating and/or places to rest 	<ul style="list-style-type: none"> • Toilets • Improved lighting

4. Local organisations

There are many stakeholders with a part to play in Strutton Ground's future and all are welcome to get involved. We have identified an initial group of organisations who are prominent in the community and will seek to engage with them once the strategy is approved.

5. Strutton Ground market plan

What people would like to see change	How we can do this	Additional comments
How customers use our markets		
A wider selection of goods, not just street food. For the commodity mix to reflect the multiculturalism of the area	Draft a robust commodities policy that provides a framework for curating the market to meet customer needs as and when vacant pitches become available	Diversify the commodity mix. Suggestions included: jewellery, niche clothing, fresh produce, vintage/ one-off stalls, halal food, plants and flowers, low cost clothing and shoe stalls
The opportunity to pay by card at all stalls (67%)	Install Wi-Fi on the street to deliver fast connectivity for card payments. Partner with a card payment operator for those traders who do not have one in place	We are currently developing proposals for free Wi-Fi to be available at all our markets. Work with the economy team to explore partnerships with card payment machine providers
Places to sit and/or rest (64%)	Utilise nearby space such as Christchurch Gardens to encourage people to stay in the area (as opposed to seating for which there is low demand compared to other markets) Consider space nearby for Parklets to be introduced	Victoria BID are undertaking work in Christchurch Gardens during 2019
Business and Enterprise (including innovation and technology)		
Encourage start-ups, residents and young people to trade (76-78%)	Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market . The The Teenage Market also run a similar programme which can be incorporated into an existing market Further develop links with incubator spaces, colleges (including but not limited to) King's College London , University of Westminster , Westminster Kingsway College and Westminster Adult Education Service (WAES) for training partnerships as well as look to enterprise programmes such as Young Enterprise to give new businesses a test platform for trading Run information sessions for residents to help them apply for a stall	
Marketing and Promotion (including branding)		
Find out more online (79%)	Create and manage a web page and social media for all markets	
Promote the market more at Christmas and throughout the year (71%)	Include all markets in the annual communications plan	Explore early evening trading for Christmas market
Link marketing to local attractions such as theatre and cinema	Engage with theatres to understand when matinees take place (days) to promote the market as well as the cinema on Victoria Street	

What people would like to see change	How we can do this	Additional comments
Sustainability and Environment		
Remove and reduce plastic (77%)	Work with traders to reduce carrier bags handed out and to encourage customers to bring their own containers. Look into biodegradable packaging and paper bags	
A cleaner and tidier street	Increase rubbish collections and/or on street cleaning. Work with traders to enforce cleanliness standards	
Reduce smell and smoke (to flats above)	Work with traders to check cooking equipment and positioning of stalls	
Reduce the number of vans on the street during loading and unloading	Encourage the use of electric vehicles and enforce loading and unloading times	
Add a permanent tree to the market	A space has been identified where a permanent tree can be sited during the public realm works. This will then be used during the Christmas period every year	
Stakeholders		
More local community input into market (77%)	Create a traders and residents' group to input into how the market might change over time Incorporate a suggestion box function into the group Offer 5% of stalls to local community groups and charities to fundraise or promote their projects	Encourage customers who are local workers to be involved too A market stall will be provided free of charge
What people would like to see change	How we can do this	Additional comments
Trader Facilities		
Toilets	Explore where these are located and if a sharing arrangement can be put in place	
Lighting	New lighting will be installed during public realm works in 2019	
Pitch markings	Pitch markings have worn away. It is proposed these are repainted in time to be enforced from January 2020	

Tachbrook Street Market

1. Overview

In a pedestrianised area off Vauxhall Bridge Road, Tachbrook Street offers a good location in the midst of a high street environment, with a good mix of independent shops and multiples surrounding the market.

Whilst the area around the market is largely residential, it is within walking distance of Victoria station, Pimlico tube and the many offices and theatres around Victoria Street and Vauxhall Bridge Road. There is also a Santander bike dock located nearby.

The market is home to approximately 20 stalls with a focus on street food and serving local workers.

On weekdays the area is busy with traffic and footfall due to nearby retail, offices and good transport connections. However, the market remains somewhat hidden from view and has potential to expand.

At weekends the area is more residential in nature with a relaxed atmosphere with people sitting outside cafes and families with young children visiting shops.

The Market

Type of market: Predominantly food with a mix of street food and produce

Trading days: Monday to Saturday

Hours: 8am to 6pm

Busiest: 12 to 2.30pm Monday to Friday

Traders: Monday to Friday 19–24, Saturday 17

Goods: Fruit and vegetables, flowers, street food, butcher and fishmonger

Customers: Local workers, tourists and residents

Neighbourhood snapshot

- 88% of people get on well together
- 94% feel safe
- 53% of households are one person
- More older people (15% above 65 years) and less young people (13% below 17 years) than other parts of the borough
- 32% of households have dependent children
- 55% of households hold a degree-level qualification or higher while 12% have none

All data Westminster City Council Ward Profiles 2018

2. Challenges

Despite being in a busy location with good footfall, the market is not operating at capacity and challenges include:

- **Dominance of hot food** – The market currently offers little of interest to local residents Monday to Friday
- **Saturdays** – The dominance of hot food and the volume of Monday to Friday workers means that Saturdays are very quiet. Whilst there are 17 licensed traders (on Saturdays) approximately eight set-up selling fruit and vegetables, fish and meat that serve local residents well.
- **Branding and signage** – There is branding in place at the market but this has not been extended across all areas. There is no signage from nearby roads and/or routes to the market and it is easily missed
- **Layout and seating** – There is no customer seating (leading to customers sitting in non-public areas) and the layout of pitches does not lend itself to walking around the market easily
- **Lack of awareness amongst local organisations** – There are several hotels and leisure amenities nearby and relationships should be explored with them to widen the customer base of the market

3. Consultation feedback

The consultation was carried out between 6 August and 29 October 2018 via on street surveying, an online survey and an email comment box. A drop-in session also took place on 9 October 2018 at St James the Less Church and was open to all.

In addition, separate engagement took place with traders to discuss changes to fees and charges.

The consultation for Tachbrook Street

Responses:

211 specifically on Tachbrook Street

Breakdown:

48% residents, 47% workers, 10% visitors

Frequency of visit:

92% visit at least once a month, 46% at least once a week

Getting involved:

42 people provided details

Residents' (and others) would like:	Traders' would like:
<ul style="list-style-type: none"> • A wider variety of stalls – more fresh produce and less street food • Wi-Fi • Seating – tables and chairs • Community garden • Support for young traders • A better stall layout to make it easier to walk around the market • To find out more about the market online • Car charging points • Recycling bins • Improved parking facilities and hygiene (for traders) 	<ul style="list-style-type: none"> • Improved electricity • Parking and loading access • Access to water • Wi-Fi to support card payments • Training to support increasing their income and on health and safety • Regular cleaning and more bins at the market • A programme of events, branding and signage • Sustainable packaging and a drive to reduce plastic for all traders • Public toilets • Permanent licencing

4. Local organisations

There are many stakeholders with a part to play in Tachbrook Street's future and all are welcome to get involved. We will be working closely with the Pimlico Retail Group which consists of traders, businesses and residents representing the community and will seek to engage with them.

5. Tachbrook Street's plan

What people would like to see change	How we can do this	Additional comments
How customers use our markets		
A wider selection of goods, not just street food	Draft a robust commodities policy that provides a framework for curating the market to meet customer needs as and when vacant pitches become available	Commodities requested include fresh produce and grocery, plants and flowers, food from certain regions
Add seating for customers (70%)	Add bench seating where there are vacant pitches	Five benches have been ordered (at February 2019) to be placed in vacant pitch spaces
Interest in pop-up stalls and themed markets (59%)	Explore (as part of the marketing plan) what themed events can take place at Tachbrook Street. Also consider pop-up experiences and services not just retail	
A Saturday market that is full and serves local residents	Engage with existing resident groups and the new group (see stakeholders) to understand what stalls they would like to be added on a Saturday	There is the potential to attract tourists on a Saturday too
Business and Enterprise (including innovation and technology)		
Support young people with trading (75%)	<p>Engage with National Market Traders Federation (NMTF) to explore the Young Traders Market. The Teenage Market also run a similar programme which can be incorporated into an existing market</p> <p>Further develop links with incubator spaces, colleges (including but not limited to) King's College London, University of Westminster, Westminster Kingsway College and Westminster Adult Education Service (WAES) for training partnerships as well as look to enterprise programmes such as Young Enterprise to give new businesses a test platform for trading</p>	

What people would like to see change	How we can do this	Additional comments
Marketing and Promotion (including branding)		
Find out more online (70%)	Identify owners of the existing website and social media channels and create a management structure for operation	
Signage	Discuss with placeshaping and town planning the need for signage and how this can be implemented	The market is easily missed. Signage is needed from Vauxhall Bridge Road and the Rampayne exit of Pimlico tube station (and possibly Victoria station)
Develop a series of events (77%)	Identify events and occasions that the market can take part in and build these into a communications plan	Christmas, Eid, Easter, mid-summer, harvest in a programme of quarterly events were some of the suggestions
Branding	Build on the brand created for Tachbrook Street and extend it across all areas	Partners have been identified (at February 2019) to implement this
Marketing should include local facilities	There is the potential to promote the area to local hotels given there are a number in the area who will have guests looking for someone to go nearby, particularly on a Saturday. Speak to theatres and understand when matinees take place (days) to promote the market	
Sustainability and Environment		
Reduce packaging and plastic (84%)	Work with traders to reduce carrier bags handed out and to encourage customers to bring their own containers. Look into biodegradable packaging and paper bags	
A community garden	Explore links with Lillington Allotments to develop gardening skills. Consider creating a window display for flowers and a growing competition	Feedback suggested this could bring community together
Add a permanent tree to the market	Explore where a permanent tree could be sited to be used during the Christmas period	
Encourage the use of electric vehicles	Add electric charging points	There are only two in the ward, the second lowest number in the borough
Stakeholders		
More local community input into the market (68%)	Create a traders and residents' group to input into how the market might change over time Offer 5% of stalls to local community groups and charities to fundraise or promote their projects	A market stall to be provided free of charge
Engage with local shops	There are a number of charity shops in the surrounding streets that have high quality goods on display or are niche charities. Gauge interest as to whether they can play a part in the market. Can the shops offer a pop-up skill or demonstration?	

What people would like to see change	How we can do this	Additional comments
Trader Facilities		
Electricity	Upgraded electricity is being repaired and is expected to be operational by autumn 2019	
Parking and loading access	Review existing arrangements and explore other locations	
Wi-Fi to support card payments	There was little appetite for card payments (51%) compared to other markets	We are currently developing proposals for free Wi-Fi to be available at all our markets. Work with the economy team to explore partnerships with card payment machine providers
Training	Training providers have been identified to offer training to all market traders across the borough	
Cleaning and bins	Introduce lockable bins for traders' use only	
Sustainable packaging	See Sustainability and Environment	
Public toilets	These are in place at the market for traders. Work with colleagues to understand how they are used and any issues	
Branding, signage and a programme of events	See marketing and promotion	
Regulatory		
Permanent licences	Qualifying traders will be offered permanent licenses	
Review the layout	Consider pitch markings and a revised layout to make it easier for traders to set-up and customers to walk around the market	



