

Hackney Markets
Strategy
2015-20



HACKNEY
MARKETS

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Foreword from the Cabinet Member for Neighbourhoods

I am pleased to introduce Hackney Council's proposed Market Strategy for 2015-2020. Our Markets are an essential part of our community providing a value for money place to shop, serving as social hubs and supporting the regeneration of our high streets. Hackney is home to some long established markets with Hoxton Street Market being established as far back as 1687, Well Street in 1860 and Ridley Road in 1880.

Between 2010 and 2015 measures were put into place which allowed the Council to reduce subsidy into markets and make them self-sufficient. Fees and charges were reviewed for the first time in 16 years which meant the Council were able to recoup much of the costs associated with running Hackney's markets. Together with the respective Associations, the waste operation and its costs were reviewed to reduce expenses. But Hackney went one step further to promote its environmental commitment and Ridley Road now has a recycling rate of 70% which rose by 28% in 2011. In 2014 the Council also formally designated all its Markets making them a permanent fixture in our diverse and ever evolving borough.

The first strategy went a long way in setting the foundation for this new strategy but it needed to focus largely on internal measures and process efficiencies. Our Markets finances are in a better place with a much reduced deficit (£179,000) compared to the £1.1million in 2009, which means we are in a position to concentrate our efforts on further developing our markets. However, we recognise Hackney markets are still subsidised by the public purse, hence one of our goals is to get the Market fund to a break-even point and this new strategy lays out a set of priorities geared towards achieving that goal. With the new Market Strategy for 2015-2020 the Council will continue to support and regenerate its Markets enabling them to become self-sufficient successful community hubs.

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Chapter 1 - Introduction

1.1 Background

“In recent years there is an increasing recognition of markets being a valuable community asset. This has been enhanced over the last two years with NABMA’s Love Your Local Market campaign. The success of this campaign has illustrated the affection and support for markets in many places around the country. It is vital that markets continue to play an important part in the fabric of our communities.”

(Quote: Love your Local Market)

Over the last 5 years, Hackney has come a long way in developing its markets, however the Council recognises that more needs to be done to fulfil its vision for the next 5 years. This strategy provides a new vision and direction needed to further improve these markets and details how we will develop and manage our miscellaneous sites around the borough.

Hackneys street markets consist of:

Broadway Market

Broadway dates back to the mid-19th century when it earned a reputation for having many butchers due to the influx of cattle by Essex farmers towards the City of London via London Fields. As a traditional farmers market it was restored in 2004 as a farmers style market, and now trades very successfully on Saturdays.

Chatsworth Road

A victim of supermarket competition in the 1980’s, Chatsworth Road once had up to 200 stalls operating 4 to 5 days a week during its heyday in the 1930’s. It has been reintroduced as a Sunday market giving a much needed boost to local businesses, and an opportunity for local entrepreneurs to start trading on a small scale.

Hoxton Street

Hackney’s Markets have a rich and long heritage that can be traced back as far as the 17th century where you will find the origin of Hoxton Street Market in 1687 that quickly established itself as a corner stone of the community until loosing trade in the 1980’s to larger supermarket chains. This has since been subject to considerable investment from stakeholders in recent years and is once again a flourishing market place.

Kingsland Waste

Kingsland Waste was established in the mid-19th century after a Hackney landowner gave permission for local people to trade their unwanted goods rent free in front of his properties. For decades it was the place to go to for spare parts and tools needed to fix anything from bicycles to transistor radios, eventually becoming a market with an eclectic array of goods on offer attracting visitors from far and wide. Recent times has seen a downturn in fortune for Kingsland Waste that the Council wish to find a positive way forward for during the life of this strategy and beyond.

Ridley Road

The immigration of Jewish people during the 1880's saw Ridley Road market start trading as a kosher food market with a modest 20 stalls, which has persevered ever since. Now it is a thriving market of over 160 stalls running 6 days a week delivering an array of goods from across the world, reflecting the diversity of the borough.

Well Street

Well Street market was established in 1850, which famously came to be home in 1919 to the founder of Tesco; a 21 year old Jack Cohen who started trading from just a barrow.

1.2. Why We Need A Market Strategy

'Markets can regenerate neighbourhoods and High Streets – look at Borough, Camden, and NCGM's plans for Nine Elms. This requires vision, planning and investment. London's retail markets need that, too. Markets create sustainable supply chains, local procurement, jobs and enterprise, whilst providing access to cheap healthy, fresh food. I welcome the SUM (Sustainable Urban Markets) project and look forward to working with a new Markets Board for London¹.

Jan Lloyd, Chair of the Association of London Markets

The aim of this Market Strategy is to establish a clear long term vision to guide the work of the Council, the Associations, and the Market Service over the next 5 years. The objectives set out in this document support those set out by the Mayor of Hackney, in terms of improving regeneration, environment and supporting the local economy.

Markets play a fundamental role within this borough, by providing an alternative means to shop and being a space the community can meet to socialise. It is important therefore to ensure that our markets are fit for purpose and serve the needs of the community.

This Market Strategy goes further than providing a programme of work. It sets the scene for Hackney's markets and provides 7 priorities which will drive all developments over the next 5 years in support of the objectives laid out in the Council's Corporate Plan:

1. Making Hackney a place where everyone can succeed, through a first-class education, investment and jobs, and providing support to those who need it most.
2. Making Hackney a place that everyone can enjoy, with clean, safe streets, excellent parks and public services, and a great quality of life for all who live here.

¹ http://urbact.eu/sites/default/files/sustainable_urban_markets_-_an_action_plan_for_london.pdf

3. Making Hackney a place where everyone can contribute, through listening to residents, and involving them in the decisions we make and the things we do.

The Strategy also aims to introduce consistency across the markets, through its supporting documents and processes. This document updates and replaces the existing Market Strategy (2010-2015) as well as addressing new areas of development experienced within our Markets.

The Market Strategy is a 'live' document and will, over its lifetime, be subject to pressures as circumstances, legislation and finances dictate. The Council has been operating under severe financial restraints since the 2010 Comprehensive Spending Review (CSR) with over £130 million saved in a four year period. The Corporate Plan estimates that the next CSR due later this year may result in an indicative gap of over £70 million over the period 2016/17 to 2018/19. Therefore ensuring that markets operates at no cost to the public purse is a key driver in supporting the sustainability of our markets.

Given the above, the intention of the Strategy is that it is as comprehensive as possible to enable the Council to take full advantage of funding opportunities as and when, they arise. As a result, the Strategy therefore contains a mix of funded and unfunded proposals. The Council fully appreciates that the policies, plans and programmes outlined in the strategy are wide-ranging and with varying levels of resources and oversight needed to implement them. Inclusion of a proposal within the Strategy does not therefore mean that there is an automatic acceptance nor or approved funding for that scheme. These will be subject to review on a case-by-case basis both within and outside the Council such as the Capital programme funding process, s106 agreements and the Mayor of London's Local Implementation Plan funding processes.

The five year timeframe is considered to allow sufficient flexibility to ensure that the Council can deliver the key elements that contribute to the Strategy's vision. The more complex and resource-intensive proposals often require involvement with other partners such as NABMA, The Cross River Partnership and neighbouring boroughs. All will be subject to detailed evaluation and external funding mechanisms in all cases, the Council will be mindful of the resources available at particular points of the Strategy. In times of austerity and where resources are scarce, many projects will, out of necessity, be scaled back. If the financial outlook improves, we will look to ensure that the more ambitious proposals come to fruition.

1.3. Structure of the Strategy

Four documents form the basis for the new Market Strategy and are shown in illustration below:

1.3.1 Markets Strategy Documents



Markets Strategy 2015 – 2020

The Strategy Chapter within this document sets out the context and direction that the Markets will take over the next five years. The Strategy will also provide over-arching developmental priorities for the markets ensuring a consistent approach across the borough.

The Individual Market Plans 2015 – 2020

These Market Plans will outline the programme of work which will be undertaken for each market. The programme is made up of a series of projects the Council and Associations will deliver together to improve the market and deliver the priorities set out in the strategy.

Market Policy

The Council encourages a consistent approach to its operations, whilst taking on board the diverse need of the community. To obtain this consistency, a new policy document will underpin the current market operation and this new strategy. This policy document will provide the guidelines for the Council's decision making process in relation to markets, within the jurisdiction awarded under the London Local Authorities Act 1990. To aid traders and staff to understand these policies and deliver consistently, internal and external handbooks will be produced in addition to revised Terms and Conditions for licensees.

Market Handbook

In the last Market Strategy an Operational Manual was adopted. A new handbook and supporting Service Level Agreements, building upon this manual will be produced. The Handbook for Traders and Stakeholder will be a user friendly guide, setting out standards for all our markets. The Handbook will include pictorial and descriptive examples of good and bad practices. The Service Level Agreements (SLAs) will not only set out the services stakeholders can expect but it will also set out Key Performance Indicators (KPIs) allowing successes to be measured and weaknesses quickly identified so any issues may be addressed in a timely manner.

1.4. Context

1.4.1 National & Regional Context

The UK has a rich history of markets. Reports from historians cite a market in Maldon, Essex dating back to 1287². Smithfield Market in Farringdon started as a livestock market, and over time it became the famous meat market we know today. Smithfield is said to have been in existence for at least 800 years³. Borough Market in Southwark, one of London's most successful markets, dates back to 1756.

Today, there are 1400 traditional retail markets in the UK which employ approximately 46,000 traders, according to governmental bodies⁴. Markets are becoming increasingly popular with over 435 million shopping visits a year and more than £3 billion spent.

Markets in Britain, have evolved over the years to take on different forms, from traditional food markets to farmers markets, Christmas markets, and pop up markets. However they continue to play an important role in town centres. In 2005, the Office of the Deputy Prime Minister (ODPM) said 'Street and covered markets (including farmers' markets) can make a valuable contribution to local choice and diversity in shopping as well as the vitality of town centres and to the rural economy. As an integral part of the vision for their town centres, local authorities should seek to retain and enhance existing markets and, where appropriate, re-introduce or create new ones. Local authorities should ensure that their markets remain attractive and competitive by investing in their improvement'⁵ governmental bodies⁶.

Markets in Britain have acted as a key source of retail innovation, creating many of today's multi-national retailers e.g. TESCO (Hackney, East London), Marks & Spencer (Leeds), and Morrison's (Bradford). They continue to be the start place for many budding entrepreneurs. The teenage market⁷ which operates throughout the UK is a good example of this. Established in 2012 by two young brothers, Tom and Joe Barrett, their first market was held in Stockport. Over 70 traders took part and 20 performers. Since then the brothers have created a license with a branding pack to enable this type of market to operate anywhere in the UK. The idea of the market is to provide entrepreneurial opportunities in areas with a high youth concentration.

² <http://www.history.ac.uk/cmh/gaz/summy.html>

³ http://en.wikipedia.org/wiki/Smithfield,_London

⁴ Local Government Association; National Association of British Market Authorities; National Market Traders' Federation; Joseph Rowntree Foundation; London Development Agency

⁵ Joseph Rowntree Research into Markets as a Social Entity 2006 by Sophie Watson and David Studdert

⁶ Sources: Local Government Association; National Association of British Market Authorities; National Market Traders' Federation; Joseph Rowntree Foundation; London Development Agency

⁷ <http://theteenagemarket.co.uk/about-the-teenage-market/#began>

1.4.2 London and Greater London.

According to the Sustainable Urban Market Report (Cross River Partnership - CRP 2014) the number of markets in London has grown by at least 20% which has largely been attributed to a growth in the number of private markets. It should be noted that this 20% allows for a margin of error and the actual growth figure is nearer 33%. According to the CRR 'The wider economic value of markets was quantified by London's Retail Street Markets⁸ as equivalent to £1.75 for every £1 spent.' This means consumers spend more in markets than on the average high street. The Sustainable Urban Market Report states that turnover in London is up and is estimated as £360m per annum and projected to be £615m for Greater London. This is a significant increase when compared to the 2008 figure for Greater London of £430m. Whilst The Sustainable Urban Market Report is comprehensive it excludes Hackney from its study and hence these figures are not all encompassing of activities in London.

In 2008, figures suggested that markets in London supply over 3000 FTE (full time equivalents) employment opportunities, which is just below 50% of the 7,300 FTE identified in London as a whole⁹. The Joseph Rowntree Report (Research in Markets as a Social Entity: 2006) demonstrates how families have traded at Hackney's Ridley Road many generations and this is not uncommon in well established markets.

The Rowntree report goes into the role of markets as a social environment and their importance at times of economic hardship. 'Markets first and foremost represented a crucial place for social interaction in the lives of older people, and specifically older women, across all the sites. They were also seen as important social spaces for families with children, particularly on the weekends, when market shopping was a time to bump into friends, shop and chat at leisure'.

According to The English Indices of Deprivation 2010¹⁰, over 5 million people lived in the most deprived areas in England in 2008 and 38 per cent of them were income deprived. The North East, North West and London have a large proportion of areas amongst the most deprived in England. Markets are said to be value for money relative to their alternative, 'the supermarket', making them an attractive place to shop for young people aspiring to get onto the property ladder, single income families and vulnerable members of the community, such as the elderly. The Sustainable Urban Market Report goes one step further in their report and demonstrates that boroughs with a high concentration of black or ethnic minority groups tended to also have a good cluster of markets, examples included were Tower Hamlets, Brixton and Southwark¹¹.

Of the markets sampled, 60% of markets in London operated during the week and on weekends, with only 30% operating on the weekends and 10% on weekdays. The average occupancy in a market (stalls occupied and trading), across London is 79% with the large proportion (55%) operating for at least 55 hours¹².

⁸ Sustainable Urban Markets Report, Cross River Group 2014 page 12

⁹ Sustainable Urban Markets Report, Cross River Group 2014 page 13

¹⁰ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6871/1871208.pdf

¹¹ Sustainable Urban Markets Report, Cross River Group 2014 page 17

¹² Sustainable Urban Markets Report, Cross River Group 2014 page 20

1.5. Hackney Demographics

1.5.1 The Population

Hackney's population is estimated to be 263,200 residents.

Hackney is a relatively young borough with a quarter of its population under 20. The proportion of residents between 20-29 years has grown in the last ten years and now stands at 21%. People aged over 55 make up only 14% of the population.

Hackney is a culturally diverse area, with significant 'Other White', Black and Turkish communities. The Charedi Jewish community is concentrated in the North East of the borough and is growing.

Polish people are the largest group who have recently come to live in Hackney from abroad followed by Spanish, Italian and French people.

Just over a third of Hackney's residents are Christian. This is a lower percentage than the London and England averages. Hackney has significantly more people of the Jewish and Muslim faith and a higher proportion of people with no religion and those who did not state a religion than London and England.

In 2011, 14.5% of Hackney residents said they were disabled or had a long-term limiting illness.

Nearly nine out of ten Hackney residents say that Hackney is a place where people from different backgrounds get on well together. Hackney's diversity and multiculturalism are the main factors contributing to residents feeling proud of the borough. Hackney's population is likely to exceed 300,000 people by 2034¹³.

1.5.2 Income

The average, (mean figure), income in Hackney ranges between £30,612 in the King's Park Ward and £55,500 in Clissold. If the median is taken these figures are £24,816 and £44,878 respectively. When compared to the HMRC figures of the average wage (median) across Britain, an adult in the bottom decile earns £8,600 and £60,500 in the top¹⁴.

¹³ <http://www.hackney.gov.uk/Assets/Documents/Hackney-Profile.pdf>

¹⁴ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/293738/budget_2014_distribution_analysis.pdf

Table 1: Average Income (2011)

Wards in Hackney	Total Mean Annual Household Income estimate	Total Median Annual Household Income estimate
Brownswood	£44,974	£36,360
Cazenove	£40,865	£33,034
Chatham	£32,036	£25,951
Clissold	£55,500	£44,878
Dalston	£40,363	£32,627
De Beauvoir	£45,046	£36,418
Hackney Central	£35,131	£28,419
Hackney Downs	£35,691	£28,865
Haggerston	£35,892	£29,025
Hoxton	£34,794	£28,150
King's Park	£30,612	£24,816
Leabridge	£36,239	£29,302
Lordship	£46,204	£37,354
New River	£34,812	£28,164
Queensbridge	£36,666	£29,643
Springfield	£33,478	£27,101
Stoke Newington Central	£49,372	£39,919
Victoria	£37,903	£30,637
Wick	£32,937	£26,670

Source: The Greater London Authority¹⁵

¹⁵ <http://data.london.gov.uk/dataset/household-income-estimates-small-areas>

1.5.3 Deprivation

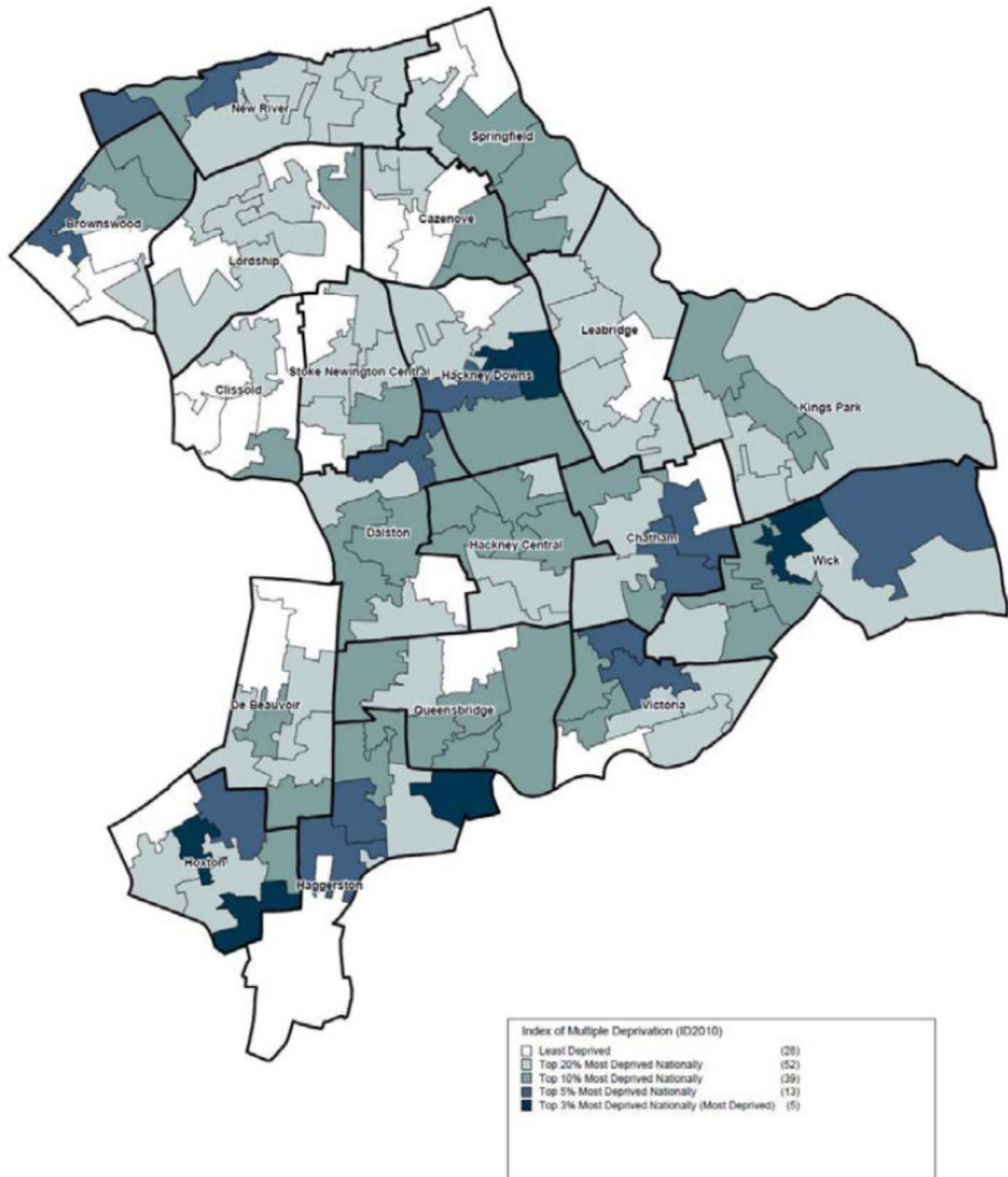
According to The English Indices of Deprivation 2010¹⁶, Hackney has remained one of the most deprived London Local Authority at 42%. Liverpool's LSOAs¹⁷ has the highest proportion of deprivation at 51%. Hackney's is closely followed by the London Borough of Tower Hamlets which was reported at 40% at the time the report was published.

Figure 4 below, demonstrates the various levels of deprivation in Hackney. Areas of deprivation are concentrated mainly in the South of the borough with areas like Hackney Wick and Victoria showing the highest concentration.

Markets tend to exist in areas of high deprivation providing locals with a value for money place to shop, however in recent years the industry has also seen a growth in trendy specialist markets like Borough Market and Broadway Market. Hackney is looking to provide its residents with a fair balance to ensure its market offering can cater for both types of market.

¹⁷ LLSOA - Lower layer Super Output Areas

Fig 4: Map of Overall Deprivation in Hackney



1.5.4 Employment

The Hackney Profile Report stipulates that approximately 48% of Hackney-based businesses specialised in professional, scientific, technical, information and communication. 14% were in retail and hospitality, 10% were made up of art, leisure and entertainment, 13% information and communications the remainder fell into other categories of work.

Although the proportion of people in work has improved over time, the level of people claiming benefits has not and remains around 30,000. People in Hackney tend to work in the following sectors:¹⁸

- 30% public administration
- 37% creative, technology, financial and business services
- 18% work on the high street, including retail and restaurants.

1.5.5 Hackney Origins

Hackney prides itself on being a diverse borough where people of all faiths and backgrounds live harmoniously with Hackney being the sixth most diverse borough in London. However Hackney's diversity goes back centuries with the first inward migration dating back to the 18th and 19th Centuries. In the 1950's and 1960's, labour shortages in the reviving post-war economy drew in migrants from the Caribbean, Cyprus, Turkey and South Asia. In the last 10 years they have been joined by migrants from Eastern European countries like Poland, which have joined the European Union.

The table below illustrates the breakdown of Hackney's ethnic groups in more detail.

¹⁸ Hackney Profile 2013: page 4

Table 1: Ethnic breakdown of Hackney's population

Ethnic group	Hackney %	London %	England %
White: English/Welsh/Scottish/Northern Irish/British	36.2	44.9	79.8
White: Irish	2.1	2.2	1.0
White: Gypsy or Irish Traveller	0.2	0.1	0.1
White: Other White	16.2	12.6	4.6
Mixed/multiple ethnic group: White and Black Caribbean	2.0	1.5	0.8
Mixed/multiple ethnic group: White and Black African	1.2	0.8	0.3
Mixed/multiple ethnic group: White and Asian	1.2	1.2	0.6
Mixed/multiple ethnic group: Other Mixed	2.0	1.5	0.5
Asian/Asian British: Indian	3.1	6.6	2.6
Asian/Asian British: Pakistani	0.8	2.7	2.1
Asian/Asian British: Bangladeshi	2.5	2.7	0.8
Asian/Asian British: Chinese	1.4	1.5	0.7
Asian/Asian British: Other Asian	2.7	4.9	1.5
Black/African/Caribbean/Black British: African	11.4	7.0	1.8
Black/African/Caribbean/Black British: Caribbean	7.8	4.2	1.1
Black/African/Caribbean/Black British: Other Black	3.9	2.1	0.5
Other ethnic group: Arab	0.7	1.3	0.4
Other ethnic group: Any other ethnic group	4.6	2.1	0.6

Source: 2011 Census

In terms of religion, one third of residents describe themselves as Christian, followed by Muslim and Jewish. However 28% stated they had no religion.

Chapter 2 - The Markets

2.1 Introduction

Hackney markets attract over 5 million people per annum. Owing to this success, in 2014 Hackney designated the following streets to enable its markets to trade on a permanent basis.



These markets fall into the following wards and operate at the following times.

Market	Wards	Time of Operation
Ridley Road	Dalston	Monday to Thursday - 6am to 6pm, Friday and Saturday - 6am to 7pm; December: Every day 6am to 7pm
Broadway Market	Haggerston / London Fields	Saturday - 7.30am to 7pm
Chatsworth Road	Lea Bridge	Sunday - 11am to 4pm
Kingsland Waste	London Fields	Saturday – 7.30am to 7pm
Hoxton	Hoxton East & Shoreditch	Monday to Thursday – 7:30am to 6pm, Friday and Saturday – 7:30am to 7pm
Well Street	Hackney Wick/Homerton	Monday to Thursday – 7:30am to 6pm, Friday and Saturday – 7:30am to 7pm

The deprivation map and governmental conclusions¹⁹ (in the Hackney Demographics section of this report) shows that markets tend to exist in areas of high deprivation. Areas of high deprivation can be seen in Hackney Wick and Victoria followed by Hoxton and Dalston and hence the location of Hackney Markets seems to correlate with government findings, making the markets in Hackney an attractive alternative for many who prefer not to shop at their local supermarket. However specialist markets also exist to support areas of higher income and tourism, like Broadway, and these also can exist in areas of high deprivation, mainly to the historical location of a street market.

To better understand its markets, the Council commissioned a study into Ridley Road and Hoxton Street Market in 2013. With the exception of Chatsworth Road, which is the Council's newest market, the data pertaining to Kingsland Waste, Well Street and Broadway Markets shown below are from a previous study completed by the Retail Group in 2009, hence the disparity in the level of detail provided below.

2.2 Ridley Road Market

Key Facts

Founded: end of 1880

Average number of pitches occupied (2015): 108

Maximum number of pitches: 167

Commodities: Various

The Market is made up of 3 zones, zone 1 has the highest footfall whereas zone 3 is quieter. Currently pitches are joined to encourage greater occupancy of zone 3.

Unique Selling Point: Ridley Road has been identified as social hub for residents in Dalston and its rich mix of commodities means it is a market for everyone and anyone.

Footfall: Ridley Road achieves circa 18,000 at its peak Saturday point when trader occupancy is 78%, and an estimated weekday average of 10,500. The weekly total is circa 70,000.

The annualised figure is 3.6 million

Residents Catchment²⁰: 615,000

In a study conducted by the Joseph Rowntree Foundation 2006, Ridley has been described as being 'unique as the only street market in the study. Located as it is in a poor and highly racially diverse area, it plays a significant role in providing a very wide variety – in ethnic terms – of low-cost fruit, vegetables, meat, fish and other food items, which meet the diverse needs of the local community.'

¹⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6871/1871208.pdf

²⁰ Retail Group Report 2009

A report by the Retail Group in 2014 identified that 52% of visitors to the market came from 4 key areas

- Dalston
- Hackney Downs
- Haggerston
- Regent Estate

Ridley Road Shoppers

According to the study conducted by the Retail Group, shoppers fell into 2 categories: Rising prosperity and Urban Adversity.

Acorn Category	Percentage Shoppers	Percentage Non-shoppers
Affluent Achievers	-	-
Rising Prosperity	35%	39%
Comfortable Communities	3%	8%
Financially Stretched	5%	8%
Urban Adversity	45%	32%
Unclassified	10%	10%
Not Private Households	3%	3%

Acorn describes Rising Prosperity²¹ as younger, well educated people who are mostly prosperous people living in our major towns and cities. Generally around the age of 35, they are yet to start a family and often live alone. They are likely to be financially astute, and earn more than they spend. Internet usage is high; pastimes include going to the gym, eating out in restaurants and socialising.

Urban Adversity at 45% was the highest category of shopper, comprising either young, but struggling to make ends meet, or pensioners. Acorn states that 'This category contains the most deprived areas of large and small towns and cities across the UK'. The main characteristics of this group are lone parent families, with low income and debt issues. They are ethnically diverse, with a limited education; money is often spent on their children. They are not known to use the internet and hobbies include drinking at the pub, bingo, betting and music.

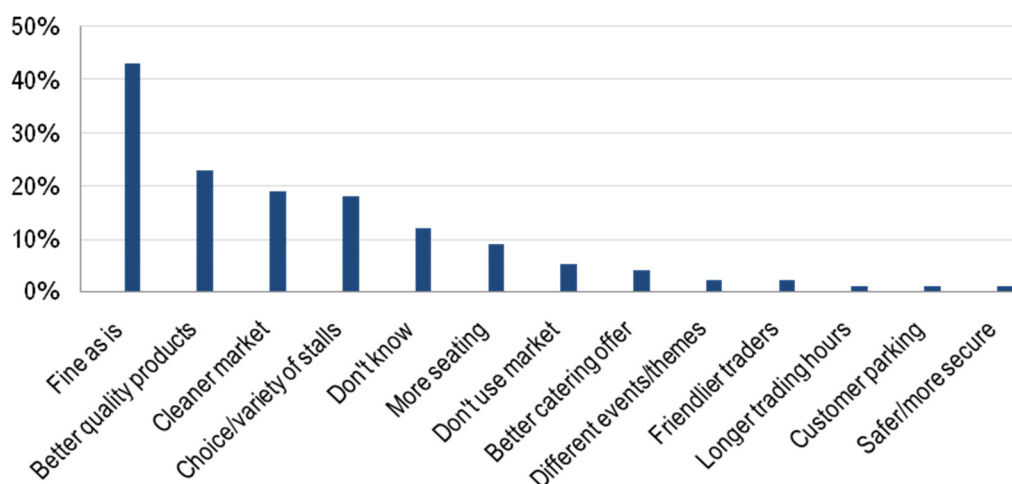
Within the 2014 study, the Retail Group surveyed 520 people and found that people generally visited the area to shop. 21% said they specifically went to shop at the market.

²¹ <http://www.businessballs.com/freespecialresources/acorn-demographics-2013.pdf>

Reason for being in the area	Percentage Response
Shopping	42%
Shop at the market	21%
Live nearby	17%
Work nearby	9%
Meeting friends	5%

Saturday was the most popular shopping day with visitors on a Tuesday saying they were rarely there for the market.

Nearly half of respondents surveyed thought the market was fine as it was, whilst this is a good result it should be observed that 23% of consumers wanted better quality products and 17% wanted more choice.



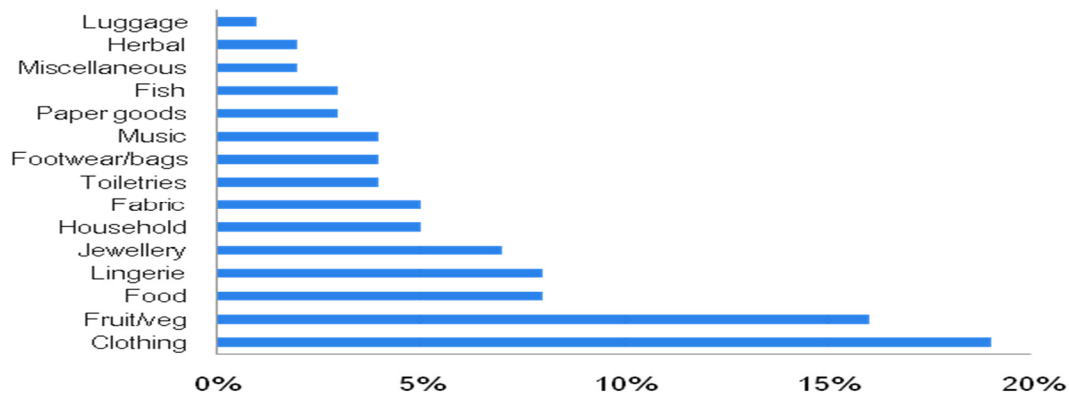
When asked about their levels of satisfaction over 70% responded that they were either very satisfied or satisfied with Ridley Road Market.

Satisfaction Level	Percentage Response
Very satisfied	29%
Satisfied	42%
Neither	17%
Unsatisfied	8%
Very Unsatisfied	1%

Trader Opinions at Ridley Road

The 2014 Retail Group report also gathered opinions from traders. 27% of traders surveyed thought they had a loyal customer base, and were visited daily. 31% thought their customer visited once a week and 22% twice a week. 75% of respondents didn't know or felt no improvements are needed.

47% of traders have been at Ridley for at least 10 years, with a further 36% trading 3-10 years. Traders reported that they sell the following:



From the diagram above it would appear as though this market is dominated by clothing, fruit and vegetable stalls. Traders reported the following transactional values on any given day:

Typical ATV	Response
Less than £5	51%
£6-£10	32%
£11-£15	7%
£16-£20	4%
£21-£30	-
£31-£50	-
£51-£75	-
£75 plus	3%

The main peak periods were reported on Saturday between 12 and 5pm.

Time of day	Weekday	Sat
9am-12pm	7%	9%
12pm-2pm	63%	44%
2pm-5pm	30%	48%

The results of the Retail Group Survey has been instrumental in shaping this Market Strategy, the outcomes of which will be explored further in Chapter 4 of this document.

2.3 Broadway Market

Key Facts

Founded: circa 1890

Average number of pitches occupied (2015): 133

Maximum number of pitches: 150

Commodities: Mainly food products, artisan and handmade goods.

Unique Selling Point: High quality products which attracts visitors and tourism into the borough.

Footfall: In 2012 Broadway's footfall estimated 21,000; therefore an estimated annualised figure of 1 million

Residents Catchment: 125,000

Broadway Market is an iconic market which features in Time-Out Magazine, Londontown.com and visitlondon.com as a key place to visit. Londontown.com²² states that 'Broadway is a great little market that is expanding rapidly and enjoys a tremendous reputation. It's worth the trip down there as there's a tremendous variety of goods and the prices are well below those at the more famous markets in town'. Timeout²³ 'For East London's fashionably attired food-lovers, there's no better Saturday destination than Broadway Market. Quaint cafés, pubs and indie music shops line the street, but the real star here is the market. The food-loving hipster's weekend hangout of choice, Broadway Market is as much about seeking out quality food as it is about just letting your hair down and soaking up the vibe'

Broadway Market Shoppers

The last survey of Broadway Market was undertaken in 2009. The Retail Group profiled Broadway Market Shoppers and found that

Acorn Category	Percentage Shoppers	Greater London Average
Educated Urbanites	41%	28%
Inner City Adversity	29%	15%
Aspiring Singles	10%	12%
Asian Communities	1%	3%
High Rise Hardship	1%	1%

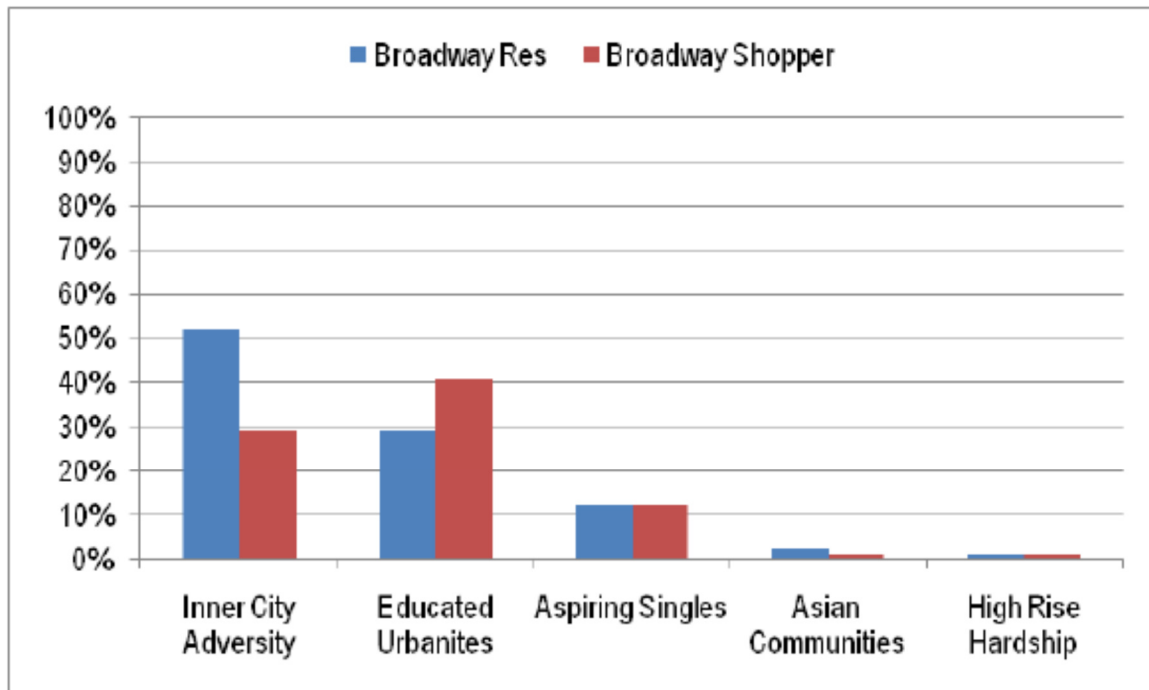
Educated Urbanite and Inner City Adversity accounted for over three quarters of shoppers. The former group are highly qualified young people²⁴. This group generally live in flats within big cities. Most are professional and hard workers looking to climb the career ladder. Often in managerial jobs they have high incomes and would have

²² http://www.londontown.com/LondonInformation/Shopping/Broadway_Market/9572/

²³ <http://www.timeout.com/london/shopping/broadway-market-1>

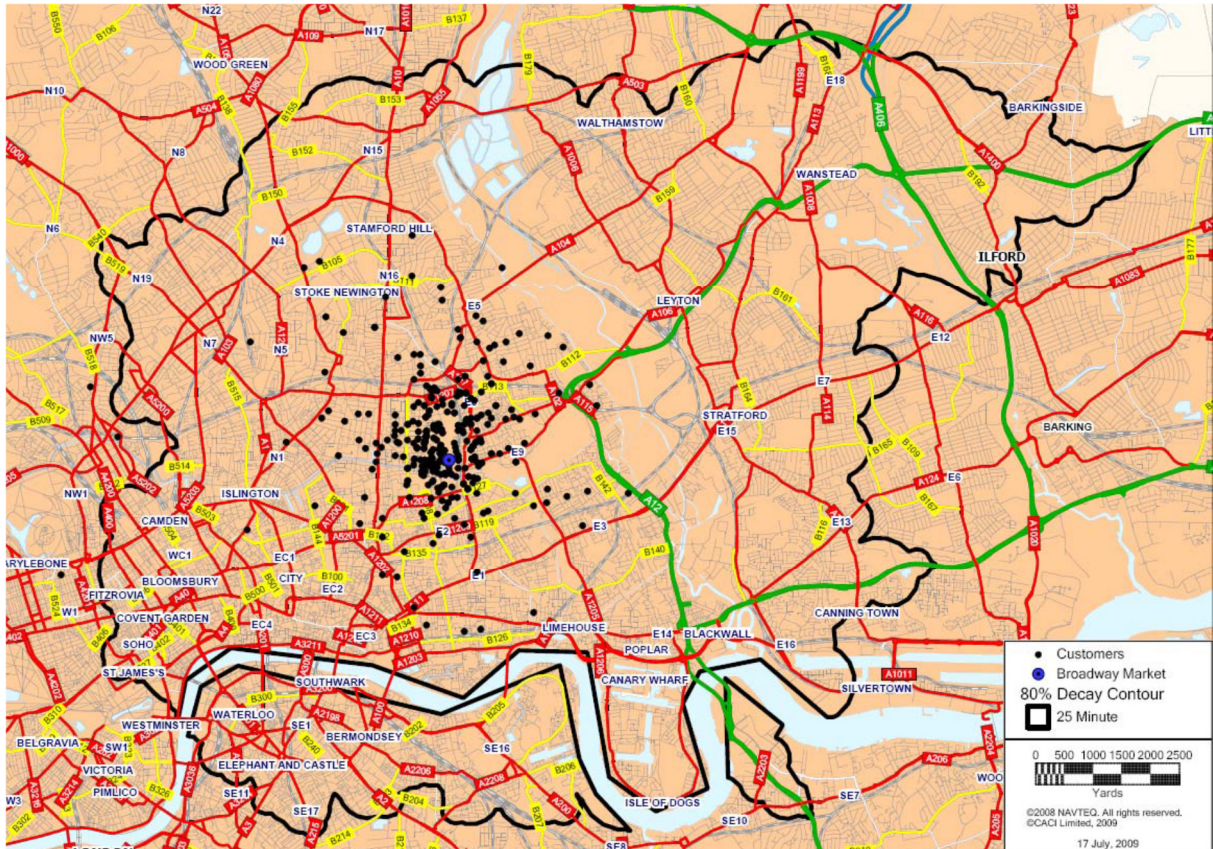
²⁴ <http://www.businessballs.com/freespecialresources/acorn-uk-demographics-figures-2010.pdf>

invested or are looking to invest in their first home. Others rent and also have a high disposable income.



Educated Urbanites are public transport users who hang out in the city and enjoy its benefits. They enjoy restaurants and bars and are interested in the theatre and the arts. They keep up to date with current affairs and read the papers daily. As they have higher than average incomes, holidays are taken frequently. Inner City Adversity are characterised by struggling one parent families who are struggling to make ends meet.

Broadway's 2009 surveys show that visitors to the market are predominately from the local vicinity however people from Islington and Stoke Newington also frequent Broadway Market. In recent years Broadway is also said to be a popular tourist destination within Hackney.



Broadway is a Saturday market, and yet over 50% visited the market every week suggesting a core customer base. 10% visited the market for the first time. According to the 2009 Retail Group Study, Broadway Market is successful at drawing in first time shoppers.

2.4 Chatsworth Road Market

Key Facts

Founded: circa 1920s

Average number of pitches occupied (2015): 28

Maximum number of pitches: 50

Commodities: Street food, fruit and vegetables, vintage clothing and home items, and jewellery.

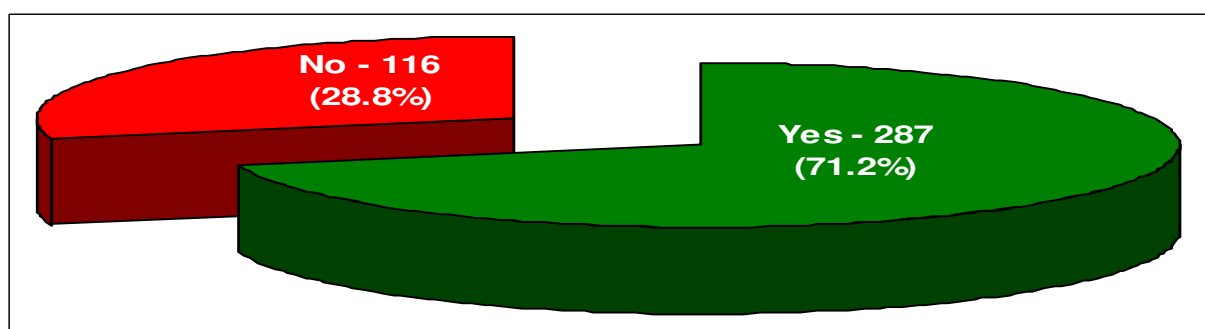
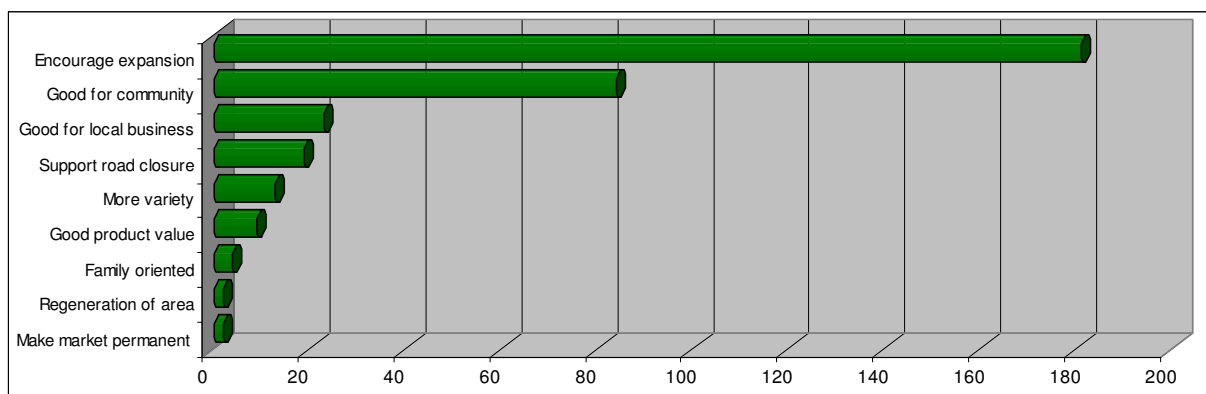
Unique Selling Point: Hackney's newest revived market with a local and family feel.

Footfall: Unmeasured

Residents Catchment: Unmeasured

This market is situated between Dunlace Road and Blurton Road in Lower Clapton. A thriving market in the 1930s, it rapidly dwindled after the war. A trial to re-establish the market took place in 2010 with Chatsworth Road becoming formally established in 2011. As Chatsworth Road has been recently established, a number of the key facts above have been marked as un-measured in the section above.

In 2012 the Council undertook a consultation to expand the market building upon the market's success. The Council consulted residents and businesses (stakeholders) on Chatsworth Road, in addition to Brooksby's Walk, Blurton Road, Glenarm Road, Lockhurst Street, and Millfields Road. The consultation was conducted over an eight week period (30th August to 26th October 2012). The consultation was to gauge support for increasing the number of stalls from 40 to 90 stalls. Concerns were raised about parking in the area and the level of noise, however of the 424 responses were received and 67.9% did not object to the market being expanded.



The survey also asked people for their opinion on Sunday as a day of operation, to which 71.2% did not object.

The revival of Chatsworth Road is the relatively new and, during the life of this second strategy, the Council will be looking to undertake research to better understand and support this market.

Chatsworth Road market is growing in popularity and won the Time Out Love London Local award in 2014 and 2015, and was included in the Vogue It list for botany in 2015. London Living also commend the market for its culinary contribution where they state: "Chatsworth Road Market – East London's hottest new foodie destination"²⁵

²⁵<http://londonliving.at/chatsworth-road-market-east-londons-hottest-new-foodie-destination/#sthash.0eJCva9c.dpuf>

2.5 Hoxton Street Market

Key Facts

Founded: end of 1687

Average number of pitches occupied on weekdays (2015): 9

Average number of pitches occupied on Saturdays (2015): 50

Maximum number of pitches: 150

Weekday commodities: Mainly street food.

Saturday commodities: food, fashion, footwear and household goods.

Unique Selling Point: street food market and vintage homeware

Footfall: circa 8,300 footfall at its peak point per Saturday; annualised total 432,000

Residents Catchment: 259,000.

Hoxton Street Market, was formed in the late 17th Century. The market trades along Hoxton Street between the junctions of Nuttall Street (the northern end) and Crondall Street (southern end). Unfortunately, the market declined from the 1980's onwards.

In 2011 the Council consulted with local residents and businesses with a view to reinvigorating this Market. The aim of the consultation was to engage and seek views from market traders, residents in Hoxton and visitors on a range of options for improving Hoxton Market by bringing in new traders and expanding the sorts of goods on offer to encourage more shoppers, a vibrant retail mix and good value for customers. The consultation was broadly successful and the Council set out to work with business owners and traders to revive Hoxton Street Market.

The proposals put forward were:

- Reinigorated Saturday Market: attract more customers to the market on a Saturday by increasing the number of traders and focussing on fashion, including clothes, footwear, accessories and jewellery as a main feature of the market.
- New Friday Market: establish a new Friday market targeting a range of traders but focussing on ready to eat food as a feature.
- Pedestrianisation: extend to Fridays the current pedestrianisation of the street on Saturdays.

Vintage and Antiques: dedicate a section of the market to vintage clothing and antiques and items and antiques this commodity on either Fridays or Saturdays.

Of the 180 response received:

- 83% were in favour of establishing a regular market.
- 67% supported closing Hoxton Street to traffic on Fridays.
- 77% supported an extended market until early evening each Friday (as a trial).
- 72% were in favour of more stalls selling ready to eat food in the market.
- 83% supported building on the market's heritage as a clothing market on Saturdays.
- 82% supported attracting vintage and antique stalls as a new feature to the market. 94% wanted occasional continental seasonal and other feature markets to be invited as special events.

- Quality, fresh and ready to eat: have more ready to eat stalls on the proposed Friday Market as well as extending the market into the early evening (up to 8pm).
- Speciality Markets: host occasional specialist markets to attract more customers.

In 2014 the Council commissioned the Retail Group Ltd (RGL) to do further research to build upon its understanding from the 2011 consultation.

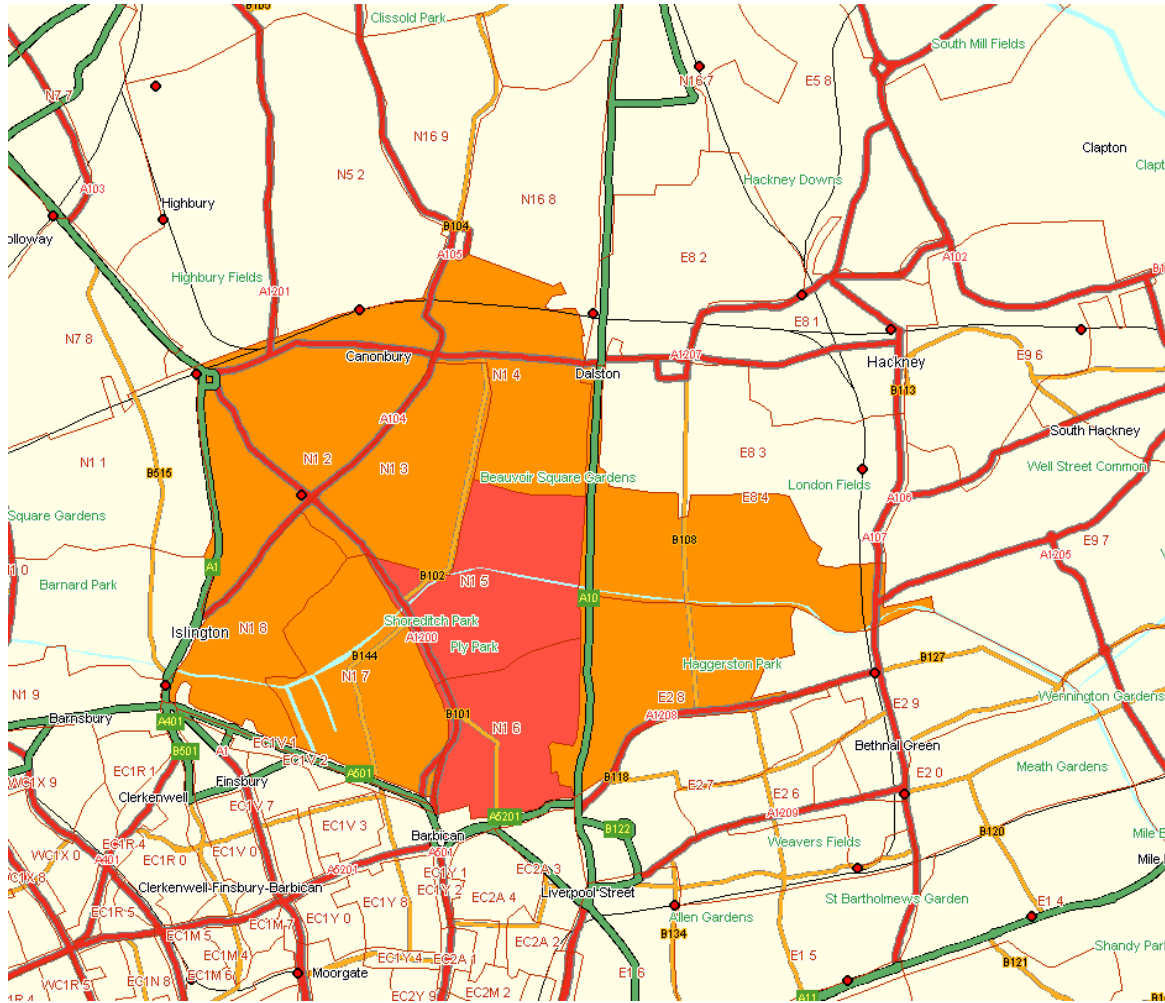
Hoxton Street Shoppers

According to the Retail Group 56% of shopper fell into the Urban Adversity category, which is the highest proportion in one group when compared to the other markets. 29% were in the Rising Prosperity group, as described in the Ridley Road Shoppers Section of this report.

Acorn Category	Shoppers	Non-shoppers
Affluent Achievers	-	2%
Rising Prosperity	29%	21%
Comfortable Communities	1%	5%
Financially Stretched	5%	1%
Urban Adversity	56%	49%
Unclassified	5%	14%
Not Private Households	4%	7%

According to the Retail Group, visitors of the market were largely locals with 14% coming from Hoxton Street, N1 6 followed by 12% from Queensbridge and De Beauvoir Road, N1 5, followed by 4% from N1 7 postcode and the remainder coming from various areas across Hackney.

The map below shows the radius of visitors. The area in red represents shoppers from Shoreditch and Hoxton (West of the A10). The area in orange represents visitors from Canonbury, Essex Road, De Beauvoir Town, Haggerston and Hoxton.



However 19% were in the area to shop, whilst the majority of those surveyed simply lived in the area. 300 completed surveys obtained over two trading days – Thursday (150) and Saturday (150).

Reason for being in the area	Percentage Response
Live nearby	31%
Shopping	19%
Work nearby	15%
Shop at the market	10%
Meeting friends	8%

When reviewed by specific days, ‘unsurprisingly, 27% of respondents were in the area for work purposes on Thursday compared to 4% on Saturday. On Saturday, the market was the main reason for 19% of respondents to be in Hoxton with 27% citing general shopping (Thursday 11%)’. Quote from the Retail Group Report 2014.

Hoxton Street Customer Improvements

Customers were asked what they would improve about the market, 33% wanted more choice of stalls, however this was followed by 26% saying the market was fine as it is. 24% stated they did not use the market, a key objective would be to convert this group into new shoppers.

81% of respondents are visiting the market the same amount as they did last year which is a positive sign. And of the people surveyed 42% were either satisfied or very satisfied.

Satisfaction Level	Percentage Response
Very satisfied	29%
Satisfied	13%
Neither	20%
Unsatisfied	11%
Very Unsatisfied	3%

Trader Opinions at Hoxton Street Market

The Retail Group also surveyed the Traders at Hoxton Street, 70% thought the market was visited frequently. The Retail Group stated that '56% of traders have been at Hoxton for less than a year, but 31% trading more than two years'. In terms of improvement Traders' responses suggest that 78% do not use or have access to storage facilities, however only 46% said they would like storage near them.

In 2014 traders stated that they thought the following was on offer at the market

Stalls	Response
Clothing	24%
Fruit & veg	21%
Flowers	15%

And that the following commodities would benefit shoppers

Lacking in choice	Response
Food (meat, cheese, olives, wine, etc)	18%
Catering	12%
Fruit & veg	8%
Confectionery	6%
Other	8%

Like Ridley Road the highest category of 'average transactional value' (ATV) was under £5, at 30%. However 12% of traders did not know their ATV.

Typical ATV	Response
Less than £5	30%
£6-£10	39%
£11-£15	3%
£16-£20	-
£21-£30	6%
£31-£50	6%
£51-£75	-
£75 plus	3%

When asked about the weakness of Hoxton Street Market, 27% said the market need more stalls followed by 21% who thought the market needed shopper parking despite the £1 to park scheme introduced in 2013/4.

Weaknesses	Response
Needs more stalls	27%
Lack of shopper parking	21%
Low footfall	20%
Current economy	15%
Cost of trading	9%
Lack of promotions	6%

20% of traders thought footfall was low whilst 15% thought the economic climate affected trade. However of the traders that listed the market's strengths, 15% thought the Market's location was good and 9% thought the market had a good mix of traders.

2.6 Well Street Market

Key Facts

Founded: 1860s

Current Number of Stalls: 2

Maximum number of pitches: 74

Commodities: Fruit, Vegetables and clothes.

Unique Selling Point: Its new identify is to be determined by stakeholders when planning its revival.

Footfall: Not known

Residents Catchment: 25,000

Well Street has been serving the community for over 150 years and known for clothing. It is the smallest of Hackney's Markets and at a critical stage. This Market was last surveyed in 2009 by the RGL.

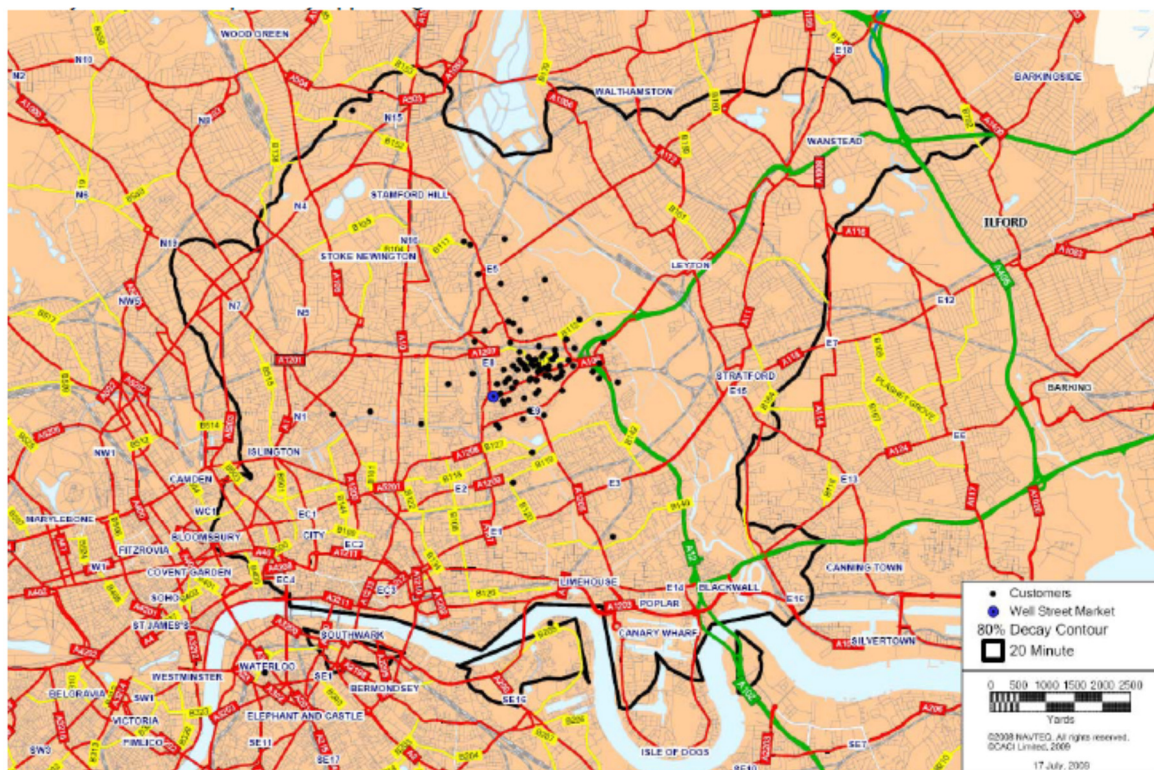
Well Street Shoppers

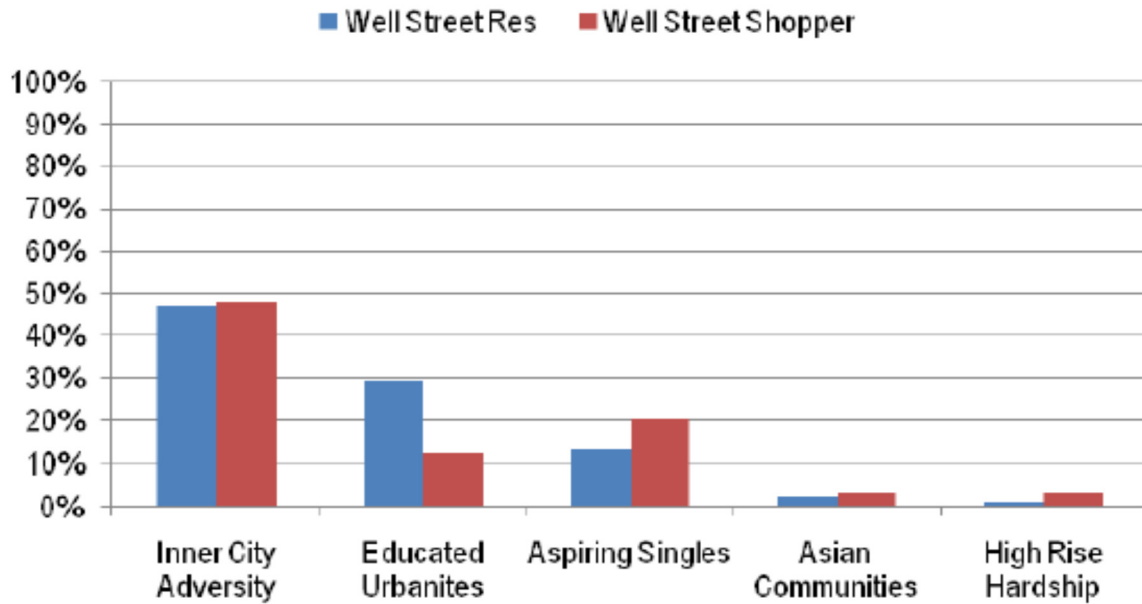
In 2009, Inner City Adversity was 20% higher than the Kingsland Waste Shoppers but Educated Urbanites was 17% lower. Well Street shoppers have the highest percentage of aspiring singles at 20% however the 35% of shoppers in Ridley Road fall into the Rising Prosperity category which is characterised by single people or people living alone.

Acorn Category	Percentage Shoppers	Greater London Average
Inner City Adversity	48%	15%
Educated Urbanites	12%	28%
Aspiring Singles	20%	12%
Asian Communities	3%	3%
High Rise Hardship	3%	1%

Well Street shoppers tend to be located in the local area. Whilst this market has declined, this new strategy sets out plan for reviving the market in partnership with the Markets Association and residents.

71% of shoppers were from the immediate vicinity. Resident profiles also fitted into the same three ACORN categories as the other markets.





In 2009 shopper reported that they visited the market on most days and 29% visited the market daily. Unfortunately observations suggest this is not the case today and the market has declined.

The Council recognises more needs to be done to ensure the success of Well Street and is looking to work with residents and the Well Street Association to revive this market.

Priorities for this market include

- Shaping the market
- Look and feel
- New brand identity
- A waste management strategy.

2.7 Kingsland Waste Market

Key Facts

Founded: Unknown

Average number of pitches occupied (2015): 2

Maximum number of pitches: 103

Commodities: Tools, car & bike accessories, nearly new clothing and books.

Unique Selling Point: Kingsland Road, E8 on the A10 between Middleton Road and Richmond Road making it a very accessible place to visit

Footfall: Not known

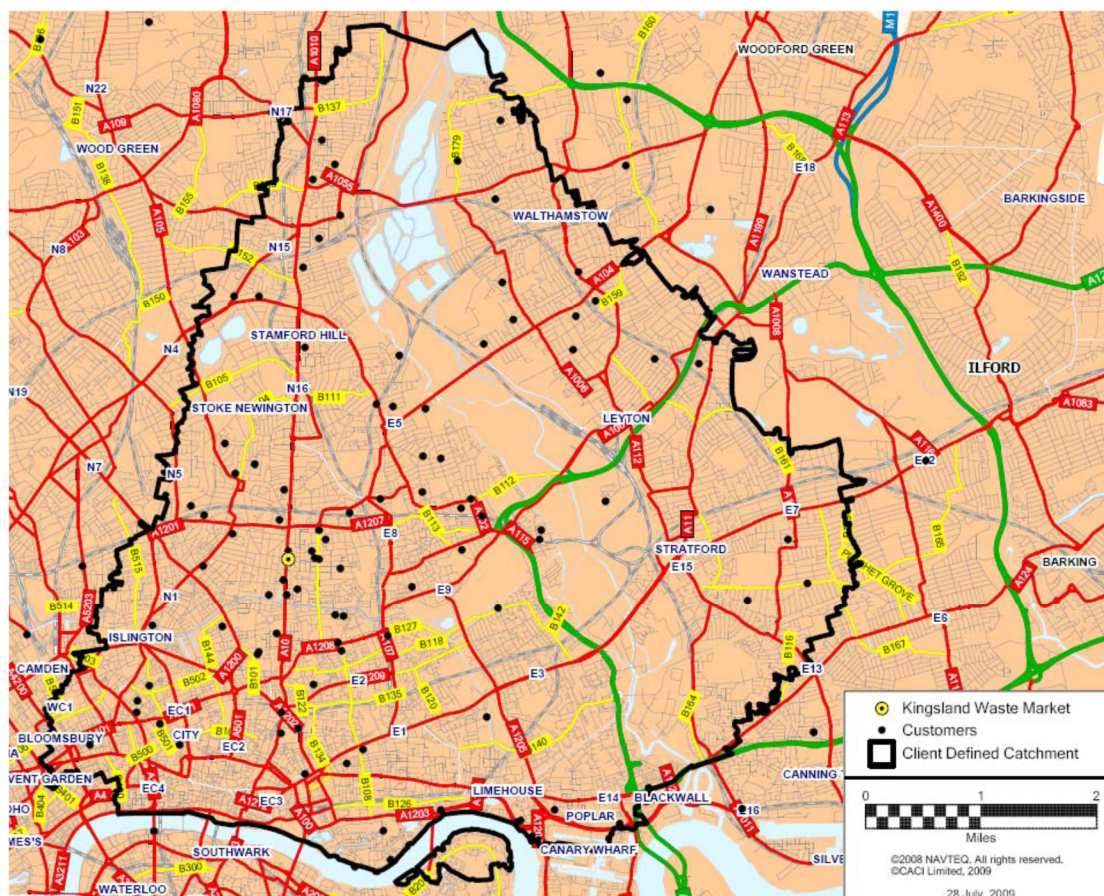
Residents Catchment: 789,000

This Market was last surveyed in 2009. The results have been set out below.

Kingsland Waste shoppers share the same characteristic as Broadway Market, 29%²⁶ of shopper were Educated Urbanites and 28% were from the Inner City Adversity category. Whilst Kingsland Waste has lower levels of Educated Urbanites than Broadway, they have 8% higher levels of Inspiring Single shoppers.

Acorn Category	Percentage Shoppers	Greater London Average
Educated Urbanites	29%	28%
Inner City Adversity	28%	15%
Aspiring Singles	18%	12%
Asian Communities	3%	3%
High Rise Hardship	1%	1%

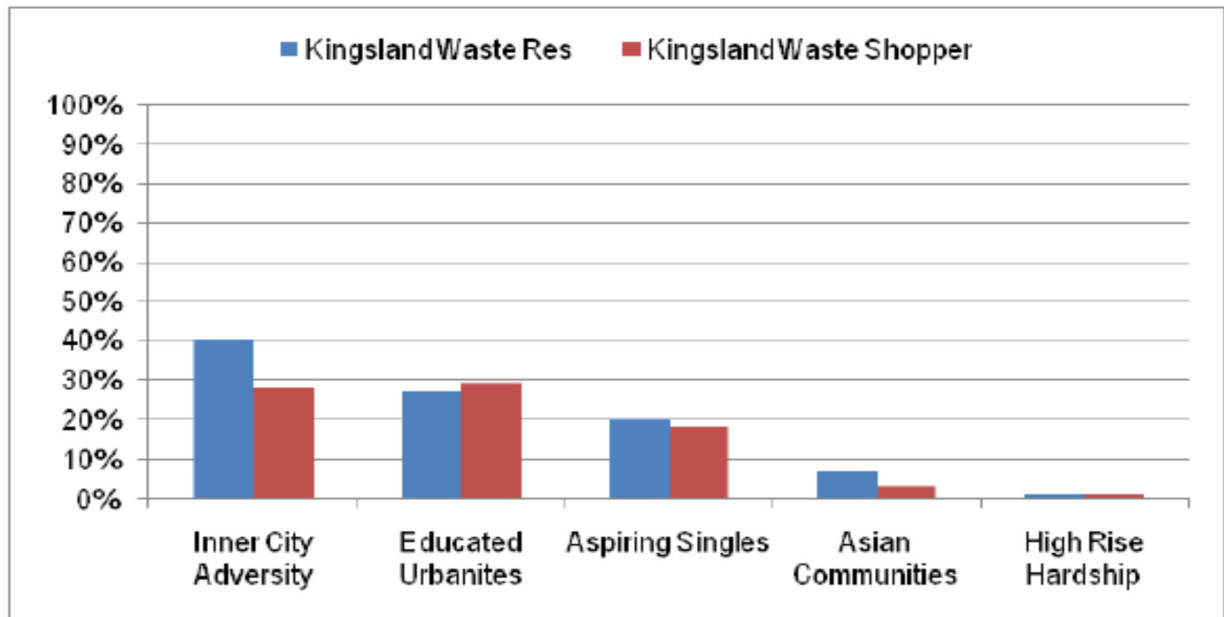
Unlike the other markets in Hackney, Kingsland Waste draws in customers from a wider area, as a result of its location near the A10.



40% of residents around this Market are from the Inner City Adversity Group, this is 25% more than the London Average. This is followed by 27% Educated Urbanites

²⁶ Strategy for Hackney Street Markets, Retail Group 2009: 24

which is level to the London Average. Finally 20% of residents surveyed are Aspiring Singles, which is 7% higher than the London average.



Unlike the other markets in Hackney, Kingsland Waste does not benefit from a core customer base. Only a third of customers return to the market. However research suggest that the contributor of www.e8community.co.uk are expecting a comeback, but were not sure why the market declined. They state that: ‘It started life as a tool market, and now also sells household items, ornaments, hardware tools, household items, car and bike accessories, and 2nd hand and new clothing. Fifteen years ago this market was the place to go; it had plenty of stalls, and people selling clothes on the pavement. There was also a burger van, a carpet seller and good old fashioned Seafood stall. Nowadays the market has declined, and to be fair I don’t know why. But what I do know is, is that a comeback is imminent, as the area has now changed for the better.’²⁷

www.lovingdalston.co.uk reports similar activity and states ‘To anyone who remembers the market a few decades ago it already looks finished. In the 1980s and early 1990s pitches pushed up against one another, all the way from the Fox Pub at Middleton Road, north to the present Oxfam location at Forest Road E8 4AR.’²⁸

This document sets out options for tackling the decline of Kingsland Waste and provides timelines for recovery. Priorities for this market include

- A waste management strategy
- Shaping the market
- Look and feel
- New brand identity.

²⁷ <http://e8community.co.uk/2014/02/16/the-forgotten-market-in-e8-the-waste-kingsland-rd/>

²⁸ <http://lovingdalston.co.uk/2014/11/waste-not-want-not-kingsland-market-is-to-close/>

Chapter 3 – A Review of the 2010-2015 Market Strategy

3.1 Introduction

Over the last 5 years extensive work has been undertaken to support markets in Hackney.

The last strategy saw the redevelopment of Hoxton and Ridley Road along with the re-launch of Chatsworth Road Market and the expansion of Broadway Market.

3.1.1 Progress throughout 2010-2015

The following is a summary of the key successes delivered on the back of the aims outlined throughout the term of the last Market Strategy:

1. Ensure legislative and statutory compliance across the range of business activities
1.1. In 2011, Waste audits were regularly undertaken in Hackney's markets, which have improved and increased the recycling of markets waste.
2. Build satisfactory financial accountability, including the regularisation of income and costs
2.1. Cashless payment system on street was established for temporary traders. No longer accepting any cash payments for anything, only cheque, debit/credit card, postal order and direct debits.
2.2. Additional Pay and Display parking facilities were introduced around markets so as to better facilitate market visitor numbers.
3. Develop a comprehensive data management strategy
3.1. New transparent financial management arrangements were put into place which allowed for effective accounting.
4. Develop a more comprehensive Property Management Strategy
4.1. Traders were reported as segregating their waste (general waste; recycling organic waste and flat packing cardboards and stacking wooden pallets for recycling). In total 20.57 tonnes was diverted to recycling from all markets, this represents a recycling rate of 47.5%.
5. Continuously improve stakeholder engagement and consultation practices
5.1. Creation of the Markets Advisory Board, which is a forum for trader representatives or Associations to sit around the table with Council Officers and discuss key strategic issues.
6. Improve communication and public access to information
6.1. Market inspectors have also been provided with push bikes for use in their inspection of all markets. This has ensured that markets in their operation

contribute to the sustainability of the wider green environment within the borough.
7. Introduce initiatives to improve operational management, leadership and support for members of the Service
7.1. Chatsworth Road market trialled in November to December 2010 before moving into weekly in June 2011.
7.2. Discounted rates for new traders in Kingsland Waste, Well Street and Hoxton markets were introduced in July 2011 for a six month period and re-introduced for the new financial year in April 2012 to end of March 2013.
8. Develop and deliver projects to improve general market operations
8.1. The full refurbishment of Ridley Road Market, (including remarking by studs, numbering of pitches, electric supply bollards and waste management). £1.1 million was spent on new footways and carriageways to improve the look of the market for shoppers and those who trade there.
8.2. Hoxton Street Market (including numbering of pitches, remarking by studs, painting of gates, and electric supply columns put in good working order for traders use).
9. Develop and deliver projects in response to various market-specific issues
9.1. Ridley Road and Hoxton markets were rebranded and identifiable banners were put up along the lamp columns giving each market its individuality at the same time being a Hackney run market.
9.2. Broadway proposal to extend Broadway Market trading into the 'Westgate Street Triangle' area on Saturday only, between the existing market trading hours of 7:30am – 6pm.

3.1.2 Training Completed

- End to end process maps created
- Inspector Role training designed and delivered
- Back Office Support training designed and delivered
- Finance and Enforcement training designed and delivered
- Ridley Road Operational Manual training delivered

3.4 Designation of Hackney Markets

A project was initiated to enable the Council to formally designate streets for trading. Markets consisting of only temporary traders do not require designation. The Council designated its markets to ensure compliance with the London Local Authorities Act 1990 in the event that permanent licences are granted. A resolution was granted by Full Council on 26 February 2014. This exercise was done to encompass changes and new developments made to the markets over the years.

3.4.1 Review of Fees and Charges

On 16th December 2013, a consultation was launched on a set of proposed fees and charges, the consultation was initially for 8 weeks but in line with the London Local Authorities Act 1990 was extended to the 26th February 2014 to take account of the time taken to address queries raised during the consultation period.

As a result of the representations received, the Council reviewed the cost drivers used to calculate the proposed fees. In addition it reviewed its model for calculating fees and charges and also the current occupancy for each market. Fees and charges for street market licences for permanent and temporary traders were set to achieve the following:

- Recover full costs at Chatsworth Road Market;
- Increase of costs at Well Street and Kingsland Waste to begin to recover the full cost of these markets;
- Introduce a new scheme for supporting new traders across all of Hackney's Markets;
- Introduce a new stall hire inclusive fee for Hoxton Market, with the same for temporary traders irrespective of how long they had traded.

The principles informing the calculation of the fees are as follows:

- Where fees and charges have been changed, the calculation will be made using the costs and occupancy of the market for the previous 12 months.
- Income will be calculated using the predicted occupancy of the market for the coming 12 months.
- A zero based approach was used to set the cost base across all markets.
- Where it is clear that due to the significant subsidy the Council currently provides to individual markets i.e. Kingsland Waste then an increase in the fees has been made in order to bring the market gradually closer to a break-even point, in order to minimise the impact on traders.
- Where a market is no-longer operating as a regular market i.e. Well Street, the fees have been aligned to other markets or miscellaneous sites.
- Fees for miscellaneous sites have been increased to reflect the cost of monitoring and inspecting satellite sites. The new fees and charges will were introduced on 1 September 2014.

3.4.2 Variable Charging

In 2013 the Council worked closely with the Ridley Road Association to create an innovative pricing structure for the market. A structure based on footfall, occupancy and location was introduced in 1st July 2014. The project team identified the following levels of occupancy

Area	No. of pitches	Average no. of stalls occupied	Average no. of stalls vacant	%Vacant
Dalston Station area	58	46	12	21%
Middle section	48	32	16	33%
St Mark's Rise area	63	37	26	41%

This trend correlates with footfall identified by the Retail Group study. The Retail Group surveyed 5 points. Footfall counted at each location for five minutes in each direction between 9am and 4pm.

- Point 1 – main entrance; Kingsland H St
- Point 2 – in market by entrance to s/centre
- Point 3 – junction with Colvestone Crescent
- Point 4 – near Ridley Villas
- Point 5 – entrance; St Mark's Rise

Each point was assessed on 3 days, Tuesday, Thursday and Saturday.

On the Tuesday, point 1, 2, 4 and 5 are broadly similar, although of the 4 access points, St Mark's Rise (5) significantly decreases from 1pm onward. Colvestone Crescent is consistently low in comparison to the other access points. At its peak, there are circa 1,600 people per hour walking around the market.

On Thursday we find there is a complete contrast, Colvestone Crescent has the highest footfall and does not drop dramatically after lunchtime. The lowest footfall on a Thursday is at St Mark's Rise. At its peak, there are circa 1600 people per hour walking around the market – similar levels to Tuesday.

On Saturday, the levels of people visiting the market rises dramatically. At its peak, there are circa 3000 people per hour walking around the market – almost double weekday levels. Point 4 (Ridley Road Villas) reaches the highest peak between 1 and 2pm. The access point at Colvestone Crescent, has poor footfall levels across the whole day.

On a cumulative basis, looking at the daily trends, Ridley Villas benefit from the highest levels of footfall followed by the Kingsland High Street end of the market.

The middle of Ridley Road Market also enjoys good occupancy and a wide range of traders, over half its stalls occupied, whereas St Mark's Rise does not. Thirty-seven out of 63 stalls were empty at the time the research into variable charging was done.

Three proposed zones were developed and characterised by:

- Location (distance from station)
- Type of trade
- Footfall

The following charging mechanism has been developed

Trading Days	Zone 1		Zone 2		Zone 3	
	Current price £	Proposed price £	Current price £	Proposed price £	Current price £	Proposed price £
Monday to Thursday						
Non Fruit & Vegetables	16	30	16	16	16	5
Fruit & Vegetables	18	35	18	18	18	10
Friday or Saturday						
Non Fruit & Vegetables	32	50	32	32	32	(10*) 12
Fruit & Vegetables	34	55	34	34	34	(15*) 24

*introductory fee for 6 months

The scheme saw an increase in the average number of stalls occupied in zone 3 to around 40-45 in the summer months and 30-35 in the winter months.

3.5 Market Specific Projects

3.5.1 Ridley Road

Ridley Road is the largest market within Hackney; the budget in 2014 showed a deficit of £242,438, which means it was heavily subsidised by the Council. The aim for this market was to break even or substantially reduce this surplus by 2015/16 by:

- Increasing footfall
- Reducing cost, particularly waste costs
- Increase the number of traders.

A number of work-streams were put in place to help the Council and Association achieve the aims associated with the improvement of Ridley Road. A summary has been provided below.

Waste Minimisation

A progressive Waste Minimisation and Savings Strategy was developed and agreed in a joint partnership between the Parking and Markets, Environmental Operations, and the RRMTA (Ridley Road Market Traders Association). As traders reduce their waste and increase recycling activities, the Council could reduce its costs for Ridley Road Market. In Q1 of 2013, £34k worth of saving were made by reducing resources, a further £20k was found by reducing the disposal costs.

Audit Period	Total Market Card (t)	Total Market Food (t)	Total Market Residual Waste (t)	Total Pallets (t)	Total Waste & Recycling (t)	Market Recycling Rate
Mar.2013	13.29	3.5	8.41	2.44	27.64	69.6%
July 2013	10.9	5.6	6.6	2.9	26	74.6%
Dec. 2013	12.4	0*	16.7	3.2	32.3	48.3%
April 2014	11.5	5.56	4.47	1.32	22.85	80.4%

The table above shows that the rate of recycling has increased from 69.9% in March 2013 to 80.4% in April 2014. Residual waste in the market has decreased from 8.41 tonnes (t) to 4.47 however food waste has increased by 2.06 which had an impact on the cost of collecting waste at the market. Card had also decreased from 13.29 tonnes in March 2013 to 11.5 in April 2014.

Time Banding

On 28 October 2013 time banding for Business Waste was introduced to Ridley Road Market. Two time bands were introduced which are operational on each day; one in the morning 06.00 – 07.00 and one in the evening 18.00 – 19.00, during which waste and recycling would be collected.

Storage

The container yard located by Birbeck Road in Ridley Road Market was refurbished in 2013 and the whole area cleaned up in an effort to improve the image of the area.

This area was left derelict for many years with the yard lacking proper maintenance and attracting vandalism, rodents, criminal activities and fly tipping. This area was used to store some 14 containers for market traders to use as self-storage to store their goods. Some of these container were in poor condition and it was not fit for purpose.

In September 2013 the service appointed a private company (Sitech London Ltd) to remove these old containers and replace them with newer containers.

Together with Waste Services and Volker-Highways, the whole yard was cleared of all waste and debris and the surface of the yard was laid with a new tarmac. These works were completed within a space of 5 working days. Sitech then delivered 16 new 20 foot containers by the end of October 2013 and these containers were re-distributed to those who were using containers previously and also issued to those on a waiting list.

As a result of these refurbishment and clean up, those working and living within close proximity of this container yard saw the benefit of an improved environment.

Each background image is an abstract representation of a different item sold in the market. Once we have agreed upon the final design with all stakeholders, the banners will be implemented through the market.

Shop Fronts

The Council invested £800k refreshing every shop front on Ridley Road. Making the market more attractive, cleaner and brighter to customers.

3.5.2 Hoxton

Hoxton Street Market Traders Association

As part of the regeneration project for Hoxton Street Market, traders were encouraged to form an association in order to facilitate a better working environment and effective communication lines between both the Council and each other.

The association is still at an early stage and needs more input from traders in order for it to be a fully effective group, but those who have been part of it so far have put in a great deal of effort and have worked closely with the markets team making positive contributions towards current projects and initiatives.

Branding

In 2014 Steve Edge Design was commissioned, to produce a new brand for the market. Steve Edge was born and raised in Hoxton and has his agency located in the area. As with Ridley Road, a brief was given that was heavily centred on the new brand reflecting the traditional and contemporary aspects of the market and its surrounding area. The Council wanted the brand to be something that every visitor, customer and trader could take ownership off and feel proud to represent their market.

Inspiration was taken from a classic symbol of East End traders, the linnet bird and applied it in a contemporary fashion to create the new brand. The following image is of the banner concept which incorporates the logo.



Upon successfully selecting the brand, the banners were also implemented along the market and have been fantastically well received by both traders and visitors alike.

Stalls

In order to encourage more traders to try the market out and create a consistent look throughout the market, new stalls were hired for the market. The fee for this service was incorporated in the overall pitch fee to provide a low-cost alternative to either hiring or purchasing their own stalls. A new method of laying out the stalls was also adopted where stalls were now placed back to back along the centre of the street as opposed to facing opposite each other against the public footpaths. The new approach created a sense of more space in the market for movement and increased visibility of both the stalls and the shop fronts through Hoxton Street.

The stall hire proved to be successful, this led the Council to purchase 44 stalls at the end of 2014 in order to make the scheme more cost-effective.

Social media and promotion

Hoxton Street Market has Facebook, Instagram and twitter accounts, which received an ever increasing number of followers (twitter currently has over 2600 followers). The aim is to eventually handover the control of these accounts to the traders association when it becomes more robust and organised but for the time being it is maintained by the markets team. The Market is home to a number of events, mainly in the summer, which have boosted the profile of the market and helped it achieve better awareness.

3.5.3. Training Completed

- New Trader Workshop delivered in association with Community Links
- New Trader Packs created as part of Hoxton Regeneration (on EDocs)
- New Trader recruitment drive initiated with promotion through: local businesses, Markets, market bodies, trade publications, advertising
- Trader Training - Traders were briefed on the New Fees structure and the updated Application Forms
- First Aid - All Inspectors have attended Emergency First Aid training allowing them to deal with any health issues in the first instance.

3.6 Summary

Work on the Strategy over the past 5 years has significantly reduced the deficit on the Markets Account through a mix of cost saving measures, implemented in conjunction with the Association on Ridley Road, as well as promotion and improvement schemes across the market portfolio. Through working in partnership stronger working relations have been developed between traders and the Council and the aim in the next strategy is to continue this whilst developing similar approaches in Chatsworth Road, Well Street and Kingsland Waste and re-launching Goldsmith Row. It is recognised that emphasis must be put on the performance and marketing of Hackney's markets to build upon the work done between 2010 and 2015.

Chapter 4 - SWOT for Markets 2015

Strengths	Weakness	Opportunities	Threats
Hackney Markets have been established since the 19th Century and have a rich history.	Financial deficit of 242k at Ridley Road Market.	Review expenditure, fees and charges on a regular basis.	Stakeholders may be resistant to change.
The current footfall is estimated as 9.6million per annum.	Increased cost of running the market has not been passed onto traders consistently.	Lessons Learnt should be shared between the market Associations.	London Local Authorities Act constraints and limits options available in terms of running the market.
The markets have a good reputation outside of the Council and have positive reviews on websites like Timeout and This Is London.	Lack of resources to manage all the markets in Hackney.	Engagement with Residents passionate about reviving their market.	Staff restructure is pending which creates an unstable work environment.
£250k reduction of staff costs has been found since 2009/10.	Inconsistent application of policies.	Re-launch of Kingsland Waste.	Unable to fill the vacant pitches.
£269k reduction on contractors since 2011/12.	Historic verbal agreements are not substantiated in writing.	Re-launch of Well Street.	Poor quality goods.
Residents are passionate about revising Kingsland Waste and Well Street.	Turnover of Management in the markets team.	Review staff targets so they are in line with the new strategy.	Higher end markets not catering for public need (e.g. Broadway and Chatsworth) – prices too high which means a low conversion rate (people spending verse people visiting).

<p>Interim management has over 15 years' experience in management.</p>	<p>IT system is inadequate and does not allow for effective processing or reporting.</p>	<p>Strengthen interdepartmental working relationships.</p>	<p>Footfall is low in places (e.g. St Mark's rise)</p>
<p>Occupancy rates are higher than national average of 79%.</p>	<p>Poor communications and marketing of Markets.</p>	<p>Implement the new structure employing a commercially aware manager with experience managing a frontline service that operated unsociable hours.</p>	<p>Impact of the introduction of EU Directives in late 2015 on commodities within Markets</p>
	<p>Lack of permanent management can lead to inconsistent approach to long term strategic aims.</p>	<p>Complete the IT refresh project which will enable better processing and reporting of data.</p>	
		<p>Marketing Plan needs to be developed and rolled out within the first year of the new strategy.</p>	
		<p>Business support workshops should be run to help increase the number of traders and people into business.</p>	

5. Vision and Aims for 2015-2020

5.1 The Vision

“High Streets must be ready to experiment, try new things, take risks and become destinations again. They need to be spaces and places that people want to be in. High Streets of the future must be a hub of the community that local people are proud of and want to protect.”

(Quote: Mary Portas - The Portas Review 12/12/2011)

Hackney Markets will build on the [successes of the last strategy](#) by providing residents with an even more vibrant alternative place to shop by offering a broad spectrum of good quality products, reflecting the diversity of residents within the borough. They will be at the centre of communities providing residents with a social hub in which they can do their household shop. Hackney Markets will promote and support an environment where established and new businesses can thrive. A Hackney Market will be a place where entrepreneurs will want to do business and shoppers want to buy. Through this, Markets will continue to meet the needs of Hackney’s diverse community whilst being a welcoming place of work for locals.

The Council will work with the Market Associations and all Traders to fulfil this in the following ways:

- By delivering the work programme set out in the individual Market Plans referenced in the [Appendices Outside of this Document](#).
- By improving and maintaining day to day standards, such as customer care and product offering through delivery of the Priorities set out in [The New Strategy for 2015-20](#).

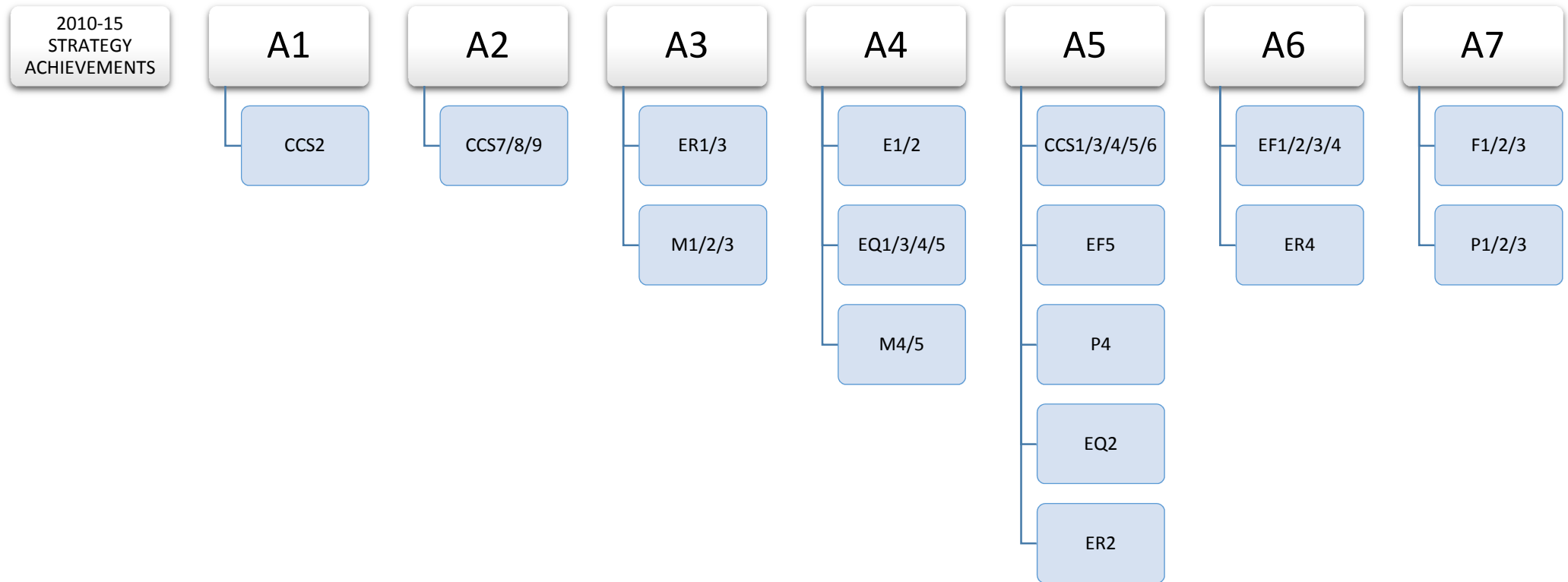
5.2 The Aims

The new aims of this strategy are to:

- A1** Expand the types of amenities on offer to enhance the customer's experience by providing facilities such as seating, hot food stalls and café stalls.
- A2** Ensure our markets abide by the Real Deal charter by committing to trading that is free from counterfeit and illegal goods.
- A3** Support the local economy through increasing footfall and income within the market environment.
- A4** Increase the level of local job opportunities by working with stakeholders to identify and promote opportunities for individuals to establish themselves in a reputable commercial environment.
- A5** Encourage innovation through new ways of working, policies and new product offerings at the markets.
- A6** Reduce the level of waste produced by Markets and increase the level of recycling thereby having a positive environmental impact in Hackney.
- A7** To ensure Hackney Markets are fully self-financing and thereby removing the need to provide public subsidy.

5.3 Association

The [Priorities](#) set out in The New Strategy are supported by individual Recommendations that are by virtue a product of The Aims set out in [5.2](#). This is demonstrated in the following flow chart.



Chapter 6 - The New Strategy (2015-2020)

The strategy was developed by evaluating industry trends, consulting with the London Benchmarking group for Markets, and agreed working in partnership with all traders and the relevant associations.

The seven proposed priorities are:

- Finance and Entrepreneurialism
- Environment and Regeneration
- Marketing
- Customer Care and Standards
- Enforcement
- Performance
- Equalities

The above priorities were developed to provide strategic direction across all markets in a transparent and consistent manner and to ensure the Council and its partners work collaboratively to achieve these. As a result of the Council's budgetary constraints it is not possible to develop the markets further without commitment to the priorities outlined in the following sections of this strategy.

We equally recognise the need to develop and promote our markets to better serve our customers. Hence chapters have been dedicated to these areas. However a balance must be struck between available resources and what can be feasibly delivered.

The Council wishes to promote a fair and proportionate service for customers and by having effective and transparent processes and practices. Recommendations detailing the Council's proposal to achieve this with limited resource is outlined in the Customer Care and Standards section in this strategy.

6.1 Priorities

A range of projects fall under each of the seven priorities. The following section explores these priorities and lists the recommendations for each. It should be noted that the Market Strategy is also supported by individual development plans for each market which can be found in appendices 6, 7, 8 and 9.

The strategic actions under each of these priorities have been developed with the individual traders, Associations, internal stakeholders and staff working on the market.

6.2 Finance and Entrepreneurism

6.2.1 Finance

A fundamental goal of the Council has been to reduce the deficit on the markets budget. In 2010 this deficit was £1.1million. The current deficit is £179k which means over £921k has been saved over the last five years. The markets must be self-financing by 2016/17 because residents of Hackney can no longer be expected to subsidise them. Income currently received by the Council has been stretched, hence other funding methods need to be explored.

The Mayor of London's proposal 9 within The Sustainable Urban Markets Report suggests a 'Future Markets Incubator Fund supporting the trailing of innovation within London's street and covered markets.' The Government is encouraging Councils to look at opening times, digital marketing, payment systems, night markets, mobile retail, a 'First pitch' employment scheme and a London-wide traders' card. The aim of the fund is to refresh markets, bring them into the 21st Century so they become a place of thriving commerce and future proof.

Recommendation F1

The Council, Associations and traders must work together to seek new methods of funding, as opposed to relying on the Council for subsidy.

Trader fees are the main key source of income. The Council is regulated by the London Local Authorities Act 1990 and hence any fees charged must be based on the running cost of the markets. However as the budget is in a deficit year on year, this area needs to be reviewed to take on board performance, increased running costs, inflation, market occupancy and other influencing factors. At present it is clear that the fees paid by traders in Ridley Road does not cover the running cost of the market and hence the fees will need to be adjusted in line with the Act to recoup any costs currently subsidised by the public.

The London Borough of Hackney set charges in line with the policy set out in the Market Policy Plan. This mean fees will be performance based and will be set in line with the London Local Authorities Act 1990 which indicates that fees will also cover the running cost. Fees will be reviewed on an annual basis.

Recommendation F2

Markets will break even by 2016/17

The Government has made clear its intention to ensure that street trading and pedlary is complaint with the EU Services Directive and our current understanding is that this is going forward in the Autumn/Winter of 2015. One of the key provisions in Paragraph 28 (6) of the 1994 Act, which overtook the 1990 Act, is the ability of a street trading authority to refuse an application for a street trading licence on the grounds that are

enough traders in the street or any adjoining street selling the goods the new trader wants to sell. The Government's view is that this is contrary to the Directive and intends therefore to repeal the provisions. A concession has been made that refusal can still be justified on public safety grounds and although we await details of the concession but in all probability this will not, in the main, relate to the situation in our street markets and the use of a commodity mix and cap.

The removal of the commodity mix and cap will have a major impact on our markets and, as details become available, the Council will work with the Associations to assess the impacts of these proposals.

Recommendation F3

As details and timelines become available of the Government's intention to align street trading with the EU Service Directives, the Council will work with the Associations to assess the impact of said proposal.

6.2.2 Entrepreneurism

The Council's Regeneration Strategy²⁹ sets out 10 key priorities to improve the Borough, the following tackle employment and business and influence this Market Strategy.

The Council is looking to:

- Help create jobs for local people and ensure support for the hardest to reach to access opportunities
- Improve the economic prosperity of residents and local businesses
- Support the promotion and business success of Hackney businesses
- Direct change in a way that preserves the essence of Hackney's unique offer while facilitating appropriate business and cultural development.

Over the years the Council have worked actively to improve opportunities in the Borough and it is now known as one of London's most cutting edge and creative boroughs. The Council recognises the important part markets play in the borough's economy and intends to broaden its success through:

- The development of Hackney's Fashion Hub, which builds upon Hackney's rich textiles history and provides local residents with 100s of jobs;
- Working in partnership around Tech City to further support London's technical innovations;
- And by delivering a cutting edge Market's Strategy which inspires both interdepartmental working to improve the borough but also partnership working with residents and traders to offer low cost business opportunities.

²⁹ Regeneration Delivery Priorities 2014

In a government report, Mary Portas³⁰ states that ‘there has to be opportunities and spaces to give...talent a chance to develop and flourish’ Current high streets do not currently reflect the innovation and creativity this country has to offer. According to Gov.uk³¹ the Enterprise allowance scheme resulted in

- around 460 new businesses being set up each week – more than 53,000 in total
- 12,360 businesses being started by people aged 50 or over
- 10,040 disabled people becoming their own boss
- 3,920 businesses started by young people
- From 5 January 2015 the scheme was extended to
 - all Jobseeker’s Allowance and Employment Support Allowance claimants and their dependent partners
 - Income Support claimants who are lone parents or sick
 - Universal Credit claimants in the work related groups

On the gov.uk site, Minister for Employment Esther McVey visited Borough market to celebrate the success of stall holders that have set up their businesses with help from the New Enterprise Allowance (NEA). A one day workshop was held to encourage entrepreneurs into Borough Market. There was also a ‘mentors’ corner’ where people learned about what the NEA can offer benefit claimants who want to be their own boss. NEA advisers and people whose businesses have been helped by the NEA were on hand to chat about the opportunities offered by the scheme.

Ridley Road Market is the Council’s largest market and it operates 6 days a week, it is the Council’s intention to host a mentor stall to raise business awareness in the borough.

Recommendation E1

The London Borough of Hackney will look into opportunities provided by the London Enterprise Panel and GLA for Entrepreneurs and publicise these opportunities on the Council Market’s pages for businesses to explore directly.

Recommendation E2

The Council will work closely with the Department for Work and Pensions New Enterprise Allowance Scheme to promote opportunities for new businesses.

³⁰ The Portas Review December 2011

³¹ <https://www.gov.uk/government/collections/new-enterprise-allowance-campaign>

6.3 Environment and Regeneration

This priority covers the 'look and feel' of our markets. The Retail Group (RGL) and the respective market associations have both raised this as a key concern, specifically in relation to Ridley Road (RR). From discussions with the RRTMA, a project has been listed in the first draft of the Markets Strategy for new canopies in 2015/16. Work is also underway to investigate various signage options, (for example advertising Ridley Road at Dalston Junction), the implementation of which will fall under the new strategy.

The Council also recognises that street trading at Kingsland Waste and Well Street need to be revived once Hoxton Street has become sustainable. To facilitate this and to provide employment in these areas, the Council will be creating opportunities through the creation of a new Market policy which clearly sets out how a markets and street trading should be set up and run, building upon lessons learnt from previous experience.

Recommendation ER1

Subject to funding and sustainability, the Council will work with the Associations, traders and residents to develop and regenerate Kingsland Waste and Well Street.

Market specific policy will allow for the redevelopment of markets and street trading (such as Kingsland Waste and Well Street), or the launch of new market sites, assuming key criteria is met. This criteria will cover areas like Waste Management; Financial Management Strategy and Resident Engagement. The Council is developing a Market Policy plan to support this strategy. This document is intended to be used as guidance for the management and operation of markets and street traders in accordance with the London Local Authorities Act 1990 and Miscellaneous Provisions Act 1982, including licensing and enforcement functions. The aim is to help communities to regenerate their areas and to increase trade and employment opportunities.

Recommendation ER2

A new policy will be implemented to enable traders, residents and communities to work in partnership with the Council in accord with the London Local Authorities Act to develop new market sites and promote the revival of existing ones.

There are a number of miscellaneous sites that have the potential to be developed into successful markets. Some of which have previously operated, but have since dwindled due to economic challenges. There are also areas that lend themselves to establishing a specific type of market to suit a particular consumer such as Crown Place situated in a financial industry sector of Hackney.

Recommendation ER3

The London Borough of Hackney will also look at the potential development of miscellaneous street trading sites such as Goldsmiths Row and Hackney Central.

Waste costs are the largest operational cost in many markets. In 2013/14 the Council spend £573,474 on Waste. However cost is not the only issue, the impact this waste is having on our environment is not sustainable. In the previous 2010-2015 strategy, the Council worked with the Ridley Road Traders Association to minimise market waste. Ridley Road is currently the biggest producer of waste, mainly as a result of its large number of Fruit and Vegetable stalls and its operation as a 6 day market.

Recycling levels at Ridley Road have improved from 69.6% in March 2013 to 80.4% in April 2014 which is an excellent result which needs to be maintained. In terms of cost, the Council was able to save £90k and reduce its waste costs at this market. The next step would be for this good work to be recognised by way of the Green Badge Seal which is awarded to services and products who meet a specific criteria. The Green Badge Seal is also an aspiration within the Sustainable Urban Markets Report.

Recommendation ER4

To expand the waste minimisation initiative which includes increased levels of recycling across all Hackney Markets. Targets will be reviewed on an annual basis.

6.4 Marketing

This section is split into 2 areas.

- Engaging Customers
- Engaging Traders

This has been a concern for most, if not all, Associations who would like to see more done to raise awareness of our markets and encourage more traders and customers. This priority will set out a communications plan and strategy for attracting both customers and new traders in our markets.

6.4.1 Engaging Customers

Raising awareness of what the markets have to offer is key to attracting new customers and improving footfall. Embracing new marketing methods and improving on existing promotional technique is outlined in the following recommendations. Due to limited resources funding needs to be in keeping with the aims of the strategy to ensure a fair and consistent approach to expenditure for all strategic priorities.

The cumulative footfall in Hackney's markets is 5 million people per annum and the goal between 2015 and 2020 is to increase this figure. According to the Retail Group Ltd (RGL) study in 2014, of the 520 people surveyed 21% said they went to Ridley Road to shop specifically at the market, but 42% went for shopping in general which could mean they visited the surrounding town centre. At Hoxton Street Market only 10% of the 300 people surveyed said they went to shop in the market specifically with 31% being recorded as living nearby, hence being in the area. 21% traders in Hoxton listed 'more shoppers' as an area they would like to see improved. Ridley Road traders

did not appear to raise customers as an issue. 7% listed regular customer as their key strength.

The Retail Group highlighted that Ridley Road customers were broadly unaware of the large and varied commodity mix offered by this Market. The large variety of commodities is a key selling point which needs to be exploited in all our markets. According to the small business website³² marketing is essential for the success of any business. They say that, 'for a business to succeed, the product or service it provides must be known to potential buyers'. One of the recommendations in the RG study was to promote a rich mix of products in the Markets to attract more shoppers. The RG suggested product listing boards, banners demonstrating the range of goods and general advertising of the mix available hence raising customer awareness.

Recommendation M1

The Council will work with traders and the Associations to develop a clear marketing strategy which will cover

- Raising awareness of the market offering so customers are more conscious of products and services that are on offer
- Targeted marketing attracting residents to shop local
- Signposting for customers so they can identify the location of Hackney markets further than the local vicinity of the market
- Improving the aesthetic appeal to attract more customers in the area shopping elsewhere
- Targeted tried and tested footfall improvement techniques
- Social networking will be applied consistently across all markets, with particular focus on encouraging traders to take ownership of their twitter and Facebook feeds
- Embracing the diversity of the residents and visitors to the borough

The Council have recently signed up to 'Love Your Local Market', heralded as a great success by NABMA, and are supporters of 'Shop Local' who work promoting local business. We consider these to be campaigns focussed on moving markets forward to meet an ever more challenging consumer need. We want to embrace forward thinking and thereby challenge the status quo to rejuvenate existing and promote new markets within the borough.

Recommendation M2

Each year the Council will embark on a 'Shop Local Campaign', and participate in 'Love Your Local Market'

³² <http://smallbusiness.chron.com/importance-marketing-success-business-589.html>

A project took place in 2014 for advertising markets at Overground stations and bus stops. However more can be done, including targeted marketing aimed to attract a particular group. The new Marketing Strategy will set out which groups it will target and examples could be (but not limited to) and what those key messages will be.

- Local parents - shop in the market for your family fruit and veg
- Business workers – buy your lunch at your local market
- Diverse community – we sell a wide range of exotic fruit and vegetables.
- Bag a Bargain – customers shout about the deal they made or discounted item they got on the market, hence raising the profile to the Markets’ good value and encouraging other shoppers.

Recommendation M3

The Council will facilitate targeted marketing campaigns to encourage specific groups into the market, and get customers talking about the bargains available on social media.

6.4.2 Engaging Traders

There are various degrees of advertising undertaken amongst the Associations and traders. Broadway Association actively advertise and use social networking, such as Twitter and Facebook to draw in both customers and traders.

Chatsworth Road are embracing advertising at Christmas in 2015 for the first time.

Market ³³	Twitter Followers	Facebook Likes
Hackney Council (General)	15,734	2,013
Broadway Market	24,058	1,702
Chatsworth Road	9,723	4,442
Hoxton Street Market	3,106	1,403
Ridley Road	Not found	67

Hoxton is the newest market to use social networking to forge community and trader links. Having only been active for just over one year, they have been successful in their campaign so far and made a contribution to the revival of the market.

In 2014 Hoxton Street Market launched a new website and rebranding in an effort to improve their brand identity. At the end of 2014 Ridley Road was also rebranded. The Council’s aim is for all Associations to adopt a consistent approach to attracting new traders and customers.

³³ As of 30th November 2015
Document Number: 6290487

Recommendation M4

By 2016 all Markets will have their own websites and social media accounts. The Council will help set up these accounts, but they will be run by the traders and the respective Associations.

A core aim of markets like Chatsworth Road is to keep trader fees down; modelling suggests increased occupancy has a positive effective on trader fees. Our aim is to ensure that this market breaks even through increased occupancy. The current occupancy levels in the Markets are as follows

Market	Average Occupancy*
Ridley Road	79%
Broadway	80%
Hoxton Street	40
Chatsworth Road	80%

*approximate figure as this varies on a day to day basis

Occupancy has an impact on the fees charged by the Council. Trader fees contribute to for services delivered by the Council such as

- Waste and cleansing
- Administration
- Premises
- Utilities
- Staffing
- Enforcement

The Council recognises the importance of attracting new traders to expand our market offering to customers. This is promoted through its free pitch scheme and most recently through the 'Referral Credit Scheme'. From 1 September 2014 if a currently licenced trader refers a new trader to one of Hackney's markets, both traders are eligible to receive a credit equal to a single day's pitch fee. The credit can be claimed when the new trader fills out the required section on their application form. However the Council recognises it needs to do more in partnership with traders and associations to promote available pitches.

Recommendation M5

Explore techniques to engage and attract traders to develop the markets and support growth of enterprise. The Council should evaluate current schemes and evaluate against other Council's successful practices such as those listed below.

- Workshops such as 'FUSE' (From Unemployed to Self Employed) - Islington
- Recruitment stands - Croydon
- Stall Finder - Kingston
- Newsletter – most councils
- Reduced fees – Westminster

6.5 Customer Care and Standards

This priority covers customer care from two perspectives

- External Customer
- Internal Customer

For the purpose of this report, external customers are customers to the market. Internal customer are stakeholders of the council who are instrumental in the success of the market. Customer care is considered essential to the success of Hackney Markets.

6.5.1 External Customer

The Cross River Partnership (CRP) have identified obstacles such as wholesalers opening in the early morning that reduce a trader's ability to work into the night as a key objective to be overcome for a market to survive in the 21st Century. However the CRP are looking at options to facilitate changes to markets, like a buddy scheme where a trader and their buddy could split shifts. If changes are made to allow for this, a review of operational market times will also be undertaken to ensure customer need is being met. Suggestions include:

- Evening or late night trading
- Sunday trading
- Extending the existing hours or days of operations
- Reducing the number of days.
- Retain the status quo.

Recommendation CCS1

The Council will review the operational times of markets to ensure they meet customer need and will consult on the options agreed

In their 2014 Survey, the Retail Group suggested the following options to improve the facilities offered by the market in the aim to attract more customers. This recommendation is dependent on further investment in keeping with the budgetary restraints as set out in this document.

- Café van with seats
- Trolley Park (included branded shopping trolleys)
- Seating Area
- Drop and Collect service
- Secure Shopping Storage
- Cashless/ Card payments on stalls

Recommendation CCS2

A review of customer facilities will be completed subject to funding as set out by the priorities in this strategy.

The Council has worked hard with the Associations to reduce the market deficit which removes the reliance on public funds. Whilst the Council recognises that the overall look and feel of its markets needs to be reviewed so traders can compete with retail stores, it also recognises it needs to do this whilst balancing its financial commitments. CCS2 will be completed once the financial accounts pertaining to all markets has been balanced and the markets can sustain themselves.

6.5.2 Internal Customers

From an internal perspective, work has been done to improve processes, providing trader training (pilot) and a single, standardised operational manual being created. However the Operational Manual has not been rolled out across all markets as it is still at the draft consultation stage. This new handbook will be applicable to everyone who works in a Hackney Market including:

- The Council
- Traders
- Associations

The Traders Handbook sets out the roles and responsibility for everyone and will be instrumental in setting out the Council's expectations for its markets. The Council recognises that some Markets are doing better than others and aims to equalise performance and service delivery, towards the higher levels, through setting out standards everyone can adhere to equally.

Recommendation CCS3

All Markets will adopt the Council's Traders Handbook which contains various operational standards by the autumn of 2016

In addition to this change the Council is also creating a new policy plan to support the strategy as set out in the Structure chapter on page 9. This new policy sets out the key consultation stages for any major change within the markets. Some changes like fees and charges and designations are regulated by statute and hence this new policy will not apply. We are aware there are a number of traders who are not part of any association and it is imperative our consultations are representative. The details of the new consultation is outlined in the Policy Document, which underpins this strategy.

Recommendation CCS4

A new Consultation policy will be adopted by the autumn of 2016

The Council aims to further support the development of the markets by reducing the level of bureaucracy and streamlining the registration process to allow traders to operate cross-borough with more ease. The London-Wide Traders Card is a new scheme enabling traders to operate in any other borough without the need for reregistering. The Council wishes to explore the feasibility of joining the scheme to facilitate Hackney traders in their daily operations.

Recommendation CCS5

Explore the possibility on joining the London-Wide Traders Card.

Work is already underway to build upon the progress made as part of the previous strategy (See Chapter 3 'A review of 2010-2015'). The work below has been identified as potential action for the new training plan for the next 5 years. This list incorporates development areas for both the market staff and traders.

- Inspector Role training - to create helpful, effective Market Inspectors who manage the Markets efficiently
- Training for Markets Admin Officers to ensure effective support is provided to Inspectors and Public in a friendly efficient manner
- Training for Inspectors, Support and Finance officers on new CRM system
- Health and Safety - All Inspectors to attend IOSH accredited training to ensure their duties are accomplished in a safe manner taking risk eventualities into consideration.
- First Aid - All Inspectors have attended Emergency First Aid training allowing them to deal with any health issues in the first instance. This certification will be refreshed to retain validity
- Customer Service training for all officers in Service

Recommendation CCS6

Implement a new training plan to support the market officers. This new plan will run from 2016-2020.

For a trader perspective the council is looking to introduce

- Biannual New Trader focus group
- Trader support workshops
- Forging relationships with Community Links to create initiatives within the local community
- Creating opportunities for involvement with key stakeholders where applicable

A pilot of Trader support workshops was completed in 2013/14. The Council is looking formalise this offering to support new businesses and also provide refresher training for the more established traders, who need it.

Recommendation CCS7

The Council to roll out business support workshops for traders by 2017. In bid to encourage consistent standards across our markets, the Council is looking to enter excellent performing traders and markets in industry awards such as:

- the Council's Business Awards,
- the NABMA (National Association for British Market Trades) - Annual Markets Award
- The BBC Food and Farming Awards³⁴ (Best Market Category)

³⁴<http://www.bbc.co.uk/programmes/articles/2CnpRdnkyQ2cVpVV7G2KR3R/food-and-farming-awards-winners-and-finalists>

Recommendation CCS8

In recognition of the good work done in Markets, the Council will work with traders to raise their profile and reputation by entering for awards. This will be done on an annual basis.

Recommendation CCS9

The Council will introduce a quality mark for traders to raise quality standards on the markets by 2020.

6.6 Enforcement

This priority covers the Market Inspectors and colleagues in Parking, Environmental Health, Trading Standards and Environmental Enforcement. It is proposed that Service Level Agreements (SLAs) are developed between the services to allow Markets Management to monitor costs against delivery more effectively. Through working in partnership with colleagues, the Council should also improve customer experience through making our markets a better and safer place to visit, where better quality products can be purchased.

Recommendation EF1

Management to monitor service delivery to develop partnership working to deliver change effectively and maintain a high level of customer service

Taking best practise examples from Broadway and Chatsworth Road, better quality products attract customers. In a bid to improve the quality of products on all Hackney Markets, the following recommendations have been developed to manage the quality of goods offer to customers.

Recommendation EF2

By the summer of 2016 all Food Traders must display food hygiene rating sticker to encourage trust from the consumer and demonstrate the quality of produce on offer by our market traders, the Council will work in partnership with traders and Associations to earn recognition to be prominently displayed.

Recommendation EF3

Traders will display 'Buy with Confidence' (or other) card on their stall, to demonstrate their goods are genuine and hence improve customer confidence at Hackney markets. The Food Hygiene (England) Regulations 2006 and Regulation (EC) No 852/2004 Hygiene of Food Stuffs requires traders to have hand basins on their stall to lessen the risk of food contamination and food related illnesses. The Council is proposing that all food handling stalls, are equipped with hand washing facilities. Food handling stalls are where food is exposed or cooked but not pre-packed and hence the traders would be handling, processing or packing this food at their stall. The requirement for a wash hand basin does not extend to Fruit or Vegetable stalls as these items will be washed, peeled or cooked and any bad bacteria can be eradicated during these processes, however some alternative means of washing hands should be provided. Where necessary facilities for washing food should be separate from hand washing facilities.

Recommendation EF4

All food handling traders will have hand washing facilities on their stalls by the spring of 2016.

The Council recognise that Ridley Road needs to be a more pleasant place to shop. The Association raised issues like fly-tipping, drugs and alcohol and counterfeit goods as issues they would like to see addressed in a bid to make the market a safer place to shop in. Work on these issues has been undertaken over the past few years but more sustainable action needs to be undertaken. It is proposed that this go forward to the Councils Partnership Tasking group as a standing item to allow a wider group of enforcement professionals to raise and tackle issues within the market.

Recommendation EF5

The Markets Team will work closely with traders and Associations to establish a Partnership Working Group with the aim of tackling issues considered to be detrimental to the success of the markets by autumn 2016.

6.7 Performance

This priority underpins the proposed strategy as it would aim to measure the projects put in place and the outcomes thereof. Work has already started to determine a set of effective and appropriate internal KPIs.

The Markets Street Advisory Board is a forum for senior management, elected member representatives, traders from each market, and key external stakeholders to discuss the development of these aims on a bi-annual basis.

Many improvements have been made in the last 5 years, however these have been very project based or specific to individual outcomes. The lack of appropriate Key Performance Indicators (KPIs) has meant that good outcomes have not necessarily been monitored consistently. An example of where KPIs have been put in place and have led to significant improvements is within the Waste Minimisation Project where a £90k saving were found over 18 months.

Current measures are financially driven as the Council wishes to reduce the burden on the general ratepayer and aims to break even in the next few years. However this means areas like customer care, which impacts on football, are not necessarily being managed as effectively as required. A recent consultation with staff suggested internal measures also need to be put in place to further improve performance.

Examples of internal measure would include (not limited to):

- Number of applications received versus dealt with, within X days.
- Enforcement actions completed against number pending.
- % of enquiries completed against those pending.
- Number of fly-tipping, community safety incidents raised and dealt with

It should be noted that staff are managed in accordance to the Council's performance management framework, however these KPIs would measure specific outcomes

which should be reported upon on a quarterly basis and submitted to Advisory Board Members.

Examples of external measures could include (not limited to):

- Stall occupancy
- % of new traders versus existing traders
- Temporary versus permanent traders
- Trader turnover
- Trader complaints
- Waste Incidents
- Footfall
- Number of traders on a waiting list (to include length of time on the list).

It is equally important to report on these performance measures so all stakeholders can see improvements made or issues pending with a view to constantly improving.

The Cross Partnership Group 2014-27 have also recommended that a universal set of KPIs should be implemented and reported upon. They quote that 'what you can't measure, you cannot manage.' They cite the following measure in their report, which Hackney should take on board in developing their own set of KPIs.

- Trading Days
- Pitches let
- Number of traders
- Profit
- Indirect and direct jobs

The Council already measures a number of these areas, however the data needs to be published for key stakeholders to review. This will strengthen the level of partnership working and transparency between internal and external stakeholders. Once established the Council can use the data to develop robust action plans for improvement across all markets on an annual basis.

Recommendation P1

By 2016/17 the Council will develop a suite of key performance indicators and will be for both internal and external influences. A report will be submitted to the Street Markets Advisory Board on a bi-annual basis.

The Council commissioned the Retail Group to undertake a study of its markets. Both Ridley Road and Hoxton Street Market were completed in 2013 with Broadway being completed a few years before. The value of this study can be seen in the Context Chapter of this strategy, which presents the result of these studies.

The Studies have allowed the Council to understand

- Footfall
- Trader opinions
- Customer demographics
- Areas of improvements.

The data obtained has been instrumental in shaping this strategy and will be useful in shaping any future strategy. Unlike the KPIs above, which are operational in context and allow for effective day-to-day operational management, these studies provide a holistic overview of each market from 2 distinct perspectives: the customer and the trader. The Survey costs approximately £28k (cost of 2 markets in 2014) however the data obtained from this work is invaluable and allows the Council and its stakeholders to make informed strategic decisions.

Recommendation P2

Commission a case study of Chatsworth Road

Recommendation P3

A case study for each market will be commissioned every 5 years

Finally the Sustainable Urban Markets Report 2014, encourages Councils to look at their administration processes to make them more effective. The Council is in the process of reviewing all of its back office processes thereby enabling a greater amount of on-line interaction with traders through our customer relationship system. The processes will be simplified and customer focussed, delivering a quicker and more effective service to traders. This includes:

- On-line applications for temporary and permanent licences
- Quicker and easier pitch payment
- A faster turnaround time for licence processing

Recommendation P4

Complete the review of internal ICT systems with a view to implementing on-line services such as:

- On line applications
- On-line payments for all markets

6.8 Equalities

Hackney is a diverse borough, and our markets should reflect this, both from a trader and shopper perspective. The Council will work with Markets to develop equalities objectives for each market.

The Chatsworth Road Association have suggested a teenage market in the Borough to encourage entrepreneurialism amongst young people. Over one quarter of Hackney's population is below 20 and Hackney as a borough is very forward thinking in terms of business development with over 37% of people working in the creative, technology and business sector. The teenage markets could be a great opportunity to nurture business talent from an early age in a borough with a young population.

Recommendation EQ1

The Council should explore a borough wide license for the Teenage Market to encourage entrepreneurialism amongst young people.

The Teenage Market has been endorsed by the chair of the All Party Parliamentary Markets Group, Ann Coffey MP as an innovative idea. The concept is said to have the main objectives set out in the Retail Markets Alliance 'Markets 21' report, in that it aims to attract visitors, develop skills, invest in new talent and create a new local economy.

Mary Portas argues that markets are instrumental in providing such opportunities and can turn high streets around. Mary Portas states that markets whether the traditional street market or more middle class organic farmers markets, bring people together 'to buy, to sell, to meet, to share, to discover and enjoys each other's company.' Mary Portas also believes markets drive traffic into the high street opposed to the high street driving traffic to markets. However shops surrounding the markets can have a direct impact on traders and the Council aims to ensure fair competition through balancing trade opportunities.

Recommendation EQ2

The Council will review its Commodities policy to ensure surrounding shops are taken into account when allocating pitch space to ensure the balance of trade is complimentary and does not stifle market competition. The Council should develop a fair and transparent commodities policy which allows for fair competition, and new business to flourish.

The Sustainable Urban Market's Report published by the Cross River Partnership places an emphasis on provide opportunities for the unemployed.

From 1 September 2014 the Council launched a revised scheme offering new traders 4 days free within the first month of their license being granted, which could be used in 4 consecutive days within the 6-day-a-week markets or 4 consecutive weekend days (either Saturday or Sunday) in any of the weekend markets.

The Chatsworth Road Association also actively works with the job-centre to provide a kick starter scheme. Open to those who live in E5, 8 and 9, resident have access to a free stall for 4 weeks if they claim if Jobseeker's Allowance (JSA), New Enterprise

Allowance (NEA) or ESA (Employment & Support Allowance). The Association also provide management support and on-line promotion via social networking.

Whilst the Council also provides free licenses and stalls for new traders, this recommendation suggests more targeted campaigns to tackle unemployment. The Council recognises more can be done to develop the good work done in this area, the Council will look at other ways of getting the borough's unemployed into work.

Recommendation EQ3

The London Borough of Hackney will work with local job centres to provide self-employment opportunities in all the borough's markets. Any pitch vacancies will be advertised along with the required commodities in a 'Be your own boss' campaign.

Hackney is a very diverse borough.

- 26.3% residents said they were of black origin (including Caribbean, African, multi-ethnic and Black Other).
- 40.3% said they were of Asian Origin (Pakistani/Bangladeshi/Chinese/Asian Other).

The markets need to be representative of this both in-terms of shoppers and traders. The new commodity mix lists ethnic food as a category in its own right hence provides communities with the opportunity to purchase food products like yams, cassava, and a range of spices (to name a few).

The Council also recognises that traders should also be given equal opportunities irrespective of background (race, religion, sex orientation, gender, etc.) in line with the Equalities Act. Therefore targets will be set for individual markets to accommodate for this need. This means each market must demonstrate they have a fair mix of traders, this includes Association activities such as dealing fairly with enquiries, recommendations for licensees and Association membership.

Recommendation EQ4

The London Borough of Hackney will undertake a study to understand the equalities position of each markets.

- The demographics of traders within each market
- Benchmarking with similar boroughs
- Identify any blockage stopping traders from obtaining a pitch on our markets
- Encourage minority groups to join the markets where these groups are not already present.

Recommendation EQ5

The London Borough of Hackney will follow this research up by conducting equality audits within the 5 years period related to this strategy on trader activities

Appendices Included in this Document

Appendix 2: Markets Account 2014/15 Outturn

	Actual 2014/15		Ridley Road Market	Broadway Market	Hoxton Market	Kingsland Waste Market	Chatsworth
EXPENDITURE							
STAFF							
Direct Expenses	266,776		179,910	16,026	38,727	14,559	17,554
Indirect Expenses	400		270	24	58	22	26
TOTAL STAFF	267,176		180,180	16,050	38,785	14,580	17,580
PREMISES							
Energy & Water Costs	24,685		13,619	0	11,066	0	0
Fixture & Fittings	21,487		21,487	0	0	0	0
National Business Rates	6,269		4,228	377	910	342	413
Repairs and Maintenance	3,793		2,558	228	551	207	250
TOTAL PREMISES	56,234		41,892	604	12,526	549	662
TRANSPORT							
Other Transport Related Costs	444		300	27	64	24	29

Vehicle Operating Leasing and Insurance Charges	1,900		1,281	114	276	104	125
TOTAL TRANSPORT	2,344		1,581	141	340	128	154
SUPPLIES AND SERVICES							
Clothing Uniforms & Laundry	447		302	27	65	24	29
Communications & Computing	6,981		4,708	419	1,013	381	459
Equipment, Furniture & Materials	1,468		990	88	213	80	97
Other Supplies and services related costs	13,309		8,975	800	1,932	726	876
TOTAL SUPPLIES & SERVICES	22,205		14,975	1,334	3,223	1,212	1,461
COMMISSIONING							
Internal Contractors (Waste)	551,410		498,601	17,722	15,536	16,083	3,468
TOTAL COMMISSIONING	551,410		498,601	17,722	15,536	16,083	3,468
RECHARGES							
Inter Charges	64,301		43,364	3,863	9,334	3,509	4,231
TOTAL RECHARGES	64,301		43,364	3,863	9,334	3,509	4,231
FINANCING							
Revaluation Gain	0		0	0	0	0	0
TOTAL FINANCING	0		0	0	0	0	0
TOTAL EXPENDITURE	963,670		780,593	39,715	79,745	36,061	27,556
INCOME							
EXTERNAL INCOME							

Market Rental Income	(721,341)	(509,385)	(98,418)	(79,694)	(11,006)	(22,838)	
Markets Storage Container Income	(28,770)	(28,770)	0	0	0	0	
Miscellaneous sites	(33,935)	0	0	0	0	0	
TOTAL INCOME	(784,046)	(538,155)	(98,418)	(79,694)	(11,006)	(22,838)	
NET EXPENDITURE	179,624	242,438	(58,703)	50	25,055	4,719	

Appendix 3: Forecasted Markets Account 2015/16

	2015/16	RIDLEY	HOXTON	BROADWAY	CHATS RD	K WASTE	WELL ST	MISC SITES
Expenditure								
Staff								
Direct Expenses	193,617	100,965	30,587	12,396	9,808	9,572	7,824	22,466
Total Employee Costs	193,617	100,965	30,587	12,396	9,808	9,572	7,824	22,466
Premises								
Repair & Maintenance Costs	3,793	1,978	599	243	192	187	153	440
Energy & Water Costs	54,123	25,850	21,003	7,270	0	0	0	0
Rent & Rates	36,705	19,140	5,798	2,350	1,859	1,815	1,483	4,259
Fixtures & Fittings (container hire)	23,871	23,871	0	0	0	0	0	0
Total Premises Costs	118,491	70,839	27,401	9,863	2,051	2,002	1,636	4,699

Transport									
Other Transport Related Costs	2,344	1,222	370	150	119	116	95	272	
Total Transport Costs	2,344	1,222	370	150	119	116	95	272	
Supplies and Services									
Equipment, Furniture & Materials	1,468	766	232	94	74	73	59	170	
Other Supplies and services related costs	493	257	78	32	25	24	20	57	
Clothing Uniforms & Laundry	447	233	71	29	23	22	18	52	
Total Supplies and Services	2,409	1,256	381	154	122	119	97	279	
Commissioning									
Internal Contractors (Waste)	574,410	490,585	19,235	21,038	7,051	13,501	0	23,000	
Total Commissioning	574,410	490,585	19,235	21,038	7,051	13,501	0	23,000	
Recharges									
Inter Charges	64,301	33,531	10,158	4,117	3,257	3,179	2,598	7,461	
Total Recharges	64,301	33,531	10,158	4,117	3,257	3,179	2,598	7,461	
Financing									
Total Financing	0	0	0	0	0	0	0	0	
TOTAL EXPENDITURE	955,572	698,399	88,131	47,717	22,408	28,489	12,250	58,177	
Income									
Market Rental Income	(793,638)	(547,644)	(82,262)	(98,418)	(25,100)	(1,248)	(1,512)	(37,454)	
Market Storage Container Income	(25,895)	(25,895)	0	0	0	0	0	0	
TOTAL INCOME		(573,539)	(82,262)	(98,418)	(25,100)	(1,248)	(1,512)	(37,454)	
NET EXPENDITURE	136,038	124,860	5,869	(50,701)	(2,692)	27,241	10,738	20,723	

<i>Based on proposed fee increases being implemented 1st January 2016</i>									
FULL YEAR IMPACT OF FEES AND CHARGES RISES, using 2015-16 costs.									
	2015/16		RIDLEY	HOXTON	BROADWAY	CHATS RD	K WASTE	WELL ST	MISC SITES
Market Rental Income	(925,968)		(659,541)	(92,138)	(98,418)	(25,100)	(1,248)	(1,512)	(48,011)
Markets Storage Container Income	(25,895)		(25,895)	0	0	0	0	0	0
TOTAL INCOME	(951,863)		(685,436)	(92,138)	(98,418)	(25,100)	(1,248)	(1,512)	(48,011)
NET EXPENDITURE	3,709		12,963	(4,007)	(50,701)	(2,692)	27,241	10,738	10,166

* Fee rises impact based on occupancy levels March to May 2015, extrapolated for a year, and using current costs to forecast net expenditure.

Appendices Outside of this Document

Appendix 4:

Proposed Fees & Charges Markets and Street Trading 2015/16



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_3_Proposed_1516_1

Appendix 5:

Markets Fees and Charges: Equalities Impact Assessment



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_4_EIA_201516_Mark

Appendix 6:

Schedule for Implementation of Markets and Street Trading Fees and Charges 2015/16



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_5_Markets_Street_T

Appendix 7:

Broadway Market Action Plan 2015 – 2020



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y_Market_Action_Pla

Appendix 8:

Chatsworth Road Action Plan 2015 – 2020



15557657-Chatsworth_Action_Plan_MS2

Appendix 9:

Hoxton Street Action Plan 2015 – 2020



15557712-Hoxton_Street_Action_Plan_M

Appendix 10:

Ridley Road Action Plan 2015 – 2020



15557533-Ridley_Road_Action_Plan__MS

Appendix 11:

Market Policy (provisional)



15602877-Market_Policy_Document_DC

Appendix 12:

Markets Operation Manual (provisional)



7050600-Markets_Operation_Manual_F

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