



Brixton Street Market Masterplan & Action Plan

2018-2023

Draft for consultation

Brixton Street Market Masterplan & Action Plan

2018-2023

A report by

London Borough of Lambeth



GORT SCOTT



xi	xxi	1	2	3	4	5	6	7	8	
FOREWORD	1 EXECUTIVE SUMMARY	2 INTRODUCTION	4 BRIXTON'S STREET MARKET: PAST AND PRESENT	6 BRIXTON'S MARKETS: CHALLENGES AND OPPORTUNITIES	10 THE FUTURE VISION FOR BRIXTON'S STREET MARKET	14 RESEARCH AND CONSULTATION	15 THE BRIXTON STREET MARKET CONCEPT MASTERPLAN	25 THE BRIXTON STREET MARKET ACTION PLAN	34 ACTION PLAN	47

xi Foreword

I am delighted to introduce the draft Brixton Street Market Strategy and Masterplan.

The document reaffirms our commitment to Brixton's street market and its operation as a local authority run market. It sets out an ambitious plan for how we can further improve the customer experience, boost trade and provide the basis for the Council and our partners to secure additional funds for further investment.

Brixton's street market is a vital ingredient in the diverse, creative and independent Brixton. It is part of the very fabric of community, commerce, heritage and place.

It's a place where people can come together and belong. Through initiatives like the Alexandra Rose Food Vouchers it supports access to cheap healthy food for those on low incomes, lifting health and living standards.

The market is also part of a changing and growing town-centre economy, contributing to a nationally and regionally distinct cultural, food, drink, leisure and entertainment offer. 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 Joy, Healthy Eaters, Maria Sabina and Koi Ramen.

This Street Market Masterplan and Action Plan, and the extensive survey, consultation and research that underpins it, has revealed that despite its popularity, the market is surviving, rather than thriving. The challenge ahead is to retain community value, strengthen commercial performance and adapt as Brixton changes, taking up an enhanced role in a growth borough and a global city, whilst balancing tradition and modernity.

Future investment through the Your New Town Hall, Somerleyton Road and Brixton Central schemes will deliver new homes, commercial and community spaces, bringing more people and jobs to the area. This change inevitably raises tensions, which the Council is sensitive to. It is for the Council, working with the market traders and others, to both capitalise on these changes and manage them in a balanced way.

Over the years the Council has made sustained attempts to support the street market and its traders, through grant funding, comparatively cheap fees and charges, and acting flexibly to enable greater trader freedom and responsibility, including licensing the Brixton Market Trader Federation to develop and manage the community market in Brixton Station Road.

The Council has underlined this commitment to the market by securing and delivering the invest-

ment of over £1m in the street market, in particular Electric Avenue, to improve the infrastructure, public realm and operations. But still much more remains to be done.

The plan sets out the next stage of improvement work the remaining market streets of Brixton Station Road and Pope's Road, along with the adjacent shops and businesses on those roads.

It also articulates how the market management will move forward to support a growing street market.

This Street Market Masterplan and Action Plan is currently a draft for consultation. It plots a way forward for the market 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 Brixton's market retains its diversity, creativity and independent spirit, whilst seizing opportunities that will unlock its latent potential and enable improvements in its performance that will secure its long-term future.

Councillor Matthew Bennett - Cabinet Member for Planning, Investment & New Homes

xii Executive summary

The Brixton Street Market Action Plan and Masterplan seeks to:

- Establish a future vision for Brixton's street market that is shared by all its users
- Inform and guide the future management arrangements of Brixton's street market
- Set out a phased delivery action plan towards realising the future vision

The post-war period up to the mid-1970s witnessed the street market's high watermark, with stalls extending the full length of Pope's Road and while the 1990s and into the 2000s the street market remained central to the town centre, it was subsisting without flourishing. In more recent years traders had begun to talk about the market being in decline.

The market now consists of 117 pitches, located in adjoining streets - Electric Avenue, Pope's Road and Brixton Station Road – the market forms a horseshoe, bisected by Atlantic Road and two overhead rail lines that separate the market streets, creating both distinction, but also dislocation. Brixton street market, and other street markets like it, face considerable strategic and locally specific challenges, coupled with clear opportunities for growth and a secure future.

The Masterplan and Action Plan is supported by research and consultation, which is set out in the main body of the report. This work includes one-on-one interviews with market traders, market research with shoppers through on street survey and focus groups, workshops with key local stakeholders, the development of physical models to look at market stall layout options and trails of new gazebos with market traders.

Brixton's markets face challenges, some strategic, financial, operational, but also how the customer base is changing. The need for investment in physical infrastructure is also key. Central Government cuts mean that local authority markets are coming under significant budgetary pressures and the increasing need to demonstrate they are on a self-financing and sustainable footing is becoming paramount. The Masterplan and Action Plan identifies the key opportunities of the on-going regeneration and investment in the town centre and the need to adapt to new customers, while continuing to serve its many loyal and longstanding customers.

The Masterplan and Action Plan sets out a vision for the Brixton's street market that by 2022 will be known for its:

- Affordability & financial sustainability
- Unique identity

- Customer focus
- Mix of Commodities
- High standards
- Attractive streets & good quality infrastructure
- Effective waste management and focus on environmental sustainability
- Sustainability
- Safe & secure design

To achieve this the Masterplan and Action Plan proposes that the Council commits to continue to manage the Market, while working closely with traders, retailers and their representatives. The council proposes to implement a new Market Manager post to help oversee the strategy and the framework for future investment in the remaining market streets.

This Masterplan has been developed in parallel with the delivery of the first phase of investment in Brixton's market, the £1m investment in Electric Avenue. It also sets out a framework for future investment in the street market, including:

- Hard and soft landscaping and the potential for new market stalls on Brixton Station Road and Pope's Road
- Improved street market function and pedestrian movement
- Way-finding and gateway signage

- Improved pedestrian and goods access & storage
- Enhanced waste management

The Action Plan sets out a strategy for the next five years to work with and build on the physical changes planned in the Masterplan. It includes:

- A steering group to be created to deliver the Brixton Street Market Action plan
- A commitment that the Council will operate and manage the market
- A 'traders' charter' or 'good conduct agreement'
- Improved marketing
- Small increases in pitch fees to help the market become financially self-sufficient over time
- Continued work around licensing, commodity mix and enforcement in the market streets
- Attracting new traders into the market
- Explore opportunity for a weekly evening market on Brixton Station Road.
- The need to consider extending the trading day to capture evening trade, including on Wednesdays, opening on Sundays and potentially closing on Mondays, subject to further discussions with traders
- Contactless payments should be rolled out to traders across the market streets.

The Masterplan and Action Plan sets a timetable for delivery and includes key partners who will help deliver the changes required over the next 5 years.

While an enormous amount of work was undertaken since the initial development work for the Masterplan and Action Plan, this document sets out the basis for further work necessary to keep the momentum going for the continued improvement of Brixton markets. It sets out a clear evidence base and captures the tangible and deliverable next steps.

1 Introduction

The Brixton Street Market Masterplan and Brixton Street Market Action Plan

The Brixton Street Market Masterplan and the Brixton Street Market Action Plan were commissioned by Lambeth Council as separate, but inter-linked, pieces of work to:

1. Establish a future vision for Brixton's street market that is shared by all its users
2. Inform and guide the future management arrangements of Brixton's street market
3. Set out a phased delivery action plan towards realising the future vision

The two are brought together here in this single document. Delivery of the Street Market Masterplan and Action Plan is already well under way, with over £1m of investment from the council, the Mayor of London's High Street Fund, Transport for London and the Heritage Lottery Fund in Electric Avenue. This constitutes phase 1 of what will be a multi-phase delivery programme.

The Market Action Plan and Masterplan will help drive the development of Brixton's street market over the next five years aligned with the wider Future Brixton regeneration programme. In particular, later stages of the Masterplan and Action Plan will be largely reliant on the proposed development at Brixton Central.

The Council's Shared purpose and Borough Plan Strategic Objectives

In establishing a future vision for Brixton's street market, the Masterplan and Action Plan support the three strategic objectives the Council has established for itself and its partners in the Borough Plan, *Future Lambeth – Our Borough Plan*, for the period 2016 - 2021:

- 1. Inclusive growth** – exploiting a once in a generation opportunity to improve the Borough and the lives of people living in it by playing a vital role in London's economy and unlocking the potential that exists, particularly in the centre and the south.
- 2. Strong and sustainable neighbourhoods** – working with residents and business to sustain resilient communities and places to which people can belong, prosper and have a stake in the future, including safe and clean streets, attractive high streets, and places for the community to come together.
- 3. Reduce Inequality** - shaping investment and development so it leads to lasting change for all parts of our local economy and communities, using the proceeds of growth to improve the prospects of those who most need our support, including addressing long-term unemployment and low pay, poverty and health inequalities.

ELECTRIC AVENUE



2 Brixton's street market : past and present

The past

The 150 year history of Brixton's street market has been one of change. Market stalls once in Atlantic Road can now be found in neighbouring streets. Horses and carts that gave way to bikes and trams, have, in turn, given way to cars and buses. Every day staples like cabbage and mutton long ago gave way to plantain, patties and rice and peas, which have, in turn, now made room for mooli, pak choi, ramen noodles and tacos!

Brixton's markets – a timeline:

- Completion of the Chatham mainline through Brixton in 1862 was pivotal in transforming a semi-rural outpost to a burgeoning suburban centre. It was at this time that market stalls first appeared at the entrance to the newly completed rail station on Atlantic Road.
- Construction of the Bon Marche department store in 1877 and Electric Avenue as a new shopping street in 1888 – respectively the first department store and first electrically lit shopping street in the country.
- By 1921 motorised buses forced the relocation of the street market from Atlantic Road to adjacent Pope's Road and Brixton Station Road, where it remains today.
- Three indoor arcades were built - Reliance Arcade 1924 -31, Market Row 1931 and Granville Arcade 1937. Today the latter is known as Brixton Village.
- Street market stalls first appeared in Electric Avenue in 1950 coinciding with the arrival of the first Afro-Caribbean communities in Lambeth. It was from this point that the street market began to acquire an international and multi-cultural flavour.
- The post-war period up to the mid-1970 witnessed the street market's high water-mark, with stalls extending the full length of Pope's Road.
- The riots of 1981 and 1985 highlighted a need to address social and economic issues.
- In the 1990s the Brixton City Challenge sought to attract investment. It enjoyed some success, including investment in the tube station and the market. However, by and large, private sector investment failed to materialise.
- Throughout the 1990s and into the 2000s the street market remained central to the town centre, albeit subsisting without flourishing.
- In 2008, following a successful community-led campaign to get the buildings listed and prevent their redevelopment, Brixton Village and Market Row began to reach full capacity again, becoming one of Brixton's success stories as a thriving culinary and cultural hub.



Electric Avenue, 1895s, the first shopping street in the country lit by electricity



Electric Avenue, 1904, flower stalls under the canopy



Brixton Markets, 1960s

The Present

Brixton's street market remains at the heart of Brixton town centre - literally and metaphorically. It is a vital part of the town-centre economy, community and identity. With the assistance of the council, the street market has managed to resist inflationary pressures felt elsewhere. Street market pitches are very cheap and everyday household items are available at affordable prices to value conscious and loyal local customers.

Located in adjoining streets - Electric Avenue, Pope's Road and Brixton Station Road – the market forms a horseshoe, bisected by Atlantic Road and two overhead rail lines that separate the market streets, creating both distinction, but also dislocation.

Electric Avenue - 39 market stall pitches

- A six day a week general market made up of mostly permanent traders, licensed by the council selling fruit and veg, shoes, clothing and travel apparel.
- Retains a traditional air and appearance with a mix of historic costermonger barrows and stalls
- Prior to the recently completed High Street Fund investment, informed by this action plan, the stalls were positioned on one side of the carriageway and encroached upon

by over-flowing shop frontages. Pedestrian access and movement was constrained and unsafe.

- 34 stalls, now located centrally, in pairs, with 5 pitches at the entrance to the market at Brixton Road situated against the blank walls. This has created more space for pedestrian flow.

Pope's Road - 31 market stall pitches

- Licensed by the Council and operating six days a week
- It has a different vibe, pace and commodity mix, combining household products, flowers and watch repairs with more traditional products.
- With a public convenience and bookended by elevated rail bridges, some feel Pope's Road has a 'back of house' feel lacking the vibrancy of the rest of the market.

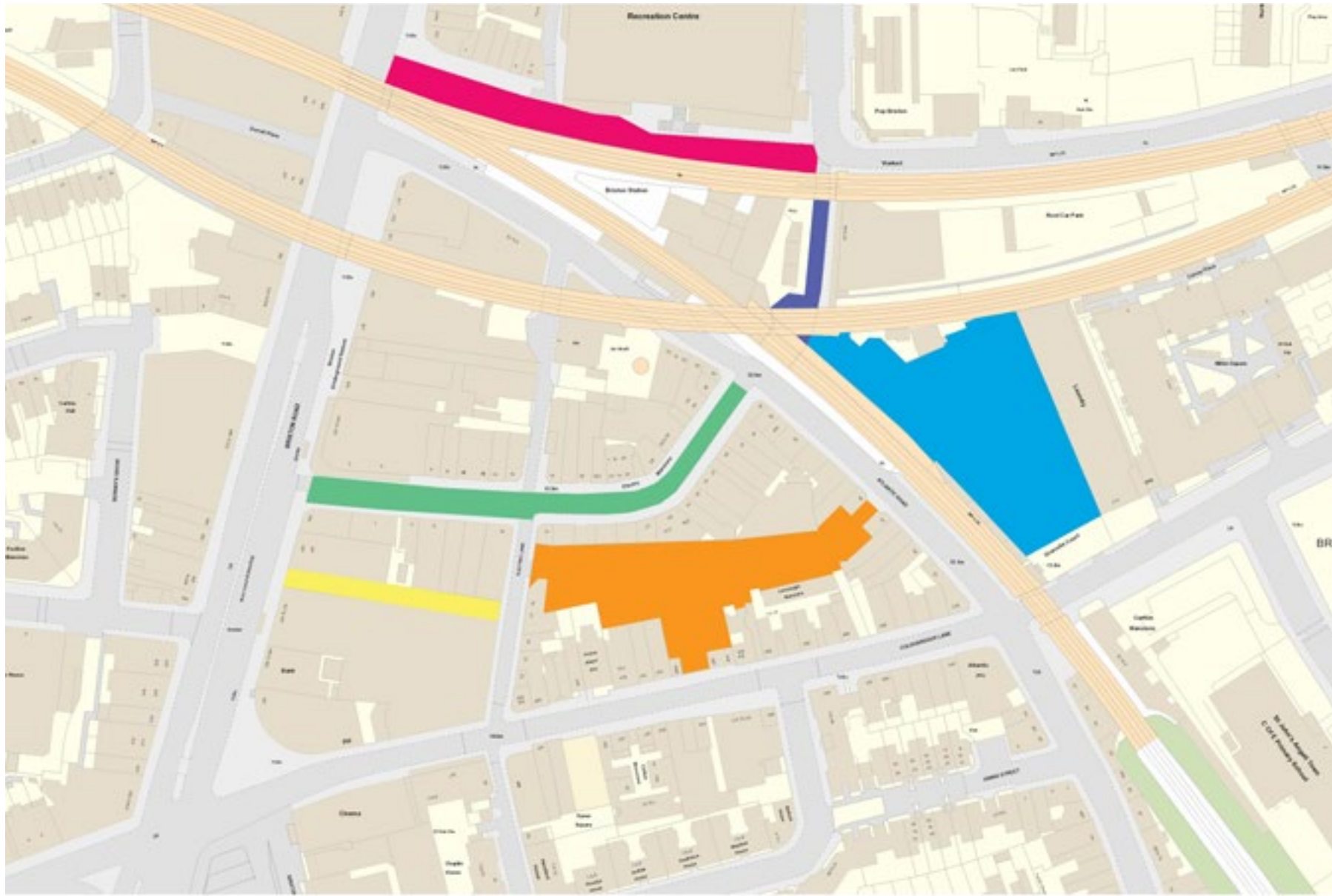
Brixton Station Road - 47 market stall pitches

- Unlike the other streets, management of pitches is split between the Brixton Market Traders Federation Community Interest Company (33) and the Council (14).
- Mainly casual traders occupy smaller pitches positioned parallel to the rail viaduct selling clothing, exotic fruit and veg and prepared foods.
- Although also a six day a week market, Sta-

tion Road can be quiet, building up through the week and bursting into life on Saturdays.

- It blends with the adjacent bars, cafes and shops, music and chitter chatter visibly reflecting the vibrancy and diversity of the local community.
- The railway arches, which run along the south side of the street are currently being refurbished by owner, Network Rail. Businesses have indicated a drop in footfall during the construction phase and it will important to improve the rest of the street to help address this.

Brixton's street and indoor markets



- Legend**
- Street markets (council owned)**
- Brixton Station Road market
 - Pope's Road market
 - Electric Avenue market
- Indoor markets (privately owned)**
- Brixton Village
 - Market Row
 - Reliance Arcade

© Crown Copyright and database right 2017. Ordnance Survey 100019338

3 Brixton's street market : challenges and opportunities

Street markets often evoke strong feelings and attachments, which means change can be deeply felt. This is undeniably true of Brixton market – for traders, residents, customers and the local community.

However, Brixton street market, and other street markets like it, face considerable strategic and locally specific challenges, coupled with clear opportunities for growth and a secure future. The critical issue, as always, is how they respond, but respond they must.

Markets embody creativity, innovation, culture, community, heritage, place and commerce in a way almost without parallel. They provide a genuine point of difference to high street chain and big box shopping, whilst attracting more people to the town centre and benefiting surrounding businesses.

The growth detected in central London markets in recent years indicates that markets remain relevant to modern living. For example, they are extremely well placed to capitalise on the shift towards 'experiential' retail that blends shopping and leisure – fusing food, services, art, culture and entertainment.

Moves towards sustainable neighbourhoods, walking and cycling, convenience or digital shop-

ping, shorter supply chains and the night time economy all provide opportunity for London's street and covered markets.

In the eight years since the Greater London Authority published *London's Streets Markets*¹, the number of markets in central and inner London has grown by more than 20 per cent. Growth has been uneven, with much of the growth coming from expansion of private sector markets.

Successful street markets are those that are able to adapt and innovate. Many local authority run markets are facing a number of complex challenges, which must be addressed if these markets are to thrive:

- Changes in shopper behaviour and fierce competition from supermarkets, discounters and the internet.
- The primary governing legislation under which traders are licensed and markets managed can restrict enterprise and investment.
- The traditions and practices that contribute to markets' attractiveness also constrain development e.g. limited product choice, lack of cleanliness, and retention of traditional opening hours that do not reflect modern living.
- Too few traders and operators employ loyalty cards, flexible payment, social media marketing, home deliveries or on-line sales as part

of their armoury.

However, London's markets do still enjoy notable strengths. They remain a low threshold, low risk and low cost 'start up' retailing option – the average daily pitch fee in public markets in London is just £18, which compares very favourably to rising shop rental costs. Markets are durable, flexible and scalable – Red or Dead, Tescos, Innocent and Superdry all started in markets.

Due to a lack of hard metrics, the social and community value of markets is frequently underestimated and understated. Although we know they are of particular value to the elderly, those with young children and immigrant communities. For the latter they can support social integration and social cohesion more broadly. They provide access to cheap, healthy food for those on low incomes, lifting living standards.

Unfortunately in recent times crowded spaces have become soft targets, susceptible and vulnerable to terrorism - including vehicle borne attacks. There are however many active methods of preventing these types of attacks that can be designed into any environment either retrospectively or as part of the design/ planning stages blending into the visual landscape and can even enhance the aesthetic appeal.

¹ The world on a plate: Queens Market - The economic and social value of London's most ethnically diverse street market, NEF, 2006; and Markets as sites for social interaction Spaces of diversity, Joseph Rowntree Foundation, 2006

Brixton's street markets

In developing this action plan, extensive consultation with traders, customers, residents, local stakeholders, elected members, council officers and others was undertaken. The full detail of this is set out in Chapter 5.

Engagement has highlighted a number of key challenges and opportunities for Brixton market, which the Concept Masterplan and Action Plan seek to address:

Challenges and opportunities:

Strategic:

- The requirements of the London Local Authorities Act (LLAA), framed almost 30 years ago – particularly around enforcement; pitch and trader curation; and the need for a ring-fenced Street Trading Account, plus the conservative interpretation applied by the authority has had the effect of constraining investment, entrepreneurship and promotion. Taking a more flexible approach to the LLAA would very likely improve how the council manages the market and in doing so unlock its potential.
- Central Government cuts to local authority budgets has led to a focus on core statutory services, obliging other services to become leaner and/or more self-sustaining. This includes street markets.
- The Council's Future Brixton regeneration programme, including development at Your New Town Hall, Somerleyton Road and Brixton Central will deliver a new civic centre, new office, retail, and residential space and enhanced public realm in the market streets, providing improved market infrastructure and new customers. These developments should deliver around 800 new homes, bringing with it over £2.5m of local spend to the town

centre each year (from new residents). It is also expected to support around 2500 jobs, bringing further additional spend to the local economy, including during the week and especially the daytime, when Brixton's retail economy can be quieter.

Commercial:

- 72% of traders surveyed indicated trade was "the same" or "worse than last year", indicating commercial under-performance and a threat to long-term viability.
- The income generated by the market (including license fees) should, but does not, cover the cost of operation to the Council, constraining investment and promotion. Addressing and reversing this would lead to money being available for further investment into the market.

Operational:

- Pitch occupation rates and trader attendance vary greatly across the three market streets. Increasing attendance and reducing vacancy rates will add new life and bring in additional income to the market.
- Many traders pitch well beyond their licensed area and have developed business models reliant on this additional space. Addressing this will improve pedestrian flow and the overall appearance of the market.
- Traders, customers, residents and stakeholders identify waste management and cleansing as a major issues undermining the operation and attractiveness of the market. This presents an opportunity to improve the image and function of the market.
- There are also breaches of the pedestrian zone in place during the hours of operation for the market, which impact on the safe operation and attractiveness of the market.
- The street market does impact on noise in the town centre. Setting up stalls has been identified as an issue by local residents. The need to pedestrianise the market streets during the day also leads to servicing of adjacent shops at night, which can also have noise implications. The regular cleansing of the market streets has also been identified as another contributor to noise for local residents.

Customers:

- The customer base across Brixton markets is polarised, currently being dominated by two 'lifestyle' groups defined (somewhat problematically) by the market research company Acorn as – 'struggling estates' and 'city sophisticates'.²
- There is concern that demographic changes in Brixton will result in the street market shifting its focus away from being a traditional market, which supports those on lower incomes.

² <http://acorn.caci.co.uk/>

Physical:

- Traders had raised concerns about relative small pitch sizes, limited access to water and electricity and lack of weather proofing in the market streets.
- There is limited and poor signage to and within the markets.
- Until the recent investment, the stall layout on Electric Avenue had made it difficult to move through the market.
- The market operates within a very constrained set of streets, which means there is limited vehicular access for traders, shop owners and customers for loading and unloading.



Prior to the recent investment, market challenges such as the piling up of waste, delivery and waste collection vehicles driving through the operational market, overpitching of stalls, street clutter, and poor quality paving all contributed to a poor quality public realm.

4 The future vision for Brixton's street market

In Brixton, the Council considers the best route to deliver the aspirations set out in this Street Market Masterplan and Action Plan is to retain control and management of the market and work with the trader body, including the high concentration of permanent traders and the Brixton Market Trader Federation. This is felt to be the best way to ensure the market is working to meet the needs of the local community and to support existing tenants and their customer base. The vision and action plan is set within this context.

By 2021 Brixton's street market will be known for its.....

Affordability & financial sustainability: The Council will continue to directly manage Brixton street market (working with the Brixton Market Traders Federation on Brixton Station Road) as the best way to ensure they continue to provide easy, low-cost, low-risk access to retail space for 'start-up' businesses; and products and services at affordable prices to price conscious customers. However, over time the market will also have become financially self-sustaining.

Unique identity: To retain its core identity, character and community appeal as an authentic community centred street market, whilst adapting as Brixton changes taking up an enhanced

role in a growth borough and a global city. A key aspect of this will be marketing and promotion.

Customer focus: The market will expand its customer base, attracting and selling to a broader spectrum of shoppers. Working with traders, the Council will consider amending the market's trading hours, accommodating electronic payments, improving its marketing and promotions and exploring new sales routes, e.g. on-line sales and home deliveries.

Mix of Commodities: Over time, the commodity mix will evolve within the market, with a focus on using up spare pitch capacity to achieve a balance of traditional and new products and services, recognising changing demand. All vacant pitches across all three market streets will have been filled and there will be a pipeline of future traders.

High standards: The market traders and management will have improved performance by regularising trader presence, improving customer service, adhering to license conditions and traffic management orders, and ensuring visible product pricing. A good conduct agreement will be worked up to enshrine these standards and will include adjacent shops on the market streets. This will be supported by enforcement activity led by the Council.

Attractive streets & good quality infrastructure: The market will have benefited from the local development and investment at Brixton Central with the three market streets enjoying new paving, utilities, seating, greening and stalls. This will support inclusivity, accessibility, dwell time and spend.

Effective waste management and focus on environmental sustainability: Traders, neighbouring shop retailers and markets management will have worked together to dramatically improve the levels of waste management and hygiene, including food and other waste recycling. Local supply chains will have been strengthened, benefitting the Brixton economy, alongside consolidated wholesale delivery opportunities to reduce vehicular trips in the town.

Sustainability: The street market will become more sustainable in terms of a focus on local supply chains, recycling and waste disposal.

Safe & secure design: Whilst operational, the markets will be protected from vehicle movements yet still allow for free flow of pedestrian activity.

5 Research and consultation

Before submitting a bid to the Mayor of London's High Street Fund to fund the development of the Action Plan and Masterplan, Council officers met with the Brixton Market Traders Federation and market traders in November 2014 to understand what they felt the market needed to improve. This informed the ultimately successful funding application.

Architects Gort Scott and market experts Quarterbridge, supported by ROI Team and AR Urbanism, were subsequently appointed to lead the development of the Brixton Street Market Masterplan and the Brixton Street Market Action Plan.

Throughout 2015 and into 2016 a series of consultation and engagement events were convened with traders, shops, residents, customers, elected members, council officers and others. This included 1-2-1 and group meetings, workshops, public consultation events in the market, and a customer survey, including focus groups, which reached over 400 shoppers. A Steering Group oversaw and advised on progress. The full list of consultation events is as follows:

1. 12th November 2014: Lambeth Council trader pre HSF application consultation
2. 11th March 2015: Lambeth Council trader feedback and prioritisation workshop
3. 15th May 2015: 1st HSF Steering Group meeting
4. 27th – 30th May 2015: ROI Team face-to-face customer surveys
5. 28th May 2015: Letter to market traders, shop retailers and residents
6. 29th May 2015: Quarterbridge face-to face trader consultation
7. 5th - 6th June 2015: AR Urbanism 'Place Check' stall consultation
8. 6th June 2015: AR Urbanism Walk shops in market
9. 9th June 2015: Lambeth Council, local residents workshop
10. 10th June 2015: Lambeth, Quarterbridge & ROI Team consultation at BMTF AGM
11. 11th -12th June 2015: ROI Team focus group sessions
12. 16th June 2016: 2nd HSF Steering Group meeting
13. 23rd June: 2015: Market stall consultation with public on Electric Avenue
14. 24th June 2015: Consultation with Market Traders and Shop Owners
15. 27th June 2015: Market stall consultation with public on Brixton Station Road
16. 30th June 2016: GLA Design Review Panel meeting
17. 1st July 2015: Design board consultation/stall demonstration with traders & shop owners
18. 13th July 2015: 3rd HSF Steering Group meeting
19. 17th August – 4th September: ROI Team on-line customer and non-customer survey
20. 25th November 2015: Lambeth Council, pre-works commencement presentation to traders
21. 19th January 2016: Officer meeting with market traders
22. 9th February 2016: Cabinet Member meeting with market traders
23. 9th February 2016: 4th HSF Steering Group meeting

In addition, four important research studies have also informed the development of this action plan and masterplan:

- Market consultants, Quarterbridge, conducted a trader engagement survey in June 2015 to understand the traders' views and opinions through a questionnaire of 22 questions covering subjects relevant to issues at the Brixton Markets. The survey engaged with 32 traders in total.
- Engagement and design experts, AR Urbanism, undertook community engagement activities focusing on the local needs and wants and the relationship between the market and the wider area. The key engagement work was conducted at market stalls over two consecutive days in early June 2015. The research engaged with approximately 136 customers as well as 15 local stakeholders through a web survey.
- Research company, ROI, undertook a series of customer surveys, including a face-to-face questionnaire of visitors (frequent and infrequent) to the market (both street and indoor) over a 5 day period in May 2015. For the purposes of sampling ROI defined a Frequent Visitor as anyone visiting Brixton Markets once a month or more often. Infrequent Visitors were defined as anyone who had visited Brixton Markets at least once but not more than 4 times within the past 12 months. The sample consists of 277 respondents classified as Frequent Visitors and 74 classified as an Infrequent Visitors. 90% of participants provided their postcodes allowing ROI to profile the sample by lifestyle type using the ACORN system.
- ROI also undertook cluster group research, conducting two group sessions and a series of in-depth interviews with Brixton Market customers. The research engaged with 32 participants in total and grouped the participants according to two key customer types: Local Customers and Occasional Customers.



Trader Engagement (all findings from the Quarterbridge trader survey)

Positives of the market

- A large number of traders interviewed have been operating at the markets for a number of years (22% have been trading for 20+ years) and have an attachment to Brixton and the specific market they trade on – commenting particularly on the positive community feel and friendly environment.

Negatives of the market

- Electric Avenue traders concentrated their answers on public realm elements, such as the condition of the roads, the encroaching shop trade, road surface, cleaning of the road surface, parking, and vehicles blocking the road. Pope's Road traders were concerned with maintenance issues and the state of the public toilets.

Management of the market

- 39% of traders stated they are satisfied with the current management setup, with 29% as generally happy. However, 26% indicated they were unhappy with the present arrangements.
- A significant majority of traders indicated that the current management is friendly, and helpful. However, a number of other traders felt there was a lack of representation and

management staff were not around as much as needed.

- 19 traders stated there should be an on-site manager to oversee the running of the market. Quarterbridge indicate that these traders wanted the market management team to be more accessible and to improve the way in which trader's views could be heard and responded to.
- 56% percent of traders thought it would be a good idea for the traders to have representation within the market management structure, while only 13% thought it should be left to the council, 28% did not respond. Additional feedback to this question was that the traders see this as a way for their grievances to be heard.

Brixton Market Trader's Federation

- 19 traders are current members of the Brixton Market Traders' Federation (BMTF). Almost all of the traders with permanent licenses that spoke with Quarterbridge were members, with non-members mostly made up of the casual traders from Brixton Station Road.
- The general consensus of Electric Avenue traders was that the BMTF concentrate on Brixton Station Road only at the detriment to Electric Avenue. The traders from Pope's Road and Brixton Station Road were positive

and had high praise for the Federation.

Operational

- Market stall operating times are varied, ranging from starting times from between 5.30am to 1pm and closing times between 3pm to 7.30pm.
- Traders on Electric Avenue were clear that they require a large pitch in order to present their stock. Every trader asked was content with their current pitch location. Traders positioned in prime locations at the top of the road specifically asked not to be moved.
- The majority of traders (59%) thought their business was on the decline. Traders who responded that their business was trading better, or about the same as last year, were typically newer to the market.

Market boundaries

- A further issue identified was the lack of unity between the shops and the traders, with a majority of traders that answered stating that they do not currently recognise the shops as part of the market.
- The view that traders have about other street and indoor markets found that the majority of the traders view the markets separately in some capacity. 37.5% of traders view every market as a separate entity.



Customer Shopping Habits (findings from AR Urbanism and ROI research)

Customer shopping patterns

- Based on the walkabout session, the week-day market typically attracts participants who described themselves as longer-term local residents, whereas the Saturday market is much more mixed and included those who described themselves as moving into the area more recently. It also included a number of first-time visitors to the area (AR Urbanism).
- Weekday shoppers tended to use Electric Avenue more than the others and mainly for weekly or daily grocery shopping. During the weekend the results show an intense use of the covered markets, Brixton Village, Market Row and Reliance Arcade. These were considered the best places to go for a meal, a drink and some weekend shopping (AR Urbanism).

Reason for visiting Brixton

- Shopping is clearly the dominant reason for visiting Brixton. Very nearly two thirds of visitors are there for some form of shopping, with half stating they are here to shop in the markets (46%) (ROI Customer survey).

Frequency of visit

- Overall three quarters of shoppers were visit-

ing weekly or more often, and a quarter were there every day (distribution is even amongst more and less affluent visitors). Only 10% of committed Frequent Visitors are visiting less than they did a year ago. But among Infrequent Visitors, a quarter are visiting less than they used to – outweighing the proportion who are increasing their visits. The conclusion is that there is a loss of new visitors, which is happening at a faster rate than any increase in new ones (ROI customer survey).

Demographics

- Infrequent Visitors are much more likely to be in full time employment. If the market was open later it might be possible to recruit more of them and to encourage some to visit more frequently. For an urban market the percentage of retired visitors is very low, as is the proportion of students for such an inner London location. Infrequent visitors are majority White and of ‘rising prosperity’, based on Acorn standard classifications, while frequent visitors are Black/ African/ Caribbean / Black British and falling with the Acorn ‘urban adversity’ classification (ROI Customer survey).
- The market is dominated by 2 types of consumers, defined and named within the standard Acorn consumer classification framework, ‘City Sophisticates’ and ‘Struggling

Estates’. The ‘City Sophisticates’ lifestyle category make up 44% of the market’s customers and are defined as socialising young renters and affluent professionals who generally own flats in major towns and cities. The ‘Struggling Estates’ category make up 37% of the market’s customers and are generally defined as low income families living on multi-ethnic, purpose built urban estates or low income terraces. The high proportion of these two lifestyle groups in Brixton Market is unusual within the context of town centres that typically host a greater mix of categories.

Share of visits

- Four commodity categories take a dominant share of visits: fruit and veg; fresh meat and fish; cafes/restaurants; and hot food take-aways are achieving more than 10% of visits. Cafes and restaurants are highly favoured by both Infrequent Visitors and by the Acorn classification ‘City Sophisticates’ (ROI Customer survey).
- In terms of missing stalls identified by respondents, this included food stalls (13 requests), fashion / accessory stalls (7), second hand stalls (2), Caribbean food / restaurants (2), take-away food (2), and toiletries / cosmetics (2) (ROI Customer survey).

Priorities

- Opportunity to buy locally is more important to ‘City Sophisticates’, along with; good places to eat and drink, and fruit and veg – whereas, another predominant Acorn classification, ‘Struggling Estates’, identifies fresh meat and fish shops, fair prices, traders and market atmosphere as key drivers. Other responses given include availability of foods from other countries (12 responses), the vibrancy (3), and the diverse / multicultural nature of the markets (3) (ROI Customer survey).



Dwell time against spending

- Dwell time is moderate with almost two thirds of customers staying less than an hour. The ‘Struggling Estates’ type are much more likely to stay longer, with the ‘City Sophisticates’ type more likely to be the ‘mission shoppers’, focused on targeting shops and then leaving (ROI Customer survey).
- Frequent shoppers have a very established spend pattern of £10 to £20, whilst infrequent shoppers dominate in the bands from £20 up to £80. Spend in the higher bands is strongly driven by cafe/restaurant spend, suggesting that this is focused on the indoor markets, where these uses are much more concentrated (ROI Customer survey).



An exercise with 32 participants to invite their spontaneous response to the trigger term ‘Brixton Markets’. There were a large spectrum of views – but on balance positive expressions outweighed the negatives (ROI cluster research July 2015).

Trading Hours (findings from the ROI cluster group, ROI customer survey and AR Urbanism research)

- Although most customers are content with the current trading hours, many liked the idea of late opening or even an evening market once a week, especially to cater for working people. Some would like earlier opening at 8am for customers to buy fresh food on their way to work (ROI cluster group).
- Support for evening markets was voiced mainly by younger participants. People who have supported Brixton's markets for many years are keen that an evening market should offer an opportunity to longstanding existing traders. Everyone agrees on the importance of involving the current traders in their planning and development. Local people are enthusiastic about the prospect of occasional evening markets – though conscious of issues such as noise and disruption (ROI cluster group).
- Based on the market research, which used terminology defined by Acorn, those who sit within the group called 'City Sophisticates' are more strongly in favour of the evening market proposition; whilst they and the 'Struggling Estates' groups support extending trading hours out to 8pm (ROI customer survey).

Day and Night

- 68% of the people interviewed visited the market area by night as well as by day. The purpose of the evening visits is mainly related to food and events happening in the area and are likely to be linked to the indoor markets. These people flagged concerns related to perceptions of possible lack of safety at night, and to the low quality and untidiness of the public space. (AR Urbanism).

Travel and Parking (findings from AR Urbanism and ROI customer survey research)

- On both survey days (Friday and Saturday) most of the people came to the Street Markets on foot, followed by buses. People coming by car were mainly stall owners who spent all day there (AR Urbanism).
- While the lobby for better parking around Brixton Markets is very vocal amongst market traders and retailers; 8% of customers interviewed arrived by car, which is in line with the pattern for much of Central London. Train and tube are important carriers of Infrequent Visitors – suggesting that this may be the place to connect with potential customers (ROI customer survey).

Uniqueness and Community Significance (findings from AR Urbanism and ROI cluster group research)

- When the participants were asked what they thought about Brixton's markets, almost all of them gave a positive answer, mainly related to non-physical aspects. The markets are vibrant, a diverse mix of cultures, community based, affordable and full of life. They are perceived as the Brixton Core and essential for the future of Brixton (AR Urbanism).
- 70% of respondents from local organisations highlighted the importance of the market mostly as a community and cultural asset, as well as an opportunity to promote the aims of their local projects (AR Urbanism).
- Respondents emphasised that Brixton would not be Brixton without its markets and many feel the town centre would lose its draw without the markets as the high street is perceived as limited in its offer. It is a community hub that people feel part of, where uniquely there are few barriers (ROI cluster group).

Perceptions of Change (findings from AR Urbanism and ROI cluster group research)

- Most of the answers were negative and related to the demographic changes in population, the introduction of new, more mainstream uses (concerns about the new restaurants) and the gentrification effects on the current residents and activities. The attitudes towards change are largely related to the time people have lived locally or used the market, with older, established users more vocal about perceived negative changes (AR Urbanism).
- The general view of participants is that they want Brixton to remain as a functional and traditional market and above all to retain its character. They do not want it to become a trendy market like Shoreditch or a 'tourist trap' like Camden. They want it to keep its character, and remain raw, a traditional and authentic market, and selling quality products with a few enhancements (ROI cluster group).
- Traders are seen as the key to the success of the market. Participants want traders to be looked after and imagine they will be instrumental in supporting newcomers to the markets. Customers worry that change will mean increased rents which will drive traditional traders away (ROI cluster group).

Improvements (findings from ROI customer survey, ROI cluster group and AR Urbanism research)

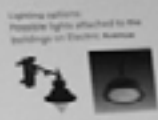
- In terms of enhancements, more than a quarter suggested a preference to 'Leave the market as it is'. However, the same proportion wanted the market to be cleaned up. The 'Improved appearance of shops and stalls' is more important to frequent shoppers and to 'Struggling Estates' (ROI customer survey).
- Participants highlighted the need for public toilets, bins, better disability access, re-paving, security and more police, green spaces, better lighting in winter and pest control for rats and pigeons. They also want seating where they can relax (ROI cluster group).
- Respondents highlighted a fine line between environmental and cleansing improvements and "sanitising" the character of the market through "over design" (AR Urbanism).
- Participants expressed a desire to keep events as an opportunity for local bands and entertainers, food demonstrations, local orchestras/choirs/ groups playing. There is appetite for arts, music and culture, using local musicians, and busking areas. Events are seen as an opportunity to celebrate Brixton's diverse identity with community events (ROI cluster group research).

Hostile Vehicle Mitigation (HVM)

- Public Protection has increasingly been made a priority to authorities over recent months, upon witnessing many different attacks throughout the world.
- Technical and Security experts are utilised to review public safety and to increase partner agency awareness of the different measures that can be put in place to mitigate most risks, however this does have to balance with other aspects of design, practice ties and ultimately cost.
- Types of HVM:
 - Permanent barriers rails
 - Rising barrier
 - Planters
 - Contouring



Relaxation Street Markers
What are your thoughts on these possible markers?



LANDSCAPE

6 The Brixton Street Market Concept Masterplan

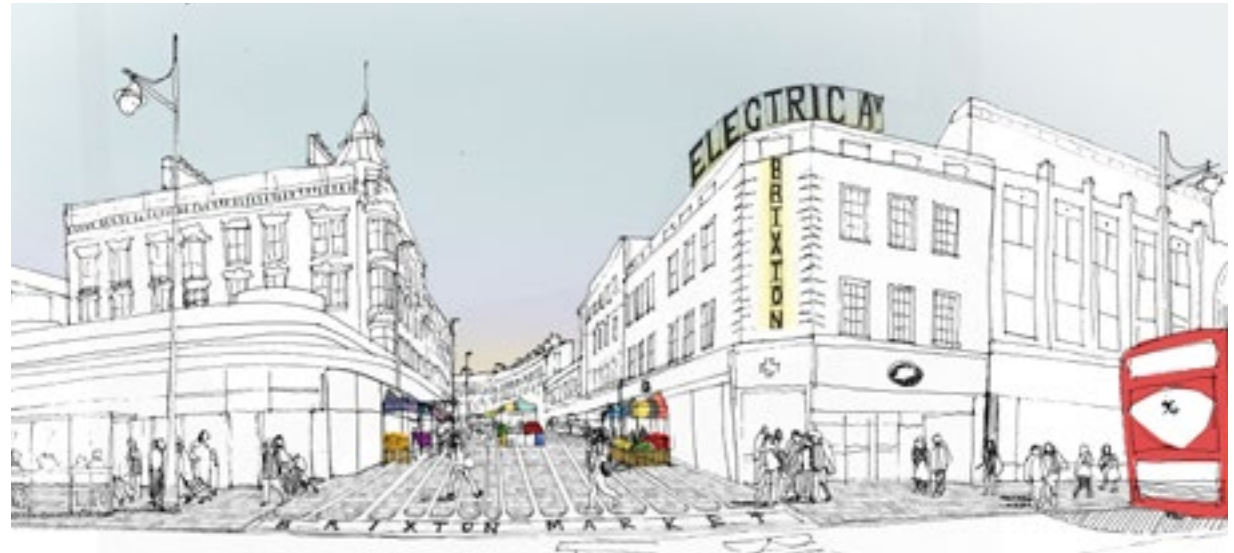
The Brixton Street Market Masterplan, produced by architects Gort Scott, has both informed and been informed by the Brixton Street Market Action Plan, which is set out in detail in the next section.

The Masterplan describes a concept design for all three of the main market streets in Brixton - Electric Avenue, Pope's Road and Brixton Station Road.

The Street Market Masterplan is based on extensive consultation with a range of different stakeholders. This is detailed in Chapter 5. This process identified and addressed a range of issues outlined in the challenges section detailed on pages 10-11.

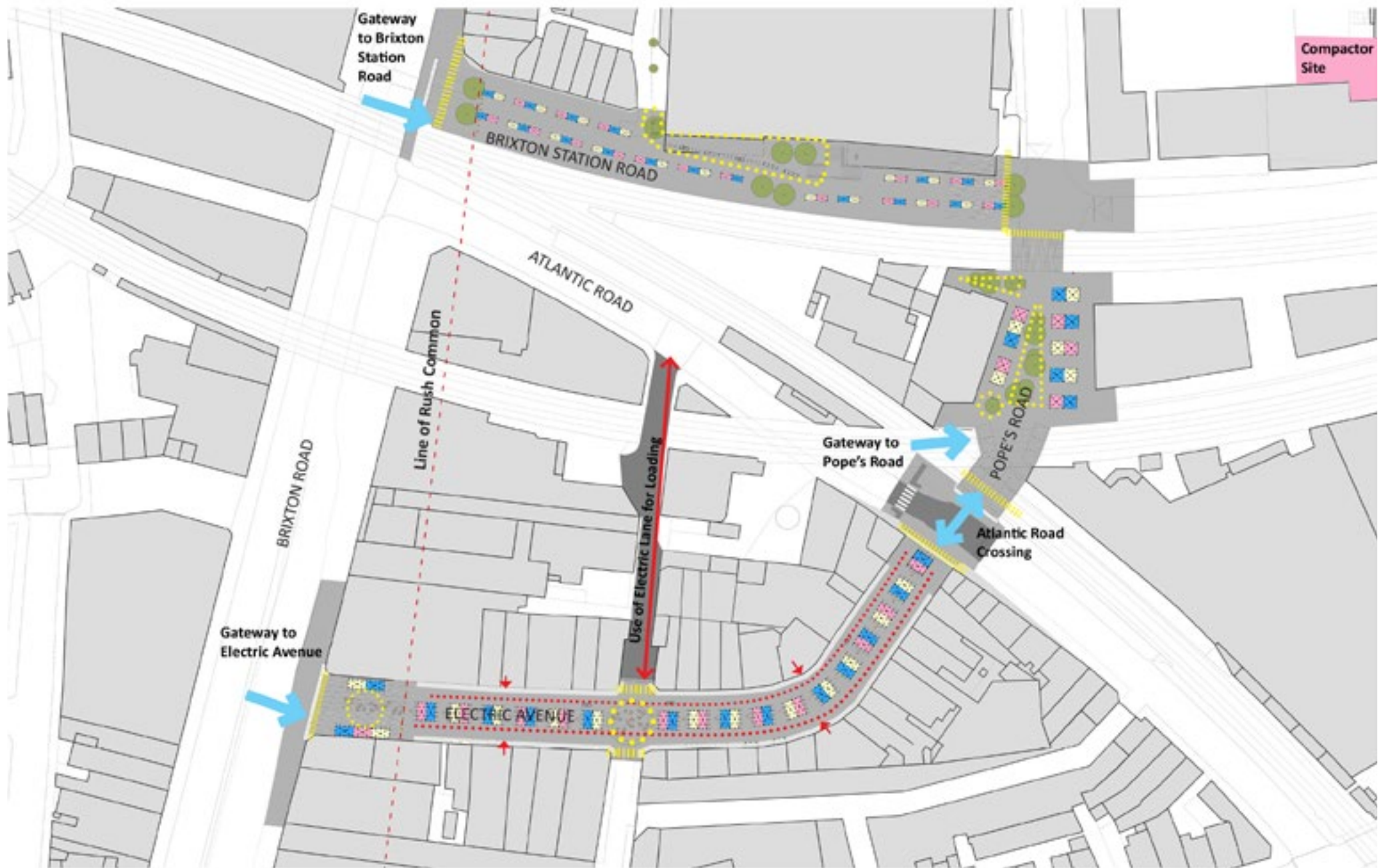
Delivery of Phase 1 of the Street Market Masterplan, Electric Avenue, is now complete.

Delivery of phases 2 and 3, focused on Pope's Road and Brixton Station Road, will rely on the Council securing additional funds, including through the Briton Central redevelopment, over the next 5 years. While it is expected that the Masterplan will act as a framework for future interventions on these streets, it will be necessary for further design work and engagement with traders, local businesses and the wider community, to be undertaken once funding is in place for each of these streets.



Artist's impressions of the proposals (now delivered) for "Electric Circle" at the junction of Electric Avenue and Electric Lane (top) and entrance to Electric Avenue from Brixton Road (bottom)

Brixton Street Market Masterplan



Masterplan Legend

GATEWAYS


Signage at Electric Avenue, Brixton Station Road and the Atlantic Road Crossing

- Improved way-finding and signage to promote the markets existence and aid footfall.
- Painted signage at the junctions of Brixton Station Road and Pope's Road, Pope's Road and Atlantic Road
- A plaque for the entrance to Brixton Station Road
- A new lighting feature for Electric Avenue.

Clear Entrance to Electric Avenue

- Make the market more inviting and welcoming
- The stalls at the entrance to Electric Avenue have been pushed back against the façades of the adjacent shops
- Create a clear entrance to the market, maximising space, reducing congestion, improving accessibility.

Making the market accessible to all

- Tactile paving will be introduced at key thresholds aiding those with sight impairment.
- Tactile paving marked with a yellow stripe on masterplan (see following page) 

Atlantic Road Crossing

- To ease movement between the market streets a raised table will slow traffic and allow pedestrian movement across Atlantic Road and into Pope's Road and Brixton Station Road.
- Improved pedestrian flow through the market
- Better customer experience and increased trade.

SHOPPING EXPERIENCE

Improved pedestrian flow

- Relocate market stalls to the centre of the street
- Orientate pitches 90 degrees to shop frontages
- Maximising pedestrian flow either side of the stalls will more than double traders' trading front
- Increase size of market pitches by 12%
- Future proof design to enable stalls to reorientate to face the shop frontages, should this be desired.

Places to rest

- Provision of temporary and flexible seating at the junction with Electric Lane and Electric Avenue gateway.
- Provide a place of rest for the elderly or those with children and to create a more welcoming environment.
- Increased 'dwell time' to support increased trade.

TRADER EXPERIENCE

Loading

- Restricted during market operating hours to prioritise shoppers
- Electric Lane to offer improved loading and unloading access, including goods loading 8-9am and 5-6pm. (Confirmation is subject to a statutory consultation process.)
- Some traders will also receive loading permits.

Vehicle Access

- 3.5m zone along either side of the market pitches to enable vehicular access, in accordance with the relevant Traffic Management Order.

Shop Trading out zone

- To enable the new market layout to work each shop will have a 1.2m display zone demarcated by a distinct finish to the pavement.

WASTE MANAGEMENT

More Frequent Waste Collections

- To Improve safety, access, attractiveness of the market as a shopping environment.
- Lambeth Council has reconfigured the waste collection service, replacing the twice daily Refuse Collection Vehicle with a more frequent hand cart operated collection service.

Compactor Site

- The waste compactor site was established in the car park on Brixton Station Road as additional space was needed to increase the capacity of the waste collection and recycling activities.

HIGH QUALITY SPACES

Increased Greenery

- Tree planting and landscaping has been incorporated where possible in the masterplan. (For locations see masterplan)

Robust Materials

- Use of robust materials to hide everyday marks and stains of the vibrant market
- Careful selection of appropriate palette and materials to be in keeping with the Electric Avenue conservation area.
- High quality grey granite will be used to create a flush, shared surface throughout Electric Avenue.
- A shared surface will promote function, accessibility and pedestrian flow.

Hard and soft landscaping

General

- High quality grey granite to be used to create a flush, shared surface throughout the three market streets, supporting accessibility and pedestrian movement.
- To accommodate the heavy and frequent use of the market streets, materials were selected that are robust and durable and that will hide everyday marks and stains.
- Materials selected are to be readily and easily available ensuring that where maintenance or replacement is required this can be undertaken quickly.
- Materials are to be carefully selected so as to be in keeping with the Brixton conservation area.
- Tactile paving at key thresholds aiding movement and safety for those with sight impairment.

On Electric Avenue

- Due to the amount of utilities in Electric Avenue and the nature and uses within the street, it was felt unsuitable for tree planting.

On Pope's Road and Brixton Station Road

- Pope's Road and Brixton Station Road are less constrained and the Street Market Masterplan incorporates trees and planting in both streets.

New market stalls

General

- Introduce high quality, hard wearing, street market specific, gazebo market stalls to address traders' desire for improved weather-proofing. Canopies, backs, sides and awnings will protect traders, customers and commodities from the elements. Stalls will be significantly quicker to set up and take down.
- The inclusion of gazebo style stalls will regularise pitch areas, limit over-pitching, remove ground clutter and aid pedestrian movement and the attractiveness of the market.

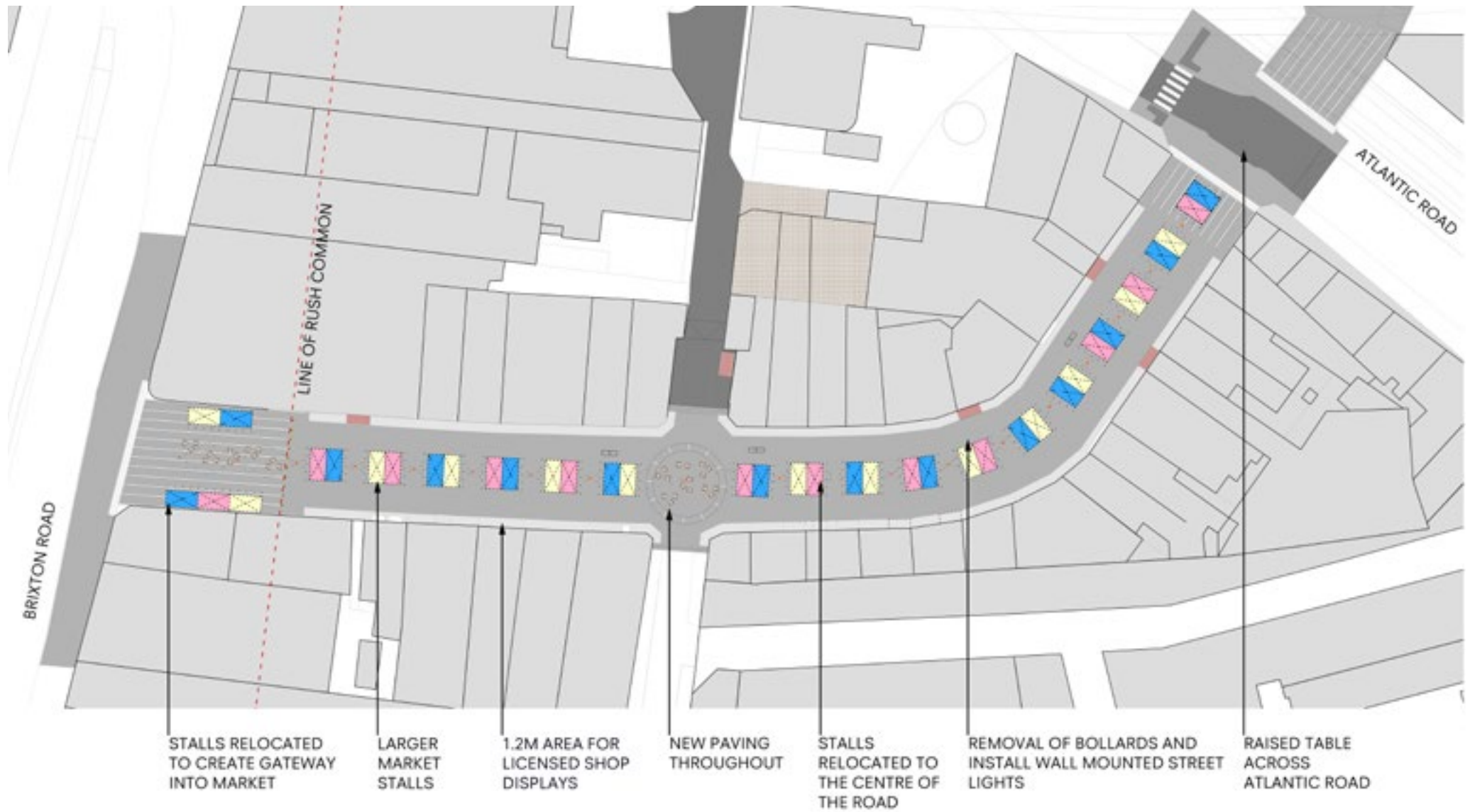
On Electric Avenue

- Relocation of the market stalls from the south side of the street to the centre of the street, to ease congestion, improving safety and rebalance the street.
- The stalls at the entrance to Electric Avenue from Brixton Road are pushed back against the façades of the adjacent shops, creating a wider entrance, maximising space, reducing congestion and improving accessibility.
- Locate stalls in pairs, back to back, to allow for an efficient use of available space and to provide traders with three trading fronts.
- Allow ability to rotate the pitches 90 degrees.
- Increase the size of licensed pitches by 12% to eliminate 'over-pitching' and opening up three trading fronts for each stall/pitch, rather than the previous one, boosting trade.

On Pope's Road & Brixton Station Road

- Subject to further consultation, but likely to keep pitch sizes the same as current location, due to limited space on Pope's Road and temporary/casual nature of traders.
- Consider potential for some permanent style kiosk units on Pope's Road, subject to further consultation and planning permission. Layout of stalls on Pope's Road to be informed by future entrance to Brixton train station, which could potentially be relocated here.

Electric Avenue - Delivered Design



Improved street market function and pedestrian movement

General

- A flush, shared surface, putting street lights on buildings and removing the lighting columns and bollards throughout the street market, will de-clutter the street supporting improved accessibility and pedestrian movement.
- Improve access to electric and water points throughout the market.
- Create identified spaces for permanent or temporary seating for market customers to enable the elderly or those with children to rest and to create a more welcoming environment that increases dwell time and supports increased trade.
- Consent for the removal of shop-fronts for shop-based businesses adjacent to the market should not be granted in future. While, for many the opening up of the shops to the street adds vibrancy to the market, it is against planning policy in a conservation area, and for others increases clutter and trip hazards and reduces access and movement. The Townscape Heritage Initiative should seek to support their reintroduction, where possible.
- Enforcing pedestrianised zone - methods and extra security measures to be reviewed. Has to meet design standards and adhere with guidance from professional bodies like CPNI, British Standards & DfT.

On Electric Avenue

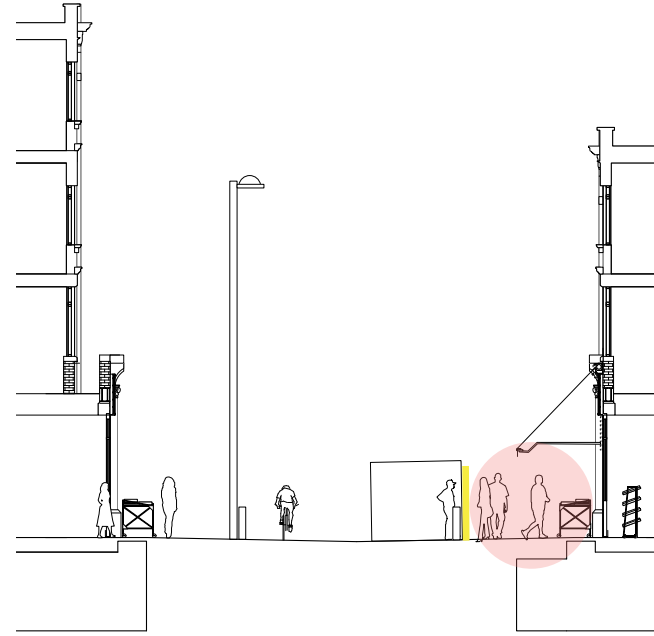
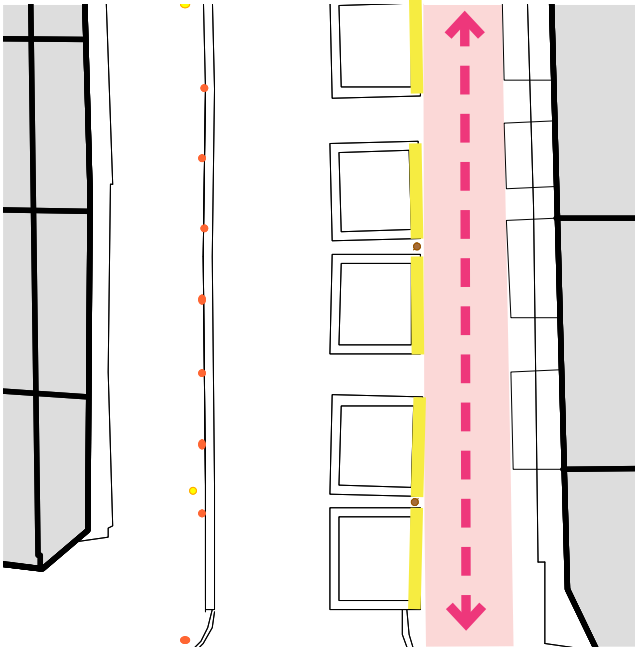
- Remove bollards and replace lamp columns with wall mounted lanterns to remove street clutter and aid pedestrian movement.
- Formalisation of the irregular 'trading out' areas in front of adjacent retail shops and restriction to 1.2m to regularise layout, to aid pedestrian movement and limit encroachment onto street market.
- A raised table will slow traffic and ease pedestrian movement from Electric Avenue across Atlantic Road and into Pope's Road, enhancing pedestrian flow, customer experience and trade.
- A single water point will provide access to fresh water in Electric Avenue.
- 'Flip up' gavis boxes buried beneath the road surface – one for every four stalls - will provide accessible power supply to all 39 pitches in Electric Avenue, available for lighting, heating and cooking, improving utility.
- Provision of temporary seating at the junction with Electric Lane and Electric Avenue gateway.

On Pope's Road & Brixton Station Road

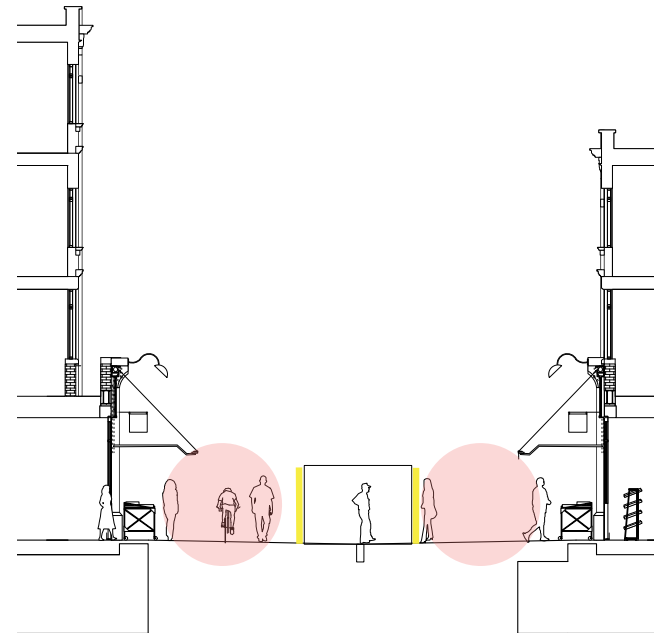
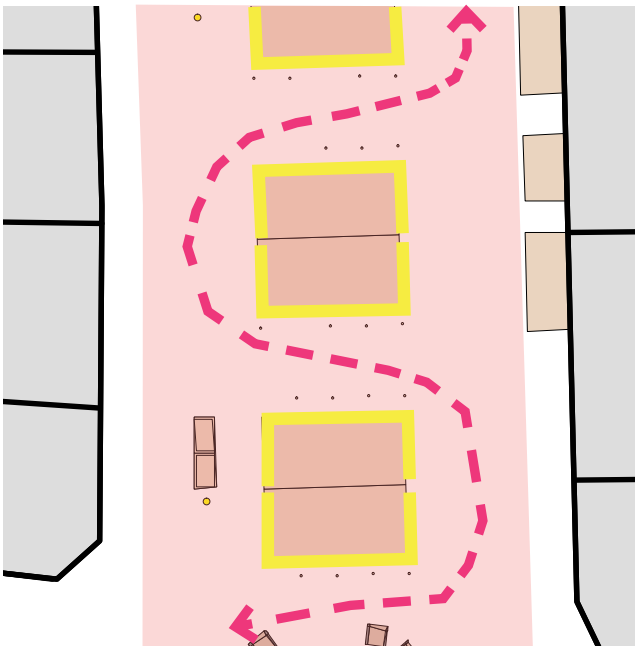
- Improved electric power supply to stalls on Brixton Station Road to formalise supply following the temporary closure of the adjacent

retail units in the arches, which had provided informal supply of power.

- Remove bollards on Brixton Station Road, re-providing improved electric and water suppliers from the ground. Retain current stall layout.
- The High Street Fund grant from the Mayor of London included funding for the renovation of the public toilets on Pope's Road – work that has been completed.



Section and plan of existing funnelled shoppers



Section and plan of new market layout on Electric Avenue which maximises sales opportunity & pedestrian flow

Way-finding signage

General

- Use of graphics and signage to help people identify where they are within Brixton and the street markets. People see Brixton markets as one, but they can also be dis-orientating, so signage will be helpful.
- Consider combination of additional TfL Legible London street signage, with bespoke signage at key gateways to the different street market areas to add distinctiveness.

On Electric Avenue

- A major new lighting & signage feature above Boots on Electric Avenue, visible from Brixton Road.

On Pope's Road & Brixton Station Road

- For Pope's Road installation of painted signage on the rail bridges at both the junction of Pope's Road & Brixton Station Road and, Pope's Road & Atlantic Road.
- For Brixton Station Road work with TfL and Network Rail to refurbish the Brixton Road railway bridge, including new signage/art work.

Assess & storage

General

- To continue with a pedestrian zone (8am to 6pm Mon-Sat, except Wed 8am to 2pm) across all the three market streets that mirrors the hour of operation of the market. This is both about pedestrian safety, but also customer experience.
- The Brixton Central Masterplan includes proposals for the re-provision of trader storage as existing space is lost during Network Rail's renovation of its arches on Brixton Station Road. In the long-term, development of the Council owned site on Electric Lane offers the potential for additional market storage space, subject to the space required should the compactors also require relocation.

On Electric Avenue

- For a limited number of existing traders, with large and/or heavy stock, permits will be issued allowing vehicular access within the pedestrianised market area at the beginning each trading day (between 8am and 9am) – this will be supported by additional safety measures. This facility will not be offered to new traders.
- A goods loading area will be designated on Electric Lane enabling loading 8am -9am and 5pm - 6pm, overlapping with market hours (8am- 6pm).

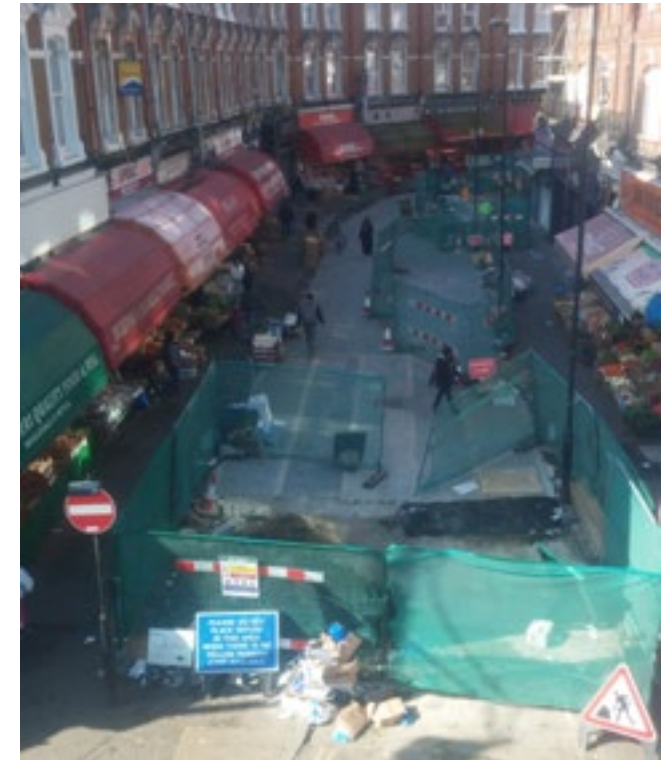
Waste Management

General

- There is a need to increase the number and regularity of waste collections throughout the market to reduce the accumulation of waste on the street. This will require the purchase of an additional (third) waste compactor and an additional trolley.
- Furthermore, there is a need to move the compactors to allow for access throughout the hours of operation of the market (currently access to the site to empty the compactors is blocked by market stalls once the market is operational). A temporary site location has now been provided at the Pope's Road car park, with a longer-term site earmarked for Electric Lane, subject to adequate mitigation of amenity issues for adjacent residential properties.

On Electric Avenue

- By relocating the market pitches to the centre of the street the large Refuse Collection Vehicle will no longer be able to pass through the market twice daily, as previously. This removes a pedestrian safety hazard and improves the customer experience at the market.
- Waste from both shops and traders to no longer be placed on the floor, but directly into trolleys. This will need to be coupled with more frequent waste collections by electric handheld trollies, as some adjacent shops do not have significantly amount of space to store waste on their premises.



Re-paving and construction works on Electric Avenue while the market is still operational



Waste collection on Electric Avenue by hand-operated trolleys

7 The Brixton Street Market Action Plan

The development of the Brixton Street Market Action Plan has both informed and been informed by the development of the Street Market Masterplan, where there is significant overlap. While the Street Market Masterplan focuses on more physical issues and opportunities, the action plan considers future management and operational changes.

Below are a series of recommendations that are currently being taken forward, or will need to be considered by the Council and its partners over the next five years.



Future management

1. A steering group should be created with responsibility to deliver the Brixton Street Market Action plan.

To drive the implementation of the Brixton Street Market Masterplan & Action Plan, a steering group made up of key local stakeholders, including the Council (as operator), Brixton BID, Veolia, the indoor markets, and representatives from the Brixton Market Trader Federation (BMTF), the indoor market traders and shop retailers, should be created to deliver the Brixton Street Market Masterplan & Action Plan.

Delivery of phase 1 of the Brixton Street Market Masterplan & Action Plan has been driven by the Investment & Growth, public realm and street market teams within Lambeth Council, supported by market traders, the BMTF, Brixton BID and others. The resource commitment has been extensive on all sides.

This experience has underlined the need for a coalition of partners to work together to address issues as varied as traffic management, waste collection, infrastructure and business development, amongst others. Moreover, the challenges and opportunities facing the market cannot be solved by any one party alone. A regular meet-

ing of traders and shop owners, facilitated by the Brixton BID, should take place to discuss and test progress.

The steering group will focus on a range of issues, which will include:

- The delivery of the action plan and masterplan, including informing funding bids for further investment
- Co-ordinating how day-to-day issues that affect the street markets and indoor markets are addressed by partners
- Seek to build a strong relationship between the street and indoor markets

2. The council should continue to operate and manage the market – exploring ways Brixton Central could support increased management

It is important that Brixton's market remains community focused and balances the need to generate sufficient income to cover operating costs with affordability, both for traders and customers. This can best be achieved with the council retaining overall management.

There is a clear interest amongst the majority of traders in having a role in the management of the market. Currently the Brixton Market Trad-

ers Federation fulfil this function. However, its future role requires further exploration, working with the BMTF and the wider trader body. The Council is seeking to review all existing partnership/licensing agreements across the borough (including the agreement with the BMTF – Brixton Station Road). This should ensure that such agreements continue to deliver agreed outcomes and that any increased level of income is used to sustain the ring-fenced street trading account.

Additional development work for the street market will require additional officer time. The Council is looking to create a Street Market Manager post as part of a wider restructure of the Neighbourhood & Growth directorate. This officer would be responsible for co-ordinating the steering group and leading on the delivery of the action plan.

The role would need to focus on bringing in increased income and reducing inefficiencies to the extent that it could be funded from the street trading account over time.

3. The council should continue to operate and manage the market under the London Local Authorities Act 1990, at least in the short to medium term (three to five years).

Moving away from the London Local Authorities Act 1990 (as amended) in the immediate future, would deflect focus away from the more immediate priority of improving the commercial performance of the market and raising income to meet operational costs.

Derogation from the London Local Authorities Act 1990 would represent a significant change for both management and traders, requiring extensive, time consuming and resource intensive consultation with traders and lengthy and detailed legal work. If this course is to be pursued it should be at a time when the recent investment in Electric Avenue has had time to bear fruit.

Over the medium to long-term the Council does need to consider to either continue lobbying for amendments to the LLAA or looking to step outside of the LLAA and possible adoption of the Food Act 1984 to access the freedoms necessary to operate the market on a more enterprising and entrepreneurial footing. At this time, however, the choice to not adopt the Food Act is based on the disadvantages that private management could bring to the market, such as:

- The implications for smaller independent or non-profit organisations essentially bidding against companies with greater resources, as tendering restrictions would limit any weighting that could be given in relation to community value.
- The difficulty in attracting a larger organisation as they may only be interested in profitable markets, allowing them to cherry pick.
- The sensitivities of a private market operator to the general perception of gentrification and importance of the markets to Brixton's communities.
- There would be an issue with de-designation of market pitches, which could be perceived as stripping away traders' rights.
- Under private management, access could be limited to our markets in the future, either by rent increases over a short period or increased costs being passed on to the end consumer. This could price out families on lower incomes which is a conflict with the council's key aims of narrowing the gap and investing in communities.

The limitations of the LLAA include constraining the way the council can manage the market and what type of investment the council can make. However, subject to other measures to increase income to put the council on a more sustainable footing in terms of Brixton's street markets, if the

market did become sustainable (in that income covered all costs) it may be possible to look at increasing investment in promotion and marketing activities and in the infrastructure of the market, from within the LLAA.

4. Market traders and shop owners along the market streets should work together to develop a 'traders' charter' or 'good conduct agreement'.

To address the significant need for improved customer service, displaying pricing, attendance, waste management and cleansing identified by traders, customers, residents and others, the Council has already begun the process of reconfiguring its waste management regime, including deploying more frequent hand-cart collection trollies in implementing morning jet washes.

To support the council's new approach to waste collection, licensing and enforcement, the Brixton BID and the BMTF should work with traders and shop owners to develop a 'traders' charter' or 'good conduct agreement'. This should bolster market traders existing license conditions, supporting improved professional standards that enhance the attractiveness and usability of the market also maintaining the integrity of the HSF investment.

This proposal enjoyed tentative support amongst a majority of traders during the consultation. Developed and owned' from the bottom up' a 'charter' or 'agreement' would bind those with a direct interest in the attractiveness of the market streets restoring a sense of local responsibility, ownership and civic pride. This initiative should

be progressed as a 'quick win' to coincide with the completion of the HSF project.

5. Develop a strategic marketing and investment plan for Brixton, including the street markets.

Trader feedback indicated a strong desire for improved marketing and promotion of the market, although there is an equal desire not to dilute the identity of the market or marginalise the existing traditional and loyal customer base.

Data indicates that footfall has fallen in recent years by 14%. The HSF project directly seeks to reverse this trend by investing to improve the accessibility, usability and attractiveness of the market streets, thereby retaining existing and attracting new customers. Ultimately, this will increase commercial benefits for traders and retailers.

Given cuts to council funding, funds for marketing and promotion will need to be secured from the market itself. This should be achieved by filling all vacant pitches, improved performance, increases in license fees and considering the creation of an evening trading-market on Brixton Station Road subject, to issues such as hours of operation, noise, waste and other management and licensing issues being addressed.

Marketing activity should work to better recognise Brixton's market areas, both for locals and visitors. It should include an annual survey of customers to ensure responsiveness to needs, promotions and events and social media campaigns. Partners, such as the Brixton BID and the BMTF will have a key role in the development and delivery of this, working with the council. The scope of the work could be expanded to include the indoor markets and other key attractions in the town centre, depending on local appetite.

Finances

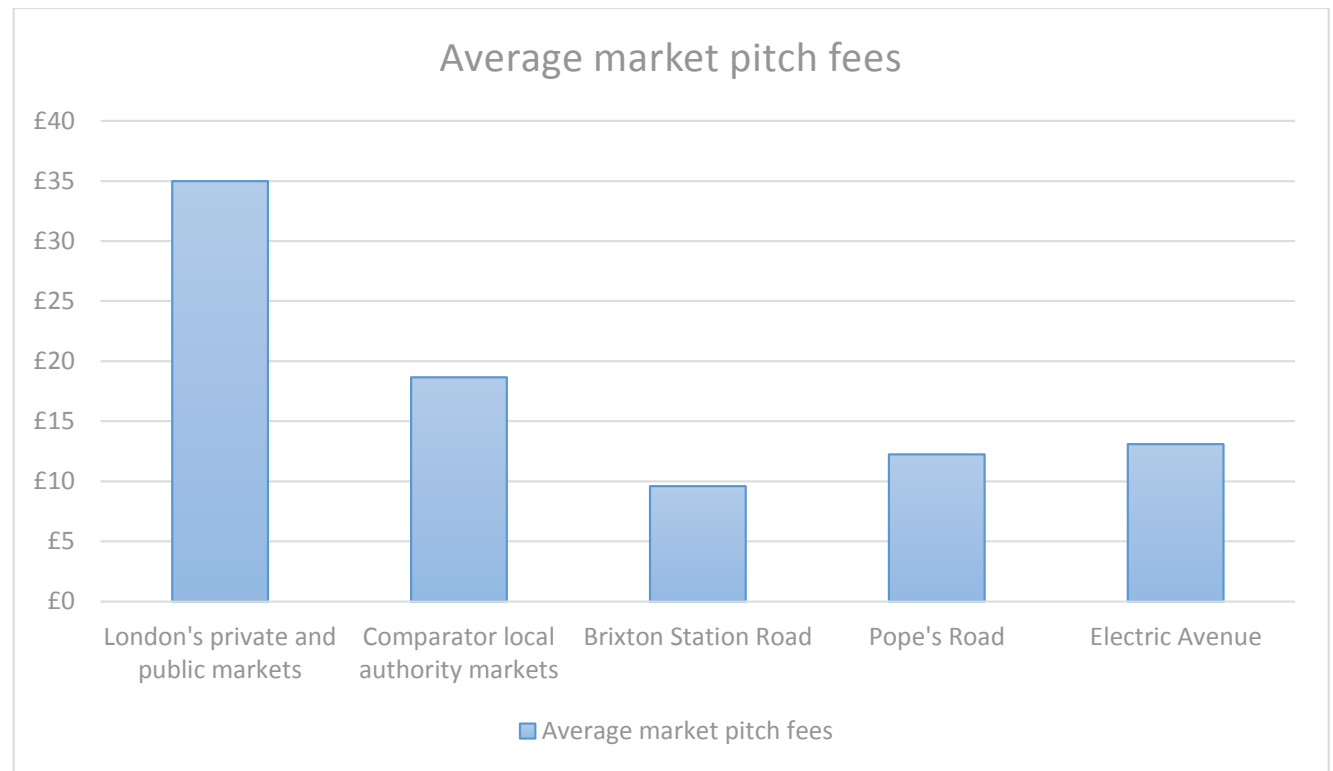
6. The market should become financially self-sufficient over time, whereby its costs are covered by the income it brings in.

There is currently a regular annual public subsidy to the market from the council, once all costs and income is accounted for.

The average daily fee across all London markets - both public and private - is £35. The average daily fee across comparator local authority markets is £18.65. Based on annual license fees, the current Brixton street market license fee per day is £9.58 for Brixton Station Road; £12.15 for Pope's Road; and £13.08 for Electric Avenue. License fees in Brixton are therefore very competitive being between 50% and 30% cheaper than the average fee for similar local authority operated street markets across London.

The Council has recently announced 3% year on year increases for street trading licenses from 2017/18. In the future the advantages some pitches enjoy due to their prominent location, should also be considered. Other revenue generating options to be considered include reducing the number of vacant pitches and developing additional income streams, such as an evening

market on Brixton Station Road. As noted, there is also a need to fund future market development activity, including better marketing and promotion and an on-going investment plan.



Annual market licence fees and charges proposals produced by the Council will seek to drive increased income in order to ensure that the costs in relation to promotional activity and infrastructure investment can be covered by licence fee income generated by the market. This may require the Council to alter its approach to licence fees, historically the Council's fees have sought to cover the costs in respect of the following services:

- Waste collection and disposal
- Market street cleansing
- Electricity costs (revenue costs only)
- Market Officer costs

The Council has consistently sought to maintain/reduce costs over the last 6/7 year period in order to reduce upward pressure on licence fees charged to market traders. This well intentioned approach towards fee setting has shielded market traders from inflationary increases over a considerable period. However, there is a need to establish a long term approach which ensures that a broader range of costs (promotion, infrastructure investment, debt management) are incorporated into future licence fees in order to establish a self-sustaining financial model.

Operations

7. The collection and disposal of waste in the market streets, especially Electric Avenue needs to be overhauled, including reviewing and renewing waste contracts for the adjacent shops.

The accumulation of waste in Brixton's market streets has a significantly undermining and detrimental effect on the market and the town centre in general. Waste and hygiene was the number one thing disliked by over 400 customers surveyed during the consultation. The issue was most acute on Electric Avenue.

The redesign of Electric Avenue, has prevented the 7.5 Ton Refuse Collection Vehicle from collecting waste during the hours of market operation. In its place smaller, hand-held electric trolleys are now plying the street collecting refuse, the majority of which is generated by the adjacent shops. This has vastly improved both the capacity and regularity of refuse collection on the market streets, reducing 'on-street' waste.

As part of this improved waste collection service, shops are now required to put their waste directly into the trolleys and not on the floor. This is being enforced by the Council. To this end,

statutory enforcement Notices have been issued to all of the retail outlets in Electric Avenue; via powers outlined within S.47 of the Environmental Protection Act 1990. The Notices set out the changes to the waste collection service, failure to comply with the Notice conditions is considered an offence.

Market traders pay for their waste collection as part of their pitch fee. However, the cost of collection from the shops is not currently covered by the income received from retailers. In Electric Avenue all shops now have a contract for waste collection now. Some retailers deposit waste that exceeds the level the council is contracted to collect. The council, and the street market is in effect subsidising these shops, which is redirecting money that could be spent on other activities, including support the development of the market.

The council will continue to assess the level of waste each shop is producing and enter into new contracts with shops based on any identified increase. This will mean the council no longer subsidises the waste collection of these shops.

BRITTON
MARKET

JAMAICAN JOE'S

TRUMAL

The Non-Alcoholic Dark Malt Beer

A Taste of the Caribbean

The UK's favourite Pastry

AN MO

BEST SHOES



8. Licensing, commodity mix and enforcement in the market streets.

The encroachment of shop displays by adjacent retailers, and the over-pitching by some street traders is having an impact on pedestrian flow, the attractiveness of the retail environment and the safety of the markets to customers.

The redesign of the market layout on Electric Avenue, alongside the significant investment has provided the opportunity to rethink the approach to these key issues. This includes providing larger, fit for purpose pitch sizes on Electric Avenue, demarcating on the street the maximum size for shop displays

Such improvements have enabled a new focus on both licensing and enforcement, working with partners including the Brixton BID and the BMTF.

Once the changes to Electric Avenue are complete, consideration should be given to the overall commodity mix of the street (market stalls and shops) to ensure there is a good balance of goods and services. The Council will complete a review of the existing market commodity rules/regulations in partnership with the Brixton Market Traders Federation and the wider market trader group during 2017.

There is a need to ensure that any revised commodity regulations deliver the following outcomes:

- Effectively manage the over saturation of commodities offered in the market
- Reduce levels of bureaucracy and introduce more clarity/transparency
- Address concerns relating to perceived 'protection' from competition
- Ensure greater understanding of the financial impact of commodity restrictions

9. Attracting new traders into the market.

There is a need to establish a new on-line application system for vacant trader pitches and a system introduced to proactively seek new traders and maintain a waiting list.

It should also be made easier to attract casual or occasional traders by making improvements to the booking system to allow traders to use new technology to book pitches on a daily basis.

The council should also assess whether the current market trader licence fees & charges need to be amended in order to attract new casual traders by introducing a more flexible system which allows traders who only wish to trade on certain days to be licensed to do so, instead of having to make a pitch booking on a daily basis.

10. Explore opportunity for a weekly evening market on Brixton Station Road.

There is an opportunity to provide a weekly evening market on Brixton Station Road, helping to bring more footfall into the area. This will need to be worked through so as to complement both the offer and the effective operation of the day market. It will be important that the council works with the Brixton Market Trader Federation and the Brixton BID in order to develop long term proposals.

Any such proposals would need to be subject, to issues such as hours of operation, noise, waste and other management and licensing issues being addressed.

11. To better serve its customers and compete locally, Brixton's street markets should consider extending the trading day to capture evening trade, including on Wednesdays, opening on Sundays and potentially closing on Mondays.

At present the street market closes as people are beginning to return home at the start of the evening 'rush hour'. Valuable potential trade is being lost to competitors, something recognised by market traders.

To respond to changes in shopping behaviour, consideration should be given to extending open hours until 7pm on weekdays, including Wednesdays, when the market currently closes at 3pm. Analysis of data reveals low levels of footfall on Mondays and high levels in Brixton on Sundays. As such, Tuesday - Sunday trading should be considered.

The market is also well placed to provide an outlet for those seeking to combine leisure and retail on Sundays, when Brixton is very busy. 'Place check' analysis indicated a strong demand for a Sunday market. However, this is not proposed for Electric Avenue, as this is the only day when the residents of the street can accept deliveries and undertake work that require vehicular access.

Initial discussions with traders on this topic indicated this was not well supported and any move

toward this will require further discussion and agreement. As such, this should be kept under review, but not taken forward in the short-term.

12. A limited number of existing traders on Electric Avenue, who deal with heavy goods should be allowed vehicular access until 9am to ease 'set up'. Consideration of improved loading facilities in adjacent streets should also be provided. Traffic management arrangement, including timings for pedestrianisation and vehicle access should be consistent across the three market streets.

The pedestrianisation of the market streets is now the same times as the hours of market operation - 8am to 6pm Mon to Sat, except Wednesday when it is 8am to 3pm. Furthermore, informed by the development of this strategy, additional hours for loading and unloading stock are now in place on Electric Lane.

In consultation with traders it is clear that some traders would benefit from additional time to load and unload stock from the vans. This will not be possible in the evening when the market is in operation as the street is often busy.

There are also issues with other available loading and unloading bays in the surrounding area. This includes concerns about "continuous loading" limitations on bays on Atlantic Road, as well as

bays getting clogged up with customer parking. Parking restrictions here should be reviewed.

The times for pedestrianisation are not consistent between Electric Avenue, Pope's Road and Brixton Station Road. When funds are made available, or when the next major redevelopment scheme takes place, a Traffic Management Order should be made to make these time consistent. This should acknowledge the need for vehicle access when the market shuts early on a Wednesday.

13. The BID, market traders and locally based shop retailers should work together to develop a Delivery Servicing Plan for businesses in Brixton town centre, including the street market.

Brixton street markets are designated pedestrian zones during operating hours. This is essential to their safe and effective operation. To reduce any adverse impact on the adjacent shops, the development of a Delivery Servicing Plan (DSP) to look at a better approach to how businesses are serviced should be considered.

Furthermore, vehicles routinely illegally enter the market to load and unload, undermining pedestrian safety and the retail environment. A DSP underpinned by a 'traders' charter' allied to robust enforcement is required to address this.



2
for
\$1.20

Shopper experience

14. Develop a marketing and strategy for Brixton, including specific recognition of Brixton's market quarter, including the street market.

Brixton market traders, the BMTF, Brixton BID and the Council all acknowledge the need for enhanced promotion of the market offer in Brixton. Brixton's indoor markets should be engaged in support of this initiative.

Markets are particularly well placed to capitalise on a calendar of season events that mark events and moments throughout the year. Brixton already enjoys a number of such events, only some of which are linked to the market. These links should be strengthened.

The Great Brixton Bake-off, organised by the BMTF, is an example of the way in which the market can stage an event that brings the community together, and attracts visitors and custom. The links with the Brixton City Festival, Lambeth Heritage Festival, Brixton Splash and Brixton Food Festival could similarly benefit the market.

The cross-over with events run by neighbours also requires further development, including The Recreation Centre, POP Brixton, Brixton BID, Brixton Society, Brixton Village, Black Cultural

Archives, Oval Theatre and others – with creativity, imagination and ambition the market has the potential to play a fuller role in the life of the town-centre.

15. Contactless payments should be rolled out to traders across the market streets.

Streets markets are and are likely to remain largely cash-based businesses in the immediate future. However, customers increasingly rely on the flexibility of being able to pay using plastic.

In 2015 spending by card was up 8.1% on 2013 figures. This accounts for £600bn and 13 billion transactions, or 32% of UK GDP. More importantly, 75% of all retail transactions – on-line or in person - were transacted by card.

At the micro-level customers are increasingly using their cards to make lower value payments using cards as an alternative to cash. The advent of contactless in 2014 has driven this trend, which represents 3% of all card spending in the UK.

Contactless payment is playing an increasingly important role in making life more convenient for consumers. For example, contactless cards are now being used for ticketing across the London transport network.

The stock control and customer preference intelligence that shop based retail has long been able to extract from card passed payment systems has helped reduce costs and improve sales.

There are significant customer and commercial benefits to be realised by moving to enable payment by card. The HSF investment in Brixton will support the introduction of contactless payment in Brixton's street market.

Sustainability

16. The Council, Veolia and Brixton BID should work with the BMTF and market traders to make Brixton market the 'greenest' market in London.

The environmental footprint of the street market is currently lagging behind neighbouring enterprises. POP Brixton currently ensures that it has 0% waste going to landfill. This is the local benchmark that the street market should be seeking to emulate.

The waste management regime that will be put in place as consequence of the HSF investment will help the market take a step towards improving recycling rates. This needs to be supported by improved education and infrastructure that enables the easy separation of waste. This must be a priority for the Council and Veolia.

Traders have embraced the Alexandra Rose Voucher scheme, which helps people on low income to purchase fresh fruit and veg so that they can prepare healthier meals and live healthier lives. They should similarly embrace the nationwide move to eradicate the use of plastic bags, by adopting the use of recycled paper bags.

With the support of Brixton BID an initiative should be launched to first map and then build links between local businesses to shorten the supply chain. Brixton's considerable and growing food offer presents a good opportunity to institute (market) business to (restaurant) business supply, reducing food kilometres and carbon emissions.

The proposed 'traders' charter' or 'good conduct agreement' has the potential to underpin a change in behaviours and practices.

Safe & secure design

17. The Council, Borough Police and Brixton BID should work with the BMTF to ensure that pedestrian safety is optimised.

This will include consultation with the planners around the most suitable type and placement of protective infrastructure and or full hostile vehicle mitigation measures if appropriate.

The market should offer safe and secure access to all without having a negative impact on the pedestrian flow.



8 Action Plan

Completed Actions

Brixton Street Markets Masterplan

Workstream	Action	Timeframe	Lead organisation	Progress	Funding status	Comments
Hard and soft landscaping	Construct hard landscaping/public realm scheme on Electric Avenue, including hard wearing granite, shared surface and improved market infrastructure.	2016	LBL Public Realm team & Investment & Growth team	Complete	Funded	Delivered as part of High Street Fund programme.
New market stalls	Introduce gazebo stalls onto Electric Avenue.	2016	LBL Investment & Growth team	Complete	Funded	Delivered as part of High Street Fund programme.
						Fashion retailers to be provided with taller stalls to accommodate additional row of clothes – expected Jan 2017.
						Additional anchor points to allow stalls to orientate at 90 degrees installed Dec 2016.
	Set out brass studs on Electric Avenue to demarcate licenced trading area for each pitch.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.

Improved street market function and pedestrian movement	Remove bollards and replace lamp columns with wall mounted lanterns.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
	Formalisation of the irregular 'trading out' areas in front of adjacent retail shops and restriction to 1.2m to regularise layout.					
	A raised table from Electric Avenue across Atlantic Road and into Pope's Road.					
	A single water point will provide access to fresh water in Electric Avenue.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
	'Flip up' gafis boxes buried beneath the road surface – one for every four stalls.					
	Refurbish public toilets on Pope's Road.	2016	LBL Environment team	Complete	Funded	Delivered as part of High Street Fund programme.
						Turnstiles now installed to allow for charging to be fitted to help facility move towards financial sustainability.

Way-finding signage	Install major new lighting feature on roof of Boots on Electric Avenue.	2016	LBL Investment & Growth team & LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
						The Brixton BID will take responsibility for on-going maintenance.
	Installation of painted "Pope's Road" sign on both bridges leading to Pope's Road market on Atlantic Road and Brixton Station Road.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
Access & storage	Agree Traffic Management Order to allow good loading and unloading up to 9am and after 5pm on part of Electric Lane to facilitating better access to Electric Avenue for businesses and traders during the start and end period of the pedestrianisation period.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
	Identify and issue permits to the limited number of market traders who need vehicular access into the pedestrianised zone on Electric Avenue up until 9am.	2016	LBL Public Realm team	Complete	N/A	Delivered as part of High Street Fund programme.
	Install removal bollards on Electric Lane at junction with Electric Avenue to prevent vehicles illegally driving or waiting along the road outside of permitted hours.	2016	LBL Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.

Waste management	Temporarily relocate the Brixton town centre waste compactors to the Pope's Road car park. Purchase an additional compactor (total now 3) and also an additional hand held electric trolley.	2017	LBL Investment & Growth team and Public Realm team	Complete	Funded	Delivered as part of High Street Fund programme.
-------------------------	--	------	--	----------	--------	--

Brixton Street Markets Action Plan

Workstream	Action	Timeframe	Lead organisation	Progress	Funding status	Comments
Finances	Produce re-designed market licence fees & charges proposals and consult with existing market traders.	Feb-17	LBL Environment team	Complete	N/A	New charging framework has been applied since 1 April 2017.
Operations	Issue Section 47 Notices (Environmental Protection Act 1990) to businesses along Electric Avenue setting out new waste collection rules that waste cannot touch the ground/street and must be placed directly into trollies.	2016	LBL Environment team	Complete	N/A	Complete
	Ensure all businesses with a display on the public highway has entered into a licence, including permission to extend to only 1.2m from their shop front.	2017	LBL Environment team	On-going	N/A	Complete

Outstanding Actions

Brixton Street Markets Masterplan

Workstream	Action	Timeframe	Lead organisation	Progress	Funding status	Comments
Hard and soft landscaping	Detailed design and then construct hard and soft landscaping/public realm for Pope's Road and Brixton Station Road (section with street market on).	2021/22	LBL Public Realm team & Investment & Growth team	Funding sources need to be identified	Unfunded	<p>Pope's Road could come forward as part of Brixton Central masterplan redevelopment.</p> <p>Brixton Station Road could be brought forward sooner if external funding sources obtained e.g. GLA's Good Growth Fund.</p> <p>Question of hard/soft landscaping around all three market streets can be reviewed for purposes of installing a type of HVM. Should link in with the wider Brixton Town Centre Public Protection workstream which is being led within LBL Environment. Is currently unfunded so sources need to be identified.</p>
Improved street market function and pedestrian movement	Provision of temporary seating at the junction with Electric Lane and Electric Avenue gateway.	2018	Brixton BID	In development	Funded	<p>To be delivered as part of High Street Fund programme.</p> <p>Business plan to be submitted for BID to manage the space, using it to bring in income, but also uses income to put on events.</p>

	Improve 5 of the bollards housing electric for market stalls on Brixton Station Road.	2018	LBL Environment team	In development	Funded	S106 funds identified. Proposals now being developed in partnership with LBL Highways. Funding only available for limited amount of power i.e. lighting, but not for food. Separate power generation required until long-term works can take place as part of masterplan.
	Re-providing improved electric and water suppliers from the ground on Pope's Road and Brixton Station Road. Consider options for future stall layout, including retaining similar set up as current.	2021	LBL Investment & Growth team	Funding sources need to be identified	Unfunded	Brixton Station Road could be brought forward if external funding sources identified e.g. GLA's Good Growth Fund. Any public realm interventions will be co-designed through consultation with market traders and retailers.
	Consider new stalls for Pope's Road and Brixton Station Road traders.	2021	LBL Investment & Growth team	None	Unfunded	Would need to be considered as part of next stage of design prior to redevelopment of each street.
Way-finding signage	Repainting of Brixton Road bridge, removal of B OUR GUEST signage and replacement with new painted design, including signage for Brixton Station Road.	2018	LBL Public Realm team	In development	Funded	To be delivered as part of High Street Fund programme.
						Need to agree traffic management and construction method statement with Transport for London to mitigate impact on traffic along Brixton Road during installation. Also need to work with Brixton Design Trail to commission new designs.

Waste management	Safeguard site on Electric Lane for potential future permanent relocation of compactors.	2020	LBL Strategic Valuations & Asset Management team	Awaiting longer-term Brixton Central redevelopment	N/A	
-------------------------	--	------	--	--	-----	--

Brixton Street Markets Action Plan

Workstream	Action	Timeframe	Lead organisation	Progress	Funding status	Comments
Future management	As part of borough-wide review, work with the Brixton Market Traders Federation to assess scope for partnership activity.	2018/19	LBL Environment team	In development	Funded	Work underway by markets team as part of core work.
	Develop proposals to create a Market Manager post in order to oversee the operational / strategic work streams and chair the revised Brixton Market steering group.	2018/19	LBL Environment team	In development	TBC	Business case to be made as part of future Neighbourhoods & Growth department restructure.
	Establish a steering group to deliver the Brixton Street Market Action plan.	2018	LBL Investment & Growth & LBL markets teams	Build on High Street Fund steering group	N/A	Will be within the new Market Manager's remit. Subject to recruitment, the steering group should be operational in Autumn 2018.

	Develop a 'traders' charter' or 'good conduct agreement – market traders and adjacent retailers.	2018/19	The Brixton BID	Not yet started	Unfunded	Work with Brixton BID to take on this project. Will be within the new Market Manager's remit.
	The Brixton BID, working with the Council, BMTF and the indoor markets, should develop a strategic marketing and investment plan for Brixton, including the markets.	2018/19	The Brixton BID	Not yet started	Unfunded	Work with Brixton BID to take on this project, including identification of funding to achieve this.
Operations	Ensure all businesses on Electric Avenue (and then other streets) a) have a waste contract and b) have a contract for the level of waste they produce.	2017	LBL Environment team	On-going	N/A	All contracts in place. On-going review of waste collection levels to inform contracts.
	Enforce against market trader over-pitching.	2017	LBL Environment team	On-going	N/A	On-going
	Consider review of market commodity mix to inform recruitment of new traders into the market, including Electric Avenue.	2018/19	LBL Environment team	On-going	Unfunded	On-going
	Review and update trader application process for both permanent and casual traders.	2018/19	LBL Environment team	On-going	N/A	On-going

	Explore opportunity to develop an evening trading market on Brixton Station Road.	2018/19	LBL Environment team	On-going	N/A	On-going This will look into options for extending the opening hours of the current market on Electric Avenue, and a different market operating only in the evenings to be set up on Brixton Station Road.
	Discuss with traders whether they want to amend the hours of operation of the street market to capture the lucrative Sunday and evening trading.	2018/19	LBL Environment team	On-going	N/A	Initial discussions with Electric Avenue traders during consultation indicated this was not supported. Suggestion is that this should be revisited periodically i.e. kept under review.
	Consider how improvements to goods and customer loading & unloading could be made throughout the central Brixton areas.	2018/19	LBL Investment & Growth team	Study commissioned	Funded	This is linked to on-going work to look at improvements to Atlantic Road and also the wider Brixton Central masterplan.
	Make a Traffic Management Order to bring pedestrianisation across the market streets in line with Electric Avenue, including vehicle access earlier on a Wednesday in line with market opening hours.	2018/19	LBL Highways/ Investment & Growth	Not yet started	Unfunded	
	Consider additional control over commodity mix (shop front displays) in future licencing activity.	2018/19	LBL Environment team	To pick up in 2018 following roll out of initial licences	N/A	As a second stage, consider how licencing can help support a more appropriate commodity mix along the market streets.

	Establish a Delivery Servicing Plan for Brixton.	2018/19	Brixton BID	Not yet started	Unfunded	Baseline study commissioned by LBL transport, working with the Brixton BID.
	Install new lighting and seating on Brixton Station Road.	2018/19	LBL Environment team	In development	Unfunded	The need for more lighting for public realm and health and safety purposes has been expressed by the businesses on Brixton Station Road. Funding for this element is being sought through the council's Good Growth Fund bid which if successful will invest in public realm improvements to Brixton Station Road.
Shopper experience	Roll out contactless payments to existing and new traders.	2017	LBL Environment team	On-going	Funded	70 units have been brought based on traders signing up, but very few have taken up to opportunity. Consider roll out to new traders.
	Develop a marketing and branding strategy for Brixton.	2018/19	Brixton BID	Not yet started	Unfunded	On-going
Sustainability	Establish a plan to increase recycling within the market streets.	2018/19	LBL Environment team	In development	N/A	New waste contracts will incentivise recycling. Once these are in place, a further review will be put in place to consider how rates could be increased further. Working with the Brixton BID.
Health & safety	Develop an evacuation plan for the market areas.	2018/19	LBL Environment team	Not yet started	Unfunded	Will have to be produced and held in partnership with engaged partners.