

Title of Report	Hackney Markets Strategy 2023-2028	
Key Decision No	CHE S166	
For Consideration By	Cabinet	
Meeting Date	27th February 2023	
Cabinet Member	Cllr Susan Fajana-Thomas, Cabinet Member for Community Safety and Regulatory Services	
Classification	Open	
Ward(s) Affected	All	
Key Decision & Reason	Yes	The report is to get approval to carry out public consultation on the recommendations set out in the proposed Markets Strategy 2023/28
Implementation Date if Not Called In	5 April 2023	
Group Director	Rickardo Hyatt	

1. Cabinet Member's introduction

- 1.1. Hackney's street markets are an essential part of the community, attracting in excess of 6 million shoppers each year and providing access to value-for-money shopping across a broad range of products. Shoppers come from across London and further afield to shop at Hackney's street markets and to enjoy the diverse cultural and shopping offer that is available.
- 1.2. The successful delivery of the previous markets Strategy 2017-2020 not only resulted in the service achieving a break-even financial position consistently on the markets account, but also saw the service capitalise on commercial opportunities and grow exponentially, and are now recognised as the best markets service nationally.
- 1.3. This Markets and Street Trading Strategy 2023-2028 and Action Plan, together with the extensive survey, engagement and research that underpins it, have revealed that despite its popularity, many of the markets are thriving but some are just surviving and we need to evolve these to ensure every commercial operation within the hackney portfolio is an incubation hub for small and micro businesses to thrive and prosper.

- 1.4. The challenges ahead are to retain community value, continue to develop and strengthen commercial performance and adapt as Hackney changes in this post-pandemic era, taking up an enhanced role in the growth and regeneration of our boroughs town centres and as a key borough within the wider regional authority, whilst balancing tradition and modernity.
- 1.5. Future investment through the Good Growth Fund, UKSPF funding and corporately funded schemes will deliver new markets and trading spaces to operate a business from, diversify the portfolio with new and innovative uses for commercial and community spaces, growing and stimulating the local and inclusive economies and bringing more people and jobs to the borough.
- 1.6. This Markets and Street Trading Strategy and Action Plan is currently a draft for consultation. It plots a way forward for the Markets Service over the next five years. I invite traders, residents, and the wider community to let us know any comments or thoughts about the approach set out. Once finalised, we hope the strategy will help ensure Hackney's markets and street trading portfolio will retain and enhance further its diversity, creativity and innovative spirit, whilst seizing opportunities that will unlock its latent potential and to enable ongoing improvements in its performance that will continue to secure its long-term future.

2. Recommendations

This report recommends that Cabinet:

- 2.1. **Approves the Market Strategy 2023-2028 and the recommendations contained within (as set out in Appendix 1) for public consultation.**
- 2.2. **Delegates authority to the Director, Public Realm, in consultation with the lead Cabinet member for Community Safety and Regulatory Services, to approve any amendments to the Market Strategy 2023-2028 following Consultation feedback.**
- 2.3. **Delegates authority to the Director, Public Realm to approve the final version of the Market Strategy 2023-2028 for implementation.**

3. Reason(s) for decision

- 3.1. The last Markets Strategy (2017-2020) focused on the financial sustainability of individual markets by promoting and increasing awareness of all locations to grow and retain occupancy rates. The Strategy was approved with a budget of £1.4m to deliver actions that mainly focused on getting the markets to be self-sustainable, as the Service was running at a deficit for many years. The successful delivery of this Strategy saw the service achieve a break-even financial position consistently, but also saw the market portfolio and commercial opportunity grow exponentially, which contributed to driving local employment within Hackney.

- 3.2. The new and proposed Markets Strategy for 2023-2028 was carefully curated through extensive surveys, engagement and research to identify the needs and aspirations of the community consisting of members of the public and Hackney market traders. The Strategy will concentrate on maintaining and developing what has been achieved by exploring new opportunities to increase the market and street trading locations, reviewing additional operating days, and introducing new licenses to encourage regeneration and local employment within the Borough.
- 3.3. The Strategy will follow an Action Plan to ensure the Service takes specific measures to reduce the number of illegal trading activities by educating those who want to work and assisting them in obtaining the necessary licence(s), thereby encouraging all licenced businesses and traders to maximise their income opportunities. It will also support our traders by providing them with necessary entrepreneurial skills training, mental health support and an opportunity to expand their business in different street trading locations/ types of markets.
- 3.4. The service was able to use the approved budget to deliver the Markets Strategy 2017-2020 that made a major impact on local employment, but was unable to reach its full potential due to lack of resources and financial constraints. The new Strategy aims to exceed the proven achievements but to also secure the long term sustainability of the markets by supporting several of the mayor's manifesto commitments and by activating other locations within the borough for commercial use:
- *We will develop a Hackney Nights Strategy to provide clarity to residents and businesses on our approach, including supporting growth while tackling antisocial behaviour and crime in partnership with the police.*
 - *We will build community wealth and create opportunities where residents are the first to benefit as the local economy recovers and reopens - ensuring more of the jobs, opportunities, growth and money spent in Hackney stays in Hackney.*
 - *We will ensure that goods and services are procured locally and sustainably, securing good jobs and opportunities for local people. We will also link this with our ambition to create green jobs for Hackney residents, and we will refresh the Council's Sustainable Procurement Strategy to include principles such as an end to Fire and Rehire, promotion of the London Living Wage, a focus on tackling climate change and enabling local people to access future net zero jobs.*
 - *We will work to expand the Chatsworth Road street market.*
 - *[We will] explore with local businesses and residents a new street market for Stoke Newington Church Street.*
 - *[We will] continue to explore and grow new smaller street trading areas around Hackney.*

- *We will ensure the street markets at Ridley Road, Hoxton Street and Broadway Market are supported, working alongside local high street businesses to keep our local economy alive and thriving.*
- *We will celebrate and promote all of our street markets so more of us shop at them, and ensure they remain London’s most vibrant and popular destinations.*
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- *We will invest in the welfare and wellbeing of Hackney’s market traders with quality trading and storage facilities, offering training and help to traders, and work to ensure trader associations are supported and resourced.*
- *We will bring forward a single council approach to enabling community regeneration in Hackney. Across the boroughs estates, neighbourhoods, high streets and town centres all will focus on delivering places that can support good growth that includes the new homes, workspaces, cultural and social spaces that a growing borough needs. An approach that will require all our public services to combine resources and focus on ‘the quality of place’ delivering quality public services - from social services to Streetscene, Planning to Finance, Street Markets to Housing Services and schools - all have their contribution to making a sustainable Hackney.*

4. Details of alternative options considered and rejected

- 4.1. Adopting no future strategy was considered but rejected due to the risks involved in sustaining the Borough’s Markets and street trading activities - Please refer to Section 5.6 (Risk Assessment).

5. Background

Policy Context

- 5.1. The new Market Strategy 2023-2028 sets out high level objectives and associated missions for Hackney’s markets over the coming years. These objectives are summarised below.

Mission	Objectives
A Safe and Inclusive Shopping Experience	<ul style="list-style-type: none"> - Maintaining High-quality Standards Applied to All Markets and Trading Sites - Review and Update Commodity Listings - Further Development of Market Facilities for Customers - Review and Update Operational Times in Markets and Trading Sites - Review of Training Plan and Resources for Officers - Review of Traffic Management Orders

Fair and Transparent Markets	<ul style="list-style-type: none"> - Review of Engagement Policy and Process - Monitoring of Enforcement and Implementation of Statutory Regulations - Stall Set-up Consultation for Traders in Ridley Road Market - Review and Update Market Service Policy - Recognising and Promoting Excellent Practice
Financially Secure and Sustainable Markets	<ul style="list-style-type: none"> - Review and Update all Processes and Procedures - Trademarking of Branding and Securing Brand Integrity - Increase and Maintain Trader Occupancy Rates - Increase and Maintain Shop Front Licences - Review of Trader Fees and Charges - Continued Reduction of Waste and Operational Costs
A Supported Enterprise and Business Growth	<ul style="list-style-type: none"> - Further Development of Market Facilities for Traders - Social Media Marketing at Hackney Markets - Promotion of Hackney Markets to Customers - Expansion of Hackney's Street Markets - Development of New Trading Sites across Hackney - Relaunch of Trading Places to Enable and Encourage Entrepreneurism - Management of the Ridley Road Indoor Market and Storage Facility - Exploring Opportunities for New Licence Types
Mental Health & Wellbeing of Market Traders	<ul style="list-style-type: none"> - Trading Places to Support Mental Health and Wellbeing - Mental Health Champions at Hackney Markets
A future for Young Entrepreneurs	<ul style="list-style-type: none"> - Relaunch of Trading Places to Support Young Entrepreneurs
Hackney Markets - Going Green	<ul style="list-style-type: none"> - Paper-free at Hackney Markets - Reduction of Single-use Plastics - Promoting Public Transport when visiting Hackney Markets

5.2. The Market Strategy 2023-28 is aligned with the Council's visions and values, and the mayor's manifesto commitments. It is strongly influenced by the London Local Authorities Act 2004 and the related guidance from:

- NABMA
- NMTF
- Cross River Partnership recommendations to the Mayor of London
- Various Governmental reports pertaining to the importance of markets in relation to regeneration and the 'High Street'
- The London Benchmarking Group for Street Trading

Equality impact assessment

5.3. An Equality Impact Assessment (EIA) has been completed - See [Appendix 3](#)

Sustainability and climate change

- 5.4. The Strategy is linked with our ambition to create green jobs for Hackney residents, and we will refresh the Council's Sustainable Procurement Strategy to include principles such as an end to Fire and Rehire, promotion of the London Living Wage, a focus on tackling climate change and enabling local people to access future net zero jobs.

Consultations

- 5.5. Once cabinet approval is obtained, the Markets Service will carry out a full public consultation across the whole borough for a defined period of 6 weeks which is an increase on the 4 week period undertaken in 2017 for the last strategy consultation. The Consultation packs will also be available to all residents, local businesses and other stakeholders such as our existing licence holders, trader & business associations and wider community user groups that may wish to contribute.

Risk assessment

- 5.6. Without a Market Strategy and clear objectives setting there is a risk of:
- Market locations failing to break even or cease as a result of no work programmes.
 - The overall market account failing (or sustain) to break even.
 - No electricity in the markets restricts the number of traders we can offer trading to and heightens the risk to Health and Safety to the public and traders when cooking foods using LPG gas.
 - Limited funding available allows no scope for events, promotional activities for Markets which in turn would increase the fees & charges to all traders.
 - Due to the exponential growth in the majority of the street trading locations, it is no longer possible to provide consistent promotional support to our traders with the existing resources available in the Service's Licensing & Development Team. This would result in increased fees and charges to recruit an additional officer to manage the communication and social media for the service.
 - Failing to deliver the manifesto commitments without additional funding and necessary resources.

6. Comments of the Group Director of Finance and Corporate Resources

- 6.1. The report has no immediate financial implications; however, Appendix 2 summarises aspirational proposed work programmes that the Service wants to pursue over the next five years in order to help Hackney's Markets develop and diversify, in order to meet community needs and foster profitable trading conditions. Before any work programmes can be implemented, each one must be presented individually for review along with

a thorough business case that considers budget allocation, market performance, cost-benefit analysis, and the performance of the Service.

- 6.2. The 2023–2028 Market Strategy is intended to serve as an open-ended framework for Service plans, allowing each market to create its own unique market strategy. It builds on the individual strengths of the Council, Traders, and Associations and aims to make sure that the Markets are acknowledged as desirable locations to conduct business in and that they are boosting trade and commerce.

7. Comments of the Director of Legal, Democratic and Electoral Services

- 7.1. The recommendations set out in part 2 of this report fall within the definition of a Key decision under the Council's Constitution.
- 7.2. Cabinet is authorised to approve the recommendations set out in Section 2 of this report, pursuant to the Council's constitution Article 13.5 which states:
- 7.3. A key decision is a Cabinet decision which is likely to:
 - i) Result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decisions relates, or
 - ii) Be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council.
- 7.4. Recommendation 2.1 of this report recommends that Cabinet approves the Market Strategy 2023-2028 and the recommendations contained within (as set out in [Appendix 1](#)) for public consultation.
- 7.5. Currently the Mayor's scheme of delegation reserves to the Mayor and Cabinet approval of: all corporate policies and strategies and all formal service strategies. The Mayor and Cabinet are permitted to approve the recommendation set out in Paragraph 2.1 of this report.
- 7.6. The recommendation set out in 2.2 of this report recommends that Cabinet Delegates authority to the Director, Public Realm, in consultation with the lead Cabinet member for Community Safety and Regulatory Services, to approve any amendments to the Market Strategy 2023-2028 following Consultation feedback. The recommendation set out in 2.3 of this report recommends that Cabinet delegates authority to the Director, Public Realm to approve the final version of the Market Strategy 2023-2028 for implementation. Paragraph 2.2 (Sub-delegation of Cabinet Functions) i) of the Cabinet Procedure Rules states that "*If the Elected Mayor delegates functions to the Cabinet, unless they direct otherwise, then the Cabinet may delegate further to a Committee of the Cabinet, to an officer, to any joint arrangements, to another authority or to area committees*". Cabinet is

therefore permitted to approve and delegate functions as per the recommendations in 2.2 and 2.3 of this report.

Appendices

Appendix 1 - [Markets, Shop Fronts & Street Trading Strategy 23/28](#)

Appendix 2 - [Markets Strategy - Service Tracker](#)

Appendix 3 - [Markets Strategy 23-28 : Equalities Impact Assessment](#)

Background Papers

None

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