

**LONDON MARKETS BOARD**  
**Board Membership Recruitment Pack**

**December 2021**

**MAYOR OF LONDON**

The Mayor of London, Sadiq Khan, is seeking to appoint his second London Markets Board.

Successful applicants will be one of up to 14 Board Members – street and covered market experts, with a breadth of expertise and skills across market disciplines, who will support the Mayor to develop London's Markets Strategy and deliver his Street and Covered Markets Programme.

The London Markets Board was established by the Mayor in 2017 as London's first ever strategic forum to oversee markets. The Board brings together people with experience and expertise from across the markets sector to identify a practical and strategic way forward, to realise the full value of London's markets and ensure they serve all Londoners.

## FOREWORD

Dear Applicant,

London's bustling markets symbolise our openness to the world. From our most iconic markets to our community favourites and hidden gems, they are international in flavour, free to visit and open to all. They also make our city a better, richer, more sociable place by attracting more tourists to London, reflecting the emergence of new communities and ideas, and by giving us reasons to come together on a daily or weekly basis.

We want London's markets to remain a central part of our high streets and town centres, providing opportunities for all Londoners and reflecting the needs of our communities. To do this, we must continue to advocate for the sector, and address the pressures they face, which have become even more challenging throughout the Covid-19 pandemic.

Sadiq Khan set up the first London Markets Board (LMB) in 2017 in recognition of the important role markets play across London's high streets and town centres. The inaugural Board convened experts from across the sector who have worked diligently to provide effective strategic oversight and management of key issues faced by markets at a city level.

But there is still much to do, and through the recruitment of the next London Markets Board we have an opportunity to build on the work of the LMB's first term to ensure that markets across London continue to thrive, provide rich and diverse opportunities for Londoners, and remain a crucial part of London's economic and social life.

As a member of the Board, you'll support the Mayor and the Greater London Authority (GLA) in achieving these goals – and so much more. You will help to drive real change, and you'll directly contribute towards diversity of thought in the sector.

This is a chance to ensure that the next LMB represents your sectoral expertise, be it as a trader, operator, industry expert or business leader. You will use your skills and experience, contribute to your community and city, and develop new knowledge and networks. Becoming a Board Member provides you with the opportunity to get involved and play an active role in something that matters to you.

We look forward to receiving your application,



**Jules Pipe**

Chair of the London Markets Board  
and Deputy Mayor for Planning,  
Regeneration and Skills



**Helen Evans**

Co-chair of the London Markets  
Board

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# **BACKGROUND**

## **THE MAYOR'S STREET AND COVERED MARKETS PROGRAMME**

Retail and wholesale markets are an essential part of Londoners' everyday experience of the city, as well as London's international identity. They are local manifestations of London's openness to the world in terms of the diversity of goods they offer, the traders who work in them, and the communities they serve. Markets make our city a better, richer, more sociable place, reflecting the emergence of new communities and ideas, and providing for locals and tourists alike.

The launch of the Mayor's markets agenda in December 2017 was the beginning of a new strategic approach that recognises the full value of these London assets. It marked a commitment to working with the markets sector to address key challenges faced by markets in the capital. The Mayor's Street and Covered Markets programme, overseen by the London Markets Board, is cited internationally as best practice for recognising the contribution of markets to wider policy agendas and enabling the Mayor to respond to challenges and opportunities the sector faces.

## **CHALLENGES FOR LONDON'S MARKETS AND IMPACT OF COVID-19**

Up until March 2020, London's markets underwent a period of growth, from 162 in 2010 to over 300. New markets that focused on experience and leisure emerged alongside the more traditional transactional markets. Much of this growth was seen in private and hot food markets, which typically attracted a younger cohort of market traders, entrepreneurs and small businesses.

Despite this growth in numbers, pre-pandemic markets still faced many challenges. Traders were seeing shifts in shopping patterns and competition from discount retailers, supermarkets and the internet. Many local authority-

run markets were operating at a deficit, as well as being faced with resource constraints.

The Mayor's 2017 [Understanding London's Markets](#) report addressed a series of questions about the future of the markets sector, how markets can improve their offer, how they can do more to help realise their potential to deliver social value to support the local economy and local character, diversity and culture, and how they can attract new, especially young people to take up the opportunities of low-risk trading, and keep markets sustainable.

The pandemic and associated lockdowns have accelerated many of the challenges faced by markets and caused unprecedented disruption. However, they also underlined the important role that London's markets play in serving local communities and that, despite the challenges, the sector has responded with the same agility and entrepreneurial spirit that has sustained London's markets through the centuries. There is a clear opportunity to draw on the experiences of the sector throughout the pandemic, to ensure that the flexibility and innovation demonstrated by operators and traders alike is recognised and taken forward.

## **THE LONDON MARKETS BOARD**

The London Markets Board (LMB) is an independent, multi-sector leadership group which provides a platform to coordinate and focus action on markets across the GLA Group and London boroughs. Since its launch in 2017, Board Members have played a pivotal role in shaping a London-wide markets strategy, steering policies and guidance, providing scrutiny for projects, and advocating for markets across London.

The work of the inaugural Board has explored the key challenges markets face, the breadth of value they offer, and opportunities to improve their long-term sustainability and social impact. It has provided a single voice for the sector and has supported London's markets through policy development, action testing and guidance. It has supported projects funded through the Mayor's investment programmes and ensured the mainstreaming of markets proposals within wider high street and town centre strategies.

### **LOOKING FORWARD**

As the Mayor enters his second term, he is looking to appoint his second LMB with the skills, experience and expertise to address the new set of challenges that face us.

Looking forward, the Mayor's London Street and Covered Market programme will be embracing the role of markets in the social and economic recovery of London's high streets and town centres. It will also support the important role that markets play in enabling a fair and inclusive recovery.

The LMB will support the [London Recovery Programme](#) and associated missions, and will contribute to core Mayoral priorities for London, including: recovery, jobs and skills, opportunities for young Londoners and a green new deal.



The Board will be action-focused and led by Co-Chairs supported by a Board membership and serviced by a fully operational secretariat. As a member of the Board, you will be at the forefront of representing London's collective effort to ensure that markets remain a thriving and important part of our city, our high streets and town centres.

You will be part of a group setting a prioritised work plan for markets and identifying and co-ordinating the actions to get there. This will include:

- Providing strategic oversight of London's markets sector and building networks, partnerships and alliances to deliver improvements.
- Developing activities and policies that support London's wholesale, street and covered markets, with consideration of specific recommendations, programmes and projects in accordance with the Mayor's strategies and priorities including, but not limited to, the London Food Strategy, the London Plan and the London Recovery Programme.
- Helping London's markets work better for all Londoners and maximising their social impact.
- Promoting enterprise, innovation and skills development in markets as places of local employment and business incubation.
- Demonstrating thought leadership across the broad agenda of markets in London, gathering evidence on specific issues to support change and providing guidance to the sector, the GLA and boroughs.
- Collating and showcasing cutting edge activity already happening and influencing this to be tested more widely.
- Being an advocate and spokesperson for markets and the social and economic value they bring to London's diverse communities and places. This includes taking a leadership role in your own sector to make the case for change to test and scale impactful activity.

## MEMBERSHIP AND GOVERNANCE

Members of the Board will be appointed to represent the interests of specific elements of London's markets sector. To that effect membership could include representatives of organisations responsible for managing and running markets in London, representatives of organisations responsible for delivering economic development and opportunities in London's communities, and those representing operators and tenant/trader associations.

The Mayor of London appoints the Co-Chairs of the London Markets Board. The Mayor has nominated the Deputy Mayor for Planning, Regeneration and Skills, Jules Pipe, and Helen Evans, as Co-Chairs. The Board will consist of up to 14 Members in total, three of which will be nominated by sector organisations.

### BOARD COMPOSITION

The Board will comprise the following Members:

- Jules Pipe, Deputy Mayor for Planning, Regeneration and Skills (LMB Co-Chair);
- Helen Evans (LMB Co-Chair);
- 3 members from sector representative bodies as nominated by:
  - The Association of London Markets/The London Street Trading Benchmarking Group
  - The National Association of British Markets Authorities
  - The National Markets Traders Federation;
- Up to 9 other members that represent the broad range of expertise outlined in 'Profile of successful candidate'.

Members (other than any nominated or co-opted directly by the Mayor) will be recruited and selected in accordance with the [GLA's Protocol on Mayoral Appointments](#).

The Mayor may vary the categories and number of members of the Board at any time as he considers what will best further the Board's purpose, subject to prior consultation with the Co-Chairs.

## **IN YOUR ROLE**

The LMB is an action-focused board and we ask Board Members to prioritise attendance and participation.

Members will have the following responsibilities:

- Attend and contribute to all Board meetings (as far as practicable), having prepared appropriately. Meetings are quarterly, or as business dictates.
- Attend any sub-groups established by the Board, as assigned.
- Contribute to the development of strategies, policies and plans including taking a prominent role in developing a work programme, project or topic.
- Advise on the development and delivery of the Mayor's Street and Covered Markets Programme.
- Keep abreast of, and advise on, new developments and innovations in the sector to inform the work of the Board, the GLA and the Mayor.
- Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and the diverse needs and aspirations of London's communities through the work of the London Markets Board.
- As required, represent the Board as an ambassador for markets – for London and for the Mayor.

## **HOW IT WORKS**

### **TERM OF THE APPOINTMENT**

Appointees are expected to be available to take up their roles in February 2022, with the newly appointed London Markets Board expected to be publicly announced in March 2022.

The term of the appointment will be up to 4 years.

### **TIME COMMITMENT**

It is anticipated that the group will meet quarterly. Meetings will take place online, or in different venues across London.

### **REMUNERATION/ EXPENSES**

Membership of the Business Partnership is honorary and unremunerated although members will be entitled to be reimbursed, in accordance with the GLA's Expenses and Benefits Framework, for travel expenses reasonably incurred in performing their role in connection with the LMB.

### **TERMS OF REFERENCE AND WORK PLAN**

At the inaugural meeting of the London Markets Board, Board Members will review, make any necessary amendments to, and agree the Board's strategic aims and planned activity. This and all other aspects of the Board will be reviewed on an annual basis by the Chair and Board Members, in line with a clear Terms of Reference, which will also be agreed at the inaugural meeting.

The Board will be directly accountable to the Mayor of London, and in turn the London Assembly. It will have a close relationship with other strategic bodies in London, such as the London Recovery Board, the London Food Board, the

London Health Board, London's Child Obesity Taskforce and the Local Enterprise Partnership for London (LEAP), and with appropriate government departments and agencies, including the Department for Levelling Up, the All-Party Parliamentary Markets Group and The Future High Streets Forum.

## **EXTERNAL COMMUNICATIONS**

In your capacity as a Board Member, you will be expected to represent the Mayor and as such your conduct in this capacity should be professional and respectful of Mayoral policy positions. You will be expected to seek sign off for any external communications that are directly related to the Mayor's Street and Covered Markets programme.

## **CONDUCT**

Members are required to understand and embrace the 'Principles of Public Life' as defined by the Nolan Committee and outlined in the [Protocol on Mayoral Appointments](#).

## SELECTION CRITERIA

Board Members will demonstrate a passion for and understanding of London's Markets, gained through direct experience in the sector or related areas. You will have a clear view of the opportunities and challenges facing the sector, including funding reviews, and the increasing need for markets to demonstrate innovation and responsiveness in relation to London's social and economic recovery and 'good growth' in our high streets and town centres.

We are looking for candidates who have:

1. Substantial experience in the markets sector or a related field (public, private or third sector), reflecting one or more of the areas set out below under '*Profile of successful candidates*'.
2. An ability to think strategically and contribute effectively to the Board, and confidence in generating and implementing ideas.
3. An understanding of investment, enterprise, innovation, skills and the ability to drive improvement in the delivery of economic development and sustainable growth in a market setting, or multiples of these.
4. An ability to influence stakeholders and gain buy-in using compelling, well thought through arguments to represent the views of the markets sector.
5. Established networks across the markets and related sectors and the ability to act as a conduit between the sector, GLA Group staff and the Mayor.
6. A strong commitment to equality, diversity and inclusion and advocacy within the sector.

## PROFILE OF SUCCESSFUL CANDIDATES

We aim to achieve a London Markets Board that is representative of London, containing members with a broad range of skills, experience and

backgrounds. We are looking for applications from candidates with expertise and experience from across public, private and third sectors in the following areas:

- Public and private and community market operation and management and representative bodies.
- Traders, including sole traders, SMEs and micro businesses, and trader representative bodies.
- Business and enterprise expertise, including economic development, skills and employment, training and business support and innovation.
- Strategy and activation, including curation, the night-time economy, events and cultural activity.
- Sustainability and environmental markets, including adaptation, circular economy principles and waste.

We are also looking for Members with market-related expertise and experience in the following areas:

- Local Government, including economic development and regeneration.
- Food access and security.
- Equality, diversity and inclusion advocacy.

We aim to achieve a diverse breadth of skills within the London Markets Board. Appointments will be made with the breadth of skills across the Board, as well as the strength of the individual applications in mind.

London's diversity is its biggest asset, but this isn't currently reflected across the markets sector. The GLA strives to reflect London's diversity across all appointments. As such, we strongly welcome applications from underrepresented sections of the community, in terms of age, gender, race, sexual orientation, faith or disability. To ensure voices from across the sector are heard, we would encourage not just leaders, but individuals at all stages of their career, to apply.

## HOW TO APPLY

You are asked to submit a CV and Supporting Statement to the Mayor through the GLA's online recruitment portal, see the link below;  
<https://glarecruitment.engageats.co.uk/Vacancies/W/6288/0/326902/14989/london-markets-board-members-up-to-9>

### SUPPORTING STATEMENT

Your Supporting Statement should not exceed 2 pages of A4 and should provide details of the relevant experience that equips you to serve as a Board Member. You should clearly address the criteria listed under '*Selection Criteria*', above. It should also outline any expertise or understanding of one or more of the sectors identified in the '*Profile of successful candidates*' section above.

### CV

Your CV should contain details of employment, public appointments, qualifications history and the name and contact details of two people who are willing to provide a reference for you.

Applications should demonstrate your sectoral and/or occupational skills and an excellent understanding of London's markets. Consideration will be given to ensuring that as a whole, the LMB is equipped with a breadth and depth of expertise relating to London's key sectors and occupations.

You should submit your CV and Supporting Statement via our online recruitment system. Please ensure uploaded files include your name in the file name. You will be asked to provide recruitment monitoring information as part of the process.



## **CONFLICTS OF INTEREST**

Applicants should state any potential for conflicts of interest, and this will be explored with short-listed candidates. You should provide details of any business, or other interests, or any personal connections which, if appointed, could be misconstrued or cause embarrassment to the Mayor and the GLA Group. This includes financial interests or share ownership, active connections or memberships of societies or associations.

## **ASSESSMENT AND SHORTLISTING**

Applications will be assessed against the criteria for appointment set out above, by a selection panel which will include GLA officers, with wider GLA policy leads brought in where relevant to specific areas of expertise.

Shortlisted applicants will be invited to a short interview via Microsoft Teams. The interviews will be held in early February 2022 (see key dates on the following page). Appointments are subject to confirmation by the Mayor of London.

## KEY DATES

Activity	Timeline
Applications received via online recruitment system	Monday 17 <sup>th</sup> January 2022 at 23:59 GMT
Interviews for shortlisted candidates	w/c 31 <sup>st</sup> January 2022 w/c 7 <sup>th</sup> February 2022
Conditional offers and pre-appointment checks	February 2022
Unconditional appointment offers issued and commencement of LMB	March 2022
End date of LMB	March 2026

If you have any queries around the content of this pack or to arrange a confidential discussion about the role, please contact [Megan.Dean@london.gov.uk](mailto:Megan.Dean@london.gov.uk) and [Ellie.Howard@london.gov.uk](mailto:Ellie.Howard@london.gov.uk) in the first instance.

If you have any queries regarding the application process or if you require information in an alternative format, please email [Andrew.Baxter@london.gov.uk](mailto:Andrew.Baxter@london.gov.uk) quoting reference 'Markets01'.