



informed solutions

# Haringey Market Strategy

Final Report-11/06/2024

June 2024



Funded by  
UK Government



SUPPORTED BY  
**MAYOR OF LONDON**

# Haringey Markets Strategy

---

1.0	Introduction to The Retail Group	2
2.0	Project Overview	3
3.0	Market and Centre Reviews	7
4.0	Survey of Businesses and Traders	17
5.0	Survey of Residents	30
6.0	Survey of Stakeholders	42
7.0	Wider Policy Context	54
8.0	Trends & Benchmark Markets Review	60
9.0	Study Conclusions	68
10.0	Future Strategy & Action Plan	79

Appendix I – Site Analysis Case Study (Turnpike Lane)

Separate PDFs:

Appendix II - Business and Trader Survey Questionnaire

Appendix III - Resident Survey

Appendix IV - Stakeholder Questionnaire

# Haringey Markets Strategy

## 1.0 Introduction to The Retail Group

### 1.1 Company Background & Credentials

The Retail Group has been developing growth strategies and economic action plans for 'places' (cities, towns, local centres, market towns, historic towns and streets) for almost 30 years and is at the forefront of helping places to become 'multi-purpose' in offer and use. This includes expansion of the offers and experiences in towns as well as improving use and integration of existing assets, giving consumers more reasons for being in and visiting a centre, creating stronger 'places' to shop, enjoy, use, live, work and visit.

Over the last two years The Retail Group has developed comprehensive and coherent action plans to improve the performance, economy and prosperity of over 50 towns, locations and places. This period includes both pre, during and importantly post the Covid impacted and current economic pressured trading environment. It also includes detailed and multi workstream research studies that have identified the challenges, baseline performance, health checks and evidence base to direct individual town / location growth action plans. The research processes utilised enables the team to get under the skin of each location quickly and effectively, successfully engage with local businesses and stakeholders, understanding its individual future needs and developing bespoke visions, strategies and practical action plans for the short, mid and longer term.

In almost 30 years of providing support to the wider retail, city / town centre and 'place' sectors the prosperity and sustainability of over 350 diverse locations across the UK has been improved. The team has unrivalled experience in developing, delivering and supporting the implementation of successful action plans and growth strategies. Included within the project team skill set is the awareness of the trends affecting how consumers choose to use town centres, and how places are evolving to meet the needs of consumers, businesses and demographic trends.

The Retail Group project team is at the forefront of helping places and markets to become 'multi-purpose' in offer and use. This includes expansion of the offers, attracting additional elements, filling gaps, repurposing assets and providing the marketing and promotional content / direction to achieve the growth. Indeed, one of the current core aims for many places and the stated UKSPF objectives, to create and restore local pride and a sense of community in places has been a cornerstone of our work for almost three decades.

# Haringey Markets Strategy

## 2.0 Project Overview

### 2.1 Project Background and Brief

Haringey Council aspires for more markets<sup>1</sup> to be held within the Borough. It is not however a Market Borough, i.e. has no Charter Rights for Markets.

The current landscape for markets within Haringey consists mainly of privately operated markets on private sites. These include Holcombe Market in Bruce Grove, The Market Hall in Wood Green, Alexandra Palace Farmers Market, Stroud Green Market and Seven Sisters (currently under redevelopment, for launch in 2025, via Places for London and the Council).

In addition, there are a small number of regular and irregular markets held on the public highway and licenced by the Council, currently under the 1990 London Local Authorities Act. This legislation enables the Council to licence pop-up and themed market events including Myddleton Road in N22, St James Square in Muswell Hill and the soon to be relaunched monthly market on Tottenham Green.

The Council is aware that markets can act as an attractive feature of the overall offer experienced in the Borough - not just for the benefit of the markets themselves, but for wider town centre health and place-making purposes. They can bring higher footfall into a town, bring people in who have never been before, or who have not been for some time. They can add to the character and diversity of a town centre's offer as well as to its look and feel, whilst also offering opportunities for new businesses and entrepreneurs, as well as access to affordable healthy food.

Haringey Council is committed to developing a Market Strategy for Haringey. It is a key Council commitment and a specific action in the Corporate Delivery Plan as well as a stated objective and delivery in 'Opportunity Haringey' - the emerging Inclusive Economy Framework for the Borough. Funding to develop the Haringey Market Strategy was provided through the Government's UK Shared Prosperity Fund (UKSPF).

<sup>(1)</sup> **Definition of a market** – for the purposes of this report a market is a group of at least five stalls trading alongside each other on a regular basis, with each stall operated by a different trader. This includes, but is not limited to food/grocery, household goods, clothing/fashion accessories or specialist events (for example, Italian markets and Christmas markets). Individual street trading stalls are not considered markets, nor are car boot fairs.

# Haringey Markets Strategy

## 2.0 Project Overview

### 2.2 Project Methodology and Outputs

The core workstreams of the study are set out below:

1. **Immersion** - Initial project briefing. Included information collation, stakeholder contacts and contact protocols, resident, stakeholder and business survey methodologies, timetable and sequence.
2. **Information and Policy Review** - Desk based review of current Council policies and development / regeneration plans for the Borough.
3. **Market and Location / Place Reviews** - In person physical market reviews for all existing markets and known locations. Also includes location and place reviews to enable any future market offer to be put in context of local place, use and environment.
4. **Market Operations and Operators** - Review the existing operating and trading parameters.
5. **Trader and Business Engagement** - Customer facing businesses in agreed locations, independent, confidential, high response rate, essential performance KPI's and baseline information.
6. **Stakeholder Engagement** - Individual contact via personal contact, email and online, internal and external stakeholders as supplied by client project team.
7. **Resident / User Survey** - On line engagement surveys of residents, market users and non-users.
8. **Consumer, Market and Place Trends and Benchmark Activity Review** - Review of trends information and database, best practice and benchmark examples.
9. **Analysis and Conclusions** - Analysis of individual research area findings and collective analysis.

Detailed analysis and interpretation of the findings of all workstreams to provide the required outputs as detailed in the brief and for ease overleaf, as part of the Haringey Markets Strategy and Action Plan Report

# Haringey Markets Strategy

## 2.0 Project Overview

### 2.2 Project Methodology and Outputs cont'd.

Outputs and deliverables to include:

- The strategy and goals for Haringey Markets, including overview assessment of how they can help the Council to achieve wider policy and corporate strategy ambitions.
- Opportunities to improve the borough markets offer, mix, and experience, both strategic and action plans.
- Opportunities for new markets, where demand / need has been identified.
- Indicative financial assessment of investment and operating costs / revenues from additional identified market opportunities.
- Assessment of optimum operating models and legal / policy compliance (to be assessed with Council's legal team in due course), including relative constraints / benefits of operating either under LLAA or the Food Act.
- Short to medium term actions to improve performance.
- Changes needed to Council market management, operations, support to manage the new markets strategy.
- Opportunities for improved cooperation within the Council and with local stakeholders.
- Process and new market checklist to assess ongoing market opportunities and start up requests, this includes potential income streams for the Council.
- Promotional actions to attract more consumers and traders including young people.
- Best practice examples, case studies, lessons learned.
- Implementation action plan and timetable, short, mid and longer term priorities, implementation responsibilities / allocation and action plan.
- Overview of strategic risks and any inbuilt mitigations.

# Market and Centres Review

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.1 Introduction

The aims of this section are two-fold:

- Firstly, to compile a list of the existing markets held in the borough, including a map showing their geographic spread.
- Secondly to assess the main centres in the borough in regards their potential to host / facilitate more markets.

### 3.2 Existing Markets Activity

The information in the following section has been compiled through a combination of desk research, site visits, discussions with the client team, discussions with market operators and online searches.

For the purposes of this project, a market is defined as a group of at least five stalls trading alongside each other, with each stall operated by a different trader.

This includes, but is not limited to food/grocery, household goods, clothing/fashion accessories and specialist events (for example, Italian markets and Christmas markets).

Individual street trading stalls are not considered markets.



# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.2 Existing Markets Activity .

#### Frequently Delivered Markets within the Borough (at least monthly)

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
The Mall Wood Green Market Hall	Daily (Mon-Sun)	Independent traders located, privately operated and managed inside to the rear of The Mall Shopping Centre. Well maintained and operated, good range of categories including strong fashion and accessories, household, fresh food and groceries. Evidently popular with customers, and the few vacant units suggest it trades well. A useful and appealing anchor market for Wood Green. Somewhat 'hidden' inside the Mall, limited visibility / impact.	No
Holcombe Market	Daily (Mon-Sat)	A small collection of lock up stores, trading in the heart of Bruce Grove, selling mostly food. This is not technically a market, although it is branded and positioned as such. There is a popular fruit and veg trader, plus a wet fish trader, breads / cake and a small café. Good signage and location, a recognised part of the centre. Rear of market is less appealing.	No
Seven Sisters Market	Plan is to be held daily (Mon-Sun)	This established market targeted the needs typically of South American / Latino customers. The site is currently being redeveloped and we understand the ambition is to reopen in 2024/25 with the same tenant mix that traded there previously.	No

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.2 Existing Markets Activity cont'd.

#### Frequently Delivered Markets within the Borough (at least monthly) cont'd.

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Stroud Green Market	Weekly (Sundays)	Destination private food market trading in the grounds of a school. Its lack of impact and profile, yet good levels of footfall and high purchase propensity would suggest a loyal customer base. The number of pushchairs, dog walkers and bicycles would suggest a market well embedded in the local residential community. Fully occupied.	No
Alexandra Palace Farmers Market	Weekly (Sundays)	Destination private food market of up to 60 traders, well located on Sundays in the grounds of Alexandra Palace. Premium products, premium pricing! Appealing and well delivered offer, targeting mid and upper market consumers. Forms part of a wider destination location, benefits from existing footfall and destination trips.	No

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.2 Existing Markets Activity cont'd.

#### Frequently Delivered Markets within the Borough (at least monthly) cont'd.

The table below shows the location, frequency and format of the regular markets held in the borough (defined as at least monthly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Myddleton Road	Monthly (Sundays)	<p>Monthly community market run by Markets N22 CIC and licenced by the Council. Local shoppers seem to like it (evident recognition / banter between traders and customers), and it adds to the appeal of the small centre on which it trades. A good community facility.</p> <p>The market signage, stalls, canopies, infrastructure, utilities, trader presentation standards and facilities for customers could all do with improvement.</p>	Yes
Tottenham Green Market	Monthly from June 2024	<p>New monthly market to be launched from June 2024 and run privately operated by Markets N22 CIC. The ambition is to include some young / youth traders. Will trade from a location already used for event markets, which have been popular and successful.</p> <p>At the Christmas 2023 market event, many stalls looked dark, many traders weren't able to process transactions as the provided Wi-Fi went down, promotion of the market was inadequate, few stalls were branded, and the provision of toilets could have been improved.</p>	Yes

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.2 Existing Markets Activity cont'd.

#### Occasional / Infrequent Markets within the Borough

The table below shows the location, frequency and format of the infrequent regular markets held in the borough (defined as at monthly or quarterly).

Location	Frequency	Format / Comment	Licenced by Council under 1990 LLAA?
Muswell Hill Creatives Market	Quarterly	Regular quarterly market operated by local artisans. Anecdotally we understand is very popular with consumers.	Yes
Lymington Avenue	To be defined	New market and location trialled jointly by Wood Green BID and Haringey Council. Test market held just before Xmas, and currently being assessed in terms of its success. The Council's ambition is for this location to host regular and frequent markets.	Yes

#### Seasonal Event and Specialist Markets within the Borough

We understand there are a variety of one-off / seasonal / specialist Christmas event markets held in the borough, including Collage Arts Market, North London Makers Market, Tottenham Green Winter Festival and Blue House Yard. These are not considered traditional markets due to their frequency and seasonal nature. However, event markets are a positive element for places and communities, to be encouraged, facilitated and supported.

We also understand there are a couple of Car Boot Fairs held within the Borough at the Tottenham Sports Centre and White Hart Lane Ground. Car Boot Sales are not usually considered to be regular markets, but rather themed event markets.

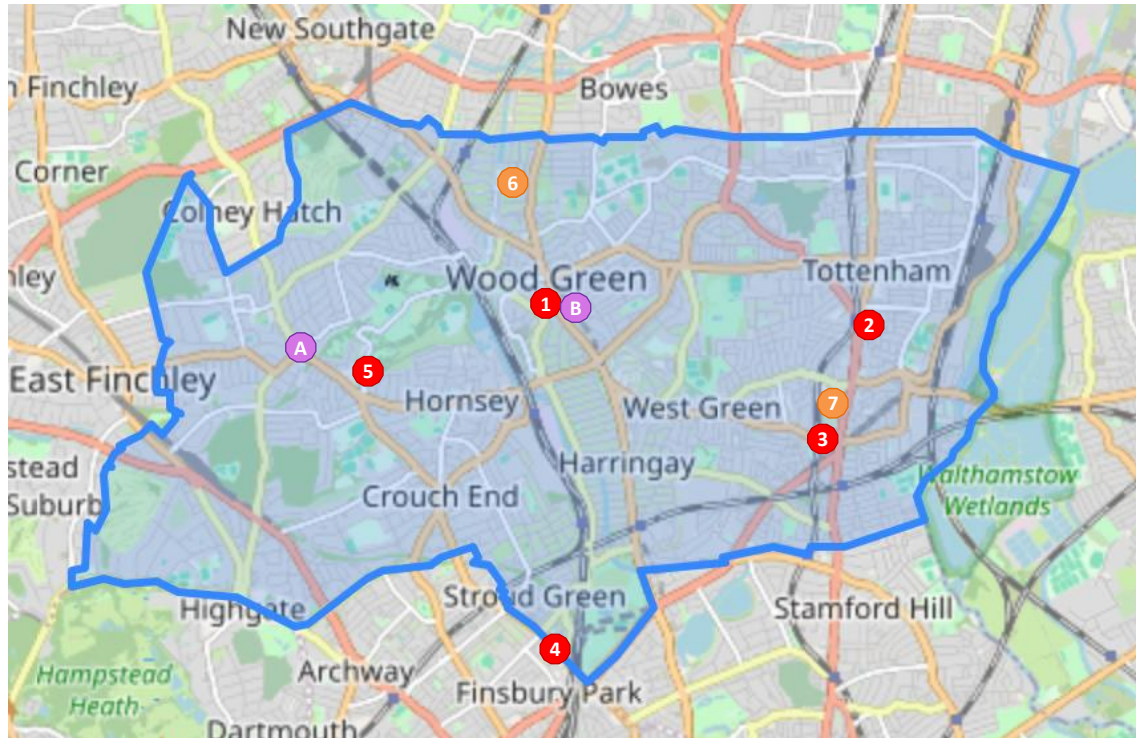
# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.2 Existing Markets Activity cont'd.

#### Geographic Location of Existing Markets in the Borough

The map below shows the location and type of the markets held in the borough (excluding car boot fairs).



#### Frequent Regular Markets (Daily / Weekly)

- 1 Wood Green Indoor Market
- 2 Holcombe Market
- 3 Seven Sisters Latin Market (from late 2024)
- 4 Stroud Green Market
- 5 Alexandra Palace Farmers Market

#### Regular Monthly Markets

- 6 Myddleton Road Market
- 7 Tottenham Green Market (from June 24)

#### Infrequent Markets

- A Muswell Hill Creatives Market
- B Lymington Avenue Market (planned)

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.3 Existing Centres

#### Main Centres within the Borough

The table below shows the main centres in the borough, along with their type and their potential to host new markets. The centres reviewed and listed are those agreed with the Council project team, as either having existing markets or having the potential for a future market offer. This has been based on a review of the 2021 Retail and Town Centres Study (Lichfields), to provide an overview of the centre – and then individual site visits and assessment by The Retail Group's consultants. Haringey has one metropolitan centre, six district centres and 38 local centres, as defined by Lichfields in their 2021 study report.

In assessing the future potential for markets in each centre the study has considered the mix and offer of the centre, indicators of health and vitality, the indicative usage patterns of the centre and the physical configuration and the availability of space to potentially accommodate a market in the centre.

Location	Type of Centre	Comment	Can Sustain Regular Markets?
Wood Green / Turnpike Lane	Metropolitan	<p>Wood Green offers its local and destination shoppers an excellent choice (367 units) of comparison goods, convenience goods, service retailers and both daytime and evening food &amp; beverage businesses. The Mall provides several leading multiple anchor stores, delivered in a clean and well-maintained environment. The leisure offer is also strong, including two cinemas and a bingo hall. With high levels of visible footfall throughout the day, its role as a major transport hub / interchange Wood Green would appear to be suitable for additional regular market activity as well as visiting event markets, over and above the Indoor Market already trading in The Mall.</p> <p>Turnpike Lane adjoining Wood Green and provides convenience, service and food &amp; beverage facilities both in the day and into the evening. It offers a long linear experience, with no spaces for a market. It is unlikely the centre could sustain additional regular markets through lack of footfall.</p>	<p>Wood Green - Yes</p> <p>Turnpike Lane - No</p>

# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.3 Existing Centres cont'd.

#### Main Centres within the Borough

Further centres include:

Location	Type of Centre	Comment	Can Sustain More Markets?
Muswell Hill	District	Muswell Hill is a well-preserved centre to the north west of the Borough, that targets the needs of affluent local shoppers. With many leading mid and upmarket comparison goods and food brands (193 units in total), the centre is in good health with strong footfall levels and few vacant units. The centre would appear to be able to support new markets. It also has spaces that could be given over to temporary market locations, including St James Square which is already used for occasional pop-up markets and events.	Yes
Crouch End	District	Crouch End shares many attributes with Muswell Hill, being slightly bigger (235 units in total) albeit unit sizes are typically smaller. It also appears to be in good health in its core area, although it has a number of vacant units and charity shops in its secondary areas. It is likely that Crouch End could support more regular market activity as well as visiting markets / event markets, including in front of the Old Town Hall.	Yes
Green Lanes	District	Green Lanes is a very long road that links Wood Green and Newington Green via Manor House. The main retail offer is located to the north of Arena Shopping Park and contains an extensive mix of convenience goods, comparison goods, service and food & beverage businesses. The Turkish food offer is famous across and draws from much of North London! Space is however at a premium in Green Lanes and there are no clear sites for a regular market (although used to be one in a playground nearby).	Yes, subject to space availability



# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.3 Existing Centres cont'd.

#### Main Centres within the Borough

Further centres include:

Location	Type of Centre	Comment	Can Sustain More Markets?
Bruce Grove	District	The Bruce Grove Retail Centre anchors Tottenham High Road and contains circa 174 retail units providing an excellent choice of convenience, service and food & beverage units. With high levels of footfall, and low levels of vacancy rates, this suggests the offer is in reasonably good health, notwithstanding a need for environmental and public realm improvements. Holcombe Market (more of a small collection of fixed retail units than a market) is evidently popular with shoppers. We have identified that Scotland Green could be the location for a regular market, but that it currently has no infrastructure in place. Therefore, investment is needed. The pilot market held at Christmas 2023 highlighted the importance that residents placed on that area being better activated for the future.	Yes
West Green Road / Seven Sisters Rd.	District	West Green Road is a busy local parade, with an extensive independent dominated convenience, service and catering offer, many of which trade late into the evening. Its limited size overall however and consequent relatively low levels of footfall, suggest it couldn't sustain any additional markets, over and above the Latin Village when it reopens after the current redevelopment proposals are completed.	No
Tottenham Hale	Opportunity Area	Tottenham Hale is now designated an Opportunity Area and as such is set to grow significantly in terms of its local residential population. Currently the main reasons for consumers to visit the centre are either to use the excellent transport interchange facilities, or the nearby retail park shopping facilities. When the various proposed additional residential developments are completed and occupied, the area would certainly benefit from occasional markets and event markets.	Yes (future)



# Haringey Markets Strategy

## 3.0 Markets and Centres Review

### 3.4 Summary

From the research undertaken as part of this workstream, the following points summarise the key findings:

- The existing markets offer in the Borough is fairly limited in number and diversity.
- All existing markets are privately operated - the Council does not directly operate any markets
- Many of the existing markets including Wood Green Indoor Market, Holcombe Market, Stroud Green Market, Alexandra Palace Farmers Market are not licensed and regulated by the Council under the LLAA. This also includes the redeveloped Seven Sisters Latin Market due to reopen in 2024.
- The existing markets at Myddleton Road, Tottenham Green and St James Square in Muswell Hill are licensed and regulated by the Council under the LLAA.
- The existing markets offer trades well.
- There are opportunities for more markets in Wood Green, Muswell Hill, Crouch End, Bruce Grove and Tottenham Hale (in the future).
- Green Lanes has the potential to sustain markets however does not have any suitable sites available within the defined centre.
- West Green Road and Turnpike Lane are not suitable for markets.
- There is a difference between regular markets, occasional markets and events, all three can be delivered and relevant to different centres.

# Survey of Businesses & Traders

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.1 Introduction

A bespoke questionnaire was developed for the project, with the aim of creating a single engagement survey questionnaire being used for both the businesses in the various centres, as well as market traders where appropriate. To be clear, **this is a survey about general performance trends and views on markets from businesses across the Borough**. Given the core objectives of the project, and the budget allocated, it is not designed to be a study of performance or views of businesses by centre.

Questions in the survey were designed to capture information about the customer base, reasons for using the town centres, current and historic performance and views and opinions of the existing market offers and how this might be improved. Many of the questions and the survey format are based on previous tried and tested questionnaires. The questionnaire is attached as Appendix I. We recommend that it is used as the basis for ongoing monitoring of performance and improvement initiatives.

Circa 600 surveys were handed to businesses and market traders in person in December 2023 and January 2024.

An online survey was also created to facilitate and encourage further responses. This link was shared with the various trading associations as well as the existing market operators, with a request to share the survey with businesses and traders in their network.

The survey achieved an outstanding response and completion, with 260 completed surveys, which includes circa 30 market traders (some businesses said they were both).

Surveys were returned from the following centres – Wood Green (72), Muswell Hill (43), Green Lanes (40), Bruce Grove (23), Crouch End (21), Turnpike Lane (16), Seven Sisters (16), Myddleton Road (11) and Tottenham Hale (9).

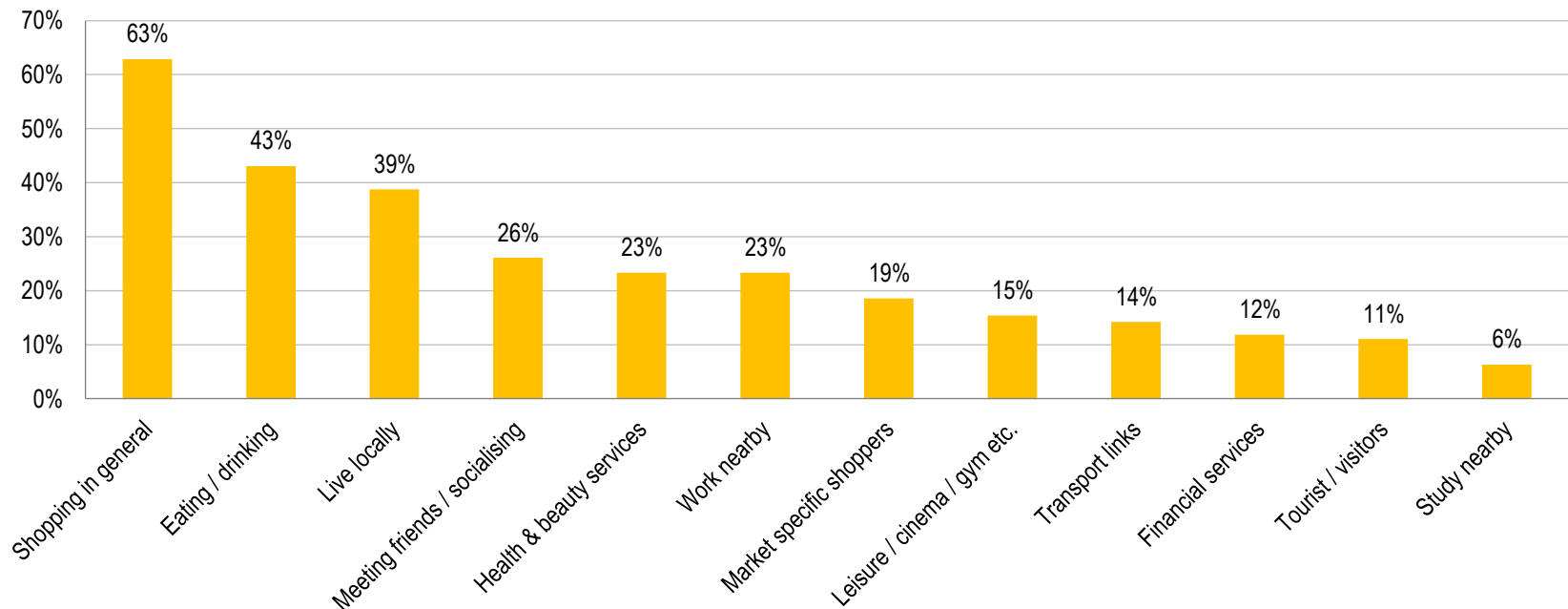
This is an excellent response, producing a comprehensive dataset of respondents for robust analysis and interpretation, on which the graphs in this section are based. We have reported the total responses as a total (traders and businesses) as this sets the direction for improvement initiatives. Where there are clear differences between the two cohorts, this has been identified. Note due to multiple response, not all graphs total 100%.

**Where major differences in responses for Wood Green, Muswell Hill and Green Lanes exist, these have been reported. The individual sample sizes in the other centres are too small to be able to draw variations by centre with statistical confidence.**

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.2 In your opinion, what are the main reasons for customers to be in the town centre?



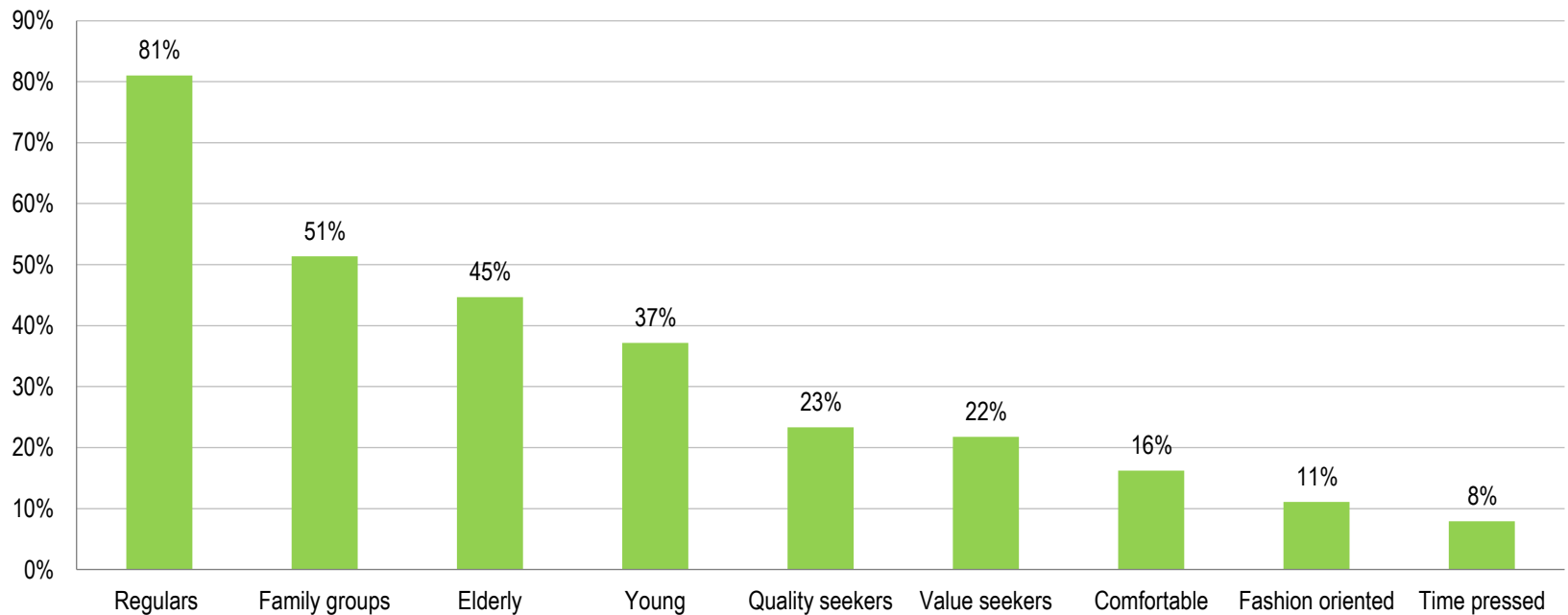
Businesses and traders report that the main reasons for being in their town centre are 'shopping generally' (primary reason), eating / drinking, living, meeting friends / socialising and working (secondary reasons). Destination market shoppers are not a dominant group.

It's fair to say that according to businesses that took part in our survey, Haringey's centres attract lots of visits for lots of different reasons.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.3 Which of the following best describe your customers? Tick all that apply



Businesses across the town centres consider their customers to be regulars.

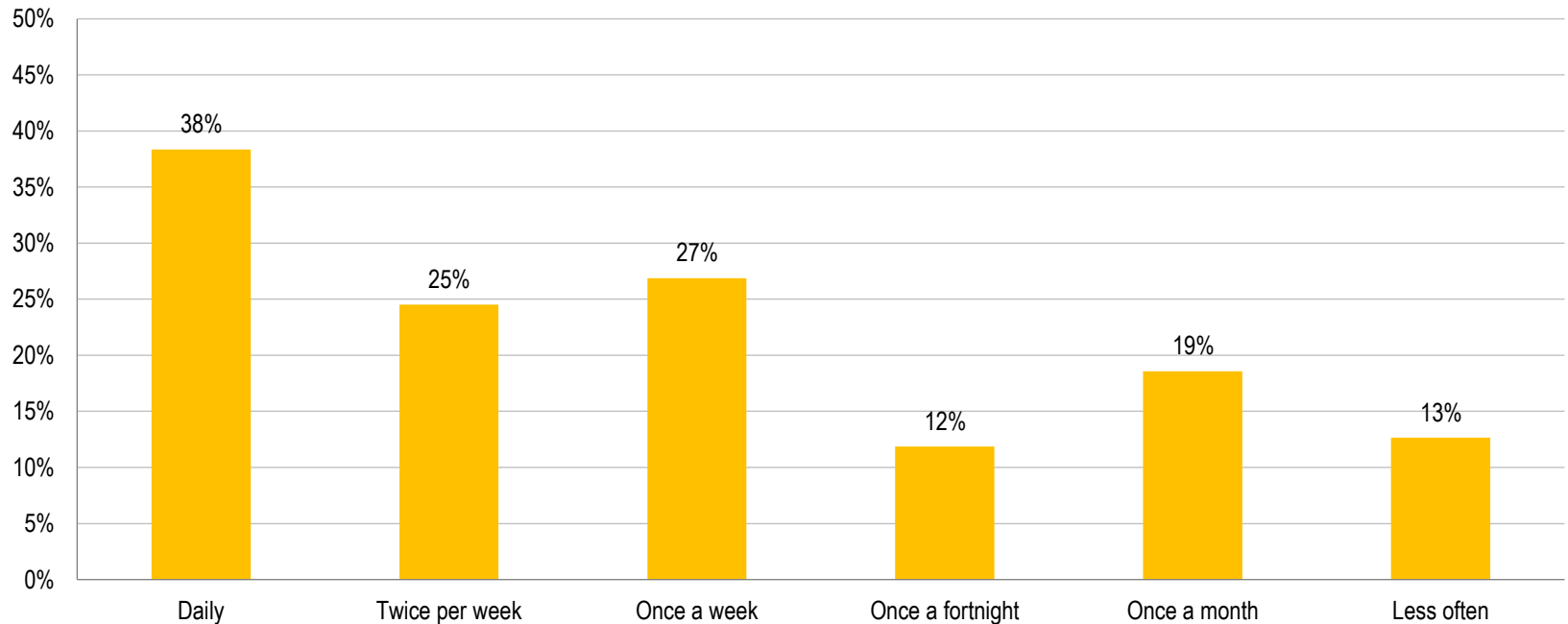
Half describe them as family groups as well as elderly. Other key groups include the young, quality seekers and value seekers.

Traders share same views as wider town businesses.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.4 How often do your customers typically visit this centre?



According to businesses and traders, Haringey's centres attract a high customer visit frequency pattern, with over a third saying daily. Furthermore, most businesses tell us their customers visit at least weekly.

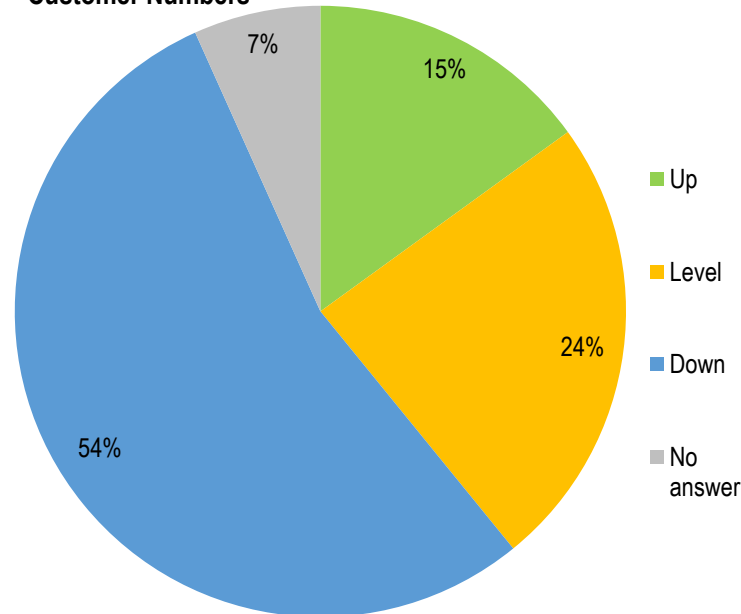
Wood Green and Green Lanes both had especially high frequency of visit. Muswell Hill much less so.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.5 General performance trends

#### Customer Numbers



Unfortunately, customer numbers are down for most businesses. Only 15% report customer numbers as being up year on year.

Businesses in Wood Green are slightly more likely to be reporting that footfall levels are down (59%). Less so for Muswell Hill (only 37% are down).

#### Footfall levels\*

Footfall levels in centres follow an almost identical trend to customer numbers, with 51% of businesses saying they are down in their centres, and only 11% saying up. More businesses in Muswell Hill said footfall was level rather than down.

#### Busiest Trading Days

According to respondents, their busiest days are Saturdays (83%), Fridays (61%) and Sundays (41%). Wood Green, Muswell Hill and Green Lanes all shared this exact pattern.

#### Quietest Trading Days

Quietest days are reported to be Tuesdays and Wednesdays (both at 47%), followed by Mondays (43%).

#### Future Trading Expectations

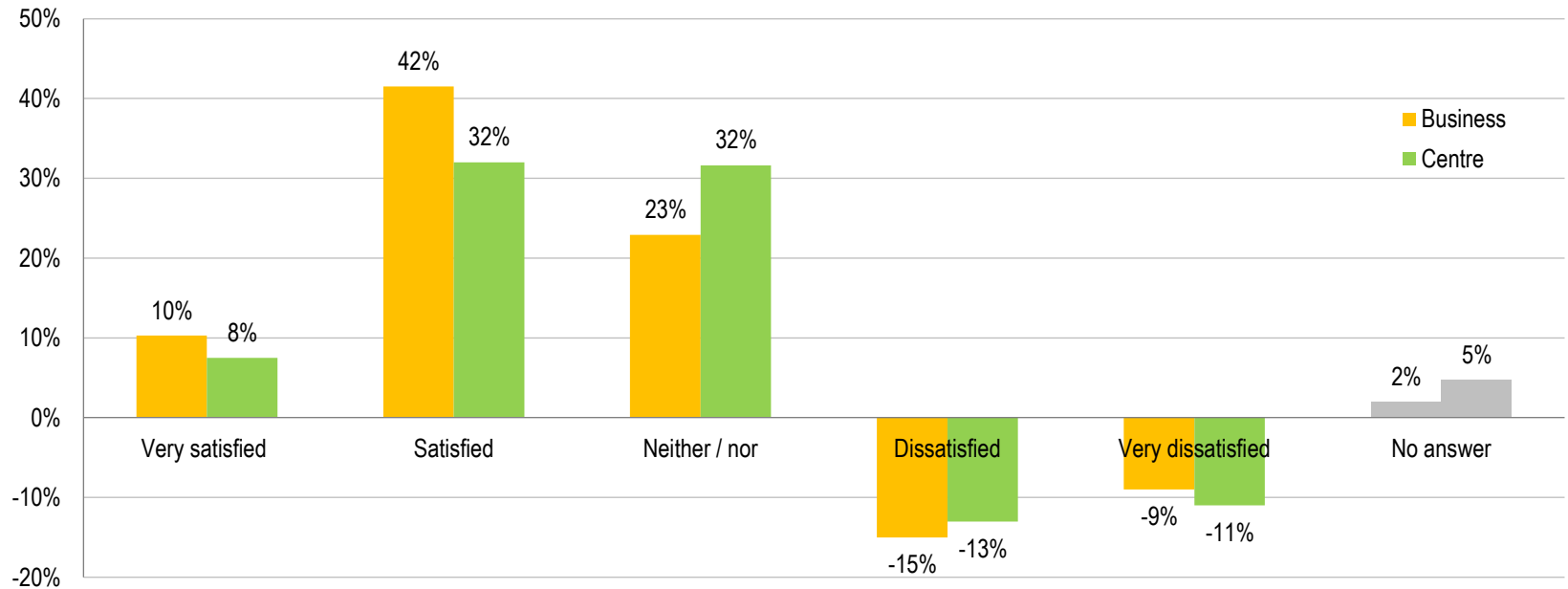
Most businesses (47%) expect trading over the next year to remain at existing levels, with the same amount (26%) expecting trading to improve as those that say it will decline.

\* Based on available council footfall data, footfall has remained roughly the same since post-pandemic with some minor peaks and troughs across the calendar years in all town centres.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.6 Satisfaction Levels with Business and Centre



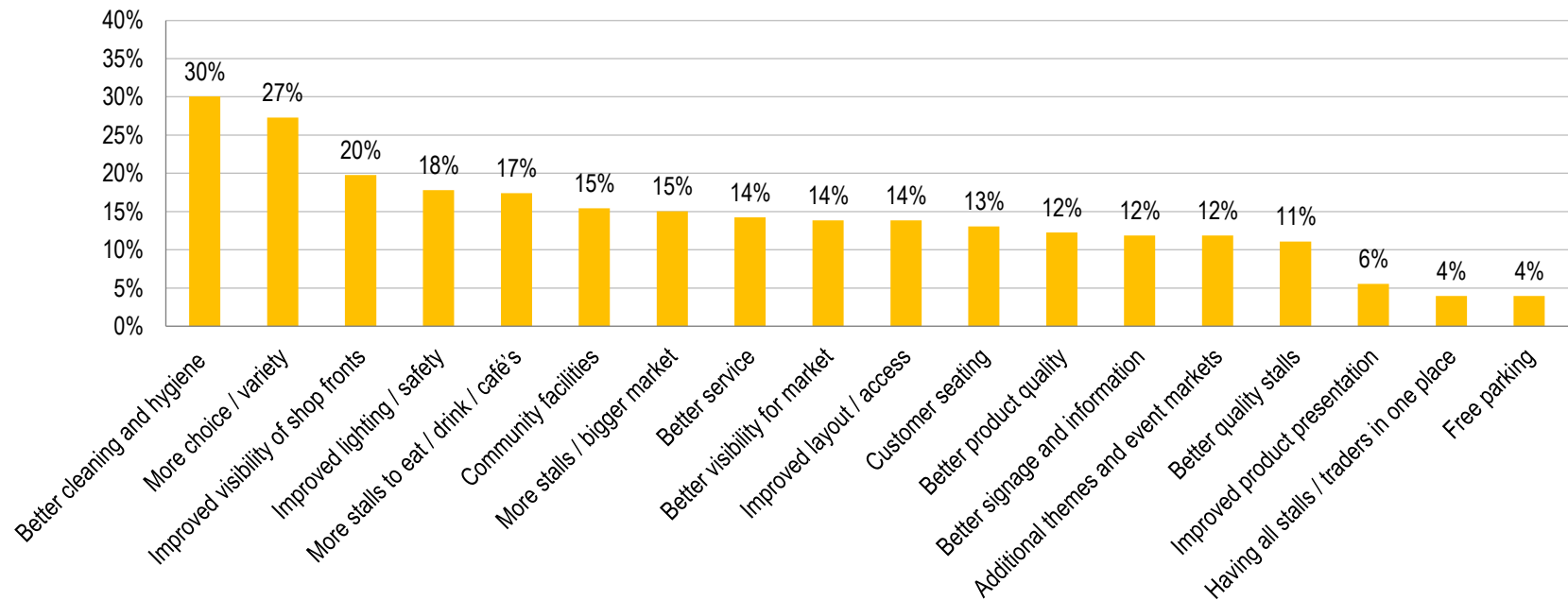
Despite the trends in performance (typically sales / customer numbers / profit) and footfall, the majority of businesses are satisfied with the performance both of their business (52%) as well as the centre in which they trade (40%). Less than a quarter are dissatisfied with both. This answers to this question were broadly the same for Wood Green, Muswell Hill and Green Lanes.



# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.7 Improvements wanted to existing markets

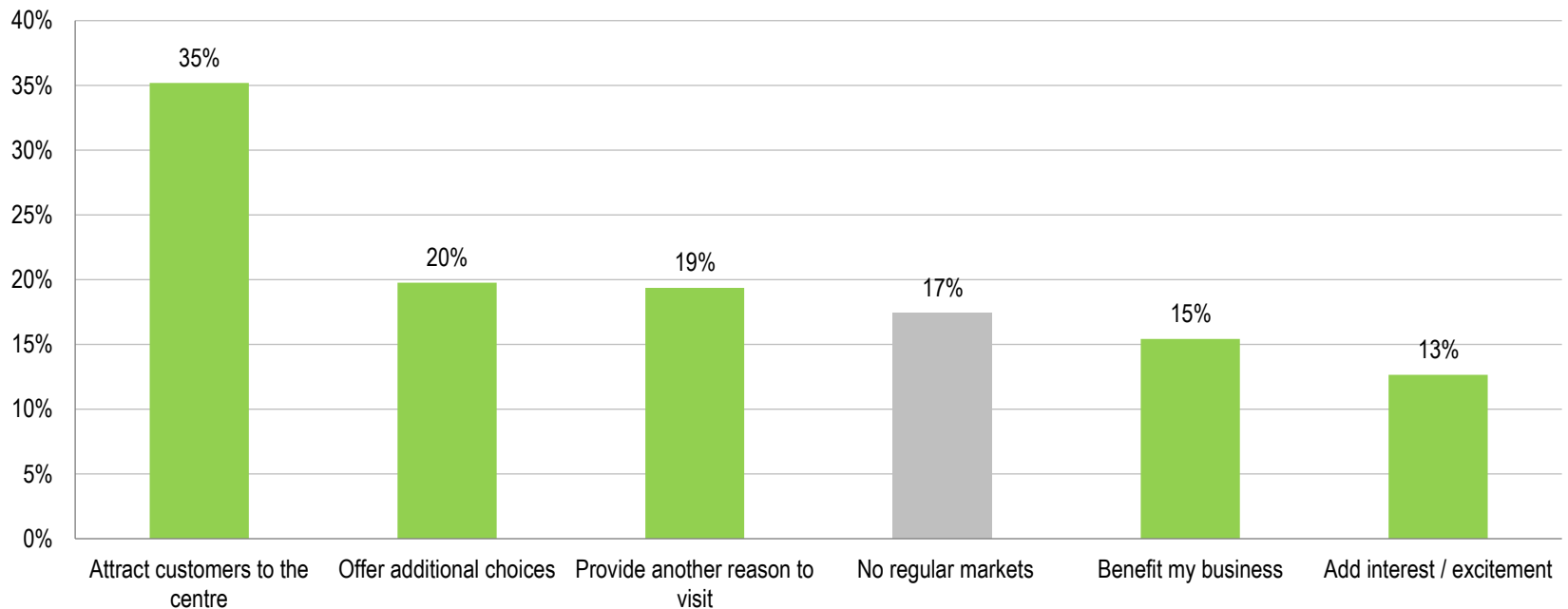


A wide variety of improvements are wanted to existing markets in the Borough, including cleaning and maintenance, more choice / bigger, better environment and facilities, better lighting, more promotion / events, better quality products & stalls, more food / places to eat and more places to sit.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.8 Thinking of any existing regular markets in this centre, which of the following benefits do they deliver?'



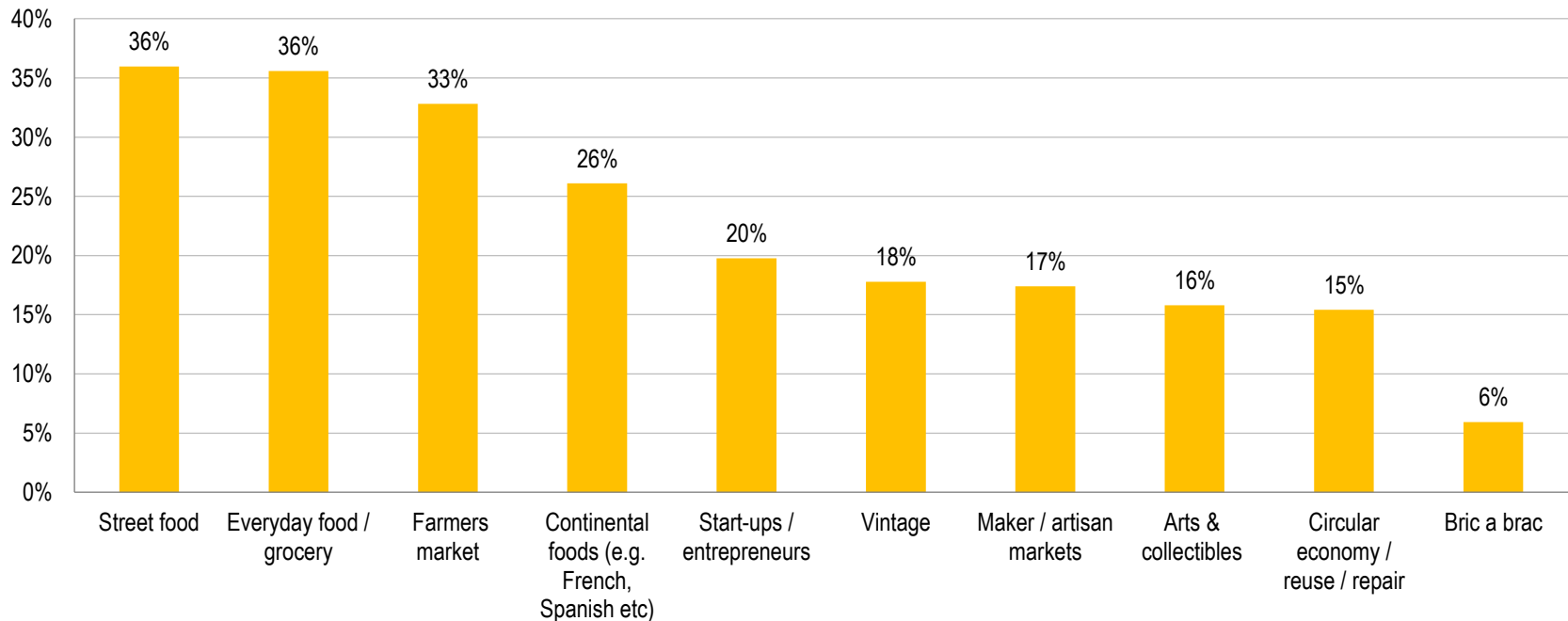
In regards this question 35% of businesses think markets attract additional customers, 20% think they provide additional choices, 19% provide additional reasons to visit and 15% believe they benefit their business. Businesses that have markets in their centres are clearly fans of them and understand the benefits they generate.

17% said they had no regular markets in their centre

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.9 Types of Additional Markets Wanted



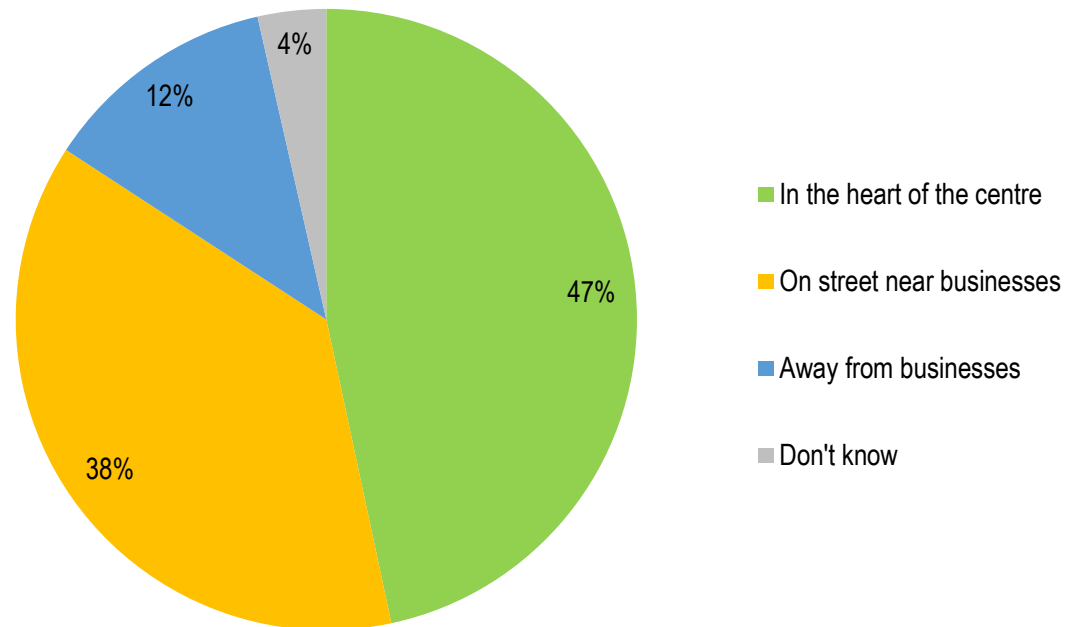
**Types of Markets Needed?** - In regards the specific types of markets wanted, the above graph shows that that more food related markets are key, including street food, everyday food / grocery, farmers markets and continental foods. Other non-food markets wanted include more markets for new / start-up traders, more vintage, more maker / artisan, more arts & collectibles and more circular economy. Clearly there is lots of interests in a more diverse range of markets!

**Are New Markets Needed?** - In response to the question 'Would this centre benefit from new markets', 40% said yes - more regular markets, 34% said yes - more occasional markets and 21% said no more markets.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.10 Location and Frequency of New Markets



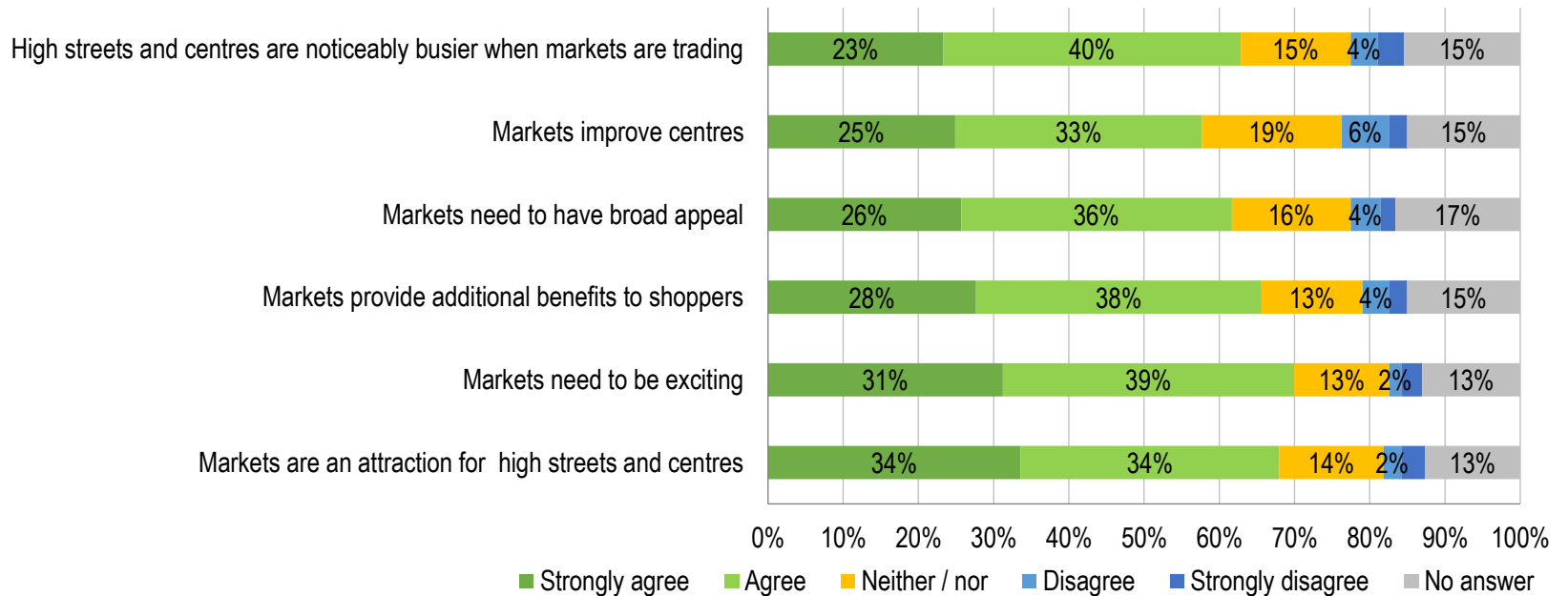
**Location of New Markets?** In response to the question, most respondents want new markets in the heart of the centre (47%) or on the streets near businesses (38%). Businesses clearly want to be next to or near new markets!

**Frequency of New Markets?** In regards the frequency of new markets, the two dominant responses were daily (27%) and weekly (23%). After adding those that said multiple times per week (13%), it can be said that two thirds of businesses and market traders want new markets to be held at least weekly! Businesses in Wood Green and Green Lanes typically wanted everyday or weekly markets, whereas Muswell Hill businesses said weekly or monthly.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.11 Views and opinions about markets



Businesses and market traders in the Borough clearly have positive views about markets, and overwhelmingly agree they are an attraction for high streets and centres, they need to be exciting, and they provide additional benefits to shoppers.

Respondents also agree they need to have broad appeal, they improve centres, and that high streets and centres are noticeable busier when markets are trading. There were no significant patterns in responses between businesses in Wood Green, Muswell Hill and Green Lanes, i.e. they broadly agreed.

# Haringey Markets Strategy

## 4.0 Survey of Businesses

### 4.12 Summary

On balance the businesses are positive about the role, benefit and need for markets in the Borough's centres:

- Most respondent believe that markets add benefits to local centres, a small group see them adding benefit to their business.
- Three quarters think that their centre would benefit from either more regular or occasional markets - only 20% think not. Wood Green and Green Lanes businesses want these to be held on a very frequent basis.
- Regarding types of markets, there is a wide range that would be applicable, street food, everyday food and farmers markets, lead the way at circa 35%, other types continental foods, start up, vintage around 20-25%, four other types around mid to late teen %'s.
- Preferred future trading frequency for markets to be daily 27%, or weekly 23%.
- Preferred locations are in the heart of a centre (47%), or on streets near businesses (38%).
- Most businesses agree that markets are attraction for high streets and centres - 70%.
- 75% agree in general centres are busier when markets trade.
- 60% agree that markets improve centres.
- 70% agree that markets provide additional benefits to shoppers.

Regarding existing markets there is much that can be done to improve them.

On a broader level trading for many businesses remains challenging and the outlook is also tough with half of businesses expecting trade to remain as it is, and a quarter each saying it will improve or decline.

Businesses are broadly consistent that markets are a benefit to centres, customers and even local businesses.

# Survey of Residents

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.1 Introduction

The aim of this bespoke consumer survey undertaken as part of the project, was to engage with residents of the Borough and ascertain their usage and views of the existing market offer in and near the Borough, as well as to probe their future aspirations of markets within the Borough.

The questions were developed by The Retail Group project team, based the requirements of the project brief and using tried and tested questions used elsewhere on similar projects we have undertaken. Also, wherever possible, the same or similar questions as used in the surveys of businesses and stakeholders, so that responses can be compared and contrasted.

A copy of the questionnaire is contained in Appendix II.

The survey was hosted on the Council's website and was structured for residents to complete the survey online, on their phones, tablets and desktop computers.

The survey ran from late December 2023 to end of January 2024, and was promoted extensively by the Council's online comms team over that period via its social media channels. We are thankful for their time and help.

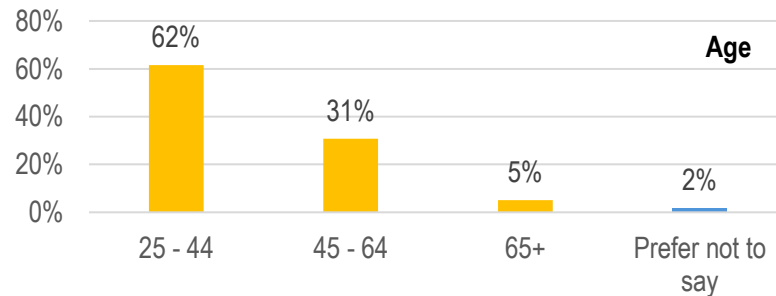
In total 117 residents took part in the survey and completed questionnaires and the results are analysed in the rest of this section of the report.



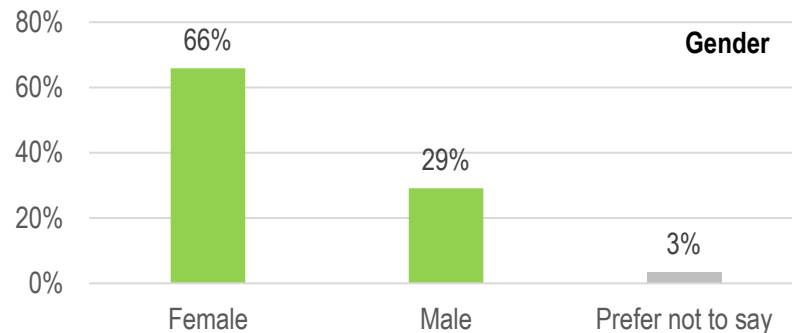
# Haringey Markets Strategy

## 5.0 Survey of Residents

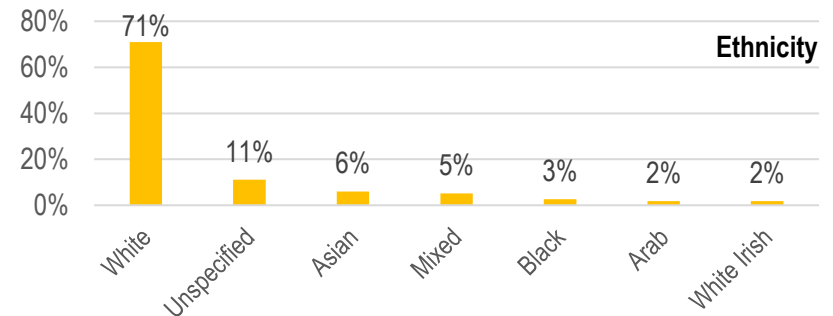
### 5.2 Research Sample (117 residents)



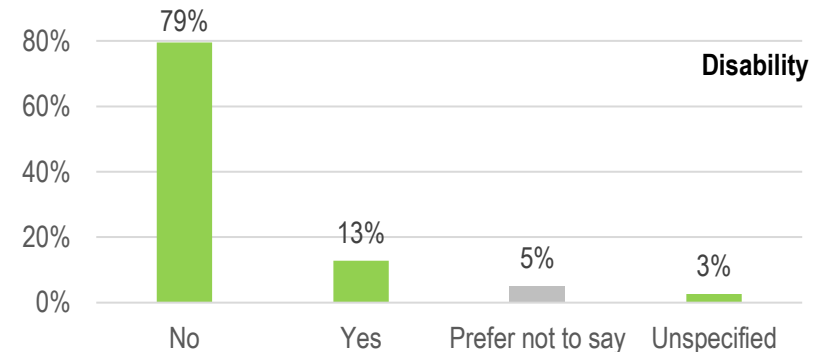
Respondents in the survey are relatively young, being significantly dominated by 25-44 year olds.



Survey respondents are split 2/3 female and 1/3 male.



The survey was dominated by respondents who state their ethnicity is white, but also contains several other groups.

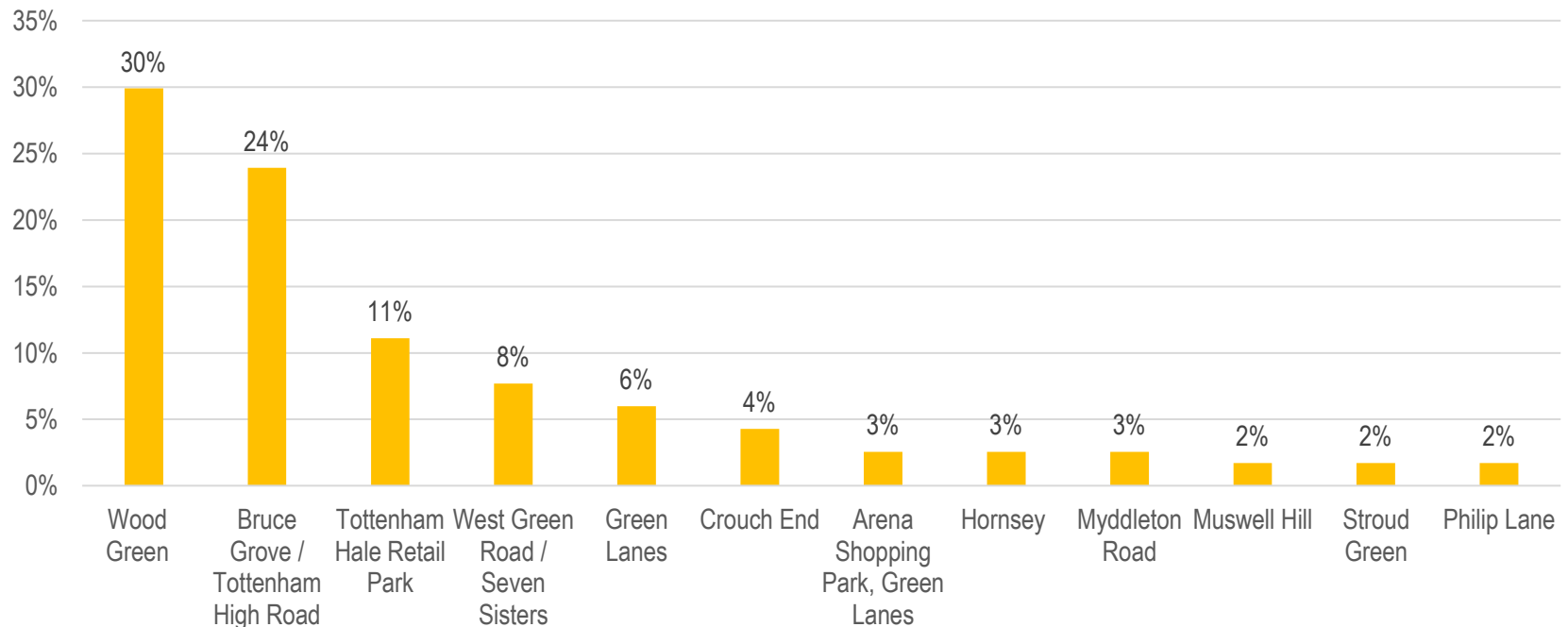


The vast majority of respondents (4/5) do not consider themselves to have a disability.

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.3 Which town centres do you visit most often for your day-to-day shopping and retail service needs?

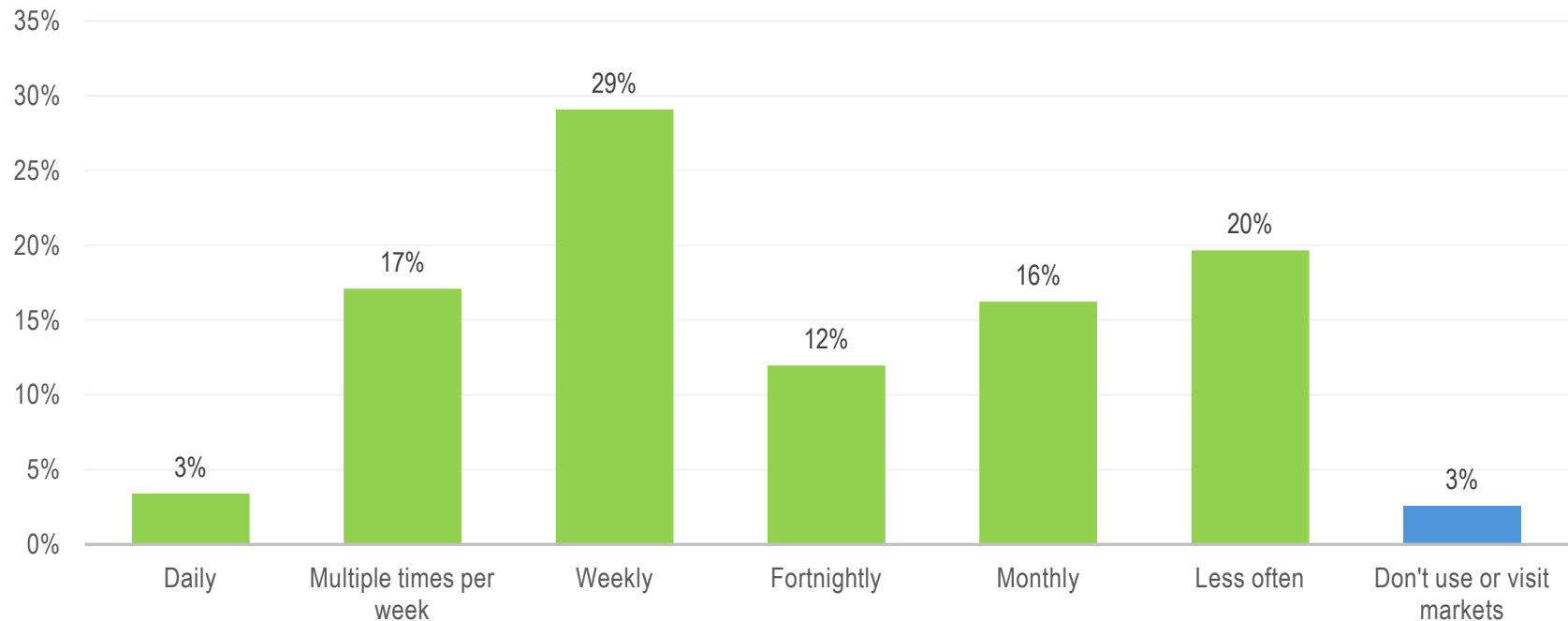


Residents in the survey say they use a variety of centres in the Borough, with the list being dominated by Wood Green and Bruce Grove / Tottenham High Road. Other key centres include Tottenham Hale Retail Park, West Green Road / Seven Sisters, Green Lanes and Crouch End. Interestingly most of these centres are in the centre or eastern parts of Borough.

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.4 How often do you typically visit regular markets?



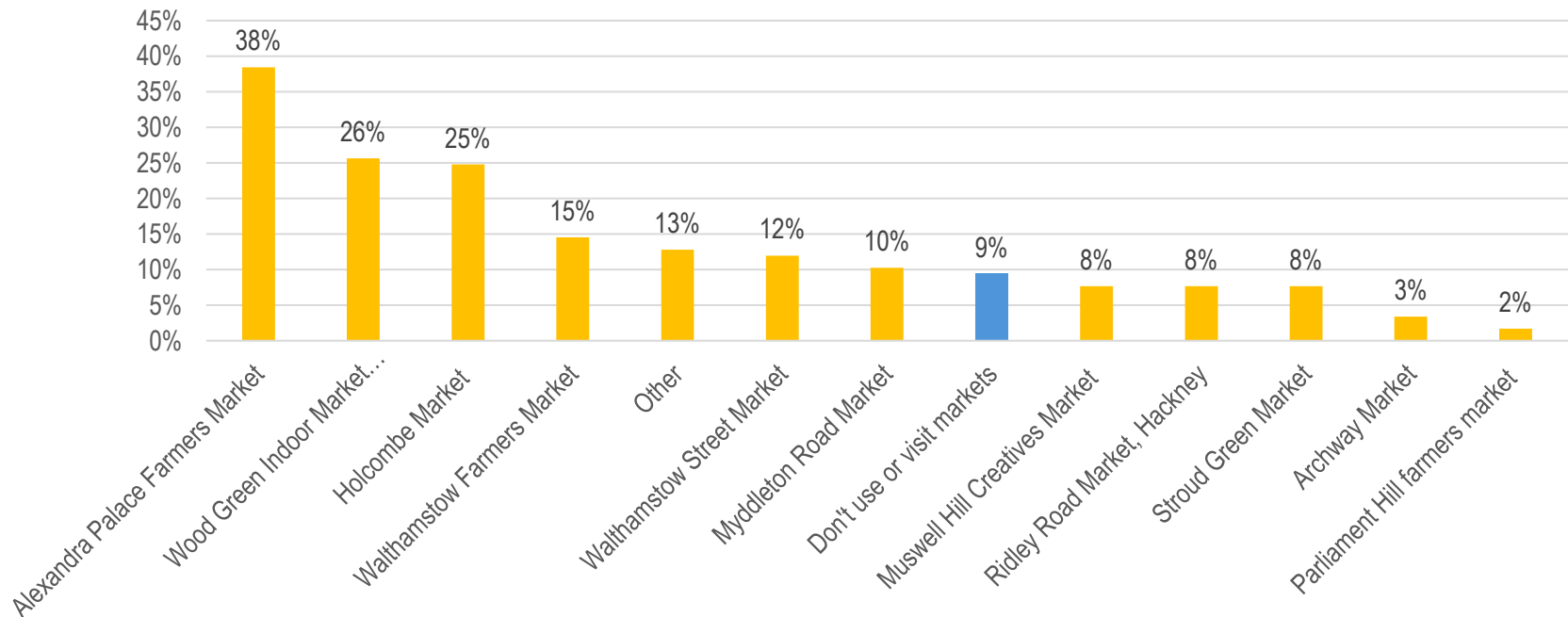
The answers to this question are broad and diverse, with circa a third of consumers saying they visit markets weekly, and a further fifth being very frequent users of markets (at least twice per week if not daily). Having said that a further third of consumers visit markets once or twice per month, and a fifth visiting less frequently than monthly.

The good news is that pretty much all respondents visit markets! Having said that, the survey was an opt-in survey, so likely to appeal to those with an interest on markets.

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.5 Which markets do you visit on a regular basis?



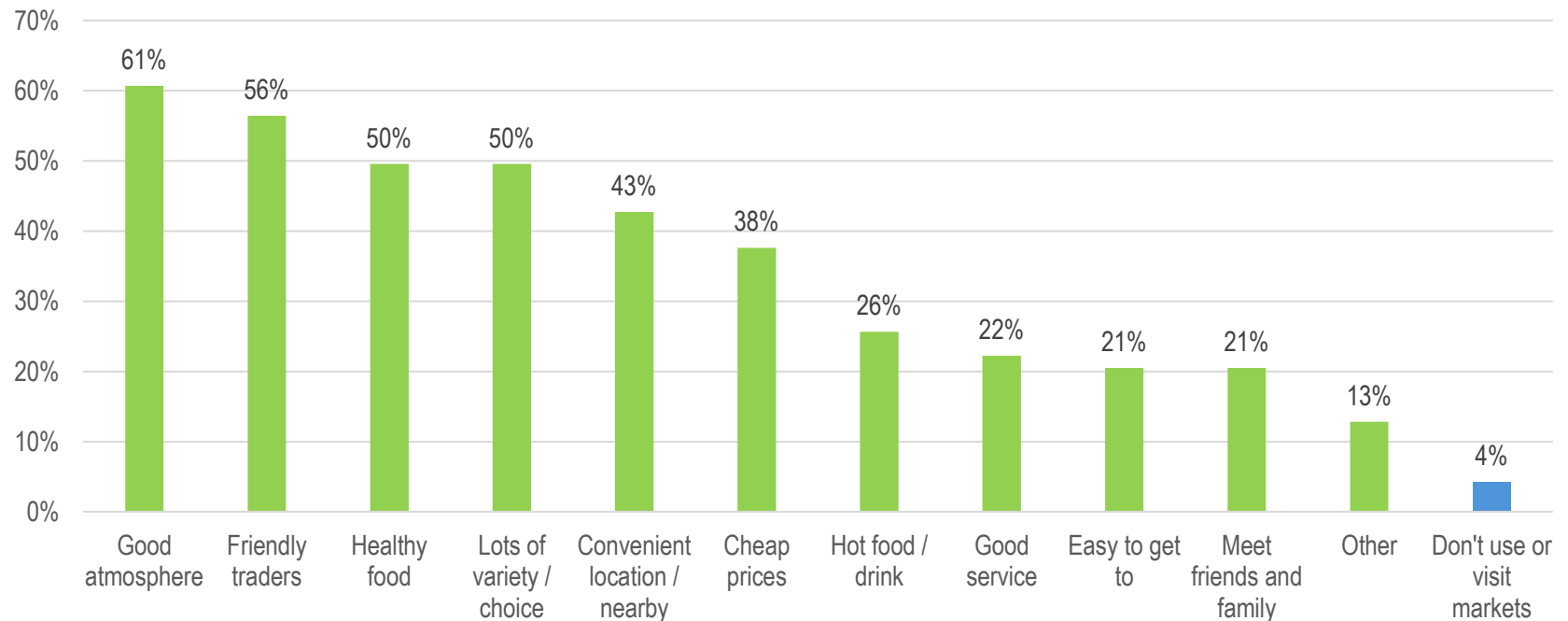
The above graph clearly shows that respondents visit many different markets within and near the Borough regularly. The list is dominated by the three main markets in the Borough – Alexandra Palace Farmers Market, Wood Green Indoor Market and Holcombe Market. This could also reflect the fact that most respondents use Wood Green as well as Bruce Grove as their main town centres. Myddelton Road gets an honourable mention by 10% of respondents. Tottenham Green is mentioned several times by the 15 respondents that said 'other'.

Interestingly, residents are also travelling out of the Borough to visit markets, mainly Walthamstow and Hackney.

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.6 What are your main reasons for using regular markets?

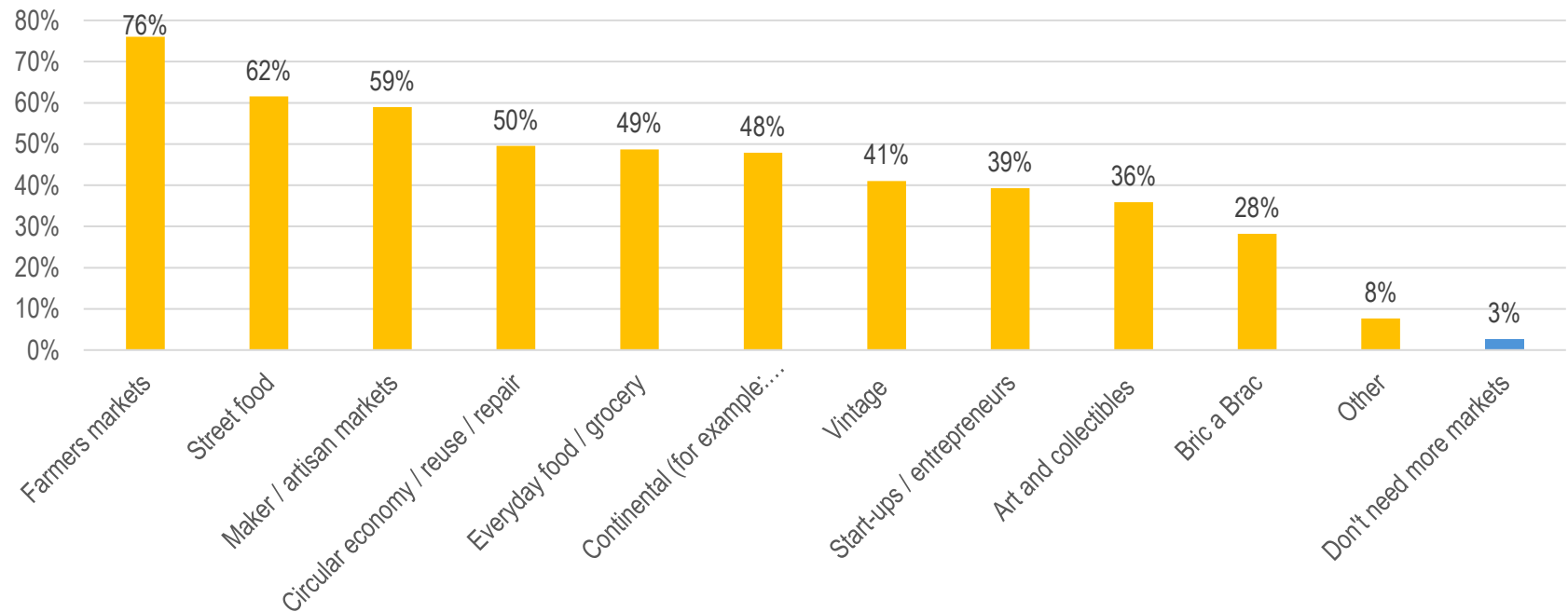


There are many positive reasons why respondents visit markets, from the atmosphere, access to healthy food, mix of traders, offer and choice of goods available, location / access, value for money, food & beverage facilities and service delivered!

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.7 What types of regular markets would you like to see more of in Haringey?



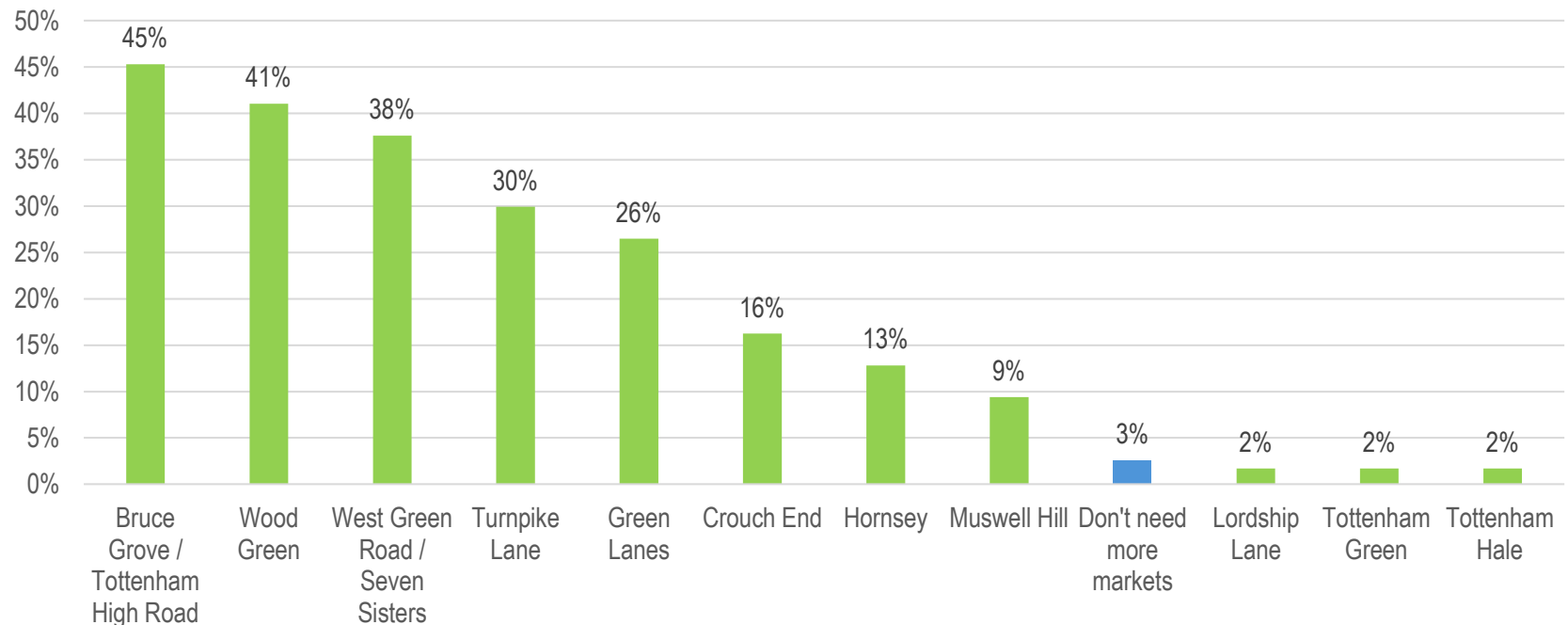
When asked about the types of markets they'd like to see more of in Haringey, it's fair to say that more food or food related markets dominate the list, including farmers markets, street food, everyday food and continental themed food markets. Additional non-food related markets wanted include more maker / artisan markets, circular economy, vintage, start-up markets, arts & collectibles and bric a brac.

Residents want lots of different types of additional markets in Haringey!

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.8 Where would you like to see additional regular markets in Haringey?



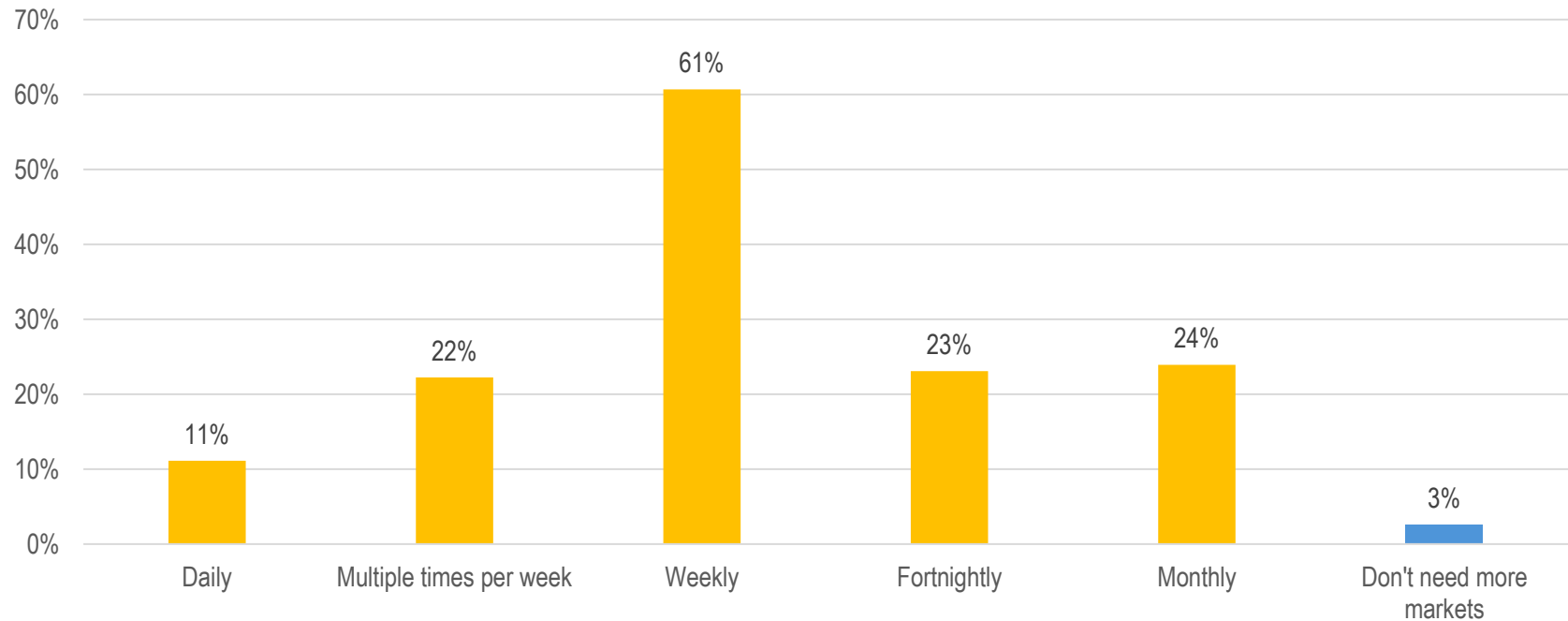
The above graph highlights that residents want additional markets in most of Haringey's main centres! It is likely that they also tend to reflect the geographic origin of respondents to the survey, given that Bruce Grove and Wood Green were the two town centres that people say they use most frequently. Interestingly West Green Road does feature disproportionately high, although again probably as it's the closest next centre to Bruce Grove.

Despite Tottenham Hale featuring as third most used centre, very few want to see more markets there. Turnpike Lane and Green Lanes are likely to be featuring in the above list, as they are near to the sizeable cohort of consumers who use Wood Green as their main centre.

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.9 How often would you like to see additional regular markets?



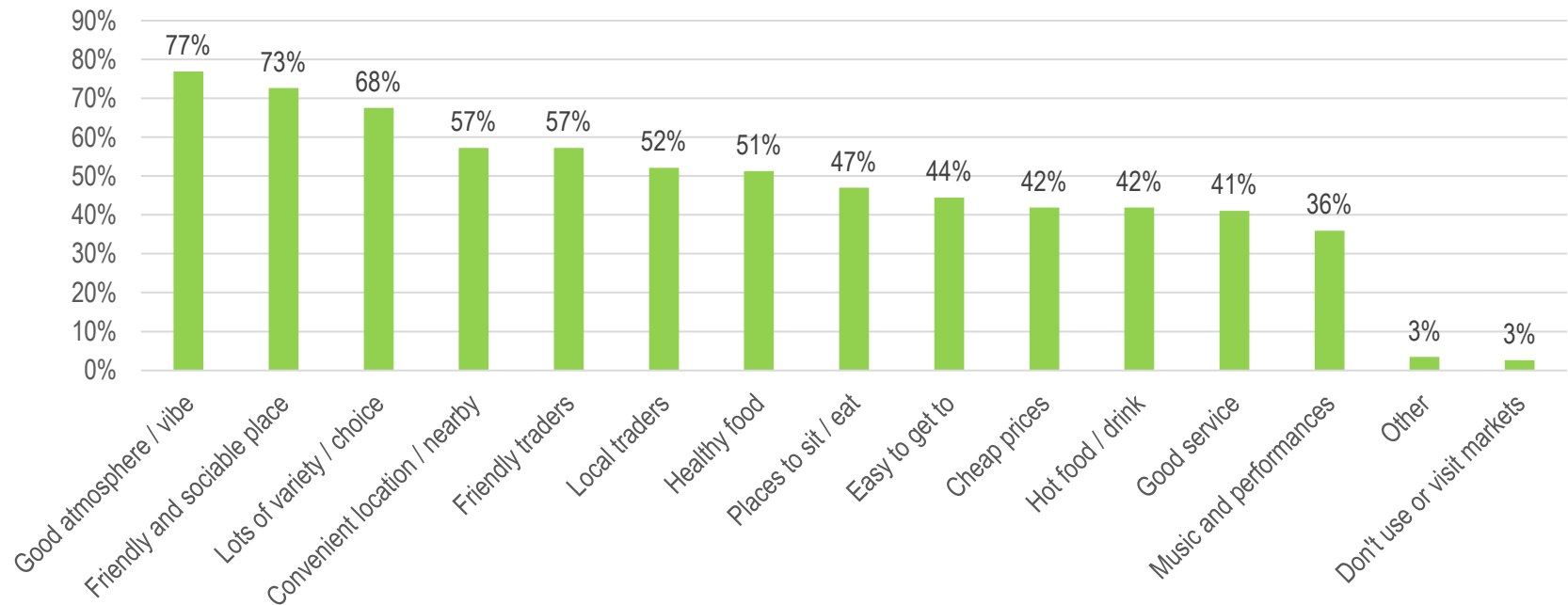
Respondents to the survey clearly state they would prefer weekly markets!



# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.10 What do you believe are the key ingredients for an appealing market?



The final question in the survey probed the key ingredients that respondents looked for in appealing markets. The responses mainly related to the atmosphere, positive experience, good choice of products, friendly / local traders, convenient location / easy access, places to sit and grab a bite to eat or drink.

In short, lots of attributes that new markets will need to deliver to be embraced by Haringey's consumers!

# Haringey Markets Strategy

## 5.0 Survey of Residents

### 5.11 Summary

- The survey achieved a great response from Haringey's residents.
- The sample was dominated by young, white, non-disabled females.
- Main Haringey town centres used are Wood Green, Bruce Grove and Tottenham Hale Retail Park.
- Respondents in the survey are avid and relatively frequent users of markets (at least weekly).
- The main existing markets used are Alexandra Palace Farmers Market, Wood Green Indoor Market and Holcombe Market.
- The main out of borough markets are Walthamstow (both street market and the farmers market) and Hackney (Ridley Road and Broadway Market).
- When choosing existing markets to use, they do so mainly because of the atmosphere, the healthy food, choice of goods, location and friendly traders.
- They are looking for similar attributes in new markets in Haringey.
- Respondents would like to see lots of different types of new markets in the Borough, especially in Wood Green and Bruce Grove, ideally on a weekly basis.
- In short, the survey has identified lots of interest from residents in Haringey for new markets!

# Survey of Stakeholders

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.1 Introduction

The Haringey Markets Strategy study has included a wide ranging and comprehensive engagement with stakeholders. In addition to the highly successful business and trader engagement and the resident engagement survey, the project team engaged with a cross section of Borough stakeholders that have an active interest and / or involvement in the delivery of markets as components of the many centres and places across the Borough.

The Council's project team provided a list of relevant and appropriate stakeholders to be contacted. Stakeholders engaged included elected members, council officers (from many different departments) market operators, Wood Green BID, shopping centre managers, community / creative groups and other local interested parties.

All stakeholders were asked to complete an engagement survey, this was available online for ease of completion. A number of priority stakeholders were contacted for individual or small group discussions, a workshop for elected members was also included as part of the engagement methodology.

Stakeholders were encouraged to provide their views as to the existing markets offer, how it might be improved and what might be the right offer for the Borough going forward, in terms of both offer and locations. Whilst the opinions and individual responses are confidential and qualitative, the engagement methods all included common questions to enable the report to include the findings, views and aspirations as part of the quantitative evidence base.

A bespoke questionnaire was developed for the project to survey stakeholders, based on previous tried and tested questionnaires we have developed for similar projects. This is attached as Appendix III.

A list of contacts to survey / engage was provided by the Council's project team and these were all sent links to the engagement survey, and then followed up on three separate occasions.

Across the various stakeholder engagement methodologies the study has had contact with just under 50 stakeholders, of which 24 completed the online engagement survey, four attended the elected members workshop and a further 10 have taken part in individual or small group discussions. This has been a very successful and highly inclusive stakeholder engagement workstream, which has provided clear input and direction for the report and future strategy.

The findings are reported using a combination of text, graphs and tables. Please note given the nature of responses, multiple choice and opinions, not all graphs or tables will total 100%.

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.2 Participants and Thanks

The project team would like to thank the following stakeholders, for giving their time and input to the Markets Strategy development.

The stakeholders listed below include the online survey participants, the workshop attendees and those taking part in individual / small group discussions.

Andrew Hall	Gavin Douglas	Pippa Gueterbock
Anna Burton	Graham Philpot	Rachael Booth-Clibborn
Catriona Baillie	Helen McDonough	Richard Bonshor
Cllr Adam Jogee	Ian Cruise	Richard Gilbert
Cllr Emily Arkell	James Hay	Sam Bokma
Cllr Ruth Gordon	Keith Trotter	Sam Davidson
Chris Arnold	Lucy Whitehead	Tara Hawkins
Daliah Barrett	Matthew Maple	Urmi Merchant
Eduardo Araujo	Paul Collins	
Gabriela Martino	Peter Smith	

The participating stakeholders have a variety of involvement levels regarding markets, this includes:

- Market operators for regular and established markets.
- Place managers and local regeneration / growth officers / leaders.
- Cleansing and waste / place management officers.
- Event operators, and occasional market operators.
- Licensing officers.
- Elected members with portfolios.

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.3 Strengths & Weaknesses

The engagement survey asked respondents to identify the strengths and weaknesses for the current active (regular and occasional) markets in the Borough, based on the experience of the respondents with all or any individual markets. The following tables report the answers by market and as a collective response set for the common responses. Where multiple mentions have been recorded the number has been identified.

The Mall Wood Green Market Hall - Strengths		The Mall Wood Green Market Hall - Weaknesses	
10	Variety of stalls / produce	9	Hidden
7	Affordable produce	7	Poor environment / lighting
3	Community of traders	7	Signage / Information / promotion
3	Established / a USP for Wood Green	4	Dated
2	Unique products	2	More seating / facilities
2	Indoor / weatherproof		Vacant units
2	Good footfall		Internal management / operation issues
	7 days a week		Perceived low footfall
	Car parking available		
	Exciting		
	Facilities		
	No licence required		

#### Summary

More views for Wood Green than any other market

Strengths - variety, price, USP for centre

Weaknesses - poor impact, hidden, condition and environment

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.3 Strengths & Weaknesses

Muswell Hill Creatives Market - Strengths		Muswell Hill Creatives Market - Weaknesses	
4	Popular with local community		Weather
2	Good location		Expensive
	Visible		Limited choice / lack of new traders
			Uncertainty when trading

#### Summary

Little knowledge of this market / seasonal event

Location a strength

Perceived as exclusive, lacking choice

Alexandra Palace Farmers Market - Strengths		Alexandra Palace Farmers Market - Weaknesses	
12	Variety of stalls	6	Expensive / high prices
10	Location	5	Limited size / offer (food only)
7	Produce quality	3	Access
6	Reputation		Opening hours limited
4	Atmosphere		Not well liked across Borough
2	Local community		Limited diversity of traders

#### Summary

Strengths are the offer, variety, location and reputation / atmosphere

Also viewed as being exclusive, expensive, having access issues. Lacking diversity of traders / pricing

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.3 Strengths & Weaknesses

Myddleton Road Market - Strengths		Myddleton Road Market - Weaknesses	
5	Variety of stalls	5	Limited choice / variety
5	Community vibe	4	Facilities and infrastructure (water/power)
4	Management / marketing	3	Promotion
4	Revitalising the street		Limited customer base
3	Atmosphere / entertainment		
2	Location		

#### Summary

Middling levels of awareness

The market is perceived as doing well, with a good manager

The offer is both a strength and weakness, the Council needs to help with infrastructure and facilities

Stroud Green Farmers Market - Strengths		Stroud Green Farmers Market - Weaknesses	
4	Range and quality of stalls	2	Limited choice
	Promotion		Limited appeal / demographic
	Access		

#### Summary

Clearly the market has little awareness

The offer is its strength and curiously its weakness



# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.3 Strengths & Weaknesses

Holcombe Market - Strengths		Holcombe Market - Weaknesses	
5	Footfall / location	5	ASB / Crime
4	Good offer	4	Not a market
4	Visible	2	Limited offer
2	Defined units	2	Management / maintenance
	Friendly		Visibility
			Parking

General Market - Strengths		General Market - Weaknesses	
	Number of ad hoc markets indicate opportunity	4	Inconsistency
	Need a plan	3	More marketing and collective promotion
	Variety and number of markets	3	Poor visibility
	Residents want more markets	2	Licensing is restrictive / hurdle
	Essential component for centres		No identity
	Can deliver benefits if planned		Lack of coordination

#### Summary

Holcombe Market has a number of issues to address, one of the few markets that had more weaknesses than strengths

ASB and crime is cited consistently, as is the doubt of its status as a market

It is well located and has a good offer, despite only having a few traders

#### Summary

The general comments, became more of statements for future direction

There is a clear desire for more markets and a more structured approach

Overall quality of offer and delivery needs to be better, as does the ability for markets to start and prosper

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.4 Future Markets by Location

Stakeholders were asked 'What types of regular markets would you like to see more of in Haringey, and which centres would you like to see them in?' The table below summarises the responses. Wood Green has the strongest need / opportunity. Crouch End and Bruce Grove also have clear themed opportunities. In terms of themes for markets, all are viewed as giving opportunities, esp. farmers markets, makers / artisan, street food and vintage-led.

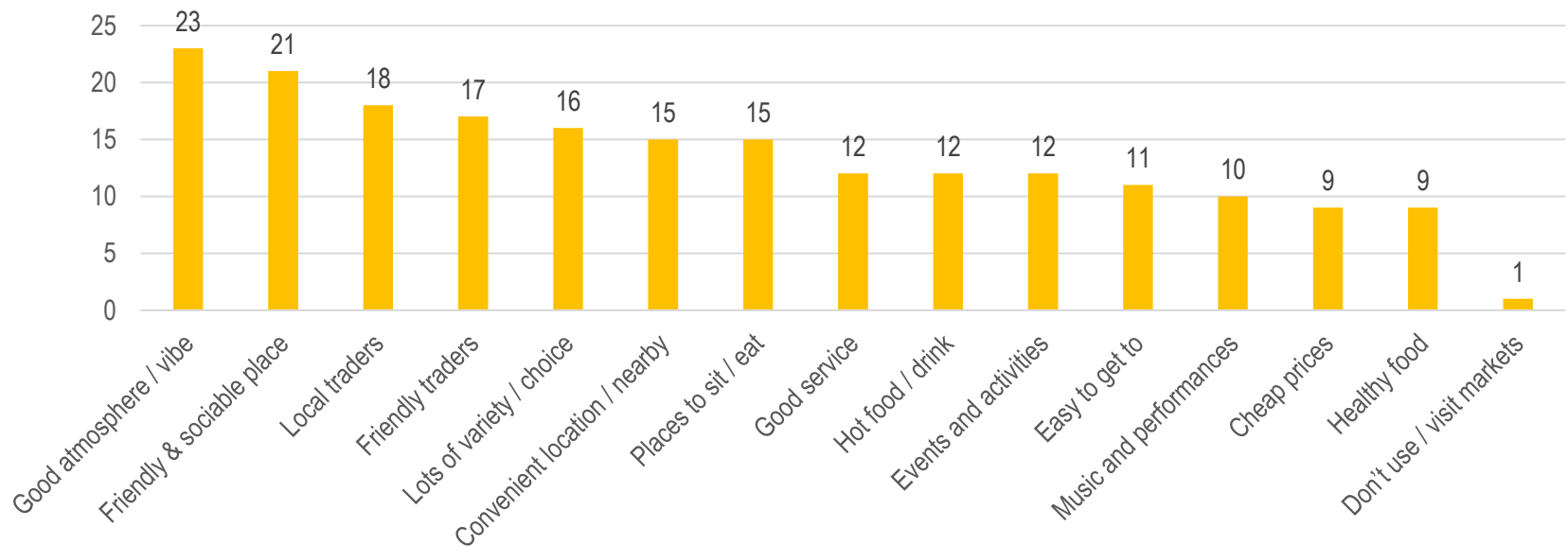
	<b>Bruce Grove / Tottenham High Road</b>	Tottenham Hale	Stroud Green Road	West Green Road / Seven Sisters	<b>Wood Green</b>	Hornsey	<b>Crouch End</b>	Muswell Hill	Green Lane	Total
Everyday food / grocery	3	2	1	1	6	2	2	1	1	19
<b>Farmers markets</b>	7	1	1	1	8	1	4	2	1	26
Bric a brac	4	0	0	2	9	1	2	0	1	19
<b>Maker / artisan markets</b>	2	2	1	2	9	1	8	1	1	27
Art & collectibles	2	1	0	3	5	0	7	0	1	19
<b>Street food</b>	5	2	0	2	5	2	3	1	1	21
<b>Vintage</b>	2	2	1	2	8	1	5	1	1	23
Continental (e.g. French, Spanish etc.)	2	2	0	0	5	0	3	2	1	15
Circular economy / reuse / repair	3	2	0	1	7	2	3	2	0	20
Start-ups / entrepreneurs	2	2	0	3	6	1	3	2	1	20
Don't need more markets			2				2		1	
<b>Total</b>	32	16	6	17	68	11	42	12	10	

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.5 Key Market Ingredients / Attributes

Stakeholders were asked 'What do you believe are the key ingredients for an appealing market?' The responses are summarised in the table below.



Stakeholders believe that the social experience factors are key, such as atmosphere, local community, friends, friendliness of traders.

They also view the choice, location, customer facilities as being key ingredients.

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.6 Agree / Disagree Statements

Stakeholders were asked to rate how strongly they agree or disagree with a number of statements about markets and the role they play for centres. The results are summarised in the table below.



Stakeholders believe that markets provide a number of benefits to places and local centres. In most cases the stakeholders either agree or strongly agree with the statements – markets are an attraction for high streets, they provide additional benefits to shoppers, they improve centres and high streets and centres are noticeably busier when markets are trading.

They also agreed that need to have broad appeal and they need be exciting.

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.7 Benchmark London Authorities for Markets and their Management?

Stakeholders were asked to list 'Which other local authorities in London, in your opinion, do a great job of managing their markets provision for the good of their places and communities?' A wide variety of Boroughs and Councils were listed, based on the experience and knowledge of the stakeholders. A few received multiple mentions Hackney (9), Camden (5), Lambeth (3), Westminster (3). Other boroughs that received a single mention included – Croydon, Sutton, Wandsworth, Waltham Forest, Islington, Enfield, Tower Hamlets, Greenwich, Southwark.

Stakeholders were asked for reasons for the positive view, responses included:

- Consistency and reputation
- Provide a 'one-stop' service for events and markets
- Respond to residents needs
- Good licensing, pro-active support for traders
- Good team and management structure
- Markets compliment local shops
- Working with local partners
- Curated offer
- Well set up team and process.

### 6.8 Examples of Good London Markets

Stakeholders were asked to identify examples of good London Markets, responses included:

- Broadway (4)
- Borough (3)
- Walthamstow, Church Street and Kings Cross (2)
- A selection mentioned once included – Brick Lane, Herne Hill, Brixton, Wapping Docklands, Chatsworth Road, Greenwich.

# Haringey Markets Strategy

## 6.0 Survey of Stakeholders

### 6.9 Additional Open Comments

Stakeholders were given the opportunity to make any additional comments about the future markets provision in Haringey. The responses are summarised below.

*"The future markets provision needs a dedicated person to manage it"*

*"Licensing needs to be simple for traders and new traders"*

*"There is scope for a much better markets offer, demonstrated by green shoots. It needs budget and support"*

*"Lymington Avenue is a fantastic location for markets"*

*"Haringey needs to be more supportive of markets and green shoots of activity"*

*"More support from Haringey for existing markets"*

*"More support from the Council for fixtures, equipment, marketing and promotion"*

*"Support local operators, help them to support residents and businesses Include Tottenham Green Market"*

*"More markets, but with more structure and organisation"*

*"Market Strategy will need a deliverable action plan"*

*"Legislative process needs to be followed"*

*"Wood Green needs more markets"*

*"Licensing needs resource to administer markets, fees need to cover costs"*

*"Markets in Crouch End please"*

*"Markets needed in Tottenham, create a good place and environment for them first"*

*"Don't confuse markets with events"*

### 6.10 Summary

At the top level, the key take out from the stakeholder engagement completed as part of the research, would be that stakeholders are keen to have more markets in the Borough, that are stronger, more diverse, and in a greater number of places.

The overwhelming share of voice is for more markets. Very few say no more markets, and this is only in a couple of places.

There are 3-4 places that are clear priorities, although the types and frequency of markets can be quite diverse.

That said, it is also clear that stakeholders realise a stronger offer will need some form of dedicated resource, or at least a dedicated officer as part of an existing team.

A clear structure, method and approach to delivering a stronger and more appealing offer is needed / expected.

There is demand for investment and support for the existing markets, be that equipment, promotion, facilities and recognition.

Licensing is a key aspect to align with any growth strategy, with the right process, systems, financials, aims and policies.

The benefits of markets are clearly expressed, and the rewards for places, residents, businesses and communities are valued, and merit the effort and input in delivering a stronger Haringey Markets offer.

# Wider Policy Context

# Haringey Markets Strategy

## 7.0 Wider Policy Context

### 7.1 Introduction

A variety of existing, emerging and current local policy and strategy reports / documents have been reviewed, to provide a wider context of the Council's aims and aspirations for Haringey, the council's role and the desires and needs of Haringey residents and businesses.

The range of documents have been quite diverse, from the core strategies set out in Opportunity Haringey and the emerging / updated Local Plan, through to the specific aims for Wood Green in the Shaping Wood Green report and other place-based reports such as those for Tottenham Hale, Crouch End and even Seven Sisters Market.

The Council's project team have provided many links to documents as well as copies of actual reports. It is clear the Council has many ambitions to improve the experience and offer of the Borough for the benefit of its residents, businesses, workers and visitors.

The diversity of reports reflects the importance of Haringey as a Borough, and the Council's commitment to delivering a stronger, more sustainable, creative, welcoming and empowered place / series of places.

The aim of the review is to identify any specific aims that are relevant to the future of the markets offer, and to identify opportunities for the future markets offer to help achieve the objectives and goals identified.

The aim is not to provide a critique of the available information, but rather to use it to help formulate the options and recommendations for the future Haringey markets offer.

### 7.2 Report Review Overview

The following tables provide brief extracts from the various reports / documents and then indicate how the future Haringey markets offer can support or help deliver the various aims / aspirations as well as benefit in regards additional opportunities.



# Haringey Markets Strategy

## 7.0 Wider Policy Context

### 7.2 Report and Policy Review Extract

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
<p><b>Opportunity Haringey</b> This is an extensive strategy document based on wide ranging and long-term engagement throughout the borough. It provides policies and guidance on five key themes.</p> <p>Whilst many of the themes are clearly relevant to Markets, markets can help to deliver the aims of all five themes, job creation, investment, good work and skills, high streets and industrial estates, workspaces and places.</p>	<ul style="list-style-type: none"> <li>Residents and businesses see Haringey strengths as               <ul style="list-style-type: none"> <li>‘Global Haringey’ - a home for people from across the globe, providing energy and neighbourhoods with distinct identities</li> <li>‘Creativity’ creative industries play an important part in economic and cultural life</li> <li>‘Connectivity’ easy access in / out of borough and easy access to high streets and places within it.</li> </ul> </li> <li>More support for young people to start their own businesses.</li> <li>‘The challenge is to make the high street relevant again’ – fight impact of online.</li> <li>Encourage entrepreneurship through our vibrant local markets.</li> <li>Promote the vibrancy of our town centres, high streets.</li> <li>Only limited reference to markets.</li> </ul>
<p><b>New Local Plan</b> In development, and covering up to 2037. Interim report used to provide input to study.</p> <p>Limited direct references to markets.</p>	<ul style="list-style-type: none"> <li>Sets out the policy direction for the Borough, the development of the Local Plan provides residents and businesses with opportunity to influence future planning policy and direction.</li> <li>New local plan will include a specific Wood Green Area Action Plan.</li> <li>Two opportunity areas identified – Wood Green &amp; Lea Valley (South Tottenham, Seven Sisters, Bruce Grove and Tottenham Hale).</li> <li>The changing nature of town centres - Today our town centres and high streets face many challenges, and the New Local Plan will need to take a positive approach to their management and adaptation, maximising available opportunities.</li> <li>It will be important that the New Local Plan promotes a diverse range of uses to support the vitality and viability of town centres, Some retail and related uses when clustered can support town centres to develop niche specialist roles.</li> </ul>

# Haringey Markets Strategy

## 7.0 Wider Policy Context

### 7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
<b>Haringey Retail and Town Centre Uses Study Final Report (2021)</b> – by Lichfields. This report influences future planning policy for centres in Borough	<ul style="list-style-type: none"> <li>• Trends section points out the changing roles and content of places and centres, highlighting the need for them to adapt and evolve their offers and mix of uses. No direct mention of the role of markets.</li> <li>• Place reviews for Wood Green and other centres do not include markets, other than the closed market at Seven Sisters.</li> <li>• Should future 'retail studies' include specific focus on markets?</li> <li>• Household survey responses do mention markets for Wood Green and Bruce Grove, as likes but only in low numbers (sample size / response profile possible impact).</li> </ul>
<b>Licensing, via Council website</b>	<ul style="list-style-type: none"> <li>• Markets are not readily identified on Licensing landing page, street trading is.</li> <li>• Advice to potential market operators is found after three click throughs.</li> <li>• There is helpful and positive advice, some less so – advertising simply lists the 'no-can-do'.</li> </ul>
<b>Haringey Business Survey 2023 – The Means</b>	<ul style="list-style-type: none"> <li>• Extensive survey of Borough businesses, 400 respondents.</li> <li>• No direct reference to markets.</li> <li>• Shared learning points include, more business support and more promotion of it, newsletters.</li> <li>• Need accessible point of contact for businesses and dedicated business forum.</li> </ul>
<b>Crouch End Streateries OBC Report</b>	<ul style="list-style-type: none"> <li>• Whilst markets are not core focus for the business case report, they are included as a possible optional use of the converted street scape.</li> <li>• Response from surveyed businesses is positive.</li> <li>• Recommendation for Weston Park to be progressed to full business case review.</li> </ul>

# Haringey Markets Strategy

## 7.0 Wider Policy Context

### 7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Haringey Markets Opportunities
<b>Shaping Wood Green – November 2022- 2023</b>	<ul style="list-style-type: none"><li>• A dedicated report looking at the future strategy for Wood Green, based on extensive engagement with residents, stakeholders and businesses.</li><li>• 6 themes – a welcoming place, culture at heart of Wood Green, putting green into Wood Green, living well, North London's town centre for all, economy to benefit everyone.</li><li>• We will support and improve our street markets and encourage a more diverse economy on the High Road so it can continue to thrive.</li></ul>
<b>Bruce Grove Engagement Report</b>	<ul style="list-style-type: none"><li>• Detailed report into and analysis of the Your Bruce Grove Project – multi-million public realm and safety initiative – extensive and wide-ranging engagement and consultation.</li><li>• Included specific research on the market offer.</li><li>• Generally, there was consensus that Holcombe Market is a great community benefit – “the Hub of the High Road”.</li><li>• Significant number of respondents interviewed noted that they would like to see an area to sit or relax, more variety of stalls, and activities such as pop up and events at Holcombe Market.</li><li>• Some respondents noted that they would like to see longer trading hours at the market. Some more public art.</li></ul>

### 7.3 Summary

Section 7 of the report seeks to reference a selection of key wider policy and strategic reports / documents and see how markets are included in those documents and whether they can help to achieve and deliver the wider aims of the Council. The Council's Corporate Delivery Plan 2023-25, and the Opportunity Haringey strategy, explicitly reference the political desire and delivery of markets. However, outside of these strategies, markets are only mentioned briefly; and in a few, not at all. We would expect markets to be in all relevant strategies and documents moving forward, such as with Licencing and Highways management.

The summary is not meant as a criticism. Our conclusion is that markets can play a clearer and stronger role in delivering the wider Council objectives, strategies and aspirations.

# Trends & Benchmark Markets Review

# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.1 Introduction

In order to provide wider context for the future Haringey Markets Strategy, we have looked at how consumer, general retail and place-making trends are influencing the direction for the offer and experience in a variety of 'places' that the consumer chooses to visit and use.

Consumer behaviour, spending and shopping patterns have always evolved, changed and adapted. This has resulted in changes to the places they choose to visit and the offer / mix contained within them. Those places that don't evolve and adapt are often left behind, indeed for the markets to remain relevant they will need to be able to adapt to meet future consumer needs.

In this section we have looked at and summarised the following:

- Consumer trends.
- Retail trends.
- Place trends.
- London Specific Market Trends and Benchmark Locations.
- What these trends mean for future markets provision in Haringey.

# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.2 Emerging General Consumer Trends

Consumers are confronted with a wide variety of different ways to 'shop', and they are happy to use all of them whenever it suits them. Ease of shopping is key, whether that is for quick short needs based shopping or more relaxed desire based shopping. If they can't use town centres easily then they will simply go online or elsewhere. Making it easy for the consumer is essential, and this includes being available when they want to use your business.

Consumers increasingly want experiences and / or multiple rewards / reasons to use or remember a centre. Places that can offer a variety of services, products and experiences are those that are succeeding in attracting consumers. The offer is more than simply shops and cafes; good quality public realm and environment and even 'art' are integral parts of the experience. This also increases the importance of leisure experiences and multi-purpose linked trips.

Consumers seek reasons to choose a centre – they are looking for ease, value, quality and service whilst shopping, as well as during eating / drinking and, as already mentioned, leisure / social pursuits.

Shoppers are increasingly shopping by a variety or combination of multiple channels. Food & beverage usage is becoming more integral to shopping trips. Shoppers like big stores and small specialists. Consumers like events and markets which help to differentiate centres, adding extra experiences in their regular place.

Post Pandemic, consumers are increasingly choosing to shop local, be that local to work or local to home. They are typically making more smaller convenience shopping trips, fewer bulk trolley trips. High quality best in class independent stores can provide that point of difference as to why consumers will choose one centre over another.

More consumers are working from home, and as a result less time in the office. Tuesday to Thursday office days have become increasingly common.



Attractive external seating and chairs



Mobile sharpening service on a market



# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.3 Emerging General Retail Trends

Successful retailers are embracing multi-channel opportunities. This is more than 'clicks verses bricks'; retailers are looking at different formats, different location types, temporary and permanent stores, pop up and click & collect. They are increasingly trading in multi-formats, and embracing multiple channels for their offer – both physical and virtual.

Retailers are choosing to locate in and benefit from multi-purpose centres; they both 'feed off' footfall and 'share' footfall. Integration to the rest of an offer in any given place is important.

Retailers and town centres are extending or amending their trading hours, some opening until later in the day. Service providers are increasingly an important part of the mix along with the growth in the number and variety of food and beverage offers. This also includes the burgeoning repair and re-use sector.

Leisure offers are evolving / diversifying (including active and passive) and coming back into town centres in different sizes and formats.

Retailers are also diversifying their space requirements, being more flexible and more adaptable. Realising that individual components need to engage with and embrace the towns (places) they operate in, forming strong ties with other attractors / destinations in the location.

Measuring, monitoring and seeking to continually improve 'ease of use' for consumers, will help ensure continued appeal.



Attractive and impactful window display, Norwich



Clear product branding and signage, Norwich

# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.4 Emerging Place Trends

Adapting to changing consumer behaviour and retailers' needs is paramount – this includes the offer and the experience. The Westgate in Oxford is a prime example of the changing sense of place / experience. It is more integrated to the city centre, with more visibility and visual impact (10 years previously all the content would have been inward looking, focussed on keeping consumers in).

'Convenience' is at the heart of the centre's appeal – minimise the deterrents & maximise the ease of use. Town, city and 'retail' centre 'content' will need to change, expand and evolve, as consumer preferences change at an accelerating pace. Indeed, they will need to be able to change more quickly and easily. Convenience is more than a category, it is visibility, access, ease of use, availability and integration with adjoining attractions.

Many centres currently have the wrong type of space, in the wrong location at the wrong price (rent). Increasing flexibility will be important, for content, pricing, format, management. Local authorities and place managers need to 'facilitate' and stimulate town centre improvement, a collective approach is key to improving assets and places.

Places with strong local identities and reputations stand out from the crowd, be that from their mix, environment, collective critical mass or experience. Centres that build on established strengths and expand them will prosper.

The GLA Markets report from 2017 states the following: "There are currently around 280 retail markets in London, a rise from 163 mapped in 2010. This increase reflects a growth in markets across all types, but especially those run by commercial or community operators."



Clear market / place signage, Paddington



Appealing walkways & routing, Oxford



# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.4 Emerging Place Trends-Stockport Market

Stockport Council outsourced the management of the market to private operators- Market Place Europe in 2020. The covered market holds 40 stalls and operates 4 days per week. Foodie Friday is held once a month and is seen as a major part of the social glue in the Old Town, helping to support local businesses and putting the town firmly on Manchester's food and drink map. The market operators informed us that Foodie Friday attracted a younger crowd than the normal weekday market visitor.



# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.5 London Specific Market Trends and Benchmark Locations

In regards benchmark markets across London, there are a number of parallels in other London Local Authorities that provide pointers for the optimum direction for Haringey's future markets provision.

#### Acton Market – LB Ealing

Acton market is managed by Action West London a social enterprise focussed on providing employment and training opportunities. The market is located on a pedestrianise strip outside Morrison's supermarket in the heart of the town centre. The market runs 4 days a week, Wed- Sat, 10am-5pm and is delivered by Action West London acting as the market operator.

#### Kew Village Market - Richmond

Kew Village Market is managed and delivered by a CIC (Community Interest Company) and is run entirely by volunteers. It operates once a month and has up to 50 stalls of which two-thirds are food stalls.

#### Wimbledon Market - Merton

Wimbledon market is managed and delivered by Love Wimbledon Business Improvement District (BID) on The Piazza and operates the first weekend of every month from March to November. There are approx. 40 stalls showcasing a mix of regular and new traders selling a variety of high quality hot food, baked goods, artisan gifts, jewellery, candles, accessories and homewares. Markets are clearly differentiated between regular monthly, Christmas and speciality markets. Traders are currently charged £65 per stall per day. There are similarities with the potential for future delivery of Lymington Avenue Market.

**Brixton Village and Tooting Market** Indoor Markets are an exciting mix of produce, general merchandise, hot food, and artisan makers. They trade late into the evening most nights, although both benefit from a large nearby residential population.



Acton Market is located in the heart of the town centre



Distinctive branding – Kew Village Market

# Haringey Markets Strategy

## 8.0 Trends and Benchmark Locations

### 8.6 Summary of Trends / Lessons for Haringey

There are a number of points identified in the preceding trends section that are relevant to the future Haringey markets offer, these include:

- The offer at many markets needs to be more than just retail; add services, catering, wellbeing, leisure, arts.
- Markets need to be close to and have good integration with adjoining attractions / facilities and wider footfall drivers.
- Strong visual impact, clear branding / place making, recognisable identity, good promotion, celebrate what's different and special about the place, easy to use, see and access.
- Consumers like local traders and markets that feel local.
- Markets need to be carefully planned, curated and promoted.
- Successful markets can range from large scale with wide selection of product categories and offers, to small, themed and focused offers.
- Consumers are increasingly expecting options to eat and sit when visiting markets.
- Markets need to be integral and explicitly included in policies.
- Consumers like experiences and having a good time at markets.
- Additional events, themed markets and activity add to the experience and repeat visit.
- The number and type of markets have grown substantially across London over the last decade, with more privately operated markets leading the growth.
- Markets are a great way of support new start-ups, pop-up, temporary uses, young traders.

# Study Conclusions

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.1 Introduction

The following key conclusions are drawn from the findings of the bespoke research workstreams undertaken as part of the study, and together they form the foundations on which the recommended future Haringey Market Strategy have been developed.

### 9.2 The existing markets in the Borough are popular

Whilst the Council doesn't operate any of its own markets, there are several markets operated in the Borough by private operators. The good news is that all are evidently embraced and used by consumers.

Wood Green Indoor Market, Holcombe Market and Seven Sisters Latin Market (post redevelopment) target a value-oriented consumer with their day-to-day food and grocery needs. Wood Green and Seven Sisters also provide a good choice of comparison goods, including clothing, jewellery and household goods.

Alexandra Palace Farmers Market, Stroud Green, Myddelton Road and Muswell Hill Creatives satisfy the mid and upper market quality food and or artisan maker needs of local and destination mid and upper market consumers.

Residents of Haringey clearly like and use the markets that are available to them.

### 9.3 Most of the bigger centres could sustain more market activity

All of the main town centres in the Borough have been visited and assessed in regards whether they could sustain additional markets, based on their size, role in the retail hierarchy, mix, trading profile, footfall levels and general vitality / health.

The existing market offer in Haringey is fairly limited in scope, scale, diversity and distribution. There is no single market with over 100 stalls. Where there are markets, they are quite small.

Centres such as Wood Green, Muswell Hill, Crouch End, Green Lanes and Bruce Grove could sustain at least additional monthly if not weekly additional markets (notwithstanding the availability of suitable sites – see overleaf).

The new monthly market at Tottenham Green will need to have destination appeal to draw people in to use the market, and a clear brand, objectives, and investment in infrastructure.

Turnpike Lane and West Green Road have a similar trading profile in that many shops do not open in the mornings but do so well into the evenings. As such their daytime economy and footfall levels are not big enough to sustain markets (but may be better placed to hold non-market events - see Appendix 1).

Tottenham Hale is already experiencing rapid growth and regeneration and this trend is set to continue into the future. As such it could be a good location for monthly markets close to the travel interchange in 3 - 5 years' time, when the new residential accommodation is occupied.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.4 There are however limited sites available for markets in the main centres

Whilst there is clear demand and interest in new markets, a key issue is that most centres do not have optimum sites for them.

Muswell Hill Creatives hold their quarterly market on St James Square, and this site could accommodate more regular markets, at least monthly and potentially weekly. Similarly, Crouch End has the area outside the Old Town Hall which would make a great location for a regular market, again potentially weekly.

Other than Lymington Avenue, Wood Green does not have any sites big enough to sustain a regular market i.e. minimum of 20-25 stalls. Having said that, Lymington Avenue needs public realm improvements in order to accommodate the minimum number of stalls needed, due to current unsuitable layout / poor public realm / excess street furniture in the area.

Bruce Grove could undoubtedly sustain additional regular markets, and we have identified Scotland Green as being the most suitable. However, there is currently no infrastructure in place.

Green Lanes has no site suitable for a street market in the core area of the centre. However it would be ideal if a location could be found on a privately owned site near the core centre.

**Parks are not considered as optimal for regular markets due mainly to their location away from town centres and insufficient footfall to make a market sustainable. In addition, the team have suggested that a fee will be payable upon each market iteration, which would make the proposition commercially unviable in our view.**

### 9.5 There is clearly interest in more markets and market activity

Many of the residents which took part in the survey undertaken as part of this project told us they are users of existing markets in the Borough, as well as other markets in nearby Boroughs. They also told us they want more additional and varied regular market activity in Haringey.

Businesses in the survey are also on the whole, supportive of additional markets that are well delivered and integrated into the main centres, as did the many stakeholders we engaged with.

In short, there is significant interest in new markets in the Borough.

This includes the opportunity for more Stroud Green Road and Myddleton Road type markets targeting local residents, with place making community facilities markets on a periodic basis.



# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.6 Markets and events with market stalls are different things!

As part of the resident survey, we have defined a market as:

“A market is a group of at least five stalls regularly trading alongside each other, with each stall operated by a different trader. This includes, but is not limited to food / grocery, household goods, clothing/fashion accessories and / or specialist events (for example, Italian markets and Christmas markets)”.

Having said that, a minimum of 20-25 stalls would normally be required to draw sufficient footfall for the market to be sustainable.

A one-off event festival or celebration with some trading stalls would not usually be classified as a market. Similarly, Car Boot Fairs are not usually considered markets.

### 9.7 Operating markets needs large teams and budgets

Typically, Inner London Authorities that operate many markets have large teams, for operations, cleaning, enforcement, admin and licencing. They also tend to have one or two historically large markets, e.g. Westminster has Church St, Hackney has Ridley Road and Broadway Market, Southwark has East Street, Newham has Queens Market, Tower Hamlets has Petticoat Lane and Brick Lane, Camden has Leather Lane and so on.

The large market teams needed to operate these high-profile markets, ensures there is the skill base and structures in place to also operate smaller markets in the boroughs. In effect, the large markets subsidise the management of smaller markets, as its harder to operate a small market profitably (less than 20 – 25 stalls).

Haringey Council currently has no systems or specialist staff in place currently to effectively manage, operate and deliver markets across the Borough.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.8 Markets will help to deliver many key policy objectives

The provision of a stronger, more frequent, more active markets offer across the Borough will help the council to deliver on its many strategies and detailed policy objectives:

- Markets provide opportunities for residents, including young people to start their own businesses - they encourage entrepreneurship.
- Markets can provide an additional reason to visit the many high streets and centres in the Borough, providing goods, services and experiences that are not available online, helping to revitalise the high streets and bring people into them.
- Markets help to create stronger places, they can be the fulcrum for many different cultures, communities and ethnic groups. They appeal to all sectors and demographic groups, they can provide low price items through to high price artisan goods. They can activate centres that have empty units and they can provide additional places to trade in centres that are thriving and occupied.

A stronger markets offer, will help deliver Opportunity Haringey, Local Plan policies, individual place strategies, Wood Green, Tottenham Hale, Bruce Grove to name a few.

To achieve this delivery support, markets do need to be included in the planning stage and development of strategies. They also need the Council to ensure that they are considered a valuable part of the place jigsaw, with the relevant priority to their promotion, delivery and ease of implementation.

The council doesn't need to be responsible for providing the markets offer, but it does need to ensure that the right offer is provided, right for the place, community and existing businesses.



# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.9 Operating under the LLAA vs Food Act

Most London Authorities (including Haringey) continue to operate their markets under the LLAA as they have established systems, structures, policies and teams in place. This Act is primarily designed to regulate and manage individual street trading pitches, rather than markets as such.

There is the option for the Council to operate its markets under the Food Act, which would provide several advantages, and a few disadvantages.

The following table provides a summary of the some of the main pro's and cons regulating markets under the LLAA.

Pro's of Regulating Markets under LLAA	Con's of Regulating Markets LLAA
Widely used and recognised	Regulates pitches not markets
Haringey has systems in place	Doesn't allow profit to be made
	Cumbersome
	High admin burden on Council
	High admin burden on traders
	Difficult to control or curate the mix of markets

The following table provides a summary of the some of the main pro's and cons regulating markets under the Food Act.

Pro's of Regulating Markets under Food Act	Con's of Regulating Markets under Food Act
Enables profit to be generated	Markets can be liable for rates
More flexible in accommodating different types of markets	Will require planning permission for market locations
Creates more flexibility is setting different charges for different market types and locations	Will require extensive consultation to implement
Makes it easier for the Council to work with private operators	Private operators could potentially replace weaker traders by more capable traders more easily
Enables greater control of market mix and trader standards	Tottenham Green Market would potentially be restricted to Sundays only
Enables a focus on business development not regulatory control	

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.9 Operating under the LLAA vs Food Act cont'd.

As can be seen in the tables on the previous page, if the Council were to move to operating some of its markets under the Food Act, this would potentially make it easier to manage the future markets offer in as much as the market is licenced and not the individual stalls, which would require less resource and provide more flexibility and control.

Regulating markets under the Food Act also enable Councils to make a profit from markets. Migrating from managing markets from under LLAA to the Food Act, as we understand, a complicated, timely and expensive process.

Indeed, from GLA's Understanding London Markets report of 2016 ...

'There was a view amongst interviewees for this report that inconsistencies in the application of the legislation in London, and uncertainties about the way both the LLAA and Food Act can be used, arise not so much through deficiencies in the legislation as through a decline in expertise and knowledge amongst decision-makers. This has led to calls across the markets sector for new, purpose-made markets legislation.'

"The shortcomings of the Act (LLAA) have long been recognised and there is a growing movement to get the legislation changed to reflect the needs of current street trading requirements." Graham Wilson, NABMA Legal and Policy Advisor

We acknowledge the decision under which framework to operate markets is a complicated and far from straight forward one for Council to make. However, as we have made clear several times in this report, we do not believe the Council's optimum future direction is in operating large markets on the public highway itself.

We believe the optimum direction of travel for the Council in the short to mid-term (next 18 – 24 months), is to focus on managing and facilitating third party specialists to operate existing and new markets in the Borough within the LLAA. Ideally to include the creation of 3 or 4 new markets in that time period.

**We conclude that beyond that point, i.e. in 2 years time, the Council should then undertake a detailed business case assessment of the benefits of regulating markets in the Borough under the Food Act.**

This will of course require the participation, input and ultimate agreement of the Council's Licensing and Legal Teams.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.10 The optimum Council role in regards its future markets provision is as an enabler, curator, facilitator and promoter, not as operator

The vast body of research undertaken for this project leads us to a conclusion that there is major interest from multiple areas (residents, businesses, market operators and stakeholders) in the creation of more markets in the Borough.

This includes new markets that have a focus on food (street food, farmers markets, grocery / everyday food, healthy food etc) as well as non-food (vintage, maker / artisan, arts & collectibles, circular economy, new traders) and so on.

And these markets could be delivered across the Borough, including Wood Green, Muswell Hill, Crouch End, Bruce Grove and if a host location could be found, in Green Lanes.

Operating these markets itself would be a significant burden for the Council, given the lack of structure, staff and skills shortage currently. It would also require a dedicated head count of at least 20 staff, and an estimated operating budget in excess of £1m, to provide for circa 800 stall trading days per week e.g. one market of 100 stalls trading 5 markets per week and a further 3 markets of 50 stalls trading twice per week.

There is however a much more cost effective and sustainable way for the Council to facilitate these additional markets through harnessing existing groups, networks and specialist providers of markets.

**We conclude that the best option for Haringey Council to encourage more markets is as a strategic enabler, curator, facilitator and promoter of markets, not necessarily as operators of them.**

Under this regime, the Council's role would be to encourage existing groups and market operators to continue to provide and improve existing markets, but also look at the opportunity of creating additional or more frequent markets in the same location or centre and / or other similar locations across the Borough.

Other new market opportunities can be defined, created and tendered, with the Council licensing them and clearly setting the standard required in regards the quality, format and mix of the new market that operators will need to meet and exceed. The Council should appoint the operator via a competitive tender exercise alongside a relevant stakeholder/resident group (as it has done previously with Tottenham Green Market). The operator should ideally not be a local provider (as we have that legal standards are not always being met or understood), but rather a recognised operator via NABMA and/or NMTF, with a firm commitment to ensuring that at least 40% of traders come from the local area and can ensure that price points of their traders remains affordable for Haringey residents. It will be important that the Council has the processes and systems in place to help and guide would-be market operators across the Borough; be they local community groups or residents. The Council will need to play a much stronger role in coordinating and widely promoting the markets provision, both to consumers as well as to traders.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.11 Implications of charter markets

Market Charters give the holder (typically a local authority or a charity) the rights to hold markets in a specific place without 'disturbance'. The rights extend for 6 and 2/3 miles in all directions (this being the distance a trader could walk carrying their goods).

The aim is to enable markets to operate without undue competition, something the modern legislation may contradict given laws preventing anti-competitive rights. The charter prevents other Local Authorities from operating markets, not a blanket prevention on other markets.

There are many examples in London of markets operating well within the Charter exclusion distance. Following on the recommendations arising from elsewhere in this report conversations should be held with neighbouring Charter Market boroughs about proposals to introduce more markets in Haringey and any restrictions to this due to Charter Market rights where applicable.

Having said that, private markets on private land can and are operated within the exclusion distance, as many Councils existing markets already do. More so under the Food Act. As with all legal matters, interpretation is key. It is possible to ask for Charter holders to grant licenses, which may require a fee payment.

It is not expected that Charter Rights will be a major obstacle to having more specialist and locally operated markets in Haringey, particularly if they are privately operated and / or are on private land.

### 9.11 Financial Implications and Strategic Risks

In regards the optimum route for the Council to deliver its optimum future markets offer in Haringey, there are four main options ...

#### Option A - Carry on as is

At the moment, markets within the Borough are solely delivered by private operators, mainly on private sites. There are a small number of markets regulated by the Council, typically by non-professional market operators.

The financial implications of this is that the Council is losing significant amounts of potential income yet accruing high levels of additional cost and admin burden incurred through having to regulate the privately run markets.

The strategic risks of this are simply considerable lost potential income as well as lost expenditure from residents visiting and spending at markets out of Borough.

It could also result in declining performance of existing markets, as existing operators don't implement the required improvements needed to ensure existing markets thrive.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.11 Financial Implications and Strategic Risks

#### Option B - More markets in private locations

Encouraging more privately operated markets in private sites will indeed create more markets for people to use locally, thus improving employment opportunities, community wealth building and enhanced place making benefits.

The financial implications of this are that more expenditure is retained within the Borough, and potentially more local residents that are also market traders could generate additional income.

The risks of this option are that the Council continues to miss out on potential expenditure, plus nearby centres and places don't benefit as typically most of the private markets on private land are currently not in core areas of existing centres.

#### Option C – More markets by specialist operators on public highway

**This is our recommendation on where to concentrate efforts, funding and resources.** Under this option the Council would encourage dedicated and specialist operators to run markets on the public highway. The key difference from the current regime is that the operators will carry a greater burden to shoulder most of the admin involved, within agreed advance timescales, e.g. operator to supply list of confirmed attendees, along with their licence fees, insurance and food certificates for all traders 7 or 10 days in advance.

#### Option C – More markets by specialist operators on public highway cont'd.

Under this process, the Licensing Team is likely to require incremental resource to process the additional market licence applications.

The financial implications of this scenario are a limited net positive contribution to the Council, more expenditure retained within the Borough (through reduced out of Borough expenditure, more linked expenditure in established retail centres and more residents potentially becoming market traders).

The strategic risks of this scenario are primarily potential lost opportunities, i.e. less income for the Council, less money expenditure retained in the Borough and less spend in local centres. This is of course assuming appropriate and capable operators are appointed to operate markets.

A further risk would be greater workload for the Licensing Team if operators do not take up the slack of the admin burden in having markets on the public highway.

A final risk would be new markets failing if the wrong operators are chosen to deliver the markets, or that operators don't deliver the right market mix, e.g. an over focus on hobbyist traders, thereby causing apathy and disengagement from local residents. Within this regard, a robust commissioning framework should be followed, and an experienced operator to be appointed, who can deliver one market or several, on behalf of the Council.

# Haringey Markets Strategy

## 9.0 Study Conclusions

### 9.11 Financial Implications and Strategic Risks cont'd.

#### Option D – New Council operated markets

Under this option the Council would create a markets team tasked with the establishment and operation of new Council run markets. This will need to include the appointment specialist market managers, operations staff, cleansing staff, admin and additional licensing staff.

The financial implications of this scenario are considerable, in so much it likely to require the appointment of at least 20 people, and need an operating budget in excess of £1m. The income from markets is likely to be significantly less than this, as it will take a number of years for the markets to achieve trading maturity and potential operating parity.

The risk of this scenario are significant lost revenue, under-performing markets, difficulty in finding and retaining appropriate skilled staff and a large senior management focus in trying to create and sustainable markets offer.

We would therefore not recommend this as an option in the short-term, until/if the Council has the necessary resource, funding, appetite, and food Act in place.

**In conclusion, we believe Option C within this market strategy to be the most beneficial, deliverable and sustainable. We would also strongly recommend that Option B is also pursued to encourage additional privately operated markets within the borough, once town centre based markets have been firmly established.**

For clarity, this will include keeping and improve the existing markets, encouraging more well delivered private markets on private land and curating more privately operated markets delivered by professional operators on the public highway in established centres.

# Future Strategy & Action Plan

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.1 Introduction

The Haringey Market Strategy and Action Plan is made up of three components:

- A statement of the future strategy and goals - in effect the vision for Haringey Markets, which will enable the Borough to provide a future sustainable markets offer in tune with the needs of residents, shoppers and businesses.
- The core strategic themes / objectives that will need to be completed to deliver the future market strategy.
- Finally, we take each strategic theme / objective and identify a series of recommended actions and initiatives which when delivered, will enable the strategy and required project outcomes and deliverables to be satisfied.

Together, the recommended actions, objectives and vision form the future strategy for Haringey Markets.

The recommended actions and delivery of the strategic themes will need to be completed by a combination of the Council, existing and new market operators as well as other stakeholder groups such as BIDs, community groups, arts organisations and private landlords / owners.

The Council will have a variety of roles in regard to all the identified actions; from facilitating, enabling and overseeing to curating, promoting and instigating.

At this stage, the study has not defined any individual delivery responsibilities. This would normally be completed as part of a follow-on Implementation Action Plan and is outside the remit of this report. We do however strongly recommend that such a plan is prepared as it will be fundamental in delivering the priority actions needed in the short term, as well as the appropriate chronological order in which to deliver them in order that the strategy can be delivered.



# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.2 Strategic Goals

The recommended strategic goals for Haringey Council in regards its future markets offer can be summarised as:

- To provide a range of markets throughout the Borough that enhances the experience of the main centres and places, provides additional reasons to use and visit the centres, provides opportunities and employment for residents of all ages and ethnicities.
- To become recognised as a market friendly Borough, which welcomes new markets, more markets, and specialist markets and market traders for the benefit of residents, businesses and local communities.
- To double the number of active trading market stall days <sup>(1)</sup>, operating within markets within the next 15 years, on a cost neutral basis. This will be achieved through improving the existing market offer, with a focus on more local starter businesses, and through the creation of new markets, in new or existing locations, with the associated number of new local businesses and start up traders.

<sup>(1)</sup> A common industry measure of trading capacity / size

### 10.3 Strategic Objectives

To deliver the recommended strategy and goals for the future markets provision, there are a series of strategic recommendations that will need to be delivered. These include ...

1. Work with market operators to nurture and improve the existing and future markets provision.
2. Make it easier to create, launch and operate markets in the Borough.
3. Make it easier for residents to become market traders.
4. Create the right systems, operating / financial models (and objectives) and infrastructure to deliver an improved markets offer, that is aligned with resident need and adding value to the borough centres and places.
5. Promote the future markets provisions to consumers, traders and operators.

Several of the identified actions within the five strategic themes are relevant to more than one theme, however they have only been listed once.

The actions are also designated as short term (S) – recommended delivery within 6 months, medium (M) – 6 to 18 months and long term (L) – 18 months plus. As an absolute priority however, the Council needs to decide which of the recommended actions it wishes to action, in what order, by whom, all clearly communicated as part of a Strategy Implementation Action Plan.

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.4 Work with market operators to improve the existing and future markets provision

10.4.1 Support the existing market operators to help improve the existing markets (S). Indeed, Myddleton Road and Tottenham Green Markets are the priority markets to focus on in the short term.

In terms of specific improvements needs, the current operator of Myddleton Road would benefit from business development / market growth support, to include implementing effective admin processes, delivering high quality visual impact, raising the bar of trader standards and also recruiting new capable traders. An operating agreement is needed urgently too, with clarity on delivery obligations and standards needed from the operator as well as from traders. It would also benefit from capital investment in new stalls as well as the infrastructure provided.

In regards Tottenham Green Market, The Spring test market had too many hobbyist traders and not enough professional / exemplar traders. The young / youth traders will need targeted support and skills development to be able to trade effectively alongside exemplar / high quality traders. The operator also needs market development support, with help in securing more capable traders. There was no evidence of this upon our visit, and is a key outcome for the Council to facilitate.

Capable traders are those that have excellent display standards, bring stall signage, are great self-promoters, bring their own card readers tethered to their own phones, bring their own merchandise equipment and are skilled at interacting with consumers and 'closing the sale'.

In regards Lymington Avenue Market, the test market held just before Christmas 2023 had too many hobbyist traders, delivering a basic market offer, from a poor physical trading environment, poor facilities, without an effective signage package in place. A site specific market strategy and plan is urgently needed, to include procurement of optimum operator and management model, site survey, market plan, market mix positioning and provision of suitable customer facilities and improved infrastructure for delivery of the ambition. We recommend that the Wood Green BID is supported by the Council to enable a Love Wimbledon BID delivery model.



Myddleton Road Market would benefit from some more (but not all) professional traders



Lymington Avenue Market needs a clear plan

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.4 Work with market operators to improve the existing and future markets provision

#### 10.4.2 Recommended locations for improvements to existing markets as well as new markets (Short Term - Phase 1)

Location / Centre	Type of Market	Frequency	Operator	Delivery Timescale
Lymington Avenue, Wood Green	Multiple themes	At least monthly themed market offer, possibly rolling 4 themes per month	Private operator – experienced operator, possibly Wood Green BID oversight	Short Term- Phase 1
Myddleton Road (improvements to existing market)	Food, makers, creatives, events	Monthly	Private operator (existing)	Short-term- Phase 1
Hornsey Town Hall Square	Food / artisan / maker	Monthly initially / weekly longer term	Private – local traders / residents / makers	Short Term – Phase 1
Tottenham Green (improvement of infrastructure and expansion of existing monthly market)	Food, makers, creatives, events	Monthly	Private operator (existing)	Short Term – Phase 1

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.4 Work with market operators to improve the existing and future markets provision cont'd.

#### 10.4.2 Recommended locations for improvements to curating new markets (Medium term – Phase 2).

Location / Centre	Type of Market	Frequency	Operator	Delivery Timescale
Muswell Hill, on extended pavement by Planet Organic round to Everyman Cinema	Farmers market / street food / Vintage	Monthly initially / weekly longer term	Private – local traders / residents / makers	Medium term- Phase 2
Scotland Green (Bruce Grove, Tottenham)	Everyday products, produce, clothing and general goods, and monthly themed markets	Monthly	Private	Medium Term – Phase 2
Schools and colleges adjacent to local district centres	Replica of Stroud Green School Market adapted to meet local customer demographics	Monthly, possibly fortnightly	Private – existing operators, local traders / residents / makers	Medium - Long Term Phase 2

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.4 Work with market operators to improve the existing and future markets provision cont'd.

- 10.4.3 Encourage existing operators to prioritise market trading places for Borough residents (S).
- 10.4.4 Create the Haringey Markets Operator Forums. Then ask operators to identify any factors inhibiting performance and or growth (S).
- 10.4.5 Ask operators to identify new / additional market opportunities (to be explored in separate workstream) (S).
- 10.4.6 Share findings of business and trader survey regarding improvement opportunities (S).
- 10.4.7 Increase Council promotion of existing markets (S).
- 10.4.8 Identify opportunities for Haringey Council to support existing markets – particularly through 'no-cost' actions, and / or with re-allocation of available budgets (S).
- 10.4.9 Develop a dedicated Haringey Markets Website, to include a calendar of forthcoming events (M).
- 10.4.10 Create the Haringey Market Standards Charter (see the 2023 Hackney Markets Strategy) (M).
- 10.4.11 Create and empower a new focussed markets lead person / team (circa 1 F/T and 3 P/T) to engage with all existing market operators and complete initial market growth discussions (some operators only have slight contact currently with Licensing) (M).
- 10.4.12 Encourage the addition of themed visiting markets to existing markets, space and facilities providing, or the option for a market to 'visit' another location (M).



Stroud Green Market, replicate and adapt



Additional themes and topics added to existing markets / locations

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.5 Make it easier to create, launch and operate markets in the Borough

- 10.5.1 Create a market operators' checklist to help would be operators to prepare for operating a market in Haringey, example drafted – (also relevant to 10.4 strategic theme) (S).
- 10.5.2 Work with the local regen and planning teams to help improve the existing markets, with a short term priority focus on Myddleton Road, Tottenham Green, and Lymington Av. Lymington Av in particular needs an urgent site survey to identify the physical improvements needed for it to accommodate regular markets (S).
- 10.5.3 Create a guide to operating markets in Haringey, including different sizes / types of markets, regular weekly / monthly, periodic, annual, community (M).
- 10.5.4 Promote identified opportunity locations to existing Haringey market operators and then other operators (M). 10.5.5 Contact existing groups, communities, societies to consider developing their own market proposals, e.g. resident / community groups, school PTA's, trading associations, etc (M).
- 10.5.6 Undertake preliminary feasibility assessments for each location to determine likely number of stalls / traders (see list overleaf) (M).
- 10.5.7 Define the financial and social priorities for new markets - are they a facility and part of delivering improved experiences and services to local residents? Or are they a future revenue stream for the Council? Or do they help to provide indirect revenue streams, parking, business rates from improved occupancy. Are markets a 'zero' cost area, as in the revenues need only fund a small team, and a permitted use monitoring function (M).
- 10.5.8 Develop procedures to assess different types of markets relatively, e.g. light touch for community events, more stringent for large professional markets. This assessment process will need to include stakeholders from a wide variety of Council services (M).



Integrate markets with the wider offer and future planning for centres



Community markets are a positive place addition



# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.6 Make it easier for residents to become market traders

- 10.6.1 Encourage operators to feature / promote new 'local' traders (S).
- 10.6.2 Feature new young and other starter traders in newsletters and business support correspondence (S).
- 10.6.3 Create a dedicated page on new Council Markets website on the benefits of and process to be becoming a market trader in Haringey - provide links to existing operators for trading opportunities (S).
- 10.6.4 Engage with NMTF to nurture / accommodate new young traders (S).
- 10.6.5 Provide trader training sessions and new trader support packs / mentors (S).
- 10.6.6 Provide new trader checklist and business starter packs, outlining all relevant Council teams, support, insurances, food hygiene etc. (S).
- 10.6.7 Hold new trader market events, on markets, at market locations (S-M).
- 10.6.8 Develop a new trader programme with rental subsidies / grants for first three months of trading (M).
- 10.6.9 Make it a condition of having a Haringey Market Operator License that local traders (residents / businesses of the Borough) are pro-actively welcomed / prioritised on markets (M).
- 10.6.10 Develop student markets, with locations close to colleges and 'high streets' (M).
- 10.6.11 Provide trading facilities on free / loan basis to starters (M).



Young Market Trader finalist in Stratford



New mobile start up business, at home on a market

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.7 Create the right systems, operating / financial models (and objectives) and infrastructure to deliver an improved markets offer

- 10.7.1 Create a new market location checklist – see adjacent draft example – location checklist to be shared with local regen teams, community groups, business groups with a call to assess each local district centre (S).
- 10.7.2 Encourage market operators to shoulder more of the admin burden from the Council in regards licencing paperwork and protocols (S).
- 10.7.3 Create easy to understand leaflet on market trading fees and charges / costing grid for new operators and local community groups (S).
- 10.7.4 Agree primary aims and objectives for expanded markets offer, then set up financial models accordingly - zero cost, nominal income generating, full income generating (S-M).
- 10.7.5 Create a single point of call / contact for all market enquiries – distinct from Licensing (M).
- 10.7.6 Introduce a new approved 'Haringey Market Traders status which will then assist in future License applications, speed up process and reduce workload for Licensing (M).
- 10.7.7 Create a suitably sized resource for a markets facilitating / enabling function (M).
- 10.7.8 Review IT systems requirement (already a requirement to improve existing Licensing IT) (M-L).
- 10.7.9 Review undertaking Economic Impact Assessments of the existing and new markets to quantify the benefits of markets, including those privately operated markets on private land versus those operated privately on the public highway.

Haringey Market Location Suitability Checklist		Yes	No
1	Has a market traded here before?		
2	Is there existing good levels of footfall?		
3	Is the location busy during the day?		
4	Are there existing attractors / visit drivers?		
5	Is there space for at least 20 stalls		
6	Will the market be seen / visible		
7	Will the market be noticeable / have impact		
8	Is the market adjacent to existing shops and cafes		
9	Is there space for trader vehicles to unload		
10	Is there space for trader parking nearby		
11	Is there room for tables and chairs		
12	Is there space for additional facilities / entertainment		
13	Are local businesses supportive of a market		
14	Are there local promotional opportunities		
15	Have you interest from traders for this location		
	4 or more No responses indicates lack of suitability		

Indicative Haringey Market Location Checklist



# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### 10.8 Promote the future markets provisions to consumers, traders and operators

- 10.8.1 Create new 'Haringey Markets' new umbrella brand that can be used by all independent operators providing markets in Haringey (S).
- 10.8.2 Include promotion of markets in wider Council newsletters and publications – make more noise about Haringey Markets (S).
- 10.8.3 Liaise with and encourage local partners and stakeholders for them to publicise upcoming markets to their network of consumers, residents, businesses (S).
- 10.8.4 Create and publish annual Markets Calendar – with rolling updates (S-M).
- 10.8.5 Include clear reference to 'Upcoming market activity' in the new website (S-M).
- 10.8.6 Engage with existing traders in relation to existing and new markets – encourage them to take stalls in additional sites, or at the very least promote the new markets on their social media when they are trading (S-M).
- 10.8.7 Work with / support operators and traders by enabling them to be included in wider council promotion of activities and events, include trader promotion and stories in Council publications – include operator promotion and stories (S-M).
- 10.8.8 Include clear reference to markets within policy documents – promotion of Haringey interest and commitment to markets (S-L).
- 10.8.9 Include market promotion guidelines within market operators' checklist, guidelines and license requirements (M).



Clear strong promotional messages by theme



Themed promotions for all markets in Borough

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### Final thoughts on future management / operating models

It is clear from the research findings and the evidence base captured for this project, that Haringey has the potential and the opportunity to sustain a larger number of markets across the Borough. The opportunities range from expanding the existing markets offer where possible, through to replicating a number of the successful models in more places, and on to creating new market formats in different places.

It is also clear that the Council does not currently have the team or structure to support and achieve the growth in the markets offer, indeed some of the existing teams / departments are already overloaded with supporting the existing markets offer, most of which has limited contact with the Council. Given existing and future likely budget pressures, the optimum route for the Council in achieving the growth and all of the wider benefits that growth would bring is to provide the role of facilitator, enabler, coordinator and even curator (on a Borough wide perspective).

That said, some fundamental questions exist for the Council to address at the outset of the market growth initiative, particularly in relation to the aims for markets in the Borough. This will determine the wider levels of fees and charges, income generation and self-financing of even a small market focused team, as described earlier. The Council needs to decide on its priorities, aspirations and deliverables for markets, as this will also determine the optimum format, size, mix and delivery partner needed in each centre or location.

Creating an Action Implementation Plan, with support from specialist market development consultants is an absolute priority. This is a fundamental step in delivering the Future Market Vision mapped out in this report.

We recommend in the short term the Council works with the existing operators of markets in the Borough to improve and extend the existing markets in the Borough, particularly Myddleton Road, Tottenham Green and Lymington Avenue (new market) and to ensure that they are appropriately presented, promoted, curated, and have the relevant infrastructure in place.

In the medium term (and will link into the delivery of the aforementioned markets upon contract expiry), the Council should adopt the other identified sites in the town centres to deliver new markets. As part of this exercise, the Council should seek to appoint an experienced operator(s) that are recognised by NABMA and/or NMTF, with a firm commitment to ensuring that at least 40% of traders come from the local area and can ensure that price points of their traders remains affordable for Haringey residents.

# Haringey Markets Strategy

## 10.0 Future Strategy and Action Plan

### Final thoughts on future management / operating models

We also recommend that the Council engages with existing and new private operators to deliver more privately operated markets on private land such as schools, offices and community centres, i.e.. at least 3 or 4 new markets within the next 18 months. These will generate lots of community cohesion and placemaking benefits, although will be unlikely to generate much income for the Council. Furthermore, we recommend in the short term that the Council works with and encourages professional and well organised market operators to run one or two additional markets on the public highway, but only those that will shoulder much of the admin role from the Council.

Currently, the existing target of active market stall trading days per location is once per month. Within the next 18 months, we recommend that the markets attain at least twice monthly, so that residents have a larger reason to visit town centres, so that the reach of the markets across the borough strengthen and improve, and so that an improved economic - and socio-economic - uplift to the town centres can be realised.

And finally, the longer-term consideration for the Council, could be to assess the benefits and risks of the potential adoption of the Food Act to curate its markets, after the existing markets have been improved and after the additional markets highlighted above have been delivered.

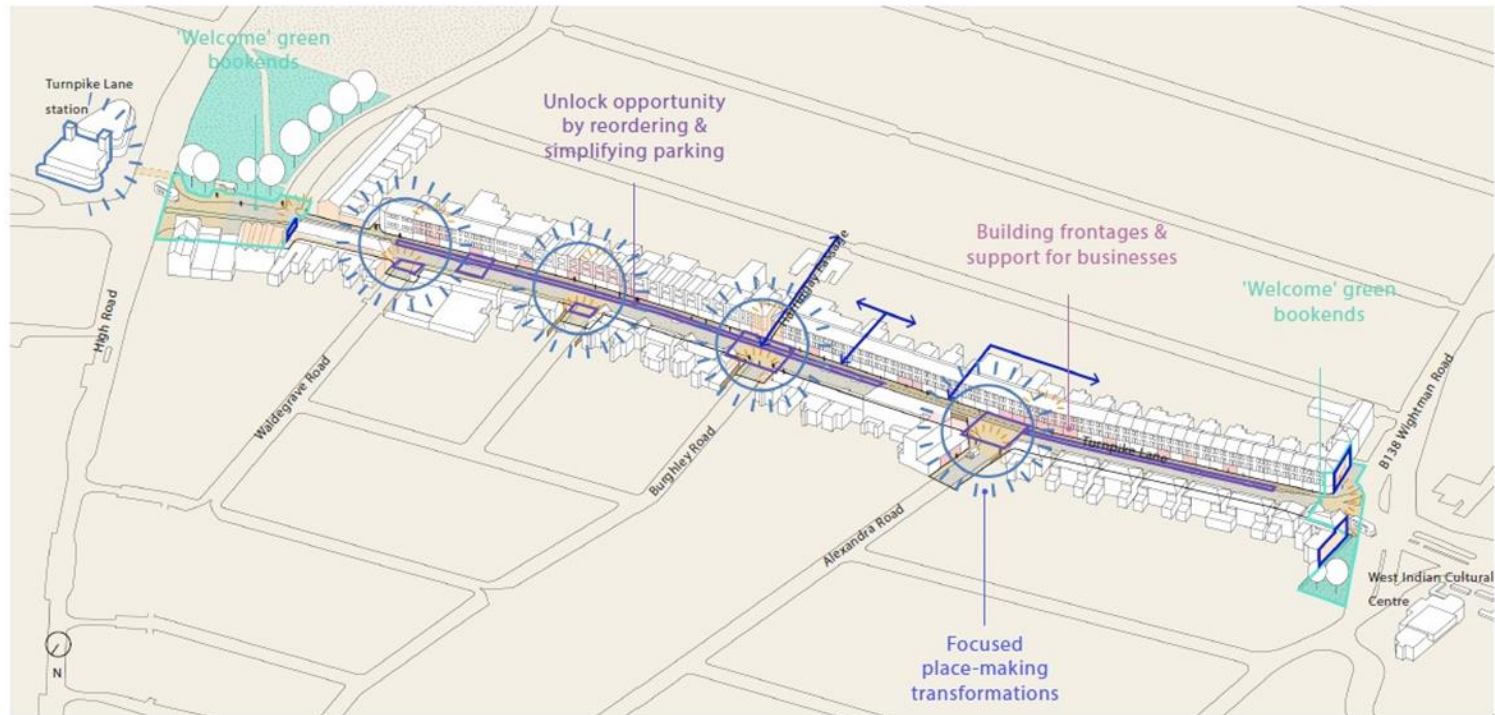
# Appendix I

## Site Analysis Case Study- Turnpike Lane

## Appendix 1 - Site Analysis Case Study - Turnpike Lane Case

We Made That Stage 3 Design Proposals for Alexandra Road/Turnpike Lane Junction- Incorporating Events Space

Turnpike Lane stretches from Turnpike Lane Tube Station to Wightman Road. It is a two-way main vehicular and bus route. As highlighted, it is not suitable for hosting a regular market as the levels of footfall needed there is insufficient to sustain a viable regular market, which will need a minimum of 25 stalls to ensure commercial viability. Options for one-off events have been looked at and Alexandra Road offers the best option as it is a one-way street. Regeneration proposals have been developed for activation of the junction of Alexandra Road and Turnpike Lane incorporating rain gardens, cycle pathways and designated space for occasional events.





## Appendix 1 - Site Analysis Case Study - Turnpike Lane Case

We Made That Stage 3 Design Proposals for Alexandra Road/Turnpike Lane Junction- Incorporating Events Space

### 4. Alexandra Road Proposed Plan (B)

#### Option B - 'Do most' ('events mode')

1. Continuous material-use over junction to suggest pedestrian-priority zone
2. Spill-out space to Orange Cafe
3. High-level lettering to top of unit
4. Maximum flexibility 'Amenity' strip containing: rainwater gardens, bin store and spill-out space
5. Cycle racks
6. North-bound contra-flow cycle lane
7. Advanced Stop Line
8. Advisory cycle feeder lane
9. Changes to signals due to junction and re-configuration works
10. New road-markings to Turnpike Lane due to junction and re-configuration works
11. Flexible event space with thermoplastic artwork (star anise + cardamom)
12. Pop-up power point
13. Shopfront improvements and awning to corner unit

This option provides a scheme that is great for 'events mode' as well as everyday mode - by providing pop-up power infrastructure in the amenity strip to support events and activity for temporary road closures. This was an express desire of the TPL stakeholder group.

We Made That



Separate PDFs:

Appendix II - Business and Trader Survey Questionnaire

Appendix III - Resident Survey

Appendix IV - Stakeholder Questionnaire



informed solutions

# The Retail Group

## Informed Solutions

Dunnings Oak Offices  
Dunnings Road  
East Grinstead  
West Sussex, RH19 4AT

**Web.** [www.theretailgroup.co.uk](http://www.theretailgroup.co.uk)  
**Email.** [info@theretailgroup.co.uk](mailto:info@theretailgroup.co.uk)