

# LONDON BOROUGH OF HACKNEY

## Job Description

<b>POST TITLE:</b>	Markets and Street Trading Manager
<b>DIRECTORATE:</b>	Climate, Homes & Economy
<b>SERVICE:</b>	Markets, Shop Fronts & Street Trading Service
<b>GRADE:</b>	PO1
<b>LOCATION:</b>	Ridley Rd office, Market and Street Trading sites across the borough of Hackney
<b>RESPONSIBLE TO:</b>	Service Area Manager , Markets Service Operations Manager
<b>RESPONSIBLE FOR:</b>	Up to 12

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### PURPOSE OF THE JOB:

The post holder is responsible for achieving a right first-time customer experience within the Markets & Street Trading Service, through effective team management, ensuring agreed commercial and service led performance targets are delivered through onsite observations, feedback, coaching, leading by example, training, and quality interactions with customers. Developing the team's skills, knowledge and behaviours to achieve high performance and provide regular reports to management in relation to performance indicators.

As the market manager you will also be responsible for setting out, and delivering, the longer term strategy for the boroughs markets and the wider town centre context; building relationships and communicating with a wide range of stakeholders to actively encourage and improve the retail, hospitality, community and leisure offer across each market and adjacent area, working closely with the wider planning, economy & regeneration services to facilitate economic growth, town centre master planning and regeneration activity

You will be lead officer responsible for the day to day delivery of statutory services across all of the boroughs market & street trading operations; which comply fully with all relevant legislation and associated timescales. The post holder is required to take direct line management responsibility of the senior markets & street trading officers allocated to each market operation and to liaise extensively with a wide range of internal departments, regulatory organisations and council stakeholders to deliver high quality street market trading services which meet the council's aspirations with regard to growth and economic development. You are to ensure that each market is run efficiently to maximise the Council's value from this asset – i.e. by generating more income, more occupancy and reducing expenditure, and to increase the market's contribution to the community and overall town centre offer.

To proactively develop a commercial approach to growing the sales of pitches and number of businesses operating within our portfolio of markets and street trading sites and to establish high standards of presentation of our commercial operations and trader compliance to the licence terms and conditions. You will oversee the development and operation of markets as commercial incubation hubs for small and micro businesses across the borough, supporting people to start, grow and expand their business enterprises with ease and ultimately play a key role in Hackney's growing inclusive economy.

Responsible for developing an effective sales and marketing strategy that will deliver our ambitions for increasing income generation from pitch rental and the consolidation of debt recovery of unpaid rents & services.

Responsible and accountable for developing customer service standards, enforcement delivery and training regimes through effective partnership working with other stakeholders and services. To play a significant role in ensuring that the markets & street trading service is recognised as the best Markets service in the UK within both the public and private sectors.

### **MAIN AREAS OF RESPONSIBILITY:**

1. To work a varied shift pattern which will incorporate working from 7am to 10pm Monday to Sunday Including mandatory weekend working every Saturday and/or Sunday where directed by your contractual agreements. This also includes late nights and the occasional public holiday, in order to meet the service requirements.
1. To work with the licensing & commercial services manager to establish new and further develop existing street markets & street trading operations in Hackney to facilitate economic regeneration and provide a thriving sustainable public amenity and visitor attraction.
2. To undertake effective operational management of the relevant markets & street trading services, deputising for senior markets officers when they are out of the business; ensuring that resources are used effectively to address priority issues and achieve commercial and service performance and quality standards targets.
2. To develop and lead on an innovative and quality driven approach to service development and improvement and ensure that the services are both responsive to customer and departmental needs and achieve effectiveness and efficiency in operation.
3. To continuously improve service quality, customer services and operational efficiency through regular service user visits, Implement and act on customer feedback measures, deliver improved working practices and procedures within the area of responsibility.
4. Assume overall responsibility for trader liaison, advice, consultation and engagement across markets & street trading sites and for overseeing customer service across markets demonstrating a high quality of customer care in line with council policy and values.
5. Assume responsibility for overseeing the effective management of all markets & street trading operations and infrastructure. This will involve ensuring compliance with specific legislative requirements such as Health and Safety and the Corporate Manslaughter and Homicide Act and risk assessment and the security of facilities is first class. It will also involve responsibility for formulating, implementing and reviewing policies, procedures and operations to ensure they are consistent, transparent, achievable and deliverable

6. The post holder will lead on reviewing existing customer service delivery models, pricing structures and promotional materials and activities with a view to growing market rental income and turnover.
7. lead , coach and support the market officers in developing targeted strategies to manage business compliance and the reduction arrears and non-compliance to licence terms and conditions across the borough through the effective targeting of resources and awareness raising.
8. To develop performance management systems as directed by the licensing & commercial services manager and establish and embed protocols and practices designed to monitor and deliver compliance and continuous service improvement.
9. Assume lead responsibility for the management of a maintenance programme across markets & Street trading sites, ensuring that priority repairs/improvements are identified and a rolling programme of maintenance and facility/infrastructure is proactively implemented.
10. Has budgetary responsibility with relation to the collection of payments from permanent and casual traders in relation to pitch fees and container fees and the effective management and enforcement of the Arrears process to ensure all accounts are paid up in full.
11. Maintaining satisfactory records and managing the arrears process in line with the terms and conditions and in collaboration with our finance team. Recording and reporting of any issuing of verbal, written and final written warnings, Payment plans, Suspensions and revocations of licences and the preparation of prosecution cases for traders in breach of the arrears process.
12. Ensure high visibility and accessibility on the markets 50% of the working day with the exception of the weekend trading days where 80% of the working day should be spent on site and actively on patrol.
13. Track and communicate the outcomes and impacts of market activities so that positive examples are effectively communicated.
14. Motivate, manage and lead a first-class customer service team through coordinating and monitoring work and training programmes, setting clear priorities, objectives and expectations, maintaining high customer service standards, meeting deadlines and financial targets.
15. Carry-out regular live coaching observations on street trading service officers ensuring all observations are recorded, on the spot coaching feedback is provided and followed up in the next 121 meeting.
16. Coach and lead all officers in using a consultative sales process when identifying the best trading location, pitch and licence type when engaging with new and existing business operators.
17. To provide technical advice on market & street trading issues and provide detailed advice and guidance to senior managers, elected members, the public, service users and other stakeholders as required.
18. To take responsibility for the selection, recruitment, development and performance of the team in line with the Council's HR policies, identify and arrange appropriate training, monitor and appraise staff performance through the Council's performance management scheme.

19. To provide advice and guidance to the public, local businesses, elected members, other council officers on street trading related matters, and respond to service queries and complaints as directed by the service area manager and licensing & commercial services manager.
20. Responsible for managing the behaviours of the team at first line-management level in relation to attendance, conduct and capability. This includes maintenance of accurate employee records relating to annual leave, timesheet compliance, sickness and disciplinary matters.
21. Assume responsibility for the team's welfare and training and development, providing feedback and supervision, conducting appraisals and setting out and maintaining expected standards of behaviours against our corporate values.
22. To conduct benchmarking reviews, surveys and service reviews (as directed by the service area manager and licensing & commercial services manager.) to ensure ongoing compliance with the relevant legislative frameworks (including the London Local Authorities Act 1990, Food Act, Highways Act and Business & Planning Act).
23. To provide supportive management to all staff through coaching and development, to ensure they are performing to agreed standards and to ensure all training needs are addressed and realistic and achievable training plans are in place for staff within budget and with minimum supervision.
24. To manage the effective deployment of staff and resources on a rota system to ensure we deploy the right people, in the right place at the right time to optimum efficiency and effectiveness to deliver a best in class quality service.
25. Lead and develop a team of customer centric enforcement officers to ensure trader compliance at all times and utilise knowledge and expertise to coach and guide officers through the enforcement process, building cases and taking prosecution action for continued noncompliance to licence conditions.
26. Manage, monitor, regulate and enforce appropriate laws, regulations , terms and conditions., Ensuring officers discharge enforcement action in line with council policy and legislation. Maintaining accurate records and providing effective leadership and coaching for officers on a case by case basis.
27. To undertake consistent, proportionate, targeted, accountable and transparent enforcement action, in accordance with best practice advice and guidance and enforcement policies, commensurate with the grade and post, to resolve any identified non-compliances. This will include seizing and suspending goods, preparing and serving statutory and fixed penalty notices, simple cautions and other legal documents, and preparing files of offences investigated to recommend for prosecution commensurate with the scheme of delegation.
28. Maintaining satisfactory records of the Reporting and issuing of verbal, written and final written warnings, Suspensions, revocations and the authorisation of the issuing of fixed penalty notices (FPNs) as well as the preparation of prosecution cases for traders in breach of regulations.
29. To assist the licensing & commercial services manager with undertaking the relevant regulatory processes relating to the interview/assessment of, granting, variation and revocation of market and street trading licences.

30. To plan and oversee the management of licensed trader recruitment processes for our designated sites and produce and present regular officer delegated decision reports as required.
31. To produce detailed 'outcome based' service performance reports and take the appropriate management action to ensure that performance targets are achieved.
32. To drive and oversee the effective financial management of the individual markets trading account and make recommendations to the senior markets manager and licensing & commercial services manager. with regard to income management and generation, debt management and budget forecasting, implementing resulting agreed actions and approaches as required.
33. To liaise extensively with the licensing, finance and business support officers in order to deliver accurate effective income and debt management in line with the relevant legislative framework(s) and to authorise and agree payment plans with licence holders who fall into arrears as part of the debt recovery process.
34. To visit private land locations within 7 metres of the highway, to deal with complaints regarding illegal street trading and take the advice or take appropriate enforcement action.
35. Prepare reports, provide statements and give evidence as required to address breaches of legislation and/or licence conditions and to attend court to act as a witness for the London Borough of Hackney.
36. The gathering of intelligence & evidence for use by other regulatory services.
37. To attend and support relevant markets & street trading related steering groups, partnership meetings and business forums as directed.
38. Carry-out sporadic and programmed customer and trader feedback audits, Trader exit interviews and footfall analysis studies to build and a comprehensive health report of all of our markets at different points of the year.
39. Carry-out sporadic and programmed audit inspections on commercial sites on a regular basis ensuring licence & financial compliance and any suspected subletting or loss making activities are identified, recorded and an action plan put in place to remedy.
40. To support the area service manager and licensing & commercial services manager in monitoring the markets and street trading budgets.
41. Has budgetary responsibility for all market & street trading sites within the portfolio in relation to the collection of payments from permanent and casual traders in relation to pitch fees and container fees and the effective management and enforcement of the arrears process to ensure all accounts are paid up in full.
42. The post holder is responsible for achieving a right first-time customer experience within the markets & street trading service, through effective team management, ensuring agreed performance targets are delivered through onsite observations, feedback, coaching, leading by example, training, and quality interactions with customers. Developing the team's skills, knowledge and behaviours to achieve high performance and provide regular reports to management in relation to performance indicators.

43. Monitoring and maintenance of daily attendance and payment records of trader turnout, enforcement actions issued, any street cleansing concerns addressed and reported to the relevant departments and put in place solutions to remedy concerns.
44. Assume overall responsibility for trader liaison, advice, consultation and engagement across markets & street trading sites and for overseeing customer service across markets demonstrating a high quality of customer care in line with council policy and values.
45. To work closely with waste services to develop and implement the Council's policy for all aspects of Waste Services' waste reduction and recycling work as they affect Markets and Street Trading operations, in line with the statutory obligations of the authority and to represent the Council in these matters.
46. Ensure that traders comply with legislation and the Council's terms and conditions of trading by managing the team to monitor traders' activities, carry out investigation and enforcement of any illegal activity undertaken on the public and private highway.
47. To implement and manage performance targets for market and street trading officers in respect of pitch sales, occupancy growth, case management and enforcement activity.
48. To be a source of advice for the Head of Service and Markets Service Area Manager in relation to markets and street trading related issues.
49. Attend the Officer Licencing Panel with evidenced recommendations for new and existing licence variations on a Monthly basis.
50. Attend the Officer Licensing Panel as a member of the panel in order to make decisions and recommendations on cases brought before the panel.
51. To promote improvements in service delivery through benchmarking and comparison with others and the application of best practice.
52. To review, develop and implement policies, practices and procedures and apply a high degree of discretion, sensitivity and advocacy in resolving complex problems.
53. To produce management information reports, including performance analysis, service review reports, cyclical and ad-hoc committee reports as and when required. To attend strategy meetings and other evening meetings as required.
54. To be responsible, through the effective management of the compliance & auditing both internally & externally with the team and service users. Providing a high level of quality investigations into all compliance breaches, complaints and queries ensuring all Markets Services related MEs, complaints, FOI requests and Member enquiries are responded to in a timely manner as set out by the Council.
55. To ensure the team represents the Council's objectives and values by acting as a role model in providing a professional customer focused front-line service to traders and service users to deliver a best in class service.

56. To provide an effective and efficient level of service to traders to enable traders to maximise their trading performance.
57. Always aware of how our services impact on service users and customers with a specific focus on the needs of a diverse borough.
58. Represents the Council in a positive manner to protect the Council's reputation
59. Ensure that all statutory requirements including the London Local Authorities Act, The Food Act, EPA 1990, PACE and other legislation and regulations are met within the Markets and Street Trading Service. Provide sound advice to customers on street trading, markets and other related matters and ensure the service is presented in a positive and proactive manner.
60. Ensuring that all procurement processes and regular expenditure are effectively managed in line with Council policies and that budget management and efficient use of resources, including managing revenue and debts, are given the highest priority.
61. Contributing to and the preparation of the Council's markets strategy and policies. Inclusive of creation and implementation of bespoke annual business plans for each designated market in line with our market's strategy and service delivery plans.
62. These responsibilities may vary from time to time in accordance with the needs of the service. The post holder is required to work flexibly in undertaking the duties and responsibilities of the post as directed by the Service Area Manager in order to assist with the delivery of a responsive Markets and Street Trading service which meets the demands placed on the Council. The post holder is also expected to work outside of normal hours, including carrying out inspections and enforcement and other activities associated with the post in the early morning, in the evening and at weekends, as required.

These duties and responsibilities should be regarded as neither exclusive nor exhaustive as the post holder may be required to undertake other reasonably determined duties and responsibilities commensurate with the grading and scope of the post

## Person Specification

### **PHYSICAL EFFORT AND WORKING CONDITIONS;**

**Outdoor working** - Post holders are expected to be on or near the market at all times in all weather conditions.

**Physically demanding** - Role involves walking or standing for most of the day. There is also an element of manual handling.

### **LONE WORKING;**

**Aggressive / irate behaviour** - The job holder is expected to have a good awareness of what is going on, to pre-empt potential conflict and be able to diffuse pressurised situations using his/her negotiation skills and experience. They should have a good appreciation of personal safety.

## **SKILLS, ABILITIES AND KNOWLEDGE:**

1. Ability to Put staff engagement at the heart of everything we do; recognising high performance and driving positive customer experience for our service users and consumers.
2. At least three years management experience of operating in a complex multidisciplinary organisation with a multi-million pound turnover including experience of budget management.
3. Proven effective management of Compliance & Auditing both internally & externally with the ability to provide a high level of quality investigations and recommendations.
4. Demonstrate an organised approach to managing workloads and conflicting priorities, as well as a clear focus on delivering customer service and sales orientated results, through effective strategies and plans. You will be managing a team of dedicated multi skilled and committed staff and will be expected to show strong leadership skills.
5. Demonstrate a strong understanding of the customer journey, how to influence, develop and improve the customer experience with a track record of service centric achievements.
6. Understanding of equalities and diversity best practice in relation to service delivery, managing staff and service users.
7. Proven track record of managing multidisciplinary teams, a creative approach to resolving customer complaints, tackling complex enforcement problems and successfully promoting and driving sales.
8. Proven revenue retention and revenue growth.
9. Ability to demonstrate how they champion partnership working and build high performing teams.
10. A sound and proven knowledge of Licencing, Enforcement legislation, case law and best practice.
11. Ability to build effective relationships. You will be spending the majority of the time working with various internal and external teams, building and cultivating new relationships with potential and existing partners within all parts of the organisation.
12. Flexible and adaptable communication skills and social style depending on differing customer audiences.
13. Experience of performance management within a set policy frameworks and good understanding of employment law.
14. Experienced in managing profit & loss accounts and resource management to strict budgetary requirements.
15. Proven experience in time management of complex and varied tasks.
16. Experienced in operating within a corporate policy regime.



17. Demonstrate the ability to lead and coach a high performance team to deliver an exceptional customer service experience.
18. A detailed knowledge of how the following Acts of Parliament relate to the work undertaken by the service:
  - a. All of the London Local Authorities Act 1990 and the London Local Authorities, Licencing Act 2003 & TFL Acts 1998-2008
  - b. Part III of the Food Act 1984
  - c. Highways Act 1980
  - d. Shop Fronts Licencing
  - e. The Freedom of Information Act 2000
  - f. GDPR
  - g. The Business & Planning Act 2020
  - h. Council's Equalities Policies and Strategies
  - i. FCA Regulations
  - j. Health and Safety at Work legislation
19. Sound knowledge of how the following Acts relate to the work undertaken by the service:
  - a. Police and Criminal Evidence Act.
  - b. Criminal Procedure & Investigations Act 1996.
  - c. Regulation of Investigatory Powers Act 2000.

**DESIRABLE (but not essential):**

Certified practitioner of PRINCE2 or MSP

Ability to analyse data, identify trends and propose solutions

Qualified in PACE interview techniques

To hold a full clean driving licence for Category "B" vehicles with a manual transmission.

***NB: All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies.***