



Hackney Markets, Shop Fronts, and Street Trading Strategy 2024-2029

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1. Foreword from the Cabinet Member for Community Safety and Regulatory Services



Councillor Susan
Fajana-Thomas

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

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

I must congratulate officers, colleagues, and the many stakeholders who have worked tirelessly to improve our markets and the traders who provide the wide range of goods and services available to customers. I am therefore delighted to introduce the final Hackney Markets, Shop Fronts, and Street Trading Strategy 2024-2029.

The successful delivery of the previous Markets Strategy 2017-2020 saw the service achieve a break-even financial position consistently on the markets' account following years of financial deficit, however, the service capitalised on commercial opportunities and has grown exponentially, so much so, Hackney Markets are now recognised as the best markets service nationally. I can now share the Strategy document for 2024-2029 that will allow the service to continue to build on these successes and further develop and enhance our community-led services, as well as maintaining economic and employment growth across the borough.

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

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

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

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



The challenges ahead are to retain community value, continue to develop and strengthen commercial performance and adapt to the post pandemic environment in which they operate. This will contribute and enhance the role that the market service plays in the growth and regeneration of our borough's town centres and continue to establish the borough within the wider regional authority, whilst balancing tradition and modernity.

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

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

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

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

The plan sets out the next stage of improvement works in the remaining street markets along with the adjacent shops and businesses on those roads.





It further highlights the need to continue to grow and access other commercial opportunities and the innovative activation of public spaces to grow income and ensure Hackney is the place of choice for new, small and micro business operators to run their enterprises from. It also articulates how the market's management will move forward to support a growing portfolio of licensed businesses and trading operations.

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

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

A handwritten signature in black ink, which appears to read 'Susan'.

Cllr. Susan Fajana-Thomas OBE

2. Introduction

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

Since the inception of the last strategy, some of Hackney Council's markets have been thriving, enjoying tremendous growth and recognition. COVID-19 had an impact not only on markets as a whole throughout the country, but also on the individual businesses that comprise them. As markets and traders steadily bounce back from the impact of the pandemic, the Council anticipates a sustainable growth in markets, shop fronts, and street trading, surpassing their pre-2020 positions. This will be difficult in some markets, but by implementing the recommendations set out in this strategy document, it is anticipated that all of the Council's trading locations will continue to see growth over the next five years.

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



Map of Hackney Council's street markets





3. The vision and values

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

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

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

Any financial surplus resulting from the commercial success of the markets will safeguard the financial sustainability of the service. This will enable the Council, in partnership with businesses and trader associations, to reinvest the proceeds of growth back into the Markets, Shop Fronts, and Street Trading service.



3.1 The Council's values

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

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

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

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

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

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

3.2 Service promises

For markets, shopfronts, and street trading services to achieve the most efficient operation and to continue providing an exceptional customer experience, there are three key themes or guiding principles that the whole management team encourages every member of the team, regardless of the post, to bring to life. These guiding principles support Hackney Council's vision and values, align the behaviours all council staff should model to ensure that the service achieves the best value for the residents and customers, and make sure that they are at the heart of every decision made and action taken.

The 3 key themes are:

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

3.3 Our 7 missions



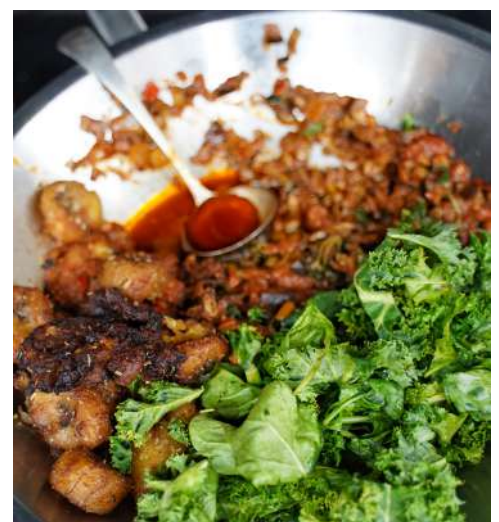


4. A safe and inclusive shopping experience

Hackney Council's markets endure in providing the community with an alternative shopping destination for acquiring daily essentials and household goods. Despite the intense competition and constant expansion in the retail and hospitality sectors, markets offer a distinctive, experience-driven shopping alternative. Here, people can access a broader array of commodities, goods, and services while actively supporting local businesses and the local economy.

The markets managed by Hackney Council have earned national recognition for their commercial success, serving as flourishing incubation hubs for small and micro businesses. Additionally, they function as resident-led social hubs where friends and families can gather, shop, and spend time together. Recognising the pivotal role of ensuring safety and welcoming environments, the service is committed to maintaining markets as secure places for shopping and leisure.

Through collaborative efforts between Council services and the Metropolitan Police, illegal activity and antisocial behaviour have been effectively addressed. The service aims to sustain ongoing initiatives through cross-council and multi-agency partnerships, focusing on combating criminality. Simultaneously, there is a commitment to explore avenues for empowering market officers with the necessary tools to facilitate these efforts.



The strategic vision acknowledges that markets have the potential to evolve and enhance the overall shopping experience. To achieve this, the service is dedicated to growing and attracting new customers through ongoing development and innovation with the following action:

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

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

Aims:

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



4.1 Maintain high-quality standards applied to all trading locations

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

4.1.1 Recommendations:

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

4.2 Review and update commodity listings

Every market possesses a unique identity and brand, tailored to serve a dynamically evolving and diverse community. The strategic objective is to enhance inclusivity within markets by diversifying the range of commodities, goods, or services offered. It is imperative to ensure that markets not only provide variety but also feature products deemed affordable for the local community.

Encouraging local traders to participate in the Council's markets becomes instrumental in leveraging their insights into community needs and their awareness of product affordability. This collaborative approach allows the service to tap into the knowledge base within the community, facilitating the bridging of any gaps in the market's commodity range.

4.2.1 Recommendations:

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

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

Recognition has been given to the demand for flexibility in the trading days and times of council-run markets to better align with customer and community needs. To comprehensively understand these needs and requirements, the service contemplates conducting an engagement survey. This survey, conducted in collaboration with traders and relevant stakeholders, aims to gather insights into the unique demands of each market and ensure that operational times are tailored to suit the community's specific needs.

4.3.1 Recommendations:

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

The review will include an assessment of the following:

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

4.4 Further development of market facilities for customers

The service acknowledges the significance of Hackney Council's markets as vital spaces for community gathering and social interaction. This strategic approach emphasises the potential for developing the facilities of each market to provide traders with incentives to return and meet the expectations of today's customers. A comprehensive review of each market is proposed, with the consideration of conducting an engagement survey to understand the community's specific needs and desired facilities. These may include amenities such as free toilets, drinking water fountains, wheelchair accessibility, and CCTV security.

Ridley Road Market, recognised as a crucial economic and social asset to Dalston Town Centre, has benefitted from substantial investment of £1.5 million, comprising grants from the Mayor of London's Good Growth Fund matched by Hackney Council, and allocated for the improvement of the market and its surrounding businesses. This funding has contributed to various enhancements, including the revitalisation of gazebos, installation of greenery, provision of wifi, addition of seating, and the establishment of an outdoor food court. The service is actively collaborating with all stakeholders to ensure the seamless delivery of the Good Growth Fund initiatives.

4.4.1 Recommendations:

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

4.5 Review of training plan and resources for officers

The service has made noteworthy strides in providing training to its market officers. To enhance the effectiveness of service delivery, there is a current focus on reviewing the training plan. The objective is to identify the necessary tools to equip staff in effectively recognising and maximising commercial opportunities, activating public spaces, and enhancing the curation of trading sites. This strategic initiative is designed to ensure that market officers are well-prepared to maintain a pleasant and secure shopping environment for customers.

The following development areas will be explored:

- Improved range of training courses for officers and operatives, including commercial and regeneration based training workshops
- Improved licensing and payment systems
- Updated equipment for officers including new body-worn cameras, E-scooters and E-bikes

4.5.1 Recommendations:

- To review training plans for Markets, Shop Fronts and Street Trading officers.
- To explore resources required for Markets, Shop Fronts and Street Trading to deliver the additional support functions and duties.

4.6 Review of traffic management orders

The service recognises the numerous advantages of road closures implemented during the pandemic, allowing pedestrians to freely traverse the roads and enjoy the markets. This approach has not only facilitated a more enjoyable market experience but has also contributed to the overarching goal of reducing air pollution in residential and school areas caused by vehicular traffic.

Building on the success observed with the Broadway Market road closure, the service is now undertaking a comprehensive review of all traffic management orders. The objective is to explore a permanent closure solution for Chatsworth Road Market on Sundays, aligning with similar practices in other street markets across London.

This decision stems from concerns raised by both the community and traders, particularly regarding the market's setup on both sides of the pavement. The current scenario allows vehicles, including double-decker buses, to navigate through the centre of the market during its operation. In response, the service has proactively conducted a review of risk assessments, engaged with emergency services, and assessed immediate areas for hostile vehicle mitigation measures for Chatsworth Road Market. Various future options have been proposed, contributing to a comprehensive strategy aimed at ensuring consistency, safety, and thriving commercial operations across all markets.

4.6.1 Recommendations:

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



5. Fair and transparent markets

Maintaining fairness, consistency, and transparency in its processes, procedures, and operational practices is a priority for the Markets Service. In alignment with this commitment, the service aims to enhance communication with both traders and the community to better identify and understand their needs. To facilitate this, the service is planning to introduce quarterly meetings with all licensed businesses and traders at each market and street trading site. These meetings are designed to provide updates on the progress of location-specific works and address any issues raised by the stakeholders, fostering a more inclusive and collaborative approach to market management.

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

Aims:

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



5.1 Monitoring of enforcement and implementation of statutory regulations

In line with the London Local Authorities Act 1990 (Appendix A), Part III of the Food Act 1984 (Appendix B), Highways Act 1980 (Appendix C), Miscellaneous Provisions Act 1982 (Appendix D), and Business and Planning Act 2020 (Appendix E), the Markets Service is committed to ensuring compliance with operational practices and procedures. The service aims not only to successfully defend against any legal challenges but also to penalise repeat offenders. In cases of persistent non-compliance, the service is prepared to escalate matters to court proceedings, ensuring the reduction or eradication of any illegal activities within the borough.

To bolster its enforcement capabilities, the service will conduct a thorough review of the resources required to better equip Hackney Markets officers. This includes empowering officers to issue Fixed Penalty Notices (FPNs) when encountering illegal trading or instances where a licence holder has not addressed breaches of legislation or terms and conditions. Officers will be provided with the necessary tools to enforce operational practices and procedures, with authority ranging from issuing fixed penalty notices to the potential escalation for prosecution through the courts. This proactive approach aims to ensure that persistent breaches and any illegal activities are effectively minimised or eliminated within the borough.

5.1.1 Recommendations:

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

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

The service has achieved success in insourcing the market stall set-up operation, excluding Ridley Road Market, where businesses and traders maintain existing arrangements with specific local residents for this task. Recognizing the advantages of having the Markets Service manage the market set-up, the service is planning a comprehensive consultation with traders at Ridley Road Market. The objective is to communicate the benefits of having the Markets Service oversee the set-up process, promoting safety, efficiency, transparency, cost-effectiveness, and fairness for all stakeholders.

This approach aligns with Hackney Council's commitment to best value, efficiency promotion, and the creation of local employment opportunities.

5.2.1 Recommendations:

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

5.3 Review and update the Markets Service policy

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

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

When the consultation process begins on the new Markets Strategy 2024–2029, the service will also consult and discuss with stakeholders a revised Hackney Markets Service Policy. Any policy changes will be formally implemented before April 2024. This includes a review of the engagement policy and processes at Hackney Markets.

5.3.1 Recommendations:

- To review and update the Markets Service policy.

5.4 Explore and update engagement policy

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

In addition to an engagement process and establishing a line of communication, the Council will also look into creating a Hackney Markets service quality, diversity, and inclusion (EDI) strategy and social value action plan. This will help to continue to establish the future of Hackney as a diverse, inclusive, and integrated borough where everyone should be able to reach their full potential and prosper.

5.4.1 Recommendations:

- To explore and update a new Market Engagement Policy.
- To explore and implement regularised meetings with markets/trading site representatives.
- To create a Hackney Markets service equality, diversity and inclusion (EDI) strategy and social value action plan.

5.5 Recognising and promoting excellent practice at Hackney Markets

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

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

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

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

5.5.1 Recommendations:

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





6.

Financially secure and sustainable markets

Changes made to the management of the Markets Service since the last Markets Strategy have led to the service achieving break-even year on year by enabling the new management team to drive value through insourcing external services, promoting the market through social media, increasing occupancy rates, expanding the market portfolio, and taking a commercially focused growth strategy to pitch occupancy. The team is working at an efficient rate but is limited by funding and resources to further build on what has been produced.

The team is slowly expanding, and the service is looking to further explore ways to continue this growth to maintain the financial security and sustainability of the markets. This includes the relocation of the Hackney Markets office on Ridley Road to accommodate the growing expansion of the service.

Aims:

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

6.1 Review and update all processes and procedures at Hackney Markets

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

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

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

6.1.1 Recommendations:

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

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

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

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

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

6.2.1 Recommendations:

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

6.3 Increase and maintain trader occupancy rates

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

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

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

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

6.3.1 Recommendations:

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

6.4 Increase and maintain Shop Front licences

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

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

6.4.1 Recommendations:

- To further increase and maintain Shop Front licences.
- To promote permanent licences to licence holders.



6.5 Review of trader fees and charges

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

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

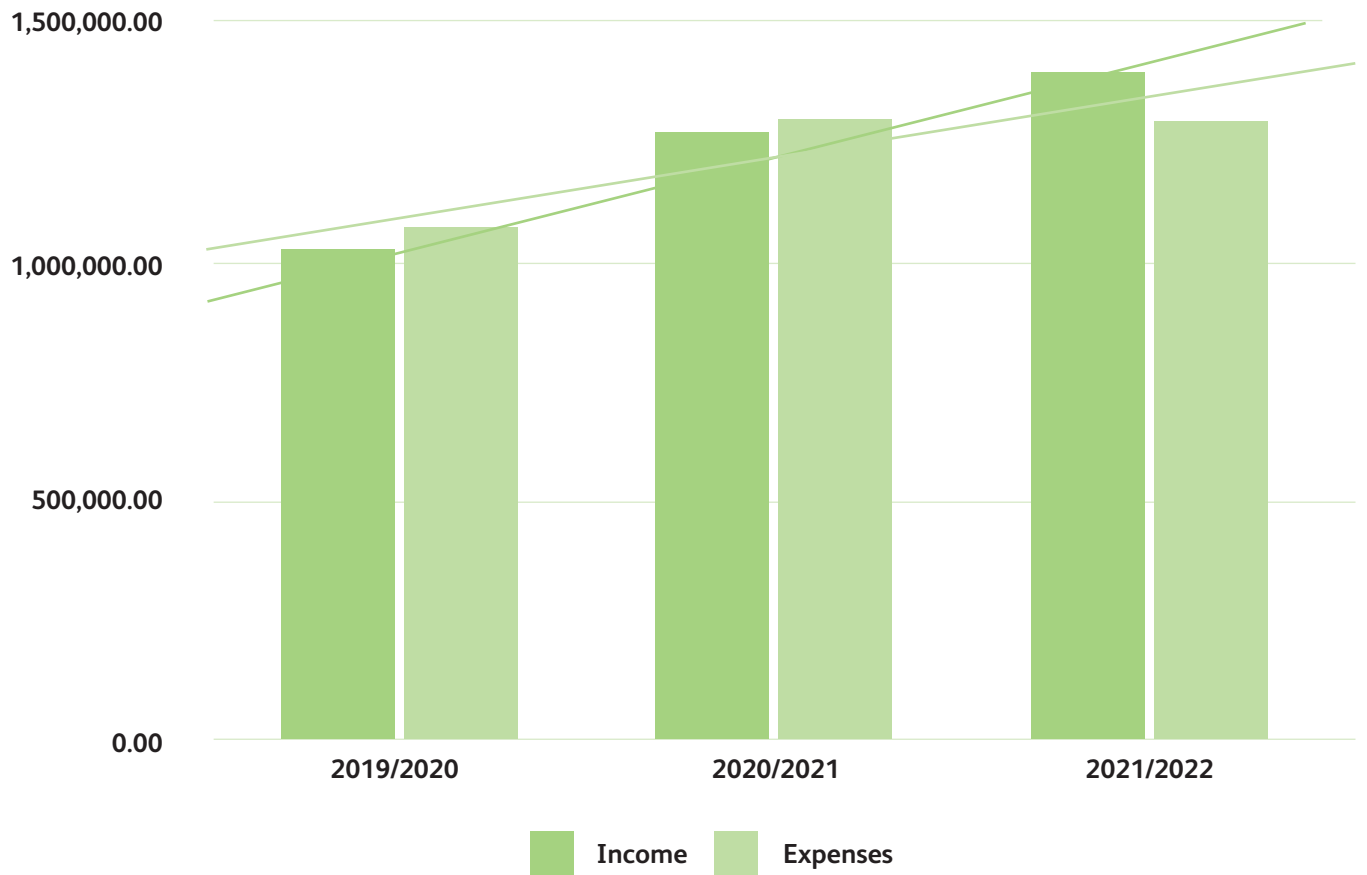
The shortfall is covered by other commercial activities undertaken by the service and derives income from other legislative acts such as the Business and Planning Act 2020, the Highways Act 1980, and Part III of the Food Act 1984.

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

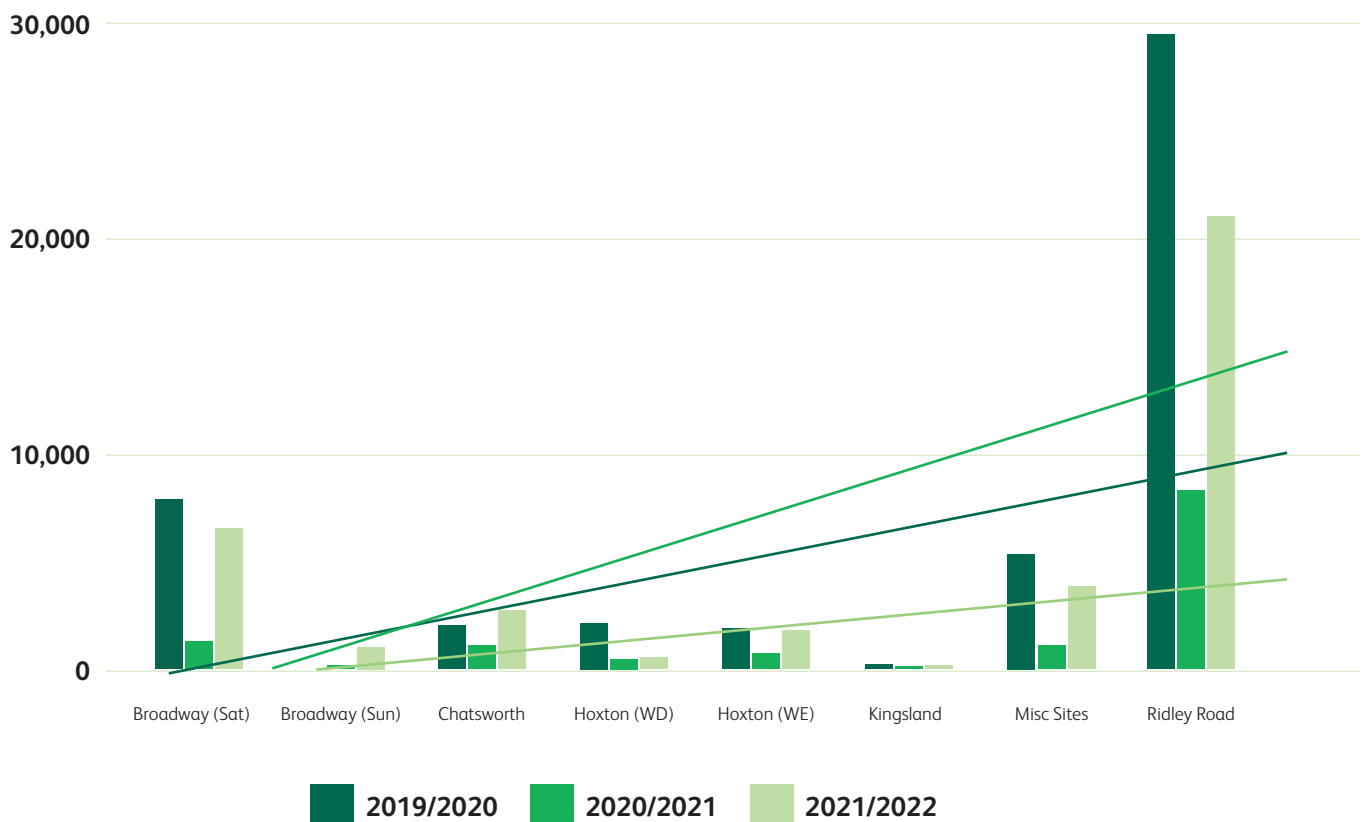
6.5.1 Recommendations:

- To ensure the service continues as a minimum to break even during the lifespan of the 2024-2029 strategy.
- To grow the income generation to deliver a financial surplus year on year.
- To review the use of legislative frameworks across the borough and to present and share findings and recommendations with businesses and traders.

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



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





7.

A supported enterprise and business growth

The service recognises that the success of Hackney Council's market is dependent on a collaboration between the council, the traders, its visitors, and how it impacts the community around it. Markets are a key component in stimulating the local and inclusive economy in Hackney by generating local employment opportunities, providing platforms for residents to start their own businesses within the borough, and encouraging residents to shop locally. They are also an attractive, low-cost, low-risk way of expanding exciting enterprises and are an attractive marketplace for new and pop-up businesses. The service has successfully grown to become an incubation hub for small and micro businesses, supporting business operators to maximise these revenue-generating opportunities.

It is increasingly important to equip business operators and traders with the tools and knowledge to further grow their commercial enterprises with the support that incentivizes them to expand within Hackney. The service understands how important it is to provide more opportunities to expand businesses by growing the market portfolio in terms of market regeneration and populating trading sites while contributing to the growth of the wider local economy. This will in turn provide more opportunities for both residents and traders. This understanding and the aims set out below will support the delivery of the Council's new Regeneration and Economic Development Service, whose key priorities are supporting entrepreneurship and empowering residents by signposting and connecting them to economic opportunities.

Aims:

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

7.1 Further development of market facilities for traders

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

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

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

7.1.1 Recommendations:

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



7.2 Social media marketing at Hackney Markets

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

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

7.2.1 Recommendations:

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

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



7.3. Promotion of Council-run markets to customers

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

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

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

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

7.3.1 Recommendations:

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

7.4 Expansion of Hackney's street markets

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

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

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

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

7.4.1 Recommendations:

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

7.5 Development of new trading sites across Hackney

There are many street trading locations that are designated by Hackney Council. Hackney's street trading sites like Leonard Circus are not considered markets, as they consist of less than five market stalls. Areas such as Homerton Station, Shephardess Walk, Manor Park, and Benjamin Close have benefited from a vendor selling a missing commodity in the area to further serve the needs of the community.

Benjamin Close in particular serves the community of Broadway Market, where many estates still reside within the area. A "pound a bowl" trader was introduced to serve a wider commodity market where families of lower income have an additional option to buy their fruit and vegetables. We are now looking to explore additional street trading sites to provide a similar offering to Benjamin Close, with the engagement of the local community in the area.

7.5.1 Recommendations:

- To explore and deliver additional trading sites around Hackney.

7.6 Relaunch of Trading Places to enable and encourage entrepreneurship

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

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

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

7.6.1 Recommendations:

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

7.7 Management of the Ridley Road Indoor Market and storage facility

An opportunity has arisen for Hackney Council to assume a 15-year lease on the Indoor Market (also known as Ridley Harmer Village) structure with a guaranteed option to renew at the end of that time. This would provide a safe, once-in-a-generation chance to assist market vendors in expanding their operations into reasonably priced permanent locations, eliminating antisocial behaviour, and building an enlarged office facility to serve as a new home for the service. This will enhance storage options for vendors trading in all markets and street trading sites.

7.7.1 Recommendations:

- To finalise the fees and charges for the indoor market retail and storage facilities.
- To fill 38 retail units and 26 storage units and ensure the units continue at 100% occupancy.
- To work with the Regeneration team to explore empty shops/buildings within the borough to see if more indoor markets can be implemented.

7.8 Exploring opportunities for new licence types

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

This could include:

Late-night licence: As part of our investment in the borough's ENTE (evening and nighttime economy), the service plans to establish evening markets to encourage revitalization in some of the major areas. This is to encourage office workers to spend their leisure time near their place of employment rather than commuting to crowded Central London, and to permit them to shop for necessities outdoors after work. A market open from 5 p.m. to 9 p.m. will greatly benefit the local hospitality establishments (as well as other businesses like personal care, barbershops, etc.) by fostering their growth and boosting foot traffic.

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

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



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

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

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

7.8.1 Recommendations:

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





8. Mental health and wellbeing support for Market Traders

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

Aims:

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

8.1 Trading Places to support mental health and wellbeing

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

8.1.1 Recommendations:

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

8.2 Mental health champions at Hackney Markets

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

8.2.1 Recommendations:

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





9. A future for young entrepreneurs

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

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

Aims:

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

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

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

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

9.1.1 Recommendations:

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



SAY GOODBYE TO

SINGLE-USE PLASTIC BAGS

Starting October 1st



Bring your own bag

10.

Hackney Markets - going green

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

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

Aims:

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

10.1 Virtual licences and digital processes at Hackney Markets

The service will explore ways to work towards a paperless office to improve efficiency, ensure data is protected, and reduce the negative environmental impact of the cost of using paper. The licencing process currently allows the use of paper and online applications but offers a discount for applications applied online as an incentive to go paperless.

In order to maintain inclusivity within the Council, the review of the onboarding process will take into account traders who require support at all levels, such as those who have limited computer access or who require additional assistance with application processes. The development team will look into providing Hackney officers with training to assist these applicants. This will facilitate communication about further reducing paper use in other areas of the service and streamline the process for the licencing team.

10.1.1 Recommendations:

- To review and deliver ways to reduce paper use at Hackney Markets.
- To review and update the onboarding process to accommodate further support for new applicants.
- To explore and deliver training for officers to support new applicants.

10.2. Removal of single-use plastics

Following the removal of single-use plastics in Hackney Council's markets, the service remains dedicated to supporting traders during the transition. To ensure accessibility for traders, the Council will look to explore affordable options that not only reduce environmental impact but also cater to the financial considerations of businesses.

10.2.1 Recommendations:

- To explore accessible eco-friendly alternatives to single-use plastics for traders.

10.3 Promoting public transport when visiting Hackney Council's Markets

All Hackney markets and street trading sites are easily accessible by public transport with each market having at least a bus stop or a train station within a 10-minute walk. The Service will be collaborating with Transport for London to further promote and encourage the use of public transport when visiting the markets in support of keeping the environment a safer place.

10.3.1 Recommendations:

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



11. Appendices

1. Appendix A - London Local Authorities Act 1990
<https://www.legislation.gov.uk/ukla/1990/7/contents/enacted>
2. Appendix B - Food Act 1984, Part III
<https://www.legislation.gov.uk/ukpga/1984/30/part/III>
3. Appendix C - Highways Act 1980
<https://www.legislation.gov.uk/ukpga/1980/66>
4. Appendix D - Miscellaneous Provisions Act 1982
<https://www.legislation.gov.uk/ukpga/1982/30>
4. Appendix E - Business and Planning Act 2020
<https://www.legislation.gov.uk/ukpga/2020/16/contents>

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

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

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

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

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

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

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

