



Date: 6 April 2017

Our Ref: 972/AJ/1393/009

Your Ref:

Mr J Owen
Market Asset Management (Seven Sisters) Ltd
2 West Stockwell Street
Colchester
Essex
CO1 1HQ

Transport for London
Commercial Development
Directorate (Property)

5th Floor, South Wing
55 Broadway
London
SW1H 0BD

Tel No: 020 3054 5825
Fax No: 020 7918 0527
Email: alunjones@tfl.gov.uk

Dear Mr Owen

Re:Seven Sisters Market, 243 High Road and 249a High Road, Tottenham N15

I am writing concerning the letter (and enclosure) dated 23/2/17 sent to TfL solicitors, and copied to you, from Bindmans LLP, acting for the West Green Road/Seven Sisters Development Trust Ltd. It referred to seven incidents of recent inappropriate behaviour by yourself as Director of MAM. TfL having considered the letter content, decided to carry out an investigation.

During our meetings you accepted that your conduct referred to in the allegations was wrong. You accepted you had caused offence and apologised, and had apologised to the individuals in question.

I have met with Ms Morera, and my colleague Mr Henman has spoken with Mr Khanjary. The impression they gave is that there is a lack of trust between MAM and the market traders. Both confirmed that you had apologised for your actions. We have discussed your commitment to improving relations between MAM and the market traders. I acknowledge the role the Action Plan and the increased involvement of Malcom Veigas will have in this.

The investigation report and appendices are attached. In view of the above I have agreed that the Lease can be renewed.

Yours sincerely

Alun Jones

Senior Property Manager

Investigation Report: Seven Sisters Market

Date: 4 April 2017

Investigation by: Alun Jones, Senior Property Manager

1 Summary

We have investigated alleged inappropriate behaviour and poor market management by Jonathan Owen of Market Asset Management (Seven Sisters) Ltd (MAM) at 231-243 High Road and 249a High Road, Tottenham, N15 (the market), as contained in the letter sent by Bindmans LLP dated 23 February 2017 (the letter). The letter asked that we commit to “undertake a full and proper investigation before entering into the market lease”.

We have spoken to the named parties in the letter with regard to establishing the veracity of the alleged incidents of inappropriate behaviour and poor market management and with regard to establishing what actions will be taken to address any inappropriate behaviour and poor market management.

We have undertaken an investigation the details of which are recorded here. Having regard to the discussions during our investigation and the additional information supplied by Jonathan Owen / MAM – including Jonathan Owen’s admission of his inappropriate behaviour, Jonathan Owen’s apology for said behaviour, and the actions being taken by MAM to work with traders to improve the market – I intend to proceed with the grant of a lease to MAM

2 Background

The letter referred to seven incidents of inappropriate behaviour or poor management of the market by Jonathan Owen / MAM. Individuals named in the letter are: Mirca Morera, Mosen Khanjary and Jonathan Owen.

The letter asked that we undertake an investigation before entering into the market lease with MAM.

3 Meetings held as part of the investigation

We sought to speak with the three individuals named in the letter: Mirca Morera, Mosen Khanjary and Jonathan Owen.

- We met with Jonathan Owen and Jonathan Kiddle (Grainger Plc) on 6 March 2017 at our offices at 55 Broadway
- We met with Mirca Morera and Victoria Alvarez (a trader at the market) on 16 March 2017 in the market and a nearby café. Ms Morera also emailed TfL on 27 March 2017 setting out her note of this meeting.



- We met with Jonathan Owen, Jonathan Kiddle and Malcolm Veigas (MAM) on 21 March 2017 at our offices at 55 Broadway
- We spoke to Mosen Khanjary by phone on 30 March 2017

Minutes from the meetings of 6 March 2017, 16 March 2017 and 21 March 2017 are attached. Also included is Ms Morera's emailed regarding the 16 March 2017 meeting and my response.

We spoke to Mosen Khanjary on 30 March 2017 following a period when he had been out of the country. Mr Khanjary confirmed the incident (point 1 in the letter) and that Jonathan Owen had apologised the next day, with Jonathan Owen accepting that he had acted unprofessionally. Mosen Khanjary emphasised that the market had to be run with trust and respect for traders.

4 Narrative and conclusion of investigation

In our conversations with Mirca Morera, Mosen Khanjary and Victoria Alvarez a common theme was the need to the market to be run with respect and trust for all parties; management, traders and customers. The complainants make it clear that they felt Jonathan Owen's conduct so far had fallen short of this.

Mirca Morera and Victoria Alvarez highlighted aspects of market management that they felt was falling short of what should be expected, including upkeep of communal areas. Mirca Morera brought particular attention to a broken pane of glass in one of the entrance doors, graffiti on the neighbouring building and a lack of enough external signage for the market.

In our two meetings with Jonathan Owen, Jonathan Owen accepted that he had previously behaved inappropriately towards some traders and said that whilst he had not intended to cause offence, he acknowledged the offence that his language had caused.

We discussed respect and trust with Jonathan Owen, and whilst we acknowledge the challenging environment of running a market, we asked that he abide by the London Underground Code of Conduct (attached); to which he agreed.

Jonathan Owen presented the MAM Equality and Diversity Policy to us. We welcome that MAM has adopted such a policy and Jonathan Owen confirmed his commitment to the MAM Equality and Diversity Policy in his meetings with us.

In our second meeting with Jonathan Owen, another MAM representative, Malcolm Veigas, attended. MAM intend that Malcolm Veigas will take over more of the day-to-day running of the market from Jonathan Owen. In our meeting with Mirca Morera and Victoria Alvarez, Victoria Alvarez had indicated that she felt Malcolm Veigas was more positive towards the traders than Jonathan Owen.

In our second meeting with Jonathan Owen, MAM explained the steps that they will take to improve the market and to work with traders to improve their businesses. MAM subsequently sent us an Action Plan (attached). The action plan commits MAM to frequent cleaning of the communal areas. It will help with the promotion of the market, and gives a commitment to improved relations with licence holders.



With regard to Jonathan Owen's acknowledgement of his previous poor behaviour and apology, Malcolm Veigas' increased role running the market, and the action plan produced by MAM. I am satisfied that the renewal of the Lease should go ahead.

Whilst acknowledging the renewal of MAM's lease, we also want to acknowledge the challenge of running the market in the context of the proposed redevelopment of the market and the impending Compulsory Purchase Order process. We would like all parties involved to treat each other with trust and respect, including market management and licence holders.

LUL's contractors will remove the graffiti from the upper floors of our building adjacent to the market.

5 Appendices

- (1) Bindmans LLP Letter dated 23 February 2017 with enclosure
- (2) Minutes of Seven Sisters Market Meeting held on 6 March 2017
- (3) Minutes of Seven Sisters Market Meeting held on 16 March 2017
- (4) Minutes of Seven Sisters Market Meeting held on 21 March 2017
- (5) Emails between Ms Morera and Mr Alun
- (6) Emails from Mr Henman to Mr Khanjary
- (7) London Underground Code of Conduct
- (8) MAM Equality and Diversity Policy
- (9) MAM Action Point Schedule, dated 22 March 2017



Alun Jones

Senior Property Manager



BINDMANS LLP



Your reference:
MGLA260416-9789
Our ref: 262175.1/JH/CR
Date: 23 February 2017

Direct fax: +44 (0)20 7837 9792

Direct email: j.halford@bindmans.com
c.robinson@bindmans.com
PA: c.langley@bindmans.com

Morgan Francis
Commercial Disputes Resolution
Legal
Transport for London
7th Floor, Windsor House
42-50 Victoria Street
London
SW1H 0TL

First by e mail to: MorganFrancis@tfl.gov.uk cc. alunjones@tfl.gov.uk and CliveHenman@tfl.gov.uk

And by fax to: 0203 054 3556

U R G E N T

Dear Mr Francis

Seven Sisters Market Lease

As you know, we are instructed by the West Green Road / Seven Sisters Development Trust Limited of 35 Westbury Avenue, London, N22 6BS ('the Trust').

This letter concerns Transport for London ('TfL')'s intention to enter into a 'market lease' lease to manage the market operating out of premises above Seven Sisters underground ('the Market') with Market Asset Management (Seven Sisters) Ltd ('MAM') this Friday, 24 February 2017.

We regret the timing of this letter, however, a number of recent events cast considerable doubt on the suitability of MAM to hold the Market Lease and have any responsibility for management of the Market's effective operating.

We appreciate that in the past, TfL has been satisfied that MAM would be the most appropriate organisation to hold this lease. However, circumstances have now changed and a number of incidents involving recent inappropriate conduct on the part of Jonathan Owen Director of MAM and Quarterbridge, set to manage the market lease on behalf of MAM, call into question the appropriateness of the grant of this lease. The incidents to which we refer are as follows:

SENIOR CONSULTANTS
Sir Geoffrey Bindman QC*
Katherine Gieve
Stephen Grosz QC*
Lynn Knowles

PARTNERS
Tamsin Allen
Liz Barratt
Jules Carey
Saimo Chahal QC*
Emille Cole
Jon Crocker
Kate Goold
Flora Grossman
John Halford
Siobhan Kelly
Shazla Khan
Alta Murphy
Jamie Potter
Shah Qureshi
Martin Rackstraw
Paul Ridge
Michael Schwarz
Farhana Shahzady
Alison Stanley
Katie Wheatley

ASSOCIATES
Emma Cohen
Liz Dronfield
Ashley-Jayne Fleming
Rhona Friedman
Nicholas Fry
Charlotte HaworthHird
Laura Higgs
Jude Lanchin
Kathryn Macken
Gwendolen Morgan
Amy Rowe
Jessica Skins
Anna Thwaites

SOLICITORS
Lana Adamou
Jessica Black
Samantha Broadley
Selima Budhani
Elizabeth Cape Cowens
Pearl Carson
Peter Daly
Alice Davis
Yagmur Ekici
Abigail Evans
Ben Gaston
Roberta Haslam
Laura Hobeys-Hamsher
Catherine Jackson
Tammy Knox
Sara Lomri
Jamie Phillips
Najma Rasul
Sharmey Randhawa
Caroline Robinson

CONSULTANTS
Philip Leach
Anna Mazzola
Tony Taylor
David Thomas
*Contracted with
the Legal Aid
Agency*

**Specialist
Fraud Panel**

Bindmans LLP

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Authorised and regulated by the Solicitors Regulation Authority

1. A few days after the first steering group meeting in November 2016, when a letter of complaint from a group of traders addressing the unsatisfactory management style of Jonathan Owen was passed to the members of steering group including Haringey Council ('the Council') and Grainger Plc; stall trader Mosen Khanjary, one of the authors of the complaint letter was approached by Jonathan Owen, who said to him, "I do not appreciate you blind-siding me, if you want a fucking war, you will get a fucking war." We have been informed that Mr Khanjary and other traders were quite alarmed by this behaviour. Some traders have raised concerns about voicing any issues with the management of the Market because they are worried they may receive verbal abuse.
2. Prior to a meeting with market traders on Monday 13 February, Jonathan Owen rang stall owner Mirca Morera and informed her that he was running late for the meeting. He also commented that he was "getting his boxing gloves ready".
3. At the meeting on 13 February with stall traders, when traders attempted to discuss the upkeep and repairs of the toilets and carpet on site with Mr Owen, he told the traders present that, "if I wanted to, I could get rid of 90% of the traders here." Understandably, many traders have construed this language as intimidating and as a threat to close their stalls in the event that they raise concerns about the management of the Market's operation.
4. In an email to Ms Morera dated 15 February 2017 (appended for information purposes), Mr Owen, in response to concerns raised about pest control and in relation to market cleanliness, noted that he was "considering closing down" stalls, and reporting them to the Food Safety Officer at London Borough of Haringey Council. Mr Owen suggested that the Council "would be perfectly entitled to do this" i.e. close stalls, and that he "would support such action." This is one of many examples of Mr Owen's hostile, rather than co-operative, approach to dealing with traders. He has not shown a willingness to work with traders to reach mutual and satisfactory outcomes.
5. In relation to traders requesting improved security at the 13 February meeting, Mr Owen said, "I'm giving you permission, it's my property, grab them by the scruff of the neck and throw them out," in relation to people causing trouble and security concerns.
6. Traders also raised with Mr Owen the issue of parking in the Market's car park at the meeting of 13 February. We understand from our client that Mr Owen cancelled the contract allowing use of the car park. Therefore, neither traders, nor customers can use the car park without paying for parking. This itself is not the crux of the trader's complaint; currently the car park's ticket

machine is not operational and so it is impossible for customers or traders to pay for parking. Some of the customers and traders had continued to use the car park, only to have been issued with parking tickets. When the traders complained about this issue to Mr Owen, he dismissed the issue as between the traders and the car park company. This is not the problem-solving and cooperative approach that would be expected of a Market Facilitator.

7. At the 13 February meeting, Mr Owen used language such as "bloody illegal immigrants" and "not to be Irish" which, although not directed at anyone specific, traders found offensive, distasteful and menacing.

It is abundantly clear that the language and conduct of Mr Owen, as representative of MAM, is inconsistent with the proper and sensitive stewardship of the proposed market lease. In the light of these serious allegations, we ask that TfL hold off entering into the proposed market lease, until a proper investigation has been concluded. We ask that TfL commits to undertake a full and proper investigation before entering into the market lease. If you are unable or unwilling to do so, please state why, giving full reasons.

We look forward to hearing from you.

Yours faithfully

Bindmans LLP

Bindmans LLP

Caroline Robinson

From: Caroline Robinson
Sent: 21 March 2017 11:55
To: Caroline Robinson
Subject: FW: Political economy of fear

Begin forwarded message:

From: Mirca Morera <latincomeruk@gmail.com>
Subject: Political economy of fear - Economía política del miedo
Date: 15 February 2017 at 18:29:58 GMT
To: Jonathan Owen <jonathan.owen@quarterbridge.co.uk>
Cc: Ben Nyerende <info@benpropertiesolutions.com>, Blanca Fernandez - Esquina Blanca <monicaeuropa11@hotmail.co.uk>, Fabian Catano - <fabiancho714@hotmail.com>, Farhad Zarei <fcitynews@gmail.com>, Hawa Ahmadou <hawasow02@gmail.com>, Juan Y Nez Martinez <carniceriamartinez@hotmail.com>, Juancho Restaurant <diequitoguner@hotmail.com>, karburo <karburo@aol.com>, Leidy - LLeridass <lleridass@hotmail.es>, Lisbeth - Hollywood <patilove25@hotmail.com>, Lita - Pueblito Paisa Cafe <lita_laura@hotmail.co.uk>, "Ludemila Barros - L.B Hair" <mila-caetano@hotmail.com>, Maria - Lindas Boutique <luchela_23@hotmail.com>, Maria - Lindas Boutique <angela1911@hotmail.co.uk>, Maria Eugenia - M&G Consulting Services Ltd <kenagrondona@gmail.com>, Mario - Chance <zamara1972@hotmail.com>, Marta Hinestroza <martahinestroza@hotmail.com>, Mensa Express <cailondon@hotmail.com>, Milena Narvaez - Mi Pueblito <mipueblito22@gmail.com>, Mohsen - City News <mosen777@yahoo.co.uk>, Nicholas Amayo - RIA <amayon@hotmail.co.uk>, "Oscar - Giros Marta Y Angela Pedro (3gsuk)" <donpedrogiros@hotmail.com>, Pablo - Colombian Coffee <pabloemiliotobon@hotmail.com>, Paula Rocha Quentinha Portuguesa <valdo188@hotmail.com>, Regina - Renew Beauty House <regilimont@hotmail.com>, Teresa - Treasure Secret - Accessories <teresadepina@yahoo.co.uk>, Tiendas Manuelita Henry & Luis Ortiz <a77-11-66@hotmail.com>, Tiendas Manuelita Henry & Luis Ortiz <luis_f@hotmail.com>, Tony Williams Unit 58 Nubian Hair Salon <babason@blueyonder.co.uk>, Vicky Alvarez <elcafetalservices@hotmail.com>, Yesenia - Mily Hair Salon <yeseniamirez1775@gmail.com>, Yesenia - Mily Hair Salon <iso4321uk@yahoo.co.uk>, Henry Paz <manager@marketassetmanagement.com>, Malcolm Veigas <malcolm@veigasconsultancy.com>, Raymond Linch <raymond.linch@quarterbridge.co.uk>

Dear Jonathan,

I hope you will work with the Latin American traders, instead of against them, to resolve these issues. Especially since these issues have also been caused by the lack of cleanliness and neglect of the communal areas of the market.

Espero que trabajen con los comerciantes latinoamericanos, en lugar de contra ellos, para resolver estos problemas. Sobre todo porque estos problemas también han sido causados por la falta de limpieza y descuido de las áreas comunales del mercado.

We are aware that MAM Ltd management are working closely with Grainger PLC to demolish the current market. However, attempts to displace traders (and deteriorate market conditions further) prematurely could be considered inhumane.

Somos conscientes de que la dirección de MAM Ltd está trabajando junto con Grainger PLC para demoler el mercado actual. Sin embargo, los intentos de desplazar a los comerciantes (y deteriorar aún más las condiciones del mercado) prematuramente podrían considerarse Inhumano.

Best wishes

Mirca

Sent from my iPhone

On 15 Feb 2017, at 11:45, Jonathan Owen <jonathan.owen@quarterbridge.co.uk> wrote:

Mirca:

Following our meeting on Monday I have taken immediate action on the pest control issues which you raised. Yesterday evening I met with our Pest Control Contractor and inspected the premises. At the same time he undertook a comprehensive treatment for cockroach and mouse infestation. Después de nuestra reunión el lunes he tomado acción inmediata sobre la plaga cuestiones que usted plantea. El ayer por la tarde conocí con nuestro contratista de Control de plagas e inspeccionar las instalaciones. Al mismo tiempo él llevó a cabo un tratamiento integral para la infestación de cucaracha y el ratón.

The standard of food hygiene which I saw in some of the food premises is appalling. Waste food is present on the floor, walls equipment and worksurfaces are soiled and storage areas show evidence of infestation with no attempt made to address same with food waste being stored overnight in bins without lids. There is a very real risk to public health and such actions negate the efforts of our pest control contractor. I have photographs of these issues.

El estándar de higiene de los alimentos que vi en algunos de los locales de comida es terrible. Comida basura está presente en el piso, planos de trabajo y equipo de las paredes están sucias y las áreas de almacenamiento muestran evidencia de infestación con ningún intento de misma dirección con la basura de alimento durante la noche se almacenan en depósitos sin tapas. Existe un riesgo real para la salud pública y las acciones niegan los esfuerzos de nuestro contratista de control de plagas. Tengo fotografías de estas cuestiones.

Such lack of cleanliness is completely unacceptable to this Company and contrary to the terms of Traders licences **so I am considering closing down those businesses.** The Food Safety Officer of LB Haringey would be perfectly entitled to do so **and I would support such action. I will now be meeting with LB Haringey Environmental Health Dept.** to agree what further action is necessary and will be issuing a warning notice to all Traders later today.

Tal falta de limpieza es totalmente inaceptable a esta compañía y contrario a los términos de las licencias de operadores por lo que estoy considerando el cierre de las empresas. El oficial de seguridad de alimentos de Haringey LB tendría perfectamente derecho a hacerlo y apoyaría tal acción. Ahora me reuniré con LB Haringey Departamento de salud ambiental de acuerdo qué acción adicional es necesario y se se emite un aviso a todos los comerciantes hoy más tarde.

The lack of food hygiene was not evident in all the food premises. Two were noticeably clean and well-managed and if they suffer from an infestation then it will be emanating from those described above.

La falta de higiene de los alimentos no era evidente en todos los locales de comida. Dos eran notablemente limpio y bien administrados y si sufren una infestación luego se emanados de las descritas anteriormente

Please bring this to the attention of the Traders and advise them we will be taking action.

Por favor llevar esto a la atención de los comerciantes y aconsejarles que va a tomar acción.

Regards,

<image002.jpg>

Jonathan Owen

Director: Market Asset Management (Seven Sisters) Ltd

Email: <jonathan.owen@marketassetmanagement.com>

Direct Dial: 01296 712233 Mobile: 07958 458232 Switchboard: 01206 713649

<image004.jpg>

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disclaims any liability for loss or damage caused thereby whether direct, indirect or consequential. You are advised to run and maintain anti-virus software at all times.

From: Mirca Morera [<mailto:latincorneruk@gmail.com>]

Sent: 15 February 2017 08:52

To: Jonathan Owen <jonathan.owen@quarterbridge.co.uk>

Cc: Ben Nyerende <info@benpropertysolutions.com>; Blanca Fernandez - Esquina Blanca <monicaeuropa11@hotmail.co.uk>; Fabian Catano - <fabiancho714@hotmail.com>; Farhad Zarei <fcitynews@gmail.com>; Hawa Ahmadou <hawasow02@gmail.com>; Juan Y Nez Martinez <carniceriamartinez@hotmail.com>; Juancho Restaurant <dieguitoguner@hotmail.com>; karbuero <karbuero@aol.com>; Leidy - Lleridass <lleridass@hotmail.es>; Lisbeth - Hollywood <patilove25@hotmail.com>; Lita - Pueblito Paisa Cafe <lita_laura@hotmail.co.uk>; Ludemila Barros - L.B Hair <mila-caetano@hotmail.com>; Maria - Lindas Boutique <luchela_23@hotmail.com>; Maria - Lindas Boutique <angela1911@hotmail.co.uk>; Maria Eugenia - M&G Consulting Services Ltd <kenagrondona@gmail.com>; Mario - Chance <zamara1972@hotmail.com>; Marta Hinestroza <martahinestroza@hotmail.com>; Mensa Express <cailondon@hotmail.com>; Milena Narvaez - Mi Pueblito <mipueblito22@gmail.com>; Mohsen - City News <mosen777@yahoo.co.uk>; Nicholas Amayo - RIA <amayon@hotmail.co.uk>; Oscar - Giros Marta Y Angela Pedro (3gsuk) <donpedrogiros@hotmail.com>; Pablo - Colombian Coffee <pabloemiliotobon@hotmail.com>; Paula Rocha Quentinha Portuguesa <valdo188@hotmail.com>; Regina - Renew Beauty House <regilimont@hotmail.com>; Teresa - Treasure Secret - Accessories <teresadepina@yahoo.co.uk>; Tiendas Manuelita Henry & Luis Ortiz <a77-11-66@hotmail.com>; Tiendas Manuelita Henry & Luis Ortiz <oluis_f@hotmail.com>; Tony Williams Unit 58 Nubian Hair Salon <babason@blueyonder.co.uk>; Vicky Alvarez <elcafetalservices@hotmail.com>; Yesenia - Mily Hair Salon <yeseniamirez1775@gmail.com>; Yesenia - Mily Hair Salon <iso4321uk@yahoo.co.uk>

Subject: Meeting/Reunion Jonathan 27 February 7pm

Dear Jonathan,

Please note that since I was chairing the meeting I was unable to take minutes.
Tenga en cuenta que desde que presidía la reunión no pude tomar notas.

However I have recorded some positive actions as noted below.
Sin embargo he registrado algunas acciones positivas como notado adjunto.

We will look forward to our next meeting with you on Monday 27th February at 7pm in front of Ben's Property Solutions.
Esperamos con interés nuestra próxima reunión con ustedes el lunes 27 de febrero a las 7pm frente a Ben's Property Solutions.

Best wishes

Mirca

Sent from my iPhone

Begin forwarded message:

From: Mirca Morera <latincorneruk@gmail.com>

Date: 14 February 2017 at 11:22:50 GMT

To: Ben Nyerende <info@benpropertysolutions.com>, Cecilio Acosta - Acosta Solutions Ltd <cecilioacosta01@hotmail.com>, Fabian <fabiancho714@hotmail.com>, Farhad Zarei Seven Sisters Market <fcitynews@gmail.com>, Galina Jagelo Money To <g.jagelo@moneyto.co.uk>, Djolof Hawa Ahmadou <hawasow02@gmail.com>, Juan Y Nez Martinez

<carniceriamartinez@hotmail.com>, Juan Alvarez Juancho Restaurante
<dieguitoguner@hotmail.com>, karbuero <karbuero@aol.com>, Leidy -
LLeridass <lleridass@hotmail.es>, Lisbeth - Hollywood
<patilove25@hotmail.com>, Lita Alvarado Juan <lita_laura@hotmail.co.uk>,
"Ludemila Barros - L.B Hair" <mila-caetano@hotmail.com>, Maria - Lindas
Boutique <luchela_23@hotmail.com>, Maria - Lindas Boutique
<angela1911@hotmail.co.uk>, "Maria Eugenia - M&G Consulting Services
Ltd" <kenagrondona@gmail.com>, Mario - Chance
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<elcafetalservices@hotmail.com>, Yesenia - Mily Hair Salon
<yeseniamirez1775@gmail.com>, Yesenia - Mily Hair Salon
<iso4321uk@yahoo.co.uk>

Cc: Jonathan Owen <jonathan.owen@quarterbridge.co.uk>

Subject: Meeting with Jonathan (actions) - Reunion con Jonathan (acciones)

Dear all, Estimados comerciantes,

Please note the following actions were confirmed by Jonathan: **Tenga en cuenta que las siguientes acciones fueron confirmadas por Jonathan:**

1. Flooring repairs within 2 weeks (no new floor will be provided).
2. Publicity of market - will supply new improved Seven Sisters Market lit up sign (subject to permissions) by Spring 2017.
3. Parking fines will be cancelled for all traders with no rent arrears.
4. Pest control (cockroaches, mice etc) will be carried out fortnightly with a one off treatment of inside of trader's unit.

Jonathan will chase Grainger to address pest control issue created by Grainger waste issues in local property portfolio.

5. New 8am opening to traders (not public) starting next week.

1. Reparaciones del piso dentro de 2 semanas (no se proporcionará piso nuevo)
2. La publicidad del mercado - suministrará un nuevo letrero mejorado de Seven Sisters Market iluminado (sujeto a permisos) para la primavera de 2017
3. Las multas de estacionamiento serán canceladas y pagados por Jonathan para todos los comerciantes sin atrasos de alquiler.
4. El control de plagas (cucarachas, ratones, etc.) se llevará a cabo quincenalmente con un solo tratamiento de dentro de la unidad del comerciante.

Jonathan perseguirá a Grainger para abordar la cuestión de control de plagas creada por los problemas de residuos de Grainger en el portafolio de propiedades locales.

5. Nueva apertura de 8 am para los comerciantes (no el público) a partir de la próxima semana.

Date of next meeting Monday 27th February at 7pm in front of Ben's Property Solutions.

Fecha de la próxima reunión Lunes 27 de febrero a las 7 pm frente a Ben's Property Solutions.

Caroline Robinson | Solicitor | Public Law
Ext: 210 | DDI: +44 20 7014 2071

Seven Sisters Market Meeting

held at 55 Broadway on 6/3/17 (12 -1pm)

Attendees: Alun Jones (TfL); Clive Henman (TfL); Jonathan Owen (MAM); Jonathan Kiddle (Grainger)

Meeting objective to discuss correspondence received from solicitors acting for West Green Road/Seven Sisters Development Trust (Bindmans LLP) dated 23/2/17 and investigate the seven incidents of advised inappropriate conduct by Jonathan Owen (JO) in managing the Market.

Alun Jones (AJ) ran through the background to the current position with the lease renewal and the expected behaviours under the LU Code of Conduct although not strictly applicable to TfL's relationship with MAM. JO agreed he was happy to abide by the Code (as copied) as it related to Working Relationships (3.2).

JO advised that his company had its own "Code" for its employees and market traders which includes Health & Safety Policy and Complaints Procedure. Some of the Market management issues were highlighted in a series of photographs he provided and spoke about.

The specific allegations from Bindman's letter (using their numbering) were investigated by AJ and responded to by JO as follows:

1. JO advised that the letter brought to the first steering group meeting was not expected and was not on the agenda. The traders advised they were only prepared to discuss issues in the letter, not the future plans. It was after the meeting that JO spoke to Mr Khanjary when he said he was so angry that he walked off. He later apologised to Mr Khanjary and this was accepted. JO accepted it was not acceptable behaviour and said he would not repeat it.
2. JO and Jonathan Kiddle (JK) advised that Mirca Morera was not a stall owner as Bindman advised. Her father Cesar Palaquibay is and the comment was said in jest with no offence intended.
3. The meeting referred to was to be an informal one with the traders but unexpectedly turned out to be an open meeting which became chaotic (no agenda and weak chair). JO confirmed that he did make the comment but that it has been taken out of context and was not issued as threat. It was said regarding traders in breach of their licences by underletting, Health and Safety issues etc. It was not tied to upkeep of the toilets and carpet but made to generally reinforce responsibilities of Licensees to keep to their Terms and Conditions.
4. There was a recent inspection by LB of Haringey's Environmental Health Officer of one food stall and JO has H&S issues with other food outlets. JO said Public Health was a serious issue which he as the responsible person (and in line with proper market management) needs to address. The traders here needed to take responsibility for the cleanliness of their licenced areas as well as MAM is for common areas.

As examples of where MAM is/has sought to work with and assist traders JO mentioned his work to help individual traders with minimising their rating assessments (Small Business Rates Relief); issuing Food Stall Operating Guide (in

conjunction with LB of Haringey EHO); offering Business Development Workshops free promotion via a dedicated Website, sponsorship of social and promotional events etc.

5. JO advised that his comment related to an issue that one trader had with an abusive vagrant off the street. There is a continuing problem with street drinking and drugs taking in the area not helped by the seating installed by TfL Streets outside the Market (JO seeking to resolve). His view was that anyone in that situation could use reasonable force to eject. There is only security at the Market late on Friday and Saturday evenings.
6. JO & JK advised that the car park is in Grainger's ownership and that they had made the arrangements to control with paid parking as advised to traders by email on 22/8/16 and in monthly newsletter. JO said that traders had been offered a 50% discount on parking tickets. Before there was no control with traders and customers parking for free and illegal/unauthorised/unsavoury activities occurring at the rear of the Market. The ticketing machine has been regularly vandalised so it is proposed to move it to a location where it can be monitored (CCTV).As concerns parking tickets issued by the car parking company when the ticket machine was out of order JO advised he cancelled them if traders were not in arrears.
7. JO said this comment has been taken out of context as he was referring to the vagrants on the seating on the pavement in front of the Market who use the Market toilets and cause issues. He did not mean the people in the room (traders).He apologised for the comment and will not repeat it as it was inappropriate.

Seven Sisters Market Meeting

held at Seven Sisters Road on 16/3/17 (1 -2pm)

Attendees: Alun Jones (TfL); Clive Henman (TfL); Tom Atkinson (TfL) Mirca Morera (Market Trader representative); Victoria Alvarez (Market Trader)

Meeting objective to discuss correspondence received from solicitors acting for West Green Road/Seven Sisters Development Trust (Bindmans LLP) dated 23/2/17 and investigate the seven incidents of advised inappropriate conduct by Jonathan Owen (JO) in managing the Market. Alun Jones (AJ) advised that TfL had an earlier meeting with JO regarding the correspondence at which he apologised for any offence caused by his language and behaviour.

The specific allegations from Bindman's letter (using their numbering) mentioning Mirca Morera (MM) were investigated by AJ who responded as follows:

2. MM confirmed that she was not a stall owner as Bindman advise. Her father Cesar Palaquibay is, but she advised that JO had agreed to add her name to the Licence. Whilst MM understood and his comment was meant to be facetious, it needed to be seen in the context of what followed in point 4.

4. MM said the email of 15/2/17 from JO showed he was working against the traders. The closing down threat was targeted at Latin American traders. Victoria Alvarez (VA) advised, as did MM, that cleanliness (including communal toilets) and pest control had deteriorated (from when Jill Oakley operated). VA said the actions/behaviour of JO had caused her panic attacks so she avoided him.

MM said the meeting on 13/2/17 was an open meeting attended by about 20 people.

MM showed the traders letter on her laptop which had a series of complaints about condition and running of the Market. AJ said he would talk to JO regarding responding to the letter, but said that the Licensees need to comply with their Licences. AJ also said that actioning Health & Safety matters by traders following the EHO visit was very important. VA then spoke of JO's lack of communication.

MM provided AJ and TA with copies of TfL Corporate Social Responsibility found on TfL's website. She feels that JO and Market Asset Management (MAM) core values fall below.

VA said the Steering Group was not transparent saying that MAM/Quarterbridge were linked to/part of Grainger. Later MM asked for VA to be allowed on the Steering Group as she could represent Latin Americans in the Market.

From the earlier meeting, AJ advised the initiatives that JO said he had arranged to support the traders: Business Rates – VA said not paying any so AJ to check; Fashion Show- VA/MM said traders excluded, but MM said her father was paid £20 to keep his lights on; Food Stall Guide – MM said this came out of them challenging JO; Help with Business Workshop – VA said it was too basic to help; Friday/Saturday Night Socials + Children's Halloween Party – MM/VA appreciated this but said it was a continuation of what Jill Oakley did and traders paid for security.

VA mentioned the car parking problems with ticket machine breaking down and Traders fined. It was agreed that JO had written off fines if traders up to date with rent and VA said JO's colleague at MAM, Malcolm, was helpful.

As concerns the communal toilets VA/MM said they were poorly maintained. VA suggested could be coin operation like Victoria Railway Station to fund on-site cleaner etc.

MM said that diversity was not a core value of MAM which was important given that the Market was in one of the most ethnically diverse postcodes in UK. Clive Henman (CH) said JO had provided an Equalities document to TfL.

VA gave background to her disputes with JO and MAM and her concern that as one of the parties mentioned in the S106 Agreement, MAM wanted to get her out.

MM said that she wanted Mohsen Khanjari at this meeting to talk about the harassment point, but he was away.

MM asked for the banner that Jill Oakley allowed above café to be put back as it attracted people into the Market. She also wanted TfL to remove the "Elmo" graffiti on the windows to the adjoining vacant building which CH said he would look into. The broken glazing to one of the Market entrance doors was also pointed out by MM which it was agreed CH said would be raised with JO/MAM.

VA said that trust (from her point of view) with JO/MAM had been broken. JO needed to properly treat the traders with respect. MM said there was not much time left to enjoy the current Market set-up and asked if TfL had a Corporate Responsibility Department (TA to advise)

TA said that we had listened to the concerns of the traders in our capacity as superior landlord.

Seven Sisters Market Meeting

held at 55 Broadway on 21/3/17 (4 -5.30pm)

Attendees: Alun Jones (TfL); Clive Henman (TfL); Tom Atkinson (TfL) Jonathan Owen (MAM); Jonathan Kiddle (Grainger); Malcolm Veigas (MAM)

Further meeting held to discuss matters raised with TfL by Mirca Morera and Victoria Alvarez at a meeting held on 16/3/17.

Alun Jones (AJ) advised the concerns of the traders and Clive Henman (CH) related that they felt there was a lack of respect by, and trust of, Jonathan Owen/MAM in how the Market was managed. The Equality and Diversity Policy of MAM was discussed. It was agreed that all parties at the market (trader and management) should be treating each other with respect. JO apologised again for any inappropriate comments which he said he would not repeat.

On the issue of maintenance the broken glazing to the front entrance was raised and JO advised this was being attended to. JO generally expanded on the general issue of inherited disrepair and other H&S issues to be addressed.

On the Business Rates, JO reconfirmed that the units were individually assessed and that he was assisting traders by arranging a class rating appeal. He also confirmed that he had agreed for Mirca Morera to be added to her father's Licence.

The composition of the Steering Group was discussed including how traders were represented.

Malcom Veigas (MV) said that he had taken over day to day management at the Market. He advised a number of improvements and initiatives which he would send out as an Action Point Schedule to us all (see attached)

Henman Clive

From: Jones Alun
Sent: 31 March 2017 13:51
To: 'Mirca Morera'
Cc: Atkinson Tom (External Relations); Henman Clive; John Halford Bindmans; Vicky
Subject: RE: #WordsMatter - Seven Sister Indoor Market & TFL meeting

Dear Mirca,

Thank you for your email and it was a pleasure to meet you and Vicky earlier this month.

It was very useful to discuss your concerns regarding the running of the market and Jonathan Owen's behaviour in particular.

I am sorry that you are concerned that Mr. Owens management was defended. It was not our intention to defend Mr Owen. I would like to confirm that we consider that his use of language was inappropriate. I put the allegation to Mr Owen and he acknowledged this and he apologised. In addition he has agreed to comply with LUL's Code of Conduct relating to Working Relations going forward and confirmed his commitment to MAM's Equality and Diversity Policy.

As you will be aware the removal of Vicky from one of her units happened some time ago and Mr Owen has previously explained that this occurred because it was unlawfully sublet. I understand from Vicky that the party running the unit was an employee. If this is the case the employment records should prove it. If there has been a mistake I can raise the issue again with Mr Owen. It is acknowledged that some of the initiatives Mr Owen mentioned to us were organised by the traders and I apologise for this misunderstanding.

I confirm that we are organising the removal of the graffiti and MAM have agreed to repair the damaged door and look into reinstating a promotional banner as suggested.

We have discussed your concerns regarding the running of the market with MAM. MAM has presented an action plan of improvements with which and I am in agreement.


Mr Henman has made contact with Mohsen and his views have, like yours, been taken into account in our investigation report.

If you have any further queries please let me know.

Regards

Alun

Alun Jones Senior Property Manager
TfL Property Management
Commercial Development

 Transport for London
5th Floor, South Wing, 55 Broadway, London, SW1H 0BD
T: 020 3054 5825 (Auto: 85825)
M: 07545 201353
Email: alunjones@tfl.gov.uk

From: Mirca Morera [<mailto:latincorneruk@gmail.com>]
Sent: 27 March 2017 22:10
To: Jones Alun
Cc: Atkinson Tom (External Relations); Henman Clive; John Halford Bindmans; Vicky
Subject: #WordsMatter - Seven Sister Indoor Market & TFL meeting

Dear Alun,

Thank you for our meeting with Tom and Clive on the 16th of March; and for watching the United Nations video with Vicky and me, which featured high profile supporters reinforcing the message #Words Matter.

Also the following 3 relevant points were made in the video: (<https://youtu.be/SCYmz1fXOiU>)

- “Migrants, refugees we are all human beings.”
- “We need to treat all human beings refugee or migrant.”
- “With respect and dignity.”

I also mentioned at our meeting that it was St Patricks Day the next day. It is interesting to note that Irish Prime Minister told Trump at a White House St Patrick Day Reception at that St Patrick was **“also a symbol of, indeed the patron of, immigrants.”**

We also discussed TFL Corporate Social Responsibility (CSR). I asked for Tom to help me get in touch with the TFL CSR dept and he agreed to do so.

According, to TFL CSR policy and Equality Objectives 2016-2020 one of the objectives is for “[o]ur partner organisations to have diversity as a core value.”

We discussed that the language with racial undertones, which was used by Jonathan Owen in a public meeting of: **“not meaning to be Irish”** and **“bloody illegal immigrants”** was not in concert with having diversity as a core value.

We were concerned that Jonathan Owen’s management was defended; and he has tried to gain credit, where credit was not due for market initiatives. We discussed how Jonathan unfairly took Vicky's unit from her; and health issues from all of the stress and harassment.

I assert the following “The organisational reaction (or lack of it) to individual deviance will generally be the clearest - even if not totally reliable - indication of the deviant act’s compatibility with organisational goals.”

At the end of the meeting I gave everyone a copy of the notes I had made about TFL Corporate Social Responsibility from the TFL website. Please find attached.

I also asked Alun and Clive to please make arrangements to remove the graffiti in the TFL corner building. I pointed out the longstanding broken windows in the fire exit doors. And I asked for a new banner to be provided by MAM Ltd. As the previous one was removed. Publicity is of vital importance for the market.

Please note that Richard and Jill used to advertise the market in the newspapers, maintained a pleasant relationship with traders, and had an almost daily presence at the market which meant security was not as such a big issue, as it is at present.

Lastly, I hope Mohsen will be given an opportunity to share his account as part of the TFL investigation as discussed.

Best wishes

Mirca

Henman Clive

From: Henman Clive
Sent: 30 March 2017 12:26
To: 'mosen777@yahoo.co.uk'
Cc: Jones Alun
Subject: RE: Seven Sisters Market - request for information

Importance: High

Dear Mr Khanjari,

It was good to be able to speak with you this morning. I understand the email address is correct but that you had yet to catch up with your emails following your holiday.

From our conversation you confirmed the incident mentioned below happened when Jonathan Owen attended your unit after the meeting and that he returned later to apologise for his unprofessional behaviour. You said that you have no problem with dealing with Mr Owen on a personal level, but that there was a general lack of trust and respect by him towards the market traders. As mentioned, this general issue was raised by Mirca Morera and Victoria Alvarez at a meeting held on 16/3/17 when you were unfortunately away. It was however helpful to have your further input.

Thank you for your time to speak with me earlier.

Many thanks

Clive Henman BA (Hons) MRICS | Principal Property Surveyor | TfL Property
Commercial Development

5th Floor (South Wing), 55 Broadway, London SW1H 0BD
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M: 07976 374 228
Email: clivehenman@tfl.gov.uk

Please consider the environment before printing this email

From: Henman Clive
Sent: 24 March 2017 15:14
To: 'mosen777@yahoo.co.uk'
Cc: Jones Alun
Subject: FW: Seven Sisters Market - request for information
Importance: High

Dear Mr Khanjari,

I understand you are due to return from holiday this weekend. If you can kindly respond to my earlier email that would be most helpful.

Many thanks

Clive Henman BA (Hons) MRICS | Principal Property Surveyor | TfL Property
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Please consider the environment before printing this email

From: Henman Clive
Sent: 21 March 2017 11:27
To: 'mosen777@yahoo.co.uk'
Cc: Jones Alun
Subject: FW: Seven Sisters Market - request for information
Importance: High

Dear Mr Khanjari,

I have not heard back from you on the below. If you are able to come back to me in the next two days that would be most helpful.

Many thanks

Clive Henman BA (Hons) MRICS | Principal Property Surveyor | TfL Property
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5th Floor (South Wing), 55 Broadway, London SW1H 0BD

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Please consider the environment before printing this email

From: Henman Clive

Sent: 14 March 2017 16:14

To: 'mosen777@yahoo.co.uk'

Cc: Jones Alun

Subject: Seven Sisters Market - request for information

Importance: High

Dear Mr Khanjari,

As you may be aware, we received a letter from Bindmans LLP, acting for West Green Road/Seven Sisters Development Trust, asking us to investigate concerns regarding the manager of the market. I have attached an extract of the letter for your reference.

I have been in touch with your business partner, Mr Zarei and he advised that you were away on holiday. As you will understand, we would like to carry out the investigation and bring it to a close, in good time.

Point 1 made in the letter, refers to comments alleged to have been made to you by the manager of the market, Jonathan Owen:

1. A few days after the first steering group meeting in November 2016, when a letter of complaint from a group of traders addressing the unsatisfactory management style of Jonathan Owen was passed to the members of steering group including Haringey Council ('the Council') and Grainger Plc; stall trader Mosen Khanjari, one of the authors of the complaint letter was approached by Jonathan Owen, who said to him, "I do not appreciate you blind-siding me, if you want a war, you will get a fucking war." We have been informed that Mr Khanjari and other traders were quite alarmed by this behaviour. Some traders have raised concerns about voicing any issues with the management of the Market because they are worried they may receive verbal abuse (sic)".

In an earlier meeting we have had with Mr Owen, he told us that he agreed that his behaviour during the above mentioned incident was not acceptable. Mr Owen said that he had apologised to you and that you had accepted this apology.

I would appreciate if you could confirm that Mr Owen did apologise and that you accepted this apology.

Please let me know if you have any further comments or questions.

Many thanks

Clive Henman BA (Hons) MRICS | Principal Property Surveyor | TfL Property
Commercial Development

5th Floor (South Wing), 55 Broadway, London SW1H 0BD

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Please consider the environment before printing this email

Category 5 Standard

S5254

LU Code of Conduct (reissued unchanged from 2002)

Issue No.: A2

Issue date: September 2014
Review date: September 2017

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1 Purpose

- 1.0.1 The purpose of this Standard is to outline the standards of conduct and personal performance which London Underground Limited (LUL) expects of its workforce. Breaches of this Standard may lead to disciplinary action. Where such breaches are deemed to be gross misconduct, disciplinary action may result in dismissal.

2 Scope

- 2.0.1 This Standard applies to all employees of LUL, and employees of agencies and consultancies contracted to carry out work for LUL.
- 2.0.2 This Standard shall be enforceable from 27/01/03.

3 Requirements

3.1 General Conduct

- 3.1.1 Employees are required to comply with
- their employment contract;
 - all LUL policies, standards and supporting guidelines, working procedures and safety instructions relevant to their job.
- 3.1.2 Employees must always follow the proper and reasonable instructions of supervisors, managers and operating officials.

3.2 Working Relationships

- 3.2.1 When dealing with customers, employees must conform to the Customer Service Delivery Standards and, in particular, always:
- be helpful and polite;
 - use appropriate language in communications;
 - give their name or number and job title if asked (in accordance with local instructions);
 - be clean and presentable in appearance;
 - wear their name badge if they are in direct contact with customers;
 - try to provide the best possible service and present a positive image of LUL.
- 3.2.2 At all times employees must:
- treat everyone with whom they come into contact at work with courtesy and respect;

- be aware of and comply with LUL's policy, standards and procedures on equality and workplace harassment;
- Avoid initiating or provoking violent situations or otherwise behaving in a manner which is offensive, abusive, intimidating, bullying, malicious or insulting to fellow employees, customers and contractors and others with whom they come into contact in the workplace.

3.3 Health and Safety

3.3.1 Employees are required to comply with all relevant Health and Safety legislation by:

- taking care for their own health and safety;
- taking care for the health and safety of other employees, contractors, customers and members of the public, as far as reasonably practicable;
- helping LUL to comply with its legal duties, in particular by conforming to company and any additional local safety-related rules and procedures;
- not misusing or removing anything provided in the interests of health, safety or welfare.

3.3.2 Employees are required to comply with all smoking restrictions and abide by company standards and any local instructions in relation to smoking.

3.3.3 If employees are involved in, witness, or are aware of:

- an accident;
- an assault;
- a dangerous or potentially dangerous incident or situation;
- a work-related illness;

they must report it immediately to a supervisor or manager (or in accordance with local instructions) and, if appropriate, the BT Police. They must also keep any evidence, produce any necessary written reports and fully co-operate with any investigations.

3.3.4 If personal protective equipment has been issued to them, employees must use and maintain it in accordance with instructions and training.

3.4 Fitness and Competence for Work

3.4.1 Employees must make sure that they are fit for work and meet any job-related health and / or fitness requirements. Some employees are required to hold relevant valid licences, take regular tests of competence and capability and have medical examinations.

3.4.2 Employees are required to consult their supervisor or manager before starting work if they could be unfit to work for any reason, including:

- stress, illness or injury;

- the loss or breakage of spectacles or other medical aids;
- contact with a notifiable infectious disease;
- any change in their medical condition;
- taking any medicine or prescribed drug.

3.4.3 Employees are required to comply with LUL's Alcohol and Drugs Standards.

3.5 Attendance

3.5.1 Lateness and absence

Employees must always:

- report for work on time at the appropriate place and ensure that they are not late or absent from work without good cause;
- tell their manager or supervisor as soon as possible if they cannot attend work; it is a requirement to do this on the first day of absence and in accordance with local instructions;
- confirm the reason for their absence in writing and provide medical certificates as required.

3.5.2 Normal hours of duty

Employees must not:

- leave work within working hours without their manager or supervisor's permission, unless this is permitted during an authorised break or relief period;
- exchange duties or shifts with another employee without getting permission from their supervisor or manager beforehand.

3.6 Uniform and Name Badges

Employees with uniforms must:

- wear it while on duty, subject to any exceptions which may be agreed by their manager in appropriate circumstances, such as extreme temperatures;
- keep it clean and tidy;
- not wear additional non-uniform garments;
- always wear their name badge while they are on duty, in accordance with their local manager's instructions.

Employees must not change the style or appearance of their uniform and/or name badge and they must not wear them when off duty, except when travelling to and from work, during a meal break or where specifically authorised to do so by their manager. In particular, they must not be worn:

- at political meetings;

- in premises such as pubs, bars or clubs which are licensed to sell alcohol;
- when attending court in a private capacity;
- at public meetings in a private capacity.

3.7 Personal Conduct

Employees must:

- 3.7.1 always behave with a high standard of integrity in business and commercial relationships;
- 3.7.2 conform to LUL's Standards on Business Ethics and Electronic Mail and the Internet;
- 3.7.3 comply with the regulations relating to travel passes and privilege facilities on LUL and other relevant transport services;
- 3.7.4 let their manager, supervisor or local Human Resources (HR) Manager know if they receive any criminal convictions whilst in the employment of LUL;
- 3.7.5 carry their staff pass, identity card, entry permit/building pass (if applicable) and any licences and other documentation in accordance with local instructions and show these when required;
- 3.7.6 ensure that information required of them in connection with their employment, such as their home address, is current and accurate.

Employees must not:

- 3.7.7 do anything whilst on or off duty which could damage LUL's reputation and/or lead to criminal charges against them;
- 3.7.8 attempt to obtain confidential material which they do not need for their work;
- 3.7.9 gamble on LUL premises;
- 3.7.10 carry out any leisure activities whilst at work other than during official breaks (e.g. read for leisure, play computer games, use CD/cassette equipment, use personal mobile telephones for personal calls or text messages), without permission to do so from a manager;
- 3.7.11 deface, damage, destroy, remove or use for non-LUL purposes any company property, without proper authority. (NB: The company reserves the right to search private areas, including bags, lockers, desks, vehicles and so on, where there is reason to believe company property may have been removed without authority.);
- 3.7.12 give their work address to anyone for personal correspondence;
- 3.7.13 purchase or consume alcohol while on duty or in company uniform or use or consume illegal drugs at any time. (See also Sub-Section 3.4.3.)

3.8 Consequences of Failure to meet Standards

- 3.8.1 Any employees who consistently fail to meet the requirements placed upon them by virtue of this Standard, despite counselling, training and/or informal disciplinary action shall be liable to action under the formal disciplinary procedure, which may lead to dismissal.
- 3.8.2 Breaches of the requirements referred to in this Standard may in certain circumstances be regarded as gross misconduct, as specified in the LUL Discipline Standard.
- 3.8.3 In cases of gross misconduct, the formal disciplinary hearing procedure shall be used immediately and may lead to dismissal without notice.

4 Responsibilities

4.1 All Employees

- Shall comply with this Standard as part of their terms and conditions of employment and / or terms of engagement.
- Shall recognise the importance of complying with this Standard in terms of the provision of an excellent service to LUL's customers.

4.2 All Managers

Shall ensure that the requirements outlined in this Standard are enforced by ensuring that employees in their areas of responsibility are aware of them and that appropriate fair and consistent action is taken to deal with any failure to conform to them, in accordance with the appropriate procedures.

4.3 General Manager HR

- Shall review the effectiveness of this Standard and audit compliance with the requirements stated therein.

5 Supporting information

5.1 Supporting and other Relevant Documents

- Company Employment Policy
- Customer Service Delivery Standards, Reference Manual and User Guide and
- Knowledge
- Business Ethics Standard
- Alcohol and Work Standard
- Drugs and Work Standard
- Smoking and Passive Smoking Standard
- Attendance Standard

- Equality Standard
- Workplace Harassment Standard
- Electronic Mail and the Internet Standard
- Workplace Violence Standard

5.2 Definitions

Person accountable for the document

Person accountable for the document
Douglas Whitworth senior ER manager

5.3 Document history

Issue no	Date	Changes	Author
A1	October 2006	2-02204-000 renumbered to 5-254 and issued.	L. Arwood
A2	September 2014	DRACCT submission 3061 No change except withdrawal of out of date Written notice, renumbered to S5254 and refresh format and re-issue to show still current	Douglas Whit worth



MARKET ASSET MANAGEMENT (SEVEN SISTERS) LTD

EQUALITY & DIVERSITY POLICY

Ref. MAM(SS)L.Equalities&DiversityPolicy.V1

Reviewed: August 2015

Market Asset Management (Seven Sisters) Ltd

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Company registration: 09435426



MARKET ASSET MANAGEMENT (SEVEN SISTERS) LTD

EQUALITY AND DIVERSITY POLICY STATEMENT

Market Asset Management (Seven Sisters) Ltd ('MAM') is a Company working within an industry characterised by a highly-diverse range of people in a dynamic and competitive retail environment. The Company regards diversity as central to maintaining the *variety of retail offer* necessary to sustain the markets industry. MAM is therefore committed to supporting diversity and partnering with Clients, groups and individuals who implement complementary initiatives. This is central to the Company's business philosophy.

Accordingly, the Company wholeheartedly supports the principle of *Equal Opportunities in Employment* and opposes all forms of unlawful or unfair discrimination on the grounds of colour, race, nationality, ethnic or national origin, sex, disability, age, religious belief, sexual orientation or marital status. MAM believes every person possesses unique talents that should be encouraged and will promote policies that encourage individuals - whether employees or not - to develop their full potential.

Equality and Diversity Statement:

'MAM is committed to complying with the letter and spirit of all equality and diversity legislation. It gives that committment to all Clients, employees and other persons with whom it has dealings. The Company will adhere to the requirements of:

- *The Race Relations Acts of 1976 and 2000*
- *The Sex Discrimination Act of 1975 as amended*
- *The Equal Pay Act of 1970*
- *The Disability Discrimination Acts of 1995 and 2000*
- *The Employment Equality Regulations of 2003 and 2006*

In it's employment practices the Company will seek to recruit, retain and develop a diverse pool of talent that matches it's diverse workload and reflects the diverse community within which it works. When recruiting staff it will consider the talents and skills available throughout the community and make employment decisions and the selection, training, promotion and career management of staff solely upon objective and job-related criteria.

The Company will offer ongoing support, training and encouragement to employees to develop their full potential within an inclusive environment. The Company expects all of it's employees to maintain the same commitment to fairness, tolerance and equality of opportunity in their dealings with fellow colleagues and members of the public'.

This policy was last reviewed in August 2015

Trader/ Transport for London Response

Actions to be delivered by

Seven Sisters Market Management

Commencing 1st March 2017

Background

This response constitutes a letter of comfort to TfL confirming MAM (Seven Sisters) Ltd commitment to collegiate working with all partners involved in the delivery of the Wards Corner Masterplan which includes the traders at Seven Sisters Market.

Report

The following represents the approach MAM will be taking with the market and the current trader base at Seven Sisters over the next six months.

Operational Improvements

- Introduce enhanced cleaning regimes providing afternoon and evening cleaning of the public aisles and toilets during hours of operation.
- Renew entry system on gents' toilets, replace hand dryer and flush mechanisms
- Renew uneven flooring and carpet in central aisles, seek costs to renew all flooring in public areas
- Relocate P&D machine into the building and seek to introduce permit parking for traders.
- Investigate and introduce recycling schemes for card board, bottles & cans.
- Change opening times of the market to 8.00am to allow food traders to prepare for the day and encourage cleaning and closure between 7.00pm and 8.00pm to improve hygiene levels in the market.
- Review electrical wiring and equipment for traders, leading to annual PAT tests, energy efficiency certificates and compliance with current regulations for wiring, in partnership with traders at the market.

Improve trader/management interaction and relationships

- Introduce a trader newsletter that will update on management actions and collective improvement issues such as better hygiene regimes within food businesses at the market.
- Introduce informal, confidential 'surgery sessions' for traders to discuss bespoke and personal business issues with market management.
- Work with traders by completing collective business rate appeals and other actions to reduce business rate liabilities.

Training sessions for traders

- Sign post traders towards training sessions provided by LB Haringey Environmental Health on food hygiene.
- Organise training sessions for traders on business planning via the LB Haringey economic development team.

Marketing and Promotions

- Develop and populate Seven Sisters Market website by providing help with micro site development for trader businesses.
- Organise a photographer to help with trader content and micro biographies on their websites.
- Procure and deliver an improved frontage to the market by replacing signage across the front of the market building and working with TfL to enhance the upper floor (corner building) with new vinyl advertisements promoting the market.

Finally, there is a commitment to refine the terms of reference with respect to the trader steering group. This will be undertaken in concert with Grainger and will be delivered by early summer 2017.

Malcolm Veigas

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