

**The Haringey Council Housing & Regeneration Scrutiny Panel's scrutiny review of matters relating to Seven Sisters Market and Wards Corner**

Appendices to written evidence from Dr Myfanwy Taylor, 4 June 2019

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Dear Sir/Madam

**RE: London Borough of Haringey, Wards Corner Regeneration Project  
Compulsory Purchase Order 2016**

1. I write to object to the proposed CPO in my capacity as a local resident, customer of Seven Sisters market and other small businesses at Wards Corner, member of Wards Corner Community Coalition and as a PhD researcher whose research is relevant to this case.

2. I disagree with Haringey Council's suggestion that this CPO is in the public interest. The Council has given planning permission for an alternative scheme, the community plan for Wards Corner, which would not require the use of CPO powers and which would deliver considerable social and economic benefits as set out in the planning application. In addition, the Council accepted an application to list (the ground floor of) the corner building at Wards Corner as an Asset of Community Value, seemingly accepting the significant social and public contribution it is already making.

3. I attach to this letter a summary of initial research findings from interviews carried out with Seven Sisters market traders and other small businesses at Wards Corner during March 2013. This research further highlights the economic and community value of the economic activity taking place at Wards Corner, in particular:

- its resilience despite the financial crisis and the uncertainty caused by the threat of redevelopment;
- its success providing space for start-ups and entrepreneurs to try out new ideas;
- its importance in supporting the livelihoods of traders and their families;

- its specialised role in providing goods and services for ethnically diverse and low-income populations;
- the wide-ranging community advice services provided within Seven Sisters market, both for free and at cost; and
- its actual and potential role as a site of holistic social and economic development.

4. Other research, including that conducted by Jane Clossick, Isa Gutierrez Sanchez and Patria Roman Velazquez, which I understand is also being submitted for consideration, further elaborates the social and economic value of Seven Sisters market.

5. This broad economic and social value of Wards Corner has not been taken into account by Haringey Council or the developer Grainger Plc through this CPO or other efforts to compensate and/or relocate traders and small businesses. Grainger Plc has not fulfilled its obligations under the s106 agreement that accompanied its planning permission, as its proposal to reprovide the market does not provide appropriate workspaces nor affordable rents. Neither does it take into account the community value and activities presently taking place within the market nor the often-stated desire and capacity of traders for self-management and the further holistic social and economic development of the market. As such, Haringey Council's argument that this CPO is justified in part because of Grainger's proposal for reprovision of Seven Sisters market is not valid.

6. In addition, this CPO does not take into consideration the experience and commitment of market traders, small business owners, residents and other local actors and their supporters and collaborators to deliver the community plan for Wards Corner. The extent of community activity in support of Wards Corner over many years is very unusual, pursued not only through Wards Corner Community Coalition, but several traders organisations including Pueblito Paisa Ltd and Latin Corner Ltd and the community development vehicle for Wards Corner and the broader town centre, the West Green Road/Seven Sisters Development Trust, as well as being supported by other residents' groups throughout Tottenham, including those brought together through the Our Tottenham network. These organisations have attracted and drawn on the support of many organisations and collaborators over the years, including the Prince's Regeneration Trust, the Open University/Royal College of Art's *Creative Citizens* project, the University of Leeds' traditional markets project, the Community Development Foundation, Just Space, Latin Elephant, and many researchers and students. As a result, the WCC and the Trust have featured in several guides as examples of exemplary community planning initiatives (e.g. the Just Space Economy and Planning workspace handbook, the Creative Citizens directory, the University of Leeds' traditional markets project report). It is extremely unusual for a community planning group to secure planning permission for their own alternative development of a threatened site.

7. WCC, the Trust, Pueblito Paisa, Latin Corner and their supporters and collaborators have therefore built up considerable experience, capacity, connections, resources and reputation through many years of campaigning and community development activity which represent significant social capital. This social capital has not been taken into account in proposing this CPO. Rather than destroying it along with the buildings making up Wards Corner, it should be allowed to continue to grow and develop – with the support of Haringey Council – in order to further enhance the existing economic and social value of the site. Recent government policy seeks to put more local matters in the hands of communities such as these with desire and capacity to take valued local assets into community ownership for community benefit.

8. There is significant planning and policy support for an alternative approach at Wards Corner, both at local and metropolitan level. This has already been detailed in the community plan submitted for planning permission and in WCC's response to Haringey Council's consultation on the Tottenham Area Action Plan and is therefore not repeated here.

Yours faithfully

Myfanwy Taylor



## **The economic and community value of Wards Corner**

Research Summary prepared in support of CPO objection

### Introduction

This research summary presents initial findings from 13 qualitative interviews I conducted with market traders, small businesses and other community actors at Wards Corner during March 2014. These interviews formed part of my action research PhD at University College London on urban planning and diverse economies, in which I worked in collaboration with community planning groups in Tottenham, Stratford and London-wide. I have been a member of Wards Corner Community Coalition since 2013 and have more recently worked with the West Green Road/Seven Sisters Development Trust to pursue the community plan for Wards Corner.

### Headline findings

This research highlights the economic and community value of Wards Corner, in particular:

- its resilience despite the financial crisis and the uncertainty caused by the threat of redevelopment;
- its success providing space for start-ups and entrepreneurs to try out new ideas;
- its importance in supporting the livelihoods of traders and their families;
- its specialised role in providing goods and services for ethnically diverse and low-income populations;
- the wide-ranging community advice services provided within Seven Sisters market, both for free and at cost; and
- its actual and potential role as a site of holistic social and economic development.

### The economic value of Wards Corner

All eight businesses interviewed are independently owned.  
The eight businesses are mainly specialised in food and drink and personal services. They include one restaurant; one butcher; one off-license; two hair and beauty salons; one optician; one lettings agent; and one video store.  
Five of the six market traders began their businesses in Seven Sisters market, while one set up a branch in Seven Sisters after establishing his business initially in Elephant and Castle.  
Two proprietors live locally while six travel from other parts of London and surrounding areas.  
Together, these eight businesses provide 17 full time jobs and 14 part time jobs, or an average of three full time equivalent (FTE) jobs per business (assuming part time jobs are 50% FTE).  
At least 18 of the 31 workers (approx. 60%) live locally (Tottenham, Seven Sisters, Finsbury Park, Walthamstow).  
The six market traders report 18-50 customers per day, while Tottenham Wine reports 500 customers per day and Hammonds Eye Practice cites a patient base of 20,000.  
All businesses report that their customers are drawn from other parts of London, as well as from Tottenham.

*Box 1: Economic characteristics of the eight market traders and small businesses on the Wards Corner site interviewed.*

Out of the 13 interviews conducted, eight were with market traders or small business owners at Wards Corner. While it is not possible to calculate economic statistics from this small sample, the characteristics outlined in Box 1 above

begin to communicate the positive value of the economic activity taking place in this area.

Looking more closely at individual businesses, other strong narratives emerge from the interviews conducted. A proprietor of a South American butcher based in Seven Sisters market for seven years explained the particular value of the market as a place to start a business, needing little up-front investment. Several other market traders talked proudly about the investment they and others had made in their units. The value of Seven Sisters market as a place of entrepreneurship and experimentation was also emphasised by the then market manager and her assistant, who identified low start-up costs and the flexibility to merge, divide and adapt the units as being particularly important.

The market manager, market traders and independent businesses emphasised their economic success by referring to the overall operating success of the market, their ability to win trade from competitors and the lives and livelihoods the market supports. The market manager explained that her capacity to pay the rent on the market lease depended on the success of market traders and their ability to pay their rent. Similarly, her assistant emphasised the success of the market in remaining full and lively over the course of the global financial crisis. The proprietor of an independent off-license on West Green Road explained that he was able to compete with much larger wholesalers because their prices were competitive and their location was convenient for local restaurants and bars.

One market trader emphasised the value of his business in meeting his family's basic needs: 'we haven't got a huge amount of money, that is something which can literally just provide your food for your family and your rent and things like that'. Another also argued that the market played a central role in supporting the lives of traders and their families:

*You have about three, four, five people employed in each one of the small units like this. If you count how many people are living... through the one small unit, its plenty, plenty of them.... It doesn't matter how many billions [Grainger] have, they are not saving all of my pounds that I earn a day to make my family live. What they are saying, you go and die, when you die, we'll call you when everything is right.... Have you ever seen anyone resurrected from the dead to come and do business? That's what Grainger's plan is. They don't care about nobody, they don't care about me. The community care about me. Its important.*

#### The negative economic impact on the threat of the Grainger development

Many of the traders, business owners and other community actors interviewed explained how the local economy had been negatively affected by the long-standing threat of the Grainger development. Many customers thought that Seven Sisters market had already been demolished, and were surprised to find it still operating. Several people stated that Haringey Council, Grainger and Transport for London had refused to consider proposals for incremental development and the re-use of empty buildings, instead letting them fall into

disrepair. The uncertainty was preventing existing market management, traders and businesses from investing in making improvements. One community leader told me that 'it was very detrimental to keep people in that uncertainty and despite that the amount of money that Grainger claims to the development will bring to the economy is less than the turnover at the moment that this place is bringing to the economy'. Yet despite these difficult conditions, market traders and small businesses have been able to continue to trade and to grow their enterprises, and the market manager has been able to continue to run a successful business due to the attractiveness of the market.

#### A specialised economy

The interviews conducted with market traders, businesses and other local actors reveal a local economy specialised in meeting the needs of low-income and/or ethnically diverse communities in Tottenham and across London. In explaining how they tailored their goods and services to particular groups, proprietors expressed their pride and pleasure in this role and the knowledge and expertise it required. A lettings agent operating from Seven Sisters market explained that 99 per cent of his customers were in receipt of housing benefit and claiming homelessness, many of them referred to him by Haringey Council as the lettings agents on the high street couldn't help them. He said, 'we're here to help those who are vulnerable, those who can't help themselves. And the Council should be very proud of us'. The proprietor of an opticians on Seven Sisters Road also differentiated the service he provided from those of major opticians chains as being 'good eye care', which prioritised the medical needs of patients above the selling of glasses for maximum profit. He explained he particularly enjoyed providing this service in Tottenham, compared to his previous practice in Hampstead, because 'the patients here, at the end of my exam... say "thank you"... I actually went home with a full heart'.

Several proprietors explained how their businesses were specialised in meeting the needs of Tottenham's ethnically diverse communities. The proprietor of an independent off license on West Green Road, for example, explained that one of the reasons for its success was its specialisation in a large range of rums and brandies – including many high-end, outsize and speciality products - to meet the preferences of the Caribbean community. Within Seven Sisters market, many restaurants, shops and hair and beauty salons are specialised in the goods and services demanded by London's large Latin American population, attracting customers from all over London, as well as to low-income residents in need of good quality, affordable food and a welcoming place to spend time.

#### An economy entwined with the community

The close relationship between commerce and community at Wards Corner is further deepened by the many community advice services provided by many traders and other local actors from Seven Sisters market, revealed through the interviews. Community advice services are flourishing, dealing with a broad range of issues including housing, legal matters, domestic violence, business support, translation services and the integration and promotion of Latin Americans in London. In some cases, services are provided free of charge by

volunteers, making use of office space above market units or the public space of cafes and restaurants. In other cases, traders charge for community services: for example, setting up a small translation business within the family video store after being made redundant, establishing a company to help Latin American businesses connect with the community or employing young people to offer translation services to help traders complete food hygiene certificates. As such, Seven Sisters market can be seen as a place in which commerce and community are intimately entwined, enabling particular forms of market and non-market exchange to emerge and flourish, in which livelihoods can be supported and earned through provision of community advice services.

Several of the traders and other community actors interviewed described the importance of Seven Sisters market as an actual and potential site of holistic social and economic development. One trader explained how the market was a place of both work and leisure where working life was made more enjoyable through social interaction and which was welcoming to all, in particular to children. At least three of the traders I spoke to became aware of the opportunity to take on a unit at Seven Sisters market through personal connections with others in the market. The market manager became emotional as she spoke about the disregard and disrespect of Haringey Council to the ways in which some of the Colombian traders had made their homes and livelihoods at Seven Sisters market having fled political persecution and violence. Another community actor told me that Haringey Council had failed to understand both the economic and social value of the market, refusing to calculate the losses that would result if the Grainger plan was implemented, as this would be too damaging to the scheme. Ministers of a church with strong Latin American links spoke about the potential for the community plan to facilitate a form of interconnected social and economic development that echoed the holistic understanding of spirituality that they held, saying 'Seven Sisters becomes a site not only for commercial exchange but where culture could be strengthen and where social cooperation, family unity, recreation and people's interrelations can shine'.

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**The London Borough of Haringey (Wards Corner Regeneration Project)  
Compulsory Purchase Order 2016  
NCPU/CPO/Y5420/77066**

**Expert Statement in support of Seven Sisters Market Traders  
Myfanwy Taylor, PhD Student, Department of Geography /  
Bartlett School of Planning, University College London**

**Introduction**

1. This statement provides evidence in support of the Statement of Case made on behalf of the Seven Sisters Market traders based on my research in urban planning and economic diversity. My statement focuses on the economic aspects of Grainger's development proposal for Wards Corner which Haringey Council propose to facilitate through their Compulsory Purchase Order (CPO) powers. It is based on my PhD research at University College London's Department of Geography and Bartlett School of Planning<sup>1</sup>, my wider knowledge of the academic literature and my reading of strategic and local planning policy and other relevant documents relating to Grainger's and WCC's proposals. I have read the Statements of Case prepared on behalf of Seven Sisters Market Traders and Haringey Council. I have not received any fee for providing this statement nor for giving further evidence at the inquiry. The views I present here are my own.
2. My PhD research focuses on how urban strategies and plans can better recognise, support and nurture economic diversity, and the efforts of community and small business groups in London to challenge and develop alternatives to plans and development proposals which threaten small businesses, industrial firms, market traders, migrant and ethnic retailers and community enterprises. My research shows that the role and contribution of such diverse economic activities is often ignored or undervalued in the economic analyses that are carried out to inform plans and development proposals, despite evidence that economic diversity is fundamental to the long-term success and resilience of urban economies and, furthermore, central to securing inclusive growth (Jacobs 1972 [1969], Amin and Graham 1997,

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<sup>1</sup> Funded by an Economic and Social Research Council PhD Studentship Award.

Duranton and Puga 2000, Scott and Storper 2003 and 2015, Robinson 2006, De Groot *et al* 2010, Essletzbichler 2012). It also shows that the increasing pressure on commercial workspace (Ferm 2014, Ferm and Jones 2015 and 2016) in London is motivating diverse economic actors to enter into strategic planning debates that were previously dominated by powerful business interests, in particular the property development sector. While coalitions and alliances of firms and residents have succeeded in securing some changes to plans and development proposals, overall my research suggests they face considerable difficulties and barriers in representing themselves and their interests including lack of resources, the lengthy and technical nature of the planning process, the influence and dominance of more powerful business interests and the stress, uncertainty and financial costs involved in living with and fighting displacement threats over many years.

3. These findings are based on collaborative, action-oriented research projects carried out with five community planning groups in London between January 2013 and October 2014, specifically the Just Space Economy and Planning group (JSEP), the Carpenters Community Plan group and the Newham Network, and Wards Corner Community Coalition (WCC) and the Our Tottenham community planning and regeneration network, as well as a review of relevant urban studies literature, planning and other policy documents and interviews with over 30 policy makers. My PhD thesis will be submitted by the end of September 2017.
4. My research has already made several contributions to academic and policy debates on urban planning and economic diversity. I have co-authored a community handbook on the threat to workspace for London's diverse economies which includes 10 case studies about what community and small business groups can do about it (JSEP 2015), and a book chapter with Professor Michael Edwards which discusses JSEP's efforts to challenge proposed changes to the London Plan which threatened to displace diverse economic activities in town centres, high streets and industrial areas (Taylor and Edwards 2016). I have given evidence about the role and contribution of diverse economic activities at the public examinations of the then Mayor of London, Boris Johnson's, proposed Further Alterations to the

London Plan (FALP) in September 2014 and of the London Legacy Development Corporation's proposed local plan in March 2015, and to GLA Economics' review of the Economic Evidence Base underpinning the London Plan in September 2015. I have been nominated for and awarded several prizes for my collaborative and action-oriented research <sup>2</sup>.

5. This expert statement follows an objection I made to proposed CPO (objection number 35) as a local resident, customer of Seven Sisters market and other businesses at Wards Corner, member of WCC and PhD researcher. I appended to my objection a summary of the findings about the community and social value of Wards Corner from 13 interviews I conducted with market traders, small businesses and other community actors during March 2014 as part of my PhD research. This statement provides further evidence and analysis on the following main issues which are relevant to this CPO enquiry:
  - a. Impact on economic, social and environmental well-being;
  - b. Alternatives to the Order Scheme; and
  - c. The planning policy context for the Order Scheme.

### **Impact on economic, social and environmental well-being**

6. Haringey Council is required to demonstrate that the Grainger development will promote or improve the economic, social or environmental well-being of the area, when weighed against any disbenefits of the proposal. In this section, I present evidence to suggest that the Council's consideration of the impact of the Grainger scheme on economic well-being is inadequate.

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<sup>2</sup> The Frank Carter prize for postgraduate study for MSc Urban studies thesis (2010, awarded), the Postgraduate poster prize of the Urban Geography Research Group of the Royal Geographical Society (2010, awarded), Provost's Awards for Public Engagement (2015, shortlisted) and Royal Town Planning Institute Sir Peter Hall Award for Wider Engagement (2016, shortlisted with M. Edwards, E. Besussi and J. Ferm).

7. Firstly, Haringey Council's consideration of the impact of the Grainger development on economic, social and environmental well-being is based on an inadequate assessment of the existing site. The baseline position of the local economy set out at paragraphs 8.36 – 8.38 of the Council's Statement of Case provides a description of the socio-economic profile of Tottenham's residential population, focusing on relatively high levels of unemployment in the area. It is suggested that these to demonstrate the 'compelling need to regenerate this part of Tottenham' (paragraph 8.39). The evidence suggests, however, that regeneration schemes carry a large risk of displacing the deprived communities they are intended to benefit (Porter and Shaw 2009). Benefits are much more likely to be secured for existing communities where regeneration schemes are led by communities themselves and where mechanisms are provided to ensure their long-term inclusion (*ibid*).
8. The Council's assessment of the impact of the Order Scheme on economic well-being does not include an assessment of the economic role of the market traders, small shops and other businesses presently operating from the site and the surrounding area. The existing economic activity taking place on site is not actually described; rather the Council argues that 'the section 106 agreement encourages the existing businesses and tenants to remain and thrive as part of the redeveloped Order Land' (paragraph 8.46). The existing businesses are not actually described, nor their particular contribution to economic and social well-being understood. Without a proper understanding of this contribution, it is not possible to assess the adequacy or otherwise of any proposed arrangements for accommodating existing businesses and traders within any new development.
9. Haringey Council's assessment of the economic benefits of the scheme does not transparently account for the number of businesses and jobs presently based on the Wards Corner site. Gross benefits are listed at paragraph 8.40 and 8.41 of the Council's Statement of Case, but net figures are not explicitly or clearly provided.



There are an estimated 60 businesses providing around 150 jobs on the Wards Corner site (WCC and the Trust 2013).

10. Research has shown that characterising local areas which are well-used and vibrant as empty, disinvested, run-down and/or declining is a common strategy used by local authorities and developers to justify developments. For example, McLean *et al's* research shows how commercial streets in Toronto are being coded as 'undesirable, dangerous, and indeed as "empty space"' in order to justify using creative city strategies to 'revitalise' them (2015 p.1293). Raco and Tunney's (2010) research shows that an industrial area on the site of what is now the Queen Elizabeth Olympic Park was framed as 'derelict' in London's bid to host the 2012 Olympic Games, despite being occupied by 200 small and medium sized firms. Markets and areas used by street and informal traders are also often represented by city authorities as chaotic, insanitary and/or dangerous, justifying redevelopment of the areas they occupy for other activities (Skinner 2008 and 2009, Lauermann 2012, Gonzalez and Waley 2013, Ikioda 2013, Ng 2014).
11. Recognising the diversity of urban economies offers a starting point for more inclusive plans and development proposals. All firms draw upon the agglomeration economies that make locating in cities attractive in the first place (Scott and Storper 2003 and 2015, Robinson 2006). Sectoral diversity offers particular benefits in terms of innovation and adaptation, with the result that large, diverse cities such as London tend to be resilient and successful over the long-term (Duranton and Puga 2000, Buck *et al* 2002, De Groot *et al* 2010, Essletzbichler 2012). It has long been suggested, therefore, that the diversity of London's economy should be at the heart of its strategies and plans for urban economic development (Massey 2001, Buck *et al* 2002, Gordon 2006, Just Space 2009, Edwards 2010a). Recognising the diversity of urban economies in this way also offers more potential for inclusive urban economic development, by directing resources and attention towards the majority of economic activities that support urban lives and livelihoods (McCann 2004, Robinson 2006, Bryceson 2006, Turok 2009).

12. My own PhD research provides further insights into how strategic and local plans and specific development proposals misunderstand and misrepresent the existing local economy. I found that the economic analyses underpinning the London Plan, the London Legacy Development Corporation's (LLDC's) local plan and the emerging Tottenham Area Action Plan did not adequately represent the existing diverse economy, nor its potential to contribute to growth and development. For example, the employment land reviews carried out by the Greater London Authority (GLA), the LLDC and Haringey Council to inform their policies for industrial land are based on projecting forward historic trends of industrial decline in London, leading them to identify a 'surplus' of industrial land that can be redeveloped for housing and/or regeneration uses (Roger Tym and Partners 2011, URS 2014, Atkins 2015). This idea contradicts evidence which demonstrates the strong demand for the relatively low cost and flexible workspaces available in industrial areas, and the range of established and emerging industrial and hybrid activities taking place in these locations (Ferm 2014a and 2014b, Ferm and Jones 2015). Similarly, a review of the forecast need and demand for retail space commissioned by the GLA to inform its policies for retail space and town centres more generally suggested that many middle-sized town centres in London were declining (Experian and GLA 2013), contradicting the evidence and experience of many high streets and town centres as lively and thriving (e.g. Vaughan *et al* 2009 and 2013, Gort Scott and UCL 2010, Mayor of London 2013). One of the reasons for this discrepancy is that the GLA's retail review looked at town centres from a real estate development perspective, rather than the perspective of existing retailers and their customers, missing the specialist functions of many high streets and town centres.
13. My research has revealed many examples of community and business groups faced with plans and development proposals which do not recognise the existence or value of the existing economy undertaking their own simple surveys in order to bring this into view. The emerging Camley Street Neighbourhood Forum revealed around 20 firms employing over 500 people in many sectors including wholefood, fish and meat processing and distribution and industrial laundry in the Camley

Street industrial area, threatened with housing development (JSEP 2015). In a similar way, concern that high-density housing development in Peckham town centre would destroy the ‘organic growth’ already underway there led community planning network Peckham Vision to try and draw planners’ attention to the ‘parallel economies’ taking place in Peckham Town Centre (Peckham Vision 2013; see also Hall 2011, 2015a and 2015b). The Carpenters Community Plan group also produced (with my help) a business directory which revealed at least 13 construction firms, artists’ studios, small businesses and start-up firms actively trading in the area in March 2013, providing jobs for over 220 people, and also produced new insights into the attractiveness of the local area to businesses. These businesses had been ignored by successive plans and development proposals for the Carpenters Estate neighbouring the Olympic Park from Newham Council and University College London ignored several located in the area (London Borough of Newham 2012, University College London 2012, LLDC 2013 and 2014). It should therefore be recognised that WCC’s and Seven Sisters market traders’ experiences in facing plans and development proposals that do not recognise or value existing economic activities have been experienced by many other community and small business groups in London.

14. As mentioned previously, Haringey Council’s argues that the section 106 agreement enables existing economic activities to take up the market units and small retail units to be provided within the Grainger scheme. It highlights that traders recognised within the terms of the section 106 agreement will be able to access market units at reduced cost for a limited period of time. It also highlights that a proportion of the smaller retail units will be marketed to independent businesses, at a similar rate to other locally available units and in some cases will be let to businesses already trading within the borough.
15. As the Statement of Case submitted on behalf of Seven Sisters market traders makes clear, the provisions of the s106 agreement are not adequate to enable all market traders to continue trading within the new development, largely due to the much higher cost and limited eligibility of traders under the terms of the section 106

agreement. I agree with this statement. Furthermore, I argue that the particular economic and community value of Seven Sisters market and the surrounding independent businesses on the rest of the Wards Corner site, as evidenced in the summary of the interviews I conducted in March 2014 annexed to my previous objection to the CPO, means that simply re-providing a number of units – whatever the cost - is not sufficient to secure the continuance of Seven Sisters market. Haringey Council and Grainger have not considered these aspects of the market because they have engaged with it only through the terms of the section 106 agreement. However, the existing economic activity taking place at Wards Corner must be considered on its own terms in order to properly assess the impact of the Order Scheme on economic, social and environmental well-being, as required for a proposal to use CPO powers.

16. For example, the success of the market as a space for start-ups and entrepreneurs to try out new ideas suggests that any new market space will need to be accessible and flexible enough to ensure this particular role can continue. Similarly, the wide-ranging community advice services provided within the market, both for free and at cost, suggests that any new market space should make provision for these services to continue. 'Traders' desire and capacity for self-management and the further holistic social and economic development of the market means suggests that they should have a role in the running of any new market space. The importance of the market as a space for communities, for families and for children – strongly evidenced in the Statement of Case provided on behalf of the Seven Sisters market traders – suggests that care will be needed to ensure that these functions can continue within any new market space. Simply re-providing units will not ensure these functions can continue.
17. Small independent businesses on the Wards Corner site are even less likely than market traders to be able to access the small retail units to be provided within the Grainger development. No reduced rent period has been proposed. Lettings policies which give a preference to businesses already operating within Haringey are not sufficiently targeted to ensure Wards Corner businesses a place in the new

development. The role of these businesses in serving the specialist needs of low-income and ethnically-diverse populations means that their loss has social as well as economic implications, which have not been considered.

18. Arguments that any negative impacts will be offset by benefits must consider *who* is likely to be negatively impacted and *who* is likely to be positively impacted. Significant concerns have been raised that the LLDC's efforts to secure a legacy from the Olympic Games are not producing the improvements for deprived and disadvantaged local communities that were intended (House of Lords Select Committee on Olympic and Paralympic Legacy 2013, Growth Boroughs 2013). New, more affluent residents and businesses are moving to the area, while existing residents and businesses are displaced. My research with the Carpenters Community Plan group and the Newham Network revealed that local people and local businesses have found it difficult to access jobs and to bid for contracts, and experienced many negative impacts associated with the Olympic Games, despite the efforts of LLDC to use their power, resources and the Olympic brand to maximise local benefits. If Grainger's development of Wards Corner is not to produce the same effects, Haringey Council and this CPO Inquiry must consider to whom positive and negative impacts are likely to accrue. This is particularly important given that Haringey Council suggest that the regeneration of Wards Corner will benefit existing deprived and disadvantaged communities.

### **Alternatives to the Order Scheme**

19. Haringey Council is required to consider alternatives to the Order Scheme. In this section, I argue that the Council's dismissal of the community plan for Wards Corner submitted by WCC and the West Green Road/Seven Sisters Development Trust (the Trust) is unjustified.
20. Firstly, Haringey Council focus only on one part of the community plan, the refurbishment of the existing ground floor of Seven Sisters market, and conclude that this will not secure the comprehensive redevelopment that they suggest is

required to secure the ‘full regenerative benefits reasonably achievable’ (paragraph 8.78). This is an inadequate description of the scope of the community plan, which goes beyond the refurbishment of the existing ground floor of Seven Sisters market, to bring presently unoccupied spaces on the ground floor, first floor and second floor of the Wards building back into use, bringing the total usable indoor space of the site up to 3,680 sqm (WCC and the Trust 2013 p.71). The Council’s emerging AAP clearly states that the community plan will deliver more ‘town centre uses’ than the Grainger proposal: 1,390 sqm compared to just 500 sqm (London Borough of Haringey 2016 p.66). Bringing this unused space back into use will deliver 300 new permanent jobs (not including construction jobs), in addition to the 150 jobs already on site, making a total of 450 jobs, more than the Grainger proposal (WCC and the Trust 2013 p.25). Furthermore, the community plan will not just accommodate existing businesses, but provide them with additional support to grow and develop, and provide a hub workspace for further enhance the market’s role as a space for start-ups and innovation. In addition, the plan will deliver 178 net residential units, somewhat less than the Grainger plan at 264 net residential units (London Borough of Haringey 2016 p.66), as well as an enhanced conservation area and a wide range of social and community benefits as a result of its community-led nature.

21. Haringey Council has therefore seriously misrepresented the extent of the community plan in its Statement of Case. WCC is described as objecting to the Grainger scheme, underplaying its considerable positive efforts (together with the Trust and the Seven Sisters market traders) to develop and secure planning permission for an alternative, community-led plan for improvement of Wards Corner. None of the economic and other benefits of the community plan are described in the Council’s Statement of Case. The Council has not weighed these benefits against the benefits it suggests will be delivered by the Grainger scheme. I am attaching the community plan to this statement in order to correct the Council’s serious mischaracterisation of its extent and purpose.

22. The Council's Statement of Case also presents their view that 'there is no evidence to suggest that there is any reasonable prospect of the Alternative Scheme being delivered' (paragraph 8.77). It is not clear on what basis the Council comes to this conclusion – what issues have been considered, and what information has been sought from whom? In terms of deliverability, the community plan has some major advantages over the Grainger plan. For example, it would not require the lengthy site assembly process, including use of CPO powers. Rather, a long lease of the building would be bought from its owners, London Underground Limited. The listing of the ground floor of Seven Sisters market as an Asset of Community Value (ACV) affords the community certain opportunities to bid to purchase it in the event of a sale. The reuse of the existing buildings also avoids the need for any intrusive ground works, which are of concern to London Underground due to their statutory duty to safeguard transport infrastructure including stations and tracks below ground, usually achieved by retaining ownership of the land above. The community plan is also based on a phased delivery, avoiding the need for traders to be displaced on a temporary basis before moving back in to the refurbished building (WCC and the Trust 2013 p.77). The project will involve much less disruption for the town centre than the Grainger scheme, based on total demolition and redevelopment at one of the busiest road, tube, rail and bus interchanges in London. None of these and other practical and technical matters relating to deliverability appear to have been considered by Haringey Council.
23. Another key aspect of deliverability is financing. The community plan included provisional information about likely sources of investment to fund the up-front costs of restoring the Wards building for the project - including an estimated 50 per cent of investment capital would likely be sought from local investors and community shares supported by further funding from partners and further funding sources – and on this basis planning permission was given by the Council (WCC and the Trust 2013 p.93). Several similar community development projects are successfully using community shares to fund the purchase and development of ACVs in this way. For example, the community buy-out of the Antwerp Arms pub in Tottenham was entirely financed through community shares, with broad support

from the community, as well as David Lammy MP and Tottenham Hotspur Football Club. The community-led St Ann's Redevelopment Trust (StART) has largely financed its work to develop an alternative masterplan for the development of housing on the site of the St Ann's hospital through crowdfunding, raising £25,000 from 500 contributions, with the remainder coming from a number of small grants (StART 2017).

24. The case of Portland Works in Sheffield is also relevant here. This purpose-built metal trades factory was built in 1879 and was due to be converted into flats, when a group of residents and supporters got together to challenge this proposal and develop an alternative plan which retained and enhanced industrial uses on the site. This campaign was successful, and the community successfully raised some £300,000 through community shares, as well as securing a £100,000 loan from the Architectural Heritage Fund (Portland Works 2016). The government's localism agenda means that a number of new funds have been created to support communities in taking up the new powers introduced, including by buying and managing ACVs. A wide range of other grants and funds are also available to support this kind of work, which many groups in London and elsewhere are successfully taking up. Work has begun to gather together and explore these opportunities.
25. Since receiving planning permission, progress towards delivering the community plan has been hampered by the multiple threats facing Wards Corner. WCC, the Trust and the market traders have had to focus their attentions on issues including Grainger's proposals for Apex House, the end of long-term market manager Jill Oakley's lease from Transport for London (TfL), the transfer of that lease to MAM without proper advertising by TfL, subsequent efforts to challenge this transfer and bid for the lease by Seven Sisters market traders, difficulties and threats encountered following the lease transfer to MAM, and the proposed CPO, amongst other matters. All of this activity is done on a volunteer and unpaid basis, and is extremely time consuming and demanding, and in several cases has required specific fundraising initiatives to pay for legal advice. None-the-less, in 2015, the Trust



successfully secured a small grant from Locality to fund the development of a community action plan to guide its work to deliver the community plan over the coming years<sup>3</sup>. The crowdfunding campaign to finance legal representation for Seven Sisters market traders has also raised over £10,000 to date, and events held in support of the campaign have been widely attended, demonstrating the strong support – including financial – for retaining Seven Sisters market, which could be drawn upon and further developed in order to generate funds to deliver the community plan.

26. When considering deliverability of the community plan, it is also important to acknowledge the different treatment by Haringey Council of the two parties with planning permissions in place for Wards Corner. The support, resources and powers invested by Haringey Council in the Grainger scheme could instead be invested in the community plan. The support of the Council would enable the Trust to access further funds and opportunities. As I highlighted in my earlier objection, WCC and Seven Sisters market traders continue to attract support and recognition from architects, artists, academics, students and relevant organisations for their achievements in challenging the Grainger plan and developing a community-led alternative. Securing planning permission for an alternative community plan is a highly unusual achievement for a campaign group, and should rightly be recognised and supported by the Council rather than discredited and undermined.
27. I also wish to challenge Haringey Council's suggestion that the community plan would 'not provide the comprehensive redevelopment of the Order Land... which is required to secure the full regenerative benefits reasonably achievable' (paragraph 8.78). While the community plan focuses on one part of the larger Wards Corner site, it provides a comprehensive and strategic view of the whole site, as will be clear from an entire chapter of 20 pages dedicated to examining the Wards building and existing site of Seven Sisters market in relation to the wider Wards Corner site and surrounding town centre. WCC has long argued that the community plan provides

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<sup>3</sup> I undertook six days of paid work for this project during 2015/2016.

a starting point for further improvements to the Wards Corner site and town centre, which have been held back over many years due to the Grainger proposal involving total demolition and redevelopment. The community plan meets the development brief for the Wards Corner site provided by Haringey Council (2004), as set out in the planning documents themselves (WCC and the Trust 2013 pp.96-112). The wider vision for the Wards Corner site and the town centre set out in the community plan includes, for example:

- a. Artistic interventions on the bridges approaching Wards Corner to create a strong sense of place;
  - b. Additional areas for further housing delivery at Apex House and Seven Sisters rail station and the car park beyond it, with the potential for modern design in keeping with surrounding historic buildings;
  - c. Wider improvement of the public realm;
  - d. Improvements to Seven Sisters overground station; and
  - e. Integration with changes to traffic interchange system.
28. An incremental approach to achieving the comprehensive improvement of Wards Corner and the wider town centre – beginning with the community plan itself - is more likely to achieve the Council’s ultimate aim of benefiting local communities. Finely-grained, incremental community-led development offers more opportunities for local residents and businesses to take part in and contribute to improvement and development schemes, rather than be displaced by them. For example, the sensitivity of the community plan means that the market will not just be retained, but expanded and improved, for example through business support, flexible co-working space and connections with local sources of expertise in social enterprise. Beyond it, successfully local businesses and landowners will be able to bring forward their own improvements to buildings, in keeping with the comprehensive vision of

the community plan, contributing to and benefitting from change that remains connected with the existing residents and businesses. The Council's apparent lack of awareness or understanding of the details of the community plan means that it has not adequately considered its potential as an alternative means of achieving its regeneration objectives.

29. Finally, the Council has not assessed the Apex House site as an alternative location for achieving its objectives for a landmark building, new housing and retail space, public realm improvements, etc at the West Green Road/Seven Sisters town centre. I suggest that Grainger's scheme for Apex House – which was granted planning permission by Haringey Council in May 2016 – represents a deliverable and viable alternative. While this development of course has attracted controversy in its own way – in particular, for its height, the lack of genuinely affordable housing provided and insufficient public gain from the sale of a valuable and strategic public asset – it also has some attractions as an alternative scheme. Planning permission is in place, the site is owned by Grainger after Haringey Council decided to sell it to the developer in July 2014 and it is presently occupied by council services which will move to elsewhere in the borough. It appears from Grainger's Apex House website that demolition and construction will begin imminently. Apex House is therefore an alternative site for the Council to realise its ambitions for the town centre, freeing up Wards Corner for sensitive, incremental redevelopment starting with the community plan, delivering further economic, social and environmental benefits and avoiding many of the negative consequences which have motivated 10 years of campaigning.

### **The planning policy context for the Order Scheme**

30. In this final part of my statement, I wish to highlight a few remaining issues relating to the economic aspects of the planning policy context for the Order Scheme.
31. The 2012 National Planning Policy Framework (NPPF) requires local planning authorities to 'retain and enhance existing markets and, where appropriate, re-

introduce or create new ones, ensuring markets remain attractive and competitive’ (DCLG 2012 paragraph 23). Since 2011, the London Plan has also required local planning authorities to ‘support the range of London’s markets, including street, farmers’ and, where relevant, strategic markets, complementing other measures to improve their management, enhance their offer and contribute to the vitality of town centres’ (Mayor of London 2016, Policy 4.8 paragraph Be). The Further Alterations to the London Plan (FALP) introduced in 2015 placed further requirements on local authorities to ‘have regard to... a [town] centre’s... potential to realise the economic benefits of London’s diversity’. The FALP also introduced a new requirement on local authorities to ‘develop policies to prevent the loss of retail and related facilities that provide essential convenience and specialist shopping or valued community assets’ (Mayor of London 2016, Policy 4.8 paragraphs Bc and Bgviii).

32. The Order Scheme accords with none of these requirements. Haringey Council has not developed a positive planning policy for retaining, supporting, improving and/or enhancing Seven Sisters market. Instead, the Council has incorporated post-hoc the core elements of the s106 agreement agreed with Grainger into the emerging Tottenham Area Action Plan, or AAP (London Borough of Haringey 2016). The s106 agreement is utterly inadequate for the purposes of securing the future of Seven Sisters market, given its unique economic and community value (see next section)<sup>4</sup>. The Order Scheme also threatens small businesses along West Green Road, Seven Sisters Road and the High Road which play an important role in serving ethnically diverse and low-income communities<sup>5</sup>. The Tottenham AAP makes no reference to listed assets of community value (ACVs) nor how the Council intends to ensure they are not lost. Neither is there any reference to how the Council intends to realise the economic potential of specialist retail which play an important role in serving Tottenham’s ethnically diverse and low-income population.

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<sup>4</sup> See research summary appended to my previous objection.

<sup>5</sup> *Ibid.*

33. I also wish to note that the much higher jobs and housing targets placed on Haringey (and falling largely to Tottenham) and many other London boroughs introduced by then Mayor of London Boris Johnson's FALP in 2015 were found by the Planning Inspector to be sound only on a temporary, provisional basis. In his report of the Examination in Public (EiP) on the FALP, the Planning Inspector raised concerns that the new measures to encourage further housing delivery would have 'significant and potentially serious implications... for existing communities which will have to face the consequences of intensifying development' *and* that they 'will not deliver sufficient homes to meet objectively assessed need', making it clear that he was only recommending the proposed changes be adopted on the basis that a full review of the London Plan be begun immediately and because not adopting the changes would result in even less housing being delivered (The Planning Inspectorate 2014 p.15). This ruling is relevant here because firstly, it demonstrates that concerns about demolition and intensive redevelopment raised by communities in Tottenham about the Grainger plans for Wards Corner and Apex House, as well as more generally, have been recognised as legitimate by the independent Planning Inspector to the FALP. Secondly, it highlights that the pressure being put on local authorities such as Haringey to deliver new homes and workspace is unrealistic, risks severe unintended consequences and will be relieved in the future once a new London Plan is in place. This pressure is one of the reasons that the Council is seeking such large redevelopments at Seven Sisters, and is proposing that delivering new housing at Wards Corner is worth a range of negative consequences for conservation, heritage, community development and social inclusion.
34. Finally, I wish to highlight that the economic aspects of the Council's emerging Tottenham AAP and amended Strategic Policies and associated local planning documents have been extremely contentious, including in relation to Wards Corner. The Our Tottenham community planning network has argued that the existing users of industrial and retail workspaces have not been considered when identifying sites for development. Responding to the consultation on the first draft AAP in 2014, the Our Tottenham Planning Policy Working Group (OTPP) argued that 'well-used industrial areas should not be designated for re-development, that

workers in development areas should be involved and empowered, that displaced firms should be provided with alternative, equivalent accommodation in the developed site or nearby and that all jobs provided during and after development should be ‘quality jobs’ (OTPP 2014a and 2014b). In responding to the consultation on the second draft AAP in 2015, OTPP (2015) emphasised how Tottenham’s existing economic strengths and assets were being sacrificed in pursuit of Haringey’s new homes and jobs targets. Several community and small business groups also highlighted the exclusions of key economic assets such as Seven Sisters market, ethnic and migrant economies, small businesses, and industrial areas due to be downgraded despite being in good and healthy usage (e.g. WCC, Latin Elephant, the Federation of Small Businesses and Tottenham Business Group). Several researchers and architects, including Mark Panton, Jane Clossick, Mark Brearley and Fiona Scott, also responded to the consultation, citing the evidence they had uncovered of strong local industries, diverse and adaptable high street economies and Tottenham’s important and growing small and micro business sector. OTPP (2015) made the case for a much more detailed study of the actual activities and uses underway on Tottenham’s employment areas – especially those earmarked for redevelopment - suggesting that existing stakeholder engagement and evidence gathering had focussed on developers and real estate agents, concentrating on the prospects for new commercial industrial and office workspace, rather than existing businesses and business groups and organisations.

35. While many community and small business groups therefore engaged with the economic aspects of the emerging Tottenham AAP in their consultation responses, none were able to engage in the debate on these issues held as part of the Examination in Public held in August/September 2016. In early stages of the consultation, I had worked with community and small business groups to support them in making sense of the long and technical planning documents, discussing their views and gathering evidence, and developing written responses, as part of my collaborative and action-oriented research with the Our Tottenham Local Economy working group. By the time the EiP came around, I had finished my research, and was writing up my PhD, and was unable to help groups participate in the EiP. A

number of other key people were also ill or away and therefore unable to participate. In this case, then, the length and complexity of the consultation and EiP process ultimately contributed to very few of those who had participated in the earlier stages taking part in the EiP.

36. My intention in providing this information is to highlight that, in the case of the Tottenham AAP and broader local planning framework, as elsewhere (e.g. Edwards 2010b, Brown *et al* 2014, Lipietz *et al* 2014), some groups and interests have been better represented than others in strategic planning debates and, as a result, in the policies that are eventually adopted. It is harder for some groups and interests to get their evidence and experience across than others, due to differences in power, resources and access to technical and expert support (*ibid*). My research suggests that this unequal representation is one of the reasons why, as I outlined earlier in this statement, evidence about the role and contribution of small businesses, market traders, ethnic and migrant retailers and industrial firms, to London's economy is often ignored or poorly understood by plans and development proposals. I hope this CPO enquiry provides an opportunity for the role and contribution of Seven Sisters market traders and other independent businesses at Wards Corner and their long-standing campaigns through the Trust, Pueblito Paisa, Latin Village and WCC to finally be properly recognised and valued. It is not too late to place them at the heart of plans for development of Wards Corner and West Green Road/Seven Sisters town centre.

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Myfanwy Taylor

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UNIVERSITY OF LEEDS

# MEASURING THE VALUE OF TRADITIONAL RETAIL MARKETS: TOWARDS A HOLISTIC APPROACH

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See our project website for more information (<https://trmcommunityvalue.leeds.ac.uk/>) and follow our Twitter account for updates [@markets4people](https://twitter.com/markets4people).

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# EXECUTIVE SUMMARY

This briefing explores how decision-makers can measure the holistic economic, social and cultural value of traditional retail markets (TRMs) in the UK. TRMs are indoor or outdoor, permanent or itinerant gatherings of sellers and buyers, of which there were 1,173 in the UK, employing an estimated 57,000 people with a collective turnover of over £3.1 billion in the financial year 2017/18.<sup>1</sup> They are particularly important to lower-income, marginalised and vulnerable people, providing access to good quality, healthy and affordable fresh food, opportunities for social and cultural interaction and relatively low-cost and accessible trading.

Despite these wide-ranging benefits, however, TRMs remain under pressure from cuts to local government funding, urban regeneration projects that displace existing communities, competition from the wider retail industry, and changing consumer behaviour. While some specialist markets serving higher-income customers (craft, street food, or fashion) are doing well, many large TRMs continue to struggle. As the latter come under renewed financial pressure, it is important that their social and cultural roles are retained and enhanced through redevelopment processes.

The briefing is an early output from a broader collaborative research project which aims to understand and enhance the holistic economic, social and cultural value of traditional retail markets in the UK.<sup>2</sup> The project is funded by the Economic and Social Research Council (ESRC) and involves the University of Leeds, the Open University, the New Economics Foundation (NEF), the National Market Traders Federation Ltd (NMTF) and the National Association of British Market Authorities (NABMA). The briefing brings together existing and new approaches to measuring the social value of markets. It builds on efforts by both NMTF and NABMA, developed over the last 10 years, to create an evidence base for the economic contribution of TRMs, and brings these efforts into conversation with methods and tools used in other sectors, drawing on NEF's expertise in local and community economic development. It also takes up the recent challenge highlighted by the London Mayor to maximise the social value of markets.<sup>3</sup> It is based on an initial review of the literature on approaches to valuation as well as interviews with some of the organisations involved. Its findings will be further developed through subsequent work, informing the design of a survey of 500 customers in three UK TRMs which will generate new evidence for their economic, social and cultural value.

In its first section, the briefing reviews current efforts by the sector to measure the economic and social value of TRMs. NABMA and NMTF have been surveying their members since 2005 in order to generate key information and statistics such as the

number and type of markets, number of jobs, approximate number of shoppers and turnover.<sup>4</sup> These surveys have addressed the historic lack of data about markets at the national level and assisted in efforts to promote the sector to policy-makers and politicians. More recently, NABMA commissioned consumer research specialists, ROI Team, to develop a tool for measuring markets' financial performance, aimed at market operators (Case Study 2). The briefing also highlights important national-level research from the Institute of Place Management which analyses available footfall data to identify a positive 'market effect' on footfall in towns and cities.<sup>5</sup> Additionally, it examines a strong body of work focused on London's markets, both in the form of specific case studies and London-wide surveys. The briefing highlights in particular NEF's 2006 study of Queen's Market in Newham, London, which not only measured employment and turnover but also benefits in terms of social inclusion, job opportunities and provision of affordable specialist food for low-income and migrant and diverse ethnic communities (Case Study 1).<sup>6</sup>

The briefing then highlights increasing interest in evidencing the social and cultural value of markets, building on NEF's landmark study. Since 2002, public sector commissioners have been required by the Public Services Social Value Act to take account of economic, social and environmental wellbeing when evaluating tenders. In London, the Mayor, Local Enterprise Partnership and new London Markets Board have developed a specific agenda for markets focused on maximising value.<sup>7</sup> And, both in London and elsewhere, community-run markets and campaign groups are continuing to document the social and cultural value of loved local markets. The briefing highlights in particular the work of Levenshulme Market Community Interest Company (CIC) to demonstrate its social value through a mix of interviews, surveys and social accounting tools (Case Study 3), as well as campaigners' use of surveys, interviews, videos and art projects to secure recognition for markets as social, cultural and community spaces.

The second section of the briefing reviews three methods used in other sectors which could be adopted by TRMs to generate further evidence about their economic and social value, namely Local Multiplier 3 (LM3), Social Return on Investment (SROI) and Social Impact Assessment (SIA). LM3 can be used to calculate a local 'economic multiplier' to measure the wider impact on the local economy of every £1 spent by customers in a market, for example adding up the value of further spending by market traders through their supply chains.<sup>8</sup> SROI is the method recommended by the government for evidencing social value and involves estimating and adding up the monetary value of wider benefits resulting from every £1 invested in a market, for example savings to the NHS resulting from increasing access to healthy food through markets.<sup>9</sup> SIA involves

members of a community or those affected by a decision taking the lead in assessing priorities, options and impacts, for example develop an understanding of the value of a market to traders, customers and the wider community and how this value might be enhanced.<sup>10</sup> The briefing highlights the work of the London-wide network of community groups, campaigns and other independent organisations, Just Space, in making the case for SIAs to identify and minimise potential negative consequences of major new developments on existing residents, businesses and community assets; to identify and assess alternative approaches; and to empower grassroots groups to shape development plans and processes (Case Study 4).

In conclusion, the briefing confirms that the significant progress made in recent years to reveal the economic contribution of TRMs means the time is right to expand the research agenda to include social and cultural aspects. It highlights the potential for NABMA, NMTF and the wider sector to make use of methods such as LM3, SROI and SIA as they continue to develop evidence and tools for measuring the holistic economic, social and cultural value of TRMs. In this regard, the sector can also learn from the efforts of community-run markets, community groups and campaigns to generate new representations of these too-often neglected aspects of markets. As this research agenda develops, it will be important to strike a balance between developing standard tools which can be used to generate national-level information and context-specific, bottom-up and participatory approaches informed by the particular needs of a market and the communities it serves. Rather than providing a definitive statement, this briefing therefore aims to open up a conversation amongst the UK markets sector, local and community economic development professionals and funding bodies, and community and campaign groups about how to ensure the social and cultural aspects of TRMs are valued alongside economic aspects by decision-makers at all levels. Improving the evidence base in this way will help decision-makers to make a holistic case for investment, make the most of markets' potential to contribute to a wide range of goals and ensure redevelopment plans retain and enhance social and cultural as well as economic value.

# 1. INTRODUCTION

*"THE SOCIAL AND ECONOMIC GOALS OF PUBLIC MARKETS ARE INTERTWINED IN A WAY UNLIKE THOSE OF ANY OTHER CIVIC INSTITUTION OR COMMERCIAL ENTITY"<sup>11</sup>*



Image: Grainger Market, Newcastle. (Myfanwy Taylor)

Traditional Retail Markets (TRMs) are at the heart of many communities around the UK. TRMs are indoor or outdoor, permanent or itinerant gatherings of sellers and buyers, of which there were 1,173 in the UK, employing an estimated 57,000 people with a collective turnover of over £3.1 billion in the financial year 2017/18.<sup>12</sup> They are particularly important to lower-income, marginalised and vulnerable people, providing access to good quality, healthy and affordable fresh food, opportunities for social and cultural interaction and relatively low-cost and accessible trading. The last ten years have seen a significant improvement in the evidence available about the economic impacts of Traditional Retail Markets. The National Association of British Market Authorities (NABMA) and the National Market Traders Federation Ltd (NMTF) have been at the forefront of this research agenda, investing in successive national surveys of market managers and traders<sup>13</sup> and in developing tools for measuring the financial performance of individual markets.<sup>14</sup> Although it has long been recognised that the benefits of TRMs extend well beyond their economic contribution,<sup>15</sup> there has been much less focus on improving the evidence base on their social and cultural aspects. Yet without a good understanding of the more-than-economic value of TRMs, even well-intentioned redevelopment and refurbishment plans may neglect or damage their wider

social and cultural contribution.<sup>16</sup> Furthermore, opportunities to make a holistic case for investment and to make the most of markets' potential to contribute to a wide range of economic, social, cultural, health and environmental goals are likely to be missed. In the context of increasingly constrained local authority budgets, it is important that market managers have access to better evidence and tools for measuring this holistic value of TRMs.

Measuring and evidencing the value of TRMs is, of course, not straightforward, given the breadth of contributions they make. To start, they are an important source of direct and indirect employment and contribute to local economies. Recent analysis of footfall data nationally by the Institute of Place Management shows markets have a statistically significant impact on footfall in towns and cities.<sup>17</sup> Thus, in the context of a shift towards online retailing, markets can play an important role in the future of the high street. Academic and industry research also points to the broader role TRMs can play in community development<sup>18</sup> and regeneration,<sup>19</sup> economic inclusion and resilience, and health and wellbeing,<sup>20</sup> and in developing a society and economy where ownership is more widespread and decentralised, there are greater opportunities for people to start small businesses and more decent jobs on offer for local people from a variety of backgrounds.

Although commonly-used and well-understood indicators exist for measuring economic value, such as Gross Value Added (GVA) and number of jobs, other measures of economic value are also likely to be relevant to TRMs, such as new businesses generated, employment opportunities for local, marginalised or vulnerable people, availability of low-cost workspace and the local multiplier effect (that is, the additional economic impact of local spending).

Moreover, for TRMs, it is extremely difficult to divide economic aspects from social aspects: direct face-to-face interaction between market traders and customers generates both social and economic benefits, for example. Likewise, the employment opportunities generated for specific migrant and ethnic minority groups are likely to be firmly rooted in that particular market's broader cultural importance for these communities. In markets, even more so than in high streets, "the economic is also social".<sup>21</sup> Recognising this fact, a recent report commissioned by the Mayor of London and the Local Enterprise Partnership for London (LEAP) gathered together the economic, social and environmental benefits generated by markets within the overarching notion of 'social value'.<sup>22</sup> What is more, this briefing has drawn up a "statement of value for London's Markets" highlighting three main aspects linking TRMs: people, prosperity and place.

Despite increasing recognition of their wide-ranging benefits, TRMs remain under pressure from various complex processes including cuts to local government funding, regeneration plans which displace or alienate traditional traders and customers, the power of giant retailers and fast changing consumption patterns, and in particular shifts towards online and ‘experience’ retail.<sup>23</sup> Concerns about decline have been present at least since the turn of the century,<sup>24</sup> with subsequent research pointing to a more mixed picture where new, often privately-run markets serving higher-income customers (craft, street food or fashion) are doing well, while many large local authority-run TRMs continue to struggle.<sup>25</sup> As the latter come under renewed pressure to be remodelled, it is important that their importance to lower-income, marginalised and vulnerable groups of people is recognised, retained and enhanced.

For this reason there is an increasing urgency for the social and cultural value of TRMs to be more clearly assessed and communicated to policy makers and market operators, alongside and in addition to their economic value. To do this, the UK markets sector can draw on a wide range of approaches and experiences. Policy makers across various agendas are increasingly recognising and enhancing the intangible and indirect benefits produced by different public, private and voluntary organisations and their activities. This is particularly so since the Public Services Social Value Act of 2012 called for public sector commissioners to take account of economic, social and environmental wellbeing when evaluating tenders. In this context, the term ‘social value’ refers to the benefits that society derives from the outcomes of activities, including (but also going beyond) financial considerations. It therefore includes social, economic and environmental improvements that are often indirect results of a particular amenity, activity or service. TRMs therefore have much to learn from attempts to define and measure the social value of, for example, charity shops, cinemas, libraries, museums and parks.

This briefing therefore responds to recent calls from the TRM sector for improved data gathering<sup>26</sup> by bringing together existing practice in valuing the economic and social aspects of TRMs with new and innovative methods that have so far not been applied to or incorporated in the sector. This work is part of a wider collaborative research project funded by the Economic and Social Research Council involving the University of Leeds, the Open University, New Economics Foundation, NMTF and NABMA, amongst others, which aims to understand and enhance the holistic economic, social and cultural value of TRMs in the UK.<sup>27</sup> The briefing is based on a review of the literature on valuation of TRMs and other sectors complemented with interviews with stakeholders.<sup>28</sup> It is made up of two main parts. The first section provides an overview of existing and emerging practice in valuing the economic and social aspects of TRMs. The second section turns to

approaches and methods for measuring economic and social value which have thus far been little used within the UK TRM sector, exploring their relevance and application to TRMs. It concludes by recommending the sector develop this research agenda by working both with established tools and methods for measuring economic and social value, and with grounded, bottom-up and participatory approaches. It therefore makes the case for properly resourcing and supporting further work in order to equip market operators and others to work closely not only with researchers and other experts in valuation methods but also with traders groups, 'friends of' markets groups and campaign groups.

## 2. REVIEW OF EXISTING PRACTICE

Defining and measuring the value that TRMs generate is a difficult task and there is consequently no one single method that has been applied consistently across the sector. There is a plethora of values and benefits to potentially account for (economic, social, cultural or environmental) which different actors and groups will highlight in different ways depending both on their interests and concerns and the specific nature of the market and the wider town centre. The TRM sector has suffered from a historic lack of the most simple evidence about its size and contribution to the UK economy so in the face of the pressures outlined in the introduction, there has been a push by NABMA and NMTF (the key organisations in the sector at a national level) to collect this information and make markets much more visible to politicians, policy makers and the public in general. In the last few decades there has also been pressure for organisations and public services to demonstrate the economic impact they generate in monetised terms.<sup>29</sup> Increasingly, the ‘social value’ of organisations and retail itself<sup>30</sup> is also being captured, particularly since the Public Services Social Value Act of 2012 called for public sector commissioners to take account of economic, social and environmental wellbeing when evaluating tenders. In light of this requirement, as well as the Mayor of London’s focus on sustainable and socially-inclusive growth, the recent study of London’s markets developed a “statement of [social] value” for London’s markets.<sup>31</sup> And there are many other ways in which the complex values that TRMs generate are captured by traders, market manager or users which are not necessarily formalised or well disseminated. This section reviews the variety of approaches used to value TRMs, focusing firstly on the more established body of work focused on economic value and secondly an emerging body of work focused on social value.

### 2.1 MEASURING ECONOMIC VALUE

Overall, traditional tools and indicators to measure economic value have been used, such as the number of jobs that the sector sustains, the turnover, number of visits, and average spend of customers and the multiplier effect that markets can have in the surrounding local economy, creating jobs and bringing economic activity into towns and cities. As will be explained, there has been a concerted effort to build a national level picture of the scale of the sector as well as more localised research for individual markets. This section charts a journey in the sector, from the efforts to collect data at a national level, in a comprehensive and standardised way, to other research and initiatives that have sought to capture a variety of economic impacts and multiplier effects, mostly at local levels.



**Making the sector visible:** In response to the lack of data on the TRM sector and with the aim to make markets visible in the face of external pressures, the key organisations in the sector (NABMA and NMTF) have been surveying their members since 2005 to provide basic economic data on markets. Given the huge diversity in the TRM sector, this is a challenging task. However, some common measures include the number and type of markets, location, days, number of jobs, approximate number of shoppers and turnover.<sup>32</sup> This initial data collection started in 2005 with the 'Rhodes survey' and has evolved into the much more comprehensive survey 'Mission for Markets' with results collected and published regularly (most recently in September 2018, with another round planned in 2019/20).<sup>33</sup> It has successfully created the first 'national picture' of the TRM sector in the UK and has considerably helped in promoting the sector to politicians, policy makers and the public, and galvanising support from MPs and national government including the setting up of an All-Party Parliamentary Markets Group (APPMG).

**Estimating the economic impacts of markets:** One of the earliest efforts to estimate the economic impact of markets was developed by NEF, using a survey of market traders, customers and nearby business owner/managers as well as market footfall counts, to collect evidence of the employment generated, salaries, and degree of consumer spend and trader income of a set of markets in London.<sup>34</sup> Drawing on the principles of the Local Multiplier 3 (LM3, a methodology developed by NEF to calculate the level of spending and responding in a defined area, explained in more detail in Section 3.1) multipliers were estimated by asking customers and traders about their spend in non-market businesses in the area (including through procurement, contracts and recruitment in the case of traders). The report fell short of a full LM3 analysis, however.<sup>35</sup>

Continuing these efforts to estimate the economic impact of TRMs, the London Development Agency commissioned in 2010 a study to measure the economic impact of markets across London, surveying market traders and customers. They estimated the total number of customers per week in each market, multiplied the total number of customers with the average consumer spend per stall and then calculated the total customer annual spend in each market by multiplying this value by 52 weeks. Single case study data was then 'grossed up' to develop an estimate of the economic impact of TRMs in Greater London as £430 million. The study also estimated the 'market effect' showing that 57% of market customers spent money in nearby areas. The study authors indicated that this approach to estimating spend was chosen over asking traders directly because traders can be reluctant to give data on their income.<sup>36</sup>

A later study of London's inner and central markets in 2014 estimated the turnover of markets at £360 million per year and extrapolated this to £615 million for the whole of Greater London. Such calculations are only indicative, however, being based on rents paid and relative turnover, and the reports' authors note that more detailed work would be needed to arrive at a more precise figure.<sup>37</sup> The latest report by the Mayor of London and the LEAP in 2017 has updated this contribution that TRMs make to the London economy in terms of GVA as £247.6 million. This finding was based on an estimation from research in seven markets where 214 traders were interviewed to gather data on daily takes per stall. The report also estimates that London markets support 13,250 jobs, which makes up 2.8% of retail jobs in the city. An advantage of measuring TRMs' economic performance in this way is comparability with other sectors. For example, this data found that on a per square foot basis TRMs provide more jobs than supermarkets and in terms of GVA TRMs make a similar contribution to the manufacture of furniture sector.<sup>38</sup>

TRMs can also enhance high street activity and increase footfall. Depending on the format of the market they can attract tourists, destination shoppers and local residents. Thus, a particular line of research has been to establish the so called 'market effect', i.e. the fact that markets attract visitors to towns and cities thus generating economic activity. A report from the Institute of Place Management compared measures of footfall in towns and cities with and without markets using 'Analysis of Variance' (ANOVA) and found a statistically significant 'market effect'.<sup>39</sup>

Internationally, the US based NGO Project for Public Spaces (PPS) has been championing the socio-economic impact of public markets on local economies since the early 2000s.<sup>40</sup> For example, research commissioned from E-Consult (2007) by PPS carried out surveys with market operators and stallholders to collect data on their expenditures.<sup>41</sup> They applied the local spend data of a sample of markets in large city, large town and small town markets to a US department of commerce regional input-output economic model to find that TRMs generated considerable local economic multipliers.<sup>42</sup> For example, multipliers for direct producers of meat, poultry, fruit and fish, small city and small town markets ranged between \$1.13 and \$1.60 (meaning that for every dollar in total spend an additional \$0.13 and \$0.60 induced, or indirect, expenditures is estimated by the model). In large city markets the multiplier was smaller because direct producers, such as farmers, made more expenditures outside the 'local' catchment area of the study.<sup>43</sup> In parallel, since the mid 1990s another NGO called Market Umbrella has developed an online toolkit called Sticky Economy Evaluation

Device for markets to self-evaluate their economic impacts and it is working on developing a complementary 'social' and 'human' impact methodology.<sup>44</sup>

**Wider effects and implications:** the economic impact of TRMs has been measured using fairly standard economic assessments. However, some of this research has found more complex economic contributions which have required more holistic methods. A landmark report took place at Queen's Market in the London Borough of Newham as part of a broader campaign to save it from redevelopment.<sup>45</sup> This research used surveys to gather data on stall owner and consumer behaviour, alongside footfall data, to measure employment and spend at the market. Crucially, this report combined the economic and social value of the market and demonstrated some of the benefits in terms of social inclusion, job opportunities, ethnic diversity and affordable food that had been ignored by the planning proposals to redevelop it. The commitment to measure the value of this market has been maintained by the campaign group Friends of Queen's Market and enshrined in the denomination of this market as an 'Asset of Community Value' under the 2011 Localism Act (see Case Study 1).<sup>46</sup>

#### Case Study 1: Campaigning for the community value of Queen's Market



Image: Price comparison at Queen's Market (Saif Osmani)

**Context:** Queen's Market has operated from its current location in the London Borough of Newham since 1904. In the early 2000s Newham Council proposed to redevelop the site, with plans to significantly reduce its size in order to make space for a supermarket and

luxury housing. Redevelopment proposals ignited vigorous local opposition, led by the 'Friends of Queen's Market' (FoQM), a group of market users and traders who argued that the plans would do significant damage to the community by compromising one of its crucial assets. This effort was ultimately successful, with the Council going back on its agreement with the private developer in 2006 but the campaign to save Queen's Market attracted significant attention in the media, and also led to support from other organisations such as the New Economics Foundation (NEF) and Just Space, which carried out research and advocacy work in aid of the market.

**Focus and approach to valuation :** A key focus of FoQM's campaigning efforts was highlighting the different economic, as well as social and cultural, benefits that made the market a key asset for the community. NEF's report, 'The world on a plate', provided key and rigorous evidence of the ethnic mix of the market, its people and produce, opportunities for entrepreneurship, employment density, social space and access to healthy and affordable food. In turn, campaigners galvanised the support of thousands of local residents through petitions, objections to planning applications, newsletters and regular stalls at the market. These combined efforts made the case for conservation by proposing alternatives to Newham's redevelopment plan, which clearly failed to appreciate the community value of the market. FoQM continued to campaign for greater investment in the market infrastructure as well as for more formal protection against redevelopment: a constant threat in a city like London where the price of land and property is so high. Campaigners also worked with the London-wide network of community, campaign and other independent groups, Just Space, to lobby for greater protections for markets in the London Plan, as well developing their own proposals in an alternative community-led plan.

**Outcomes and results:** Once the Localism Act was passed in 2011, FoQM applied for the market to be designated as an 'Asset of Community Value', a status which affords the community certain (limited) rights to purchase it, in the event that it is sold. In their notice of asset determination, Newham Council clearly recognised the community value of the market, stating that:

*"Queen's Market is a place of resort and social interaction and provides services to the community. In so doing it furthers the social wellbeing and social interests of the local community".*

**Further information:** [www.friendsofqueensmarket.org.uk](http://www.friendsofqueensmarket.org.uk)

Thus some studies have not only revealed the economic value of markets in the more strict way (jobs, turnover, multiplier effects) but have also shown the wider socio-economic benefits. For example, low barriers to entry (such as start-up costs) and direct trader-consumer interaction mean that TRMs can offer opportunities for the incubation of new businesses.<sup>47</sup> Moreover, the 2010 London-wide study of markets showed that there was a correlation between the most deprived areas of inner London in terms of income, employment and health, and the location of street markets, which was explained by the availability of affordable food in markets. The next section follows up from this last point and evaluates efforts to capture the more complex and holistic contribution of TRMs to towns and cities.<sup>48</sup>

Finally, it should be noted that a lot of the efforts described above have been focused on single case studies, or have sought to generalise based on a small number of these. The Institute of Place Management's analysis of footfall is perhaps the most robust in terms of the breadth of its sample.<sup>49</sup> Moreover, the case studies have also followed different methodologies, making them difficult to compare – and are often focused on London. In an attempt to develop a more standardised approach, a recent project commissioned from ROI Team by NABMA has designed a comparative and standardised approach providing tools for the sector to carry out self-evaluations of economic impact. The method was tested out on six case study sites by ROI Team. The aim was to spread tools, knowledge and skills in measuring financial performance amongst market operators by providing templates for research using questionnaires and qualitative interview guides to be used with market managers, traders and customers (see Case Study 2, overleaf). The broader project underpinning this briefing will also contribute to developing research on TRMs nationally, including through detailed research in two case studies outside London (Newcastle Grainger Market and Bury Market).



## Case Study 2: Developing tools for market operators to measure economic performance



Image: Shoppers at Bury Market (Sara González.)

**Context:** In 2015, the National Association of British Market Authorities (NABMA) commissioned consumer research specialists ROI Team to develop a toolkit for market operators to measure the economic performance of specific traditional retail markets. This work was funded by the then Department for Communities and Local Government. The aim was to help market operators understand and improve the performance of the markets they own and/or manage, and to attract investment. Revealing and enhancing the contribution of markets to the local economy was considered to be particularly important in the context of broader retail changes affecting high streets and town centres. ROI Team were keen to equip and support UK TRMs to develop the kinds of research knowledge and capacity that the broader retail sector had long relied upon.

**Focus and approach to valuation methods:** ROI Team's approach focuses on economic and quantifiable aspects, such as the footfall generated, the level of customer spend, the financial performance of markets and the gross rent paid by traders. Their approach to measuring economic performance involves estimating the total turnover for the market. The templates ROI Team developed are simplified versions of the methods and techniques developed through previous research and experience in the markets and broader retail sector. The templates guide market operators through a process of estimating and then triangulating three measures of market turnover: total customer spend, total trader turnover and rental income. To calculate customer spend, market operators must survey customers to produce an estimate of average spend per customer, aggregated using the results of footfall counts. Similarly, calculating trader turnover involves surveying traders to

produce estimates of average turnover per stall type, aggregated using information collected about the number of stalls of each type. Templates are also provided for interviews with traders, customers and market managers about the broader economic performance of markets.

**Outcomes and results:** ROI Team tested their toolkit in six UK retail markets, specifically Ashton-under-Lyne, Keswick, Poulton le Fylde, Market Harborough, Kingston Ancient Market and Plymouth. Across these cases market turnover ranged from £30 million per year in the largest market (Ashton Market) to £2 million per year in the case of the smallest (Poulton le Fylde), as well as employment of between 154 and 15 full time jobs respectively. Markets also generated a significant rental income, such as £1.2 million a year in the case of Ashton Market.

**Further information:** <https://www.mission4markets.uk/get-involved/measure-economic-performance.html>.

## 2.2 EVIDENCING SOCIAL VALUE

As seen above, the positive economic impacts of TRMs are well established but there has been less work done on social outcomes achieved. These social outcomes are sometimes referred to as intangible outcomes because they are not as easily measured in numbers or financial terms, and are therefore often reported on *qualitatively* (i.e. through the use of text and other forms of non-numerical data and presentation) in a non standardised and comparative way. However, given the agenda to evidence ‘social value’ and ‘social responsibility’ across other sectors and organisations, it is urgent that the TRM sector also develops methods. In fact the second key recommendation of the 2017 London Mayor’s report on markets was to “identify how market operators can maximise social value” which will be a key task for the new London Markets Board. Below we review efforts to elicit and illustrate this social value in a variety of ways.

**Evidencing social value:** The US organisation ‘Project for Public Spaces’ (PPS) has developed a variety of ways to show the social value of TRMs. One piece of research used customer and vendor surveys as well as longer open interviews with market managers to find that markets are especially strong in providing access to fresh and relatively high quality food to customers of low socio-economic status, as well as business opportunities for migrants and other disadvantaged groups.<sup>50</sup> Another project developed a slightly more complex approach mainly based on semi-structured interviews with market managers, structured surveys with customers, focus groups with customers and traders as well as observations seeking to map the activities carried out by customers at markets. The research found that markets are an important space for

social integration, especially for migrant and poorer groups.<sup>51</sup> Research by PPS points to the important wellbeing and social integration effects that markets can have.

In the UK the social value generated by TRMs is increasingly recognised<sup>52</sup> but research is still developing. Research by NEF highlighted the ‘social capital’ that markets can generate as a space for sociability and interaction amongst a diversity of individuals and groups within a community.<sup>53</sup> Other associated benefits were related to health and access to food. Evidence of these benefits was collected through survey questions asking traders and customers about patterns of supply and consumption. However, it fell short of developing a systematic approach to the evaluation of broader social benefits.

Research by Watson and Studdert in 2006, which highlighted TRMs as strong sites for social interaction, has become one of the most valuable points of reference for the analysis of social benefits.<sup>54</sup> The research selected eight markets with different socio-economic and cultural contexts and it followed an ethnographic approach involving detailed observation of the social interaction in markets as well as short interviews with shoppers, traders and local officials. Watson and Studdert evidenced, via their observation and quotes from interviews, the importance of TRMs as places of social interaction in particular for older people, women, families with children and single parents.

More recently, it is worth singling the work carried out into Levenshulme Market Community Interest Company (CIC), a small, weekly market which mainly sells food and drink as well as arts and crafts. Researchers used interviews and surveys with ‘direct beneficiaries’ (e.g. traders, customers) and ‘indirect beneficiaries’ (residents, owners of local businesses) of the market to develop a ‘social value proposition’.<sup>55</sup> This proposition is made up of a series of commitments to build on and enhance the social value which the research found Levenshulme Market to produce. The Levenshulme approach is described in detail in Case Study 3. The recent Mayor of London and LEAP report has also suggested concrete ways to incorporate ‘social value’ when local authorities work with private operators, for example by including as part of the contract the delivery of ‘improved social outcomes’ which could include offering start-up stalls for local long-term unemployed.<sup>56</sup>



### Case Study 3: Revealing the social value of Levenshulme Market Community Interest Company



Image: Levenshulme Market (Levenshulme Market CIC)

**Context:** Inspired by the Portas Review's recommendation that markets could play a role in reviving high streets, Manchester City Council established a monthly market in Levenshulme, South Manchester, in 2011. A number of local residents and local business owners who were extremely supportive of the market quickly became actively involved in resolving some early difficulties with marketing, booking stalls and operating days. After Manchester City Council decided it would not be viable to continue to run the market itself, this group of residents formed a Community Interest Company (CIC) in 2013 order to run it as a social enterprise (a business which purposefully reinvests profit in projects for social change). The CIC received critical early funding and support from UnLtd, managed by an expert in social entrepreneurship, Nickala Torkington, which helped it grow from 25 to 50 stalls and weekly rather than monthly market. Faced with this rapid and unexpected growth, the CIC commissioned Nickala to carry out a review of the social value they had created so far. The aim was to make the case for further investment from funders and to guide decisions about where and how to invest future profits.

**Focus and approach to valuation:** The review focused on aspects of social value which stakeholders reported they felt Levenshulme Market generated. These aspects included job generation and increased opportunities for economic participation; provision of a platform for enterprises to grow; investment in local businesses; promotion of environmentally

friendly consumption and activities; a community building space and community regeneration and promotion. The evaluation followed a 'social accounting' approach, blending existing approaches in a bespoke way to broaden the scope of accounting beyond finance to account for social, environmental and cultural impacts. Having first established what key stakeholders wanted from and valued about the market, the next task was to collect information and develop an evidence base about what had been achieved so far. Information was gathered from a range of sources, including pre-existing data collected from traders applying for a stall, as well as interviews, focus groups and surveys with direct and indirect stakeholders and beneficiaries. These methods produced quantitative figures such as the number of jobs generated, average turnover per trader and investment secured by the CIC for the market and the area. Attempts to produce proxy measures of the monetary value of 'softer' impacts, such as how greater enjoyment of community spaces impacts the lives of local people, were limited by the availability of suitable proxies. Nonetheless, the research revealed that these benefits were important for the local community and made recommendations as to how to continue enhancing them. The design and delivery of the review was also facilitated in such a way that it made stakeholders feel listened to, enabled them to influence the future direction of the Market and brought groups of traders and residents together as peers to build new connections and share knowledge.

**Outcomes and results:** The research established a series of hard and soft impacts, including that Levenshulme Market traders generate £4250 average per week income; £3,000 of staff salaries per month are retained in the local area; and 500 people have been engaged in community initiatives supported by the Market and are also able to enjoy local community spaces more often. The social value review continues to guide Levenshulme Market CIC's strategic decisions about where and how to reinvest its profits in community projects. Key projects being developed following the social value review include: projects to harness the skills, passion and talents of black and minority ethnic communities; increasing links with the local business community; supporting traders to reflect the Market's values; and creating new innovation schemes for venture start up, growth and joint community events.

**Further information:** <https://www.levymarket.com/our-work-as-a-social-enterprise/levenshulme-markets-social-value-report/>

**Bottom-up approaches:** Beyond these formal approaches and research, campaigns and community groups have also provided key evidence of the social value that TRMs perform often in the face of threats to their markets.<sup>57</sup> We have already mentioned above the work of Friends of Queen's Market which led to the designation of Queen's Market as an 'Asset of Community Value' (see Case Study 1). Wards Corner Community Coalition also successfully managed to nominate the ground floor of the Wards building, which contains the Seven Sisters indoor market, in 2014, arguing that it "offers opportunities for inter-generational and inter-cultural exchange and support".<sup>58</sup> In the face of the continued threat of demolition of this building and market, the Seven Sisters market traders have shown, through direct testimonies, the importance of this space to encourage social mobility and provide a sense of place for the majority of the migrant or refugee traders and customers.<sup>59</sup> In particular, one of the traders' organisations, 'Latin Corner', has been evidencing via videos, letters and drawings, how children of traders and customers use the market as a safe space for play and interaction in a neighbourhood often linked to crime.<sup>60</sup> These efforts have had a significant impact on the proposed redevelopment plans already, including provision of a new market space and improved compensation, support and reduced rental periods for existing traders, and may yet have a still greater impact. At the time of writing the redevelopment project is stalled but traders and community groups continue to progress their alternative plans for restoring and expanding the market.

In another example, Friends of Brixton Market successfully led a campaign in 2009/10 to grant Grade 2 listing to Brixton Village and Market Row. While the listing acknowledged the architectural merit of the buildings' design, their primary importance is as a site of "considerable historic resonance", being the "clearest architectural manifestation of the major wave of immigration" of Caribbean communities that settled in the neighbourhood post WW2.<sup>61</sup> Brixton Markets are seen as "the commercial and social heart" of these communities, and a symbol of their wide-ranging impact on Britain in the post-war period. These heritage listings played an important role in the success of campaigns to prevent the conversion of these loved markets into private housing developments.

Recently, a collaboration between academics and the Latin Elephant campaign group in London has produced a report evidencing the social and economic value of the Elephant and Castle Shopping Centre, also threatened with demolition. Through surveys and detailed interviews with traders they were able to show how every stallholder they spoke to offered social support and care to local residents, for example phoning regular elderly customers who suddenly stop coming to the shop, offering free informal training in hairdressing in the evenings, providing information about local services and assisting with heavy bags.<sup>62</sup>

## 3. LEARNING FROM OTHER SECTORS

The previous section has shown the various approaches in which the value of TRMs have been measured and evidenced, from standardised and monetarised approaches to more bottom-up and qualitative approaches. This section now outlines three approaches that are often used in other sectors and extracts learning for TRMs.

We begin with the Local Multiplier 3 (LM3), which focuses strictly on economic impact, move onto Social Return on Investment (SROI) which focuses on broader social value, and seeks to monetise this, and end with Social Impact Assessment (SIA), which is a more bottom up tool which uses a mixture of qualitative and quantitative data to evidence social value.

### 3.1 MEASURING LOCAL ECONOMIC MULTIPLIERS

Local Multiplier 3 (LM3) is a tool for the measurement of local economic impact developed by NEF. Its focus is on local money flows, intending to measure the degree to which an organisation's spending circulates in the local economy. In essence, this is done by using surveys with local businesses and supply chains to measure income (round one) and tracking how this is spent (round two) and re-spent (round three) in a local area. The aim is to increase local retention of money flows and increasing the 'multiplier effect', which measures the local economic value generated by money being retained in an area in rounds two and three.<sup>63</sup>

LM3 has been widely used by public, private and voluntary organisations to understand and improve their local economic contribution. For example, Co-operatives UK worked with the Lincolnshire Co-operative Society (LCS) to develop an LM3 analysis of the operations of one of their retail stores in Lincolnshire.<sup>64</sup> The research found that LCS's multiplier was 1.40; that is to say, every pound spent by customers with LCS generated a further 40 pence in value for the local economy through the employment of local staff and local supply chains. Additionally, the LM3 process provided information which LCS could use to improve its economic impact, communicate the importance of local spending to local businesses, and also highlight its importance to the local economy. For example, the engagement of suppliers in the research generated interest from these suppliers in how they interact with the local economy, with two thirds of these suppliers asking to see the results of the research. LCS also gathered information on the LM3 survey from suppliers on how their relationship could be improved. Furthermore, the LM3 process allowed LCS to develop promotional stories and case studies describing how businesses that it incubated and supported had since expanded.<sup>65</sup> Whilst it is

beyond the ability of LM3 analysis to fully attribute such expansions to LCS, this case study illustrates how the LM3 process allows organisations to gain a broader perspective on their local economy and the contribution they can make as well as identify success stories that might motivate more economic activity.

As demonstrated in the previous sections, there is a good indication that multipliers are being generated by TRMs in the local economy, but this evidence is limited for two reasons. First, most existing UK research focuses on customer spending, not on spending by traders and market managers.<sup>66</sup> Second, research has generally considered two rounds of spending, and is thus relatively thin. LM3 can complement this evidence but has only been marginally and partially used to demonstrate the value of TRMs.

Therefore, applied to TRMs a full LM3 analysis could be focused on income and spending by traders and the administrators of a market. This could complement existing approaches based on customer spending. The LM3 would include three rounds: (1) establish the income of market traders and market administrators; (2) calculate further spending of TRM traders and administrators within the local area; and (3) calculate the extent to which benefitting organisations and individuals (e.g. nearby businesses and employees of the market) spend their money on goods and services in the local area. Defining the local catchment area is an important aspect of the LM3 process. It will make sense to carry out the analysis in different geographical scales in the case of different markets, depending on the extent of the customer base.

There are different ways in which this data could be collected. The most obvious would be to use a questionnaire to gather data on income and spending across the three stages. Beyond the first round, gathering all data on spending by all stakeholders might be difficult if the stakeholders are numerous. In these cases, LM3 evaluations will likely need to generalise based on a sample of beneficiaries.<sup>67</sup> The end result of the research establishes the magnitude of the 'multiplier effect' by using the estimations of the amount of money spent and re-spent locally to calculate the extra local value generated by the retention of money (per pound) as it circulates through the local economy. In the process of carrying out this LM3 research, data on spending by customers could also be gathered (in a similar way to that of NEF's 'World on a Plate' report) to complete the multiplier effect of direct TRM spending with the 'induced' multiplier effect of customer spending in the local area. The end result would be two separate multipliers, one calculating the extent of local circulation of TRM spending, and another of customer spending.

### 3.2 CALCULATING SOCIAL RETURN ON INVESTMENT

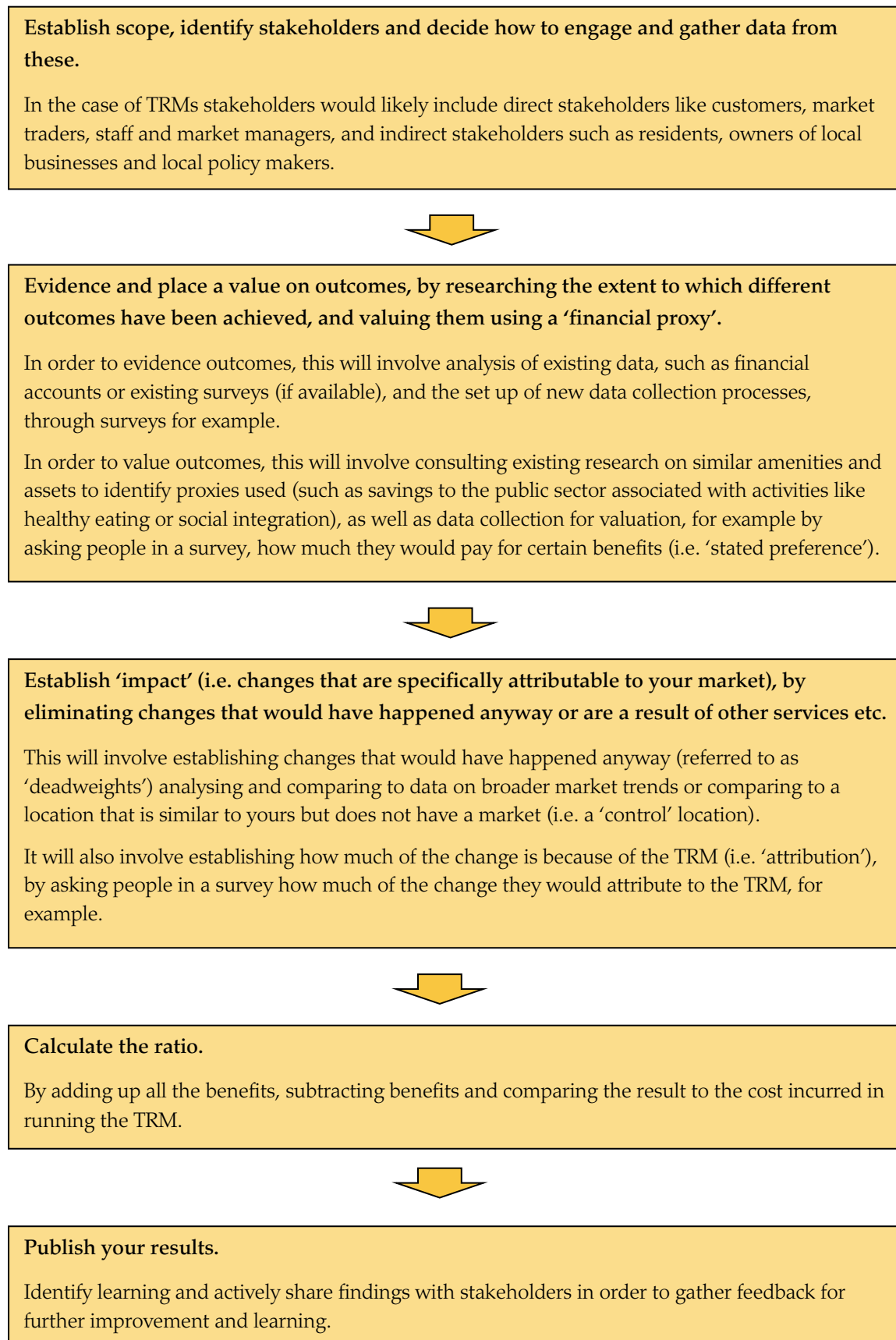
The social return on investment (SROI) method was pioneered in the USA in the 1990s and developed and promoted in the UK, especially by NEF.<sup>68</sup> It has become prominent in the field of social value measurement,<sup>69</sup> to the point that it has become the recommended method by Government for organisations wanting to measure their social value.<sup>70</sup> In SROI 'social value' includes soft impacts that are harder to quantify and measure, and its attractiveness lies in its development of a sophisticated method for measuring these in *financial* terms.

In Figure 1 (overleaf) we summarise UK Government guidance on the different stages of an SROI and also begin to explain how this would be adapted to SROI on traditional retail markets.<sup>71</sup>

The common unit of measurement means that different services, activities, projects, etc. can be compared using the SROI ratio which weighs the cost of investment against the social benefits. It is for this reason that the method is so attractive to policy makers. However, advocates of SROI stress that it's not only the cost-benefit ratio that matters. The process of developing an SROI involves significant stakeholder engagement, producing much qualitative data which is used to develop an account of how value is being produced which can be used to understand change and develop policies for improvement.<sup>72</sup>

Before embarking on an SROI it should be clear that it requires research expertise as well as robust systems for data collection to be in place. For these reasons, research into the use of SROI by third sector organisations has found that it is often not carried out well; that it favours large organisations with resources to spare for evaluation; and that smaller organisations can end up using resources on SROI that might be best spent on delivery.<sup>73</sup> It is likely that these limitations apply to TRMs especially if they are unsupported to implement this kind of evaluation, in which case an SROI analysis would not be desirable. One recent example that TRMs might draw lessons from is the work carried out by Regional Screen Scotland with the Social Value Lab, advising cinemas on how to measure their social value.<sup>74</sup> The report sets out a simplified approach to SROI which might be useful for markets wanting to embark on self evaluation. However, it should be noted that self-evaluation requires proper resourcing. ROI Team's experience (Case Study 2) suggests that without support it may be difficult for market operators to put in place these measures in a rigorous way.

Figure 1: The stages of conducting a Social Return on Investment



Finally, there is a vivid debate about whether the use of financial measures is desirable, as well as whether it gives an accurate representation of value. First, critics argue that it is undesirable because it can be seen as putting a 'price' on social and environmental goods that should be kept out of market exchange.<sup>75</sup> Second, some doubt whether the use of financial proxies produce accurate representations of value, especially when trying to measure very complex concepts such as 'quality of life' or 'wellbeing'. These critics would argue that it is better to account for value in subjective ways which will not result in a common unit of measurement but would give a fairer representation of value being created.

### **3.3 SOCIAL IMPACT ASSESSMENT**

Social Impact Assessment (SIA) originated in the USA in the 1970s, when the US National Environment Policy Act mandated that major federal works should be submitted to a public assessment of impacts on the physical and human environment. Since then, the practice of SIA has expanded from its original focus on immediate impacts, such as employment or housing, to include longer term impacts related to community sustainability. In doing so it has developed into a tool often used to promote environmental sustainability and social justice. Thus, a recent definition from the International Association for Social Impact Assessment states that it "includes the processes of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects)" adding that its "primary purpose is to bring about a more sustainable and equitable biophysical and human environment".<sup>76</sup>

SIA is similar to SROI in many ways. First, it seeks to understand the impacts of particular activities, services and other kinds of interventions upon society. Second, it is also concerned with both 'hard' and 'soft' outcomes and therefore seeks to give an encompassing view of impact. Third, it is based on wide stakeholder engagement, in order to ensure that the evaluation is primarily responsive to the needs and priorities of those affected, and also to ensure that it serves to improve performance. However, unlike SROI, it does not focus on ascribing a financial value to impact.

SIA goes a step further than SROI in terms of a bottom-up and participatory approach, that is sensitive to local context. SIA has been widely applied internationally, including mining and indigenous rights,<sup>77</sup> human rights more broadly,<sup>78</sup> and urban renewal.<sup>79</sup> In the UK, the 'Just Space' community network has experimented with the method as a way to include communities in decision making, and is campaigning for its routine inclusion in urban planning. As explained in Case Study 4, the bottom-up and



participatory nature of SIA means it is harder than SROI to describe as a series of stages. Moreover, SIA are usually developed *in response to* a certain intervention or planned change, in order to assess its impacts and develop alternatives. Where TRMs are under threat from a policy change this model could be used. However, it would need some adaptation, for example by imagining alternatives ('counterfactuals'), where this is not the case.

With this in mind a rough sketch of the process is given below:

1. Through stakeholder engagement and analysis of available data a 'baseline study' is carried out to establish existing realities of the community (e.g. needs, resources, aspirations, concerns);
2. Building on these needs and priorities, indicators and criteria are developed and used to assess the potential impacts of change;
3. Collection of data related to the indicators and criteria – including both 'hard' and quantifiable impacts, and 'soft' impacts that are reported on *qualitatively*;
4. Development of policy alternatives, and application of steps one to three to these;
5. Presentation of results of the impacts of proposed changes and alternatives.

Our interviews with stakeholders suggest that the *crucial* element in SIA is a wide, inclusive and empowering engagement process, which will require a mixture of 'relational' and facilitation skills in order to ensure community views are included and represented, as well as the kind of technical expertise necessary to identify indicators and criteria and to gather and analyse data. As explained in Case Study 4, Just Space's use of the method was an initial, exploratory attempt to raise the profile of SIA. Just Space worked with community networks which have great coordination and facilitation capacity, something that is not always valued fully by policy makers. Just Space argue that SIA should be more fully resourced in future, ideally as an official process required by the London Plan, carried out by local authorities in genuine collaboration with affected communities.

#### Case Study 4: Making the case for Social Impact Analysis of new developments in London



Image: Collaboration between Just Space and the UCL Bartlett's Development Planning Unit (Just Space)

**Context:** Just Space is a network of community groups, campaigns and other independent organisations influencing plan-making and planning policy in London. It was set up in 2006 to facilitate and support greater grassroots involvement in the formulation of the London Plan, the Mayor's spatial development strategy. Since then, Just Space has supported local groups to develop their own community plans and neighbourhood plans and to influence metropolitan and local plans, as well as facilitating networking, mutual support and collaboration amongst grassroots groups across London on a wide range of other projects, campaigns and events. In preparation for the election of London's third Mayor, Sadiq Khan, Just Space, through a series of conferences and working groups, drew together community experiences and proposals in a Community-Led Plan for London. A major concern was the impact of increasingly large-scale development and regeneration schemes on existing residents, businesses and community assets, often displaced or otherwise negatively affected. In this context, Just Space began to explore the potential usefulness of Social Impact Assessment (SIA) as a tool to identify and minimise the negative consequences of development and, at the same time, to empower grassroots community groups to shape development processes themselves.

**Focus and approach to valuation:** In SIA, the needs, aspirations and priorities contained within assessments are defined by those affected, making it well-suited to the ethos and values of Just Space. In defining the areas of social value, Just Space placed great importance on ensuring that the 'rich tapestry' of diverse affected groups and interests in the locality were invited to establish agendas. Through a thorough and bottom-up approach to engaging various stakeholders, a comprehensive understanding of the needs, assets and aspirations within communities, and therefore impacts and possibilities for social value enhancement, is developed. In keeping with this ethos, Just Space developed its own approach to SIA gradually through a series of workshops, conferences, pilot studies and reviews, making it fundamentally rooted in community groups' experiences of planning and development in London. The focus of the research therefore varied across cases, but often included liveability, sociability and diversity in communities as measured by quality and availability of affordable housing with accessible community spaces, and social integration.

**Outcomes and results:** Just Space and UCL worked with four community organisations in London to pilot their approach to SIA. For example, in Old Kent Road the SIA focused on developing a range of indicators to measure the impacts of the proposed masterplan upon housing, community spaces and local businesses. In Haringey, Just Space and UCL worked with a local campaign preventing the sale of NHS land and promoting the use of genuinely affordable housing on it. The development of impact indicators in this case allowed a comparison between the impacts of public land sale and community-led development. Moreover, importantly, the case highlights how the impact assessment itself can be a participatory intervention, raising awareness of community developments and engaging residents and groups to explore, define and act in accordance with community needs and interests.

**Next steps:** Just Space is working to secure funding and resources to conduct a full SIA, in order to further test and develop its method in practice. The network hopes that this demonstration project will help to convince the Mayor of London and the GLA to require and support local authorities to carry out SIAs on all major new developments in future.

**Further information:** <https://justspacelondon.files.wordpress.com/2018/09/dpu-js-on-sia.pdf>



## 4. CONCLUSION



Image: A stall run by the 'Friends of Leeds Kirkgate Market' (Sara González)

This briefing has demonstrated the significant progress made over the last 10 years in evidencing the wide-ranging economic and social value of UK TRMs. Building on the efforts by the sector to value the financial and economic performance of TRMs, the briefing has revealed a new and emerging focus on social value. The briefing highlights in particular the Mayor of London and the LEAP's recent focus on understanding, evidencing and maximising the social value of London's markets and new reports from Levenshulme Market CIC and Latin Elephant. This recent body of research returns to and further develops the holistic approach to measuring the social and economic value of markets initially developed by NEF in 2006 in order to make the case for retaining and supporting – rather than demolishing and redeveloping - Queen's Market in Newham, east London. This research agenda is now more relevant than ever, as TRMs come under renewed pressure from public sector cuts, changes in the retail sector and misguided redevelopment plans. It is essential to continue to build on this progress

in order to equip decision makers with the tools and evidence they need to understand and enhance the social and cultural as well as the economic aspects of markets.

This briefing has offered the TRM sector various suggestions for how it might learn from approaches and methods developed and applied in other sectors. Existing expertise in measuring economic value could be enhanced through further and more intensive use of tools for measuring local economic multiplier effects, specifically NEF's LM3 tool.

There is also significant scope to learn from established approaches and methods for measuring social value which have been extensively applied in other sectors, specifically Social Return on Investment and Social Impact Analysis. This briefing has offered some preliminary suggestions for how these methods might be used by TRMs and the sector and recommended that this research agenda be sufficiently resourced and supported to enable market operators and others to pursue it to its potential.

Finally, this briefing has demonstrated the importance of combining established tools and methods for measuring economic and social value with grounded, bottom-up and participatory approaches. There is no one way to define or measure the value of markets; different groups and actors will have different perspectives depending on their concerns and interests as well as the specific nature of each market and its wider context. As the UK markets sector develops its evidence base and tools for measuring economic and social value, it will be critically important to make space for the views and experiences of the diverse communities which use, rely upon and value markets. Market operators must therefore work closely with traders groups, 'friends of' markets groups and campaign groups as they seek to improve their understanding of the holistic economic, social and cultural value of TRMs.

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<sup>26</sup> Hallsworth et al. (2015). *Op. Cit.*; Cross River Partnership. (2014). *Op. Cit.*; Mayor of London and the Local Enterprise Partnership for London. (2017). *Op. Cit.*; Oldershaw, J. (2012) *Retail markets in the UK: a review of recent research*. Available at <https://www.nmtf.co.uk/wp-content/uploads/2017/02/Retail-Markets-in-the-UK-NTMF-2012.pdf>. All accessed 12/10/2018.

<sup>27</sup> See research project website <https://trmcommunityvalue.leeds.ac.uk/>.

<sup>28</sup> Interviews were carried out with Andrew McCall (ROI Team), Helen Evans and Nickala Torkington (Levenshulme Market CIC), and Richard Lee and Ilinca Diaconescu (Just Space) during July 2018.

<sup>29</sup> See, for example, Rooney-Browne, C. (2011). Methods for demonstrating the value of public libraries in the UK: a literature review. *Library and Information Research*, 35(109), pp.3-39.

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<sup>31</sup> Mayor of London and the Local Enterprise Partnership for London. (2017). *Op. Cit.*

<sup>32</sup> Rhodes N. (2005). *National Retail Market Survey*. Manchester: Retail Enterprise Network, Metropolitan University Business School.

<sup>33</sup> Mission for Markets. (2018). *Op. Cit.*

<sup>34</sup> Taylor, J., M. Madrick and S. Collin. (2005). *Trading Places: The Local Economic Impact of Street Produce and Farmer's Market*. London: New Economics Foundation. Available at [http://library.uniteddiversity.coop/Food/Farmers\\_Markets/Economic\\_impact\\_of%20street\\_produce\\_and\\_farmers\\_markets.pdf](http://library.uniteddiversity.coop/Food/Farmers_Markets/Economic_impact_of%20street_produce_and_farmers_markets.pdf), accessed 18/10/2018.

<sup>35</sup> Moreover as can be seen in the questionnaires used estimations of spend are only quantified in the case of consumers, traders of different types are asked how and where they spend without asking for estimations, see Taylor, J., M. Madrick and S. Collin. (2005). *Op. Cit.*

<sup>36</sup> Regeneris Consulting. (2010). *Op. Cit.* This reluctance has been noted in other research (see, for example, Taylor, J., M. Madrick, and S. Collin. (2005). *Op. Cit.*; Rubin, G., N. Jatana, and R. Potts. (2006). *Op. Cit.*).

<sup>37</sup> Cross River Partnership. (2014). *Op. Cit.*

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<sup>39</sup> Hallsworth et al. (2015). *Op. Cit.*

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<sup>41</sup> Econsult Corporation. (2007). *Op. Cit.*

<sup>42</sup> Econsult Corporation. (2007). *Op. Cit.*

<sup>43</sup> Defining the 'local area' is an important aspect of local economic valuation. In the case of E-Consult's research, traders were asked what fraction of their business expenditures occurred within the *county* where the public market was located, and the data used to modify the input data to the input-output model. For more detail see the discussion of the Local Multiplier 3 method in Section 3.1.

<sup>44</sup> See Market Umbrella website, at <http://www.marketumbrella.org/>, accessed 12/10/2018.

<sup>45</sup> Rubin, G., N. Jatana, and R. Potts. (2006). *Op. Cit.*

<sup>46</sup> See Localism Act 2011, London: House of Parliament, <http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>, accessed 12/10/2018.

<sup>47</sup> Hallsworth et al. (2015). *Op. Cit.*; Mayor of London and the Local Enterprise Partnership for London. (2017). *Op. Cit.*

<sup>48</sup> Regeneris Consulting. (2010). *Op. Cit.*

<sup>49</sup> However, it is noteworthy that Hallsworth et al's (2015) study is exploratory in nature, and thus used a >90% confidence interval, rather than the >95%, or >99% which is the usual standard in quantitative social science.

<sup>50</sup> Project for Public Spaces. (2003). *Public Markets and Community-Based Food Systems*. Available at <https://www.pps.org/article/kellogg-market-research-2>, accessed 12/10/2018.

<sup>51</sup> Watson, S. and D. Studdert (2006) *Op. Cit.* use a similar, yet more in-depth, ethnographic approach based on interviews and observation to develop similar conclusions about the positive social interaction and empowerment benefits of public market.

<sup>52</sup> Hallsworth et al. (2015). *Op. Cit.*; Oldershaw. (2012). *Op. Cit.*

<sup>53</sup> Taylor, J., M. Madrick, and S. Collin. (2005). *Op. Cit.*

<sup>54</sup> Watson, S. and D. Studdert. (2006). *Op. Cit.*

<sup>55</sup> Torkington, N. (2018). *Impact Evaluation Summary and Social Value Statements: Prepared for Levenshulme Market February 2018*. Available at [https://www.levymarket.com/wp-content/uploads/2018/03/LM\\_Social-Value-Report-2018\\_FINALcompressed.pdf](https://www.levymarket.com/wp-content/uploads/2018/03/LM_Social-Value-Report-2018_FINALcompressed.pdf), accessed 6/11/2018.

<sup>56</sup> Mayor of London and the Local Enterprise Partnership for London. (2017). *Op. Cit.*, p.102.



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- <sup>57</sup> For context, description and analysis of these campaigns see González, S. and G. Dawson. (2015). *Op. Cit.*
- <sup>58</sup> Wards Corner Community Coalition's Asset of Community Value nomination form, page 4.
- <sup>59</sup> Much of this evidence has been gathered and recorded for the purposes of legal processes such as Judicial Reviews and Public Inquiries.
- <sup>60</sup> See the Latin Corner website, <http://www.latincorner.org.uk/>, accessed 12/10/2018.
- <sup>61</sup> BBC. (2010). Brixton Market Given Grade II Listing, <http://news.bbc.co.uk/1/hi/england/london/8606652.stm>, accessed 12/10/2018.
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- <sup>63</sup> Sacks, J. (2002). *Op. Cit.*
- <sup>64</sup> Sacks, J. (2013). *Sticky Money: Evaluating the local Impact of the Co-operative Pound*. Manchester: Co-operatives UK. Available at [https://www.uk.coop/sites/default/files/uploads/attachments/sticky\\_money.pdf](https://www.uk.coop/sites/default/files/uploads/attachments/sticky_money.pdf), accessed 12/10/2018.
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- <sup>67</sup> LM3 is a simple mathematical calculation, however the design of the research and the data collection does require resource and expertise in order to best fit the LM3 to context. For more information on LM3 see the NEF Consulting website <https://www.nefconsulting.com/our-services/evaluation-impact-assessment/prove-and-improve-toolkits/local-multiplier-3/>, accessed 12/10/2018.
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- <sup>70</sup> Nicholls, J., E. Lawlor, E. Neitzert and T. Goodspeed. (No date). *Op. Cit.*
- <sup>71</sup> For more detailed guides on SROI see Boyle, D. and M. Murphy. (2004). *Op. Cit.*; see also Nicholls, J., E. Lawlor, E. Neitzert and T. Goodspeed. (No date). *Op. Cit.*
- <sup>72</sup> Nicholls, J., E. Lawlor, E. Neitzert and T. Goodspeed. (No date). *Op. Cit.*; see also The City of Edinburgh Council. (Not dated). *The Value of City of Edinburgh's Council Parks*. Available at [http://www.edinburgh.gov.uk/download/downloads/id/5625/the\\_value\\_of\\_city\\_of\\_edinburgh\\_councils\\_parks.pdf](http://www.edinburgh.gov.uk/download/downloads/id/5625/the_value_of_city_of_edinburgh_councils_parks.pdf); Harrison-Evans, P. (2016). *Op. Cit.*; Boyle, D. and M. Murphy. (2004). *Op. Cit.* All accessed 12/10/2018.
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- <sup>75</sup> Shrimley, R. (2018). The Value of Parks: and why not Everything should Have a Price, *Financial Times*, 18<sup>th</sup> May 2018. Available at <https://www.ft.com/content/acfc7fc2-52e1-11e8-b3ee-41e0209208ec>, accessed 12/10/2018.
- <sup>76</sup> International Association for Impact Assessment website, *Op Cit.*
- <sup>77</sup> See, for example, Doyle, C. and J. Carino. (2013). Making Free Prior and informed Consent a Reality: Indigenous Peoples and the Extractive Sector. Indigenous People Links, Middlesex University School of Law. Available at <http://solutions-network.org/site-fpic/files/2012/09/Making-Free-Prior-Informed-Consent-a-Reality-DoyleCarino.pdf>, accessed 12/10/2018.
- <sup>78</sup> See, for example, Gotzmann, N., F. Vanclay and F. Seier. (2015). Social and Human Rights Impact Assessments: What Can they Learn from each other? *Impact Assessment and Project Appraisal*, Vol. 34, (1), pp.14-23.
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Tuesday 7 July 2015

Graeme Craig  
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Transport for London  
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By email: [graemecraig@tfl.gov.uk](mailto:graemecraig@tfl.gov.uk)

Cc: Isabel Dedring, Deputy Mayor for Transport

Dear Mr Craig

**SEVEN SISTERS MARKET, TOTTENHAM, N15**

I am writing on behalf of El Pueblito Paisa Ltd, Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust in order to raise serious concerns about the current situation regarding the lease of Seven Sisters market between Mrs Jill Oakley and Transport for London (TfL), and to propose an alternative approach. For 28 years, Seven Sisters market has provided a launching pad for small businesses. It is used by 60 traders from diverse communities including Colombia, Peru, Africa, Iran, the Caribbean and Asian countries, providing 150 jobs. It is one of two major destinations for London's Latin American population – the other being Elephant and Castle - and others who want to purchase distinct goods and foods, access support services not available elsewhere, speak their languages, meet friends, let their children play with others and enjoy live music. This diversity is particularly important in N15, Britain's most ethnically mixed postcode.

Seven Sisters Market has had two internal administrative structures. First is the profit-making administration by Mrs Oakley, which is concerned with collecting rent and providing common services. Second is a parallel non-profit company limited by guarantee, El Pueblito Paisa Ltd, that brings together traders to secure good management of individual businesses, to collect funds to address gaps and problems in the common services provided (for example, toilet facilities and clean flooring), to support each other when facing threats to their livelihoods, to provide a strong identity for the communities that use the market and to meet their needs by providing language, support, advice and legal services. El Pueblito Paisa has communicated its wish, experience and readiness to take over this lease to both Mrs Oakley and TfL.

Seven Sisters market is housed within the Wards building, a former Edwardian department store of heritage value, loved by local residents, businesses and visitors to the West Green Road / Seven Sisters town centre. This building has suffered the effects

of long-term neglect by its owners, TfL, with its first and second floors and the attractive corner part of the building standing empty. El Pueblito Paisa is therefore well connected with and supported by the Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust, who have secured planning permission to restore the Wards building, bringing empty space back into use for community facilities, art and performance space, social and start-up enterprise, and retaining and improving the current multicultural indoor market. The market is also listed as an asset of community value. As such the market traders are in a strong position to take on the lease of Seven Sisters market in the short term, having strong experience of self-management and the support of the broader community.

El Pueblito Paisa, Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust have recently learned from TfL that Mrs Oakley is seeking to begin a process of transferring her lease to a third party, a market operator with links to the developer Grainger. Mrs Oakley has also confirmed this directly. As Grainger also have planning permission for a new development at Wards Corner that would destroy the historic buildings and displace the market traders and small businesses there, this development is of serious concern. This process, if it continues, would be neither transparent nor democratic, bypassing TfL's requirements to secure new tenants through an open market process. We have seen nothing to suggest that transferring and extending a lease to a third party linked with Grainger would result in a continuation of Seven Sisters market under conditions which would enable current traders to continue operating there. Indeed, representatives of this third party have already approached some traders suggesting that they *are* the new market manager and to expect changes. We understand that TfL prefer to keep arrangements with existing sitting tenants if they wish to continue; however, the existing sitting tenant does not wish to continue and there are serious concerns about the third party who would take her place.

There is an alternative approach that we urge TfL to consider. We understand that TfL is under no obligation to approve a transfer request from Mrs Oakley, nor to renew a lease to the third party when the current lease expires. We consider there are sound reasons for TfL to refuse a transfer or lease extension in this case: as well as the stated wish, experience and readiness of the traders to apply for the lease and the long-term plans for a community-led restoration of Wards Corner, TfL must have regard to the Mayor of London's own commitment to securing the continuation of Seven Sisters market. El Pueblito Paisa, supported by Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust, would like the opportunity to bid for the lease of Seven Sisters market when it expires in mid September through an open and transparent process. The traders, as tenants of the market for more than 15 years, have shown that they have the capacity to sustain the market in a serious and responsible way. If an external body came to take over the market, it would put at risk the quality services that traders deliver. We are particularly concerned that the lease should pass to a third party with links to a developer that plans to demolish Wards building and displace traders from Seven Sisters market, against their clearly stated wishes and own ambitions for self-management. In recent years, the local community has fought a legal battle to prevent Grainger from pursuing these plans as well as produced and secured planning permission for a community-led restoration. While we understand that TfL's usual practice is to extend leases to sitting tenants who wish to continue in order to secure continuity and stability, it is therefore highly questionable that these outcomes would arise were this approach to be taken in relation to Seven Sisters market.

El Pueblito Paisa, Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust have benefited from a good dialogue with TfL's Property Development Manager, Martin Teodorczyk, regarding the long-term plans for a community-led restoration of Wards Corner. We are now seeking urgent dialogue with senior TfL officers and the Mayor's office in order to address our serious concerns about the short-term prospects for the market, and to progress our alternative proposals through an open and transparent process with TfL. It is the businesses of the market traders which TfL ultimately depends on for its rental income from Seven Sisters market. If short-term direct letting arrangements or others are needed in order to secure an opportunity for an open and consensual process to take place, we urge TfL to explore these options. As you will appreciate this is a matter of extreme urgency for the present market traders. We await your prompt reply to this letter and to meet with you to discuss these matters as soon as possible.

Yours sincerely

Marta Hinestroza

On behalf of El Pueblito Paisa Ltd, Wards Corner Community Coalition and the West Green Road/Seven Sisters Development Trust



# DRAFT REPORT

## The Future of Wards Corner - Public Meeting

3<sup>rd</sup> October 2007 at Mango, 263 High Road, N15

**Those present included:** Jeremy, Nick [*Chair*], Frances, Judith and Wendy [*Note-taker*] (Fountain Area RA); Joy (Resident, Bruce Grove Area); Dave (Chestnuts Northside RA); Candy and Sue (Clyde Area RA); Joanna (Maze West RA); Hazel (Blenheim Rise RA); Gloria, Jacinth and Beth (Tynemouth Road RA); Toby (One Southside RA); Alison (Conservation Area Advisory Cttee and Bruce Grove Residents Network); Matthew (Tottenham Civic Society and Tower Gardens Residents Group); Rowan (CAAC); Quentin (Tottenham & Wood Green Friends of the Earth, and Ferry Lane Action Group); Joyce (TCS and HFRA) A Angel (F Bouanja); Sade, Ariel & Bernadette (LBH NMT); Victoria, Oscar and Sandra (Seven Sisters Traders); Ricardo (Architect for Seven Sisters Traders); Isabella, Carlos, Rita and Alexjandro (Pedro Achata Trust); Jill (Seven Sisters Market stakeholder); Linda (North London Business); Roy; Shifa (Planning, Haringey Council); Cllr Amin (Cabinet member for Regeneration), Cllr Diakides (Cabinet member for Housing), Cllr Lister, Cllr Vanier, Cllr Mallett and Cllr Hoban; David Schmidt (LibDems); Stephen Moore (Tottenham and Wood Green Journal); Lionel, Adolfo and Shelley (New Deal for Communities); Audrey (Pembroke Road). There may have been another 10-15 people... **Apologies:** Ibilola (Tiverton Tewkesbury RA), Ruth & Yolande (Chestnuts Northside RA), Rita (FARA), Melissa (FARA), Paul (Heron Wharf RA), Anne (West Green RA), Ruth (CARA), Robert (FARA), Liz (FARA), Sean (Black Boy Lane RA), Pat (Bruce Grove RA), AM Gray (West Green RA), Gilly (One Southside RA), W Livingstone G (One Southside RA), Alison S (Gardens RA), Mike and Cordelia (Local Residents), Cllr George Meehan, Cllr Canver, Cllr Lorna Reith, Cllr Sheila Peacock, Cllr Bob Harris, Cllr Claire Kober, Cllr Emma Jones, Cllr John Bevan, Cllr Robert Hare, Cllr Brian Haley, Cllr Matt Davies, Cllr Patrick Egan, Cllr Alan Stanton.

**Nick Rau - Fountain Area RA** Nick chaired the meeting. In his introductory remarks he reported that Grainger's proposals for the site were now well developed since consultation on the Development Brief in 2004. Since July 2007 we were again in consultation and many concerns about the proposals had been raised. Nick said that it is important that we as the community are heard in what gets delivered for the site. He explained that 5 local residents associations, a number of community groups (Tottenham Civic Society, CAAC, Tottenham and Wood Green Friends of the Earth, Sustainable Haringey) and the traders of Seven Sisters Market had a meeting on 11<sup>th</sup> September 2007 and the outcome of the meeting revealed that we were all not happy with the existing proposals.

Hence the meeting tonight had been called to communicate the common aims and vision embodying the community's aspirations for the site. We hoped to list what we would like to see for the site and engage others who did not have a chance to make those meetings to put forward their views. We are seeking to find out how we might take the vision emerging from these meetings forward, how we might engage with the Council positively and constructively.

Nick outlined the Agenda for the meeting:

- Matthew Bradby of Tottenham Civic Society will talk about conservation issues - Quentin Given, Friends of the Earth, will talk about issues relating to environmental concerns
- Seven Sisters Market Traders on the merits of the Latin community's presence as market traders and an audio visual presentation of their alternative vision for Wards Corner through restoration.
- Questions and answers - General contributions and discussion

Nick summed up by saying that we share aims and aspirations, want to be proud, it is the gateway of the area. We want a landmark, something distinctive that will embrace the rich diversity of the area. That is not what is in these proposals. We want to discuss how to take this vision forward. We would like what we as a community want to be addressed. We are still in consultation, we want things taken forward.

**Matthew Bradby - Tottenham Civic Society** Matthew outlined the 9 main points to come out of a meeting between Tottenham Civic Society and Grainger on 11 September 2007.

Matthew reported that the Tottenham Civic Society ("TCS") and all they had spoken to; at the Tottenham Carnival, at the Lordship Rec Festival, were all in favour of retaining the Wards Corner Victorian/Edwardian building. He cautioned that Edwardian buildings were not being given enough credit in Haringey and that the TCS were applying for Wards Corner to be nationally listed.

Matthew drew our attention to the 2 residential blocks planned to flank the corners of the site. He said these were too large and in effect 8 stories; 6 stories on top of two and in effect 8, is too large. He also pointed out the inappropriate design of the flats where balconies directly overhang 6 lane traffic.

He also drew attention to the need for careful retail planning so that Wards Corner did not become another Turnpike Lane and Wood Green populated by William Hills, Weatherspoons etc. He pointed out that the market was a thriving asset and that markets signify regeneration; a sign that an area is "on the up".

Matthew pointed out that people's opinions of new builds were bruised. Corporate art for buildings, like the lights Grainger propose, will cease to work, be too expensive to fix and fade with the hype that got the building built. He drew attention to the Bull Ring in Birmingham and the similarities to Grainger's design, to the Turquoise monstrosity and other recently-built local buildings too large and disruptive of the area's generally 2/3 story properties of beauty.

In short, Grainger's design is not inspiring and doesn't justify demolition of Wards Corner.

He noted that there were mixed views about Suffield Road, and this may be where people would be happy to compromise.

**Quentin Given - Friends of the Earth** Quentin drew our attention to the need for a fundamental change in how we behave today. If architects and designers are to build at all for the long term what is built must withstand the dramatic climatic conditions we will invariably face in the future. Not only do the buildings have to withstand these changes but they also need to adapt how we behave today.

Quentin spoke of new developments being an opportunity to do something which is in line with the future. Building carbon neutral buildings were as real as you and me and through the Building Research Establishment this is now demonstrable. Quentin urged we act to build carbon neutral buildings now before the 2016 deadline set by government because of the urgency to adapt and mitigate the worst consequences of climate change.

Quentin spoke of the need for new builds to incorporate Combined Heat & Power energy schemes to displace the use of fossil fuels. He also encouraged the installation of photovoltaic panels to provide a large chunk of the energy needs of the units. Buildings in the future are going to be subject to higher temperatures and need to be kept cool and this should be integral to the design of any new build. Extreme rainfall needs to be accounted for, car use discouraged through reduced car parking space, car parking space being mostly for disabled use or electrically charged cars. Design in facilities for bikes. Quentin said there were positives and negatives in keeping old buildings relative to building new. That the possibilities to build carbon neutral often offset the difficulties raised by adapting old buildings to being energy efficient.

**Carlos Burgos – Pedro Achata Trust on behalf of the Seven Sisters Traders** Carlos urged that Wards Corner is retained and restored. He said that when building we should be creating places and building communities not just the preserve of business. The vision put forward for Wards Corner would be one which offered both social and community services; a community building in the full sense with a voluntary management committee run for the benefit of the community. Wanted to see a mix of vendors. Internal design instrumental to desired uses ergonomically enjoyable; clean, green and safe; design wrought through consultation, participation where users seen as part of the action. Want a sustainable community, economic development linked with environmental protection and social welfare. For this vision to succeed it is essential to work with local organisations and residents, and use existing conditions, e.g. infrastructure Wards Corner.

Carlos emphasised the importance of restoring Wards Corner so that it was a green building: energy efficient, which would include a waste plan, well planned recycling scheme, minimise transportation impact, reduce habitation, use natural ventilation.

**Ricardo Pelayo - Architect for Wards Corner Restoration** Called for us to stop building buildings which don't work, which don't add to the area. Ricardo urged that the market had major potential and was in keeping with the building. He painted a picture of a building used for community activities, where street clutter was reduced/got rid of, that had a Latin American flavour and where the character of the inhabitants and the character of the building were retained and valued. He spoke of space to the rear of Wards Corner and how the festival had shown other potential uses for this area's regeneration: said they would design in a link with the front and back, connecting both spaces and making lively use of the outdoor spaces: in the front for, say, eating and drinking and the rear for market stalls, eateries, dancing and music. Said the interior design for the market would be homogenous, and aesthetically organised in height, colour, size of units.

**Kaushika Amin - Cabinet Minister for Regeneration** Kaushika Amin said that this was an important meeting and she was impressed by the work the Seven Sisters Traders had put into their presentation. Said she would think about the meeting and what had been put forward. Didn't think that anything the residents had put forward was unreasonable. She said that she would take away with her what the residents and seven sisters' traders had done today and look at how the views presented can be incorporated in what happens. She added that English Heritage is looking at current design proposals and will be invited to discuss the proposals that go forward.

**Cllr Wayne Hoban** Cllr Hoban said that he shares the interest in Wards Corner, feels that we have one chance to provide a good quality development in Tottenham, that the past has not served Tottenham well and now want a good quality development. He praised the seven sisters traders for a very good presentation, recognised that we have a vibrant local community with something special which we would want to retain and he assured the community that he would work to ensure that their views are taken into account.

**Hazel London - Member of Blenheim Rise Residents Association** Hazel wanted clarification on how long we had to consult (from June until November 2007). She wanted assurance that the communities' views would be taken into account and that they would have a very real input into the proposals. She said that regeneration for Tottenham could only happen if the Council could show that they had listened to the community and thought about their views in detail.

**Dave Morris - Member of Chestnuts Northside RA, and Secretary of the Haringey Federation of RAs** asked the question "who owns the land". **Cllr Amin** answered that it was largely Grainger, but that a small portion is owned by the Council and then there are a number of different owners. **Cllr Lister** wanted clarity on the link between the Wards Corner development and the Apex House development. He felt that the plan to build 100% private housing on Wards Corner and 100% social housing on the Apex site would not wear. The Council are progressing with the development with Grainger on the basis that they can only get the 100% social housing on the Apex site if they allow 100% private housing on the Wards Corner site.

**Shifa Mustafa Assistant Director Planning** Shifa identified a range of issues which needed to be taken into account, including: the site's official Planning Brief (which guides development), design, affordable housing %, do we accept Wards Corner be all private, mixed ownership of land on the site, LBH is landowner of Apex House opposite, the London Mayor will test whether housing mix is acceptable.

*\*\*\* Response:* In response it was commented on that the local authority should lead the consultation, but the impression is that it is Grainger leading consultation and residents are not being taken into account. Yet they are surely the main stakeholders?

This is pre-application so it is now the time to be hearing local views. The question was raised about Grainger's claim to have a signed, written agreement with the council about this site. **Shifa Mustafa** answered that there was nothing unusual about this and that the agreement does not hold until it has gone through the planning process, a report goes to the planning committee and planning permission has been granted.

**Dave Morris** said that the reality was that if you have these behind-the-scenes agreements with developers you will get outcomes like that in Wood Green where a building the community wanted to protect (the Lordship Lane chapel, Wood Green's oldest public building) was secretly sold by the Council to a private developer, suddenly demolished without warning and a 13 story twin-tower block proposed in its place. Developers can ignore the public's views and develop what they want as long as the Cllrs on the Planning Cttee pass it. In the case of Wards Corner they want to get rid of the market, destroy the heritage of the site at Tottenham's most significant interchange and completely ignore the public's wishes. He urged the public to really fight for what they want as these developments are happening all over the borough and the public's views are being completely ignored.

He raised the issue of whether homes are being built for those who need them. Key policies in the London Plan were being systematically flouted by developers and the Council in Haringey and throughout London. The 50% 'affordable' housing and 35% social housing quotas for new housing are being ignored - in reality, according to the Council's own official monitoring, of the 624 homes built in Haringey in 2005-6 only a pathetic 11% had been social housing out of a total of only 32% 'affordable'. These figures are one illustration of how the Council often do not adhere to official planning policies when they conflict with the profits of private developers. Other flouted policies include housing densities and the need for more open space and play areas. The community needs to put up a fight for what they want as well as support the market traders.

**Cllr Amin** assured everyone that she was just as involved as she lived here, her family and children live here and that she wants what is best as well and is not making it up for the community. She reiterated that they were building 30% social housing and 70% private housing as a means of regenerating Tottenham so as to get mixed communities, although currently they have agreed to 50/50 for housing over 10 units. She said that the priority was mixed communities and there was an attempt to increase the mix.

**Cllr Diakides** Said Haringey had been congratulated on their housing targets and he did not concur with the Council's official figures quoted by Dave Morris, saying that the figures may be disputed. Isidoros concurred that we need more and should argue for more but with respect to Wards Corner he felt that in the light of everyone agreeing that they were not in favour of the development at Wards Corner the important thing to do was develop a Plan B that would stack up. Only if Plan B stacks up can you negotiate with developers and owners.

**Candy Amsden - Secretary of CARA** asked what the possibility was of saving Wards Corner as we would all like, if there were no alternative but to progress with Grainger given that they had categorically stated that Wards Corner could not be saved. Candy questioned some of the arguments being put forward to justify demolition of Wards Corner and 'regeneration' through its redevelopment. A Cllr on the Planning Cttee had expressed a view that the market was crime ridden and should therefore go. But this was untrue - on investigation of police records this allegation proved groundless, that not one report had been made in the last year.

It was commented that it is the rule that any Cllr on the Planning Cttee who had expressed a prior view regarding any Wards Corner proposal would have to stand down from the Committee when it considered such an application.

**Nick Rau** then said that he felt that everyone wanted the best for the site, did not want to see unnecessary arguments or personal disputes. People were to remember that this meeting was being minuted and cautioned about what was said. He urged everyone to make the meeting constructive and inspirational not confrontational. He added that Grainger's are now the Council's 'preferred developer' and that we would have to feed back to them our views on what would constitute improvement.

**Shifa Mustafa** explained that there was still time for Grainger to change aspects of their design, heritage, environmental issues etc.

**The seven sisters market traders** were concerned that if the development went ahead what would happen to them? Will they be considered at all either as preferred users of new building or who would provide help with relocation. They were referred to the North London Business and the London Development Agency. They were also made aware that they would have to meet whatever increased market rents the new build demanded.

**Vicky Alvarezn** said that they were prepared to fight to stay and to keep the market, that people should be put before profit.

**Matthew Bradby** said Grainger were property developers and exist to make money. The Architects only provide the plan. The developer can always sack the architects and go back to the drawing board. He cited the example of 315 Roundway where a controversial proposal had been opposed, the community had fought hard and put their views forward and a compromise was secured so that an 8/9 story build became a 5 story build. He urged that people fight for what they want at Wards Corner because without it we will get an elephant.

**David Schmidt** wanted to know what the cost to the public's purse this deal has so far been. He questioned the resale value of the Apex House site as opposed to what it could get if sold for mixed development. Wanted to know how much had been expended in consultation fees.

**Cllr Amin** said that over the last three years they had paid 4 consultants and that £100-300,000 had been spent. She said that the Council were to make no money on this, rather that they were paying for this regeneration.

**Joanna Monaghan, member of Maze West RA**, raised the issue of the proposal stacking up and being viable. She questioned if the Council had held out for the best deal and wanted consideration paid to what we would be asked to tolerate for redevelopment.

She was told that the site survey revealed constraints which meant development would be expensive, that the developer should expect a reasonable profit and anything which was unreasonable was to be paid to the community. She was told that stacking up was a detailed process which weighed many things such as the site being a conservation site, cost of materials, development, the constraints of the site etc

**A Tottenham Resident in Suffield Road** spoke of the problems he currently experiences in Suffield Road and hopes that this is addressed and not made worse by new development. There are problems with car parking, urinating, dumping, traffic flow. Concerned that residents are not consulted and as he lives in Suffield Road is concerned what any new development might mean as well as during the period of construction of the new development.

He was told that rights of light, visual amenity, parking were all part of the planning process.

**Jeremy Cassidy, member of Fountain Area Residents Association**, said that we needed reassurance that our opinions would be taken into account. He said that this proposal was against what everyone wanted, seven stories was too high, felt this was a red rag to a bull and wanted to know how the proposals got to this stage. Said that the proposal has antagonised everyone. The council seem to believe that redevelopment is the big thing, that with it they can mesmerise the populace but cautioned that we need to take a look at what is around us and develop on a human scale.



**Shelly Choudhury, New Deal for Communities**, said £500,000 had been invested by NDC in this development proposal so far and more was scheduled.

\*\*\* *Response*: It was agreed that a meeting should be set up with the NDC - [action point](#)

**Carlos Burgos** said that he felt that guidance from central government about development was not being taken into consideration or being implemented. The traders had proposed a very good alternative community plan.

**A vote was then taken to determine who was against the development and in favour of the alternative community plan as presented earlier. It was agreed, with none against, to back the community plan.**

**Dave Morris** said that the current proposal to destroy the whole site was totally discredited. We had been presented with a community plan, a positive proposal we can all work on constructively and get behind, including the Council and NDC. We are in a strong position as the council own some of the land (in effect our land) and they therefore have a veto they can use. Also the proposal relies on the NDC money, which is public money. The Council and the NDC should withdraw from the Grainger proposal, and get behind the community plan 100%. In addition, should the Grainger proposal get to go to the Planning Committee they should reject it, or impose conditions to preserve Wards Corner heritage, keep the market, and use any and all planning policies available to make this happen.

He said that this was the gateway to the area and if we all worked together we could do something really constructive and positive for Tottenham. He spoke of the good relationships between residents associations and that a meeting organised by residents associations about planning issues, like this one, had not happened in years. He urged that the wishes of the people not be bulldozed by profit.

We have an alternative plan, how do we take that forward now? We need to present an alternative to NDC that they can back and get the NDC regeneration money to develop this alternative restoration of Wards Corner. A new, improved, publicly backed proposal could then be put forward for planning permission.

**Cllr Diakides** noted that the chances of getting what we want are greatest if we can show that the NDC investment in Wards Corner restoration will generate income, be realistic and stack up. **Adolpho Rey** said that the NDC should try to engage agents, third parties, the community, put all the ideas together, see what stacks up. Any proposals need to be feasible and deliverable.

**Cllr Hoban** questioned whether the agreement signed between the Council and Graingers represented a conflict of interest. The NDC holds money for regeneration on behalf of the public, but are answerable to the Council who have a signed agreement with Grainger whose design the public don't like.

**It was agreed that we arrange a follow on meeting, develop a viable and popular plan, seek public support, look at how to move forward from there, request the NDC board meet up with us etc.**

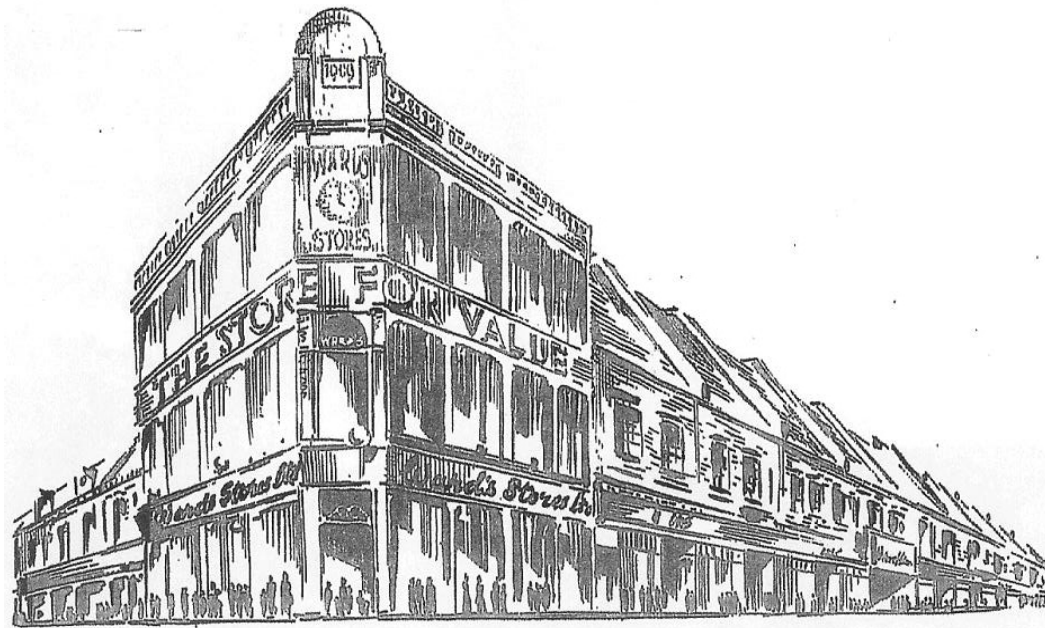
Matt from Tottenham Civic Society urged everyone to sign the online petition at:  
<http://www.gopetition.co.uk/online/14551.html>

Nick thanked everyone for attending what had turned out to be a very constructive and important meeting. He also thanked Mango's for kindly offering their venue for the event.



# Wards Corner historic **SEVEN SISTERS MARKET**

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WGRSS

# The Community (Alternative) Plan

Proposed by El Pueblito Paisa Ltd



06/17/15

# The Vision



06/17/15



# Rich In Historic Value

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In 1900's, the Wards family established Wards Department Stores. A popular a thriving business till 1972.

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WGRSS

# ‘Wards Corner’ Store Entrance - Restored

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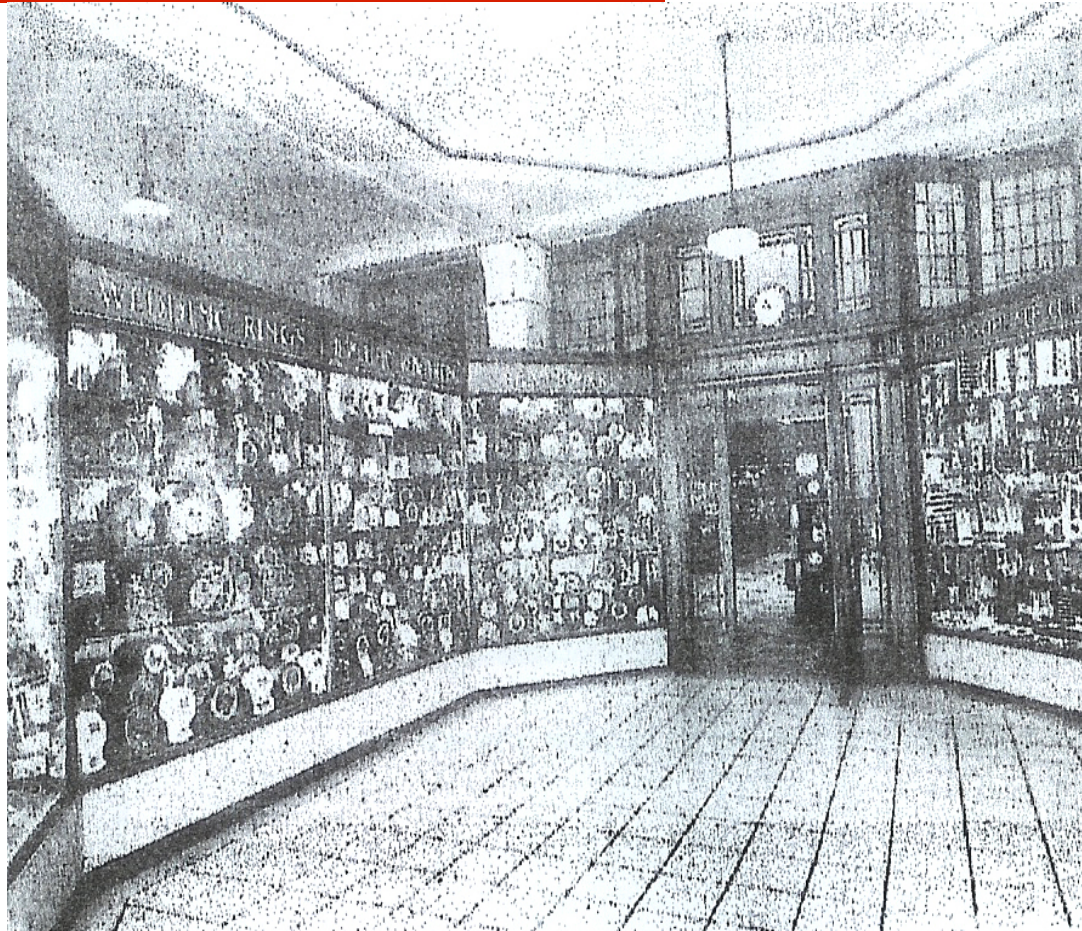
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06/07/07



# 'Wards Corner' Yesterday Store Interior

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06/17/15

# 'Wards Corner' Store Interior - Restored



06/07/07



# Rich In Historic Value



From 1985 to present day, has been a multi cultural market and a key location for multiple cultural identities within the local community and throughout London and UK.



WGRSS

# 2007 Save Wards Corner!

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- ❑ July – “The Pueblito Paisa” Campaign against evictions begins.
- ❑ September - Public meeting held to present to residents and general public their proposition of an alternative “Community Plan” and inviting every body to participate, covered by BBC world.

# The Wards Corner Community Coalition

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2007 December -

The Wards Corner  
Community  
Coalition, WCC is  
formed by a  
collective of  
residents, market  
and independent  
traders.



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WGRSS

# 2008 - Development Trust Set up & Making Known Our Mission

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- ❑ 14 July - The “West Green Road & Seven Sisters Development” Trust was formed and registered to benefit the shared interests of residents, independent businesses, market traders and local groups based in and around Wards Corner.
- ❑ 19 July – WCC successful, peaceful protest outside Wards Corner, which the BBC also covered.



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WGRSS



# The Trust's vision for West Green Road / Seven Sisters town centre

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- ❑ A *real* gateway to Tottenham: restored buildings, strong green credentials, inclusive regeneration and sense of place for the diverse communities living, working and using the town centre.
  - ❑ A local economy that meets diverse community needs: space for all to grow and develop.
  - ❑ A supportive local economy: providing low-cost workspace, skills and training for social enterprise and community services.
  - ❑ Self-determination: local residents, traders and businesses lead the management and development of the town centre.
- 

WGRSS

# 2008 Drumming Up Support

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As a result Boris Johnson stated :

*“I want Haringey Council to urgently review this proposal and put the livelihood of the traders and the thousands of locals who rely on this market at the core of their decision.”*

# 2010 High-Court Ruling Victory

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June -

Grainger's Re-development plans  
overturned on the grounds of  
breach of equalities legislation.

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WGRSS

# Evening Standard

25 March 2014

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*“Ward’s Corner, a former department store that became a lively, privately owned, indoor market is thought to be demolished, despite fierce local opposition, in favour of a generic “gateway” shopping centre.*

*These initiatives forget that it is just such grassroots micro-businesses that helped kick-start the successful regeneration of places such as Camden Lock and Shoreditch.*

*Spurs’ expansionist plans also involve demolitions that could break some good village bones and work against the fragile sense of place if not handled carefully”.*

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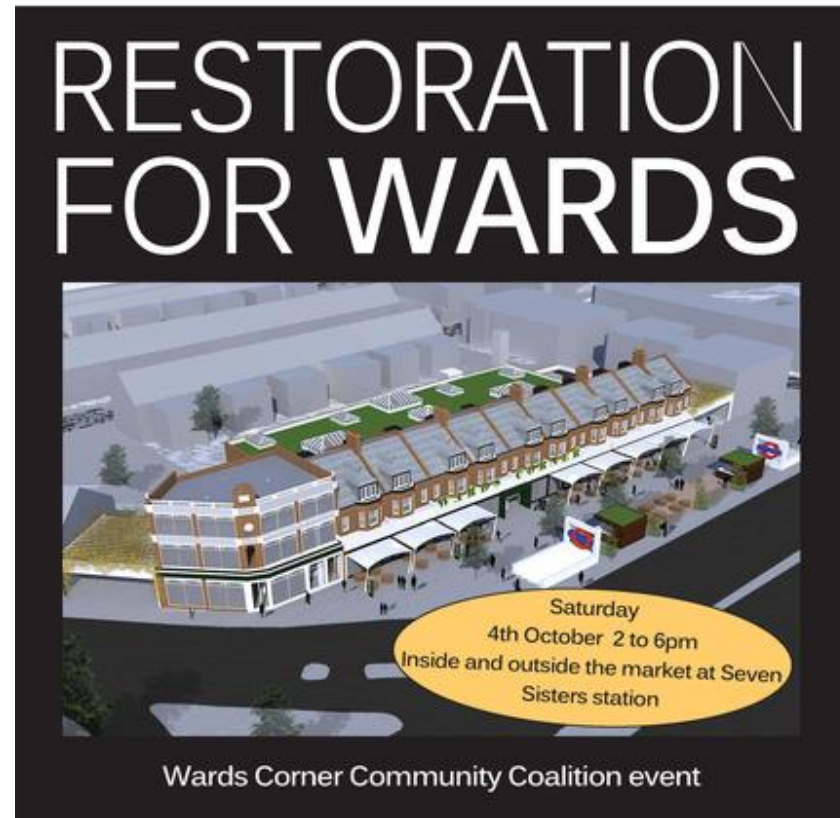
06/17/15



# 2014 The Community Plan Approved

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April - Haringey Council granted planning permission of the proposal submitted jointly by the Development Trust and WCC.



# 2014 Approved Frontage

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06/17/15

# Introducing the WGR/SS Development Trust

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- ❑ A non-profit Company Limited by Guarantee, community led and a representative body.
- ❑ Focused on the West Green Road / Seven Sisters town centre within the N15 postcode, the most ethnically mixed in Britain.
- ❑ The Trust will pursue community and business-led projects and initiatives to improve the town centre as a place of business that serves the community
- ❑ Its first project is the Wards Corner Community Plan.

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WGRSS

# The Trustees (1/2)

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- **C. Burgos (Chair):** Chair of the Latin American UK Forum; pro-bono consultant for the Pedro Achata Trust; former Trustee of the Camden Carers, Princess Royal Trust and the Latin American Disabled People's Project.
- **R. Mancera:** Chair of the North East London branch of the Federation of Small Businesses. Runs a local hairdressing salon at Turnpike Lane, formerly at Wards Corner.

# The Trustees (2/2)

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- ❑ **V. Alvarez:** provides translation, advice and fundraising to the Latin American community including through the Pueblito Paisa, Company Limited by guarantee and runs her own money remittance company from the indoor market at Wards Corner.
- ❑ **L. Sukumaran:** formerly ran a organic and ethnic foods supermarket at Wards Corner. Retains the freehold to one of the buildings and strong links to local community and business groups.

# How does the Trust work (1/2)?

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- ❑ The Trustees can co-opt experts and other members to the Trust.
- ❑ The Trustees (or Settlers) agree to hold assets (e.g. Wards Corner) 'in trust' for the benefit of a defined community of beneficiaries.
- ❑ The beneficiaries are those who live, work and enjoy the West Green Road/Seven Sisters town centre.
- ❑ These beneficiary communities will provide mandates to the Trust (Declaration of Trust).
- ❑ The Trustees will set up arms-length bodies, that could own and/or manage properties/assets.

# How does the Trust work (2/2)?

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- So far, the Trust has been working informally to develop itself.
  - After this public meeting, the Trust will begin working formally. This will involve:
    - Accepting Declarations of Trust from the beneficiary communities
    - Co-opting further Trustees, Members and Experts (as necessary)
    - Formalising working practices e.g. regular Trustees meetings, regular public meetings.
-

# The Trust and WCC

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- The Trust is separate from WCC but remains strongly linked to it:
  - The Trustees are all members of WCC
  - Other WCC members are already volunteering with the Trust
  - The Trust is developing through dialogue and collaboration with other community groups
  - WCC is one of the groups representing the Trust's beneficiary community



# What has the Trust done since the community plan was passed?

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- ☐ Meeting with WCC to clarify the Trust role.
- ☐ Met with Haringey Council planning and regeneration directors; Transport for London; and Enfield and Haringey London Assembly member, Joanne McCartney.
- ☐ Met with local residents, businesses and traders.
- ☐ Supporting local traders and businesses with their concerns about their future prospects.
- ☐ Applied for funding for pre-feasibility studies and project planning.

# What is happening with Wards Corner's plans?

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- ❑ Strong support and commitment continues for the community plan and the Trust.
- ❑ As Wards Corner is listed as an Asset of Community Value, WCC/the Trust should have the option to raise the money to buy the building if Transport for London dispose of it.
- ❑ In the meantime, the Trust will seek to take on the management of the market if this opportunity arises.

# What is happening with Grainger's plans for Apex House?

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- ❑ Grainger has been talking with traders about whether they wish to move to a new market space in Apex House.
- ❑ Traders have had no details about size of units, rents, tenancy arrangements, space for community services or possibilities for self-management.
- ❑ The market traders remain committed to the community plan.

# What next?

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- ❑ The Trust is setting up four working groups to progress its main priorities over the next year:
  - 1) Business Plan and Funding
  - 2) Feasibility Studies
  - 3) Stakeholder Engagement and Communications
  - 4) Governance
- ❑ Please sign up tonight, offer your ideas, skills, services or time, and get involved!

# 1) Business Plan and Funding

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- Overview: Funding is needed to support development of the Trust; feasibility studies; and initial activities
- Progress so far: Two funding applications submitted; £1000 funding gained from WCC collaboration with *Creative Citizens* project.
- Next steps: Review and develop business plan; explore funding and financing options.
- Help needed: Financial and accountancy skills; fundraising experience and expertise.

## 2) Feasibility Studies

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- ❑ Overview: More detailed feasibility studies will be needed in order to deliver the community plan, including detailed costing of restoration work and structural surveys.
- ❑ Progress so far: initial studies were submitted with the planning application; pro-bono offers of help have been collected.
- ❑ Next steps: determine what studies are needed; take up pro-bono offers of help; commission full feasibility studies.
- ❑ Help needed: skills and experience of building and construction projects; project management.

# 3) Stakeholder Engagement and Communications

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- ❑ Overview: To build positive working relationships with local residents, businesses, traders and community groups, as well as key stakeholders. Strong branding and communications will be essential in building support.
  - ❑ Progress so far: Positive initial meetings held with all groups and stakeholders.
  - ❑ Next steps: develop and maintain the Trust website, Facebook and twitter accounts; build and use email lists; continue to hold regular meetings.
  - ❑ Help needed: web and social media; design, branding and PR; organising meetings.
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WGRSS

## 4) Governance

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- ❑ In order to be representative, appropriately community and business-led, the Trust will need to monitor feedback from beneficiaries.
- ❑ Progress so far: initial meetings held with all groups and stakeholders; all Trustees committed.
- ❑ Next steps: explore administrative options; ensure a good balance between transparency, inclusivity and effectiveness.
- ❑ Help needed: expertise and experience in development trusts; administrative support for Trust projects.



# What's happening tonight?

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- ☐ Sharing information about the Trust and its projects, asking questions, raising concerns etc.
  - ☐ Signing up to support the Trust
  - ☐ Signing up to one of the four working groups
  - ☐ Volunteering time, skills, experience, resources etc.
  - ☐ Ideas for fundraising initiatives
-

# Contact details

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- The Trust [n15developmenttrust@gmail.com](mailto:n15developmenttrust@gmail.com)
- The WCC [wardscornercommunity@riseup.net](mailto:wardscornercommunity@riseup.net)
- C Burgos (Chair) [pedroachatatrust@hotmail.com](mailto:pedroachatatrust@hotmail.com)
- V Alvarez [elcafetalervices@hotmail.com](mailto:elcafetalervices@hotmail.com)



From: Abigail Stevenson <abigail.a.stevenson@gmail.com>

Date: 10 December 2013 17:25

Subject: Fwd: 231-243 High Road N15 5BT

To: alan.strickland@haringey.gov.uk

Cc: planningcustomercare@haringey.gov.uk

Dear Alan,

Would you please be able to give me a progress report on this matter.

Kind Regards

Abigail Stevenson

Barch (Hons) Prof Dip AEES

Architectural Designer

0787 2030 132

<http://www.wix.com/abigailastevenson/architectural-designer>

----- Forwarded message -----

From: Abigail Stevenson <abigail.a.stevenson@gmail.com>

Date: 3 December 2013 18:54

Subject: 231-243 High Road N15 5BT

To: planningcustomercare@haringey.gov.uk

Dear Duty Planning Officer,

Ref: PP-02037559

I am writing to follow up the submission of the amendments to the planning application at 231-243 High Road N15 5BT. It was submitted on the 8th of October 2013 and as of yet I have not

had any communication from Haringey Council's Planning Department about validating it or what other information you require for it to become valid.

I would appreciate some guidance on this issue, as to my knowledge I have fulfilled all of the requirements as stipulated in the letter recieved on the 5th of July 2012 (attached).

Kind Regards

Abigail Stevenson

Barch (Hons) Prof Dip AEES

Architectural Designer

0787 2030 132

<http://www.wix.com/abigailstevenson/architectural-designer>



----- Forwarded message -----

From: Holt Jeffrey <Jeffrey.Holt@haringey.gov.uk>

Date: 6 January 2014 09:57

Subject: RE: 231-243 High Road N15 5BT

To: Abigail Stevenson <abigail.a.stevenson@gmail.com>

Hi Abigail,

Yes I saw your email and I apologise for not replying earlier. The application is with my managers and I have been seeking confirmation that the application can be validated. I will let you know as soon as this occurs.

Kind regards,

Jeffrey Holt | Planning Officer

Development Management | Planning Service | Haringey Council

River Park House 225 High Road | London | N22 8HQ

Tel: 020 8489 5131 | Mob: 07896 934 850

[www.haringey.gov.uk](http://www.haringey.gov.uk)

Please help to save paper by not printing this email unless absolutely necessary.

From: Abigail Stevenson [mailto:[abigail.a.stevenson@gmail.com](mailto:abigail.a.stevenson@gmail.com)]

Sent: 03 January 2014 17:12

To: Planning Customer Care Team; Holt Jeffrey

Subject: Re: 231-243 High Road N15 5BT

Hi Jeffrey,

I hope that you had a good Christmas break, and I wish you all the best in the new year.

Did you manage to get a look at the attached email before Christmas? I am in my office on Monday so will give you a call then, see if we can't get this matter progressed.

Best Regards

Abigail Stevenson

Barch (Hons) Prof Dip AEES

Architectural Designer

0787 2030 132

<http://www.wix.com/abigailastevenson/architectural-designer>

On 17 December 2013 20:55, Abigail Stevenson <[abigail.a.stevenson@gmail.com](mailto:abigail.a.stevenson@gmail.com)> wrote:

Dear Jeffery,

We (the Wards Corner Community Coalition) met with Chantelle Barker last night to feed into the ongoing consultation in the area regarding the Future of Tottenham. She had kindly enquired into the progress of the validation of the Planning Application for 231-243 High Road N15 5BT; reference PP-02037559 (hereafter, the community plan), submitted on the 8th October 2013 on our behalf, and read out an email she had received from Patrick in reply to her query during our meeting.

It read (paraphrasing) that the community plan had been held up in planning, but in any case could not be validated because an equalities impact assessment had not been submitted.

With regard to the plan being 'held up' in planning, I would like to point you towards your own guidance on the Haringey Planning website (included below for your reference). Over two months have now expired, and we have not received a letter either confirming validation or notifying us of any missing information. While we appreciate Chantelle's efforts to secure an update for us, you can imagine our dismay and frustration to hear the council's response in such an informal manner, in direct contradiction with your own policies and processes. Prior to

meeting with Chantelle, we had enquired several times about the status of our application and had at no stage received the information relayed to her. It is disappointing that direct communication with us has been so lacking.

Regarding the request for an Equalities Impact Assessment to accompany this application, as you would expect, the WCC firmly believe that the equalities impact of any planning application should be properly and fully assessed prior to a decision being made. However the duty is on the Local Authority to carry out this assessment, not on the applicant. We would be very happy to work with the Council in designing and carrying out an Equalities Impact Assessment of our proposal in order to enable the Council to comprehensively and confidently fulfil its duty under the Equalities Act 2010. In no way, however, would such matters prevent the Council from fulfilling the validation process in a timely and appropriate manner, in accordance with its own policies.

We kindly request the Council's written response with regard to the validation of the community plan by Friday 20 December. We also ask for your assurance that communications with us will be improved from this point forward.

I am sure you can understand our frustration at the lack of due process in this matter, as we are eager to get the community plan validated and to work with you to carry out the necessary consultation involved in the planning application process.

In the New Year we will be releasing a statement to the press, and we would very much like to announce the validation of the community plan and talk about community and council working together.

Kind Regards

Abigail Stevenson

On behalf of

Wards Corner Community Coalition (WCC)

Validation - Usually within 5 days of receipt

Upon receipt, applications are checked to make sure that all the required documentation and plans are present and that the correct fee has been submitted. If anything is missing we will write to the applicant detailing what is missing and requesting that the required information and/or fee be submitted so that the application can proceed.

[http://www.haringey.gov.uk/index/housing\\_and\\_planning/planning-mainpage/applications/the\\_planning\\_application\\_process.htm#validation](http://www.haringey.gov.uk/index/housing_and_planning/planning-mainpage/applications/the_planning_application_process.htm#validation)

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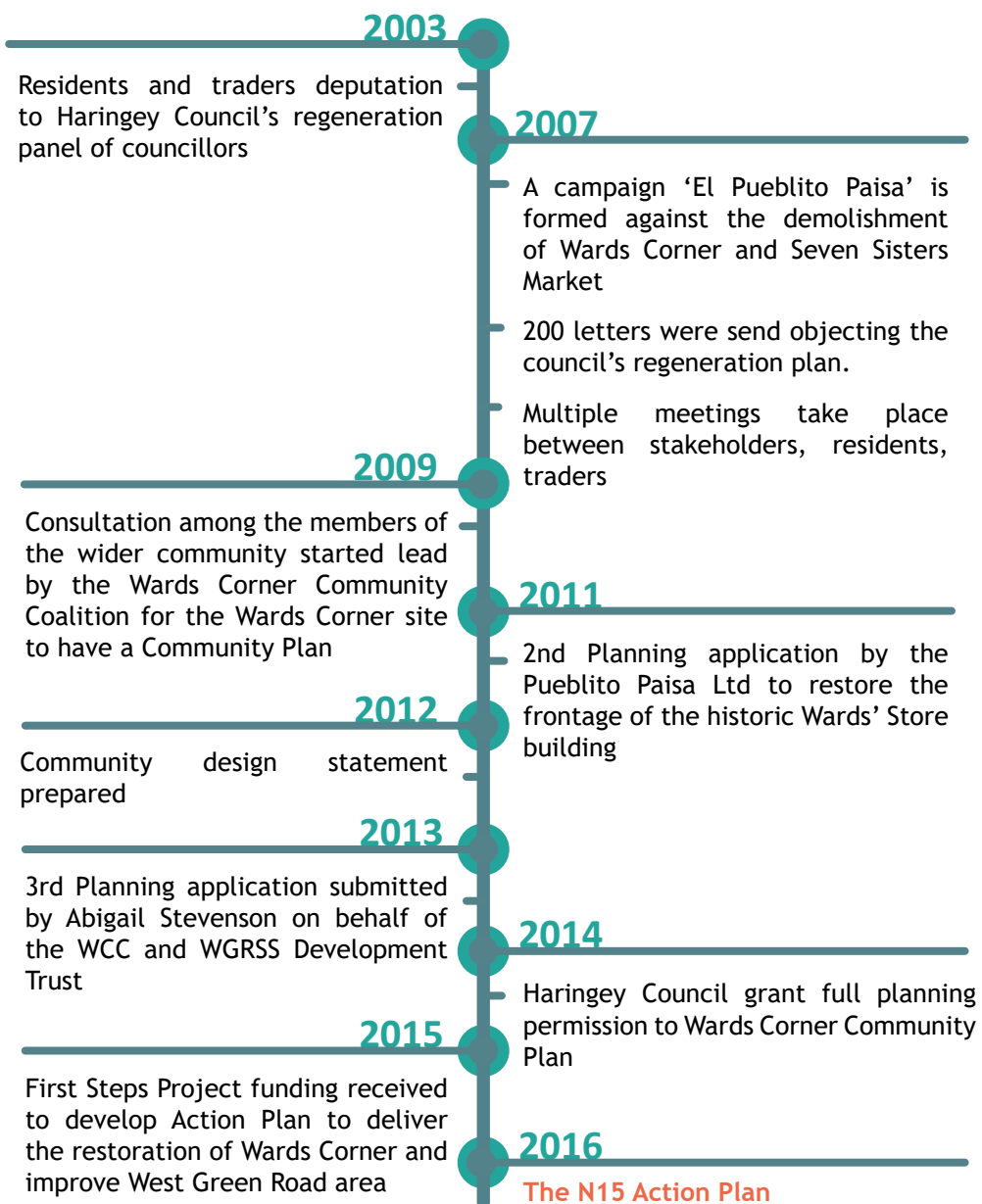


# THE N15 • ACTION • PLAN

**WEST GREEN ROAD  
& SEVEN SISTERS  
DEVELOPMENT TRUST**

## TIMELINE

Here is a brief history of the significant events in the last decade of campaigning to restore Wards Corner, as well as improve Seven Sisters Indoor Market and the surrounding area.



## INTRODUCTION

Wards Corner is the landmark building as you approach Tottenham from the south along the historic High Road. The former department store is the recognisable feature of the area for those arriving via the Victoria Line tube service, and along with the Seven Sisters Indoor market is the heart of the West Green Road community. It includes locally-listed heritage buildings, and the N15 postcode area is amongst the most ethnically diverse places in the UK.

Since the early 2000s, various local residents associations, market traders, business organisations and other community groups have been campaigning to retain, conserve and restore Wards Corner. These groups include Wards Corner Community Coalition (WCC) and El Pueblito Paisa Ltd. In 2008, four members of WCC and Pueblito Paisa set up the West Green Road / Seven Sisters Development Trust ('the Trust'), a non-profit company Limited by Guarantee. The main ambition of the Trust is to provide a vehicle for community and business-led improvements of the area.

For over seven years, Wards Corner has been earmarked for commercial development and this created uncertainty for many people working and living in the area. Through the community plan, the Trust aims to empower the local community so that local residents and businesses have a say and play a role in its future.

### THE WARDS CORNER COMMUNITY PLAN

The Trust's first project is to deliver the community plan of restoring and getting back in new use the Wards building, a former Edwardian department store of heritage value.

The proposal is to bring the empty space back into use for community facilities, art and performance space, social and start-up enterprise, while retaining and improving the current multi-cultural indoor market.

The market is one of two in London (the other being Elephant & Castle) catering specifically to Latin American groups. It provides restaurants, clothing, and dedicated community legal and language services.

In May 2014 the community plan received planning permission from Haringey Council. In addition, the ground floor was listed as an asset of community value.



## WHO ARE THE DEVELOPMENT TRUST

Since receiving planning permission for the community plan, the focus has been on establishing the Trust as the delivery vehicle for putting the community plan into action. This builds on the long campaigning work of WCC, Pueblito Paisa, and other community groups.

We have worked in particular on informing residents, traders, local businesses and key stakeholders such as Haringey Council and Transport for London about the Trust, developing strong and positive working relationships.

The Trust formally launched itself in June 2015, following these key stakeholder meetings and is now working towards securing a long-term lease of the Wards building from Transport for London in order to deliver the community plan.

## AIMS

- 1** To promote the West Green Road and Seven Sisters Area as the Gateway to a multi-cultural rich diverse Tottenham
- 2** To promote, support and facilitate the local community to take part in and deliver this vision
- 3** To acquire, hold and manage assets, actively seek out opportunities to deliver regeneration within the West Green Road/Seven Sisters area for community benefit
- 4** To restore and manage the Wards building facilities including the Seven Sisters Indoor Market and surrounding public realm

## DEVELOPING THE TRUST ACTION PLAN

In 2015 the Trust was one of 115 community groups to receive funding from the national organisation Locality as part of their First Steps programme of support to communities. With advice and help from the Community Development Foundation, the First Steps project enabled the Trust to develop an action plan covering the period 2016-2020, in which it would deliver the approved community plan for Wards Corner.

The Trust's action plan provides a common purpose and focus that will guide its ongoing work. In doing so, the Trust aims to build leadership, confidence, trust and skills within the community, along with establishing productive ways of working that will continue beyond the activity of the First Steps project.

### COMMUNITY INVOLVEMENT

The Trust's Action Plan has been developed by the community to ensure it has support of local traders, businesses and residents, and draws on local expertise and experience.

Local people have been involved in organising, publicising and running events and activities, helping to develop and sustain the Trust and keeping it well connected to the community. In addition the project draws on the broader community involvement including WCC's mailing list of over 700 supporters, Facebook page with over 300 likes, and twitter account with over 600 followers.

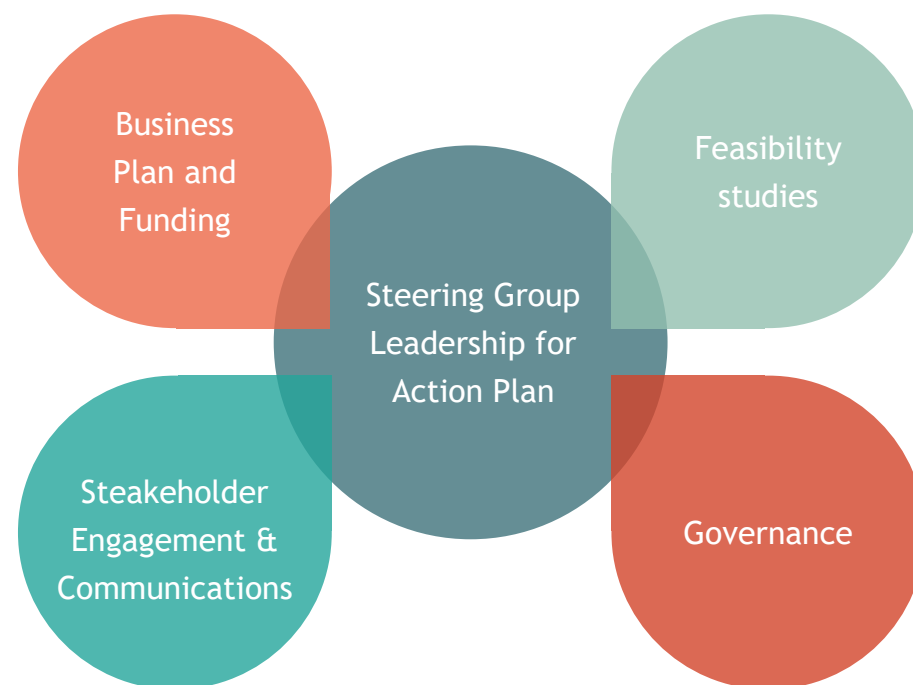
Partnership work has involved the Our Tottenham network of community groups, the Tottenham Traders Partnership, the North East London branch of the Federation of Small Businesses, the Pedro Achata Trust, Pueblito Paisa Association, Latin Corner, Latin Elephant and the London-wide planning network Just Space.

## WORKING GROUPS

To develop the Action Plan a Steering Group was set-up to lead the project. The Steering Group met regularly to review and plan events and activities, and take a strategic view of the First Steps project. It also had responsibility to determine the best use of the training and support provided, and to decide how to spend the funding from Locality.

The Steering Group members are drawn from a variety of local residents and business people, who are all passionate about the Wards Corner plan.

The Working Groups are led by two or three representatives, who take the lead in organising meetings and activities, and sharing the outcomes of discussions with the broader Steering Group and the community at public events. In late 2015 a number of well attended public consultation events were held to stimulate community discussion and inform the Action Plan.



The four working groups





## BUSINESS PLAN AND FUNDING

### OUR ROLE

Work has been done on drafting a good business plan that secures funding to develop the Trust and deliver the community plan.

The Business Plan will set out the costs of restoring the Wards Corner building, the anticipated rental income from traders and groups using the restored and extended market space, the anticipated management costs, and funding/financing models. The starting point for the Working Group is the Business Plan already prepared for the planning application to Haringey Council. This plan is being revised to ensure it is fit-for-purpose when approaching funders and the site landowner Transport for London.

#### PRIORITY ACTIONS FOR 2016

- Meet with Transport for London (TfL) in order to clarify their requirements for the Business Plan
- Estimate potential purchase price of a long-lease of the Ward's Store building
- Identify and contact individuals and organisations to seek assistance in developing the Business Plan
- Review the Business Plan submitted to Haringey Council to ensure alignment with their policies and plans
- Add a 'Social Value' assessment to the Business Plan

## FEASIBILITY STUDIES

### OUR ROLE

Work has been done to develop understanding of the technical and financial feasibility of the Trust's first project to deliver the community plan for Wards Corner.

The starting point for the Working Group is the information already prepared by the Trust and WCC for the purposes of the planning application. Developing this further will help us to secure funding, gain support from key stakeholders such as Haringey Council and Transport for London and to get ready to restore the Wards building. Technical and professional skills and surveys will be needed in order to prepare this information for the community plan.

#### PRIORITY ACTIONS FOR 2016

- Submit first stage application to Heritage Lottery Fund's Heritage Enterprise grant programme. If successful, prepare and submit the second stage application
- Identify funding options and training opportunities for preparing the Feasibility Studies
- Develop the identified aspects to be considered in the Feasibility Studies, such as, Social Value, Environmental Value, Human Value, Economic Value, Heritage Value, Architectural Value and Market Value
- Determine a schedule for preparing the Feasibility Studies i.e. in what order should the studies be done?
- Have a joint meeting with the Business Plan group to ensure consistency and to decide who will lead on which elements, in particular relating to the Business Plan

## STAKEHOLDER ENGAGEMENT & COMMUNICATIONS

### OUR ROLE

We have made progress with our strategy to communicate the activities of the Trust, and develop productive and supportive relationships with key external individuals and organisations.

This includes communication and engagement with the Trust's beneficiary communities - market traders, local businesses, local residents and those who use the town centre - as well as broader promotional and outreach work, both of which are essential to building support for and developing the Trust's reputation. In addition, we recognise the importance of productive relationships with the current owner of the Wards building, Transport for London, Haringey Council, the Greater London Authority, local community and business groups, and potential development partners and funders.

#### PRIORITY ACTIONS FOR 2016

- Arrange visits to Seven Sisters market for the main candidates for London Mayor and the London Assembly
- Produce and distribute a pamphlet outlining the history of the Wards Corner campaign and the aims and role of the Trust
- Enhance the Trust's profile with regular activity on FaceBook, Twitter, and by email communication to supporters
- Host regular Trust meetings with key officials at Transport for London and Haringey Council
- Start a campaign to encourage traders and customers to promote the market and neighbouring area to their contacts

## GOVERNANCE

### OUR ROLE

Work has been done by Trustees to develop a legal structure, and in particular how it operates in relation to funders and the community.

The key task now is to identify and begin to put in place suitable executive and management structures for the Trust's first project of restoring Wards Corner. This will include the aims and objectives of the Trust, the relationship between the Trust and its beneficiary communities, membership of the Trust, the role and appointment of Trustees, the role and organisation of the management group for the Trust's first project and the governance implications of different financing models.

#### PRIORITY ACTIONS FOR 2016

- Produce a 'plain English' summary of the existing governance arrangements for the Trust to raise awareness of how it operates
- Develop written policies for membership of the Trust
- Develop written principles and policies for Trust decision-making
- Develop a proposal for governance arrangements for the Trust's first project
- Consult with the community about the governance structure



## GET INVOLVED

Join our email list  
[n15developmenttrust@gmail.com](mailto:n15developmenttrust@gmail.com)

Like us on Facebook  
[N15DevelopmentTrust](https://www.facebook.com/N15DevelopmentTrust)

Follow us on twitter  
[@n15devetrust](https://twitter.com/n15devetrust)

Check our website for updates  
[n15developmenttrust.wordpress.com](http://n15developmenttrust.wordpress.com)

## THE TRUSTEES

West Green Road/ Seven Sisters Development Trust: Carlos Burgos, Victoria Alvarez, Lagu Sukumaran, Raul Mancera

## THE STEERING GROUP

Steering group for the Trust's First Steps project: Abigail Stevenson, Ali Rose Rees, Aurora, Jaime Peschiera, Martin Ball, Mirca Morera, Mital Patel, Ricardo Johnson, Rickey Gill, Shirley Hanazawa, Susie Finlayson and Victora Alvarez.

In addition, the following have also attended Steering Group meetings and contribute to the work of the First Steps project: Sue Penny; Jenny Imhoff; Candy Amsden; Raul Avila and Santa Pedone and Suman Joshi.

Many thanks to Pooja Agrawal, Gabriela Viera and Elza Gomes Gallo for the design and layout.

You can learn more about the Trustees and the Steering Group members from our website.



## NEXT STEPS

### 2016

Year one will focus on continued development of the Trust itself. Developing the Business Plan, securing funding, undertaking further feasibility studies, building good relationships with key stakeholders and partners and putting in place strong and appropriate governance arrangements.

### 2017

Year two will focus on finalising, funding, financing and purchasing a long-lease of the Wards building from Transport for London and putting in place the executive team and management structures that will deliver the Trust's first project.

### 2018 -2020

Years three to five will focus on completing the restoration of the building, managing the process of moving existing market traders into the new market space as it becomes available through the phased restoration, letting new market and community space, managing the restored buildings for the benefit of the community and programming events and projects.



# PLAN DE ACCIÓN PARA LA RESTAURACIÓN DE WARDS CORNER

El N15 Development Trust (Fideicomiso de N15) es una organización formada por miembros de la comunidad local, cuyo primer proyecto es la entrega del plan de la comunidad para restaurar el edificio Wards Corner en Seven Sisters, y así recuperar el espacio vacío para brindar instalaciones a favor de la comunidad, exposiciones artísticas y eventos, creación de empresas, y retener y mejorar el mercado interior multicultural actual.

El mercado es uno de los dos sitios en Londres (siendo el otro Elephant & Castle) que abastece específicamente a grupos de América Latina, proveyendo alimentos, bienes, servicios legales y de idioma, entre otros. En mayo de 2014, el plan de la comunidad recibió el permiso de planificación y la planta baja del edificio fue catalogado como un activo de valor de la comunidad.

El objetivo del Plan de Acción es proporcionar un propósito común y el enfoque que puede guiar el trabajo en curso para entregar el plan de la comunidad para Wards Corner. El Plan de Acción se centra en el período de los siguientes cinco años (2016-2020), que se describen a continuación:

**2016** se centrará en el desarrollo del Plan de Negocio, la obtención de fondos, llevar a cabo estudios de viabilidad adicionales, la construcción de buenas relaciones con los participantes y los socios claves y establecer acuerdos de gobernanza fuertes y apropiados.

**2017** se centrará en la finalización de la obtención de fondos, la adquisición de un contrato de arrendamiento a largo plazo del edificio Wards Corner y la puesta en marcha del equipo ejecutivo y de gestión que entregarán el primer proyecto del Trust.

**2018 - 2020** se centrará en completar la restauración del edificio Wards Corner, que resultará en la recuperación de espacio para la comunidad y nuevos negocios, y de este modo gestionar el edificio restaurado para el beneficio de la comunidad como programar diversos eventos y proyectos.

De forma paralela, el Trust seguirá trabajando con los residentes locales, los comerciantes del mercado, las empresas locales, entre otros para explorar y dedicarse a otros proyectos para la mejora del centro de la ciudad, por ejemplo a lo largo de Suffield Road, West Green Road y Seven Sisters Road.



From: Myfanwy Taylor <myfanwy.taylor@gmail.com>

Sent: 22 July 2015 15:45

To: CliveHenman@tfl.gov.uk

Subject: Re: TfL Meeting - 7 May - following up

Hello again - please could you reply asap or pass the query on to someone else and inform me.

With thanks, Myfanwy

On Thu, Jul 2, 2015 at 5:00 PM, Myfanwy Taylor <myfanwy.taylor@gmail.com> wrote:

Dear Mr Henman

I am writing to you again to urgently arrange a meeting on this matter.

With thanks, Myfanwy Taylor

On Mon, Jun 29, 2015 at 3:30 PM, Myfanwy Taylor <myfanwy.taylor@gmail.com> wrote:

Dear Mr Henman

I have now spoken with Martin and we meet with him tomorrow. I understand Martin was going to get in contact with you again following my email below, but as we haven't yet heard from you I am following up again directly. Please could you get back to me asap with some possible dates for a meeting to discuss the urgent situation of the current market lease.

I can be contacted by email or on 07932678030.

With thanks, Myfanwy

On Wed, Jun 24, 2015 at 10:57 AM, Myfanwy Taylor <myfanwy.taylor@gmail.com> wrote:

Dear Mr Henman

I am a volunteer with the West Green Road / Seven Sisters Development Trust, that has met a couple of times with Martin Teodorczyk regarding Wards Corner, Seven Sisters. I have over the past several weeks been trying to arrange via Martin a further meeting, including with yourself and Malcolm Howard in Engineering, in particular on the issue of the current lease of the market to Mrs Jill Oakley, which expires in September.

This is now getting very urgent as September is fast approaching and the issues of uncertainty

for traders that the Trust raised with Martin (see below) are increasing rapidly. I understand from Martin's email below that he has been in touch with you about this. We were expecting an update following this, but we have not yet had any further clarification. I am therefore contacting you directly and hope that you will be able to meet with the Trust asap in order to update on the situation.

Please do let me know when might be possible for you. We are happy to come to TfL or to host you at Seven Sisters.

With thanks, Myfanwy Taylor

On behalf of the West Green Road / Seven Sisters Development Trust

----- Forwarded message -----

From: Myfanwy Taylor <myfanwy.taylor@gmail.com>

Date: Thu, Jun 18, 2015 at 2:06 PM

Subject: Re: TfL Meeting - 7 May - following up

To: Teodorczyk Martin <Martin.Teodorczyk@gpf.org.uk>

Cc: el cafetal <elcafetalservices@hotmail.com>, Pedro Achata  
<pedroachatatrust@hotmail.com>

Dear Martin - following up on my email of a week ago to see if we can please fix a date to meet with you, Malcolm and Clive asap. Please let us know when would suit you. Happy to host you at the market or come to TfL if its easier for all three schedules.

Best wishes, Myfanwy

On Thu, Jun 11, 2015 at 2:38 PM, Myfanwy Taylor <myfanwy.taylor@gmail.com> wrote:

Dear Martin

Thanks for your reply and sorry for the delay in this reply. It probably makes sense to fix our next catch up meeting for the end of June. Is it possible to meet with Malcolm and Clive at the same time? We would be happy to host you all at Seven Sisters, but can also come to TfL if it is easier for the three of you. Could you suggest some dates that would work for you towards the end of June and I can then liaise with the Trustees to find the best time.

Meanwhile, the Trust is hosting a public meeting next Wednesday 17 June, so we are

progressing well!

With best wishes,

Myfanwy

On Fri, May 15, 2015 at 4:40 PM, Teodorczyk Martin <Martin.Teodorczyk@gpf.org.uk>

wrote:

Myfanwy

It was good to meet with you again and I'm sorry for the delay in getting back to you. In order of your points:

\* The engineering contact is Malcolm Howard (Malcolm.Howard@tube.tfl.gov.uk) and Clive Henman is on CliveHenman@tfl.gov.uk . Malcolm will also be able to guide you on engineering drawings etc.

\* TfL/LUL is a Best Value authority as per the Local Government Act 1999 <http://www.legislation.gov.uk/ukpga/1999/27/contents> . This means that we have a Common Law duty to obtain best value for things like property and cannot dispose at an undervalue.

\* I am not personally aware of a dedicated contact within Crossrail 2, but a colleague is kindly trying to find out for me. In the meantime the general site is <http://crossrail2.co.uk/consultation/>

\* I am sorry to hear of the anxiety among the traders. I met with Clive and others and he is seeking some clarity from Jill and will be able to update.

\* Unfortunately the upstairs of the department store building is not suitable for use in its present state and given the current uncertainty around the property isn't available for a new lease.

\* I'd be happy to come to Seven Sisters and am available all through June for a further meeting.

We also discussed the current lease that Jill takes from us, but I have been told that this is a private contract and can't be sent.

Kind regards

Martin

Martin Teodorczyk | Property Development Manager | TfL Property (Development)

Commercial Development Directorate

4th Floor (South Wing), 55 Broadway, London, SW1H 0BD

T: 020 3054 3885 (Auto 83885)

M: 07515 331577

Email: [martinteodorczyk@tfl.gov.uk](mailto:martinteodorczyk@tfl.gov.uk)

Please consider the environment before printing this email

From: Myfanwy Taylor [<mailto:myfanwy.taylor@gmail.com>]

Sent: 07 May 2015 16:27

To: Teodorczyk Martin

Cc: el cafetal; Pedro Achata

Subject: TfL Meeting - 7 May - following up

Dear Martin

Thanks very much for a very helpful meeting today. A quick email to follow up on the main things we agreed at end of meeting:

- Could you put us in touch with the relevant person from the Engineering division and with Clive Henman from Property Management, so we can arrange a meeting with the Trust? Obviously very happy for you to join this.
- You were going to locate and send us copies of the relevant documents relating to TfL property strategies, including relating to best value and disposals.
- You were going to look into whether there was a community engagement person/team working on Crossrail 2 yet and put us in touch if so. Also to pass on any strategies/documents relating to Seven Sisters yet.
- As Patrick and Sara said, the uncertainty about what is happening to the lease on the corner building after September is causing traders stress and difficulty in making investment

decisions and plans for their livelihoods. You were going to pass this to your colleagues and come back to us with some kind of response.

- Finally, you were going to get back to us about the Trust's idea for securing 'meanwhile use' of the upper floors of the corner building.

It will be good to host you for our next meeting in Seven Sisters! As we are now in early May, it would be good to have our next meeting in mid June. But lets keep in touch til then of course if anything comes up.

With thanks,

Myfanwy

On behalf of West Green Road / Seven Sisters Development Trust

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# Transport for London



By email

Marta Hinestroza  
Oasis Unisex Salon  
Unit 48/49  
231 High Road  
London  
N15 5BT

Transport for London  
Commercial Development

5<sup>th</sup> Floor, West Wing  
55 Broadway  
London  
SW1H 0BD

Tel No: 020 3054 3417

27 July 2015

Dear Ms Hinestroza,

## **Seven Sisters Market, Tottenham N15**

Thank you for your letter of 7 July. I recognise the concerns you have raised and want to take the opportunity to explain our position regarding the lease assignment process.

We have historically sought to manage the Seven Sisters Market through a market manager with whom we hold the formal tenant / landlord relationship. The market lease and associated management role has been held for a number of years by Mrs Jill Oakley. Mrs Oakley now wishes to step back from this position, and she has made an application to assign her lease. Mrs Oakley has the legal right to do so under the terms of her lease.

The process of assignment requires the consent of London Underground Limited as the landlord, but legally this consent cannot be unreasonably withheld or delayed. From the information supplied, we have no reason to resist the application, and we anticipate that the assignment process will be completed in September.

We have always sought to allow the continuation of the site as a market. The assignment of the lease as proposed by Mrs Oakley meets our obligations and will allow the market to continue trading.

We, of course, recognise the uncertainty that the area's potential development poses. We value the contribution small businesses make to local communities, and actively work with and promote these activities across London. We are committed to working with all parties through this period of change.

Regarding the longer term implications for the market, I am pleased to hear that you have had useful discussions with Martin Teodorczyk, our Senior Property Development Manager. I know that Martin is assisting you in arranging discussions with other TfL departments and has explained the type of information we will need to be able to assess the commerciality of your proposals.

Within TfL, we have distinct roles in this process: as transport operator and as landowner. As a transport operator, we need to make sure any proposed development does not adversely affect the operation of the station or other transport services. As a public sector landowner, we are legally obliged to seek best value in any commercial dealings, including any proposed development.

In terms of your long-term plans for community-led restoration, I encourage you to keep working constructively with Martin, as well as with the Borough and other interested third parties.

In the interim, I would welcome the opportunity to meet up, and if you contact my PA, Janine Thrush, at [janinethrush@tfl.gov.uk](mailto:janinethrush@tfl.gov.uk) or on 020 3054 7994, she will find a date for me to come to the market to meet you and others who you may wish to invite.

Yours sincerely



**Graeme Craig**  
Director of Commercial Development

Email: [graemecraig@tfl.gov.uk](mailto:graemecraig@tfl.gov.uk)

cc. Isabel Dedring, Deputy Mayor for Transport





c/o Marta Hinestroza  
Oasis Unisex Salon  
Unit 48/49  
231 High Road  
London  
N15 5DT

Email: [martahinestroza@hotmail.com](mailto:martahinestroza@hotmail.com)

Tuesday 11 August 2015

Graeme Craig  
Head of Commercial Development  
Transport for London  
55 Broadway  
London  
SW1H 0BD

By email: [graemecraig@tfl.gov.uk](mailto:graemecraig@tfl.gov.uk)

Cc: Isabel Dedring, Deputy Mayor for Transport

Dear Mr Craig

**SEVEN SISTERS MARKET, TOTTENHAM, N15**

Thank you for meeting with us yesterday to discuss our concerns about the current situation regarding the lease of Seven Sisters market, following our exchange of correspondence (letters dated 7 and 27 July). At our meeting you confirmed you would take a number of actions, including 1) exploring in detail with your legal team whether any of the issues we raised amount to good reasons for TfL not to approve a request to transfer and/or renewal of lease to a third party with links to Grainger; 2) addressing the lack of response we have had from your property management team despite numerous requests for a meeting; and 3) seeking clarifications from Grainger's operator in relation to their plans for the market should they secure the lease, in light of the concerns we have raised and TfL's own intention that the market continue, and setting up productive discussions between all three parties both in the short and long-term. We welcome these commitments and look forward to productive working arrangements with TfL as we work towards delivering the community plan for the Wards building.

We are writing to you now to reiterate our view that the issues raised in our letter dated 7 July and in the statement read out by Marta Hinestroza (attached) at our meeting provide TfL with numerous good reasons not to approve any request for transfer or renewal of a lease to Grainger's operator. We have not received responses on any of the concerns raised and therefore remain of the view that such a transfer and/or renewal would put the market in jeopardy. While the actions you proposed are welcome, they do not provide us or indeed TfL with any assurance in the short term. As such, we expect that your legal team will be considering in detail whether TfL is in a position to approve a request to transfer and/or renewal in light of the issues raised in our letter of 7 July and in Ms Hinestroza's statement and the lack of assurances provided. We urge TfL to make a short-term interim arrangement to allow a proper, open and consensual process to occur. An outcome in which a transfer was made to Grainger's operator just weeks or

days before the current lease expires and then the lease renewed without a proper, open process occurring would raise serious doubts about TfL's operation as a public body which we and others would seek to address through legal and public routes.

Finally, and without prejudice to the issues outlined above, as you know, the traders' organisation, El Pueblito Paisa Ltd has communicated traders' wish, experience and readiness to take over the market lease in the short-term, to both TfL and Mrs Oakley. In recent days, Mrs Oakley has indicated that she could transfer her current lease to the traders, should TfL approve the traders' organisation for such a transfer. Please could you provide urgent information regarding your requirements, so that El Pueblito Paisa Ltd can proactively and rapidly undertake this validation process.

We look forward to further productive dialogue with you and your colleagues, both in relation to the short-term issue of the market lease and our longer-term ambitions for the Wards building.

Yours sincerely

Marta Hinestroza  
Patrick Rey  
Carlos Burgos

On behalf of El Pueblito Paisa Ltd and the West Green Road/Seven Sisters Development Trust



# Transport for London



By email

Marta Hinestroza  
c/o Oasis Unisex Salon  
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N15 5BT

Transport for London  
Commercial Development

5<sup>th</sup> Floor, West Wing  
55 Broadway  
London  
SW1H 0BD

10 September 2015

Tel No: 020 3054 3417

Dear Ms Hinestroza

## **Seven Sisters Market, Tottenham N15**

Thank you for your letter of 11 August 2015, which was addressed to Graeme. He has asked me to respond to the enquiry on his behalf, as Head of Property Management.

First I should confirm that we have approved the assignment of the market lease to Market Asset Management (MAM). Ms Oakley presented us with only MAM for her proposed assignee, and we deemed MAM an acceptable assignee. Direct management of the market was not a viable option for us.

On your wider points, I must make it clear that our involvement in the market is that of a private landlord. The market is not a part of our operational portfolio, and the lease that we are discussing is part of our commercial portfolio.

Furthermore, I should underline that our primary function is as a transport authority. It is our statutory responsibility to deliver London's transport infrastructure and services. Our role as a private landlord (as we are in this context) is distinct from our role as transport authority, and we manage our commercial property and other non-operational assets to help increase the finance needed to improve London's transport services and infrastructure.

We recognise the unique position in which we find ourselves. I assure you that we always aim to support our tenants while securing best value from our non-operational assets. Here, we are keen to co-operate with all relevant stakeholders, including the traders, Grainger, its partners and LB Haringey.

As you know, the current lease will shortly expire and we are currently in negotiations with MAM, as the current tenant and in the absence of any alternative offer. In coming to a decision about the terms of a future lease, we will recognise both the planning obligations imposed by LB Haringey requiring

the retention of the market as part of any wider redevelopment and our own commitment to seeing a market continue to operate successfully.

In view of the concerns you have expressed to Graeme, I hope you would support the instigation of regular meetings amongst these parties to share information on the market and any development proposals.

Before then, I suggest that we reassemble to address any questions you may have resulting from this letter and to establish a basis upon which a wider stakeholder group can be created.

If you agree, I will ask Janine to set up a meeting.

Yours sincerely



**Elspeth Miller**  
Head of Property Management

Email: [elspethmiller@tfl.gov.uk](mailto:elspethmiller@tfl.gov.uk)

cc. Isabel Dedring, Deputy Mayor for Transport  
cc. Graeme Craig, Director of Commercial Development



Begin forwarded message:

From: Miller Elspeth <ElspethMiller@tfl.gov.uk>

Date: 12 September 2015 2:41:38 pm BST

To: Development Trust <n15developmenttrust@gmail.com>

Cc: Craig Graeme <GraemeCraig@Tfl.gov.uk>, Teodorczyk

Martin <Martin.Teodorczyk@gpf.org.uk>, Thrush

Janine <JanineThrush@tfl.gov.uk>,

"pedroachatatrust@hotmail.com" <pedroachatatrust@hotmail.com>, el

cafetal <elcafetalservices@hotmail.com>,

"martahinestroza@hotmail.com" <martahinestroza@hotmail.com>

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Dear Ms Taylor

Thank you for your email. I appreciate the concerns that you have raised and would like to meet you at the earliest opportunity. I am relatively new to TfL and believe it would be helpful for all parties to meet to understand your situation and to provide clarity as to our position. There are a number of questions which you rightfully deserve answers to. I am available on Tuesday afternoon? and would be accompanied by colleagues from our Commercial Development team.

Please let me know if you are available to meet at 2.30pm either at our offices at 55 Broadway SW1H ODB or at the Market.

I look forward to hearing from you.

Elspeth Miller

Head of Property Management

Sent from my iPhone

On 11 Sep 2015, at 16:02, Development Trust

<n15developmenttrust@gmail.com> wrote:

Dear Ms Miller and Mr Craig

I write on behalf of the West Green Road/Seven Sisters  
Development Trust, and the Seven Sisters market traders  
organisation, El Pueblito Paisa Ltd.

Firstly, we consider the late reply to Ms Hinestroza's letter of 11  
August unacceptable. This is of course particularly so given the  
pressing and urgent timing of the matters of concern - as is well  
known to TfL. Given the current market lease expires on 16  
September, receiving a reply on 10 September - especially such an  
unhelpful one - amounts to obstruction of the reasonable and  
legitimate concerns and wishes of the Trust to take on the lease of  
Seven Sisters market.

Secondly, we would like to correct TfL's misunderstanding that 'no  
alternative offer has made' to the request from the new tenant,  
MAM, to extend their current lease. The Trust and El Pueblito  
Paisa Ltd have made clear both in meetings and in written  
correspondence several times that they wish to take over the lease.  
Most recently, in Ms Hinestroza's letter of 11 August, we re-  
affirmed our 'wish, experience and readiness to take over the  
market lease' and requested 'urgent information regarding your  
requirements [to approve a new tenant]'. We would therefore

consider any decision by TfL to proceed with an extension to the current lease on the grounds that there has been no alternative offer made to be factually incorrect and unsound.

Thirdly, we would like to correct a further misunderstanding, that TfL appear to assume that the Trust and El Pueblito Paisa Ltd wish TfL to take over the direct management of the market. This is not the case. The Trust and El Pueblito Paisa Ltd are registered companies that are in a position to take over the market lease from TfL, as clarified above, either singly or jointly, and would oversee all usual management issues as any tenant would. Our previous suggestion that TfL consider taking over direct management was limited to a short-term solution to allow TfL to conduct a proper public bidding process to find a new tenant for the market.

Fourthly, we would like to re-iterate our view that TfL is failing to fulfil Mayoral commitments to ensuring the continuation of Seven Sisters market. In response to Ms Hineostroza's letter of 7 July, which raised a number of concerns about the ability of traders to continue to operate under a management linked to developer Grainger, Mr Craig affirmed in his letter of 27 July that 'we have always sought to allow the continuation of the site as a market'. However, as we wrote on 11 August, we were not satisfied that the assurances given by Mr Craig in his letter or in our meeting adequately addressed the points raised. These points have not been addressed in Ms Miller's reply of 10 September, neither has she addressed any of the commitments Mr Craig made during our meeting on 10 August, that are recorded in the first paragraph of our letter of 11 August. As such, we remain of the view that TfL's intended course of action runs contrary to the Mayor of London's previous commitments regarding the market. We would ask again, please, that the commitments made by Mr Craig and the issues raised in our letter of 11 August are responded to directly.

Finally, we wish to re-emphasise the utter inadequacy of TfL's handling of this issue - in particular very late and insufficient replies to letters, lack of follow through on agreed actions in meetings and finally approving a transfer of a lease less than 2 weeks before the expiry date of that lease and then seemingly proceeding with an extension which avoids a proper open bidding process as would be expected of any public body, and especially in the case of such a strategic and contested site.

We would of course like to meet with you asap and to be involved in any further discussions regarding the future of the site.

However, we require an immediate response to the issues raised here - within 24 hours given that the lease is due to expire on 16 September. We remain hopeful that a possibility remains to take over the lease, and are ready to proceed immediately if so.

Please confirm receipt of this email.

Kind regards

Myfanwy Taylor

On behalf of West Green Road/Seven Sisters Development Trust  
and El Pueblito Paisa Ltd

----- Forwarded message -----

From: Thrush Janine <JanineThrush@tfl.gov.uk>

Date: Thu, Sep 10, 2015 at 1:39 PM

Subject: RE: SEVEN SISTERS MARKET, TOTTENHAM, N15

To: Myfanwy Taylor <myfanwy.taylor@gmail.com>

Cc: Craig Graeme <GraemeCraig@tfl.gov.uk>, Teodorczyk

Martin <Martin.Teodorczyk@gpf.org.uk>, Miller Elspeth

<ElspethMiller@tfl.gov.uk>

Dear Myfanwy



With sincere apologies, please find attached response to Marta Hinestroza's letter of 11 August. Graeme has asked Elspeth Miller (copied), Head of Property Management, to respond on his behalf.

Best regards

Janine

Janine Thrush | Commercial Development Director's Office  
PA to Graeme Craig, Director of Commercial Development  
Transport for London | 55 Broadway, London, SW1H 0BD  
?: 020 3054 7994 | Auto: 87994

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 24 August 2015 16:37

To: Thrush Janine

Cc: Patel Kumud; Craig Graeme; Teodorczyk Martin; el cafetal; Pedro Achata; marta cecilia hinestroza de la ossa; isa gutierrez sanchez

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Dear Janine

Is there any update on a response to this letter please?

With thanks

Myfanwy

On Wed, Aug 12, 2015 at 12:38 PM, Thrush Janine

<JanineThrush@tfl.gov.uk> wrote:

Dear Myfanwy

Many thanks for your email. I can confirm we have received your letter and will respond as soon as possible.

Best regards

Janine

Janine Thrush | Commercial Development Director's Office  
PA to Graeme Craig, Director of Commercial Development  
Transport for London | 55 Broadway, London, SW1H 0BD  
?: 020 3054 7994 | Auto: 87994

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 11 August 2015 16:59

To: Patel Kumud; Thrush Janine; Craig Graeme; Teodorczyk Martin

Cc: el cafetal; Pedro Achata; marta cecilia hinestroza de la ossa; isa gutierrez sanchez

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Dear Mr Craig

Many thanks for meeting with us yesterday at Seven Sisters market. Please find attached a letter from Marta Hinestroza, Patrick Rey and Carlos Burgos on behalf of El Pueblito Paisa Ltd and the West Green Road/Seven Sisters Development Trust following up on the issues discussed. I would be grateful if your office could confirm receipt of this letter and also a prompt reply given the urgency of the situation.

Please note I will have limited access to email over the next week, so please do copy any correspondence to those I have copied to this email.

With thanks

Myfanwy Taylor

On Fri, Aug 7, 2015 at 5:47 PM, Myfanwy Taylor

<myfanwy.taylor@gmail.com> wrote:

Dear Kumud

We would like to confirm the meeting with Mr Craig for 3-4pm on Monday 10th August at Seven Sisters market, thank you. When Mr Craig arrives, he should come to Pueblito Paisa Cafe which has a terrace extending onto the High Road and is immediately in front of you as you face the Wards building from the High Road. Any difficulties please do call me on 07932678030.

With thanks for your assistance,

Myfanwy

On 7 Aug 2015 15:48, "Patel Kumud" <KumudPatel@tfl.gov.uk> wrote:

That's fine, I am holding both slots for you.

Have a lovely week-end.

Regards

Kumud

Kumud Patel | PA Director's Office | Commercial Development

5th Floor, West Wing, 55 Broadway, London SW1H 0BD

? : 020 3054 3420 (Auto: 83420)

M: 07808 732003

? kumudpatel@tfl.gov.uk

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 07 August 2015 15:47

To: Patel Kumud

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

thanks Kumud, just liaising with the Trustees on this and will confirm asap. Best wishes, Myfanwy

On Fri, Aug 7, 2015 at 3:18 PM, Patel Kumud

<KumudPatel@tfl.gov.uk> wrote:

Myfanwy,

Sincere apologies for the delay in getting back to you.

The earliest slots we can offer for Graeme to meet at Seven Sisters Market are as follows:

10 August 3.00-4.00pm

13 August – 9.30-10.30am

Should the above slots not be suitable we would have to look at dates after he returns from leave in early September.

I look forward to hearing from you.

Kind regards

Kumud

Kumud Patel | PA Director's Office | Commercial Development

5th Floor, West Wing, 55 Broadway, London SW1H 0BD

? : 020 3054 3420 (Auto: 83420)

M: 07808 732003

? kumudpatel@tfl.gov.uk

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 07 August 2015 14:54

To: Patel Kumud

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Thanks Kumud, much appreciated. Myfanwy

On Fri, Aug 7, 2015 at 2:44 PM, Patel Kumud

<KumudPatel@tfl.gov.uk> wrote:

Hi Myfanwy,

Apologies that you have had to chase, I am currently going through Graeme's diary and will forward you his availability within the next 15 minutes.

Regards

Kumud

Kumud Patel | PA Director's Office | Commercial Development

5th Floor, West Wing, 55 Broadway, London SW1H 0BD

? : 020 3054 3420 (Auto: 83420)

M: 07808 732003

? kumudpatel@tfl.gov.uk

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 07 August 2015 14:41

To: Patel Kumud

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Hello Kumud - could you send me an update on this please?

With thanks, Myfanwy

On Thu, Aug 6, 2015 at 1:25 PM, Patel Kumud

<KumudPatel@tfl.gov.uk> wrote:

Myfanwy, my pleasure and no problem at all.

Regards

Kumud

Kumud Patel | PA Director's Office | Commercial Development

5th Floor, West Wing, 55 Broadway, London SW1H 0BD

? : 020 3054 3420 (Auto: 83420)

M: 07808 732003

? kumudpatel@tfl.gov.uk

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 06 August 2015 13:24

To: Patel Kumud

Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15

Thanks so much Kumud! Myfanwy

On Thu, Aug 6, 2015 at 1:23 PM, Patel Kumud

<KumudPatel@tfl.gov.uk> wrote:

Hi Myfanwy,

Thank you for below email, I will get back to you shortly with Graeme's availability.

Regards

Kumud

Kumud Patel | PA Director's Office | Commercial Development  
5th Floor, West Wing, 55 Broadway, London SW1H 0BD  
?: 020 3054 3420 (Auto: 83420)  
M: 07808 732003  
? kumudpatel@tfl.gov.uk

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]  
Sent: 06 August 2015 13:14  
To: Patel Kumud  
Subject: Fwd: SEVEN SISTERS MARKET, TOTTENHAM, N15

Forwarding to you as Janine is away. Please could you confirm receipt and advise as to potential meeting dates with Mr Craig asap as per correspondence below.

With thanks,

Myfanwy Taylor

----- Forwarded message -----

From: Myfanwy Taylor <myfanwy.taylor@gmail.com>  
Date: Thu, Aug 6, 2015 at 1:12 PM  
Subject: Re: SEVEN SISTERS MARKET, TOTTENHAM, N15  
To: Craig Graeme <GraemeCraig@tfl.gov.uk>,  
janinethrush@tfl.gov.uk  
Cc: marta cecilia hinestroza de la ossa

<martahinestroza@hotmail.com>, el cafetal

<elcafetalservices@hotmail.com>, Pedro Achata

<pedroachatatrust@hotmail.com>

Dear Janine

Please could you reply asap with some potential times for this urgent meeting with Mr Craig at Seven Sisters market. The timing is critical as we understand the lease may very soon be transferred. The view of the Trust, WCC and Pueblito Paisa is still that there are good reasons for this transfer not to be consented to by TfL and that there are good reasons for TfL not to extend any transferred lease beyond its current expiry date, as set out in the letter to Mr Craig. We understand from his letter that he recognises the concerns raised in our letter, confirms TfL's intention to see the market continue and its commitment to working with traders through uncertain times. It therefore is extremely urgent that this meeting takes place, given the expiry of the current lease at the beginning of September.

With best wishes,

Myfanwy Taylor

On Thu, Jul 30, 2015 at 3:00 PM, Myfanwy Taylor

<myfanwy.taylor@gmail.com> wrote:

Dear Janine

Thankyou very much. We would like to take up Mr Craig's offer of a meeting at Seven Sisters market. If you are able to propose 2 or 3 possible times, I can liaise with Marta Hinestroza and the other attendees to confirm. Given the urgency, it would be great if this could take place asap.

With thanks,

Myfanwy Taylor



On Tue, Jul 28, 2015 at 9:35 AM, Craig Graeme

<GraemeCraig@tfl.gov.uk> wrote:

Dear Mr Taylor

Thank you for your email. With apologies for the delay,  
please find attached letter from Graeme Craig in response to  
Marta Hinestroza's letter of 7 July.

Best regards

Janine on behalf of Graeme Craig

From: Myfanwy Taylor [mailto:myfanwy.taylor@gmail.com]

Sent: 07 July 2015 17:33

To: Craig Graeme

Cc: marta cecilia hinestroza de la ossa

Subject: SEVEN SISTERS MARKET, TOTTENHAM, N15

Dear Mr Craig

Please find attached a letter regarding Seven Sisters Market from  
Marta Hinestroza (cc) on behalf of El Pueblito Paisa Ltd, Wards  
Corner Community Coalition and the West Green Road / Seven  
Sisters Development Trust

We look forward to hearing from you shortly.

Kind regards

Myfanwy Taylor

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West Green Road/Seven Sisters Development Trust

The Trust was set up in 2008 by four members of Wards Corner Community Coalition. Its first project is to

deliver the community plan for Wards Corner.

Email: [n15developmenttrust@gmail.com](mailto:n15developmenttrust@gmail.com)

Facebook: <https://www.facebook.com/n15developmenttrust>

Twitter: <https://twitter.com/n15devtrust>

Website: <https://n15developmenttrust.wordpress.com/>

<Marta Hinestroza - Seven Sisters Market Tottenham - 10SEP15 -

Elsbeth Miller.pdf>