



# Hackney Markets and Street Trading Strategy 2023-2028

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# 1.

## Foreword from the Cabinet Member for Community Safety and Regulatory Services



Councillor Susan Fajana-Thomas

I am very proud of Hackney’s street markets and their transformation since the last strategy was written five years ago. We know that while all markets have a core economic purpose, it’s their social function that enables them to flourish as a resource for the communities that use them.

Hackney’s street markets are an essential part of the community, attracting in excess of 6 million shoppers every year and providing access to value-for-money shopping across a broad range of products. Shoppers come from across London and further afield to shop at Hackney’s street markets and to enjoy the diverse cultural and shopping offer that is available.

I must congratulate officers, colleagues, and the many stakeholders who have worked tirelessly to improve our markets and the traders who provide the wide range of goods and services available to customers. I am therefore delighted to introduce the draft Hackney Markets and Street Trading Strategy 2023-2028.

The successful delivery of the previous Markets Strategy 2017-2020 saw the service achieve a break-even financial position consistently on the markets’ account following years of financial deficit, however, the service capitalised on commercial oppor-

tunities and has grown exponentially, so much so, Hackney's Markets are now recognised as the best markets service nationally. I can now share the Strategy document for 2023-2028 that will allow the service to continue to build on these successes and further develop and enhance our community-led services, as well as maintaining economic and employment growth across the borough.

The document reaffirms our commitment to Hackney's multi-award-winning street markets and successful commercial operations, which are all managed and curated by the local authority. It sets out an ambitious plan for how we can further improve the continued growth we have seen pre and post-pandemic in terms of the customer experience, boosting the local economy and providing the basis for the Council and our partners to secure additional funds for further investment and improvements.

These proposals will help us to maximise and capitalise on the many commercial opportunities available to us over the next five years. Hackney Council's Markets are a vital ingredient in the diversity, passion, innovativeness and independence of Hackney. They are part of the very fabric of community, commerce, and heritage of the borough. They are places where people can come together and belong. Through initiatives like the Alexandra Rose Food Vouchers, which support access to cheap healthy food for those on a low income, lifting health and living standards. The local residents of Hackney can use our markets to realise their dreams of starting their own business and launching it, within the very borough in which they reside.

The markets also play a key role in our ever-changing and growing town-centre economies, contributing to a nationally and regionally distinct culture, encompassing food, drink, leisure and entertainment. At the grass-roots, it attracts footfall to the town centre and provides low-cost, low-risk 'start up' opportunities that have led to local success stories like the H.O.P.E, Lambsworld, Earth to Roots and Zen & VibeZ to name just a few.

This Markets and Street Trading Strategy 2023-2028, the extensive survey, engagement and research that underpins it, have revealed that despite its popularity, many of the markets are thriving but some are just surviving and we need to evolve these to ensure every commercial operation within Hackney's portfolio is an incubation hub for small and micro businesses to thrive and prosper.

The challenges ahead are to retain community value, continue to develop and strengthen commercial performance and adapt



to the post pandemic environment in which they operate. This will contribute and enhance the role that the market service plays in the growth and regeneration of our borough's town centres and continue to establish the borough within the wider regional authority, whilst balancing tradition and modernity.

Future investment through the Good Growth Fund, UK SPF funding and corporately funded schemes will deliver new markets and trading spaces to operate a business from, diversify the portfolio with new and innovative uses for commercial and community spaces, grow and stimulate the local and inclusive economies and bring more people and jobs into the borough.

Over the years the Council has made a number of successful sustained attempts to support our street markets and its traders through grant funding, comparatively cheap fees and charges, dedicated business support and development, physical and digital marketing and advertising as well as identifying and capitalising on new commercial opportunities to which existing traders have been able to expand and grow their enterprises within the borough, giving them more flexibility and greater trader freedom and responsibility. This includes licensing changes to support long-term assistants to succeed permanent licence holders who have worked for 7 years or more with any given trader and played an active role in delivering that business.

Currently under the legislation, when the licence holder dies or retires they can have their licence passed onto a designated family member under the right of succession clause but the legislation is silent on long-term employees and where no family member wishes to take on the licence, the Council are obliged to revoke the licence and advertise the vacant pitch. This places a long-serving employee at risk of loss of income and willful employment.

The service used another part of the legislation to facilitate long-term employees to succeed licences where there was no direct successor to lawfully succeed the licence holder. This flexible approach ensured hard-working employees, particularly over the pandemic, did not lose their livelihoods and these generational businesses were not lost from the streets of Hackney and are permitted to continue trading and serving our communities.

The Council has underlined this commitment to the markets by securing and delivering the investment of over £1.2m in Ridley Road Market, to improve the infrastructure, public realm and operations, as well as agreeing a long-term lease to take up the management and delivery of the Ridley Road Indoor Shopping Village in late 2023 post its full refurbishment, but still much more remains to be done.





The plan sets out the next stage of improvement works in the remaining street markets along with the adjacent shops and businesses on those roads. It further highlights the need to continue to grow and access other commercial opportunities and the innovative activation of public spaces to grow income and ensure Hackney is the place of choice for new, small and micro business operators to run their enterprises from. It also articulates how the market's management will move forward to support a growing portfolio of licensed businesses and trading operations.

This Markets and Street Trading Strategy is currently a draft for consultation. It plots a way forward for the Markets Service over the next five years. I invite traders, residents, and the wider community to let us know any comments or thoughts about the approach set out.

Once finalised, we hope the strategy will help ensure that the Hackney Markets and Street Trading portfolio will retain and enhance further, its diversity, creativity and innovative spirit, whilst seizing opportunities that will unlock its latent potential and enable ongoing improvements in its performance that will continue to secure its long-term future.

**Councillor Susan Fajana-Thomas OBE**

## 2. Introduction

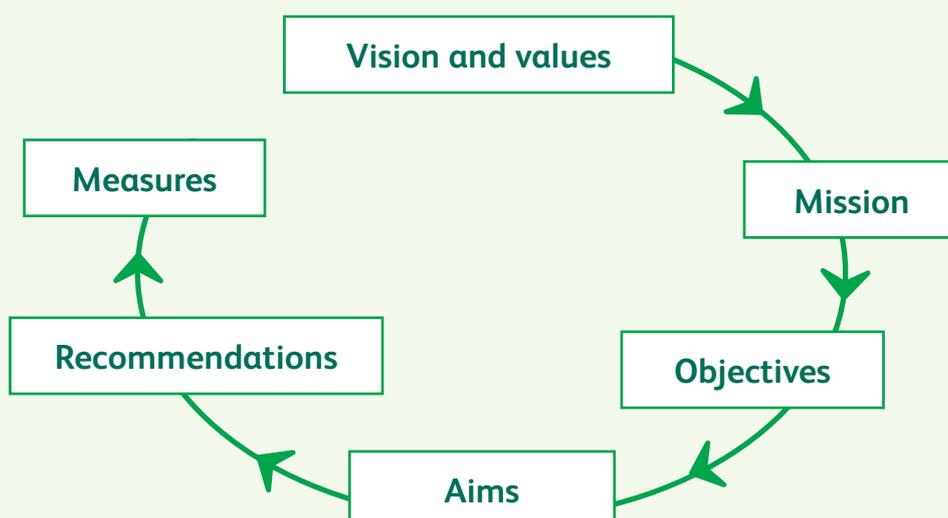
Street markets hold a special place in Hackney and are part of a long tradition of thriving markets in the borough stretching back hundreds of years. To this day, they remain places where people shop and interact with one another, and therefore serve very important social and economic functions. Although, each of Hackney Council's markets has a different mix of commodities, it is the service's duty to ensure that they are all accessible to the community as a whole and are maintained to preserve their unique characteristics.

Since the inception of the last strategy, Hackney Council's markets have been thriving, enjoying tremendous growth and recognition. Covid-19 has very much had an impact on markets as a whole throughout the country, but also on the individual businesses that comprise them. As Hackney Markets and Street Trading continue to recover from the effects of the pandemic, the service expects to see markets and street trading grow sustainably and surpass their positioning prior to 2020. This will be more difficult in some markets, but by implementing the recommendations set out in this strategy document, it is anticipated that all of the Council's markets will continue to see growth over the next five years.

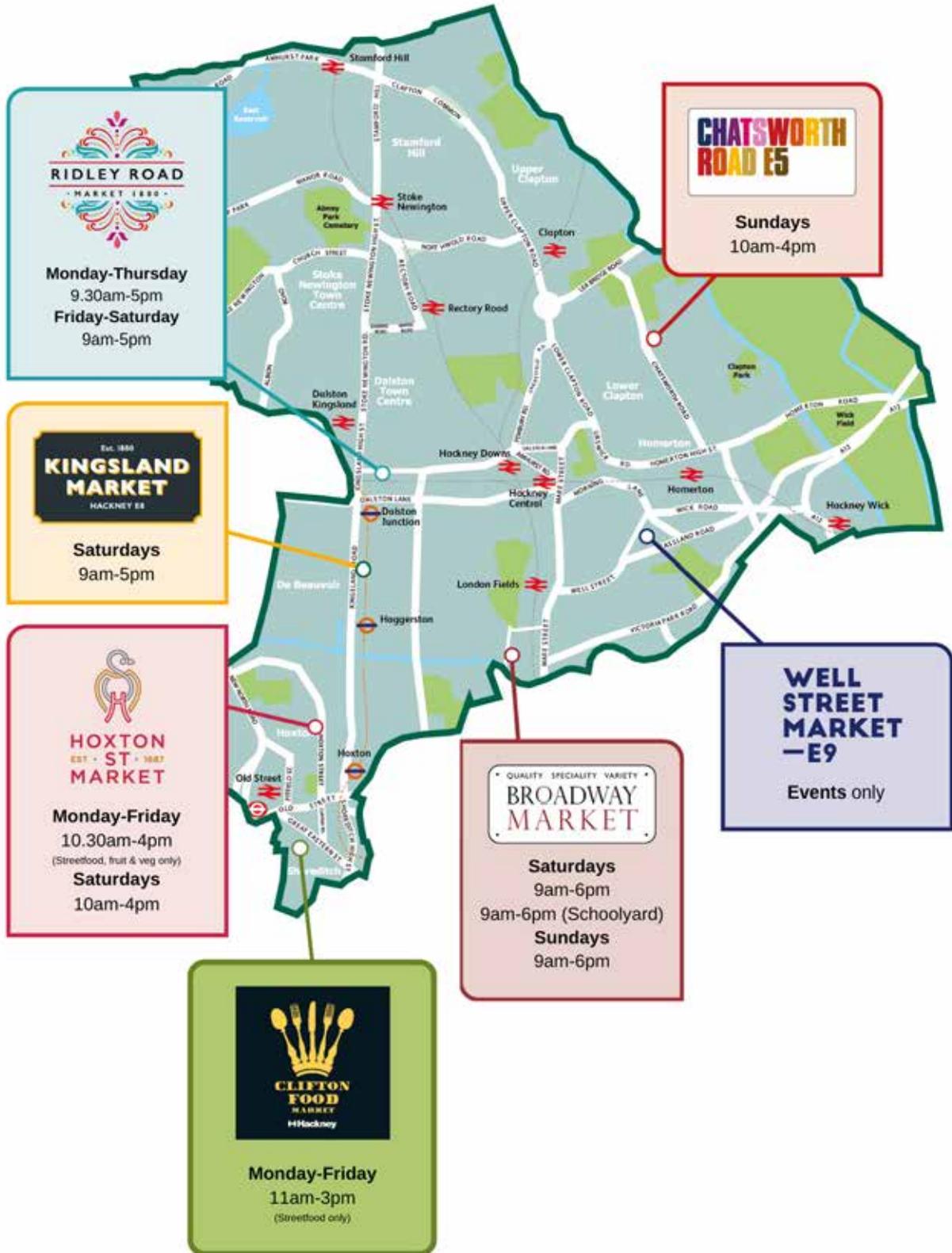
This strategy has been developed through a culmination of views from both Markets Service Officers, traders, and the communities in which they serve; and is therefore reflective of the needs and desires of all those who are involved with each of the Council's markets.



### 2.1 Strategy model



## 2.2 Map of Hackney Council's street markets



The Markets and Street Trading operations fall into the following wards or bands and operate on the following days in the table below:

### 2.3 Table of street markets, ward and current day(s) of operation

MARKET	WARD	DAY(S) OF OPERATION
Broadway Market	London Fields	Saturday, Sunday
Broadway Market School Yard Market	London Fields	Saturday, Sunday
Chatsworth Road Market	Lea Bridge	Sunday
Clifton Street Market	Hoxton East & Shoreditch	Monday to Friday
Hoxton Street Market	Hoxton East & Shoreditch	Monday to Saturday
Kingsland Market	London Fields	Sunday
Leonard Street	Hoxton East & Shoreditch	Monday to Saturday
Narrow Way Market	Hackney Central	Monday to Saturday
Ridley Road Market	Dalston	Monday to Saturday
Ridley Road Indoor Market	Dalston	Monday to Saturday
Well Street Market	Hackney Wick	Event Only

### 2.4 Table of street trading sites categorised in primary, secondary, city and day(s) of operation

MARKET	WARD	DAY(S) OF OPERATION
Albion Road	Primary	Monday to Saturday
Allen Road	Primary	Monday to Saturday
Amhurst Road	Primary	Monday to Friday
Ashwin Street	Primary	Sunday to Saturday
Benjamin Close	Primary	Sunday to Saturday
Bethnal Green Road	Primary	Sunday to Saturday
Blackstock Road	Hoxton East & Shoreditch	Sunday to Saturday
Broadway Market	Primary	Sunday to Saturday
Cazenove Road	Primary	Sunday to Saturday
Calvert Avenue	City	Monday to Friday
Chatsworth Road	Primary	Sunday to Saturday
Clapton Common	Primary	Sunday to Saturday
Clifton Street	City	Monday to Friday

<b>MARKET</b>	<b>WARD</b>	<b>DAY(S) OF OPERATION</b>
Commercial Street (161 to 169 odd)	City	Sunday to Saturday
Dalston Junction	Primary	Sunday to Saturday
Dalston Lane	Primary	Sunday to Saturday
Dericote Street	Primary	Sunday to Saturday
Duncan Road	Primary	Sunday to Saturday
Dunsmure Road	Primary	Sunday to Saturday
Egerton Road	Secondary	Sunday to Saturday
Ferry High Hill	Primary	Monday to Saturday
Fremont Street	Secondary	Monday to Saturday
Goldsmith's Row	Primary	Sunday to Saturday
Gore Road	Secondary	Sunday to Saturday
Graham Road	Primary	Sunday to Saturday
Grange Street	Primary	Sunday to Saturday
Green Lanes	Primary	Sunday to Saturday
Greenwood Road	Primary	Sunday to Saturday
Hackney Road	Primary	Sunday to Saturday
Haggerston Road	Primary	Sunday to Saturday
Hoxton Street	City	Sunday to Saturday
Homerton Station	Primary	Monday to Saturday
Hoxton Square	City	Monday to Saturday
Jackman Street	Primary	Sunday to Saturday
Kenmure Road	Primary	Monday to Saturday
King Edwards Road	Secondary	Monday to Saturday
Kingsland High Street	Primary	Sunday to Saturday
Kingsland Road	Primary	Sunday to Saturday
Leonard Street	City	Monday to Friday
Lower Clapton	Primary	Sunday to Saturday
Manor House	Primary	Sunday to Saturday
Manor Road	Primary	Sunday to Saturday
Martello Street (London Fields)	Primary	Sunday to Saturday
Mare Street	Primary	Sunday to Saturday
Marton Road	Primary	Monday to Saturday
Median Road	Primary	Monday to Saturday
Morning Lane	Primary	Monday to Saturday

<b>MARKET</b>	<b>WARD</b>	<b>DAY(S) OF OPERATION</b>
Mountgrove Road	Secondary	Monday to Saturday
Mount Pleasant Lane	Secondary	Monday to Saturday
Narroway	Secondary	Sunday to Saturday
Northwold Road	Primary	Monday to Saturday
Old Street	City	Monday to Friday
Oldhill Street	Primary	Sunday to Saturday
Ravensdale Road	Secondary	Monday to Saturday
Ridley Road	Primary	Sunday to Saturday
Seven Sisters Road	Primary	Monday to Saturday
Shepherdess Walk	Secondary	Sunday to Saturday
Shoreditch High Street	City	Monday to Friday
Shoreditch Park	Secondary	Sunday to Saturday
Springfield Park	Secondary	Monday to Friday
Stamford Hill	Secondary	Sunday to Saturday
Stoke Newington Church Street	Primary	Sunday to Saturday
Stoke Newington High Street	Primary	Sunday to Saturday
Stoke Newington Road	Primary	Sunday to Saturday
Triangle Road	Primary	Sunday to Saturday
Upper Clapton	Primary	Sunday to Saturday
Victoria Park Road	Secondary	Sunday to Saturday
Wallis Road (Hackney Wick)	Primary	Sunday to Saturday
Well Street	Secondary	Sunday to Saturday
Whitmore Road	City	Monday to Friday
Wilton Way	Primary	Sunday to Saturday
Windus Road	Primary	Sunday to Saturday
Woodberry Grove	Primary	Sunday to Saturday



### 3. The vision and values

**The vision is to enable Hackney Markets, Shop Fronts and Street Trading to flourish and diversify in order to keep pace with the needs of the community and create profitable trading conditions.**

The wide range of quality products on sale and the shopping experience on offer; supported by an effective public relations programme, is expected to attract more footfall to the markets and in turn, present increased opportunities for traders to sell and provide products and services that stimulate the local economy and local communities.

The service upholds the Council's values to ensure the vision is achieved for Hackney. The values help to guide officers, set the service strategy, recruit the right staff, and align the behaviours the service needs to achieve the best for the community. The success of the borough's markets is expected to attract new businesses and traders from a wide range of backgrounds, supported by a Council that actively seeks to provide people with a career route into Markets and Street Trading.

Any financial surplus derived from the market's commercial success will secure the financial sustainability of the service and ensure that the Council, in collaboration with businesses and trader associations, are able to reinvest the proceeds of growth back into the Markets, Shop Fronts and Street Trading Service.



### 3.1 The vision and values

**Proud** of what we do, of the Council, of each other, and of Hackney.

**Ambitious** for Hackney, and for ourselves, always seeking to be the best at what we do, and to get the best for the people of Hackney.

**Pioneering** and innovative, always seeking new solutions and making space to be creative, to learn and to share ideas.

**Open**, honest, and accountable, working with others, listening, showing trust in each other and in our residents.

**Proactive** and positive in the way we approach problems and challenges, and take up the opportunities that come our way.

**Inclusive** both as an employer and a service provider, celebrating diversity, and treating colleagues and residents with respect, and with care.

### 3.2 Service promises

For Markets, Shop Fronts and Street Trading Services to achieve the most efficient operation and to continue providing an exceptional customer experience, there are 3 key themes or guiding principles that the whole management team encourages every member of the team, regardless of the post, to bring to life. These guiding principles support Hackney Council's vision and values and align the behaviours all Council staff should model so as to ensure that the service achieves the best value for the residents and customers, and make sure that they are at the heart of every decision and action made.

#### The 3 key themes are:

- Provide fair outcomes for customers
- Get things done 'right first time'
- Simplify and continuously improve our processes

### 3.3 Our 7 missions





## 4. A safe and inclusive shopping experience

Hackney Council's markets continue to offer the community an alternative shopping destination for people to purchase their daily essentials and household goods. Although, the retail and hospitality sector is highly competitive and constantly expanding, markets offer a unique experience-led shopping alternative where people can gain access to a wider range of commodities, goods and services whilst supporting local businesses and the local economy.

Hackney Council's markets are nationally recognised and well-known to be commercially successful incubation hubs for small and micro businesses, as well as resident-led social hubs for friends and families to visit, shop and dwell. The service recognises the importance of ensuring that markets are a safe and welcoming place to shop and spend.

Collaborative work between Council services and the Metropolitan Police has successfully combated issues like prostitution, fly-tipping, drug dealing, counterfeit goods, and drug and alcohol abuse.

The service now looks to maintain the current efforts between the cross-council and multi-agency partnership working groups to tackle criminality and anti-social behaviour whilst continuing to explore ways in which we can further equip Market Officers with the tools they need to facilitate this.



The strategy recognises that the markets can continue to develop and enhance the overall shopping experience to grow and attract new customers by:

- Reviewing existing policies and procedures
- Benchmarking other services across London and the UK
- Having a diverse mix of commodities and services on offer
- Supporting local businesses in a safe environment

This will help to guarantee that Hackney Council's markets can continue to cater to a broader demographic that reflects each market's diverse community and is curated to meet and exceed their needs and demands whilst maintaining their unique identity and atmosphere from site to site.

## Aims:

- To develop the overall shopping experience for the benefit of the community
- To explore ways that further develop inclusivity to the markets and their products in terms of commodity and pricing
- To continue communication and collaborative work established between crosscouncil and multi-agency partnership working groups with the aim of tackling antisocial behaviour
- To review staff training and tools needed to deliver the service's corporate requirements



## 4.1 Maintain high-quality standards applied to all markets and trading sites

The service is proud of the quality of the services and products provided by its businesses and traders. To maintain this high-quality standard across all markets, it is important that the markets and various street trading handbooks are reviewed annually to ensure that all existing and prospective stakeholders are aware of the responsibilities and expectations for managing and operating in the borough. In addition, the service has explored the promotion of a food hygiene rating system with a 'buy with confidence' badge which can be incorporated into the markets handbook. This initiative allows the service to promote and recognise the trade of high-quality products in all of Hackney Markets, Shop Fronts and Street Trading sites.

### 4.1.1 Recommendations:

- To review and update the service trading handbooks.
- To explore and implement the 'buy with confidence' badge.

## 4.2 Review and update operational times in each market and trading sites

Each market has its own identity and brand which caters to a diverse community that is continuously evolving. The strategic aim is for markets to improve their inclusivity by providing a wider range of commodities, goods or services and ensuring markets also offer products that are considered affordable to their local community. By encouraging local traders to trade at Hackney Council's markets, the service can benefit from the knowledge of the community's needs and awareness of the product's affordability. This will help towards bridging any gaps in the market's commodity range.

### 4.2.1 Recommendations:

- To review and update the commodity regulations.
- To review and curate commodities in each market.
- To continue promoting and recruiting local businesses and traders to Hackney Markets.

## 4.3 Review and update operational times in each market and trading sites

It has been identified that there is a demand for the days and times that Hackney Council's markets are trading to vary in order to meet the customer and community needs. With the input of traders and relevant stakeholders, an engagement survey may be considered to understand the needs and requirements of the community for each market to ensure the operational times suit the community's needs.

The review will include an assessment of the following:

- Evening or late-night trading
- Extending or amending the existing hours or days of operations
- Repurposing of licenced trading sites
- Retaining the status quo

### 4.3.1 Recommendations:

- To review the operational times in each market and trading sites.

## 4.4 Further development of market facilities for customers

The service recognises that Hackney Council's markets are an important place for the community to gather and socialise. This strategy recognises that there is space to develop the facilities of each market so that traders have an incentive to return and meet the expectations of today's customers. Each market will have to be reviewed, with the suggestion of an engagement survey to understand the community's needs within each market and what facilities they require, such as free toilets, drinking water fountains, wheelchair user accessibility, and CCTV security.

Ridley Road Market has been recognised as an important economic and social asset to Dalston Town Centre and has benefitted from a total input of £1.5m which is made up of grants from London's Good Growth Fund that were matched by Hackney Council. The funding will go towards improving the market and businesses surrounding it, which includes refreshing gazebos, installation of greenery, wifi, seating, and an outdoor food court. The service is currently working closely with all stakeholders to ensure the smooth delivery of the Good Growth Fund.

### 4.4.1 Recommendations:

- To support the Council Regeneration team in the successful delivery of London's Good Growth Fund for Ridley Road Market.
- To consult and implement the requirements of the community in each market to consider customer facilities and environmental works.
- To explore funding for refreshing stalls and gazebos in each market annually.

## 4.5 Review of training plan and resources for officers

Significant progress in delivering training to the service's market officers has been achieved. To further ensure officers are able to effectively deliver service requirements, the service now looks to review the training plan and identify the tools needed to prepare staff for tackling anti-social behaviour; identifying and maximising commercial opportunities, activating public space, and improving curation of the trading sites as the team expands. This ensures the markets remain a pleasant and safe shopping environment for its customers.

The following development areas will be explored subject to available funding:

- All officers to be offered training in health and safety (IOSH accredited), first aid, and fire safety as well as commercial and regeneration-based training courses and workshops
- All staff to be offered training in customer service and relevant Council systems (Liberator, Civica)
- Markets/Shop Front Officers to be equipped with body-worn cameras
- E-Scooters/E-Bikes for market/shop front officer use

### 4.5.1 Recommendations:

- To review training plan for Markets, Shop Fronts and Street Trading officers.
- To explore resources required for Markets, Shop Fronts and Street Trading to support duties subject to available funding.

## 4.6 Review of traffic management orders

The service acknowledges the multiple benefits of road closures during the pandemic which allowed pedestrians to freely walk on the road and enjoy the markets. This also supported the aim to reduce air pollution produced by cars in residential and school areas.

Due to the success of the Broadway Market road closure, the service is looking to review all traffic management orders, including a permanent closure solution to Chatsworth Road Market on Sundays, in line with all other similar street markets in London.

This follows concerns raised by the community and traders as the market is set up on both adjacent sides of the pavement. Vehicles including double-decker buses are able to travel through the centre of the market when in operation. The service has responded by reviewing its risk assessments, engaging with emergency services, and reviewing the immediate areas of hostile vehicle mitigation measures for Chatsworth Road Market. Future options have also been submitted and form part of this wider strategy to ensure all the markets are consistent, safe, and thriving commercial operations.

### 4.6.1 Recommendations:

- To review and update all traffic management orders in each market where required.
- To apply for a permanent road closure on Chatsworth Road Market during operation hours.



## 5.

# Fair and transparent markets

It is important for the Markets Service to demonstrate fairness, consistency and transparency in its processes, procedures and operational practices. The service intends to explore additional ways to maintain communication with the traders and community to identify and understand their needs.

The service intends to introduce quarterly meetings with all licensed businesses and traders from each market and street trading sites in order to update them on the progress of location-specific works and address any issues.

In addition, the service will also develop the borough's first equality, diversity and inclusion (EDI) strategy for the Markets Service in line with The Mayor of London's Inclusive London Strategy.

### Aims:

- To review the processes and practices in the Markets Service to ensure they are effective and transparent
- To develop an enforcement process in Hackney Markets



## 5.1 Monitoring of enforcement and implementation of statutory regulations

In relation to its operational practices and procedures in compliance with the London Local Authorities Act 1990, Part III of the Food Act 1984, The Highways Act 1980, Miscellaneous Provisions Act 1982, and Business and Planning Act 2020, the service must be able to successfully resist any legal challenges. It should also be able to penalise regular offenders and if necessary escalate the case(s) to court proceedings to ensure any illegal activities are reduced and/or eradicated within the borough.

The service will look to review the resources required for officers to issue FPN when someone is illegally trading or a licence holder has not addressed any breaches to the legislation or terms and conditions within the agreed timescales.

### 5.1.1 Recommendations:

- To develop an enforcement application to monitor and review illegal trading activity across the borough.
- To explore and implement resources for all officers to combat any breaches to the legislation or terms and conditions.
- To work collaboratively with Hackney Council's Enforcement Services on the procurement of new enforcement tools to ensure an aligned consistent enforcement delivery and approach.

## 5.2 Review stall set-up consultation for traders in Ridley Road Market

The service has been successful in bringing the market stall set-up operation in-house which currently does not include Ridley Road Market as the businesses and traders have pre-existing arrangements with specific local residents to set up their market stalls.

The service will undergo a wider consultation with the traders at Ridley Road Market to promote the benefits of the Markets Service setting up the market which will be safer, more efficient, transparent, cost-effective and fairer for all. It will also support Hackney Council's duty towards best value and promoting efficiency and driving local employment opportunities.

### 5.2.1 Recommendations:

- To organise a consultation with the businesses and traders to bring Ridley Road
- To finalise fees and charges of the stall set-up.
- To review the trading set-up options to provide a consistent and attractive layout.

## 5.3 Review and update the Markets Service policy

For anyone who engages in street trading, whether from a solitary street trading pitch, on the public highway adjacent to fixed premises, inside one of Hackney's street markets, or inside a privately run street market, the markets and street trading policy outlines the service's approach and the standards for all street trading licences offered by Hackney Council.

The current policy was put into place as part of the Market Strategy in late 2015 or early 2016, but following the completion and delivery of the present strategy, it must now be evaluated and updated to ensure that it is fit for purpose.

When the consultation process begins on the new Markets Strategy 2023–2028, the service will also consult and discuss with stakeholders on a revised Hackney Markets Service Policy. Any policy changes will be formally implemented before April 2024. This includes the review of the engagement policy and processes at Hackney Markets.

### 5.3.1 Recommendations:

- To review and update the Markets Service policy.

## 5.4 Explore and update engagement policy

The service acknowledges the importance of engaging with various stakeholders involved in Hackney Markets and Street Trading to ensure their requirements and needs are considered. Historically, individual markets had associations with which the Council liaised with in order to collaborate on the development of the markets. Currently, there are no recognised associations, so the Council now looks to explore methods to maintain the line of communication.

In addition to an engagement process and establishing a line of communication, the Council will also look into creating a Hackney Markets Service Equality, Diversity and Inclusion (EDI) Strategy & Social Value Action Plan. This will help to continue to establish the future of Hackney as a diverse, inclusive and integrated borough, where everyone should be able to reach their full potential and prosper.

### 5.4.1 Recommendations:

- To explore and update a new Market Engagement Policy.
- To explore and implement regularised meetings with markets/trading site
- To explore and implement regularised meetings with markets/trading site representatives.
- To create a Hackney Markets Service Equality, Diversity and Inclusion (EDI)
- To create a Hackney Markets Service Equality, Diversity and Inclusion (EDI) strategy & Social Value Action Plan.

## 5.5 Recognising and promoting excellent practice at Hackney Markets

To promote the success of and adoption of consistent standards across all markets and street trading sites, the service will continue to engage and benchmark with key stakeholders and partnerships such as;

- The Mayor of London Board of Markets
- NABMA (National Association for British Market Association)
- NMTF (National Market Traders Federation)
- LSTBG (London Street Trading Benchmarking Group Markets)
- AoLM (Association of London Market Managers)
- High Streets Data Service
- BEIS (Department for Business, Energy & Industrial Strategy)

The service will facilitate the promotion and recognition of excellence from businesses, traders, and commercial operations including submission to award schemes such as the:

- The Mayor of Hackney's Business Awards,
- NABMA (National Association for British Market Association) Annual Markets Award
- NMTF (Love your local Market)
- NMTF (National Young Trader of The Year)
- BBC Food and Farming Awards (Best Market Category)
- Hackney Stars
- LGA Awards (Local Government Awards)

### 5.5.1 Recommendations:

- To collate and set up diversity monitoring to better understand who is trading in our markets and measure how successful the service is in ensuring the markets are reflective of the demographics and communities in which they serve.
- To share and collect best practice examples from other operators and local authorities.
- To promote best practices in markets and recognise individual businesses and traders (A public relations plan will be developed that will plan for annual submissions).
- To design and introduce a Hackney Markets quality mark for traders to promote quality and high standards in Hackney Council's markets by 2028.





## 6.

# Financially secure and sustainable markets

Changes made to the management of the Markets Service since the last Markets Strategy has led to the service achieving break-even year on year by enabling the new management team to drive value through insourcing external services, promoting the market through social media, increasing occupancy rates and expanding the market portfolio and taking a commercially focused growth strategy to pitch occupancy.

The team is working at an efficient rate but is limited by funding and resources to further build on what has been produced. With the team slowly expanding, the service is looking to further explore ways to continue this growth to maintain the financial security and sustainability of the markets. This includes the relocation of the Hackney Markets office on Ridley Road to accommodate the growing team.

### Aims:

- To review and streamline processes including insourcing of services
- To increase and maintain market pitch occupancy rates
- To review waste and operational costs
- To facilitate and consolidate office sites

## 6.1 Review and update all processes and procedures

The service continues to explore ways to develop all processes to streamline and increase its efficiency. The trader onboarding process is an ongoing project that the development team is working on which has a major impact on the Licensing Team and new traders joining Hackney Markets.

The introduction of the New Trader Interest Form was a quick and cost-efficient way to streamline the application process in one document, by collating all relevant information before traders are invited to an interview. The development team are looking to also introduce welcome packs and feedback forms as a part of the onboarding process. This will help to increase the number of applications and retain occupancy rates.

This process is only one aspect of the service provided by Hackney Council. With more funding and resources, the development team will be able to explore further ways to streamline other processes.

### 6.1.1 Recommendations:

- To review and develop the new trader onboarding process.
- To review and update all processes across the service.
- To create the new trader welcome pack and implement it into the onboarding process.

## 6.2 Trademarking of branding and securing brand integrity of Hackney Council's markets

The service acknowledges the importance of the branding and identity of each market which makes it unique. The logo of each market is a key element in promoting the market to raise awareness and increase footfall. The service is looking to review existing branding to be trademarked or to explore alternative solutions for logos, created prior to the service relaunching the markets.

Ridley Road Market and Hoxton Street Market were rebranded in 2014 to improve the market's brand identities. The service intends to do the same for Broadway Market and Chatsworth Road Market; to successfully trademark all logos and secure the brand integrity of each market.

Once the trademarks are in place, the service will be able to explore merchandising opportunities to promote the markets further. Saleable merchandise such as bags, mugs, and badges can be explored and commissioned to traders at a discounted price to further support their enterprise.

### 6.2.1 Recommendations:

- To consult and update new logos for Broadway Market and Chatsworth Road Market.
- To secure and trademark all branding associated with Hackney Markets.
- To explore and implement merchandising opportunities for each market.

## 6.3 Increase and maintain trader occupancy rates

The service has a clear direction on how to increase and maintain market occupancy rates to ensure the cost of services is covered for the market, such as waste collection, cleansing, utilities, enforcement, and management.

The introduction of the New Trader Interest Form has not only increased the number of applications received but also allows the service to organise a waiting list for markets that are at full capacity. Using the waiting list, the service can offer the opportunity to trade at alternative markets' to fill in pitches that support the increase in occupancy rates.

For missing commodities, the service has taken full advantage of using social media, in addition to traditional methods to recruit new traders. With additional funding and resources, the service will be able to further execute these initiatives at a larger scale to ensure the financial sustainability of the markets.

The service continues to review the existing licensed streets within the borough and actively seeks new trading locations, activating public space for commercial purposes and supporting communities and high street regeneration with new and innovative street and Indoor Market propositions. The service has previously highlighted the importance of balancing the market trader fees and value for money to maintain the market occupancy rates.

### 6.3.1 Recommendations:

- To continue utilising the trader waiting list to fill in empty pitches and missing commodities in each market.
- To continue raising awareness and recruitment on social media for new traders.
- To identify and implement new commercial trading opportunities.
- To explore and deliver additional fixed retail trading units across the borough.
- To work with community leaders and groups to deliver themed and event-based trading or commercial operations.

## 6.4 Increase and maintain shop front licences

Shop front licences have increased since the Covid-19 restrictions were lifted. Between 2019 to date, there has been a 30% uptake of applications, mainly due to businesses being better informed about the benefits of holding a licence to use their outdoor space to either display goods or place tables and chairs for al-fresco eating and drinking.

This is a low-risk and low-cost way of giving local businesses an opportunity to expand their enterprises and maximise their income generation. Encouraging licence holders to apply for a permanent licence after their 6 months temporary licence is due for renewal will contribute to the financial stability of the service.

### 6.4.1 Recommendations:

- To further increase and maintain shop front licences.
- To promote permanent licences to licence holders.



## 6.5 Review of trader fees and charges

Trader fees and charges are the main sources of income for the service. The majority of Hackney's Markets and Street Trading is regulated by the London Local Authorities Act 1990 and hence any fees charged must be based on the market's running costs.

The fees paid by businesses and traders at certain markets do not cover their running costs, which is the primary reason why the market's budget remains in deficit. This area needs to be reviewed to take on board performance, running costs, inflation, market occupancy, and other costs. The service will work towards reducing costs wherever possible, but where no further efficiencies can be delivered, fees will need to be adjusted in line with the Act to ensure that the service does not continue to subsidise specific market operations.

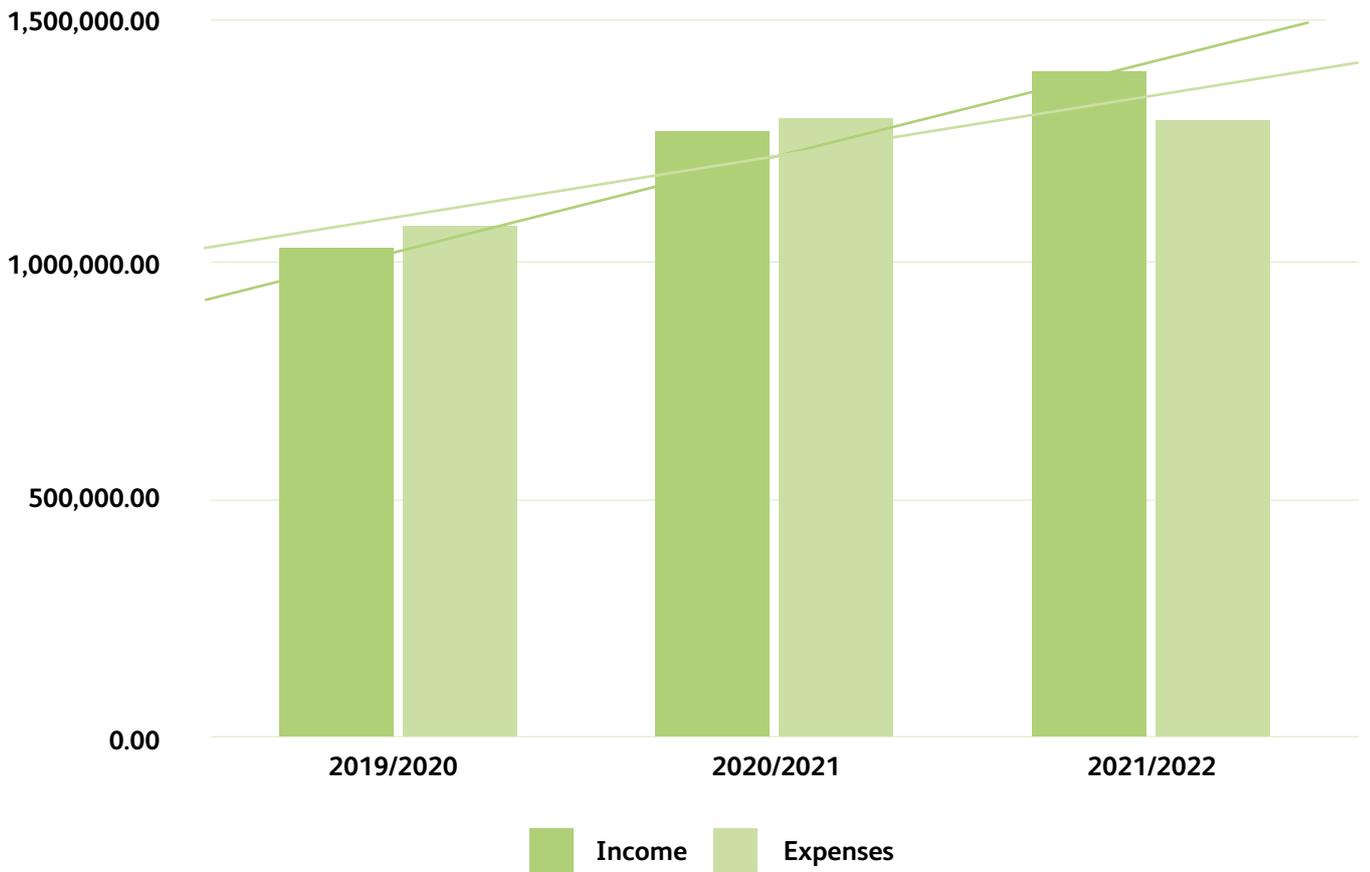
The shortfall is covered by other commercial activities undertaken by the service and derives income from other legislative acts such as the Business and Planning Act 2020, The Highways Act 1980, and Part III of the Food Act 1984.

The service will also undertake a review of the use of the London Local Authorities Act 1990 across all markets which can be quite restrictive; it is not representative of trading in present times and will consider whether to move towards the use of the Food Act 1984 which offers much more flexibility in regards to the licensing framework and the way in which trading has evolved since 1990. Once a decision has been evaluated a consultation with businesses and traders will be undertaken before any implementation of a change in the legislative framework used to underpin how licences are issued.

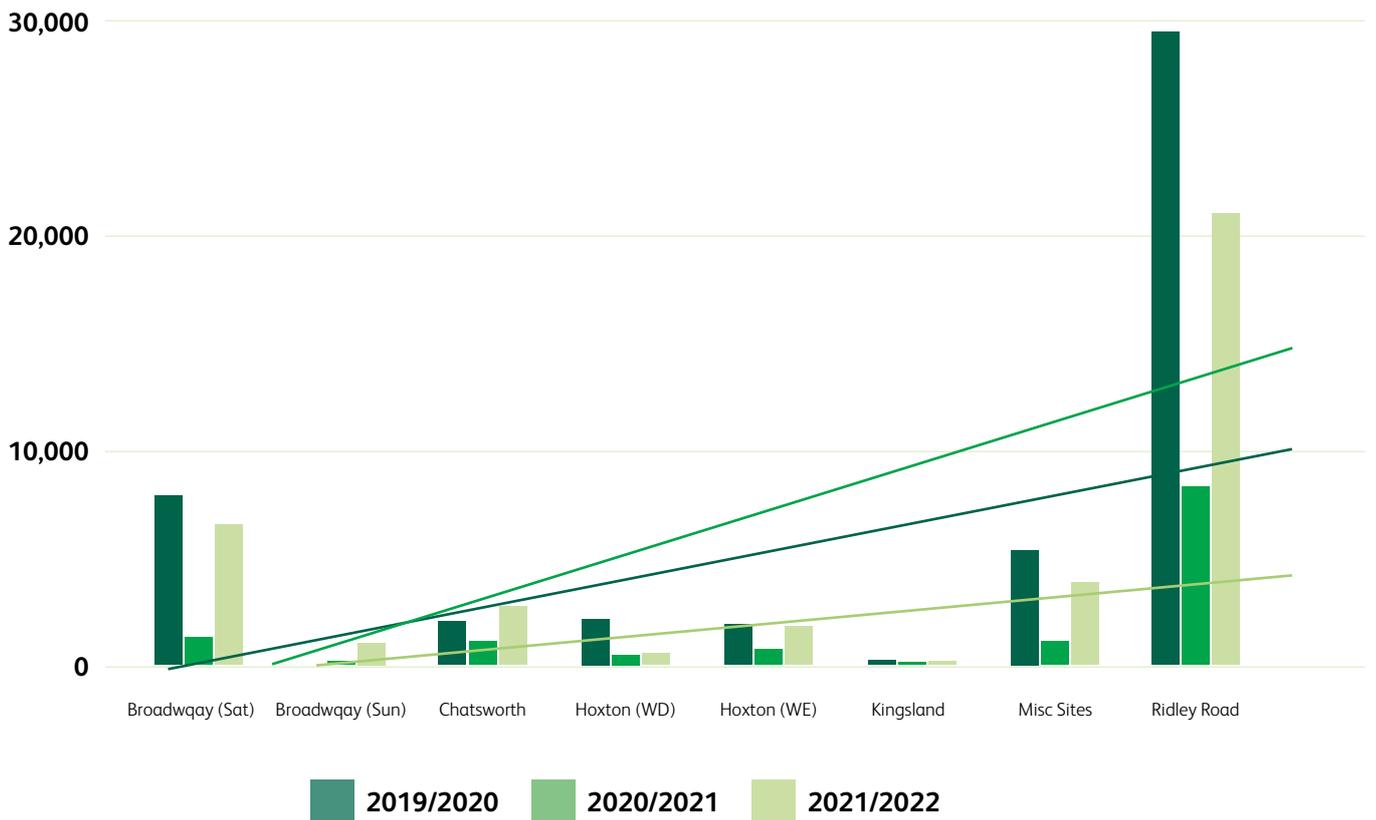
### 6.5.1 Recommendations:

- To ensure the service continues as a minimum to break even during the lifespan of the 2023-2028 strategy.
- To grow the income generation to deliver a financial surplus year on year.
- To review the use of legislative frameworks across the borough and to present and share findings and recommendations with businesses and traders.

6.5.2 Graph showing growth in total expenditure comparison between 2019 to 2022



6.5.3 Graph showing growth in total occupancy comparison between 2019 to 2022





## 7.

# A supported enterprise and business growth

The service recognises that the success of Hackney Council's market's is dependent on a collaboration between the Council, the traders, its visitors and how it impacts the community around it. Markets are a key component in stimulating the local and inclusive economy in Hackney by generating local employment opportunities, providing platforms for residents to start their own businesses within the borough and encouraging residents to shop locally.

They are also an attractive low-cost, low-risk way of expanding exciting enterprises and are an attractive marketplace for new and pop-up businesses. The service has successfully grown to become an incubation hub for small and micro businesses and supporting business operators to maximise these revenue-generating opportunities.

It is increasingly important to equip business operators and traders with the tools and knowledge to further grow their commercial enterprises with the support that incentivises them to expand within Hackney. The service understands how important it is to provide more opportunities to expand businesses by growing the market portfolio in terms of market regeneration and populating trading sites alongside contributing to the growth of the wider local economy, this will in turn provide more opportunities for both residents and traders.

This understanding and the aims set out below, will support the delivery of the Council's new Economic Regeneration Service, for which key priorities are supporting entrepreneurship and empowering residents by signposting and connecting them to economic opportunities.

### Aims:

- To develop the Markets and Street trading and Shop Front department in order to support trader enterprises.
- To encourage entrepreneurship by providing economic opportunities and support.
- To provide access to free tools or training for customers to improve and develop their business.

## 7.1 Further development of market facilities for traders

The service acknowledges the impact of the Mayor of London's Good Growth Fund supporting Ridley Road Market. With additional funding, the same development can be explored for other markets and trading sites to further facilitate the exceptional customer experience provided by the traders and the development of their enterprise.

A highly requested amenity from traders is for the service to provide electricity points in all markets. There currently is limited supply from lamp post charging points or with the support of adjacent shop fronts. Storage for market traders' stock is another highly demanded request from traders, especially those with perishable goods like fresh fruit and vegetables. Chatsworth Road Market in particular has been identified as a location that could benefit from a "£1 a bowl" trader to further expand the offering at that location.

The service is now looking to review electrical bollards in Ridley Road Market and explore a capital project of providing electrical points where traders are able to "pay as you go". Each market will also be reviewed to explore additional storage options. Alternative toilet facilities for Chatsworth Road Market will also be explored as a necessity for traders, which is available at other markets.

### 7.1.1 Recommendations:

- To consult with traders on the requirements needed in each market to support trading.
- To explore "pay as you go" electrical points for traders.
- To provide additional lighting for traders.
- To source additional storage options for traders.
- To source toilet facilities for markets currently without.



## 7.2 Social media marketing at Hackney Markets

Social media platforms are one of the most valuable tools when it comes to the promotion of Hackney Council’s markets. In the previous strategy, the aim was to have a website and social media outlet for all markets with the intention of handing this over to the association and traders. At present, each market has its own page on the corporate Hackney website and an Instagram account. The service made the decision to move projects, events and social media in-house so the Council is able to increase efficiency and work collaboratively with traders to promote individual businesses and highlight the unique offerings of Hackney Council’s markets to customers on a weekly basis. This is to raise awareness of the markets to attract new customers and increase footfall. The service currently focuses on using Instagram, Facebook, and keeping Twitter for updates only to ensure content stays relevant, consistent and of high quality given the limited resources available.

The service will seek funding for a full-time social media officer to provide a full 7-day-a-week marketing strategy. This officer will support the commercial operations across the borough and be in a position to grow the digital footprint and access the benefits of other fast-growing platforms such as Tik Tok, which require more time to curate posts and content with a diverse audience base to tap into and turn into advocates. The target is to increase footfall and ultimately convert this uplift into income generation. Using social media also allows the service to utilise Instagram Insights to understand the audience and track growth in followers which can be seen in the table below. The service is now in a position to review the social media strategy to see where they can further attract new customers and increase footfall, such as a full-time social media officer for weekend live content and expanding our presence online on platforms such as Youtube. The service will also have to explore additional funding and resources required to execute these initiatives.

### 7.2.1 Recommendations:

- To explore and deliver ways to attract new customers and increase footfall to markets using social media.
- To review and update the social media strategy.
- To access and utilise other digital and social media platforms.
- To source additional funding for social media marketing and activities.

MARKET	SOCIAL MEDIA HANDLE	NO. OF FOLLOWERS (2019)	NO. OF FOLLOWERS (2023)
Broadway Market	@BroadwayMarket	N/A	52K
Chatsworth Road Market	@ChatsworthRoadMarket	688	4,941
Clifton Street Market	@CliftonFoodMarket	N/A	443
Hoxton Street Market	@HoxtonStMarket	1,116	2,127
Kingsland Market	@KingslandMarket	830	1,552
Ridley Road Market	@RidleyRoadMarket	490	2,805
Hackney Markets	@MarketsHackney	330	4,217



### 7.3. Promotion of Hackney Council’s markets to customers

In the previous strategy, the service improved the local signposting to direct customers to markets by installing 29 finger posts placed strategically around Hackney. This worked particularly well with the rebranding of Hoxton Street Market and Ridley Road Market. With plans to rebrand Broadway Market and Chatsworth Road Market, along with the additional market days, the service intends to further increase its physical promotions in the public realm in order to increase footfall and awareness of the markets.

Due to the pandemic, the service had to explore alternative methods to promote markets and individual traders and businesses. This shifted the traditional promotion platforms to online solutions such as social media and encouraged traders to do the same. Last year, the service moved events online and launched campaigns such as “Hello again, Hackney” which encouraged locals who were previously stuck in lockdown to shop locally, support small businesses, and explore what Hackney has to offer.

Despite the lockdown restrictions, the service was still able to celebrate International Women’s Day and Pride Month through social media. These online campaigns were successful because of the collaborative content with the traders which allowed the public to get to know the trader as an individual rather than a business.

The service intends to continue working closely with the corporate communications team for future campaigns promoting local businesses and will explore alternative ways to promote the markets to reach new customers. The service will also explore support in the form of workshops that can help traders learn how to use social media to grow their businesses at all levels.

#### 7.3.1 Recommendations:

- To review and update banners and signposting of all markets and miscellaneous site locations.
- To design a bespoke lamppost banner for each market.
- To explore and deliver social media workshops for traders in Hackney Markets.
- To explore and implement alternative ways to promote Hackney Markets.
- To incorporate the wider Hackney campaigns in the social media and marketing strategy.

## 7.4 Expansion of Hackney's street markets

As the markets continue to grow and maintain a high occupancy rate, the service continues to look for ways to further support small businesses and stimulate the local economy. Due to the enormous success of the additional trading day on Sunday at Broadway Market, the service will explore the expansion of existing markets and additional trading sites around Hackney.

All markets can benefit from the summertime hours, so the service will review operation times for each market. Broadway Market and Chatsworth Road Market are currently in trial for an additional hour, subject to feedback from customers and traders, a decision can be made for the next summer and beyond.

The benefit of having additional market days gives us the ability to provide a different offering of commodities, as well as the increase in footfall and awareness of the market. Broadway Market's additional day was decided based on a public engagement survey and another one for traders in relation to footfall and income, which was analysed.

Although Sunday was chosen, the additional Friday market still remains an option to be explored due to the overwhelming support for it during the feedback exercise. A similar offering will be explored for Chatsworth Road Market on a Saturday, whilst Hoxton Street Market and Ridley Road Market will be considered for a food court on a Sunday.

### 7.4.1 Recommendations:

- To review and update the summertime operation hours for all markets.
- To review Broadway Market Friday offering.
- To review Hoxton Street Market and Ridley Road Market's Sunday food court offering.
- To review Chatsworth Road Market Saturday offering.

## 7.5 Development of new trading sites across Hackney

The success of Clifton Street Market is only one example of taking the opportunity to introduce a new market site in Hackney. The original aim was to expand the trading opportunity around the miscellaneous locations we had around Leonard Circus and introduce new food traders that will attract new customers and increase footfall.

We are now looking to explore potential market locations and miscellaneous sites in Abney Park, Clissold Park, Hoxton Square, Hackney Downs, Haggerston Park, and Yoakley Road.

### 7.5.1 Recommendations:

- To explore and deliver additional trading sites around Hackney, particularly in the north of the borough.
- To create implementation plans for Abney Park, Clissold Park, Gilpin Square, Hoxton Square, Hackney Downs, Haggerston Park, and Yoakley Road.

## 7.6 Relaunch of Trading Places to enable and encourage entrepreneurship

The service offers an attractive opportunity for start-up entrepreneurs who want to launch a business in the retail sector. The markets provide an opportunity for talent and a trading environment for new ideas to develop and flourish with minimal risk and commitment. The service acknowledges that there is a responsibility to not only provide the opportunity to become an entrepreneur but to also support the development of business where possible.

Trading Places was launched to support business enterprise and growth by offering job opportunities to the unemployed, with workshops and mentoring. Successful candidates were then awarded a licence and permitted to trade in Hackney Council's markets at a discounted rate. Trading Places also offered business development workshops for existing traders such as "Buying and Merchandising", "Understanding the importance of pricing", and "First year of trading and what to look out for".

The service now looks to explore funding opportunities to relaunch the Trading Places programme along with in-house workshops that can be offered to traders, such as social media courses.

### 7.6.1 Recommendations:

- To source additional funding to relaunch Trading Places.
- To review and relaunch the Trading Places programme and business development workshops.



## 7.7 Management of the Ridley Road Indoor Market and storage facility

An opportunity has arisen for Hackney Council to assume a 15-year lease on the Indoor Market (also known as Ridley Harmer Village) structure with a guaranteed option to renew at the end of that time.

This would provide a safe, once-in-a-generation chance to assist market vendors in expanding their operations into reasonably priced permanent locations, eliminate antisocial behaviour, build an enlarged office facility to serve as a new home for the service. This will enhance storage options for vendors trading in all markets and street trading sites.

### 7.7.1 Recommendations:

- To finalise the fees and charges for the indoor market retail and storage facilities.
- To fill 38 retail units and 26 storage units and ensure the units continue at 100 % occupancy.
- To move to the new office location in order for all the service teams to be accommodated under one roof.
- To work with the Regeneration Team to explore empty shops/buildings within the borough to see if more indoor markets can be implemented.

## 7.8 Exploring opportunities for new licence types

To ensure the service continues to grow and break even or generate profit (to invest back into the Markets Street Trading and Shopfronts Department) at the end of each financial year. There is scope to explore new licences to encourage regeneration and local employment for some of the areas within Hackney. This could include:

**Late night licence** - The service is planning to create evening markets to promote revitalization in some of the major areas as part of our investment in the borough's ENTE (evening and night time economy). By allowing office workers to shop for their essentials outside after work and by encouraging them to spend their free time close to their place of employment rather than travelling to busy Central London. A market held between 5 pm and 9 pm will really support the nearby hospitality businesses (and others, such as barbers, personal care, etc.) and help them to thrive and increase foot traffic.

### 7.8.1 Recommendations:

- To introduce ice cream van borough-wide policy and licence.
- To explore and implement the creation of night markets and evening licence.
- To explore and implement the creation of a Homeless/ NFA Licence.
- To explore and implement the creation of an Advertising boards licence.

**Fixed kiosk licence** - The service has identified up to 20 locations to have permanent structures across the borough to lease out to businesses such as coffee traders, arts and crafts, and Florists to provide services in areas where there is minimal supply to meet demand. These fixed units will have a capital cost to build but would provide a return on investment in year one for each site and the service has a new interest list of operators already. This option would provide the benefits of a fixed location for street traders to graduate into a bricks and mortar-style operator without the full burden of the costs associated. They could then continue to successfully grow their enterprises within the borough.

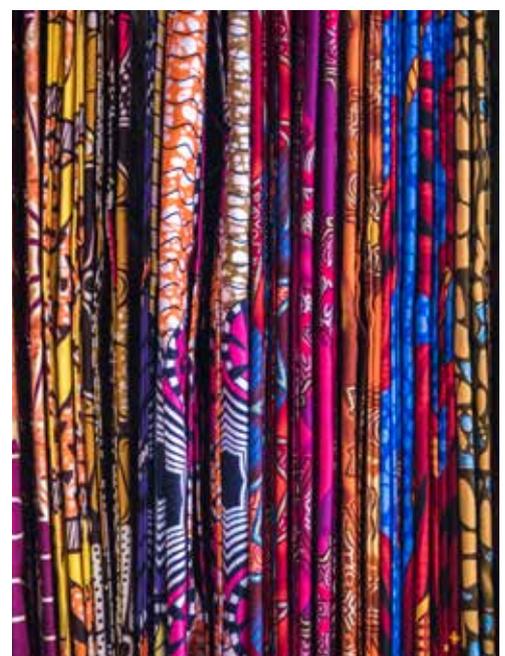
**Advertising boards licence (A Boards)** - Hackney is one of the only boroughs across London that does not licence and generate an income from the use of A Boards. This form of marketing provides local businesses with a cost-effective opportunity to advertise their establishments or special deals in order to increase foot traffic and revenue. We are seeking to review the Council's policy on zero tolerance on the use of A boards and will produce a report for cabinet to review and potentially change this policy.

**Ice cream licence** - A peddler's licence currently only permits the ice cream vendor to operate in a specified spot for 15 minutes, which is not practical in crowded areas, especially during peak season and puts them in danger of receiving a penalty fee.

Also, the use of old diesel vehicles polluting the air in Hackney is not desirable. The service proposes a policy change borough-wide to permit only licensed locations for ice cream vans with set criteria and ban all other operators without a licence to ensure we operate in a cleaner, greener and more financially sustainable manner.

This in turn would provide ice cream operators with a fixed location to operate from permanently in order to attract customers and increase footfall. The licence will provide the service full regulatory control of the use of highly polluting vehicles and manage the compliance of omissions resulting in a safer, greener, cleaner Hackney.

**Homeless/no fixed abode (NFA) licence** - The LLAA 1990 does not allow potential traders that wish to generate a legitimate income source through street trading, due to not having evidence of a fixed address. The service will create an experimental licence that will facilitate the ability of the Borough's homeless and residents with no fixed abode to acquire a licence with a nominal daily pitch fee to generate a legitimate income. This in turn will significantly reduce the amount of illegal traders on the highway in Hackney.





## 8. Mental health and wellbeing support for Market Traders

The pandemic was very challenging for everyone in many ways. The service quickly recognised the impact Covid-19 may have had on traders especially during the lockdown, financially and mentally. Hence, the Trader Check-Ins were quickly introduced which was a project that won a NABMA award for Most Innovative Project in 2021. The service acknowledges the importance of mental health and wellbeing and wants to build on implementing workshops and tools as an additional benefit to being a part of Hackney Markets.

### Aims:

- To prioritise mental health and wellbeing at Hackney Markets.
- To offer multiple sources of support for mental health for traders (including workshops, tips, and support).
- To be the first borough to offer a trader assistance programme alongside Hackney Council's existing Employee Support Programme.

## 8.1 Trading Places to support mental health and wellbeing

Trading places previously offered workshops that supported business enterprise and growth. Going forward, the service would like to explore workshops that provide tips and support on how to deal with situations that may affect traders such as coping with change, financial worry, stress and anxiety. The service recognises the importance of providing practical support as another way to build trust and retain traders within Hackney.

### 8.1.1 Recommendations:

- To explore and deliver workshops that provide practical support for mental health and wellbeing.
- To source funding to implement these workshop initiatives.

## 8.2 Mental health champions at Hackney Markets

Similar to Mental health champions at Hackney Council, training can also be considered for representatives who are a part of the service steering groups previously discussed. This will offer an alternative support medium for traders to raise their concerns in an open and non-judgmental place, but if they would like to remain completely anonymous, the service is open to exploring alternative methods.

### 8.2.1 Recommendations:

- To explore mental health champions to support traders at Hackney Markets.





## 9. A future for young entrepreneurs

In the current economic crisis, many young people are now looking for alternative opportunities outside of the usual route of employment and education. The service recognises how markets can be an ideal platform to explore entrepreneurial skills and launch your own business. For many years, the service has supported young traders who have won numerous awards in the NMTF Young Traders Market.

The service is now looking to further advocate market trading to encourage young entrepreneurs and stimulate the local economy. The service will also explore further resources that can be implemented through the onboarding process and Trading Places.

### Aims:

- To promote market trading to the younger generation.
- To incorporate support for new young traders in the onboarding process.
- To explore and deliver resources and tools for young traders in Trading Places.

## 9.1. Relaunch of 'Trading Places' to support young entrepreneurs

Trading Places is a unique program that provides support to traders of all kinds. The service recognises that there is a great opportunity to help young traders who may feel they are unprepared for the world of work. With further funding and resources, we are looking to explore the possibility of rebranding and relaunching Trading Places to incorporate training for young traders.

It is an important initiative to support young people in Hackney by reducing those in NEET (not in employment, education, or training). This could have a very positive impact on the younger generation.

### 9.1.1 Recommendations:

- To encourage young traders to trade at Hackney Council's markets.
- To offer multiple sources of support for young traders (including workshops, tips, and support).





## 10.

### Hackney Markets - going green

In support of a zero-carbon borough, the service has implemented sustainable and biodegradable packaging and bags as a condition in the Markets Street Trading Terms and Conditions 2020 as a way to reduce the use of plastic waste throughout all the markets. Due to Covid-19, this condition is currently on hold to allow existing traders to recover and make adjustments in sufficient time; however, the service believes this should now be reviewed.

The service will continue to explore further ways to contribute to protecting and maintaining the environment to ensure Hackney remains a safe and clean place to live.

#### Aims:

- To review and update licensing conditions associated with alternative packaging and removal of single-use plastics.
- To explore ways to make Hackney Markets sustainable for the environment.

## 10.1 Paper-free at Hackney Markets

The service will explore the removal of all unnecessary use of paper at Hackney Markets. The licensing process currently allows the use of paper and online applications, however, offers a discount for applications applied online as an incentive to go paperless. Concerns were raised about the removal of paper applications due to applicants with no access to or support with computers.

The review of the onboarding process will consider traders that require all levels of support, including those that need further help with applying. The development team will explore training for officers in the Ridley Road and Hackney Service Centre to support these applicants. This will streamline the process for the Licensing Team and open the discussion to further reduce the use of paper in other aspects of the service.

### 10.1.1 Recommendations:

- To review and deliver the removal of paper applications.
- To review and update the onboarding process to accommodate further support for new applicants.
- To explore and deliver training for officers to support new applicants.

## 10.2. Reduction of single-use plastics

The service will explore ways to reduce single-use plastics in the markets. The service is currently exploring eco-friendly alternatives which are reusable, recyclable and/or compostable.

This is to offer traders an alternative option for when the service implements the removal of single-use plastics under the terms and conditions, in support of reducing the carbon footprint.

### 10.2.1 Recommendations:

- To explore and implement ways to increase the removal of single-use plastics.

## 10.3 Promoting public transport when visiting Hackney Council's Markets

All markets and trading sites from the service are easily accessible by public transport. Each market has at least a bus stop or train station within a 10-minute walk. The service intends to further promote public transport when visiting the markets in support of keeping the environment a safer place by collaborating with Transport For London and encouraging customers on social media.

### 10.3.1 Recommendations:

- To explore collaboration with Transport For London to direct customers to Hackney Council's Markets.
- To develop the social media strategy to promote public transport when visiting Hackney Council's markets.



