WESTMINSTER MARKETS

City of Westminster

Westminster Markets Strategy

2027–2030

Draft strategy for six distinct, cleaner, safer and more entrepreneurial markets

Distinct market identities | Cleaner and safer places | Operational sustainability | Business growth and curation



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1 Executive summary

Westminster's six council-managed street markets play different roles, serve different audiences and operate in very different places.

The evidence gathered through this strategy shows clearly that they should no longer be managed through a single, largely administrative approach. Westminster's markets are not only trading locations; they are part of the city's economic, cultural and neighbourhood infrastructure, supporting everyday trade, public life, creative enterprise and local identity. As such, Westminster needs a more place-sensitive and vision-led model: one that defines the role and culture of each market, improves day-to-day management and customer experience, and supports a more financially and operationally sustainable market network.

At the heart of this strategy is a differentiated market network model. It identifies Church Street as Westminster's value destination market; Berwick Street as the flagship contemporary Soho market; Rupert Street as the boutique Soho culture market; Strutton Ground as Victoria's weekday street food and Saturday discovery market; Tachbrook Street as Pimlico's food market; and Maida Hill as a programmed activation and incubation market square. This model provides a practical basis for decisions on curation, branding, investment, infrastructure, recruitment, business support, management and fees.

Survey work with residents and market users shows that public confidence in Westminster's markets remains strong, but there is clear room for improvement. 78% of respondents said the market they knew best had untapped potential, 71% said it needed more variety, 69% said it needed a better visitor experience, 58% wanted more fresh food and grocery, 51% wanted cleaner and tidier environments, and 63% wanted visiting farmers markets. The message is not that Westminster's markets are unwanted; it is that they need to be cleaner, better curated, easier to understand and more enjoyable to use.

The strategy is also shaped by Westminster's wider corporate and place-based priorities, including the City Plan, the After Dark Strategy, Westminster Cultural Strategy, the Air Quality Action Plan, the Cool Neighbourhoods Strategy, neighbourhood plans and public realm guidance. Together, these point towards cleaner, safer and more inclusive public spaces; stronger local centres; better support for enterprise; clearer place identity; improved accessibility; better management of servicing and waste; and more sustainable operations.

In response, this strategy sets out a three-year delivery framework organised around six cross-cutting missions. The aim is not simply to fill vacant pitches or adjust fees, it is to create six stronger, better managed and more clearly defined markets, each making a distinct contribution to Westminster's economy, communities and public realm, while delivering value for money for both traders and the wider public.



1.1 Key strategic conclusions

- Westminster should manage its six markets as a differentiated network of places with distinct roles, audiences and operating models.
- Delivery should focus on market quality, curation, public realm, trader support and visible management, not on licensing and occupancy alone.
- Fee reform is necessary to support long-term sustainability, but it is only one part of a wider programme of operational improvement, investment and business support.
- Market-specific action planning, performance monitoring and regular review should guide how the strategy is implemented and refined over time.

2 Introduction and purpose

This strategy sets the direction for Westminster's six council-managed street markets over the next three years. It sits alongside the Street Trading Policy and related operational documents and is intended to set out our approach to curation, trader recruitment, public realm improvements, business support, events, communications and performance management.

It responds to the evidence assembled through the Street Markets Transformation Programme and aligns that work with Westminster's wider economic, public realm, environmental and community priorities.

The strategy covers the council's six street markets: Berwick Street, Church Street, Maida Hill, Rupert Street, Strutton Ground and Tachbrook Street. It also provides direction for how the council will think about market operations, events, trader development and future market-related street trading more generally. Detailed fee-setting, legal drafting and operational procedures sit alongside this strategy in separate policy and implementation workstreams, but the strategic direction in this document is intended to shape those areas.

The strategy horizon is three years because it aligns with the current transformation programme and is long enough to combine quick operational wins with more structural public realm, policy and business development changes. It is also short enough to remain practical and accountable.



3 Why Westminster needs a new Market Strategy

Westminster's markets are underperforming as a network, even though individual markets remain important to the communities and places they serve.

Internal and external analysis have identified a significant structural operating deficit and inconsistencies in how our markets are managed, costed and promoted. Evidence shows that the current operating model does not allow our markets to achieve their full potential.

The evidence shows that Westminster's markets are often fall short of their potential in terms of cleanliness, distinctiveness and active curation. Some locations have an overly narrow trader mix, others have insufficient critical mass or visibility. Even in stronger markets, problems with presentation, safety, servicing or the public realm undermine the overall experience and weaken the surrounding areas. This updated strategy also builds on the previous strategy and responds to a fuller evidence base and a wider set of council strategies, place-based programmes and delivery tools now in place since the last strategy was published in 2019. This results in a stronger basis for a differentiated, more actively managed market network. Westminster wants stronger and more resilient local high streets, a fairer economy, better public spaces, safer and more inclusive activity after dark, improved air quality, lower emissions and clearer identity across neighbourhoods. Markets can contribute directly to those goals but only if they are managed as strategic assets rather than simply licensed trading pitches.

The council's previous market strategy already recognised the importance of branding, signage, training, young traders, Wi-Fi, events and stronger market identities. The updated evidence base goes further. It shows that every market now needs a clearly defined role, a stronger management and curation model, and a more sophisticated understanding of who it serves and how it should trade through the week.

3.1 The Case for a Differentiated Model

- The markets have materially different occupancies, customer mixes, public realm conditions and local roles.
- Some markets already function as destinations in their own right, while others depend more heavily on surrounding footfall and stronger integration with the local centre.
- Some locations are better understood as activation and incubation spaces than as conventional daily markets.
- Some markets are commercially busy but strategically under-curated. Others have space but lack critical mass, identity or visibility.
- The right strategic response is therefore place-specific vision within a borough-wide framework of stronger management, operational improvement and regular review.



4 Strategic Context and Policy Alignment

This strategy does not sit separately from Westminster's Statement of Street Trading Policy 2027-2030 and delivery agenda.

It is one of the main mechanisms through which the Street Markets Transformation Programme will turn broader council priorities into visible change on the street. In Westminster, market strategy, public realm, licensing, business support, culture, climate action and neighbourhood placemaking are not parallel conversations. They are the same conversation seen from different angles.

4.2 City Plan and the Public Realm

The council requires commercial activity in the public realm to be legible, uncluttered, accessible, well-serviced, inclusive and sensitive to local character. For markets this strategy cannot stop at curation or branding. It must also address layouts, pitch demarcation, pedestrian movement, signage, seating, servicing, waste presentation, storage, safety infrastructure and the visual quality of stall kit.

This has relevance for all of Westminster's markets. Strong public realm is a major aspect of ongoing regeneration programmes around Church Street and Maida Hill, and improvements to the approaches and signage of our markets have been identified as a key opportunity at all of our other market sites.

The strategy therefore treats public realm and operations as part of the market offer, not as separate technical matters.

4.3 Westminster After Dark

Westminster After Dark provides the citywide framework for shaping a safer, more accessible, culturally vibrant and economically resilient evening and night time environment. The strategy recognises the diverse ways residents, workers, visitors and businesses experience the city between 6pm and 6am. Within this context, the Markets Strategy plays a complementary role by supporting appropriate early evening activation in selected locations helping to build footfall, encourage positive use of public space, and contribute to the After Dark ambition for inclusive, welcoming and well managed places after 6pm.

Targeted evening market pilots can also help strengthen the early evening economy and support small businesses, aligning with the After Dark commitment to a diverse, resilient and inclusive evening and night time offer. However, the strategy does not support blanket later trading across Westminster. Instead, it adopts a selected site framework in which later day or evening market activity is considered only where the adopted market role, surrounding land uses, customer base, public transport access, management capacity and ability to apply clear operating controls make the proposal suitable. This is not a borough wide night market policy.

Evening activity must also connect coherently with the Council's wider events, activations and placemaking workstreams, including partnership working with BIDs, venues and neighbourhood organisations. Any pilot must therefore be designed with robust safeguards in place, including stewarding, safety and VAWG considerations, clear communications, appropriate lighting, waste and cleansing arrangements, transport access and careful management of impacts on residents and local businesses. This ensures that markets enhance, rather than conflict with, the After Dark vision for a safe, inclusive and well managed city after 6pm.

4.4 Climate Action and Air Quality

The council's commitment to a net zero Westminster by 2040 highlights the need for cleaner and lower-impact markets. Westminster's markets need to reduce reliance on gas and high-emission cooking methods where possible, improve waste segregation and containment, reduce litter beyond the immediate market vicinity, cut unnecessary vehicle movements, support more sustainable packaging, and contribute to healthier and more comfortable public spaces.

Westminster's markets are already on this journey, with early progress reflected in electricity planning, waste and cleansing review work, proposed trader standards and the development of cleaner infrastructure options.

This strategy sets out how the markets service will work towards these goals, with action already being reflected in the proposed climate funding route to move traders from gas to electric, the waste and cleansing review, the proposed trader standards on packaging and waste presentation, and infrastructure choices around electricity, storage and servicing. It also supports a more climate-resilient market environment through shade, seating, greener public realm and a stronger emphasis on healthy streets and active travel where layouts are redesigned.

4.5 Equalities, Health and Inclusive Participation

Markets are not only commercial assets, but also places of participation, visibility and belonging. This strategy therefore sets out to support protected characteristic groups and diverse local communities more effectively than the current model has done. This includes both the customer experience and the route into trading.

The Council's Equality Impact Assessment (EqIA) will be embedded throughout the design, delivery, review and implementation of this strategy. It will be used as a live tool to help identify potential impacts on protected groups at an early stage, inform service design and decision-making, shape consultation and engagement activity, and ensure that appropriate mitigations are built into future changes to policy, operations, fees, market management and investment priorities. Westminster will keep equality impacts under review as the strategy is delivered, so that the approach remains responsive, proportionate and supportive of those groups who may otherwise face barriers to accessing or benefiting from the markets service.

4.6 Cultural Strategy

Westminster's Cultural Strategy 2026–2031 commits the Council to breaking down barriers to culture, promoting creative health and wellbeing, growing the creative economy and skills, and embedding culture at the heart of place shaping. It also emphasises collaboration and the integration of culture into regeneration, enterprise and community life.

For Westminster Markets, this provides a clear basis for treating markets as part of the city's wider cultural, economic and placemaking infrastructure. Markets can support neighbourhood animation, local identity, inclusive participation and lower-barrier routes into enterprise, while contributing to distinctive and welcoming public spaces. This includes using neighbourhood markets and activation spaces to spread cultural benefit beyond central destination areas, with proportionate forms of participation that remain affordable and accessible. Where culture-led activation is pursued, the council will align programming with practical requirements such as power, lighting, storage, waste arrangements, seating, servicing, wayfinding, accessible routes and pitch layouts.

This strategy will therefore support market-specific partnerships, targeted programming and place-based activation where appropriate, while ensuring that such activity remains proportionate to local context and consistent with wider objectives on public realm, accessibility, safety and amenity.

4.7 What this means in practice

The strategy provides the place-based expression of the wider transformation programme, translating corporate priorities into market-specific action.

In practice, this means that market improvements, public realm changes, infrastructure investment, trading patterns, climate measures, trader development programmes and event activation will not be delivered in isolation. Instead, they will form a coherent programme of work. Market visions will guide curation, investment, operations, communications and trader support, while the borough-wide policy and supporting documents will provide consistency across the network.

The strategy also requires a shift from reactive management to proactive stewardship. Anticipating issues before they arise, using data to inform decision making, tailoring approaches to different markets and ensuring operational plans reinforce the long term vision.

Delivery will need to be coordinated across licensing, cleansing, highways, public realm, economy, communications and other relevant services, and kept under review through performance monitoring, trader feedback and EqIA evidence.

5 Evidence Base and What We Heard

This strategy is based on a broad evidence base that includes extensive research carried out over 12 months, both internally and with external partners like Bloomberg Associates and The Retail Group.

This includes on the ground engagement, online surveying, as well as discussions with internal departments and other London councils.

5.1 Opportunity Assessments

Westminster commissioned The Retail Group to prepare a series of opportunity assessments for its six markets. These studies form a core part of the evidence base for this strategy, providing market-specific analysis of current trading conditions, local context, customer profile and future potential.

The overarching conclusion was that Westminster's markets should be managed through a place-specific, vision-led approach, rather than through a single uniform model. While each market has a distinct role and customer base, the studies identified a consistent set of priorities across the portfolio. The benchmarking work also reinforced the importance of strong market identity, flexible programming and regular refresh of the offer.

Market	Visitor/Consumer Responses	Business Responses	Trader Responses
Berwick Street and Rupert Street*	550	83	10
Church Street	220	32	59
Maida Hill	234	60	2
Strutton Ground	205	58	13
Tachbrook Street	250	64	13
Total	**1,459**	**297**	**97**

*Surveying for Berwick Street and Rupert Street was conducted together as a Soho market study.



5.2 Survey Findings

A resident and user survey gathered 307 responses across the six markets, over a six-week period. The largest number of responses related to Church Street, followed by Tachbrook Street, Berwick Street, Strutton Ground and Maida Hill. The sample for Rupert Street was too small to use as a stand-alone evidence base, so its strategic direction draws more heavily on the opportunity study and on operational insight gathered through site visits and engagement.

Market	Survey Responses	Mean Satisfaction Score (1-5)	Key Message
Church Street	103	3.09	Best-performing market in the survey, but strong demand for cleaner presentation, better quality, clearer arrivals and stronger standards.
Tachbrook Street	65	2.88	Well-regarded but under-realised; demand for more fresh/grocery, better public realm, seating and clearer identity.
Berwick Street	56	2.79	Strong enjoyment and low ASB deterrence, but clear demand for less repetition, more fresh food and better seating/cleanliness.
Strutton Ground	49	2.42	Very strong demand for cleanliness, public realm and a less one-dimensional food offer.
Maida Hill	32	1.97	Lowest satisfaction and strongest case for a changed model focused on activation, safety, visibility and themed trading.
Rupert Street	2	3.0	Base too small for survey-led conclusions; strategic direction relies mainly on opportunity assessment and operational evidence.

Across the full survey sample, average satisfaction was only 2.79 out of 5. This does not show rejection of Westminster's markets; it shows belief in their potential combined with frustration about current delivery. The strongest borough-wide messages were that markets have untapped potential, need more variety, and need a better visitor experience.

Across the borough, people want more variety, more fresh food and grocery, a more artisan offering, stronger public realm, better stall presentation, more seating, cleaner environments and stronger themed and visiting markets.

Theme	Share of respondents
Untapped potential	78%
Need more variety	71%
Need better visitor experience	69%
More fresh food/grocery	58%
Cleaner/tidier	51%
Improved public realm	48%
Better looking stalls	43%
More places to sit/eat	34%
Farmers markets	63%
Maker/artisan producers	44%
Start-ups/young traders	38%



Distinct market-specific patterns are evident from respondents. Berwick Street, Strutton Ground and Tachbrook Street all show a clear appetite for a less homogenous street food offering, and a desire for a broader food market offering with more fresh food. Church Street's message is about a desire for cleaner presentation, a higher quality and more artisan offering, and a public realm uplift. Maida Hill's message is more fundamental: improve the experience dramatically, improve safety and visibility, and use themed and activation-led formats.

5.3 Current Operational Picture

The current market occupancy confirms that Westminster's markets are not alike. Some are close to full on their active trading days; others carry significant under-use or function on too small a scale to behave like a conventional market.

The table below summarises each market's broad current operating position.

Market	Current Occupancy	Current mix	Current Role
Berwick Street	84%	Predominantly hot food, plus small fresh produce and non-food offer.	Strong weekday lunch market with weak Saturdays; central Soho location with high worker and visitor potential.
Church Street	45% (much higher on Friday and Saturday)	Large value-led mix, anchored by fresh produce and non-food, plus small hot food offering.	Westminster's only true destination market, with strong community role and strong Saturday draw.
Maida Hill	19% (Friday and Saturday only)	Very small food/produce presence with little critical mass.	Not functioning as a conventional market; better treated as an activation and incubation space.
Rupert Street	25%	Current trading is almost entirely hot food.	Small emerging Soho market that needs clear identity, visibility and critical mass.
Strutton Ground	100%	Predominantly hot food with a very small non-food element.	Successful weekday lunch market that underperforms its wider place potential and lacks a strong weekend role.
Tachbrook Street	89%	Mixed hot food and fresh produce/ convenience.	Neighbourhood food market with a strong base and clear potential to become Pimlico's Food Market.



5.4 Business Support Needs

Business support for market traders needs to be practical, proactive and tightly connected to trading reality. Traders most commonly want help with increasing footfall, sales, marketing and promotion, increasing customer spend, business planning, selling more online and attracting more customers.

Existing business support provision is unlikely to achieve strong take-up on its own without a more practical, market-facing delivery model. Better models include one-to-one support, on-street coaching, regular check-ins, shared equipment, simplified onboarding, practical digital support and direct links to real opportunities such as meanwhile space, trader associations or themed market programmes.

Westminster will therefore embed business support into market delivery rather than treating it as a separate and occasional add-on. The market-specific packages later in this strategy translate these common needs into more tailored interventions for each market.

Support Topic	Share of Traders Requesting
Increasing sales	71%
Marketing and promotion	49%
Increasing customer spend	49%
Business planning	41%
Selling more online	38%
Attracting more customers	38%



5.5 Lessons from Best Practice and Comparators

Engagement with several other London boroughs to exchange best practice has highlighted a consistent set of lessons. Successful markets have clear identities, strong and legible wayfinding, better trader facilities, active curation, higher baseline presentation standards, and management models that actively support enterprise as well as compliance.

The GLAs Tomorrow's Market 2.0 programme and Hackney Council's case studies show the value of low-barrier entry, subsidised or supported starts, shared equipment, storage, one-to-one mentoring, practical digital help and regular market officer contact. Camden and Islington both emphasise quality control, trader induction, direct business support, stronger facilities and more deliberate curation of commodity mix.

Good public realm matters just as much as the trader mix. Westminster's own public realm and market guidance, together with Gort Scott's good practice guide, reinforce the importance of uncluttered streets, clear arrivals, integrated branding, seating, discreet and well-managed waste, storage and servicing solutions, and infrastructure that supports flexible but high-quality operation.



6 Strategic Vision, Objectives and Design Principles

By **2030**, Westminster's markets will be **cleaner, safer, more distinctive** and **more resilient.** Each market will have a **clearly defined role,** a well-understood **audience, a stronger identity,** improved **trader support, enhanced public realm,** and **more visible, proactive management.**

Collectively, the market network will make a greater contribution to Westminster's **economic, community, cultural, public-realm** and **environmental goals,** underpinned by stronger management **discipline, richer data, and a more sustainable** financial and operational model.

6.1 Strategic Objectives

The strategic objectives are organised around the SPICED framework: Sustainability, Performance, Identity, Community, Entrepreneurship and Diversity. Together, these six objectives set out the outcomes Westminster wants to achieve across its market network and provide a clear framework for shaping delivery, prioritising action and reviewing progress over the life of the strategy.



Objective	What it means
Sustainability	Improve market infrastructure and environmental performance so markets are cleaner, greener, more resilient and more operationally efficient. This includes equipment, electricity, seating, storage, waste and recycling systems, signage, and other enabling infrastructure that supports efficient day-to-day trading and long-term sustainability
Performance	Improve the performance and financial sustainability of Westminster's markets through richer data, stronger governance, effective management and regular review. This includes improving occupancy, attendance, quality, income, trader success and public value over time, as well as strengthening trader standards, on-site management, compliance, environmental health coordination, waste control, safety practice, and the response to anti-social behaviour and unlicensed activity.
Identity	Give each market a clear purpose, audience and trading proposition, and use recruitment, events, licence conditions and curation to support that role.
Community	Make markets cleaner, more welcoming, better presented and better integrated with surrounding streets, centres and neighbourhoods. This includes improving customer experience, accessibility, wayfinding, public realm quality, and the wider social value markets provide to local communities.
Entrepreneurship	Treat markets as business platforms, not only licensed pitches, by providing practical support, lower-barrier routes to trade, start-up opportunities for makers, food entrepreneurs, artists and young traders, clearer casual-to-registered progression routes, and stronger links to enterprise support, skills and premises pathways.
Diversity	Support a broader and more balanced mix of traders, commodities, price points and market experiences across Westminster's markets. This includes encouraging variety, reducing over-concentration, widening access to trading opportunities, and ensuring markets reflect the different communities and customer groups they serve.

6.2 Design Principles

These design principles set the overall approach for how Westminster will shape, manage and improve its markets.

- Every market should have a clear, defined offering that reflects customer demand.
- Curation is as important as occupancy.
- Public realm and operations are part of the market offer, not an afterthought.
- Markets must be good neighbours as well as good businesses.
- Business support must be practical, targeted and easy to access.
- Sustainability, accessibility and inclusion are core requirements, not optional extras.
- Westminster will test, learn and adapt rather than lock every market into the same model.





7 Westminster's Market Network Model

The evidence shows clearly why Westminster cannot operate a single, uniform model for all markets.

Each market serves a different purpose, draws a different customer base and functions within a different local context. The council's approach is therefore not to make all markets look or perform in the same way, but to support each one to succeed in a role that is appropriate to its place, its users and its long-term potential.

Westminster's market network model is as follows:

Berwick Street

Flagship Contemporary Soho Market

Westminster's strongest opportunity to create a high-quality contemporary market in Soho.

Rupert Street

Boutique Soho Culture Market

A selective, premium, culture-linked market with a smaller footprint and a more curated role.

Strutton Ground

Victoria's Weekday Street Food and Saturday Discovery Market

A strong worker-focused market with scope for a broader place role and a stronger weekend offer.

Tachbrook Street

Pimlico's Food Market

A neighbourhood food market with a strong convenience and produce role and wider local-centre potential.

Church Street

Destination market

A major value destination market with strong produce, scale, diversity and cultural distinctiveness.

Maida Hill

Programmed activation market square with a targeted incubation role

A flexible market space focused on visibility, community use, start-up opportunity and targeted activation.

This model is intended to build on the strengths, roles and latent potential each market already has, rather than impose wholly new identities disconnected from place.

In addition to these named roles, Westminster will use a simple typology to guide curation, activation and management across the network: destination or culture market; neighbourhood market; food-led market; activation/incubation space; and special-event/non-market-space site used only for temporary approved activity. Individual markets may straddle more than one type across different days, but the typology provides a consistent framework for place-based decisions.

This network model matters because it provides a clear basis for decisions on curation, trader recruitment, vacancies, events, branding, pitch design, facilities, business support, infrastructure, management standards and fees. In practical terms, it helps answer a central strategic question: what is each market for, and how should Westminster manage it accordingly?

It also creates a clearer external story. Rather than presenting Westminster as a borough with six unrelated markets, the Council can present a coordinated network of distinct market offers connected to Soho, Victoria, Pimlico, Edgware Road and North Paddington, with each market making a different contribution to local economic life, community identity and the wider public realm.

One-off cultural markets, seasonal programmes and selected-site evening activity will continue to be used as test-and-learn formats and place-based activations where they fit the role of the market or location, but they are not treated as a blanket growth model for all sites.

7.1 New markets and future market growth

Westminster wants to support the growth of markets across the city, but new markets will only be pursued where there is clear evidence of consumer demand, community support and a realistic prospect of long-term success. The Council will not take a one-size-fits-all or supply-led approach. Any proposal for a new market will need to respond to local need, complement the surrounding area and be capable of operating safely, effectively and sustainably.

In practice, Westminster will normally test new market opportunities through temporary activity first. This may include market events, pilot trading, themed trials, seasonal programmes or short-term activation in potential future locations. These early-stage trials will be used to understand footfall, customer response, trader interest, operational suitability and local impacts before any decision is made on whether a more regular or permanent market should be taken forward.

Where Westminster considers a new market opportunity, it will:

- use consumer demand, community feedback and local evidence to shape the concept, scale and purpose of the market;
- test new locations and formats through events, pilots and trial trading before considering permanent arrangements;
- engage local residents, businesses, partners and ward stakeholders to understand opportunities, concerns and local fit;
- review performance, feedback and operational learning from trial activity before deciding whether to continue, expand, adapt or stop; and
- only progress to a more permanent market model where there is a clear case in terms of demand, local support, place fit, deliverability and long-term viability.

This approach is intended to support market growth in a way that is responsive, evidence-led and rooted in the needs of Westminster's communities.



8 Market Visions

Westminster's six markets are an important part of the city's street-level economic and social infrastructure.

They provide affordable access to goods and food, create opportunities for enterprise and self-employment, animate streets and centres, and contribute to the identity of the places in which they sit. Each market also contributes to the wider local economy by driving footfall, dwell time and street-level activity that benefits surrounding businesses and centres as well as traders themselves.

This section sets out a clear vision for each of Westminster's six street markets. These visions provide a practical framework for how each market should evolve over the life of the strategy, reflecting its current role, future potential, local context, and the needs of communities and customers. They are informed by market assessments, trader and stakeholder engagement, survey findings, business support work, learning from elsewhere in London, and the wider strategic and policy context across Westminster.

The market visions are not intended to prescribe a fixed end-state. They establish a clear direction of travel for each market and guide decisions on curation, licensing, trading mix, business support, market management, public realm improvements, investment priorities, events and activation, and the way the council measures success over time. Some of the support programmes, interventions and delivery priorities identified in the visions will be subject to funding, detailed development, statutory approvals and available resources, and should therefore be understood as priorities for delivery rather than guaranteed commitments. Together, the visions translate the strategy's borough-wide objectives into place-specific priorities and provide a clearer basis for coordinated action over the next three years.

For each market, the vision sets out:

- Its current role and context.
- The audience it should serve.
- The opportunities it presents.
- The challenges that must be addressed.
- The business support needs most relevant to its traders; and
- The delivery priorities that will shape action over the strategy period.

This approach recognises that Westminster's markets will be strongest not when they all look and operate in the same way, but when each one is supported to succeed in a role that is appropriate to its place, its customers, and its long-term potential.



8.1 Berwick Street

BERWICK STREET MARKET



History

Berwick Street is one of Westminster's oldest and best-known street markets, with origins dating back to 1778 and a long association with Soho's everyday trade and street life. Over time it has evolved from a traditional mixed market into a food-led weekday market shaped by West End employment, tourism and redevelopment pressures.

Its long history continues to gives Berwick Street a strong identity and recognition, but the wider area has moved on faster than the market itself. While hot food helped reverse an earlier decline, that success has increasingly tipped into over-concentration and repetition, leaving a market that still performs at lunch but no longer fully reflects the quality, creativity and destination appeal of contemporary Soho.

Current Role

Berwick Street is currently a strong weekday lunch market with relatively high average occupancy, but its trading pattern is heavily skewed toward hot food and office-worker demand. Saturday performance is much weaker, and the current mix does not do enough to serve residents or give the street a broader weekend role.

Survey evidence points to strong enjoyment of the market, but also a clear desire for more fresh food, a more artisan offering, less repetitive street food, more seating, better-looking stalls and a cleaner, stronger environment.

The opportunity assessment point to the same conclusion: Berwick Street needs to move from a narrow lunchtime food market to a more rounded Soho market proposition.

Vision

Berwick Street should be Westminster's flagship contemporary Soho market: a curated, high-quality market that supports Soho's everyday public life for workers, residents and visitors, reflects the area's creative identity, and performs strongly at lunch while contributing to a broader after-work economy.

Its future is not about displacing food-led success, but about rebalancing the mix, raising quality, reducing repetition and creating a clearly differentiated Saturday offer centred on makers, vintage, specialist retail, art, records, books and carefully curated food. By 2030, Berwick Street should be recognisable as a distinctive, well-managed and well-promoted market, with selective higher-quality activation and a public realm presence that feels like a genuine cultural and commercial asset to Soho and the wider West End.



Target Audience

- Weekday office workers looking for fast, high-quality lunch and light take-home options.
- Later-day and after-work customers, including workers, theatregoers and visitors seeking food and drinks.
- Local residents who want more than a repetitive lunchtime offering and would like a better Saturday market proposition.
- Weekend visitors and tourists looking for a Soho market that feels distinctive and worth seeking out.

Opportunities

- Reposition Berwick Street as Westminster's flagship central market and the lead market within a wider 'Soho Markets' family.
- Reduce commodity repetition and build a more distinctive weekday mix with better quality hot food, premium grab-and-go, bakery, deli, juice, flowers and take-home food.
- Create an after-work identity on Wednesdays and Thursdays through food, culture and light-touch evening programming.
- Build a clearly different Saturday proposition around vintage, collectables, specialist retail, art, books, records and artisan producers, alongside food.
- Improve sense of arrival, stall presentation, signage, seating, branding and wayfinding so the market feels easier to find and more obviously part of Soho's destination offer.
- Use Berwick Street as the strongest test-bed for higher stall standards, transparent side and back screens, clear pricing, cleaner frontage and better neighbour expectations.



Challenges

Short-Term Challenges

- Too much repetition in hot food formats and too little breadth in the weekday offer.
- Weak Saturday proposition and limited relevance to local residents.
- Inconsistent stall presentation, tired gazebos, weak signage and limited customer facilities.
- Cleanliness, waste and trader behaviour issues weaken the public realm and relationships with neighbouring businesses.
- A market that still performs commercially at lunch may resist change unless the case for improvement is communicated clearly.

Long-Term Challenges

- Soho is becoming more curated and experience-led; if the market does not improve, it risks looking increasingly out of step with its surroundings.
- The market must maintain commercial vitality while reducing reliance on a single dominant trading category.
- Later trading and destination programming will need to balance business opportunity with noise, safety and resident considerations.
- The market's long-term success will depend on disciplined curation, consistent management and the ability to refuse or replace repetitive or underperforming traders over time.



Business Support

Priorities

For Berwick Street, support will focus on sales growth, increasing customer spend, stronger marketing, and sharper differentiation. In practice that means short, trader-friendly help on menu design, product positioning, upselling, queue/service flow, branding, social media, and visual merchandising. Berwick Street is also the clearest candidate for a "showcase trader" approach, where the market actively promotes its best operators and uses that to raise standards across the street. The trader support model will be practical and reactive rather than classroom-based.

Tailored Package

Focus: Increase sales, showcase standards, marketing & digital promotion, flexible trading & product development, trader collaboration.

- Short, practical support to help traders increase sales, improve customer spend, sharpen pricing, simplify menus, and manage queues more effectively.
- On-street coaching to improve stall-front presentation, display, menus, customer service, and overall professionalism so traders look more consistent with the market's identity.
- A simple support offer including social media templates, photography, branded content, and a "Today on Berwick" toolkit to help traders promote themselves collectively under a Soho market brand.
- Support for traders to adapt their offer across different days and trading periods, including diversification for weekday food traders and new formats for themed or Saturday trading.
- Support to strengthen trader working with shared marketing, newsletters, and cross-promotion with nearby fixed businesses, local partners, and wider Soho campaigns.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Develop a curation framework specific to Berwick Street with clearer controls on repeated food formats and defined priority categories for recruitment.
- Deliver quick wins on deep cleaning, entrance quality, wayfinding, branding, gazebos and trader presentation standards.
- Begin targeted recruitment for missing weekday and Saturday categories.
- Pilot clearer customer information, shared seating where feasible, and a trader standards campaign linked to compliance and waste management.

Year 2 Growth, Pilots and Diversification

- Launch a programmed Thursday/Friday after-work pilot with limited, well-managed culture and food activity.
- Run a structured Saturday calendar with makers, vintage, records, art, books, textile and seasonal themed markets.
- Embed 'Soho Markets' communications and stronger wayfinding from nearby footfall routes.
- Review the performance of weekday commodity controls and strengthen recruitment or reallocation where the mix is still too narrow.

Year 3 Consolidation and Long-Term Embed

- Consolidate Berwick Street's identity as Westminster's flagship contemporary market and formalise the strongest recurring themed events.
- Refine the operating model for after-work and Saturday trading using footfall, trader sales, resident, business and visitor feedback.
- Assess longer-term infrastructure needs, including better trader facilities and any pitch adaptations needed for specialist food or designed vehicles.
- Use lessons from Berwick Street to inform wider Westminster curation, stall standards and market management practice.

8.2 Rupert Street



History

Rupert Street has a long market presence, with evidence of trading on the street going back over a century, but it remains Westminster's smallest and least established central market offer. Its location gives it clear potential—close to Soho, Theatreland, visitors and workers—but the market has not yet achieved the visibility, identity or critical mass needed to feel fully established.

In recent years it has moved through private-operator and redesign phases towards a more curated, evening-focused model, and its future strength lies not in scale, but in becoming a deliberately managed small-format market with a clear identity and a strong fit with its central location.

Current Role

Rupert Street is currently an emerging evening market with low occupancy and a very limited current mix, increasingly dominated by food. Its main challenge is not only vacancy; it is lack of recognition and lack of critical mass.

The opportunity study is clear that Rupert Street will only work as a market if it feels visible, deliberate and professionally curated from the outset. Because the space is limited, every trader matters and poor-quality occupation is more damaging here than it would be on a larger market.

Vision

Rupert Street should be Westminster's boutique Soho culture market: a small but high-impact destination with premium standards, strong visual identity and a tightly curated offer that complements rather than duplicates Berwick Street, and is closely aligned to Soho's theatre, visitor and evening economy.

Its role is to serve visitors, theatregoers, workers and repeat West End users through focused programming on the days and times when the market can achieve visibility and critical mass, supported by excellent presentation, disciplined operations and a distinctive cultural feel. By 2030, Rupert Street should be recognised as a confident boutique destination within the wider Soho market family – limited in scale, but distinctive in quality, curation and public presence.



Target Audience

- Workers and visitors in Soho and the wider West End during afternoons and early evenings.
- Tourists and theatregoers looking for a cultural or specialist market experience rather than a generic food strip.
- Local residents and repeat West End users who want smaller-scale, higher-quality and more distinctive pop-up retail and food.

Opportunities

- Create a genuinely differentiated Soho market offer that complements Berwick rather than competing with it.
- Focus on higher-quality retail, gifts, prints, art, collectibles, specialist food gifts, maker products and carefully curated food.
- Use Friday and Saturday as the foundation days and build incrementally rather than overextending too early.
- Develop strong remote signage and communications from Shaftesbury Avenue and surrounding routes.
- Use designed, high-quality stalls or vehicles and a tighter visual code so the market immediately feels premium.
- Position Rupert as a strong test site for smaller-scale themed and cultural market formats.



Challenges

Short-Term Challenges

- Low awareness and weak existing identity.
- Small size and low margin for error - a weak line-up quickly makes the market feel empty.
- Need for premium standards from the start despite an early-stage market base.
- Dependence on strong branding, launch discipline and clear communications.

Long-Term Challenges

- Rupert Street must remain clearly distinct from Berwick Street or risk internal competition and confusion.
- A boutique model only works if standards remain high; drift in quality would undermine the concept quickly.
- If later-day trading grows, ongoing stewardship around safety, cleanliness and customer experience will be essential.
- The market may need a more flexible operating model than Westminster's traditional market rhythm if it is to remain commercially and culturally relevant.



Business Support

Priorities

Rupert needs support aimed at premium pop-up trading: brand storytelling, display quality, pricing confidence, customer engagement, fast set-up discipline, online promotion, and packaging/presentation. This is also the market where short-form support on events-readiness, partnerships, and social media presence is most relevant. As with Berwick Street, delivery will be compact and directly useful, not generic.

Tailored Package

Focus: Identity & brand building + themed activations + premium operation standards + consumer growth + sales development.

- Premium pop-up support focused on brand storytelling, product presentation, pricing confidence, customer engagement, and building a strong, distinctive trading identity.
- Practical support for traders operating on selective, themed, or event-led trading days, including packaging, fast set-up, card payments, QR ordering where appropriate, and adapting to different customer peaks such as theatre and evening audiences.
- Guidance on clean operating discipline, efficient set-up and breakdown, and maintaining high visual and service standards consistent with a boutique Soho market environment.
- Support to strengthen traders' online presence through social media content, visual promotion, audience development, and converting in-person trade into follow-on online sales.
- Short, practical coaching on customer interaction, selling techniques, and service style to help traders maximise spend and perform well in a high-expectation visitor environment.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Confirm Rupert Street's role as an evening boutique Soho market and adopt a clear curation brief before expanding occupancy.
- Launch or relaunch incrementally, starting with the best-performing days and strongest traders.
- Implement strong temporary branding, remote signage and a tighter visual code for stalls and trading equipment.
- Target recruitment for a small number of best-in-class operators aligned to the boutique culture-market concept.
- Use Meanwhile On and related West End enterprise networks to target a small number of best-in-class operators for priority Friday and Saturday programme days.

Year 2 Growth, Pilots and Diversification

- Introduce a recurring Friday/Saturday programme with themed retail, artisan and culture-led activity.
- Develop Rupert Street specific communications and wayfinding within a wider Soho Markets identity.
- Review the case for shared seating, designed stalls or specialist vehicles where the public realm allows.

Year 3 Consolidation and Long-Term Embed

- Consolidate the strongest programme days and refine the mix based on customer response, trader performance and neighbouring business feedback.
- Use Rupert Street as a model for smaller-format, high-quality market activation in sensitive central locations.
- Assess whether the site will remain a selective programme market or evolve into a more regular specialist market format.

8.3 Strutton Ground

STRUTTON GROUND MARKET



History

Strutton Ground is one of Westminster's longest established street markets, with a trading history stretching back to the nineteenth century. As Victoria has changed, the market has evolved from a traditional local market serving daily needs into a weekday market shaped largely by the office economy and lunchtime trade.

That gives Strutton Ground a strong commercial base, but it also means the market now underperforms in its location and wider public realm potential. It remains successful in operational terms, but it is not yet complete: it needs to be cleaner, more welcoming, less one-dimensional and more clearly part of Victoria's wider identity.

Current Role

Strutton Ground is currently a weekday lunch market dominated by hot food, operating at or near full occupancy on its trading days. That strength will be recognised: the market clearly meets a real worker demand.

At the same time, the current proposition is too narrow, the physical experience is weaker than it should be, and the market makes a poor first impression at its entrances.

Survey evidence highlights strong demand for more fresh food and grocery, less street food, cleaner and tidier surroundings, improved public realm, better-looking stalls and more places to sit.

Vision

Strutton Ground should become Victoria's weekday street food and Saturday discovery market: a clean, high-throughput and well-managed market that animates Victoria's weekday public life, serves workers at lunch, and builds a broader but light-touch Saturday offer for residents and visitors through food culture, seasonal activity and neighbourhood partnerships.

This vision keeps what already works – strong weekday demand and occupancy – while adding what is currently missing: better standards, better arrival points, more seating, stronger presentation, more variety and a more welcoming relationship with the surrounding area.

By 2030, Strutton Ground should be known not just as a busy lunch street, but as one of Westminster's best-managed and best-presented market environments, with a modest but distinctive weekend role that feels authentic to Victoria rather than over-programmed or over-intensified.



Target Audience

- Victoria office workers seeking fast, reliable and good-quality weekday lunch.
- Local residents who currently experience the street but are not well-served by the dominant mix.
- Visitors and weekend users who could be drawn by a more distinct Saturday offer.

Opportunities

- Retain a strong weekday food identity while broadening the mix beyond repeated hot food.
- Improve arrival and first impression at both ends of the street through cleaning, stall placement, signage and the removal of obvious rubbish-related clutter.
- Introduce more seating and better customer facilities so the market supports short dwell and social use rather than pure transaction.
- Use Saturdays to trial a different proposition aimed at residents and visitors, including artisan, produce, books, records, flowers and complementary food.
- Improve the market's relationship with neighbouring businesses and use it as a model for stronger 'good neighbour' expectations.
- Strengthen visibility from Victoria Street and integrate the market more clearly into the wider Victoria destination.



Challenges

Short-Term Challenges

- Too much hot food and insufficient variety in the daily offer.
- Poor entrance experience caused by clutter, waste presentation and weak wayfinding.
- Weak trader presentation and inconsistent pride in the public face of the market.
- Limited seating and limited social infrastructure.
- Vans, loading and street-management behaviours can undermine the customer experience and local relationships.
- High prevalence of anti-social behaviour worsening the customer experience.

Long-Term Challenges

- Victoria is evolving; if Strutton remains functional but tired, it will increasingly look left behind.
- Saturday growth will only work with proper curation and a distinct proposition, not simply by extending the weekday model.
- Longer trading windows and later activity will need to balance commercial opportunity with public realm, servicing and neighbour impacts.
- The market's future success depends on moving from occupancy success alone to place success and customer experience success.

Business Support

Priorities

Strutton Ground traders need support around speed of service, increasing customer spend, better display, social media, and litter/waste-conscious operations. Because the market is so lunch-led, even small gains in menu clarity, queue handling, pricing visibility and "why choose me" messaging could have a large impact. Joint trader/business promotion would also fit Strutton Ground particularly well.

Tailored Package

Focus: Consumer spend + customer experience + cleaner food operations + diversification + street-wide promotion.

- Throughput and spend boost: Practical support on speed of service, peak-time layout, queue design, menu simplification, and increasing customer spend during busy trading periods.
- Targeted coaching on stall presentation, signage, frontage consistency, queue management, and overall customer experience to improve the look and feel of the market.
- Waste, litter and oil-management support for food traders to reduce negative street impacts and improve cleanliness, compliance, and neighbour relations.
- Support for traders who could broaden or adapt their offer, including lighter retail, produce-led formats, or alternative products better suited to Saturdays and themed trading.
- Joint promotion with other traders, nearby businesses, and local partners to strengthen the market's visibility and improve its relationship with the wider street.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Deliver quick public realm and management wins: deep cleaning, waste discipline, entrance improvement, trader standards, open/windowed receptacles, and wayfinding.
- Adopt a Strutton-specific curation brief that reduces further repetition in hot food and identifies target categories for diversification.
- Trial modest shared seating and clearer customer information where feasible.
- Begin structured engagement with nearby businesses and traders around good-neighbour expectations and servicing behaviour.

Year 2 Growth, Pilots and Diversification

- Pilot a differentiated Saturday programme focused on residents and visitors .
- Test wider trading windows where evidence supports them, particularly around later lunchtime and selected early-evening periods through a dual licensing approach.
- Refresh branding and visibility from Victoria Street and adjacent routes.
- Use performance data to assess whether additional artisan, produce or non-food recruitment will be accelerated.

Year 3 Consolidation and Long-Term Embed

- Embed the strongest Saturday and weekday diversification formats into a recurring annual programme.
- Assess whether more permanent public realm, stall-kit or servicing changes are required to support a better long-term model.
- Position Strutton Ground as the benchmark Westminster market for weekday lunchtime service plus a quality discovery market at the weekend.

8.4 Tachbrook Street

TACHBROOK STREET MARKET



History

Tachbrook Street is a long-standing mixed neighbourhood market whose role has consistently bridged local daily shopping and wider worker demand. Anchored in produce and convenience trading and supported by more recent investment in layout and electrical infrastructure, it already has one of the clearest future roles in Westminster's market network.

The evidence suggests it has real "chameleon" potential across the week: a market that can remain practical and neighbourhood-focused while becoming cleaner, more sociable and more destination-like, with a stronger fresh food identity, better stalls, more seating and a more welcoming public realm.

Current Role

Tachbrook Street is currently a mixed market with hot food, produce and convenience offer, and one of the stronger occupancy profiles in the Westminster network. It serves a blend of local residents, office workers and visitors, with different customer groups dominant on different days.

Its core strengths are its produce anchors, its Saturday role in the centre, and its ability to serve both routine needs and lunchtime trade.

Its weaknesses are environmental and experiential: the market is visually under-signalled, the public realm feels grimy in places, seating and dwell infrastructure are weak, and part of the hot food offer does not align with the aspirations of the area.

Vision

Tachbrook Street should become Pimlico's food market: a quality-led produce-and-food market that expresses Pimlico's local food identity through everyday shopping, sociable public realm and neighbourhood-scaled food activation, serving residents, workers and visitors with a stronger daily food offer and a Saturday proposition that builds on convenience while adding a curated farmers-style, artisan and seasonal layer.

This is not a vision of radical reinvention, but of sharper positioning, better curation, stronger customer experience and better use of the market's existing assets. By 2030, Tachbrook Street should feel like Pimlico's everyday food market and a modest destination in its own right – well-presented, well-managed and welcoming, with better seating, clearer signage and a stronger week-to-week rhythm that supports both local life and occasional food-led activation.

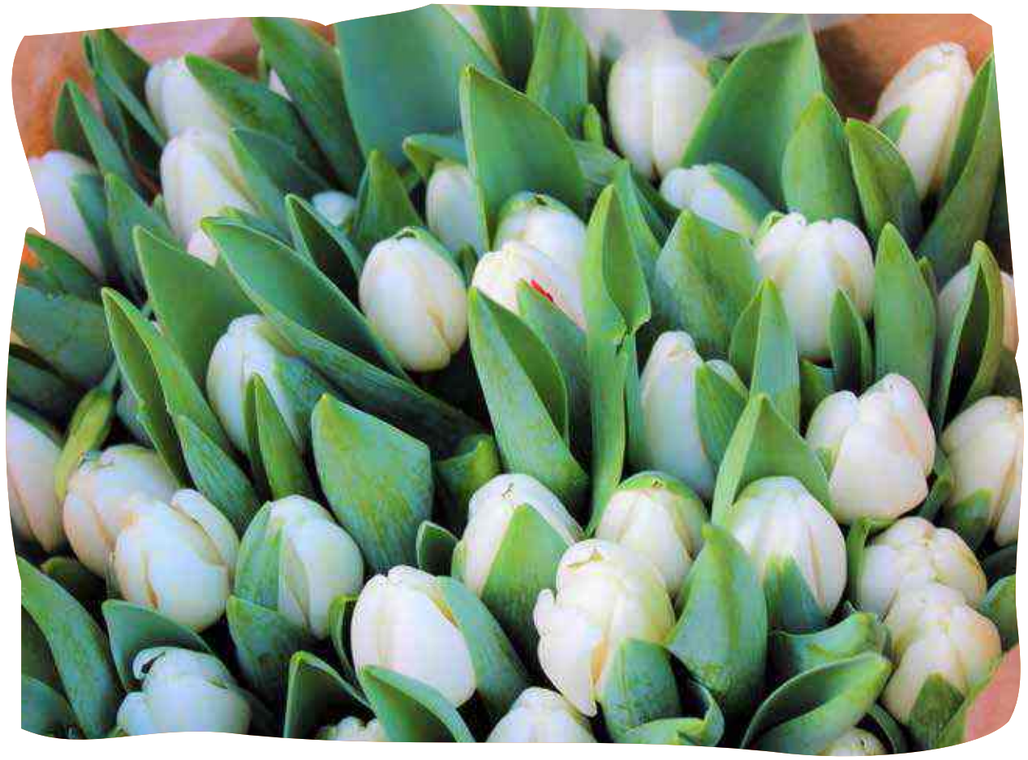


Target Audience

- Local residents using the market for regular produce, convenience and food shopping.
- Office workers in the wider Victoria/Pimlico catchment looking for good-value, higher-quality lunch options.
- Weekend visitors and local centre users who can support a stronger Saturday market and visiting themes.

Opportunities

- Position the market clearly as ‘Pimlico’s food market’ and communicate that role consistently.
- Build on the strong butcher, fishmonger and produce base to strengthen an overall food-market identity.
- Improve the lunch offer with more quality, healthier and non-repetitive options that better fit local demand.
- Use Friday and Saturday to widen the offer with mini-farmers markets, artisan producers and visiting themed markets.
- Introduce more seating and stronger public realm cues so the market becomes more social and dwell-friendly.
- Improve arrivals, signage, deep cleaning, market menu information and digital visibility.
- Link Tachbrook more closely to local high street, neighbourhood and economy programmes in Pimlico.



Challenges

Short-Term Challenges

- The current environment and deep-cleaning regime do not match the market’s potential.
- Part of the hot food offer is visibly out of sync with local customer expectations.
- Seating, public facilities and social appeal are limited.
- Signage and sense of arrival at both ends are too weak.
- Visible ASB, begging and drug use in the wider area can undermine confidence.

Long-Term Challenges

- The market must balance three different customer groups - residents, workers and visitors - without becoming diluted.
- Its success depends on improving place quality and not just adding more traders.
- A fuller transformation may require public realm and layout interventions beyond the licensing function alone.
- Saturday growth will only work if it builds on the market’s food identity rather than becoming disconnected from it.



Business Support

Priorities

Tachbrook Street is the clearest candidate for digital upskilling and local loyalty support, especially given the note about potential Pimlico funding. Priority support will cover repeat trade, customer spend, online visibility, click-and-collect style thinking for produce/convenience traders, basic social media, Google presence, and business resilience. The support will be hands-on, short, and practical.

Tailored Package

Focus: local loyalty + spend growth + digital presence + healthier offer + business resilience + growth pathways.

- Local Loyalty & Repeat Trade: Support to help traders build repeat custom through loyalty offers, simple customer-retention tools, and pilots such as click-and-collect for produce and convenience traders.
- Practical support on display, pricing, product presentation, and cross-selling to help traders increase customer spend and strengthen everyday trading appeal.
- Short, practical clinics on social media, Google presence, and simple online promotion to improve visibility and help traders attract and retain local customers.
- Targeted support for food traders on healthier offer development, clearer menu presentation, and tailoring products to different customer groups across the week.
- Short-format support on cashflow basics, supplier resilience, product planning, and adapting offers across weekdays and weekends.
- Support for stronger traders to test broader retail opportunities, develop their offer further, and explore progression into local premises or meanwhile space where appropriate.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Proceed with the 'Pimlico's food market' position and align curation, communications and trader recruitment to it.
- Work with City Inspectors, Environmental Health and Police on a visibly stronger daytime management and ASB response.
- Deliver quick wins on deep cleaning, signage, arrivals, branding and seating pilots.
- Use curation controls to improve the quality and fit of the hot food offer.
- Launch targeted digital and business-support pilots, including aligned local digital-upskilling opportunities where a named programme or funding route is confirmed.

Year 2 Growth, Pilots and Diversification

- Pilot extended Thursday/Friday afternoon or early-evening activity where demand supports it.
- Develop the Saturday proposition through mini-farmers market themes, artisan producers and visiting themed events.
- Strengthen links with local organisations, high street programmes and community partners in Pimlico.
- Review the case for additional public realm or space-planning interventions to extend the market's role.

Year 3 Consolidation and Long-Term Embed

- Consolidate Tachbrook as Westminster's benchmark neighbourhood food market.
- Embed the strongest themed and visiting market formats into an annual programme.
- Assess the long-term case for more permanent infrastructure, storage, utilities or seating arrangements that support the market's role as a destination part of Warwick Way.

8.5 Church Street

CHURCH STREET MARKET



History

Church Street is Westminster's largest and most historically significant market, with roots in the nineteenth-century Portman Market and a long evolution as both a place of everyday value and a social and cultural destination.

Today it is the borough's only market that clearly functions as a destination in its own right: strongly value-driven, visibly international, and anchored by a fresh produce offer that continues to draw residents and visitors.

That scale, identity and energy are major strengths, particularly on Fridays and Saturdays, but they also make Church Street the market where good management, presentation and careful change matter most.

Current Role

Church Street currently combines a large value-led market with a strong supporting street of fixed businesses. It is strongest on Fridays and Saturdays, when the market becomes a genuine destination, but weekday performance remains more variable across its large footprint. Its mix is broad, with a strong fresh produce anchor, large non-food presence and a smaller hot food component.

It is also the only Westminster market where there appears to be room for a better-quality, more varied hot food cluster, provided it is properly curated and linked to seating. Survey evidence shows the highest average satisfaction score in Westminster's resident survey, but also strong demand for cleaner presentation, better quality, more artisan offer, improved public realm and clearer entrances.

Vision

Church Street should remain Westminster's value destination market: anchored by outstanding fresh produce, everyday value and a broad international offer, while celebrating the area's international identity, everyday social life and community events.

This vision is not about sanitising Church Street or removing the vibrancy that makes it distinctive; it is about protecting what works while making the market cleaner, safer, better organised, better presented and more consistently managed, with activation at a scale appropriate to the wider centre but still rooted in its value-and-produce identity.

By 2030, Church Street should be recognised as one of London's most distinctive value markets – busy, affordable and culturally rich, but also more legible, welcoming and visibly well-run.



Target Audience

- Local residents using the market for everyday value, produce, household goods and social interaction.
- Destination visitors from across Westminster and beyond, especially on Fridays and Saturdays.
- Workers and visitors who could support a stronger and better-quality hot food and leisure offer in selected parts of the market.
- Fixed businesses that already benefit from and help reinforce the market's role in the wider centre.

Opportunities

- Protect and strengthen Church Street's value-and-produce identity, which is the core of its destination appeal.
- Improve quality across merchandise categories without losing affordability.
- Create a stronger, better-curated hot food cluster around seating, serving workers and visitors while reducing random dispersal.
- Use regeneration and wider investment in the area to improve arrival, layout, stall orientation, branding and trader facilities.
- Curate more visiting markets and cultural/community events, including international festival activity and potentially Sunday specialist formats where feasible.
- Improve relationships between the market and fixed businesses and expand opportunities for fixed businesses to participate in market trading.
- Make Church Street Westminster's strongest example of a market that delivers both social value and economic vitality.



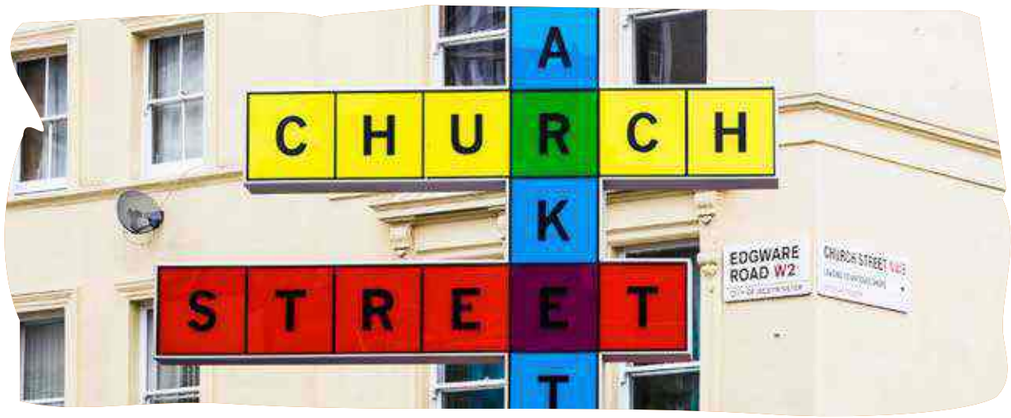
Challenges

Short-Term Challenges

- Poor sense of arrival from both ends of the market, particularly where lead-in stalls create bottlenecks and weak sightlines.
- Inconsistent display and merchandising standards, including some floor trading and visibly poor stall presentation.
- Visible ASB, management gaps, unlicensed pitches and inconsistent enforcement undermine confidence.
- Cleaning, waste and storage arrangements need stronger and more consistent control.
- The market is large enough that weak management in one part can shape perception of the whole.

Long-Term Challenges

- Church Street must improve standards without losing the energy, affordability and informality that make it distinctive.
- Regeneration creates a major opportunity, but also a risk if transitions are not carefully managed.
- The market's scale means that layout, storage, compliance, cleansing and public realm all need to work together rather than as separate projects.
- Long-term success depends on retaining community trust while becoming visibly more professional and safer.



Business Support

Priorities

Church Street needs highly practical support on display, merchandising, product quality signalling, increasing basket spend, and business planning. It is also the market where support for stronger traders to move into fixed premises or meanwhile space may have the clearest long-term payoff. Support will be delivered at stall-side and in short bursts, not through generic workshops.

Tailored Package

Focus: presentation + customer trust + basket spend + value-led growth + compliance support + progression into wider enterprise opportunities.

- Highly practical support on stall display, product presentation, signage, and visual merchandising to improve professionalism and customer appeal.
- Support on pricing confidence, bundles, meal planning, and clearer "value story" messaging to help traders increase basket spend without losing affordability.
- Targeted support to help traders communicate quality, freshness, and reliability more effectively while retaining the market's value positioning.
- Short business planning clinics and 1:1 triage for stronger traders looking to scale, trade additional days, manage seasonality, or prepare for growth.
- Practical support on compliance, waste management, and coordinated operating standards for any expanded hot food element or clustered food offer.
- Support linking traders to local enterprise advice, affordable workspace opportunities, and potential progression routes into fixed premises, particularly in North Paddington.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Deliver visible improvements to arrivals, cleaning, weak stall presentation and management presence.
- Adopt a Church Street curation and standards framework covering weaker traders, stall appearance, commodity quality and safety.
- Begin proactive recruitment of stronger-quality traders in targeted categories, including better-quality hot food where appropriate.
- Work with City Inspectors, Environmental Health and Police on a visibly stronger daytime management and ASB response.

Year 2 Growth, Pilots and Diversification

- Test alternative layouts and stall orientations in weak parts of the market and at key entrances.
- Develop a curated Saturday programme of visiting traders, community events and targeted promotions that build on the existing destination role.
- Assess the feasibility of Sunday specialist activity, including antiques or other themed formats, where operationally realistic.
- Strengthen the connection between market improvement and wider regeneration work, including facilities, storage and branding.

Year 3 Consolidation and Long-Term Embed

- Consolidate Church Street as Westminster's value destination market with a visibly improved standard of arrival, safety and presentation.
- Embed the strongest thematic and community programming into a recurring annual calendar.
- Use performance and compliance data to refine the long-term mix, including the balance between value retail, produce, hot food and specialist visiting markets.

8.6 Maida Hill



History

Maida Hill is Westminster's newest market, created in 2008–09 as part of the regeneration of the former Prince of Wales Junction and intended to support high street renewal, improve safety and bring positive activity to the area.

While the surrounding centre has since shown strong footfall, low vacancy and a broad neighbourhood role, the market itself has moved through several layouts, trading patterns and operating models without achieving the critical mass of a conventional weekly market. Its location away from the main footfall route, combined with ongoing perception and anti-social behaviour issues, means Maida Hill is better understood as an activation space with a market component than as a traditional six-day market.

Current Role

Maida Hill currently operates with very low occupancy and little critical mass. In many instances it is effectively not functioning as a market in the way residents would recognise. Survey evidence shows the lowest satisfaction score of any Westminster market, very high agreement that the market needs a better experience and more variety, and a strong association with safety and ASB concerns.

At the same time, respondents still see untapped potential and show appetite for farmers markets, makers, street food, start-ups and community-led activity. That combination – low current performance but clear latent demand – supports a reset rather than a simple uplift.

Vision

Maida Hill should become Westminster's neighbourhood activation-led market square: a small-scale, high-quality and highly visible space that combines market trading, community activity and lower-barrier opportunities for residents, young traders, makers, creatives and community entrepreneurs, using positive occupation to improve perception, reduce negative use and reconnect the space to local footfall.

This vision recognises that Maida Hill is unlikely to succeed as a standard high-frequency daily market in its current form and instead should focus on concentrated, visible and community-facing activation through a clear trading and events calendar.

By 2030, Maida Hill should have a stronger layout, safer and cleaner operation, a clearer community role and a credible function as Westminster's most accessible test-bed for lower-barrier trading and themed activation market.



Target Audience

- Local residents seeking affordable, convenient and occasional themed market activity close to home.
- Workers and staying visitors in the wider Harrow Road/Maida Hill area who could support selected food and activation days.
- New traders, start-ups, young traders and community entrepreneurs needing a lower-barrier route into trading.
- Community organisations and local businesses looking for a flexible place-based platform for activity and celebrations.

Opportunities

- Reframe the space as an activation and incubation market rather than a weak conventional market.
- Concentrate activity into two or three stronger days and communicate those days clearly.
- Replan the layout so stalls sit front-and-centre, integrated with the current landscaping but visibly on the desire line.
- Use flexible pitch formats rather than relying only on a standard 3m by 3m layout.
- Develop a programme of community events, international food themes, affordable farmers-style markets, plants, makers, gifts, flea-market activity and youth/start-up trading.
- Use positive occupation, stronger stewardship and visible improvement to change perception of the square.
- Link the space more clearly to wider North Paddington high street and community investment programmes.



Challenges

Short-Term Challenges

- Very low critical mass and weak day-to-day visibility.
- Visible ASB, crime and social gathering issues that deter customers and traders alike.
- Poor stall positioning and weak connection to footfall routes.
- Weak signage and poor communication of when the market is actually trading.
- Perception is currently part of the problem, not just the physical layout.

Long-Term Challenges

- The site may never support a traditional high-frequency market, so success must be measured differently.
- Long-term success depends on cross-council working around ASB, public realm, cleansing, community use and trader development.
- If trader recruitment remains weak, the market component will need even stronger incubation and support mechanisms.
- The space must become visibly safer and more welcoming if it is to attract women, families and casual visitors consistently.



Business Support

Priorities

Maida Hill should get the most explicit start-up and pilot lower-barrier support: onboarding, first-trade support, pricing, display, card payments, social content, basic compliance, and “first customers” coaching. It is also the strongest candidate for linking traders into meanwhile opportunities, local trader associations, and a simple market-to-premises pathway. This support will be light-touch but high-frequency, because early-stage traders will need practical help more than formal training.

Tailored Package

Focus: start-up entry + low-barrier trading + digital basics + practical mentoring + growth pathways + local entrepreneur outreach

- Practical support for first-time traders on pricing, display, payments, compliance basics, and simple “first 10 customers” tactics.
- Simple onboarding, shared equipment where possible, set-up support, and practical one-to-one mentoring to make it easier for new traders to get started.
- Support on social media, online selling, card payments, and other basic digital tools, with links to local funding where available.
- A clear progression route from Maida Hill into other Westminster markets, meanwhile spaces, or affordable premises as traders grow and become more established.
- Targeted outreach to local businesses, makers, creatives, and community entrepreneurs who could use market trading as a low-risk extension of their main activity.
- Links into trader associations, peer support, and targeted newsletters so traders can access opportunities, advice, and wider business support more easily.



3-Year Delivery Priorities

Year 1 Foundation and Quick Wins

- Adopt a formal Maida Hill activation model and stop measuring success against a conventional daily market template.
- Replan the layout to bring stalls forward, improve visibility and align market use with the strongest footfall line.
- Target daytime ASB with a coordinated response involving markets, city inspectors, police and ward members.
- Develop a simple branded calendar for two or three committed trading days and begin strong local communications.

Year 2 Growth, Pilots and Diversification

- Build a recurring themed programme for Fridays and Saturdays, including community celebrations, affordable food and start-up trading.
- Pilot flexible pitch formats and low-barrier starter packages for new traders.
- Engage fixed businesses and local organisations as stall operators, partners or event collaborators.
- Run a positive PR and place campaign focused on visible improvements and changed experience.

Year 3 Consolidation and Long-Term Embed

- Consolidate Maida Hill as Westminster’s activation-led market square, with a targeted incubation function subject to review of trader uptake and community response.
- Assess whether the model can support additional regular trading days or whether a selective programme remains the best long-term approach.
- Embed the most successful start-up, youth or themed market formats into Westminster’s wider trader development pipeline.

9 Cross-Cutting Delivery Programme 2027–2030

The strategy will be delivered through a borough-wide programme organised around a set of cross-cutting missions.

These provide the shared framework for Westminster's market network, while the six market visions remain the long-term direction for individual places. This section should be read alongside the market-specific chapters and the Implementation and Performance Appendix.

The missions are intended to guide priorities and delivery rather than operate as a fixed annual work programme. Westminster will apply them in a place-sensitive, proportionate and evidence-led way, supported by rolling market-specific action plans and coordinated input from relevant council services and partners. Priorities, sequencing and interventions may therefore vary between markets and be refined over time in response to evidence, consultation, resources and local circumstances.

The missions are also designed to work together. Strong governance supports safer and fairer markets; identity and promotion support footfall and recruitment; place and infrastructure improve trader viability and customer experience; enterprise support strengthens resilience; and monitoring helps guide future action and investment.



Mission 1 Safe, Fair and Well-Governed Markets

Strong governance underpins every other ambition in this strategy. Westminster will maintain a clear, lawful and joined-up framework for managing markets so they are fair, safe, inclusive and well run.

What we will do

- Maintain a clear and consistent framework for the management of Westminster's markets.
- Ensure market management is fair, proportionate, transparent and aligned with this strategy.
- Support traders to understand their role in preventing and reporting ASB.
- Improve engagement with traders and stakeholders, with clear routes for feedback and review.
- Promote safe, inclusive and well-managed markets.
- Promote a zero-tolerance approach to behaviours that negatively impact traders, residents, visitors and the local environment, in line with the ASB Strategy.
- Keep governance under review so it remains effective and responsive to change.

How we will achieve this

- Keep the policy, standard conditions, fees, trader handbook and operational guidance under regular review.
- Strengthen visible market management, routine inspection and early issue resolution.
- Use intelligence-sharing to identify ASB hotspots linked to markets and direct the Police and Council Tasking Team (PACTT)
- Improve coordination across council services and partners so that issues are addressed more quickly and consistently. Including community safety services and police to ensure a coordinated response to ASB
- Maintain clear processes for trader enquiries, change requests, complaints and escalation.
- Ensure delivery and review continue to take account of equality, accessibility, public safety, safeguarding, customer experience and value for money.

Mission 2 Identity, Activation and Promotion

Identity, activation and promotion are core market-development tools. Westminster will use them to make markets easier to find and understand, more attractive to customers, clearer to prospective traders, and more strongly positioned within their local neighbourhoods and the wider city. The scale and style of activity will vary by place, with lighter-touch neighbourhood animation in some locations and more curated destination activity where market role, infrastructure, trader readiness and management capacity support it.

What we will do

- Develop a clear Westminster Markets identity, with distinct branding for individual markets where appropriate.
- Improve the digital and public-facing presence of Westminster's markets, making information easier to access for customers, traders and prospective traders.
- Use events, seasonal activity and partnerships to widen audiences, support footfall and strengthen market identity.
- Make markets easier to find, recognise and use through better wayfinding, signposting and sense of arrival.
- Promote each market in a way that reflects its character, diversity and evolving role, while maintaining a coherent borough-wide narrative.

How we will achieve this

- We will roll out a Westminster Markets brand, supported where appropriate by market-specific branding, and use it consistently across digital and physical communications.
- We will develop a dedicated Westminster Markets digital presence, whether within the main council website or through a connected market-specific platform as a central source of market information, event listings, trader guidance and opportunity information.
- We will deliver a programme of activations and events across the network, working with partners such as BIDs, cultural organisations, schools, libraries, community organisations, local venues and nearby businesses where appropriate.
- We will improve visibility through stronger market storytelling, photography, digital content, social media and partner channels.
- We will strengthen wayfinding and sense of arrival through improved signposting, branded materials and entrance features, including work with Transport for London and other partners where appropriate.
- We will review the impact of promotion and activation activity over time so that effort is focused on the approaches that are most effective for each market.

Mission 3 Place, Infrastructure and Customer Experience

Place and infrastructure are central to market performance. Westminster will improve the physical environment of its markets so they are clean, attractive, accessible and practical places to trade and visit. Improvements will be guided by local context, public realm considerations and market-specific need, and phased over time in line with feasibility, value for money and the long-term role of each market.

What we will do

- Improve cleanliness, presentation and the overall customer experience across Westminster's markets.
- Prioritise infrastructure that supports trader viability and customer comfort, including power, water, storage, toilets, seating, lighting and waste arrangements where appropriate.
- Use layout, design and public realm improvements to support accessibility, movement, servicing, safety and local character.
- Strengthen the relationship between markets, public space, neighbouring businesses and surrounding uses.
- Support more modern, resilient and lower-emission market infrastructure where practical and affordable.

How we will achieve this

- We will introduce clearer guidance on stall design, presentation, signage and layout to improve the appearance and consistency of markets.
- We will identify market-specific priorities for utilities, storage, seating, wayfinding, waste and other customer-facing infrastructure, and phase improvements over time.
- We will use market-specific assessments, public realm guidance and engagement with local partners, BIDs, neighbourhood forums and other stakeholders to inform changes to layout and infrastructure.
- We will pilot practical improvements where appropriate, such as tables and chairs at selected food-led markets and design measures that improve visibility, safety and customer confidence.
- We will explore the feasibility of infrastructure upgrades, including improved power provision and electrification, where these support long-term market performance, environmental objectives and value for money.
- We will ensure that activation, later-day activity and public programming are supported by the infrastructure and management arrangements needed for them to operate well.

Mission 4 Curation, Recruitment and Enterprise Support

Long-term market health depends on more than filling pitches. Westminster will use curation, recruitment and enterprise support to build the right trader mix, reduce barriers to entry and help traders start, remain and grow successfully. This will help each market develop in line with its vision while responding to vacancies, changing demand and opportunities for growth.

What we will do

- Recruit traders in a way that supports each market vision and long-term market health.
- Actively manage vacancies, commodity mix and trading patterns so markets remain vibrant, balanced and resilient.
- Use pilot activity, temporary opportunities and visiting traders to test new ideas before making longer-term changes.
- Provide practical business support that helps traders improve performance, resilience and growth.
- Maintain lower-barrier entry routes for start-ups, young traders, local residents and underrepresented entrepreneurs.
- Connect traders to wider business support, skills, workspace and economic development opportunities.

How we will achieve this

- We will deliver targeted recruitment campaigns and use prospectuses, outreach and vacancy management to attract traders who fit the vision for each market.
- We will develop a “trade with us” section on the Westminster Markets website, making it easier for prospective traders to understand opportunities and apply.
- We will trial or reintroduce waiting lists where appropriate, alongside clearer processes for managing vacancies and new opportunities.
- We will use themed trading, temporary licences, pop-ups, test days and visiting traders to trial new commodities, audiences and trading patterns.
- We will review the scope for pilot activity on selected non-trading days where this supports market development and is operationally feasible.
- We will publish and maintain a trader business support offer, including practical guidance, signposting and links to wider council and external support.
- We will use market intelligence and operational insight to identify where stronger curation, targeted support or revised recruitment activity is needed.

Mission 5 Sustainability, Operations and Good-Neighbour Management

A successful market must work not only for traders and customers, but also for neighbouring resi-dents, businesses and other public-space users. Westminster will therefore focus on strong day-to-day operational standards, a good-neighbour approach and a gradual move towards more sustainable trading practices, recognising that environmental improvements need to be practical, proportionate and deliverable.

What we will do

- Improve waste management, cleanliness, end-of-day standards and overall operational discipline across the market network.
- Support a gradual move towards lower-emission, lower-waste and more sustainable trad-ing practices where infrastructure, funding and operating conditions allow.
- Strengthen the good-neighbour approach to servicing, van management, noise, odour, smoke, clutter and litter.
- Promote safe, inclusive and well-managed markets through clear standards, visible man-agement and partnership working.
- Support environmental improvements in a way that is practical, proportionate and aligned with value for money.

How we will achieve this

- We will increase routine inspections and use visible market management to resolve issues early and take action where standards are not met.
- We will publish and maintain a clear Trader Handbook and related guidance so traders understand the standards expected in relation to cleanliness, waste, conduct and day-to-day operations.
- We will work with traders to improve waste handling, oil disposal, end-of-day processes and other operational practices through guidance, engagement and targeted information campaigns.
- We will support the move towards cleaner trading methods, including work to reduce reli-ance on fossil fuels and, where feasible, pilot the transition from LPG or gas equipment to electric equipment at suitable markets.
- We will explore infrastructure and monitoring measures that support environmental im-provement, including better power provision and targeted air-quality monitoring where ap-propriate.
- We will work with relevant council services and external partners to address safety, anti-social behaviour, servicing and other issues affecting market operations and community confidence.

Mission 6 Data, Monitoring and Annual Review

Effective delivery depends on monitoring that is proportionate but meaningful. Westminster will use data, operational learning and stakeholder feedback to understand how markets are perform-ing, track progress and refine delivery over time. Monitoring is intended to support better deci-sions, not create an overly complex performance regime.

What we will do

- Maintain a proportionate framework for monitoring market health, delivery progress and trader and stakeholder feedback.
- Use evidence to inform decisions on curation, support, investment, operations and future policy refinement.
- Keep key indicators such as occupancy, vacancy, trader mix, compliance, customer expe-rience and activation outcomes under review where proportionate to collect.
- Refresh market-specific action plans and service priorities over time in response to evi-dence and local circumstances.
- Keep the strategy, EQIA and wider evidence base under review so Westminster can re-spond to changing conditions and identify where mitigation or adjustment is needed.

How we will achieve this

- We will introduce a clear set of KPIs for Westminster's markets and feed them into wider council reporting where appropriate.
- We will combine quantitative data with market-level narrative, trader feedback, stakeholder input, equality review and operational learning to build a fuller picture of performance.
- We will develop a more centralised approach to storing and reviewing market data so in-formation from across the network can better guide decision-making.
- We will improve operational insight through more centralised data, live or near-real-time dashboards where feasible, and the proportionate use of emerging analytical tools, in-cluding AI where appropriate, lawful and value for money.
- We will commit to regular review periods for the strategy, Street Trading Policy, Trader Handbook and related delivery documents.
- We will use annual review to identify where delivery should be accelerated, rebalanced, paused or redesigned, and update market-specific priorities accordingly.
- We will maintain ongoing dialogue with traders and key stakeholders so that monitoring reflects on-the-ground experience as well as performance data.



10 Monitoring and Performance Framework

This strategy will be supported by a clear but flexible monitoring and performance framework, set out in more detail in the Implementation and Performance Appendix.

One of the clearest lessons from comparator strategies is that effective market strategies do not stop at vision statements. They combine long-term direction with regular review, evidence-based decision-making, and visible accountability. Westminster will adopt the same approach.

The framework will not rely on quantitative data alone. It will also draw on trader feedback, stakeholder engagement, operational learning, equality and accessibility considerations, and wider market intelligence. Its purpose is not only to report on performance, but to support improvement: helping the Council to understand whether the strategy is being delivered as intended, identify where intervention is needed, and refine delivery over time. Where material changes require formal consultation, this will be undertaken in accordance with the relevant legal and policy requirements.



10.1 How the Framework Works

- The framework will operate at three levels: network-wide health across the six markets; market-specific performance by place, day and trading model; and delivery performance against the wider transformation programme and supporting action plans.
- Baselines will be drawn from the most recent complete and verified data available at the point of adoption or implementation. Where robust baseline data is not yet available, this will be established during the early phase of delivery.
- Not all indicators will require fixed numerical targets at all times. In some areas, the most appropriate approach will be to monitor direction of travel, market-specific improvement, or movement against a locally agreed baseline.
- Performance information will be reviewed through the Council's relevant service and programme governance arrangements, with risks, exceptions, trader feedback, equality and accessibility issues, and corrective actions recorded where appropriate.
- Each market will also have a short narrative review alongside the data, because raw figures alone will not explain whether the market is changing in line with its adopted role and vision.
- Trader insight will form part of this narrative review, including feedback on trade, footfall, market mix, operational issues, customer behaviour, and the practical effects of recent changes.
- Westminster will maintain regular dialogue with traders and other stakeholders so that emerging issues, opportunities and unintended impacts can be identified early.
- Market-specific monitoring may include activations delivered, partnership activity, new-trader pipeline, trader progression, local engagement, perception of market identity, and event-related footfall or participation, alongside occupancy, compliance and income measures.
- Feedback gathered through engagement will be used alongside formal performance data to inform operational improvements, market management responses, curation decisions, EQIA review, and future policy development.
- An annual review of strategy delivery will summarise progress against the market visions, implementation priorities and KPI trends, and may recommend refinements to action plans, baselines, measures or delivery approach.
- Indicators, baselines and targets may be refined over time as data quality improves, new evidence becomes available, or market conditions change, while the overall direction of travel remains consistent with the strategy.

10.2 Review and Reporting Rhythm

- Weekly or in real time, where relevant: pitch attendance, operational issues, compliance observations, trader feedback and urgent market matters will be captured through day-to-day service management.
- Monthly or through the regular service cycle: core operational data such as occupancy, income, arrears, cleanliness, brand delivery, digital reach and recurring feedback themes will be reviewed at market and service level.
- Quarterly or through periodic governance review: the wider dashboard will be considered alongside market-level narrative, delivery risks, equality and accessibility issues, and any corrective actions required.
- Throughout the year: Westminster will engage traders and other stakeholders on market performance, operational experience and potential improvements, so that this feedback can inform continuous improvement and future decision-making.
- Annually: the Council will formally review strategy delivery, including progress against market visions, implementation priorities, KPI trends, trader and stakeholder feedback, and any required refresh to the delivery approach. This review may also refresh market-specific action plans, activation levels or partnership priorities where the evidence suggests adjustment is needed.
- At the end of the strategy period, or earlier if required: the Council will undertake a fuller strategy review to assess what should be carried forward, revised, expanded, discontinued or embedded as standard practice.





11 Fee Structure and Charging Approach

A modern markets strategy requires a fee structure that is lawful, transparent, fair, and aligned with the realities of how Westminster's markets now operate.

Westminster's existing borough-wide fee approach no longer reflects the significant differences between markets in footfall, location, trading pattern, commodity type, cleansing demand, compliance intensity, and management cost. Both internal and external scoping has identified that the service needs to move towards an income position of around £2.4 million per annum to achieve financial sustainability. This strategy therefore includes a move to a data-driven, differentiated pricing structure, alongside an annual inflation-linked increase, as a core delivery mechanism.

This strategy does not itself set the annual fee levels. Rather, it sets the strategic approach Westminster will take to fees and charges, the principles that will underpin them, and the role the fee structure will play in delivering the wider market visions, policy objectives, and transformation programme.

The Council will always endeavour to deliver value for money by ensuring that fees and charges are evidence-based, proportionate, and linked to the efficient delivery of high-quality market services.



11.1 Why Fee Reform is Needed

Fee reform is needed for four connected reasons. First, Westminster's current charging model does not adequately reflect the true costs of administering, cleansing, managing and enforcing its markets. Second, the current structure does not reflect the fact that Westminster's six markets operate in very different commercial contexts and place settings. Third, a flat or weakly differentiated structure makes it harder to use pricing as a fair reflection of actual service demand, particularly where some commodities create significantly greater cleansing, waste, Environmental Health, and compliance pressures than others. Fourth, the service needs a more regular and transparent annual review mechanism so that fees can evolve incrementally rather than requiring infrequent but disruptive step changes.

11.2 Strategic Objectives of the New Fee Structure

The revised fee structure has six strategic objectives.

First, it must enable Westminster to recover its reasonable costs within the scope of the City of Westminster Act 1999 and move the service towards a more sustainable long-term footing. Second, it must reflect more accurately the differences between markets, trading days, commodities and operating conditions, rather than relying on a single uniform charging model. Third, it must support occupancy, activation and appropriate market growth by allowing charging to reflect the different roles and maturity of Westminster's markets. Fourth, it must support market curation by aligning fees more closely with each market's adopted role and with the operational impact of different types of trading. Fifth, it must provide greater transparency, predictability and regular review. Sixth, it must sit alongside, rather than replace, wider work on trader support, market management, infrastructure, public realm and place-making.

The revised fee structure is therefore not simply a revenue mechanism. It is part of the wider transformation of Westminster's markets into places that are cleaner, better managed, more resilient, more clearly defined in role and more responsive to community, trader and visitor needs. At the same time, fee setting must remain within the legal charging framework of the Act. It is a tool for fairer and more transparent cost recovery, aligned with operating realities and service delivery, rather than a mechanism for arbitrary pricing or broad subsidy outside the statutory framework.

11.3 Legal and Policy Basis

The legal basis for the revised fee structure remains the City of Westminster Act 1999. The Act provides the framework within which Westminster may set application fees, daily and other charges, and any associated consultation and decision-making requirements.

The revised fee structure is also consistent with Westminster's wider Street Trading Policy, Market Strategy, standard conditions, and the broader objectives of the Markets Transformation Programme. In particular, it supports the move towards a more differentiated, evidence-based and place-sensitive approach to charging, in which fees better reflect market role, service demand, operational costs and management requirements.

Detailed fee levels, cost calculations and any supporting procedural arrangements will continue to sit within the relevant fee report, fee schedule and supporting statutory process, rather than within the strategy itself.

11.4 Structure of the New Fee Model

Westminster's charging model will be structured as a family of related charges, rather than a single headline pitch fee.

At a strategic level, the model distinguishes between:

1. Application fees
2. Licensed trader daily pitch fees
3. Casual trader registration and daily booking fees
4. Event trading fees
5. Ancillary and other lawful charges

This separation is important for both legal clarity and transparency. It allows Westminster to distinguish between the costs of processing applications, the ongoing operational costs of managing markets, the additional burden associated with casual or event trading, and any other lawful charges that are better treated separately.

11.4.1 Application Fees

Application fees will remain separate from daily trading charges. They will reflect the reasonable cost of processing applications, variations and related permissions, with different fee levels where the cost of processing differs materially between types of application.

Detailed provisions relating to invalid, withdrawn or partially processed applications will sit in the fee schedule and supporting policy or procedural documentation rather than in the strategy.

11.4.2 Licensed Trader Daily Pitch Fees

The main daily charge for licensed traders will be based on a differentiated structure that reflects market, day and commodity.

This approach recognises that Westminster's markets operate in different environments, serve different functions, and generate different management, cleansing, compliance and public realm pressures. It also recognises that different forms of trading impose different operational demands. A differentiated daily charge therefore provides a more realistic and transparent relationship between fees, service cost and trading opportunity than a single borough-wide fee.

11.4.3 Casual Trader Charges

The revised structure will retain a distinct route for casual traders, including a registration element and a separate booking charge. This reflects the greater administrative and operational burden associated with short-term and flexible trading, while supporting Westminster's ability to use casual trading for activation, themed trading, start-up opportunities, seasonal programming and responsive curation.

11.4.4 Event Trading Fees

The revised structure also includes a distinct approach to event trading. Event charges reflect the differing levels of planning, coordination and operational management associated with temporary trading activity, while recognising that trading within established market spaces involves different costs from trading in other non-market locations.



11.4.5 Ancillary and Other Lawful Charges

The charging framework may also include ancillary and other lawful charges that sit alongside the core fee structure, including charges for approved identity items and pitch plates, utilities, receptacle provision, storage, managed services, hearing-related processes where justified, and other lawful cost-recovery arrangements. Where works by internal departments or external contractors materially affect market operations, Westminster may also seek lawful recharges for officer time or operational input where appropriate.

Keeping such charges separate from the core daily fee improves transparency, supports value for money, and helps ensure that the main daily charge is not burdened with costs that are more appropriately allocated elsewhere.

11.5 Annual Increase

Westminster will normally apply an annual inflationary uplift to market fees and charges in line with the RPI figure from the previous year, with revised charges taking effect from 1 April each year.

This approach is intended to provide greater predictability for traders, avoid larger and more disruptive increases after periods of fee stagnation, and help the Council maintain a high standard of market management, cleansing, compliance and support services over time.

11.6 How the Fee Structure Supports the Market Visions

A key purpose of this fee structure is to support Westminster's market-by-market, vision-led approach.

For stronger, higher-value and more established markets or trading periods, the structure allows charges to reflect greater trading opportunity and higher operational and environmental pressures. For lower-footfall, emerging or more developmental markets, it allows Westminster to adopt a charging approach that is more supportive of take-up, activation and market growth.

The fee structure also supports Westminster's broader curation objectives. Market visions and related policies seek to reduce over-concentration, strengthen identity, and improve the fit between market offer and local demand. Fees will not be the only tool used to achieve this, but a differentiated structure can help ensure that different forms of trading are charged in a way that better reflects their operational impact and role within the market.

The revised approach must therefore be understood as part of a wider package that includes policy, curation, infrastructure, trader support, market management and public realm improvement.

11.7 Fairness, Affordability and Support for Traders

The fee structure must be understood as part of a broader trader support framework. Westminster recognises that broad fee suppression is not always the most effective way to support new or smaller traders, because the underlying costs of administering, managing and enforcing the service still exist. The approach is therefore based on transparent fees alongside targeted support, rather than hidden subsidy within the charging structure.

The Council will continue to seek value for money by ensuring that fees are evidence-based, proportionate and regularly reviewed, and by continually reviewing procedures, service design and delivery arrangements to reduce avoidable cost where possible. This includes using commissioning, procurement and operational planning effectively in areas such as events, specialist support and shared services.

In practical terms, this means the fee structure sits alongside the wider business support offer set out elsewhere in this strategy, including start-up support, digital support, merchandising support, trader networks, progression routes and targeted market-specific interventions. Where Westminster wishes to achieve wider policy objectives that go beyond the costs recoverable through the fee framework, it will do so through dedicated programme funding, economic development support, external funding or other transparent interventions.

Traders remain central to Westminster's markets and to the success of this strategy. The Council will therefore continue to engage with traders on future changes to fees, services and market operations, building on the collaborative approach used in developing the strategy. This will help ensure that future changes are informed by operational experience, trader insight and market conditions, and are introduced in a transparent, proportionate and place-sensitive way.

Taken together, the approach set out in this chapter is intended to align charging with market role, service demand and long-term service quality. Detailed fee levels will continue to be set through the relevant statutory and governance processes, but the strategic direction is clear: Westminster will use a more transparent, differentiated and evidence-based charging framework to support a better managed and more sustainable market network.



Appendix A

Implementation and Performance

This appendix supports implementation, monitoring and review across the full life of the strategy.

It is not a fixed annual work programme. Westminster may sequence, combine, refine, accelerate, delay or discontinue interventions, and may refine indicators, baselines or delivery priorities over time, provided that the overall direction of travel remains consistent with the strategy.



1. Delivery and Review Principles

Implementation will be vision-led, evidence-based and proportionate. The framework is intended to support practical delivery, accountability and improvement, while allowing Westminster to respond to changing conditions, operational learning, consultation findings, resource availability and wider place-based priorities.

Principle	Practical application
Vision-led and place-sensitive	Delivery should reflect the distinct role, identity and needs of each market and site rather than applying a single uniform model.
Evidence-based and proportionate	Decisions should be informed by performance data, trader and stakeholder feedback, equality impacts, operational learning and local context.
Flexible and adaptive	Westminster may test, pilot, phase, refine or discontinue interventions where this supports better outcomes or responds to changing circumstances.
Integrated and practical	Delivery should align licensing, curation, public realm, communications, trader support, sustainability and market management.
Inclusive and accessible	Implementation should continue to have regard to accessibility, equality and inclusion, with the EQIA remaining a live tool throughout delivery.
Value for money	The Council should review procedures and service design regularly and use procurement, commissioning and partnership opportunities effectively.

2. How the Framework Works

The framework should operate at three levels: network-wide health across the six markets; market-specific performance by place, day and trading model; and delivery performance against the wider transformation programme and supporting action plans.

Baselines should normally be taken from the most recent complete and verified data available at the point of adoption or implementation. Where robust baseline data is not yet available, this should be established during the early phase of delivery.

Not all indicators require fixed numerical targets at all times. In some areas, the most appropriate approach will be to monitor direction of travel, market-specific improvement, or movement against a locally agreed baseline.

Performance should be reviewed through the Council's relevant service and programme governance arrangements, with risks, exceptions, trader feedback, equality and accessibility issues, and corrective actions recorded where appropriate.

Each market should have a short narrative review alongside the data, because figures alone will not explain whether the market is changing in line with its adopted role and vision.

Trader and stakeholder insight should form part of this narrative review, including feedback on trade, footfall, market mix, operational issues, customer behaviour and the practical effects of recent changes.

An annual review of strategy delivery should summarise progress against the market visions, implementation priorities and KPI trends, and may recommend refinements to action plans, baselines, measures or delivery approach.

Indicators, baselines and targets may be refined over time as data quality improves, new evidence becomes available, or market conditions change, while the overall direction of travel remains consistent with the strategy.



3. Review and Reporting Rhythm

Implementation will be vision-led, evidence-based and proportionate. The framework is intended to support practical delivery, accountability and improvement, while allowing Westminster to respond to changing conditions, operational learning, consultation findings, resource availability and wider place-based priorities.

Review point	Typical focus
Weekly or in real time, where relevant	Pitch attendance, operational issues, compliance observations, trader feedback and urgent market matters should be captured through day-to-day service management.
Monthly or through the regular service cycle	Core operational data such as occupancy, income, arrears, cleanliness, brand delivery, digital reach and recurring feedback themes should be reviewed at market and service level.
Quarterly or through periodic governance review	The wider dashboard should be considered alongside market-level narrative, delivery risks, equality and accessibility issues, and any corrective actions required.
Throughout the year	Westminster should engage traders and other stakeholders on market performance, operational experience and potential improvements, so that this feedback can inform continuous improvement and future decision-making.
Annually	The Council should formally review strategy delivery, including progress against market visions, implementation priorities, KPI trends, trader and stakeholder feedback, and any required refresh to the delivery approach.
At the end of the strategy period, or earlier if required	The Council should undertake a fuller strategy review to assess what should be carried forward, revised, expanded, discontinued or embedded as standard practice.

4. Implementation Framework Summary

Area	Strategy approach	How flexibility is maintained
Market delivery	Rolling market-specific action plans, operation plans and management priorities.	Timing and scope may vary by market, readiness, funding, public realm opportunity and operational need.
Policy, conditions and fees	Periodic review of policy, standard conditions, fee schedule and related guidance.	Changes can be phased, tested or consulted on as required rather than fixed to a single year.
Infrastructure and public realm	Site-specific improvements where feasible and justified.	Delivery depends on opportunity, funding, coordination with other works, and market or site priorities.
Trader support and activation	Targeted support, pilots, events, communications and business development.	Different markets may receive different interventions at different times.
Equality, accessibility and sustainability	Live EQIA review, accessibility monitoring and environmental improvement.	Actions may be refined as evidence, feedback and operational learning develop.
Monitoring and review	Regular performance review supported by KPIs, trader feedback and governance oversight.	Indicators and baselines may be refined as data quality improves and priorities evolve.

5. Baseline KPI Framework

The framework below sets out the core baseline areas Westminster may use to monitor strategy delivery over time. Baselines should normally be taken from the most recent complete and verified data available at the point of adoption or implementation or established during the early phase of delivery where robust baseline data does not yet exist.

Theme	Indicative KPI area	Baseline approach	How it may be used
Sustainability	Waste and cleansing compliance.	Most recent verified service baseline by market or site.	To monitor cleanliness, waste discipline and service pressure over time.
Sustainability	Lower emission / electric trading infrastructure uptake.	Most recent verified position at adoption or implementation.	To track progress in infrastructure use and environmental transition.
Performance	Occupancy and active use.	Most recent rolling position by market, day and pitch type.	To assess market health, underuse and effective use of space.
Performance	Vacancy duration and re-let time.	Most recent service baseline.	To track how quickly opportunities are returned to use.
Performance	Income collection and arrears.	Most recent complete financial baseline.	To support monitoring of financial resilience and debt management.
Performance	Complaints, incidents and enforcement activity.	Most recent verified service baseline.	To identify emerging management, safety, compliance or public realm issues.

Theme	Indicative KPI area	Baseline approach	How it may be used
Identity	Branding and presentation standards.	Baseline established through market audit, review or operation-plan assessment.	To assess implementation of market identity and public-facing quality.
Identity	Digital reach and public-facing communications.	Most recent available baseline for web, social, newsletter or campaign engagement.	To monitor visibility and growth in public awareness.
Community	Customer / resident perception and satisfaction.	Most recent survey baseline or equivalent market-level evidence.	To track confidence, experience and community value over time.
Community	Events, activation, partnership and community participation.	Most recent verified delivery baseline by market or site.	To monitor the breadth, consistency and effect of activation, partnership working, event-related footfall and community participation.
Community	Accessibility and equality-related feedback.	Baseline taken from latest EQIA, complaints, engagement or accessibility review.	To monitor whether implementation is improving accessibility and inclusion in practice.
Entrepreneurship	Trader support uptake.	Most recent available baseline for training, mentoring or other business-support participation.	To assess whether support is reaching traders and prospective traders effectively.
Entrepreneurship	Progression and retention	Baseline established through trader records and service review	To monitor how traders move through casual, temporary, event and longer-term opportunities.
Diversity	Commodity mix by market.	Most recent verified trading mix at adoption or implementation.	To track progress against market vision and curation objectives.
Diversity	New entrant participation.	Most recent verified baseline for new traders entering the system.	To assess whether routes into trading remain open and active.
Diversity	Trader and user diversity evidence, where lawful and proportionate.	Baseline taken from available data, engagement and survey evidence.	To inform inclusion, access and outreach activity over time.

Note: Indicators may be refined, added or retired over the life of the strategy where better data becomes available, new priorities emerge, or a more meaningful local measure is identified. Reporting may be undertaken at network-wide, market-specific or project-specific level as appropriate.





WESTMINSTER MARKETS

City of Westminster