

Market Management Plan
Seven Sisters Temporary Outdoor Market



DRAFT FOR PLANNING

September 2022

Contents

1. INTRODUCTION & BACKGROUND

2. TRADER CONSULTATION AND SUPPORT

- Consultation with traders
- Seven Sisters Market Strategy
- Consideration of equalities and fairness

3. OPERATIONAL MANAGEMENT

- Hours of opening for visitors & traders
- Market Management & daily operations
- Access arrangements for service/delivery bay
- Waste management arrangements
- Staffing and Security
- Designing Out Crime Statement
- Sanitary Facilities
- Music & Events
- Alcohol / Premises License
- Fire Strategy
- Plant

1. INTRODUCTION & BACKGROUND

This Market Management Plan (MMP) has been written to act as a tool to assist in the operation of the temporary Outdoor market providing a framework of the activities that will support its use. A series of workshops and consultations with exiting traders have taken place, helping to establish design, and setting clear expectations on trading practices.

This management plan relates to the temporary outdoor market only.

Seven Sisters Temporary Markets seek to maintain the market to an acceptable standard at all times. Some service standards are statutory requirements, relating to areas such as health and safety assessments, fire inspections, access equipment and audits. Other standards relate to the operational management of the site such as response times to customer queries, standards of cleaning and levels of security. The Seven Sisters Temporary Market Management team must deliver a professionally operated, welcoming and well curated quality offer of food and non-food mix.

2. TRADER CONSULTATION AND SUPPORT

Consultation with traders

Consultation with traders prior to occupation and how the requirements of traders will be accommodated in the development, where possible.

TfL have undertaken formal and informal direct trader consultation to establish required uses, facilities, services and areas. Two further consultation events have been held prior to securing planning consent for the indoor temporary market.

TfL met with Market Traders and Workers Union of Seven Sisters (16 December 2021) and Seven Sisters Market Traders Association (14 December 2021) to present the proposals to the representative bodies who combined have representation for the majority of market traders.

TfL met with the remaining market traders who will be operating in the outdoor temporary market on 28 June 2022 with the assistance of a translator to aid communication and feedback.

A copy of the presentation was also sent to all traders with the opportunity to present any questions or design changes to the TfL project team.

Wider consultation in relation to the longer-term strategy for Seven Sisters Market and associated buildings has also taken place.

TfL has worked up a strategy for the site which has been consulted with all key stakeholders.

At the heart of the strategy are 3 key principles:

- 1. The traders*
- 2. Ensuring TfL draws in other views about the decision making at the site*
- 3. Demonstrating TfL's commitment to a social value led site*

Seven Sisters Market Strategy

Stabilise – *Stabilise the livelihoods of the traders.*

- *Provide safe space and facilities for a short-term temporary market and community hub at site.*

- *Improve safety conditions and provide a culture of improved operational standards with existing traders.*
- *Provide financial support until facilities are in place.*

Reform – *After years of fractious relationships, a unified approach is needed to realise the opportunity for Seven Sisters.*

- *TfL has invested in engagement for the trader groups and will establish a Partnership Board to steer the decision making for the site in the short and long term.*
- *An independent chair and other experts will be recruited through an open process and traders will be key members of the Board*
- *The Board will be made up of traders from the market and others who have relevant skills and experience to help enact the strategy.*

Consideration of equalities and fairness to all traders

Governance

A partnership board is being formed to assist in the delivery and decision making of the strategy for the future of the Market. Working independently from TfL, liaising with TfL senior managers. The independent chair of the Partnership Board will support the development of the boards composition to ensure the correct balance of skills, experience and working style are available to guide delivery of the strategy with a deep appreciation of the needs of the local area, traders, and key stakeholders.

The chair will create an active, engaged Partnership Board by getting all members involved in the Board's work: overseeing their induction, supporting their professional development, and ensuring that they are all involved in discussions and decision-making.

NABMA expert legal and operational advice

TfL is a member of the National Association of British Market Authorities (NABMA), who promote & campaign for markets and offer a range of services, advice, events and support to its members. Specialist operational, management and legal advice has been provided.

Design Considerations

Spatial planning was determined by available temporary floor space, number of traders to be catered for and each trader's specific use/ commercial offer, paired with the wider design imperatives such as functional requirements, fire, access, sanitary facilities, servicing etc.

All units are as close to equivalent in footprint as reasonably practicable. Provision, quality and finishes pursue equivalence, with the outdoor market units being fitted out to suit the F&B offers.

4. OPERATIONAL MANAGEMENT

Temporary Outdoor Market

Hours of opening for visitors

The markets will be open to the public for the following times:

7:00am – 10:00pm Monday – Thursday

7:00am – 12:00am Friday – Saturday

10:00am – 4:00pm - Sunday

Hours of access for traders

Traders have access to the site one hour before and after public opening hours, to allow time to prepare and secure/ clean their individual units.

Access times for deliveries will be from 6.00am Monday-Saturday and 9am on Sunday, due to limited delivery areas to service the market and coordinated to not clash with busy periods of the day on the local highway, i.e., school hours etc.

Who will manage the market and its daily operations

Market Manager

A dedicated site-based market manager will ensure the daily operations of both the indoor and outdoor temporary markets run in accordance with the statutory requirements and are professionally operated, welcoming and well curated with a quality offer of food and non-food mix.

Access arrangements for service/delivery bay

Deliveries for all the trader units will be coordinated by the market manager with access via a keypad entry system with videophone entry wired to the management office.

There will be a policy in place, which will be reflected in the tenants' licensing rules, which all traders will be required to sign up to, regulating the delivery and collection times amongst other operational considerations.

The premises will be serviced in line with the servicing arrangements set out in the Delivery & Servicing management plan.

Goods-in deliveries will be taken through the Suffield Road entrance and care will be taken to ensure no nuisance will be caused to any of the surrounding residents or businesses during collection or deliveries at any point.

Dedicated wheeled trollies will be utilised to transfer any servicing goods from the yard area along the service road into the operation market.

Suitable times for waste collection and deliveries will be negotiated with the service provider, market management and the local authority. All refuse will be dealt with via the rear service yard within dedicated stores managed by the market manager. Refuse vehicles will collect waste via the Suffield Road entrance.

Waste management arrangements

All waste will be stored on site during the trading day. Market management will enter into a contract with a licensed contractor for collections via Suffield Road.

Waste will be separated on site into recyclable material, food waste and general waste..

Waste is to be taken to the dedicated refuse stores by individual traders. The Market Manager will enforce refuse storage rules and move the refuse bins to the collection point 30mins prior to collection and return them once emptied no more than 30 minutes later.

General Public Waste

Waste will be collected from the general public bins within the market by the onsite management team.

The management team will check all bins within the market every 30 minutes to be emptied as necessary within that time.

Public areas such as seating and pathways will be monitored throughout the day and cleaned as and when needed by the cleaning team / market manager.

Litter Picking

Litter picking will be conducted by the on-site cleaning team throughout the day to allow for both a safe and clean environment.

External/Surrounding Areas

For external areas to the market the following will happen as standard:

Clear debris, litter from service road, entrances etc. – Daily

Empty Waste Bins – Daily

Monitoring of and reviewing of the Strategy

The success of the strategy as detailed above will be closely monitored by the Market Manager. Feedback will be provided as a minimum on a weekly basis at market meetings on the cleanliness of the market and as and when required where immediate action is required- action will be taken based on a RAG status and dealt with in accordance with the strategy.

Staffing and Security

A dedicated Market Manager will be based on site in a management office located in a static welfare office at the rear of the market building during opening hours.

The Market Manager will assist with disbursing members of the public at the end of trading from the site. 30 minutes prior to closing of the Market the rear gates (Suffield Road) will be closed to access the market, customers in the Market will be encouraged to leave via the front exit on to High Road.

The market Manager will be responsible for ensuring all access points are locked and appropriately secured. Operators/ tenants will be responsible for securing their own units.

At night, and when closed, the site will be secured by external gates and covered by a CCTV system. The market manager will routinely check all areas of soft landscaping for drugs, weapons and litter and deal with any items found accordingly.

Designing Out Crime Statement

- CCTV is located in key positions and not obstructed by trees or other structures.
- CCTV to overlook the bicycle racks, the bicycle storage to be Sheffield Cycle Racks.
- Lighting to be evenly spread to assist with CCTV rendition at night, no bollard lights to be proposed. A detailed lighting strategy will be in place to ensure a safe and easily navigated site after hours.
- Gates at all entrances should be installed to omit antisocial behaviors during afterhours, gate locks to be LPS 1175 SR1 or SR2.
- No opportunities to jump into the market from surrounding sites.

- Tree planters/ soft landscaping to be designed so as not to be used for hiding drugs, weapons etc.

Sanitary Facilities

Toilets provisions are provided for traders only. No public or customer facilities are proposed. A static modular toilet block is proposed (Portacabin or similar), providing male and female toilets and an accessible WC in compliance with Building regulations Part M. Trader sanitary facilities will be clearly signposted.

Music & Events

Tenants are encouraged to ensure noise is kept to a reasonable level so as not to disturb the local residents or other traders. Any live events within the Temporary Outdoor Market will be agreed with the market manager and local authority prior to taking place and a sound engineer will be on site to measure noise levels and ensure disturbance is kept to a minimum.

Management of the market during local football match days.

On local match days the market management will deploy additional security and limit site capacity to maintain a safe and enjoyable environment. The market manager and security team will monitor the site and quickly address any issues arising in the operation of the market.

Alcohol / Premises License

The market management must be pragmatic about alcohol on site. Whilst it is envisaged that this site will not serve alcohol, individual traders may seek licenses.

The market manager will be on site throughout the hours of operation to ensure compliance with licensing and other requirements, and to make sure good practice is maintained. This provides a single point of contact on-site, who can quickly address any issues arising in the operation of the building.

Fire Strategy

The fire strategy will comply with the functional requirements of the Building Regulations 2010 (B1 to B5) and with the requirements of D12 of The London Plan.

The fire strategy document will also serve as a working document for the building managers (once occupied), to assist them in the task of fire safety management of the building, protecting the building, its occupants, its contents and the environment.

This document should be supported by the retention of up-to-date versions of all detailed fire safety systems information. This strategy will be the starting point for the fire risk assessment process that is required to comply with the FSO. A fire risk assessment will be required from the time of initial occupation.

Evacuation Strategy

The evacuation strategy proposed for this site is simultaneous and two stage.

The first stage will be an investigation period (no longer than 3 minutes) during which designated staff will receive a notification signal but the general population in the premises will not hear an evacuation signal. This will allow the designated staff to conduct an investigation of the cause of the signal and to determine if an evacuation of the site is necessary. The staff must know that if they have any doubt, then the evacuation should be carried out.

The first stage (investigation) will be entered when a single point detector sends an actuation signal to the control panel.

The second stage (evacuation) will be entered when any of the following happen: 1. A second point detector sends a signal to the panel, 2. A manual call point is actuated, 3. The three minute investigation period elapses, 4. An over-ride at the panel is operated.

Assembly points

There will be three assembly points for this building as shown below.



The primary assembly point will be the one on the A10 High Road at the front of the premises.

The overall evacuation coordinator will go to this primary assembly point and runners or hand held radios will be used by the supervisors at the other two assembly points to communicate with the overall coordinator and inform her/him that their respective parts of the building are clear of all occupants (or otherwise if applicable). It will be the responsibility of the overall coordinator to meet and liaise with the fire service on their arrival.

It is not expected that members of the public will go to the assembly points, unless they are attending a function in the community space or having a meal or undergoing some service in the retail area. Therefore, the number of people at each of the assembly points will be low.

It will be the responsibility of trained staff or trained tenants to check the whole site, by dividing it into sectors of responsibility, to ensure that everyone evacuates as quickly as possible. These people should then either be or report to the supervisors of each of the assembly points.

Plant

All plant equipment will be installed with acoustic attenuation as per Haringey Council's requirements regarding acceptable acoustic levels.

Any flues/ extracts to incorporate noise & odor mitigations and discharge in line with building regulations guidance and as per Haringey Council's requirements regarding acceptable acoustic levels and location. Siting of ventilation will be remote from sensitive receptors and in line with the ventilation strategy proposed.