

KPI and Specification for the insourced market stalls management operation

1. SERVICES/WORKS REQUIREMENTS:

1.1 The in sourced service team will deliver market stalls management services/works specifically responsible for setting up and dismantling gazebos and stalls for the following 4 of the markets located within the London Borough of Hackney:

- Broadway Market
- Chatsworth Road Market
- Hoxton Street Market
- Kingsland Waste Market

1.2 The Supervisor and Operatives will:

- Transfer the necessary equipment from the designated storage containers to and from the markets.
- Set up the stalls/gazebos in each market before trading commences using the layout plan provided by the Council.
- Dismantle the gazebos/stalls in each market within the agreed timescales.

1.3 In addition, the Supervisor and Operatives will be responsible for:

- The cleaning and maintenance of stalls / gazebos
- An option to set up and dismantle Ridley Road Market, which could be activated in the future if traders are in favour.
- The set up and dismantling of other ad-hoc locations that may launch in the coming years.
- An option to operate and deliver the logistical stall management of other markets services on a commercial contract basis in the coming years.

2. OPERATIONAL DETAILS:

2.1 The service team will consist of x1 Supervisor full time and up to 28 Market Stall Operatives working between 7 and 14 hours per week over Saturday and Sundays

2.2 Broadway Market will consist of 12 operatives.

2.3 Chatsworth Rd Market will consist of 8 operatives.

2.4 Hoxton Street Market will consist of 6 operatives.

2.5 Kingsland Market will consist of 2 operatives

2.6 An estimated minimum 64,000 stalls will be set up and dismantled over the next 5 year period, based on the projected forecast for this financial year (2019/2020).

2.7 Table below provides maximum occupancy for each market and the current average stall setups:

Market	No. of stalls available on each market day (Max occupancy)	No. of Stalls set-up on each market day (average)
Kingsland (Saturdays)	30	12
Hoxton (Saturdays)	100	55
Chatsworth (Sundays)	80	38
Broadway (Saturdays)	150	124

2.8 Number of stall setup and takedown at average occupancy per year (based on anticipated 3% growth each year) is detailed below:

	Kingsland	Hoxton	Chatsworth	Broadway	1 Event (in each market at full occupancy)	Total
Year 1	624	2,860	1,976	6,448	330	12,238
Year 2	643	2,946	2,035	6,641	330	12,595
Year 3	662	3,034	2,096	6,840	330	12,962
Year 4	682	3,125	2,159	7,045	330	13,341
Year 5	702	3,219	2,224	7,256	330	13,731
Total (Average)	3,313	15,184	10,490	34,230	1,650	64,867

2.9 This is a demand-led operation and therefore there is no guarantee of these levels during any one year and stall numbers may vary upwards or downwards. The Markets & Street Trading and Licensing & Development teams are working on expansion plans during the next 5 year strategy lifespan and would like to have each market trade at full capacity by the end of this period.

2.10 During this period, the Markets/Street Trading and Licensing & Development teams will be exploring new trading sites and expanding the portfolio for trading in the London

Borough of Hackney. Based on these plans, and for consistency in how we operate and cost accordingly, any new site implementation will now be costed to accommodate the insourced costs of the stall management operation. This will make all new commercial operations more financially viable and will allow the service to offer best value on pitch fees for prospective traders.

3. OPERATIONAL REQUIREMENTS

3.1 The schedule for the set up and take down for each market has been specified below:

Market	Set-up Time Traders & vehicles	Vehicles out of Market	Market open for trading (Trading Day)	Trading Ends (Trading Day)	Stalls cleared and vehicles out of market
Hoxton Street Market (Saturday only*)	From 06:00 Hours	09:00 Hours	09:00 Hours	16:00 Hours	18:00 Hours
Broadway Market (Saturday only)	From 06:00 Hours	09:00 Hours	09:00 Hours	17:00 Hours	19:00 Hours
Chatsworth Road Market (Sunday only)	From 08:00 Hours	10:00 Hours	10:00 Hours	16:00 Hours	18:00 Hours
Kingsland Waste Market (Saturday only)	From 07:00 Hours	09:00 Hours	09:00 Hours	16:00 Hours	18:00 Hours

* This market trades 6 days a week. Stall set up is not required during weekday trading as this is a designated street food market where traders use food vans.

3.2 All equipment to carry out the set up and dismantling (gazebo, weights) of the gazebos/ stalls will be provided at each on site storage area and check before market

days by the supervisor to ensure they are fit for purpose and in place to ensure a smooth start to each operation set up.

- 3.3 Loading and haulage of all equipment required for setup and dismantling of the stalls and gazebos is the responsibility of the markets Service Operations Manager and Stall Management Supervisor. Stalls and Gazebos must be collected from the designated storage containers for each market. There is currently no storage facility in Kingsland Market. The Supervisor/Operatives will be responsible for collection of stalls/gazebos from the Hoxton Market storage container and transfer to the Kingsland Market for setup. After the closedown of the market, all equipment will need to be delivered and stored back to the Hoxton storage container.
- 3.4 It will be the responsibility of the Stall Management team to ensure any vehicles used to carry out the contracted services/works are removed from the market area before trading commences. The Supplier must also ensure that all vehicles are parked legally, adhering to all parking restrictions when they are not in use. The Supervisor must ensure no vehicles return to the market before the allocated timescales provided for close down.
- 3.5 The Stall Management team will be allocated a set of keys for each storage container and will be responsible for lock up at the end of the trading day. The Council's Service Area manager and Operations Manager will have spare keys if they are needed, however, if the Stall Management team fails to attend the specific market without the keys, this will be reflected on the key performance indicators. If the keys are lost or stolen, they will be replaced at a charge to the supervisor or operative responsible for the loss of them.
- 3.6 The Stall Management Supervisor and lead officers for each market site will be responsible for providing a plan to the on site operatives of where the stalls will need to be set up. Some traders have multiple gazebos/stall which will be clearly annotated on the plan. The final plan will be sent to the operatives by email at least 2 business working days before the market is due to trade. The Stall Management team must adhere to the plans provided and any clarification must be sought within 1 business day by contacting the key contacts details in section 8.
- 3.7 The Markets Service teams organise ad-hoc events in any of the markets during the 5 year contract and will provide the Stall Management team at least 4 weeks notice for the additional setup and close down. The Markets Team will provide any additional equipment (gazebos, weights and tables) to set up the market if it is required. The Stall Management team will be responsible for collection and return of the additional equipment from the agreed storage location, and for providing additional resources on the allocated day to ensure set up and closedown is completed within the agreed times.
- 3.8 Within one hour after trading commences in each market, the Stall Management Team shall dismantle the stalls/gazebos where the traders have not attended.

- 3.9 During emergencies or adverse weather conditions where the market can no longer trade, the Market Service Operations Manager will contact the Stall Management team to return to the specified location and proceed with closedown. The Stall Management team must respond within 30 minutes and arrive at the market locations within 1 hour to dismantle the gazebos/stalls.
- 3.10 The Stall Management Supervisor must complete a risk assessment for each market and their section of the services business continuity plan (BCP) annually, and after any significant change to market set up or operation, which will cover the following scenarios (the list is not exhaustive and the Stall Management Supervisor must include everything they deem necessary):
- a) Insufficient staff to setup all markets on a particular day.
 - b) Insufficient staff to close down all the markets on a particular day.
 - c) Insufficient gazebos/ stall to set up a market or markets.
 - d) Insufficient transport to transfer stalls/gazebos to a market or markets.
 - e) Closing a market or markets in an emergency (adverse weather/ advice by police).
- 3.11 If set up or close down is not completed accurately or within the allocated timescales, it will be reflected against the key performance indicators and will be performance managed through the Councils HR processes and procedures. (See Performance Management section for breakdown of KPI's and penalties).

4. PERFORMANCE MANAGEMENT

- 4.1 The Markets & Street Trading Service Area Manager is accountable for the overall service delivery of the stall management aspect of trading operations across the borough. The Service Area Manager is supported by the Markets Operations Manager and the Principal Licensing & Development Manager who are responsible for the day to day logistical delivery and management of the ongoing performance reviews and problem management, and lead on all other key responsibilities.
- 4.2 Itemised list specifying the number of stalls and / or gazebos set up in each location on every trading day must be provided on a weekly basis, and shall include a) date, b) market, c) the number of stalls and / or gazebos set up and dismantled. These will be reconciled against the Market Lead Officers own figures. The amount of hours worked and reconciled numbers of stalls/gazebos that have been set up and dismantled reported by the Supervisor on their weekly itemised list. This information will be used for both improved accurate reporting and to performance manage an efficient operation.
- 4.3 The Markets Operations Manager and Market Stall Supervisor will arrange trading site monitoring meetings to discuss progress and performance on a weekly basis. This will also involve a monthly review of KPI performance, and will ensure adherence to all operational standards as set out in the Specification Document.

- 4.4 If any of the KPIs are not being met for two or more consecutive months consecutively (i.e. if there are more than 2 complaints received in the year), the Stall Management Supervisor will meet with the Markets Operations Manager and the Principal Licensing & Development Manager within 3 business days and provide a detailed remedial report in how the services/works will be improved and a timescale will be agreed to review improvements. If the services/works do not improve within the pre-agreed timescales, the Operations Manager will instigate performance management processes for persistent underperformance such as Performance improvement plans or undertake further action in line with the Councils disciplinary processes and procedures dependant on severity of individual incidents.
- 4.5 The Markets Service Operations Manger and Markets Stall Supervisor will be responsible for meeting the KPIs targets as follows:

KPI Description		KPI Target
1	Market stalls set up and dismantled within agreed timeframes.	100% of stalls set up and dismantled within the timescales specified by the Service
2	Adherence to emergency timescales.	During emergencies, the stall management team will respond to the Operations Manager request within 30mins and arrive at the market location within an hour to complete close down.
3	Stalls and gazebos are set up to required standards.	<ul style="list-style-type: none"> a) Plans for each market must be adhered to 100% of the time unless notified within a minimum 90 minutes before trading commences to a key contact with reasoning. b) The stall management team must use their set of keys to open/ lock the storage containers. c) The stall management team must ensure the storage facility is made safe and locked at the end of the trading day 100% of the time.
4	Market layout clarification timeframes	100% of enquiries regarding proposed market layout must be resolved with the lead market officers for each site within 1 working day of receipt of the proposed layout, via e-mail or telephone call.
5	Minimum number of complaints about the services/works. If there are any complaints the Provider must deal with these in a timely manner (Stall Management Supervisor must notify the lead officers and operations Manager of any complaints received within 1 hour of receipt; and agree and issue a response within 5 working days).	<ul style="list-style-type: none"> a) No more than 2 complaints per year. b) 100% complaints dealt within the specified timescales. c) Conduct to be managed through the councils performance management processes and procedures.

6	Provide itemised reconciliation on a weekly basis by email, ensuring all hours worked, head count used and stalls set up and dismantled per site are logged separately and in line with agreed requirements.	The Stall Management Supervisor is required to submit 100% of the weekly itemised reconciliation on time and with the required content.
7	Provide a weekly email report by the following Wednesday, detailing the number of stalls and / or gazebos set up in each location on every trading day must be provided on a weekly basis, and shall include a) date, b) market, c) the number of stalls and / or gazebos set up and dismantled. d) heads used, e) hours worked per site These will be reconciled against the Lead officers own figures. Report will also include areas where KPIs have not been met.	The Stall Management Supervisor is required to submit 100% of the weekly email reports on time and with the required content, to the Service Area Manager, Markets Operations Manager and Principal Licensing & Development Manager.
8	Attend Weekly/Monthly meetings as required	The Stall Management Supervisor is required to attend 100% of meetings (48 hours notice is required to postpone a meeting). Maximum 1 postponement per year.
9	The Stall Management team must be compliant with all health and safety rules, policies and procedures and work in line with Good Industry Practice at all times. This is applicable in all locations, including the storage containers, as well as in transit.	The Stall Management Supervisor is required to manage and ensure all operatives meet this requirement 100% of the time during the set up and dismantling of each trading site.
10	Staffing	All sites to have a minimum and maximum head count to safely deliver the daily set up and dismantling of trading sites. All Sickness and absence to be recorded daily and in line with council policy and procedures and managed accordingly. All staff are expected to conduct themselves in line with the code of conduct. All Staff to present themselves on site on time and in full uniform and ppe provided. Uniform standards to be adhered to at all times.
11	Local labour	Focus on LB Hackney residents to be employed to work as part of the Stall management Team.

5. HEALTH & SAFETY

- 5.1 The Stall Management Supervisor must ensure **All** Operatives are trained and:
- a) Able to safely lift and carry the metal framework that makes up the stalls.
 - b) Able to safely lift and carry the PVC covers for the stalls
 - c) Able to safely lift and carry the wooden table tops that sit in the stalls
 - d) Able to safely erect and dismantle the metal framework
 - e) Able to safely lift and carry the stall weights
 - f) Able to safely fit and secure the PVC covers to the metal framework
 - g) Able to safely fit the wooden table tops into the metal framework
 - h) Able to safely fit and secure the stall weights to the metal framework
- 5.2 The Stall Management Supervisor will ensure all operatives working on our trading sites shall be dressed appropriately and clearly identifiable as working for the The Council at all times. The uniform provided must be worn at all times as it is in line with the Health & Safety (Personal Protective Equipment) requirements.
- 5.3 All gazebos shall be safely taken out from the containers and stored back in the containers when setting up/ dismantling the stalls.
- 5.4 The Stall Manager Supervisor shall ensure that during setup, the gazebos are made safe for the traders to use during market hours taking into consideration weather conditions.
- 5.5 In the event of an emergency or adverse weather conditions, the Stall Management team shall take prompt action to secure any dislocated stall or take down all stalls from the market as may be directed by the Operations Manager.
- 5.6 The Stall Management Supervisor shall assess all stalls to ensure that they are safe to use and clearly label any equipment that has been identified as damaged. The lead officer for the specific market and the operations manager must be notified immediately by email after the set-up is complete about any equipment that has been identified as damaged.
- 5.7 Any issues during setup/dismantling of the gazebos must be reported immediately to the Manager on duty or the onsite Senior Market Service Officer. See section 8 of this document for contact details.

6. OPTION – RIDLEY ROAD MARKET

- 6.1 Currently all traders at Ridley Road Market have an existing arrangement in place with the Trader's Association to set up and take down the stalls. However, traders

may wish in future to join this borough wide contract for set up and break down. As such, the option for undertaking this operation may be activated in the future. This option is currently not costed. The details for Ridley Rd Market as follows;

Market	Set-up Time Traders & vehicles	Vehicles out of Market	Market open for trading (Trading Day)	Trading Ends (Trading Day)	Stalls cleared and vehicles out of market
Ridley Road Market	From 06:00 Hours	09:30 Hours Monday to Thursday 09:00 Hours Friday & Saturday	09:30 Hours Monday to Thursday 09:00 Hours Friday & Saturday	17:00 Hours Monday to Thursday 18:00 Hours Friday & Saturday**	18:00 Hours Monday to Thursday 19:00 Hours Friday & Saturday
Christmas Week, from 17th to 24th December	From 06:00 hours	09:00 hours Monday to Saturday	09:00 Hours Monday to Saturday	18:00 Hours Monday to Saturday**	19:00 Hours Monday to Saturday

** Vehicles must not enter the market before 16:00.

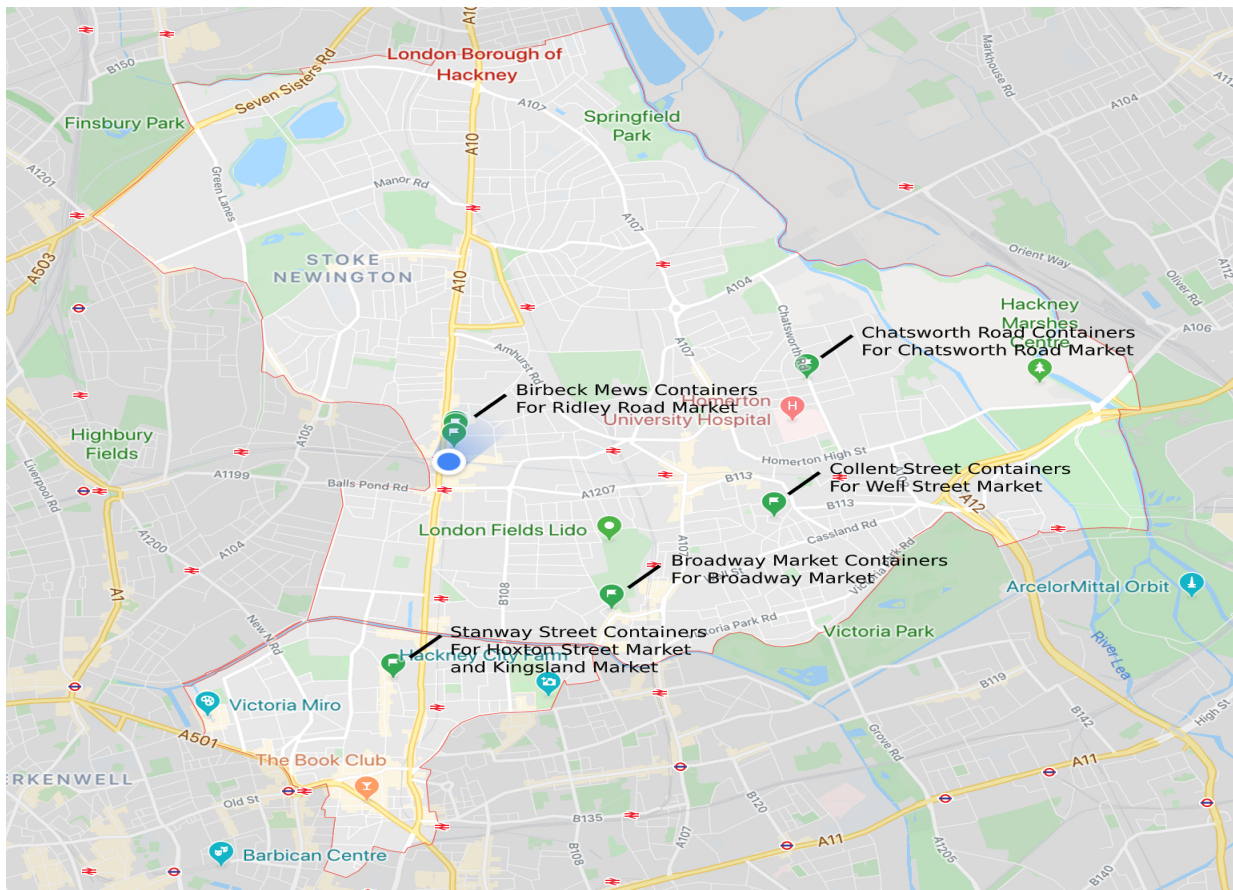
- 6.2 The Markets Service trialled a Sunday market in Ridley Road from December 2019 to March 2020. The trial was deemed a success and will be made permanent in 2021/22 and we maybe required to provide set up/ take down of the stalls on this day (pending consultation results as detailed in 6.1).
- 6.3 For Ridley Road market only, the traders have the opportunity to extend their operational hours between 17 December and 24 December every year. If the Markets Team permits for the extension, the supplier will be notified at least 4 weeks in advance to allow them enough time to allocate necessary resources for the changed times.
- 6.4 Table below provides maximum occupancy for each market and the current average stall setups:

Market	No. of stalls available on each market day (Max occupancy)	No. of Stalls set-up on each market day (average)	Occupancy (annual total)
Ridley Road	167	105	34,632

6.5 Number of stall setup and takedown at average occupancy per year (based on anticipated minimum 3% growth each year) is detailed below:

	Number of stalls	1 event
Year 3	34,632	330
Year 4	35,671	330
Year 5	36,741	330
Total (Average)	107,044	990

7. LOCATION OF CONTAINER SITES



8. KEY CONTACTS***

Name & Job Title	Contact details (email/mobile)	Reason for contact
Dan O'Sullivan - Service	daniel.o'sullivan@hackney.g	All issues concerning

Area Manager	ov.uk 07788248095	setup/take down, complaints and H&S issues
Matt Steele - Markets Operations Manager	matthew.steele@hackney.gov.uk 07458073917	All issues concerning setup/take down, complaints and H&S issues
Tahiara Munshi - Principal Licensing & Development Manager	tahiara.munshi@hackney.gov.uk 07811149188	All issues concerning setup/take down, complaints and H&S issues
Lianne Douglas - Senior Markets Officer	lianne.douglas@hackney.gov.uk 07710597730	All issues concerning setup/take down, complaints and H&S issues
Ade Adjilogba - Senior Markets Officer	ademola.ajilogba@hackney.gov.uk 07458073916	All issues concerning setup/take down, complaints and H&S issues
Terence Marritt - Senior Markets Officer	terence.marritt@hackney.gov.uk 07572236924	All issues concerning setup/take down, complaints and H&S issues

*** The contact list will be updated when there are changes to each post. The key contacts that will be available on the day of the markets will be provided when the plans are sent for each market setup.