



# QUEEN'S CRESCENT MARKET DELIVERY STRATEGY

Prepared for London Borough of Camden

SEPTEMBER 2023

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# 1. EXECUTIVE SUMMARY

This summary outlines the key elements of a comprehensive new market strategy for Queen's Crescent, designed to transform QC into a vibrant, sustainable, and community-oriented place. This strategy aims to enhance economic vitality, support local businesses, foster social engagement, and create unique experiences for residents and visitors alike.

## Summary of Recommendation

- Approval of strategy to deliver the QC market improvement programme
- Approval of £85,600 funding required to deliver the QC programme
- Approval for one full-time programme delivery officer and one full-time programme delivery apprentice
- Approval of £90,000 funding per annum for two years for the above additional resource to support the delivery of this programme (total of £180,000)
- Approval of funding to secure local storage for market stalls (scope and cost to be determined)

This strategy seeks to identify a preferred way forward for Camden's Queen's Crescent Market currently being managed by the Council. Firstly, the report seeks for approval and funding to progress delivery of a programme of activities and projects to enhance the market's offer, role in the community and make it financially self-sufficient over time. Secondly, additional resource of one full-time programme delivery officer and one apprentice is sought to commence delivering the work programme and to identify and scope out further funding and projects.

## Key issues identified

Through a series of key stakeholder workshops, interviews and a desktop review of previous work undertaken for the market several issues were identified:

1. Funding gap between operational costs and income from pitch fees
2. Lack of Council resources to implement interventions
3. Insufficient storage facilities for traders leading to a lack of new traders joining the market
4. Poor footfall and low numbers of customers

## Vision and objectives

The strategy envisions the development of a dynamic and inclusive market that reflects the unique character, ethnic mix and heritage of the neighbourhood. The primary objectives include supporting local entrepreneurship, support residents around jobs and skills, encouraging cultural diversity, promoting sustainable practices, and enhancing community well-being.

## **Infrastructure and Design**

The strategy supports and complements public realm improvements that are being delivered in 2023/24, aimed at creating an inviting and accessible place that integrates seamlessly with its surrounding urban environment (see Background in section 2).

## **Interventions**

The report identifies a long list of projects that has been collated with internal and external stakeholders. A detailed assessment and scoring process (section 6.2) allowed for a first tranche of priority projects aimed at increasing visitor numbers and new trader applications, growing revenue and a series of activities to enhance job and training opportunities. Projects are categorised across six workstreams:

1. Partnerships: to collaborate with existing private, public and community-led organisations in the area to provide business training, expand the market offer, host themed events and provide activities for everyone in the area. Collaboration with local schools, artists, and entrepreneurs will be encouraged to promote community participation and showcase local talent within the market.
2. Market offer: Build on the existing offer and enhance products and activities to reach a wider audience. This is to encourage customers to spend more time and money at QC; allowing the Council to reinvest any surplus made.
3. Jobs & skills: Project that support new and existing traders with business training, targeted support for young people and opportunities to help residents enter the workforce.
4. Promotion: A holistic promotional marketing strategy that promotes the changing market to potential customers and traders, and repositions the market's perception in order to increase footfall and local spending. Various channels, such as social media, local publications, partnerships with nearby businesses, and targeted advertising campaigns, will be utilised to reach various audiences effectively.
5. Engagement: Continuous engagement with the trader community to ensure their voices are heard and part of the strategy delivery. This workstream also includes a regular feedback cycle with residents and other local organisations. Ongoing communication

channels will be established to solicit feedback, address concerns, and involve stakeholders in decision-making processes.

6. Operations & funding: Adaptations to how the market is currently run and opportunities to increase the team's financial stability.

## **Programme**

An actionable programme with the first tranche of priorities projects includes immediate 'quick wins' as well as a full programme of interventions (see section 8) which this report seeks funding and resource for. It acts as a delivery framework for the Council's market team. For every priority project a 'Project on a Page' was developed to present the project's key delivery parameters, dependencies, and next steps.

By implementing this strategy, Camden will work together with other local public, private and community organisations to create a thriving marketplace that contributes to the economic, social, and cultural fabric of Gospel Oak and Haverstock. This report sets the foundation for inclusive growth, entrepreneurship, and community building, ensuring that Queen's Crescent becomes a vibrant destination that reflect the unique identity of the neighbourhood.

## **Delivery**

The strategy identifies key capacity and capability gaps that are recommended to be filled through two additional full-time staff. They will bring crucial behaviours and experience needed to successfully progress and deliver the full market improvement programme as described above.

A project delivery officer is sought to lead delivery with their excellent communications skills, through adaptability to external changes and challenges, collaboration with stakeholders and creative problem-solving approaches. They will have experience in project management, community engagement and be aware of regulatory issues. The future staff member will lead the delivery with confidence, innovation and active risk management.

The officer will be supported by a Camden-based apprentice who will play a key role in the successful delivery of the market. They will show enthusiasm for community engagement and local initiatives, have a passion for the local economy and sustainability. This will be an opportunity to deliver real impact for the market and in the professional and personal life of a passionate, local resident.

## 2. PROJECT BACKGROUND

Following a period of management by the Queen's Crescent Community Association between 2013-2015, the market operations were taken over by the Council. This was largely due to negative returns and annual Council subsidies of around £30,000.

In 2018 the Council were awarded £1.1m by the GLA's Good Growth Fund for infrastructure improvement schemes. The scheme's purpose was to revive Queen's Crescent, the market and its amenities with improvement works. The public realm project addresses the recommendations of the previous reports around improved greening, pedestrian access and safety, street environment and seating areas. The scheme was developed in line with the We Make Camden – Camden Council's corporate borough plan which sets out key ambitions around markets. These are around creating a fair, just, and sustainable local market economy with vibrant and dynamic community centres. It also sets out the Council's ambition to encourage sustainable consuming at markets and high streets through reusing, recycling and repairing.

### **Public realm scheme**

In parallel to this strategy, the Council have been working with a design team on GLA-funding public realm interventions to improve the space on and around Queen's Crescent. The aims are:

- To provide landscape and public realm design for the Queens Crescent project.
- To provide updated street greening designs in line with LB Camden's and the GLA's policy requirements.
- To provide a renewed market space with updated signage, power supply and pedestrian realm.
- To target the maximum street greening infrastructure throughout.

The landscape and public realm proposals aim to provide the spatial infrastructure for a sustainable, robust and enjoyable public realm for Queens Crescent that is embedded within the local context. The aspiration is to provide a market street that supports the lives of those living, visiting and working within the area and further afield whilst also allowing the biodiversity in the area to flourish unhindered. Several research studies and consultations were conducted in the past which are acknowledged and summarised in sections 4.5 and 5.1.

## 3. STRATEGIC CONTEXT

### 3.1. Relevant policy documents

Camden Council's key social, economic, environmental and community policies (listed below) highlight that its markets are critical to creating a fair and sustainable local economy. Camden Council identifies that its high streets need to diversify from retail and support a wider range of uses and businesses that add to the vibrancy, draw and the value they provide to their local community. This is promoted alongside the vision that jobs should recognise and nurture the talents and skills of each individual, and give people a path to development and progression.

Markets are key to creating destinations where people can come for experiences that are not provided online. For the markets to grow, support is needed for new and existing community markets, where people can trial new ideas through discounted and free market pitches. This will ensure that Camden's markets continue to function as vibrant and dynamic neighbourhood assets. The Council recognises greater emphasis is needed on supporting Camden's important evening, night-time, and cultural economy. New, expanded opportunities for markets and street trading are key to unlocking this.

Public consultations evidence supports for the delivery of community-led local road closures and car-free days which would support the expansion of market space and new pop-up markets. Local residents also support trialling the closure of Camden High Street to traffic around the market with a view to a permanent closure. Following a consultation in 2021, Camden Council trialled a pedestrian and cycle zone on Queen's Crescent, between Bassett Street and Weedington Road and reduced through traffic in the wider area by restricting vehicle movements on Weedington Road and Grafton Road. Following the trial, a 33% reduction in traffic across Queen's Crescent and 12% less traffic on the area's main roads was observed. The area also experienced a 37% increase in cycling, with the greatest increase observed on Queen's Crescent Road.

The Council believes high streets can be activated through the promotion of greater community events. Camden Council's overarching vision is for everyone to contribute to their shared goal of achieving a safe, fair, creative and active community. The Council aims to make its parks and open spaces, including its markets, welcoming and safe, providing places for people to be physically active, and families and communities to gather. Camden's community spaces, whether children's and community centres, libraries, play streets or parks, should encourage interaction and engagement between neighbours, and people with different experiences and backgrounds.



People should be able to contribute to their communities in a range of ways and strongly shape the way public services are delivered.

Opportunities to do so should be flexible and responsive to individual expertise and interests.

Camden Council and the neighbourhood believe these spaces should be clean, vibrant and sustainable and are driven by the ambition for all organisations in Camden to operate responsibly and embed tackling the climate crisis through their operations. Public spaces which encourage healthy and sustainable travel choices and promote biodiversity should be retained. Public consultations evidence that marketplaces and high streets are key functions to encourage sustainable consuming through reusing, recycling and repairing.

This vision has already been evidenced in Camden, through the community-led project Think and Do climate pop-up launched in Kentish Town in 2019. Think and Do aimed to give people in Camden the chance to take part in, run and grow activities that get people more involved in tackling climate change. It has succeeded in creating a new wave of community participation in climate action and aims to work with further groups and build resulting projects into the future Climate Action Plan.

Camden Council promotes an equality policy agenda to address the needs of people who are faced with disadvantage or inequalities and are committed to making sure that:

- Their services give satisfaction to all
- Their policies and method don't have any unintended adverse impacts
- Their workforce is representative at all levels

Policy documents:

- Delivering a Safer, Cleaner, Fairer Camden - Administration's 2022 election manifesto
- We Make Camden, Camden Council's corporate borough plan
- Camden Climate Action Plan, 2020-2025, Camden Council
- Camden Future High Streets, Re-imagining high streets prospectus, Camden Council
- Camden 2025, Camden Council
- Camden Council Equality policy, Camden Council

## 3.2. Socioeconomic analysis and overview of the area

### 3.2.1. Demographics

Queen's Crescent is an important local centre and one of Camden's most diverse and densely populated neighbourhoods. Queen's Crescent straddles Gospel Oak and Haverstock wards which have the 4<sup>th</sup> and 6<sup>th</sup> highest population densities in Camden. The majority of residents are young to established professionals (aged 18 to 44).

Queen's Crescent experiences high levels of deprivation, ranking amongst 20-30% most deprived areas (in accordance to the Index of Multiple Deprivation in 2019) in contrast with the immediate affluent neighbourhoods of Hampstead and Highgate. Queen's Crescent also experiences significant financial deprivation, ranking amongst the 10% most deprived areas, with median gross household income 16% below the median income in Camden. Up to 38% of children in Haverstock and Gospel Oak live in poverty.

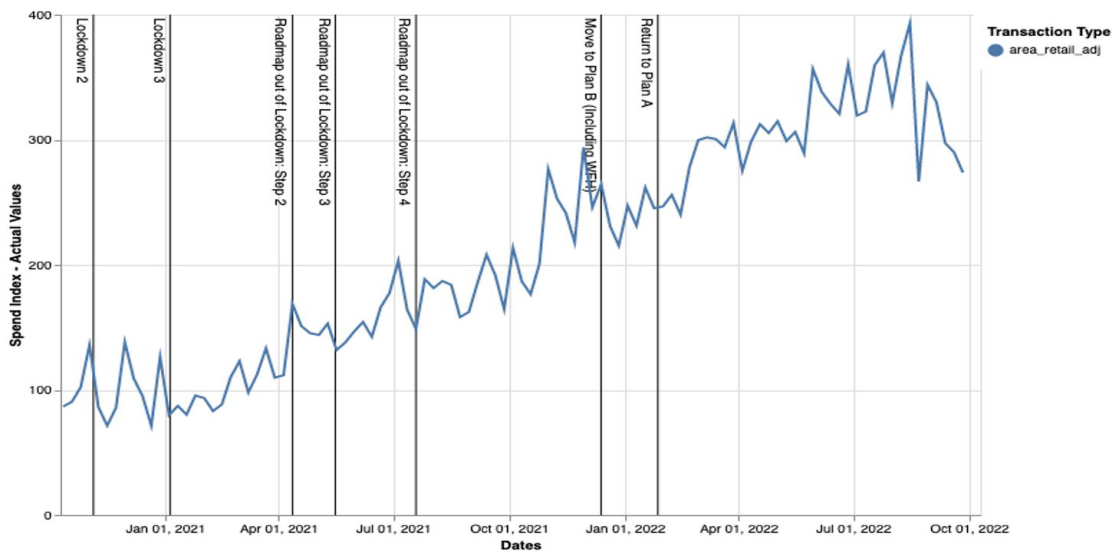
Over 30,000 people live within a 15-minute walk of Queen's Crescent. Over 90% of shopping trips in Camden are undertaken by public transport, walking and cycling. However, the Queen's Crescent area experiences some of the lowest levels of household access to vehicles across the entire borough.

### 3.2.2. Economics

Queen's Crescent economic performance, including the market, bounced back following the COVID-19 pandemic, by approximately 40% 7 months after the removal of lockdown restrictions. Queen's Crescent was the most visited of Camden's 8 markets, evidenced by a public consultation. However, this success has since declined and has been exasperated by the current cost-of-living crisis. Despite the increased trading since the first lockdown, Queen's Crescent Mark has experienced a 17.7% decrease in occupied trading pitches. This has contributed to an annual profit loss of over £30,000.

Queen's Crescent Economic Performance: (measure of spend along Queens Crescent, including the market):

**Queen's Crescent, Gospel Oak. - Compare Mastercard Transaction Types: Retail (GLA Adjusted)**  
 10/10/2020 to 10/10/2022, Weekdays (Mon-Fri), Spend Index (Actual Values)

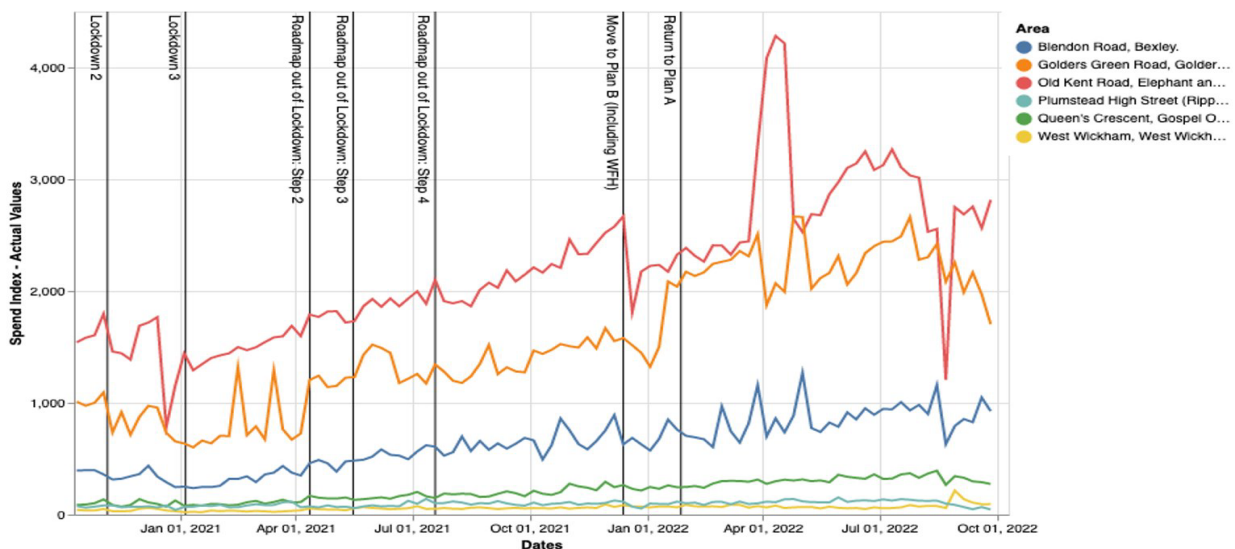


Source: Anonymised and aggregated data by Mastercard  
 Chart: High Streets Data Partnership

The increased trend in economic spend experienced in Queen’s Crescent echoes that in 5 similar London locations. However, the total economic spend since 2021 is significantly low compared to the other areas, ranking at median total spend. Old Kent Road and Golder Green Road are leading in economic performance.

Comparison of Queen’s Crescent Economic Performance to similar areas:

**Queen's Crescent, Gospel Oak. vs Similar Areas - Mastercard Transactions, Retail (GLA Adjusted)**  
 10/10/2020 to 10/10/2022, Weekdays (Mon-Fri), Spend Index (Actual Values)



Source: Anonymised and aggregated data by Mastercard  
 Chart: High Streets Data Partnership

Public consultation evidences a shift in customer preference to shopping at supermarkets, 44% shopping preference compared to 16% for street markets. Despite 31% of respondents

frequenting Queen’s Crescent Market, 22% of respondents stated they have stopped shopping here because its appeal has declined. Those who still visit primarily choose to do so due to its proximity, however, feel it can be improved. Residents are nostalgic for their local market and the way it operated. They remember it as a place that brought the community together, where friends and neighbours met, swapped stories and got local gossip. They had favourite traders who would give them deals on fresh produce. Residents miss the bustling nature of the market, including its antique shop and flower stalls and feel the new development of Gospel Oak is the perfect opportunity to rejuvenate it.

### 3.3. Area overview

Across Camden there are 8 markets, including Queen’s Crescent market, in operation by Camden Council. The markets employ over 4,000 people and provide a diverse offer to their local communities, ranging from street food to designer knock-off fashion.

Market	Operating days	Offer	USP	Walking distance to QC (min)
Charlton Street Market	Wednesday to Friday	<ul style="list-style-type: none"> <li>• Fresh fruit and vegetables</li> <li>• Household goods</li> <li>• Clothing</li> </ul>	<ul style="list-style-type: none"> <li>• Community hub, having been a fabric of Somers Town for over 100 years</li> </ul>	39
Earlham Street Market	Monday to Saturday	<ul style="list-style-type: none"> <li>• Street food</li> <li>• Clothing</li> </ul>	<ul style="list-style-type: none"> <li>• Vintage clothing</li> <li>• Exotic flowers</li> <li>• Situated between bustling Shaftesbury Avenue and Seven Dials</li> </ul>	13
Goodge Place Market	Monday to Friday	<ul style="list-style-type: none"> <li>• International street food</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse range of street food lunch offerings</li> </ul>	45
Inverness Street Market	Monday to Sunday	<ul style="list-style-type: none"> <li>• Souvenirs</li> <li>• Fashion</li> <li>• Street food</li> </ul>	<ul style="list-style-type: none"> <li>• Wide range of fashion items, specialising in designer knock-offs</li> </ul>	15
Leather Lane Market	Monday to Friday	<ul style="list-style-type: none"> <li>• Fresh fruit and vegetables</li> <li>• Cut flowers</li> <li>• Fashion</li> <li>• Homeware</li> <li>• Street food</li> </ul>	<ul style="list-style-type: none"> <li>• Eclectic mix of street food</li> </ul>	60

Plender Street Market	Monday to Saturday	<ul style="list-style-type: none"> <li>• Fresh fruit and vegetables</li> <li>• Household goods</li> <li>• Fashion</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse range of community commodities, amenity provisions</li> </ul>	20
Swiss Cottage Market	Tuesday to Saturday	<ul style="list-style-type: none"> <li>• Fresh fruit and vegetables</li> <li>• Pet supplies</li> <li>• Fashion</li> <li>• Factory seconds</li> </ul>	<ul style="list-style-type: none"> <li>• Farmers Market on Wednesdays</li> <li>• Antiques Market on Fridays</li> </ul>	24

QC is situated within the patchwork of Camden many markets yet stands on its own as a hub of thriving community activity. Queen’s Crescent Market is complimented by a diverse range of retail, food, public service and community offerings in the surrounding area. Health and wellness are promoted by the area’s park spaces, sports facilities and yoga studios. The area’s educational services are anchored by 5 primary schools and Queen’s Crescent Library. The abundant community centres offer a wealth of activities and support for residents of all ages, ranging from food bank and health services to a community garden, art therapy and cycle maintenance.



Community centres	Arts spaces	Public Services	Events spaces	Sports facilities	Public spaces
Queens Crescent Community Association	Beardsmore Gallery	Queens Crescent Library	Liberated Theare	Malden Road Sports Pitches	Lismore Circus Gardens
Somali Community Centre	Annroy Gallery	Hampstead Group Practice GP Surgery	Athlone Hall	Kentish Town Sports Centre	Talacre Gardens
Thanet Youth and Community Centre	Raumx	Queens Crescent Practice GP Surgery	Athlone House	Talacre Community Sports Centre	Parliament Hill
Ingestre Road	Zabludowicz Collection	Parliament Hill Medical Centre	K-Town Studios		
Castlehaven Community Association	Isokon Gallery	5 pharmacies			
Cooperation Town Hub	Spring Photography Studios	2 laundrettes			
Gospel Oak Methodist Church	Sunflower and Poppy				

## 4. MARKET OVERVIEW

### 4.1. Current status and condition

Queen's Crescent market consists of 95 trading pitches and operates on Thursdays and Saturdays between 10am and 4:30pm (until 7 pm in the Summer). Its traders sell mostly fashion, beauty and household products, and there is one hot food stand and one fruit and vegetable seller.

Despite increases in trading since the first lockdown in 2020, the market has only 16 out of 95 available pitches occupied, and current income does not cover costs.

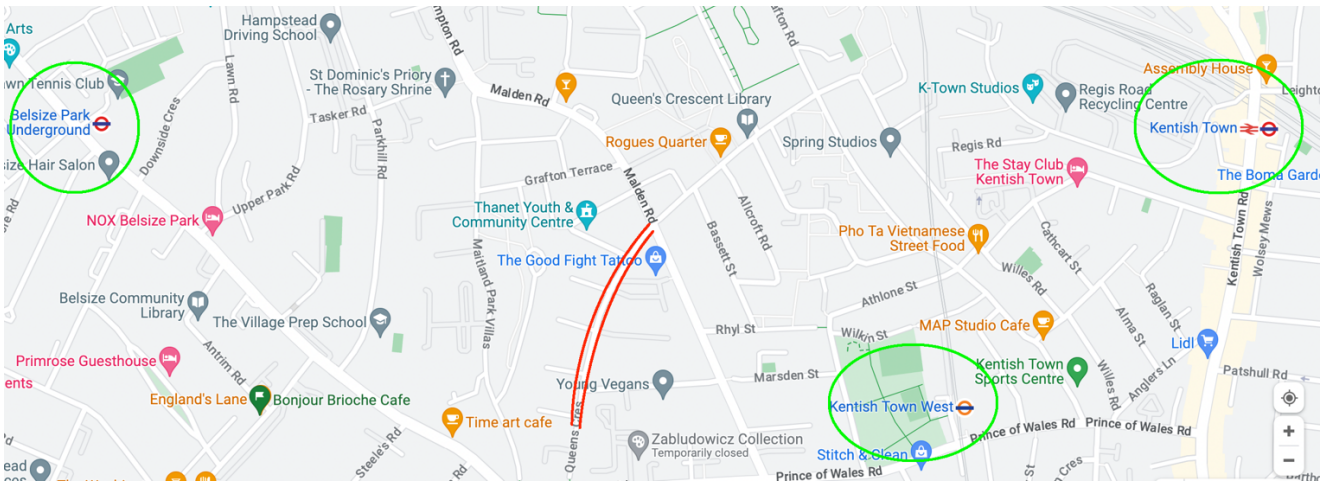
Queen’s Crescent needs modernisation and investment in order to become a self-sufficient/funding, resilient market that attracts a variety of traders and customers.

The below table shows the current split of market traders at Queen’s Crescent.

Trader	Commodities	Pitches
1	Women clothing	2
2	Bags accessories and underwear's	3
3	Soft Furnishings	2
4	Baked goods & olive oil	1
5	Ladiesfashions	2
6	Hair accessories	1
7	Women clothing	1
8	Jerk Chicken & Salmon	1
9	Household goods	2
10	Fruits and vegetables	2
11	Fabric, curtains, netting	2
12	Groceries & sweets	1
13	Cosmetics	2
14	Jerk & Patties	1
15	Ladies fashion	2
16	Baby and children clothing's	2
17	Toys and arts & crafts items	1

#### 4.2.Location and site layout

Queen’s Crescent falls on the border of the two Camden wards of Haverstock and Gospel Oak. In particular the area falls within 2 Lower Super Output Area (LSOAs) within these wards. It is situated along Queens Crescent, off Malden road (see map below). It does not only host the market, but is also a permanent home to various shops, cafes and community groups. There are also several schools in the surrounding area. It is nearby key public transportation stations and in the vicinity of relatively affluent areas (Belsize Park, Camden Town, Chalk Farm and West Kentish Town).



### 4.3. Operations and finances

The team that manages Camden’s 9 street markets, kiosks, food stalls and flower stands, and income generated from licences cover operational costs. Currently the annual expenditures are higher than income generated at Queen’s Crescent. Expenditure is comprised of salaries (45%), cleaning and waste (39%), central recharging (13%) and other (3%). Income is comprised of temporary trading fees (66%), 28%), admin fees (5%) and other (1%).

Apart from the team’s salaries (45%), the second largest cost is for street cleaning and waste management (39%). This is one of the key issues raised in this strategy and is dealt with under the programme’s Operations & Funding workstream and Chapter 7 Operating models.

### 4.4. Fees and licensing

Traders require a one-off registration and need to book their pitches prior to trading online via the Camden website. Market fees and charges are calculated in accordance with the London Local Authorities Act 1990. Income generated from pitch fees go directly into the Council’s Market account, which the Council then tops up to cover the full cost of running the markets. Any profits are invested back into the markets service.

The biggest costs for the market service come from cleaning streets, collection, and removal and disposal of waste. Other costs include administering, managing, and maintaining street markets in the borough.



Traders selling on a street market require a limited liability insurance package and, should they want to trade food, a food license. The Council is currently providing support to help set these up as and when needed by potential traders.

#### 4.5.Previous consultations

Feedback from engagement sessions and the reports listed below, covering a 5-year period before and during the COVID-19 pandemic, highlight that despite the limited range of trade and messy appearance, Queen’s Crescent market presents many opportunities to enhance its offer to the community.

Reports and consultations:

- Queens Crescent Engagement Report 1, Street Space (2021)
- Camden Markets Vision & Recommendations, Hemingway Report (2019)
- Public Realm Vision for Queen's Crescent Co-design Report (2019)
- Public Consultation on Regeneration of Gospel Oak (2016)
- Gospel Oak & Haverstock Community Vision (2021)
- Gospel Oak & Haverstock Neighbourhood Assembly (2021)
- Delivering a Safer, Cleaner, Fairer Camden, The Administration’s 2022 Election Manifesto
- We Make Camden, The Council’s Corporate Plan for the borough

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Community, political and organisational support and strong desire for the market to succeed</li> <li>• Rich market history</li> <li>• Thriving Queen’s Crescent area – offers a lot of activity</li> <li>• Great transport links</li> <li>• Sufficient space and market pitches</li> <li>• Wide range of community and ethnic groups that can be included in the market</li> </ul>	<ul style="list-style-type: none"> <li>• Decline in market trade and traders</li> <li>• Lack of customers and footfall</li> <li>• Cluttered appearance</li> <li>• Lack of trader storage</li> <li>• Poor range of stalls, products and activity provision</li> <li>• Traders’ lack of trust in the Council’s management approach and interface</li> </ul>
Opportunities	Threats

<ul style="list-style-type: none"> <li>• Diversify offer</li> <li>• Reviving the market area</li> <li>• Pre-existing community of interested groups and people</li> <li>• Community infrastructure</li> <li>• Additional market days</li> <li>• Employment and enterprise</li> <li>• Youth training</li> <li>• Training and support for older people</li> <li>• Permanent seating</li> <li>• Community space and sense of place</li> <li>• Street lighting and active surveillance</li> </ul>	<ul style="list-style-type: none"> <li>• Climate crisis</li> <li>• High street not future proof</li> <li>• Fear of crime and anti-social behaviour</li> <li>• Cost of living crisis</li> <li>• Tensions between market and shop traders</li> <li>• Semi-pedestrianised nature of the market</li> <li>• High levels of deprivation</li> </ul>
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#### 4.6. Key issues

While the market attracts a long-standing, loyal base of customers, several key issues have persisted over the past years making Queen’s Crescent unattractive to traders and customers, and challenging to manage. These issues are outlined in the table below.

Issue description	Implications
Insufficient funding and revenue (see section 4.3)	Over one third of the market’s revenue is being spent on street cleansing and waste collection (see row below). This inefficiency results in a lack of funding for interventions that could otherwise positively impact the local area and performance of the market.
Cleansing and waste management and fly tip enforcement	The current waste collection is being managed by Veolia. With this arrangement traders collect their waste along the side of the road for the contractor to pick it up. However currently this results in fly tipping by other local businesses and pedestrians. This also affects the amount of street cleansing required and the allocation of costs.
Lack of resources	The market operations team is strained in terms of capacity and capability with insufficient resources to develop and deliver new projects along the market. Realignment and investment in the markets team is required to meet the demands and needs of the service. This would also include manual workers to support the team with stall assembly and dismantling on market days and for events.

Lack of storage and fridge space for traders	A key requirement for traders at any market is the availability of local storage facilities to support car-free trading. Ideally this should include fridge and freezer storage for food, shelving, space for gazebos and stall equipment; and should be safely accessible directly by each trader.
18% trader occupancy rate	The market has sufficient space and trading allotments to host 90 traders at any time. Currently there are only 16 active traders at the market. This has a knock-on effect on both customer and trader numbers creating a 'chicken and egg' situation in which not enough new traders join the market due to low customer numbers. Customers in turn are not presented with a diverse enough offer.
Open only on Thursdays and Saturdays	Queens Crescent by itself will not cover a trader's operating and living costs – they are therefore forced to sell at multiple markets on multiple days (often overlapping). In order to make Queens Crescent a competitive place for entrepreneurs and attractive destination for customers, trading days could be expanded.
Lack of new trader applications	Given the above list of issues there is a lack in new trader applications. The market is currently not attractive enough for potential traders to commit to it on a regular or permanent basis, and applicants would therefore usually put forward interest to trade at one of Camden's other, more popular markets.
Local need for jobs and training	<p>QC is located in Haverstock, Camden's 4th most deprived ward. It contains 3 Lower Super Output Areas (LSOAs). The neighbouring Gospel Oak ward is among the most deprived and problematic in the borough:</p> <ul style="list-style-type: none"> <li>○ 2 of the 5 Gospel Oak LSOAs are in the top 10% in England for probability of loneliness of those aged 65 and over</li> <li>○ 21.9% of residents have disabilities or long term health problems</li> <li>○ 86.5% of families are receiving tax credits</li> <li>○ 29.3% of working age adults are in receipt of out of work benefits</li> <li>○ 25.2% of residents have no qualifications</li> <li>○ There are 0.2 jobs per capita of working age residents.</li> </ul> <p>This shows a strong need for Council intervention and an opportunity to use the market as a springboard for economic and social activity.</p>
No links to other local organisations	The market is currently operated by an independent markets team that is not funded by the Council and receives limited other support in terms of capacity, waste/cleansing, or management. There is a large number of social enterprises, charities, business networks, academic institutions and corporations based in Camden and around Queens Crescent. There is a

	missed opportunity to tie them into the market for mutual benefits and community value.
Currently does not attract younger people	Young people are currently not represented both in terms of traders and customers. This is another missed opportunity and should be addressed by making the market more accessible for new young people aspiring to start businesses and appropriate activities for children and families.
Not reaching local affluent residents	There are several affluent, successful neighbourhoods and highstreets in the area surrounding Queens Crescent. The market currently does not attract residents from those areas which is a missed opportunity and could be a strong focus as the strategy is being delivered (eg. Increased spending power, food, events, after school and Summer children's activities, broader product offer...)
Lack of diverse customer offer	The 16 stalls currently licensed to traders at Queens Crescent do not offer a wide range of goods. The majority of stands sell household goods, make-up and fashion. There is a need to attract a broader range of products and activities for the above-mentioned groups (kids, families, affluent residents),
Wayfinding issues	<p>The market is located on a quiet side road of Malden Road, which is host to through traffic towards Chalk Farm and Camden Town. There is little pedestrian traffic, however there is an opportunity to piggyback off school pick up times during the week when pedestrian activity increases. Previous engagement with TfL has resulted in the bus stop to be names Queens Crescent Market, however this needed to align with the market's opening days. Wayfinding could be improved in terms of physical signage, street art, digital promotion, and road marking.</p> <p>LBC have made a request to TFL to change the bus stop announcement from 'Queens Crescent' would remain to' Queens Crescent, Alight Here for the Market'. Waiting for TFL to confirm this has been approved.</p>
Not enough activities to draw people in	There are insufficient inclusive activities on offer for Queens Crescent's wide range of residents, however there is a good number of local organisations who serve them. Bringing these activities and groups out on the market street could form an inclusive, low barrier-to-entry approach to engaging with a wider range of people than currently served with the existing offer. These activities could be embedded into one-off seasonal or regular events.

## 5. The future market

This strategy for Queen's Crescent considers future-proofing the market not only in terms of financial profitability as shown in Section 4.3, but also in the context of the current changing and challenging economic landscape.

Local resident numbers are expected to increase significantly with the soon-to-start West Kentish Town Estate redevelopment. This increase will result in increases to pedestrian activity, visitors to the area and revenue potential for the market (both Council and traders). It is therefore prudent to explore how Queen's Crescent could enable the local business, trader and resident communities flourish in new ways.

According to feedback from stakeholders the biggest issues of the market and local area are:

- declining footfall,
- lack of promotion,
- no storage facilities,
- not enough new traders,
- insufficient job opportunities, and
- insufficient training for people of all ages wishing to enter the workforce.

In order to remain competitive within the flourishing street market scene across Camden and London, the Council needs to drive market activity to meet changing and future demands and provide a more attractive social environment. Improving market operations, the offer to customers and street scene (through the public realm scheme due to be completed in Summer 2024) could also offer opportunities to review trading fees and the licencing process.

### 5.1. Summary of suggestions to date

Following previous research and engagement with traders, businesses and residents as outlined in section 5 the below suggestions were captured. They were used as the starting point of discussions during this phase of work and correspond to the issues described above. The below have furthermore significantly shaped and influenced the recommendations put forward through this strategy and programme:

Physical Improvements:

- Improve and match the visual appearance of the market stalls

- Sensitive introduction of seating and eating areas to mitigate the previous association with anti-social behaviour
- Better street lighting, maintenance, and greening of space
- Improve feeling of safety achieved through passive and active surveillance
- Increase pedestrian access and positioning of pedestrians as the main users of the space, possibly reduce vehicle access
- Introduce storage areas for market equipment

#### Management Improvements:

- Improve market management to ensure changes to the market consider the needs of the existing businesses and users
- Trader training support and advice
- Create a space for traders to build relationships with the Council and communicate their needs
- Support local people to run events and activities along Queens Crescent
- Consistent and honest communication with the local community

Both categories of market improvements have been taken into consideration when defining the vision and objectives for Queens Crescent (see below).

### 5.2.Vision

The vision for Queens Crescent Market sets out what the market could be in the future and what benefits it will bring for the community. It was developed through an iterative process with key Council officers, community organisations and other stakeholders. The aim was to build on the current role of the market and how the team could leverage its existing position in the community.

A crucial part of this process was to identify why residents currently go there and what purpose the market has as an “anchor institution” in the neighbourhood. Council officers collated a wide range of opportunities and potential aspirations for the market and what it should offer in the future.

Based on these workshops the following vision was developed and agreed to shape the market’s programme:

## QUEENS CRESCENT MARKET STRATEGY

Building on its rich heritage and culture, Queen's Crescent will become a buzzing, permanent neighbourhood market with inclusive activities and stalls for all local communities and age groups.

It will be a key location among Camden's markets for training, employment and enterprise; enabling young people, entrepreneurs, and those out of work to enter the work force, start their own businesses and develop competitive skill sets.

Stakeholders were asked to consider how people currently feel when they visit and what potential there is to improve the market's sense of place.

A clear, recurring theme among consultees was its role in the community and suggestions to build on the market's residential location to pursue economic growth – both on a macro-level and for individuals living or working in the area. This includes entrepreneurship, supporting local residents to build their skills and employability, create jobs and work experience opportunities and increase local business and trader success.

### 5.3.Objectives

In order to realise the new market vision of becoming a buzzing, permanent neighbourhood market that promotes economic activity, a number of key project objectives have been identified:

1. To celebrate and build on the heritage of the market; making it a place to be for generations to come
2. To bring together local communities with a variety of stall offers, events and activities
3. Training, jobs and enterprise: Utilise QC for training and to promote it as a stepping-stone market
4. Carbon neutral market: Reduce waste and provide storage for reduced car-traffic
5. A place for people to be: To support the provision of inclusive activities through partnership working

The key priority that was identified through the consultation stages for this strategy was the focus on a market that “does not just sell things”. Economic growth and job opportunities are the main community needs that should be addressed.

The market should play a big role in helping local residents apply for jobs, access training and encourage enterprise. It should be a place where people want to spend time and belong – somewhere they can just be themselves. This is especially important for an area like Queens Crescent, one of the most deprived wards in the borough.

Queens Crescent Market will have a sense of community and place to and will aim to support those that need it enter or re-enter the job market. Lastly, it will invite locals to come together and support each other through a series of activities and events (see section 6). The proposed programme in section 8 outlines a list of shortlisted projects; all enabled through partnerships with key community organisations keen to get involved.

The list of projects and the programme were developed aiming to address the following questions:

- How can we support people who are struggling to enter the workforce?
- How can we help young people find and start a suitable career path?
- How can we encourage local investment in the market?
- Who else can the market support and how?
- What existing neighbourhood groups could be supported through a community market stall?
- What types of product, events and activities will attract footfall and increase dwell time?
- How can the market serve new residents at the West Kentish Town Estate Redevelopment?
- What could be the market’s role as a link between the community and the Council?
- What other stakeholders should be involved?

#### 5.4. Stakeholder benefits

The programme of activities aims to create positive change and benefit for various groups and stakeholders in the area, and tries to go beyond the scope of solely buying and selling along the road.

Stakeholders

Benefits



Existing and new traders	<ul style="list-style-type: none"> <li>○ Increase in customers</li> <li>○ Wider range of customers from across the neighbourhood with higher spending power</li> <li>○ A growing trader network that can learn from each other and share experiences</li> <li>○ Support from the Council to set up and manage a business, run a stall and attract more customers</li> </ul>
Businesses	<ul style="list-style-type: none"> <li>○ Increased market activity aiming to result in more pedestrian footfall on market days aiming to achieve higher sales</li> <li>○ Clearer waste management and cleansing procedures</li> <li>○ Increased revenue by bringing product sales and shop promotion to QC</li> </ul>
Residents and customers	<ul style="list-style-type: none"> <li>○ Enhanced service to support their job search</li> <li>○ Training provision to drive enterprise and job opportunities</li> <li>○ Routes to self-employment</li> <li>○ Leisure activities in response to socioeconomic challenges</li> <li>○ Volunteering roles</li> <li>○ Job roles with the Council</li> </ul>
People seeking training or employment	<ul style="list-style-type: none"> <li>○ Work experience and job opportunities through new businesses coming to the area and collaboration with the job centre</li> <li>○ CV drop-in sessions supporting people out of work</li> <li>○ A series of activities and training to encourage people to start their own business</li> <li>○ Testbed for people to start businesses</li> <li>○ Encourage residents to build on their unique experiences and multicultural backgrounds and become traders</li> </ul>
Disadvantaged groups	<ul style="list-style-type: none"> <li>○ Fully accessible community stalls</li> <li>○ Enhanced pavement improvements through public realm investments in 2023/24.</li> <li>○ A place to be through partnerships with dedicated local community groups and QC Library to provide inclusive activities</li> </ul>
Existing local community infrastructure	<ul style="list-style-type: none"> <li>○ Partnerships with local groups and organisations to jointly deliver a variety of events and activities targeted at a wide range of local residents and businesses</li> <li>○ Using vacant spaces to deliver training courses</li> <li>○ Promoting existing community infrastructure through joint working</li> </ul>
West Kentish Town Estate Redevelopment	<ul style="list-style-type: none"> <li>○ An enhanced neighbourhood offer that is suitable for all new people moving to the area</li> </ul>

	<ul style="list-style-type: none"> <li>○ Opportunities for jobs, training and enterprise on the doorstep of the new residents encouraging local spending and sustainable modes of travel to do their shopping, attend events, etc.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>○ Enhanced storage facilities for traders to allow them to store gazebos, equipment and products locally without having to travel by car.</li> <li>○ QC aims to become a car-free market improving air quality, carbon emissions and biodiversity in the area</li> </ul>
Camden Council	<ul style="list-style-type: none"> <li>○ A financially self-sufficient market that generates economic, social and environmental benefits for the neighbourhood.</li> <li>○ Increased market activity and better communication with traders and residents</li> </ul>

## 6. Interventions

This section of the strategy identifies a long list of projects and evaluates the options based on qualitative measures to form a short list of immediate quick-win projects. The qualitative assessment outlines scores for each option according to several parameters of deliverability and attractiveness. These are:

Deliverability	Attractiveness
Timescales to set up	Strategic Fit
Estimated cost	Market impact
Return on investment (ROI)	Economic impact
Complexity	Environmental impact
Deliverability	Social impact

Section 8 in this report shows a delivery programme with additional first tranche of priority projects that can be taken forward as quick wins. The programme is designed to be flexible and adaptive to circumstances and progress, and should be continuously updated and expanded.

Please find a key and detailed definitions for each in Appendix A – Project assessment.

### 6.1. “Project menu”

In order to achieve the most impactful outcomes for the Council, Queens Crescent market traders and the local community as soon as possible this programme proposes an initial start with priority projects while resource and funding are secured to the deliver the full scheme. An initial long list of interventions was developed and assessed through an iterative process with Council officers, market managers, through desk-based research, a corporate policy review and in-person site visits to understand current issues at the market in terms of layout, condition, popularity, and operational efficiency. The long list totals 47 projects across six workstreams: Partnerships, market offer, jobs & skills, promotion, engagement and operations & funding.

In addition to the projects relating to operations & funding, section 7 of this report is dedicated to operating models across street markets in general, Queens Crescent’ aspirations and best

practice across other local authorities. The section concludes with a recommended operating model.

Quick-win projects are marked with an '\*'. These are intended to be low-barrier, low-capacity projects to be taken forward by the Markets team immediately. Quick win projects will achieve positive outcomes in the short-run and can start immediately following approval of this report.

### 6.1.1. Workstream 1 – Partnerships

ID	Project idea	Description
1.1	Local commercial kitchens for food traders	Partnership with commercial kitchens in the area to encourage enterprise and car-free trading.
1.2	New trader onboarding through Camden Collective*	Partnership to help local companies based at CC test ideas using a market stall, reach more customers, work with local young people to provide work experience or apprenticeships or use their 2 volunteer hours per month to run a business masterclass.
1.3	Fixing Factory @QC Market	Bringing the Fixing Factory out on to the market eg once per week for promotion, fix-it-yourself workshop sessions or promoting volunteering roles. Tie in with their goals to provide training and opportunities for young people and encourage enterprise
1.4	Wac Arts	Wac Nites - Evening performing arts and media programmes for those with mild/moderate learning disabilities  Outreach - specialist programmes in performing, creative and digital arts in community settings
1.5	QCCA	Scope and purpose of partnership to be defined. First meeting had with QCCA representatives which was about potential storage provision, joint promotion of events, utilisation of space for eg courses and community needs (job and skills opportunities)
1.6	Events partnership with QC Library*	Bringing some provisions/groups/courses from the library out onto the market (eg knitting, little village, Summer reading challenge, socialising, book swap, South East Asian Month event ...)
1.7	Jobs hub	Promoting training opportunities, bookable community stalls and support to register as a trader to residents via the jobs hub
1.8	Safety interventions (to be defined)	Improve law enforcement presence to reduce antisocial behaviour and increase feeling of safety
1.9	Periodic exploration of partnership opportunities with local community organisations or social enterprises with mutual benefits in terms of sales, customer testing and training/employment experience. this is to identify projects for community/ social/ environment outcomes and to drive market activity as well as meanwhile uses for local vacant units.	Ongoing updating of this long list to build a database of ideas that should be evaluated on a regular basis to put forward further phases of priority projects. For example: Could a local person be recruited by the Council or the social enterprise at London Living Wage to sell their products at the market. It would allow the organisation to test success at a market and provide work experience to the stand holder.

## 6.1.2. Workstream 2 – Market offer

ID	Project idea	Description
2.1	New traders: Community stalls	Fully accessible, free to book community stalls available to local residents and businesses. This can be to help an established business become a market trader or support aspiring entrepreneurs to use the market as a test bed for their products for up to X times (tbd).
2.2	Event: Christmas market*	One-off event in December 2023 to test demand/success and opportunity to collaborate with local providers/businesses. Could include a kids challenge or play by local school kids. Discuss with existing partners any potential activities they could host
2.3	New activity: Book sale/swap	Could be community-led or through partnership with QC Library
2.4	New activity: Themed petting event	This could be quite targeted to begin with and tied in with other kids activities. For example: An Easter market event with rabbits for the kids, Easter egg hunt or painting activity and themed food.
2.5	Visual: Standardised gazebos for rent	Standardised gazebos to be mandatory from a cutoff date (tbd) in the future to achieve a more coherent visual look and market identity. To be rented directly from Markets team. This will be specified in the trader agreements or Terms & Conditions.
2.6	New traders: Callout to local artists	The Culture team hold a database of artists based in Camden that may be interested in starting to trade. They are well-established artists, and so the team advised to issue a callout for new trader proposals from them once more activity has been achieved. This could be combined with other events, such as a vintage clothing sale (see Jule's Flea Market project)
2.7	New trader: Jule's Flea market*	Partnership with existing Vintage market for a QC 'take-over'
2.8	New trader: mayhap-studio.com*	Jule from Mayhap (located just off Queens Crescent Market) is interested in setting up a stall this Summer to test the market. She is interested in selling their products as well as offer pottery as a drop-in activity to kids and adults at affordable prices. Not available 5-19th August and 1st weekend of Sept for Camden Street Festival

## 6.1.3. Workstream 3 – Jobs & skills

ID	Project idea	Description
3.1	Business training (live and online)	Series of short masterclasses in market trading, insurance, company set up, accounting, marketing, sales, customer development, branding etc
3.2	How to run a market stall 101' training session (live and online)*	Tom from Rhyl Primary School has offered to host a session (he used to trade on a market) and is happy to help other interested people
3.3	Commercial kitchen training (live and online)	Tom from Rhyl Primary School has offered to host an introductory session to their commercial kitchen

3.4	Targeted youth business training and Q&A (live and online)	QCCA said there would be a desire for young people to hear about setting up a market stall before trying it out themselves. This could be a light touch session at first, maybe with an existing trader to answer questions. Could touch on licence application, insurance etc but this would be provided through community stall provision
3.5	Kids activity / learning stands during school holidays and/or term time	Targeted support for kids and parents during school holidays to provide additional support for kids that are not fully on track in school and need counselling or tutoring. This could be held in a little pop up tent for privacy where people can sign up for a 45min slot on a board outside.
3.6	CV drop-in clinic'	Stand for a 'CV clinic' to support local people who want to apply for a job. This could be provided in collaboration with the Job Centre. Potential to combine with digital literacy support (eg send application email, upload to careers portal,...)

#### 6.1.4. Workstream 4 – Promotion

ID	Project idea	Description
4.1	Young Trader QC Market Competition	Similar to the recent competition held across London to get more young people involved, testing their ideas and learning to set up a stall. This should be combined with a series of training sessions about insurance, licencing, product testing and customer development.
4.2	Wayfinding	From stations and key points of interest through improved signage and raising the area of pavement at the market entrance. Council plan to rename the bus stop opposite the market. Tie in with emerging Public realm interventions
4.3	Photographic arts event to celebrate the local history and longstanding heritage of QC market	This could be promoted to artists and residents online and via local partners (QCCA, Library,...). Photo gallery could be launched at Summer Event (see below). If artists are involved there could be a section where photos/paintings are for sale
4.4	Summer event	Big summer event to launch the new market programme of events with new trader stands, music, a young trader competition, photo exhibition about QC's heritage, kids activities and lots of engagement to hear from existing traders what their vision for the market is.
4.5	Event for South East Asian Month 18th July to 17th August* (already delivered)	Callout to locals to run an official workshop and support planning; Run a fun-packed event with South East Asian music, food and activities; There could be a sponsored tombola to raise money for a new community asset.
4.6	Start-up Saturday*	UCL to reach out to their start-up network at BaseKX who already expressed interest in running a market stall. It would be a one-off event initially to test and learn; with the potential to onboard the companies on a permanent basis and tie in the student union for outreach and work experience.

#### 6.1.5. Workstream 5 – Engagement

ID	Project idea	Description
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5.1	Trader survey (online and phone/ in person where needed) to develop consolidated stakeholder list and requirements*	Survey with existing traders to understand what they need, capture up-to-date contact details and help define the parameters for future regular stakeholder meetings.
5.2	Market Improvement Stakeholder Group*	A quarterly open meeting for all traders to meet with the Council
5.3	A holistic engagement and marketing strategy	A formalised approach is needed in response to the new strategy, programme and events calendar.
5.4	Trader buddy programme	Matching new traders with existing ones to support them with setting up their new business, practical advice, customer attraction etc
5.5	Regular engagement campaign/survey	Quarterly online survey for shop owners, traders and residents via e-bulletin and social media
5.6	Company recruitment and education provider stand	A bookable stand for local companies who are seeking apprentices, interns and entry-level roles and academic organisations seeking to attract applications
5.7	Permanent info/engagement stand for housing team or other Council departments	
5.8	"Chatty bench"	A social space dedicated to people looking to mingle or increase social contact. This could be located by a new coffee stand, at Malden Road (end of the market) and outside the library

### 6.1.6. Workstream 6 – Operations & funding

ID	Project idea	Description
6.1	Explore potential for CID (Culture Improvement District)	A business improvement district with a specific focus on culture in the area. Further scoping needs to be done across Camden teams to identify the purpose, objectives and specific outcomes for the CID.
6.2	Storage provision	"PART A - A holistic mapping exercise of potential sites for temporary, permanent and fridge storage for traders and routes to securing the space. This will also include associated costs, size, location, owner contact details and distance from market.
6.3	Storage provision	PART B - Rental of private storage units to traders, fridges, and for QC community stalls / equipment . Build on previous work done by Housing team
6.4	Gate closure	Can this responsibility be handed over to a local public or private organisation to free up the markets team's resources?
6.5	Transformation to a multiday market	Expanding the opening hours and/or days of the market across the week to attract a wider audience of customers, making it more economical for traders to sell on a permanent basis and generating more licencing income
6.6	Collation of a list of relevant internal, corporate and grant funding pots	A consolidated list of relevant funding streams, suitable project ideas and application deadlines - this should include a route to securing the funding (ie, resources, project development, timeline etc)
6.7	Sponsorship opportunities	Outreach to local corporate/academic organisations to seek support for the market as part of their CSR / Social Value commitments to drive economic activity. Sponsorship support could

		be in the form of cash, resource, training for young people/ aspiring entrepreneurs, digital literacy courses, business courses etc
6.8	Set up a Markets programme delivery apprenticeship	A markets programme delivery apprentice (title to be confirmed). The strategy report is giving an estimated cost for a delivery plan outlining what resources are required and timescales to deliver. The apprentice post will sit within that delivery plan along with the other resources required to deliver.
6.9	Alternative waste management contract	Explore alternative waste management solutions as the current contract costs 50% of the market's revenue. Best practice (eg Hackney, Waltham Forest, Tower Hamlets) show there could be dedicated business bins to be used by traders.

## 6.2. Options assessment

Following the development and approval of the list of project options through a series of workshops attended by internal Council stakeholders the options were assessed and scored.

Projects were appraised by scoring each project opportunity according to its feasibility and attractiveness (see below) based on qualitative information. Feasibility includes factors such as deliverability and total cost; attractiveness includes factors such as strategic fit, market, economic and environmental benefits.

This allowed for the intersection between the potential benefits generated by the project opportunities to be weighed up against their risks and costs of implementation. Through this appraisal a number of immediate priority options were identified to be taken forward as the first tranche of projects (see programme in section 8), while securing funding and resource for the full programme.

### 6.2.1. Definitions

Each project was assigned a score between either 1 and 3 or -2 and 3. The evaluation criteria, definitions and score ranges are set out in the table below.

Feasibility	High	Medium	Low
	3	2	1
<b>Timescales to set up</b> Total duration of setting up the project from initiation, definition and planning to making it "shovel ready"	Up to 12m	1-2 years	> 2 years



<b>Estimated cost</b> Total cost of the project over its lifetime.	Less than £1000	£1-5k	> £5k
<b>Return on investment</b> Direct returns for the Markets team as a result of the project	High	Medium	Low
<b>Complexity</b> Level of complexity of development, planning, funding, implementation and monitoring for the project	Low	Medium	High
<b>Deliverability</b> The degree of difficulty and rate of success of the project. This indicator assesses the team's capacity & capability and the project's level of "shovel-readiness". It considers the number of stakeholders involved, the level of dependency on them, whether the project requires specific skill sets to be developed/ delivered and how (un)familiar the team are with the subject matter.	High	Medium	Low

	High	Medium	Low	Neutral	Negative	Very negative
Attractiveness	3	2	1	0	-1	-2
<b>Strategic Fit:</b> expresses the degree to which an opportunity's objectives projected benefits match Camden's corporate and market priorities.	High Currently seen as a strong corporate and market priority.	Medium Currently seen as a market priority.	Low Currently not a corporate priority and not a priority for the market.	N/a	N/a	N/a
<b>Market impact</b> Project is having an effect in the following areas: • Market offer • Operations • Financial success • Number of active customers and traders	High Positive impact on several market indicators	Medium Positive impact on some market indicators	Low Positive impact on one market indicator	Neutral No impact on any market indicator	Negative Negative impact on one market indicator	Very negative Negative impact on several market indicators
<b>Economic impact</b> Project is having an effect in the following areas: • Jobs, apprenticeships and work experience • Skills	High Positive impact on several economic indicators	Medium Positive impact on some economic indicators	Low Positive impact on one economic indicator	Neutral No impact on any economic indicator	Negative Negative impact on one economic indicator	Very negative Negative impact on several

<ul style="list-style-type: none"> <li>• Training</li> <li>• Enterprise</li> </ul>						economic indicators
<p><b>Environmental impact</b></p> <p>The project is having an effect in the following areas:</p> <ul style="list-style-type: none"> <li>• Air quality</li> <li>• Sense of place</li> <li>• Biodiversity</li> <li>• Carbon emissions</li> <li>• Number of trees and plants</li> </ul>	High Positive impact on several environmental indicators	Medium Positive impact on some environmental indicators	Low Positive impact on one environmental indicator"	Neutral No impact on any environmental indicator	Negative Negative impact on one environmental indicator	Very negative Negative impact on several environmental indicators
<p><b>Social impact</b></p> <ul style="list-style-type: none"> <li>• Increased use of active modes of travel</li> <li>• Life opportunities</li> <li>• Mental health and wellbeing</li> <li>• Physical health</li> </ul>	High Positive impact on several social indicators	Medium Positive impact on some social indicators	Low Positive impact on one social indicator	Neutral No impact on any social indicator	Negative Negative impact on one social indicator	Very negative Negative impact on several social indicators

## 6.2.2. Evaluation

An evaluation process was undertaken to analyse all options in the long list and refine them into an immediate priority list. Each project was assigned scores between 1-3 or -2 to 3 within two the two categories of feasibility and attractiveness (see section 6.2.1). The shortlist has been developed further (see section 6.3) and forms a comprehensive programme of projects, activities and events. It was curated based on the immediate need and deliverability. The full programme of projects based on this live long list will be brought forward as funding and resource are secured.

The full list of project options, scores and scoring justifications can be found in Appendix A – Options assessment.

## 6.3. Priority projects

The below shortlist of high-scoring quick-win projects was collated to create a cohesive, actionable programme that is realistic to deliver with the resources currently available to the Markets team at Camden. The programme will commence following the approval of this strategy and while the additional resource is being secured. These are also shown in more detail in Appendix B.

Shortlist of immediate priority projects					
Project #	Workstream	Project idea	Description	Stakeholders/ Potential partners	Lead
1	Partnerships	New trader onboarding through Camden Collective	Partnership to help local companies based at CC test ideas using a market stall, reach more customers, work with local young people to provide work experience or apprenticeships or use their 2 volunteer hours per month to run a business masterclass.	Camden Collective	Economic Development team
2	Partnerships	Events partnership with QC Library	Bringing some provisions/groups/courses from the library out onto the market (eg knitting, little village, Summer reading challenge, socialising, book swap, South East Asian Month event ...)	QC Library and event/group organisers	Markets team

3	Market offer	Event: Christmas market	One-off event in December 2023 to test demand/success and opportunity to collaborate with local providers/businesses. Could include a kids challenge or play by local school kids. Discuss with existing partners any potential activities they could host	Schools, traders, businesses	Markets team
4	Market offer	New trader: Jule's Flea market		Jule (Owner)	Markets team
5	Market offer	New trader: mayhap-studio.com	Jule from Mayhap (located just off Queens Crescent Market) is interested in setting up a stall this Summer to test the market. She is interested in selling their products as well as offer pottery as a drop-in activity to kids and adults at affordable prices. Not available 5-19th August and 1st weekend of Sept for Camden Street Festival	Mayhap	Markets team
6	Jobs & skills	How to run a market stall 101' training session (live and online)	Tom from Rhyl Primary School has offered to host a session (he used to trade on a market) and is happy to help other interested people	Tom from Rhyl Primary School	Markets and Economic development teams
7	Promotion	Startup Saturday	UCL to reach out to their startup network at BaseKX who already expressed interest in running a market stall. It would be a one-off event initially to test and learn; with the potential to onboard the companies on a permanent basis and tie in the student union for outreach and work experience.	UCL and associated startups	Economic Development team
8	Engagement	Trader survey (online and phone/ in person where needed) to develop consolidated stakeholder list and requirements	Survey with existing traders to understand what they need, capture up-to-date contact details and help define the parameters for future regular stakeholder meetings.	Traders	Markets team
9	Engagement	Market Improvement Stakeholder Group	A quarterly open meeting for all traders to meet with the Council	Traders; could be held at QCCA	Markets team

## Conclusion

It is important to note that without the full programme the estimated benefits will not be achieved, and the required resource and funding are key to enabling delivery.

## 6.4.Delivery

The below matrix sets out key delivery implications of the proposed work programme as shown in section 8.

Programme delivery implications	
<b>Financial</b>	<p>Total long-list programme cost estimated to be £85,600 (subject to further project development and delivery parameters). Full costing is required to be done as the full programme is being progressed to delivery. Further costs will occur for storage which will be determined once additional resource has been allocated.</p> <p>Funding is sought through this strategy. In addition, the markets team are continuously scoping out and seeking potential other contributions such as through CIL/NCIL, the GLA, sponsorship and social value contributions, increased revenue income over time from new traders and licences.</p> <p>Financial benefits include trader fee income, licence applications, potential increase in business rates as the area attracts more shops over time, cost savings from improved waste management agreement.</p> <p>Affordability – The markets team currently do not hold sufficient budget to deliver the programme. The above budget is imperative to the continuation and delivery of the market improvement strategy and programme.</p>
<b>Commercial</b>	<p>Procurement shall be done through local suppliers where appropriate to minimise any negative impacts on the environment through deliveries and to support the local economy.</p> <p>Delivery shall commence immediately with the approval of this strategy and programme, to keep momentum among the team and external market stakeholders (eg traders, business owners, partners residents and local community groups). The programme seeks to implement the market improvement stakeholder group with immediate effect in order to seek input and feedback on this strategy and keep traders engaged and excited for the new programme.</p> <p>Capacity – The current markets team requires additional capacity to deliver this programme and monitor its impact in order to bring forward further waves of priority projects. This strategy seeks approval for two full time roles (officer and apprentice-level) as outlined in section 6.5.</p>
<b>Management</b>	<p>Governance – weekly project team meetings for updates on programme progress, budget, risks/issues and capacity. This will also include updates on specific actions and any decisions that are taken to director-level. Quarterly market improvement</p>

	<p>stakeholder group that meets in person or online to keep market traders informed and take on board any suggestions for the market.</p> <p>Impact measurement and evaluation – It is proposed to introduce quarterly impact reviews as part of the weekly project team meetings. These will include formal budget and resource reviews.</p> <p>Risk Management – A risk register has been developed (see section 8.2). Quarterly risk workshops will be introduced to review the register and any associated mitigation actions that have been agreed and implemented.</p>
<p><b>Social and environmental</b></p>	<p>For each shortlisted project a review of social and environmental opportunities/impact will be undertaken that assesses any potential risks and issues the team needs to take into consideration during project delivery. Depending on the nature of a project, these could include:</p> <ul style="list-style-type: none"> <li>• Residents' way of life</li> <li>• Local culture – that is, their shared beliefs, customs, values and language or dialect.</li> <li>• Their community – its cohesion, stability, character, services and facilities.</li> <li>• Their needs and demands – eg. Jobs, skills, enterprise, education, activities</li> <li>• Their health and well-being –physical, mental, social and spiritual well-being</li> <li>• Air quality</li> <li>• Parking and car-use</li> <li>• Biodiversity, plants and green spaces</li> </ul>

### 6.5.Capacity requirements

In order to deliver the priority projects identified above, the markets team requires the additional capacity and capability. The team are seeking approval for the budget required to secure the below and progress smoothly and imminently from programme planning to delivery.

The overall long list of projects is estimated at about £85,600; with the imminent quick-win projects making up about £7,700 of that. This may vary slightly as the projects are individually costed and delivered.

Resources	
<p><b>Current capacity</b></p>	<p>4 Market officers across 9 markets and managing 48 kiosk/pitch sites and licence private forecourts</p>

Current budget	N/A as annual market costs currently exceed any income generated
Additional capacity needed to deliver programme	2 full-time employees (1 project delivery officer and one apprentice)
Additional budget needed to deliver programme	£85,600 funding to enable the delivery of the programme.

## 6.6.Capability requirements

The additional resource sought will be key in the delivery of the market improvement programme as set out in section 8.

The below table outlines the behaviours, experiences, knowledge, and skills the Markets and Economic Development team are seeking in order to fulfil the roles and enable programme delivery.

Project Delivery Officer	
<b>Behaviours</b>	<p><b>Communication Skills:</b></p> <ul style="list-style-type: none"> <li>• Clear Communication: Ability to convey information clearly to diverse stakeholders including traders, local businesses, and community members.</li> <li>• Active Listening: Be attentive to the concerns and feedback from various stakeholders to ensure their needs are understood.</li> </ul> <p><b>Adaptability:</b></p> <ul style="list-style-type: none"> <li>• Flexibility: Ability to adapt to changing circumstances and navigate unforeseen challenges that may arise during project development and delivery.</li> <li>• Open-Mindedness: Willingness to consider new ideas and approaches, especially in response to community feedback.</li> </ul> <p><b>Collaboration:</b></p> <ul style="list-style-type: none"> <li>• Team Player: Ability to work collaboratively with internal teams, local businesses, traders and community organisations to achieve project goals.</li> <li>• Partnership Building: Establish and maintain positive relationships with external partners and stakeholders.</li> </ul>

	<p><b>Problem-Solving:</b></p> <ul style="list-style-type: none"> <li>• Analytical Thinking: Capacity to analyse situations, identify potential issues, and develop effective solutions.</li> <li>• Resourcefulness: Ability to find creative and practical solutions within budgetary and regulatory constraints.</li> <li>• Proactive, innovative Thinking to identify and secure funding and develop/deliver new projects.</li> </ul>
Experience	<p><b>Project Management:</b></p> <ul style="list-style-type: none"> <li>• Previous Project Delivery: Demonstrated experience in successfully delivering projects, preferably (but not essential) in community development, events, or local markets.</li> <li>• Budget Management: Experience in managing budgets and resources effectively.</li> </ul> <p><b>Community Engagement:</b></p> <ul style="list-style-type: none"> <li>• Community Outreach: Proven track record of engaging with diverse communities and incorporating their input into project planning.</li> <li>• Event Management: Experience in organizing and managing events, preferably in a public setting.</li> </ul> <p><b>Desired, not essential - Regulatory Compliance:</b></p> <ul style="list-style-type: none"> <li>• Understanding of Local Regulations: Familiarity with local authority regulations and permitting processes related to street markets.</li> <li>• Health and Safety Compliance: Knowledge of health and safety regulations applicable to public events.</li> </ul>
Knowledge and skills	<p><b>Project Management Tools:</b></p> <ul style="list-style-type: none"> <li>• Proficiency in Project Management Software or Tools to plan, track, and report on project progress.</li> <li>• Data Analysis Skills: Basic skills in analysing relevant data for decision-making and reporting.</li> </ul> <p><b>Risk Management:</b> Ability to identify, assess and mitigate potential risks associated with market operations, and actively monitor the risk management process.</p> <p><b>Desired, not essential: Market Operations:</b></p> <ul style="list-style-type: none"> <li>• Understanding of Market Dynamics: Knowledge of how street markets operate, including trader management, logistics, and community engagement.</li> </ul>



	<ul style="list-style-type: none"> <li>• <b>Storage Management:</b> Skills in sourcing, procuring and managing storage for market activities by both the Council and traders.</li> </ul>
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Project Delivery Apprentice	
<b>Behaviours</b>	<p><b>Enthusiastic and Proactive:</b> The project delivery apprentice should demonstrate enthusiasm for community engagement and local initiatives. They should be proactive in taking on tasks, seeking opportunities, and contributing to the overall success of the market.</p> <p><b>Excellent Communication Skills:</b> Strong verbal and written communication skills are crucial. The apprentice will be interacting with various stakeholders, including local traders, residents, and community organisations. Clear and effective communication is vital for smooth project delivery.</p> <p><b>Adaptability and Flexibility:</b> Street markets can be dynamic, with unexpected challenges and changes. The apprentice should be adaptable and flexible, able to adjust plans and strategies as needed to ensure the success of the market.</p> <p><b>Team Player:</b> Collaboration is key in a community-oriented project. The apprentice should be comfortable working in a team, supporting colleagues, and contributing positively to a collaborative work environment.</p> <p><b>Customer-Focused:</b> A customer-centric mindset is important, as the success of a street market relies on attracting and satisfying both traders and visitors. The apprentice should be attentive to the needs and preferences of the market's customers.</p>
<b>Interests</b>	<p><b>Community Engagement:</b> A genuine interest in engaging with the local community and understanding its needs and preferences is essential. The apprentice should be passionate about contributing to the development and enhancement of community spaces.</p> <p><b>Local Businesses and Markets:</b> An interest in small businesses, local products, and market dynamics is beneficial. This interest will drive the apprentice to actively participate in the growth and promotion of the street market.</p> <p><b>Event Planning:</b> Interest in organising and coordinating events, understanding the logistics involved, and creating an enjoyable experience for attendees is advantageous.</p>

	<p><b>Sustainability:</b> With increasing emphasis on sustainability, an interest in eco-friendly practices and supporting sustainable initiatives within the street market can be a positive aspect.</p> <p><b>Creativity:</b> A creative mindset is beneficial for coming up with innovative ideas to enhance the market, attract traders, and create a unique experience for visitors.</p>
<p><b>Knowledge and skills</b></p>	<p><b>Basic Administrative Skills:</b> While not mandatory, basic administrative skills such as record-keeping, data entry, and organisation would be valuable.</p> <p><b>Social Media Awareness:</b> Familiarity with social media platforms and a basic understanding of digital marketing can be advantageous for promoting Queens Crescent market and engaging with the community online.</p> <p><b>Event Coordination</b> (even at a personal level): Any experience, even on a small scale, in organising events or activities can be relevant.</p> <p><b>Local Knowledge:</b> A good understanding of the local area, its demographics, and the context the community works and lives in is beneficial.</p> <p><b>Computer Literacy:</b> Basic computer skills, including proficiency in standard office software, will be helpful in managing administrative tasks and communications.</p>

## 7. Operating model

Queen's Crescent has been successfully run by Camden Council since 2015, following the end of a partnership with Queen's Crescent Community Association. Camden assumed responsibility over running the market due to a lack of revenue being made by them during the period of 2013-2015. This led to the organisation being unable to pay the operational costs for services such as waste, recycling and street cleansing. During that period the Council subsidised QCCA with approximately £30,000 per annum.

As outlined in section 4.3, the market's running costs currently still exceed any revenue generated. This is due to costs for staff and waste management services, which have largely remained the same over the past years.

### 7.1. Aspiration

It is the Council's aspiration to make the market financially self-sufficient and for it to have enough capacity assigned in order to continually engage the trader community (whether permanently active or an ad-hoc member). As outlined in the previous section one of the key changes proposed through this programme is a market stakeholder group which meets regularly to stay in touch with the Council and feedback any issues and ideas that need addressing.

Currently there is no such group in place but has been mentioned as one of the main struggles from the traders/ For them, not enough interface with the Council's markets team has led to a disconnect between their understanding of what the area needs and the team's ability to act and intervene. Hence, the goal is for the Council to have more capacity to be involved "on the ground".

In addition, there is an overarching aspiration for the market to tie in with the local neighbourhood. The team aim to establish mutually beneficial partnerships allowing for a better integration with the wide range of ethnicities represented in the area.

The team aim to continue running the market and keep responsibilities in terms of resourcing, day-to-day management, new project development and licencing in-house in order to deliver the programme developing through this strategy and steer partners and stakeholders towards a common vision.

## 7.2.Types of operating models

When considering operating models for street markets in Camden, there are several key options to explore which are outlined below. Each of them was assessed in terms of their suitability for Queen's Crescent.

1. A Public-Operated Model, in which the street market is directly managed and operated by the Council (which is currently in place at Queen's Crescent). This provides a centralised approach to managing the market, ensuring compliance with licencing and trading regulations and aligning with broader Council and city objectives. In this instance, Camden has appointed a dedicated market management team who are responsible for trader selection, market layout, infrastructure management, and overall market operations. This model allows for direct responsibility and control over policies and the market's strategic direction. Pricing is being set through the London Local Authorities Act.
2. In comparison, under a private-operated model the market would be run by a private organisation, typically through a concession or lease agreement with the local authority. The private operator may have more flexibility in terms of introducing innovative practices, branding, and investment in market infrastructure; however, this would also carry more risk. In this case the Council retains an agreed level of oversight. They may have also specific requirements outlined in the lease agreement to protect public interests and maintain the market's desired character.
3. A cooperative operating model involves the establishment of a cooperative organisation formed by the market traders themselves. They would collectively manage the operations, decision-making, and policies of the market. This promotes collaboration, shared responsibilities, and a sense of ownership among the vendors. This model allows vendors to have a direct stake in the market's success and fosters a strong sense of community among traders.
4. Community-driven models: Markets that are primarily managed and operated by a community-based organisation or a non-profit entity. They represent the interests of the local community, and decisions are made collectively, involving community members, residents, and traders. This approach focuses on promoting local entrepreneurship, supporting small businesses, and fostering social cohesion. This model often involves partnerships with local authorities, businesses, and community groups to leverage resources and expertise. The organisation may have to rely on volunteer support, fundraising, and grants to sustain market operations.

- A hybrid operating model combines elements from multiple models, tailoring the approach to the specific needs and context of the street market. This model allows for flexibility and innovation while maintaining oversight and adherence to regulatory requirements. For example, the local government may handle vendor selection and infrastructure management while partnering with a private operator for marketing and event coordination.

In the context of Queen’s Crescent, it was important to carefully evaluate the unique characteristics, objectives, and resources available for the market before selecting the recommended operating model. This was done by engaging stakeholders across the Council and physical market area, assessing their feasibility, and sharing knowledge with other Councils across London to determine the most suitable approach for your specific street market in London.

The outcomes from this evaluation are summarised in the table below:

Type of operating model	Suitability for Queen’s Crescent	Conclusion
Public-operated model	Currently being operated by the Council which works well day-to-day. There are capacity shortages leading to unseized opportunities to attract a wider range of traders and customers. QC is being subsidised by other markets across the borough due to waste management costs.	This model has been in place since 2015, maintaining a stable but low-activity market. The key task for the team, if continued, is to draw in more customers through a series of interventions without driving capacity costs up. Outgoing could be addressed through revised arrangements and contract with Veolia.
Private-operated model	Bringing in a private operator under a lease agreement with the Council is an attractive option in terms of risk management as they would accept responsibility over the financial struggles.	It not a viable option at this point as the market does not show enough activity both in terms of customers and traders to attract an external operator or investor. This may be a suitable option in the future.
Cooperative operating model	QC being a two-day market, traders set up their stalls at other markets on other days of the week in order to sustain	A trader-led model would require the traders’ full attention and dedication to QC which does not seem realistic in

	<p>their business. This option has not been brought to attention during the consultation process for this strategy and no particular traders have expressed interest in taking on this responsibility.</p>	<p>the case of a two-day. However, this may be revisited at a later stage should the market become a more permanent establishment.</p>
Community-driven model	<p>QC has previously been led by the local community association which many traders and community members look back to fondly despite the eventual financial failing of the model. There is a lot of community interest and investment in the market which should be leveraged for its advantage and to build on its heritage.</p>	<p>QCCA used to run a regular stakeholder group, which was appreciated by the traders who until today want more of a say in how the market is being run and invested in. There are learnings to take from this period in terms of finances, governance, community engagement and management.</p> <p>Note: This model worked as QCCA were able to attract funding for a training employment programme. They paid the trading fees from this model. This is something LBC could do in partnership now. QCCA would not need to operate the market to use the market as a base for an employment training programme if they secure funding</p>
A hybrid operating model	<p>Queen's Crescent is in a unique position with longstanding traders wanting to continue trading, local residents being loyal customers and invested community groups who are excited to help grow market activity. This model allows for flexibility to bring in external partners who have sufficient capacity to support drive activity</p>	<p>QC requires a targeted, individual approach that combines suitable concepts from across various operating models. This model will allow Camden to implement the list of priority projects as identified in section XX, generate revenue, reduce costs through alternative contractor arrangements and work with</p>

	through promotion and market, infrastructure changes and event coordination.	the diverse local community on creating economic opportunities for aspiring entrepreneurs, young people and those in need of training.
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In summary, the most suitable operational model for Camden’s Queen’s Crescent is a hybrid model that combines overall strategic oversight by the Council with innovative ways of bringing in external partners and support as needed for various projects and activities. This will allow Camden to remain in control of licensing, trader selection and onboarding, governance, fee pricing and maintenance, while bringing in external talent to support on promotion, marketing, business training opportunities, community outreach and event coordination.

This approach is reflected in the programme plan in section 8.

### 7.3. Best practice

These local authority examples of other market operations have been collated through knowledge sharing workshops with market managers and street market experts with experience working with the below Councils.

#### Brixton Market, LB Lambeth

“You cannot design a Brixton. It takes life, community and millions of stories.”



Brixton is famed as London’s most vibrant and diverse medley of markets. It is a community-led destination that has been shaped by the area’s diversity, Afro-Caribbean heritage and diasporic communities. This area has a 200-year history of fruit and green grocer, fishmonger and bakery trading. Outdoor market stalls are located along the pedestrianised streets of Electric Avenue and Brixton Station Road. Covered markets are in situated in the arcades of Market Row and

Brixton Village, and their glass roofs house over 128 businesses. The markets operate 6 to 7 days a week.

Brixton Village is home to over 100 independent vendors, including restaurants, bars, food and green grocers and a broad range of fashion and lifestyle retail offerings. The market operates 7 days per week, mainly by Brixton and South London residents, with a farmers market held on a Sunday. The market offers a dynamic food and beverage scene, representing over 50 culinary nationalities through the vendors dotted across the market, rooftop bar and courtyard with a rotating bar in residence each season.

Creativity is a key part of Brixton market's identity, evidenced through the rich programme of events throughout the year, from live music and spoken word to art exhibitions and pop-up markets. Brixton Station Road hosts specialist themes each Saturday; featuring Bakers' and Flea, Makers', Retro and Vintage, and Brix Mix (open to all traders) markets.

The markets serve as a creative hub supporting emerging talent with recording facilities and an art lounge. The music programme offers multi-genre and multicultural line ups, mainly for free, and weekly opportunities for artists to perform around the market for visitors to enjoy whilst shopping, eating and dancing. An Artists in Residence programme gives local artists 6 to 18 month residencies, enabling them to develop their work and host events. The market houses Impact Brixton, a community-led social enterprise that offers training programmes, office space, hot-desking and a business address to local freelancers, entrepreneurs and social change-makers.

POP Brixton is a shipping container village adjoining the markets. POP contains bars, restaurants, a tattoo parlour, training hub, balcony terrace and community greenhouse. The space offers weekly film screenings, gigs, TedX talks, live performances and free yoga classes.

Brixton's markets promote inclusive trading opportunities, trading fees start from £10 per stall per day and a stall frame, cover and table are provided.

*Note: LB Lambeth have reviewed this relationship due to insufficient revenue among other reasons and have been introducing an alternative operational model.*

### Whitechapel Market, LB Tower Hamlets

Whitechapel Market is operated by LB Tower Hamlets directly who hold the responsibility for day-to-day activities such as trader selection, stall provision, storage and waste management.



The team were able to obtain rented storage from Transport for London, who own various property in the vicinity of the market. This has helped solve one of their biggest challenges, the provision of storage for traders. In addition, the team have positioned storage for waste on the street, which has allowed them to reduce the number of collections each week. As a result, there is no need to pay for cleansing operatives such as Veolia. As part of traders' contracts, they are obligated to pay a commercial waste charge for their waste which has reduced the Council's ongoing operating costs significantly.

These two interventions have led to substantial cost savings, enabling direct employment of a team to manage market activities. A similar approach was also taken in LB Hackney, which has allowed the Council to create posts within the market team to keep the markets clean, manage their storage areas and put up and take down stalls.

Tower Hamlets are currently trialling prototypes of permanent stall structures in order to test their impact on the streetscape, benefit to traders in terms of set up, integrated storage, and weather resistance. They shared a previously developed design which would contain the stall structure in a piece of street furniture such as a bench or seat. The structure would open on market days for the stall to be used, which may be suitable for Queen's Crescent.

### Weekly Street Market, High Wycombe



High Wycombe is one of the UK's oldest weekly markets, operating for over 700 years. Today, the outdoor market is held in the semi pedestrianised area of the High Street 3 days a week, offering fresh fruit and vegetables, artisan bakes and preserves, gifts, crafts and clothing. The market operates an everchanging scene of independent food trucks in an evolving street food court. Specialist markets are held throughout the year, including artisan food, craft and

Christmas fairs with live entertainment. The market hosts a quarterly vegan market with over 30 street food vendors, artisan bakers, craft brewers, ethical jewellers, sustainable chandlers, local artists, zero-waste champions and environmental charities.

The market serves as a retail platform for local start-ups and businesses to test out their products and services. This is regularly promoted through new trader offers. Trading stall fees range from £25 and table hire at £5 per day. The market does not supply stall infrastructure such as gazebos.

The market is supported by High Wycombe Business Improvement District's (HWBIDCo) programme of community events. The independent, not-for-profit partnership invests in local projects and events and provides business support. Each summer FrogFest weekend festival takes over the High Street and town centre. The event attracts families and residents with live bands, film screenings, free street entertainment, workshops, food trucks, pop-up bars and gift fairs.

#### Walthamstow Market, LB Waltham Forest

Walthamstow Market is the longest outdoor market in Europe. It has over 300 pitches, 200 traders and more than 200 independent shops on either side of the market which complement its offer. It is a hugely successful market entirely managed by the Council's market team including pitch allocations, recruitment, finance and promotion. The local infrastructure and strategic location are important reasons for the market's popularity among customers and traders. There are easy access routes in and out of the market making it attractive for traders who are looking for quick ways to set up and take down their stalls each day.

The Council team's 'soft skills' are one of the key factors that contribute to the market's success: a flexible approach to communications and engagement, visibility on site and support traders with their businesses. According to their Head of Street Trading & Pavement Licencing & Open Spaces, 'they manage their community of traders from a support perspective, rather than a Council or market perspective'.

The team engage closely with their traders and have set up a joint management board to drive the strategic direction of the market. It has five board members who represent different areas of the market. Some of the topics discussed are management structures, freezing chargers, market layout and policy changes.

While any Council market team is limited by the London Local Authorities Act, the team at Walthamstow Market find ways for work within the regulations creatively. Their team consists of 5 full-time members with 4 on-site officers responsible for compliance checks and trader engagement.

In a conversation their Head of team added that ‘the key provisions allowing the market to be a community hub are Wifi, inclusion of local businesses in strategic decisions and easy application process, business support, practical things such as parking and storage for which the team would put traders directly in touch with local private landlords.

### Streeteries, LB Haringey

The stark changes in consumer behaviour since Covid-19 have led Haringey Council to explore the implementation of permanent “streeteries” on highstreets across their borough to enable outdoor dining and events, leaving businesses more resilient to external factors such as the pandemic at the time.

Since 2021 they have been developing and implementing a rigorous business case process to assess high streets’ suitability for a streetry, develop the case for change and assess the best way forward in terms of funding, implementation and management. While lengthy, their approach has allowed them to have a standardised method for assessing locations and whether a streetry would be a viable intervention for a particular high street or town centre. The process has also included at every stage extensive stakeholder engagement and traffic modelling to test the impact of any highway interventions such as road closures and parking restrictions.

They are soon to commence work on the final Full Business Case and Implementation of the first test site in one of their town centres.

### Other sources

Several other resources and best practice examples were reviewed and have helped shape this report. These include:

The best farmers’ markets in the UK, The Times – [Link here](#)

Seven Principles for Becoming a Market City, Project for Public Spaces – [Link here](#)

Endless Bounty: The Transformative Benefits of Public Markets, Project for Public Spaces – [Link here](#)

Making your market a dynamic community place, Project for Public Spaces – [Link here](#)

Resource Library, High Streets Task Force – [Link here](#)

Street Market Quick read guide, Urban Foundry – [Link here](#)

10 Common Characteristics of Successful Markets, Planetizen – [Link here](#)

Street Markets Toolkit: Evidencing And Capturing Social Value, Mayor of London – [Link here](#)

Improving places: Culture and Business Improvement Districts: Thriving Partnerships – [Link here](#)

#### 7.4. What is missing between now and aspiration?

The table below sets out the key missing aspects between how Camden is currently operating the market and the operational aspiration as set out in section 7.1.

Financially self-sufficient	<ul style="list-style-type: none"><li>• Reduce waste costs</li><li>• Increased fee income from new traders</li><li>• Renting out storage</li></ul>
Capacity for programme delivery	<ul style="list-style-type: none"><li>• 2 FT staff to enable programme planning, delivery, engagement and monitoring</li><li>• £85,600 budget for programme delivery</li><li>• Further funding needed for storage provision</li></ul>
More involvement 'on the ground'	<ul style="list-style-type: none"><li>• Quarterly market improvement stakeholder group that will meet to shape the direction of the market and address any day-to-day operational questions</li></ul>
Links with the neighbourhood	<ul style="list-style-type: none"><li>• Partnerships for integration with ethnic and other local groups</li></ul>

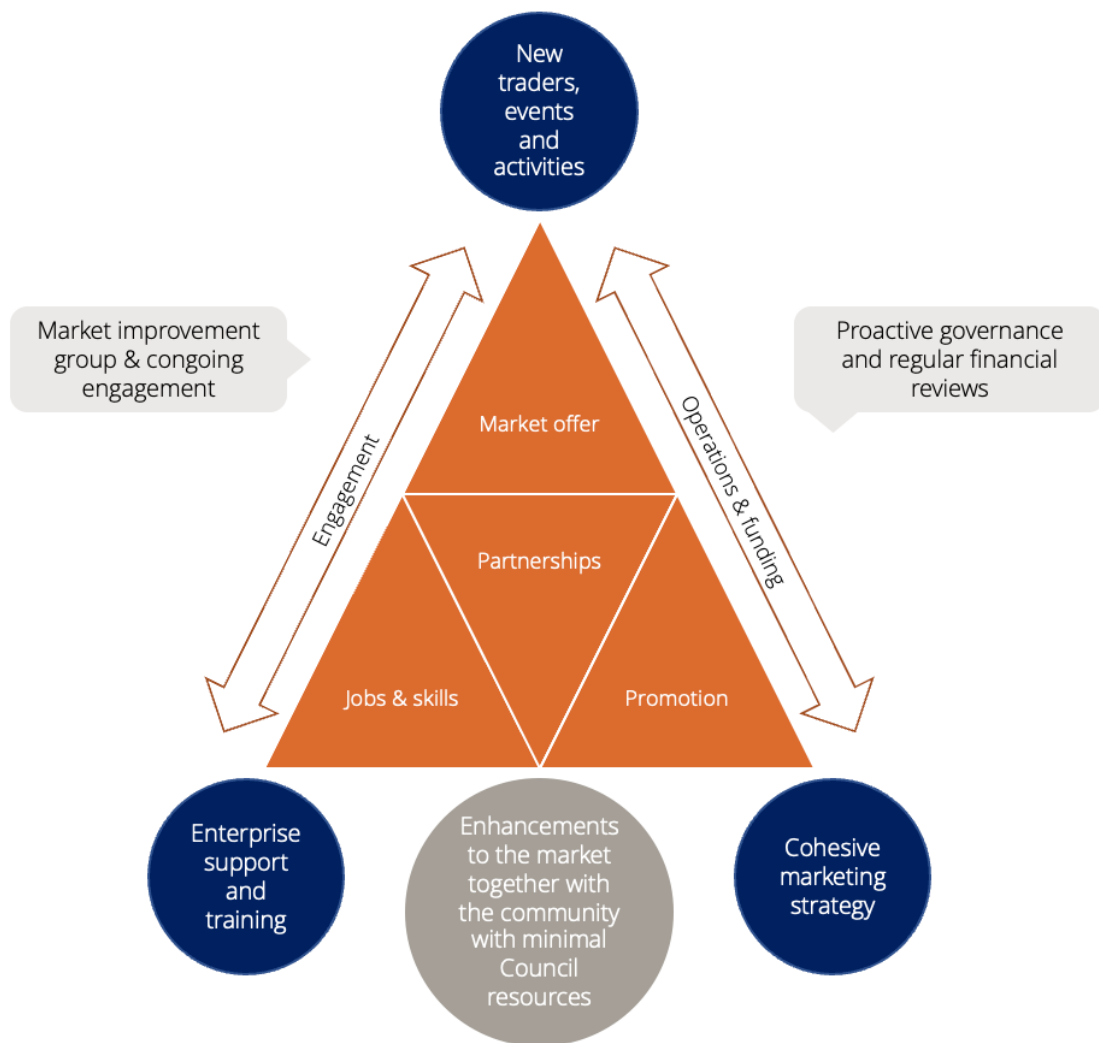
	<ul style="list-style-type: none"> <li>• Enhancing market offer and customer reach through better ties with community groups</li> </ul>
Council to retain market responsibility for strategic direction	<ul style="list-style-type: none"> <li>• The Council will continue managing the market including all associated risks as set out in section 8.3</li> <li>• Council to drive the strategic direction with continued input from traders, businesses, residents, young people, community groups and other local organisations.</li> </ul>

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### 7.5. Recommended operating model

The below diagram presents the programme's key activities and workstreams including new governance processes.

As shown in section 6.4 about delivery implications, the programme comprises clear governance touchpoints: regular project team meetings, internal impact reviews, internal risk workshops and an external market improvement group.



*Graphic: New operating model for Queen's Crescent Market with a core focus on partnerships*

## 8. Programme

### 8.1. Implementation timeline

Below is the monthly timeline to progress the below quick-win priority projects that were identified through the assessment in section 6.2 (in months). A detailed programme with activities for each project will be developed following the approval of this business case and for the full list of projects.

Workstream	Project	Lead	1	2	3	4	5	6
Partnerships	New trader onboarding through Camden Collective	Markets	■	■				
Partnerships	Events partnership with QC Library (South East Asian Month, regular groups, Christmas)	Markets	■	■			■	
Market offer	Event: Christmas market	Markets					■	
Market offer	New trader: Judy's Flea market	Markets		■				
Market offer	New trader: mayhap-studio.com	Markets		■	■			
Jobs & skills	How to run a market stall 101' training session (live and online)	Economic Development (ED)	■		■		■	
Promotion	Startup Saturday	Markets & ED		■				
Engagement	Trader survey (online and phone/ in person where needed) to develop consolidated stakeholder list and requirements	Markets	■					
Engagement	Market Improvement Stakeholder Group	Markets	■	■	■	■	■	■

The full programme sets out the key steps required to progress the first tranche of priority projects.

Further capacity and budget are needed to develop, plan and implement some of the above, as well as to progress the full programme.



## 8.2.Risk register

Category	Risk name	Description	Mitigation	Owner	Rating
Financial	Funding	Lack of funding	Ongoing monitoring of resource levels and availability (cost and staff)	Markets Team	Yellow
Demand	Trading	Lack of local trader interest	Offer incentives, training and support system for new traders to promote opportunity	Markets Team	Orange
Financial and reputational	Traders	Loss of anchor traders	Establish stakeholder group with traders to establish open line of communication and identify issues early on.	Markets Team	Yellow
Demand	Traders	Lack of new traders	Offer incentives, training and support system for new traders to promote opportunity	Markets Team	Yellow
Internal	Management	Lack of trust in market management by traders	Develop communication chains with market traders and Council through stakeholder groups and regular open meetings	Markets Team	Yellow
Technical	Storage	Lack of sufficient storage for traders	Seek storage areas for market equipment that can be independently accessed by traders	Markets Team	Red
Financial and reputational	Community perception	Community dissatisfied with market regeneration	Engage with local businesses and community Establish/review processes through community forum and surveys Promotion and community activities through emerging comms and engagement strategy	Markets Team	Yellow

<b>Technical</b>	Market offer	Implementation of market interventions may conflict with other community offers within Queen's Crescent	Engage with local community groups and programmes of events to align to their event outputs and dates.  Trader buddy programme to connect new and existing trader community.	Markets Team	
<b>Reputational</b>	Local business relationships	Inability to sustain good relationships between local business owners and market traders	Open market improvement stakeholder group to public on a one-off / irregular basis	Markets Team	
<b>Internal</b>	Resource	Key staff turnover	Strong communications within the team; plan ahead around holidays, turnover, internal moves and through external staffing (eg manual workers for stalls)	Markets Team	
<b>Internal</b>	Project Management	Insufficient resource for effective project management	Ongoing monitoring of resource levels, planning and workload. Potential to commission ad-hoc external support as needed	Markets Team	
<b>Technical</b>	Wayfinding	Wayfinding may not sufficiently promote the market	Ensure through public engagement and engagement with TfL any opportunities to improve local in-situ promotion and wayfinding	Markets Team	
<b>Financial</b>	Cost	Insufficient revenue and additional funding	Ongoing budget tracking and quarterly impact reviews to identify potential funding gaps.	Markets Team	

			Research funding pots and assign resource as needed to secure funding		
<b>Economic</b>	Economic changes	Economic changes eg. Cost-of-living crisis, impacting upon customer interest/spend and trader income	<p>Ongoing monitoring of market profit and economic trends</p> <p>Ensure flexibility in trading prices and costs</p> <p>Trader support through initial low-cost/ free stalls</p> <p>Provide free / low-cost activities for residents with low disposal incomes through events</p>	Markets Team	

## 9. NEXT STEPS

This strategy sets out a clear, structured approach for the markets team to enhance activity at Queen's Crescent Market. The market has been in decline in terms of number of traders and customers and is in need for new lively activities and offers. It offers itself to act as a testbed for aspiring entrepreneurs seeking to sell products or offer activities at the market. The Council is committed to providing support and training to local residents, business owners and other organisations wanting to join the market.

Through the programme set out in this strategy Camden is committing resource and budget to revamp the market and impact the local community in positive ways.

The markets team are seeking £180,000 over two years for additional resource of one full-time programme delivery officer and one market improvement apprentice as well as £85,600 funding to deliver the programme as identified in section 6.



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September 2023