

Developed by the London Borough
of Waltham Forest, as a part of the
Night Time Enterprise Zone Pilot 2019-2020.

Night Time Enterprise Zone

(NTEZ) TOOLKIT

SUPPORTED BY
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What is this toolkit about?

Significant opportunity exists in London to become part of the night time economy. Certain barriers can prevent entrepreneurs and businesses from creating a night time offer, such as security concerns, information overload, unknown logistics, and a lack of existing local evening hubs or attractions. Regardless, night time enterprises can be equally as rewarding and profitable as those operating in the daytime.

Entrepreneurs and businesses come in all shapes and sizes, from private companies and limited partnerships, to community organisations, sole traders and charities. All types of enterprises are welcome in London's night time economy.

As markets change and consumer preferences evolve, opportunities are created for local high streets to reinvent themselves. The aim of the Night Time Enterprise Zone (NTEZ) Toolkit is to encourage creative service offerings and activities and to ultimately support the growth of evening partnerships, special events, extended hours and hubs. Not only does this make our communities safer and more vibrant, but it strengthens our bonds with our neighbours and generates essential spending.

We hope you will find the information herein practical, insightful and inspiring for developing your own night time offer.

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01. Planning

Determine the type of night time business you want



Transient and flexible

Move around to host events, courses, or happenings in different locations. Examples: art classes, paid members-only experiences, life coaching workshops, specialised fitness programs, or networking functions for a niche group.

Partnered up with an existing business

Find a daytime business that closes early, like a café or a specialty shop, and partner with them to provide a night time offer in their space. It's a win-win because it brings your partner extra revenue while minimising your risks.

Permanent and independent

Settle in and secure a lease in a space you love, to deliver your offer in the evenings as much as you wish.

Refine your idea

- Is it special? What would people write or say about it?
- What does it look like?



Tip:

Create a vision board, write a value proposition statement and complete a Business Model Canvas (Appendix A) to ensure the concept is clear.

Understand the need and demand

- Who would buy or use your offer?
- Is there a need in the market?



Tip:

Create a customer profile and survey potential customers for feedback. Do research on databases like Mintel for consumer insights, which can be accessed for free at the British Library's Business & IP Centre (list of resources in Appendix B).

Minimise risks

- What local businesses could you partner up with to create a network?
- Is there a partner or freelancer who could fill the gaps in your skillset?
- Have you studied the competition?



Tip:

Test the product or service using the popup model. Spaces on [Appear Here](#).



Location

Get to know the place where your business would be – see what footfall is like in the evenings, what type of people pass by (and if this includes your customer segments), and what other businesses are in the area. Consider introducing yourself to potential business partners.



Get support

Link into a local or nationwide start-up support network, like [Start-ups in London Libraries](#), [Outset](#), [London Growth Hub](#), and [Enterprise Steps](#). These groups can connect you to resources, provide guidance around research, and demonstrate how to use simple business tools.

These are live links, click the [underline](#) to follow

02. Licensing

The general purposes of licensing are to prevent nuisance, harm and crime in our communities. Unique licenses may be compulsory in different London boroughs, so it is essential to check with your local council for information on what additional requirements might apply to your business. See also sections herein, Food Hygiene and Standards and Trading Standards and Regulations, for further information.



Entertainment

Types of enterprises that may need an [entertainment license](#) are nightclubs, cinemas, sizeable theatres, live music venues, outdoor festivals, and sporting arenas. It is relevant for entertainment:

- Between 11PM and 8AM
- For audiences of 500 or more (1,000 or more for indoor sporting events)
- Playing recorded music at venues not licensed for alcohol sales
- Boxing or wrestling events
- Film screenings to an audience

Insight

Research indicates that £17 is generated in the night time economy for every £10 spent on a live music ticket¹.

¹Music Venue Trust, A Manifesto for Grassroots Music Venues 2019

Alcohol

Types of enterprises that may need an [alcohol license](#) are pubs, bars, nightclubs, takeaways, evening cafés, community halls, cinemas, supermarkets, and theatres.

The [Pubs Code](#) applies to large pub chains and their tenants.

Under the [Licensing Act 2003](#), each local authority is responsible for licensing alcohol, evening refreshments, and entertainment.

- **Tip:** Check the required alcohol licensing in your area using the [Home Office locational](#) tool. Simply enter your business or home post code for further information.

Licensing categories

[The Home Office specifies the need for licences](#) for night time related activities involving art therapy, child performances, food and beverage (detailed further in Food Hygiene and Standards), machine games, and [cannabis and CBD products](#).



There are also license requirements for street trading, party planning, beauty treatments, sporting events, one-off events (see [Temporary Events Notice](#)), tattooing, gambling and lotteries, showing films, club premises, tables and chairs in public areas, and many others, so it is helpful to use the Home Office '[License Finder](#)' tool to discover if you need a license for your specific business offer.



03. Insurance and lease arrangements

The general purposes of licensing are to prevent nuisance, harm and crime in our communities. Unique licenses, planning permissions, building regulations, trading standards, fire safety services, revenue and customs reporting, waste management policies, and more, may be compulsory in different London boroughs. It is essential to check with your local council for information on what might apply to your business.

Depending on your activities, you may need one or a combination of the below insurances



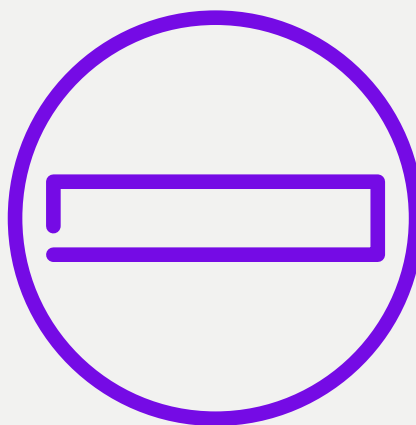
Professional Indemnity

When providing advice and business services



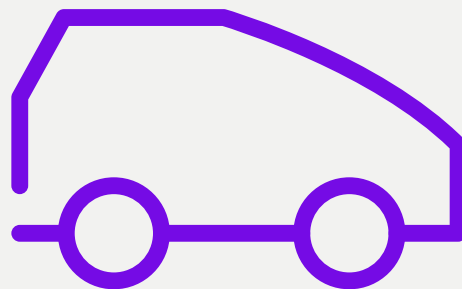
Public Liability

To protect the public from accidents or injuries caused by your offer



Business Interruption

In the instance of a surprise event that halts operations



Motor Vehicle

For when vehicles are being used for the business



Events

For one-off or recurring events, often includes public liability and employer's



Employer's

To protect staff in the instance of harm or injury at work

Lease arrangements

1

Transient and flexible:

A lease will likely not be required. You may wish to use an event space rental agreement, which can be produced by a solicitor. Venues may also have standard agreements that they ask you to sign.

2

Partnered up with an existing business:

a) It will be up to the existing business/tenant to negotiate lease terms with the property owner, and to propose the new partnership and expansion into night time activities.

b) When working with partners, it is useful to draw up some basic terms and conditions or a partnership agreement to clearly lay out responsibilities, financial arrangements and other considerations.

3

Permanent and independent:

a) Go through the process normally – view a property, secure a lease and agree terms.

b) Find out what your business rates are from the local council prior to signing a lease.



Tip:

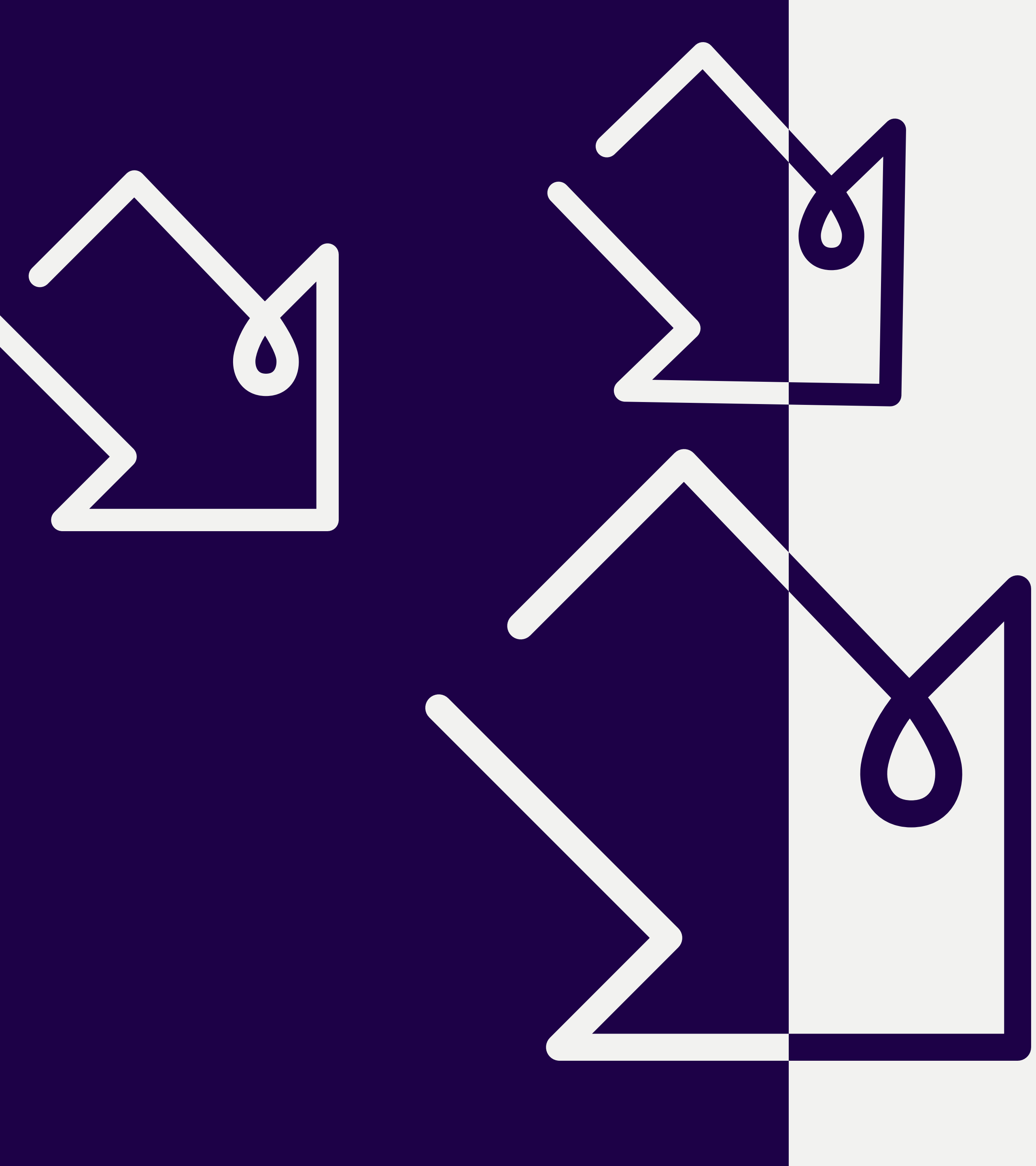
Take time to understand your business partner. How does the shared space need to look when they use it in the daytime? How can you be respectful? What is crucial to their operations? Harmonious working will be essential.

Night time partnered up business

You may find it helpful to experience a night time offer first-hand to gain insight into how they work. Founder Paul Jellis created [The Jellied Eel](#), a successful night time cocktail bar currently partnered up with a daytime pie and mash shop. Location: 76 High St, Walthamstow, London E17 7LD.

04. Food hygiene and standards

Food businesses are closely regulated to ensure the provision of safe foods to the public, to monitor cleanliness, and to protect the reputation of compliant establishments. Failure of food businesses to comply can result in restrictions, fees, and even imprisonment, making it essential for business owners to be aware of legal requirements and processes.

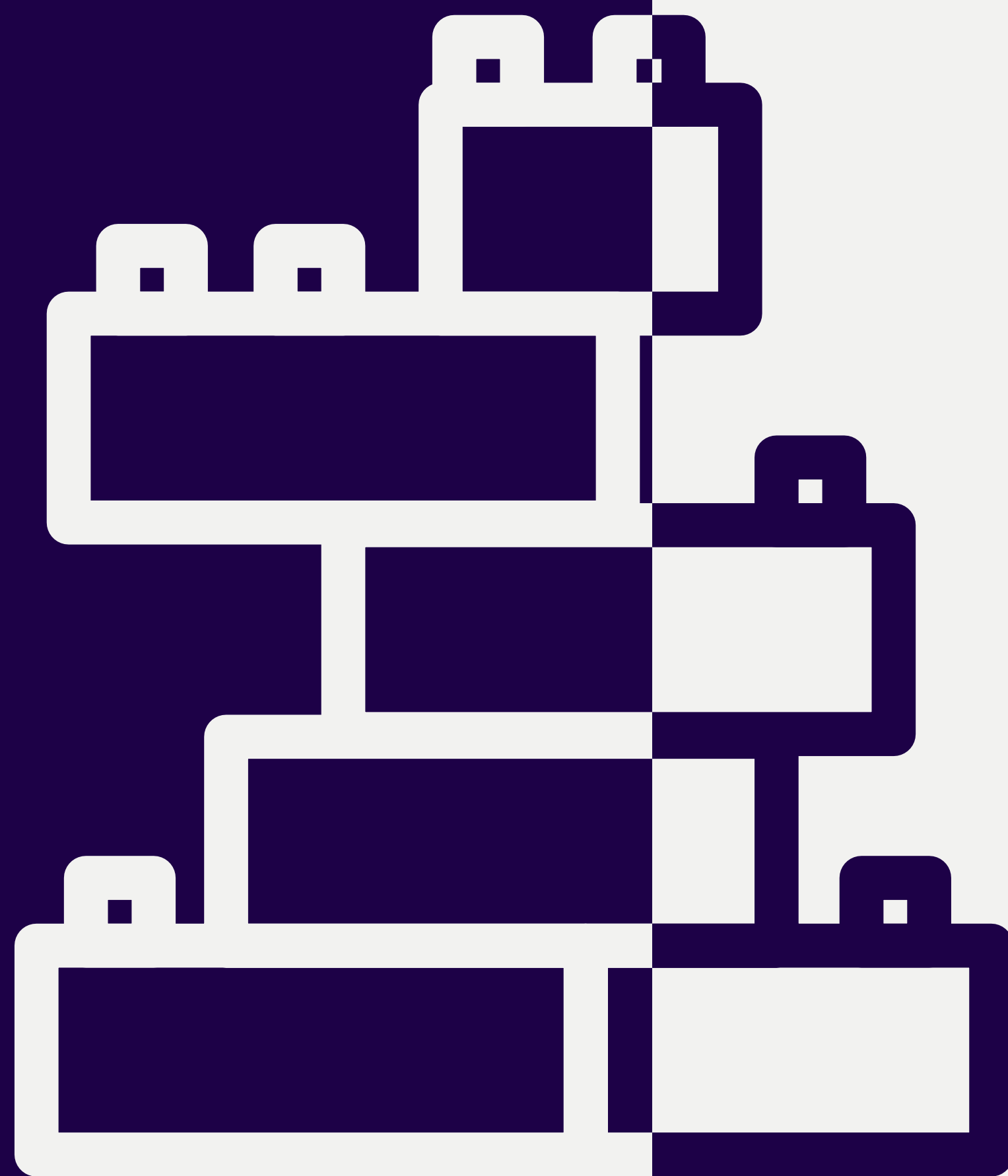


Inform yourself

The [Safer Food, Better Business \(SFBB\) pack](#): Gain insights into how to implement safe food handling measures, how to train staff, and how to ensure your business is legally compliant.

The [Hazard Analysis and Critical Control Point \(HACCP\)](#): These principles help to confirm food hygiene and safety procedures are upheld. The [MyHACCP tool](#) can support you with creating a food safety management system for the business.

[Regulations](#): Read through some of the key regulations and codes of practice identified by the Food Standards Agency (FSA), such as the Food Standards Act 1999, the Food Safety Act 1990, and the Food Safety Order 1991.

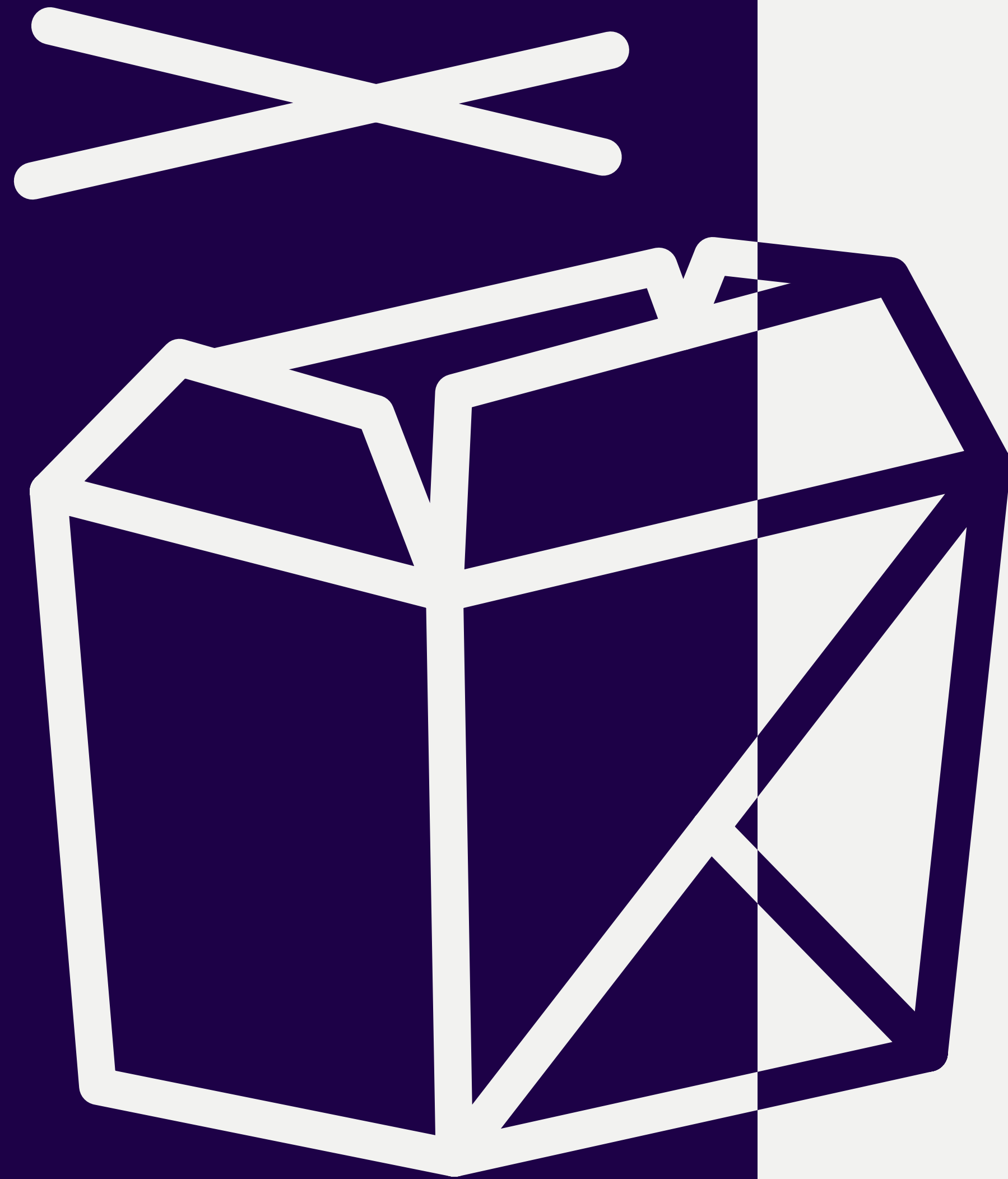


Get set up

Premises inspection: If your business handles egg or dairy, meat, or fish products, the premises must be inspected and licensed by the local authority.

Business registration: Food businesses are considered anyone who is storing, handling, preparing, cooking, distributing, supplying or selling food. These ventures must be registered with the local authority at least 28 days prior to opening.

Food Hygiene Rating Scheme: Inspections are carried out by the FSA to evaluate how each food business' storage, preparation, and handling is managed. They also assess the cleanliness of the premises and food safety standards. Based on findings, a rating of 0-5 is assigned.



Other considerations

Sale of prepacked foods: It is important to include [nutrition labelling](#), which lists the energy value and amounts of fat, protein, salt, saturates, carbohydrates, and sugars in each food item.

[Additional packaging and labels](#): These are required to specify the name of the food, its ingredients, a declaration of any of the identified [14 allergens](#), food origins, and more. It is important to familiarise yourself with these requirements prior to selling prepacked foods.

Organics: If you want to sell organic products, additional [organics labelling](#), [certifications](#), and [supply chain requirements apply](#). These must be strictly complied with prior to trading.

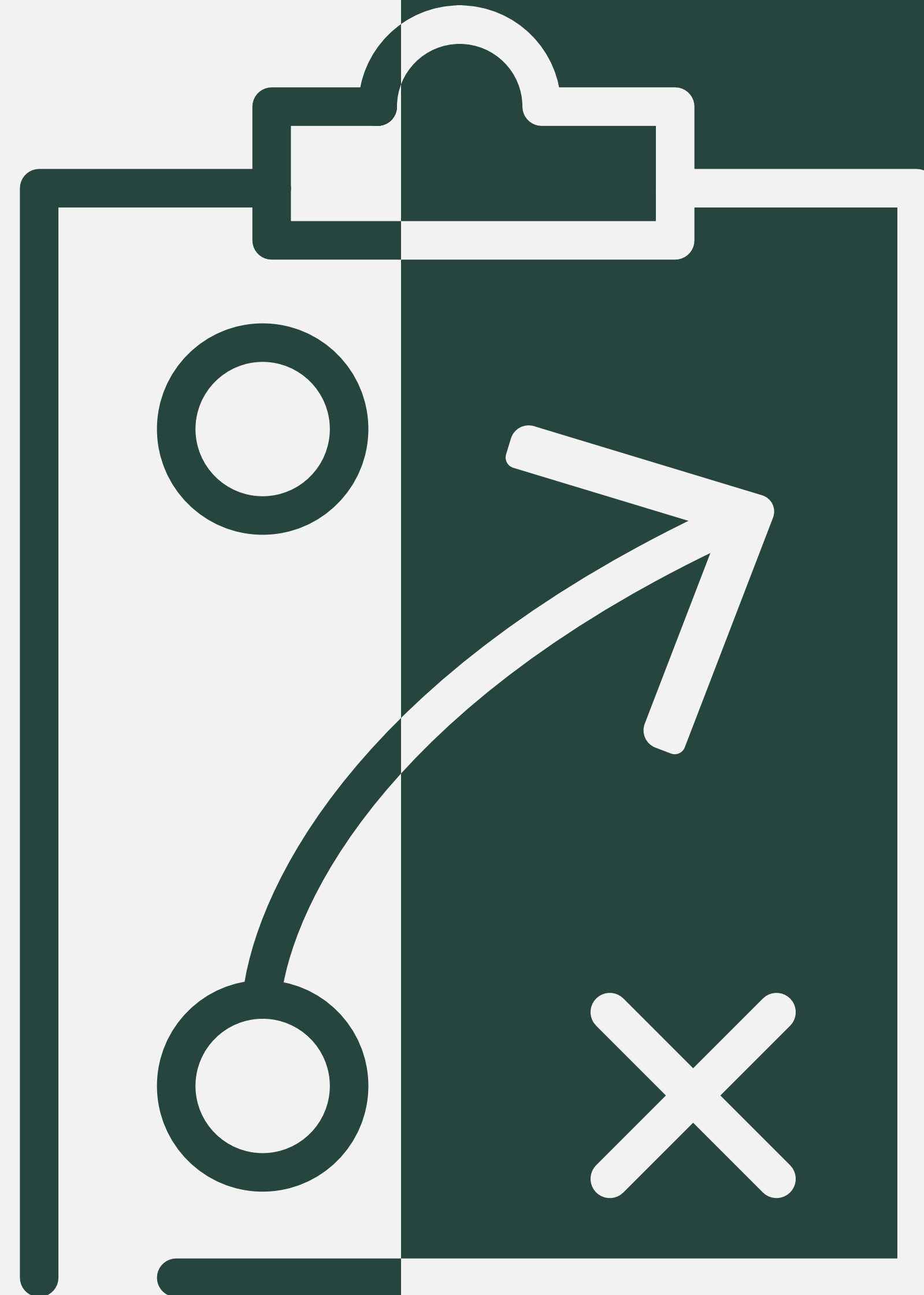
05. Trading Standards and Regulations

In order to optimise efficiency, to avoid unnecessary risks or legal claims, and to build a strong reputation for your business, it is essential to comply with trading standards and regulations. You should seek the support of your local council prior to applying regulations to your business.

Planning permissions and building regulations

You may need [planning permissions](#) if you build a new venue, make a major change to your building (i.e. add an extension), or change the use of your building (i.e. from a home residence to a business). Check if you need permissions and apply through the [Planning Portal](#) online. Specific details around appeals, local consultations, claims and approvals are also outlined on the [Home Office website](#).

Before initiating building activities for a night time offer, you should: [check if you need building approval](#) (see approval documents [here](#)), ensure compliance with the [Building Regulations 2010](#), research other local planned construction, check if you fall under the [Party Wall Act 1996](#), and see if you need an [agreement to build over Thames Water](#) infrastructure. If applicable, seek early professional advice before applying for building approval using either private approved inspectors, or the [Local Authority Building Control \(LABC\)](#).



Trading standards and consumer rights

Products and services must meet standards for quality and safety, and *be as described* (including accurate [weights and measures](#)), when being sold to consumers. Certain goods cannot be sold to young persons (i.e. knives, aerosols, alcohol, tobacco, etc.), and licenses must be obtained from the [Financial Conduct Authority \(FCA\)](#) to provide credit to consumers of any age. [Intellectual property ownership](#) should be explored with the [Intellectual Property Office \(IPO\)](#) prior to using any name brand, logo, trade mark, or project designs for your business, as this can help to avoid legal issues.

Your local Trading Standards Office can be found by entering your postcode into the [Chartered Trading Standards Institute's \(CTSI\)](#) locator tool. Businesses can also apply to be [approved by the CTSI, to certify that reputable trading standards](#) are being upheld.

[Consumers have protection](#) and [rights](#) around faulty, poor, or counterfeit goods, and various methods of unethical business operations (i.e. excessive cancellation charges, hidden fees, and more). Standard consumer contracts must include [fair terms](#) and be compliant with consumer rights.

Revenue and customs

As soon as night time business activities begin, you should [register with HMRC](#), even though you will not be taxed on [annual income under £12,500](#). Sole traders must submit [Self Assessment tax returns](#) and companies are required to pay [Corporation Tax and PAYE as an employer](#). It is imperative to [keep records](#) of all expenses and earnings made for your business, [budget for taxes](#), and to be aware of annual tax filing [deadlines](#).



06. Safety and security

Safety and security measures



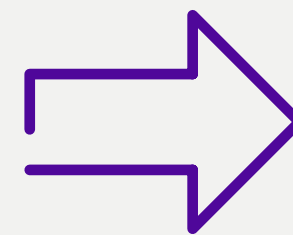
Research late-night operators in your area. Is there a movie theatre, evening restaurant, late-night shopping mall, event space, 24-hour gym, popular nightclub, or similar near you? Consider positioning your business nearby to create your own micro night time hub.



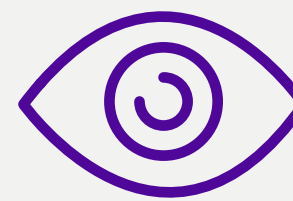
Do a health and safety risk assessment (template provided in *Appendix C*). Tap into [free HSE research, advice, and guidance](#).



Develop a connection with local police officers at a police station near to you. Enquire if someone can stop by on certain days to demonstrate that there is an active police presence.



Post clear directions to your business location on your website or social media. Where possible, install signage directing people to your business from the local transport station(s), with permission. Look at fitting extra lighting, security cameras and an alarm system (even fake ones).



Consider hiring a part-time security guard. They can monitor the activity outside and near the entrance of your establishment if needed.



Meet with members of your local council, as they may be able to assist with organising night time events (i.e. [High Street ADVENTures](#) in Walthamstow), installing lighting and CCTV, displaying signage, and initiating police focus groups.



Get involved. You may wish to set up a community watch group through [Halo](#), use the [Women's Night Safety Charter's toolkit](#), attend training sessions organised by the [Safer Sounds Partnership](#), become a member of the [Safer Business Network](#), or focus on marketing to draw a crowd as this creates a safe and vibrant atmosphere.

Despite a generally safe evening environment in London², safety and security concerns have been cited as deterrents from night time activities. Both business owners and customers sometimes worry about gang activities and shoplifting incidents, which would put them at risk while out late.

Fortunately, there are a number of ways in which you can increase safety measures to protect your business, and to make customers feel more comfortable.

Insights:

- The number of recorded alcohol-related crimes at night fell by 51% from 2010/11 to 2017/18.
- There is more violent crime during the daytime in London than there is at night.

²GLA Economics, [London at night: An evidence base for a 24-hour city](#)

07. Promotion and marketing

Marketing is an essential aspect of every business. It is important to set marketing goals that are specific, measurable, attainable, relevant and time-bound (SMART). Different marketing methods may work for certain businesses, so it can help to test a few methods and see what suits your model.



Online marketing

Websites

- Develop your website using user-friendly sites like Weebly or Wix.
- Keep content fresh, simple, and regularly updated.
- Be sure to specify your value proposition, upcoming events, products or services, prices, and booking instructions.

Social media

- Instagram, Facebook, and Twitter are key channels for promoting your business. Consider focusing on one channel and mastering it. Sign up for free courses to boost your knowledge.
- Get familiar with relevant top hashtags (Google [example](#)).
- Contact bloggers and influencers to feature your offer.

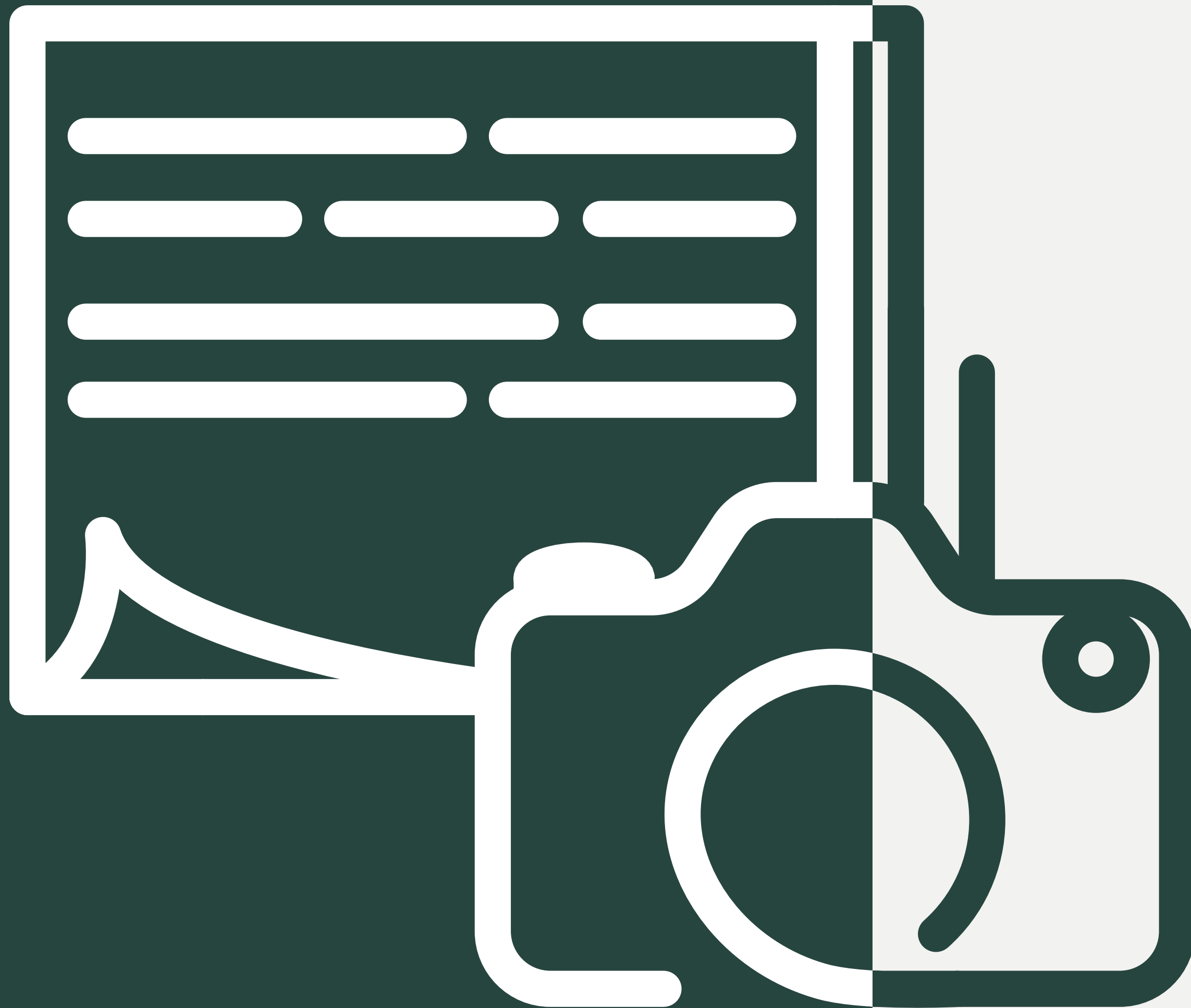
Offline marketing

Press releases

- Well-known publications are more likely to circulate your content if you can capture their attention with a punchy story. Either reach out to a freelancer who can write a press release for you, for example on [Fiverr](#) or [PeoplePerHour](#), or sign up to a free online course to learn how to write them yourself.
- Send the press release to publications or contacts in journalism.

Business launch event

- Do local marketing (i.e. hand out flyers with a promo code or ticket entry) months ahead of your opening to boost anticipation.
- Host a launch event and invite potential customers to attend.



Emphasising your value

Write a value proposition or elevator pitch to home in on the value you create for your customers. Use it in marketing materials and when pitching your business to others. Try the below activity to incorporate important elements of the value proposition into your own statement.

Example:

The Jellied Eel serves night connoisseurs (Customer) who are seeking memorable drink and dining experiences (Service) in Walthamstow (Gap in market), featuring crafted cocktails and small plates (Key value) in a historical, Art Deco pie and mash shop (Competitive advantage), as endorsed by Time Out (Credibility).

(Business name) _____, helps _____ (Customer segments) who are dealing with (or interested in) _____ (Problem/gap in market), by offering a _____ (Product/service + key value to customer), which uses _____ (Competitive advantage), based on _____ (Credibility i.e. evidence-based, proven model, years of experience, etc.).

— Night time business case study: The Jellied Eel in Walthamstow

Planning

The Jellied Eel collaborated with an existing business – L Manze’s pie and mash shop on Walthamstow Market. The shop remains open as normal during the day, with the cocktail bar taking over on Friday and Saturday nights. This model allows for lower overheads and more flexibility. The historic interior lends itself well to a reimagining of its use and provides a unique characteristic that is the bar’s biggest selling point.

Knowledge of the area and previous experience of marketing local events allowed for an understanding of the potential demographic and how to reach it, and an indication that there was little competition for the concept. The location was identified as a potential risk for the business, with low evening footfall and a slightly inhospitable environment after dark. It was felt that this could be overcome by providing a high-quality, unique concept.

Advice was sought wherever it could be found, including from people with experience of pop up restaurants and permanent bars. The initial pop up period for The Jellied Eel was limited, with a very risk averse approach to spending and a low expectation of profit margin. This allowed for the concept to be proven and a customer base to be built without risking the loss of capital

Licensing

Overall, the Jellied Eel had three pop up periods where Temporary Event Notices were used to cover each individual weekend. Before opening permanently, a Premises License was secured to allow for year-round alcohol sales, late night refreshments, and the playing of recorded music.



Insurance and lease arrangements

A nightly fee is paid to the pie and mash shop whenever the cocktail bar opens, as well as a weekly contribution towards refuse collection. The Jellied Eel has an independent insurance policy to cover Public Liability and Employer’s Liability.

Food hygiene and standards

All kitchen staff have a minimum Level 2 Food Hygiene Certificate. The Safer Food, Better Business pack is used to ensure sound food safety on site.

Safety and security

All kitchen staff have a minimum Level 2 Food Hygiene Certificate. The Safer Food, Better Business pack is used to ensure sound food safety on site.

Promotion and marketing



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A specialist PR firm worked on the launch of the original pop up, and then again when opening permanently. Having someone with exceptional contacts and knowledge, with the ability to engage influential publications with high readerships, was invaluable. Flyers were delivered door to door ahead of opening permanently, with positive measurable results. The unique nature of the concept has meant significant interest from the trade press and more widely, leading to a high volume of articles and coverage including on BBC Radio 4.

Staffing and suppliers



As a pop up, The Jellied Eel relied on word of mouth to find staff initially, finding good people wherever possible to help out. A more formal hiring process was undertaken when opening permanently, appointing a manager and new chefs. Staffing is a constant work in progress in a bar setting.

Finding good suppliers is something else that isn't necessarily fixed in place from day one, but The Jellied Eel does try to stay loyal to good suppliers where it can and values those relationships. Local suppliers and businesses are always favoured where possible.

Taking orders and payments



When opening permanently, moving from an analogue system of taking orders to a digital one brought potential rewards in terms of efficiency and speed, but of course technology can also be unreliable. The Jellied Eel spent a lot of time trying to find the right system, which in this case was one that could be downloaded onto a smartphone for taking orders on the move, coupled with a card machine that was small enough to fit in a pocket.

Banking, bookkeeping and accounting



The Jellied Eel uses Starling Bank, an online challenger bank that is extremely good for business use due to its clever use of technology. Transactions are automatically categorised and can be synced with accounting software to automate bookkeeping – in this case, QuickBooks Online. A traditional accountant is also used for specialist advice and to file tax returns.










Thank you for reading the Night Time Enterprise Zone (NTEZ) Toolkit

Please note that the NTEZ Toolkit was not designed to give advice. The purpose of this document is to provide points for consideration and insights into how an entrepreneur or business might become a part of the night time economy in London. It is best to continue to seek further information and resources, as there are countless opportunities to get free and professional business support throughout the city and online.

To provide feedback about the contents of this document, please contact business.growth@walthamforest.gov.uk.

Appendix A. Business Model Canvas

Watch this short [explanatory video](#), then try to add your own points within the Business Model Canvas below. It will help you to understand how the different elements of your business interact with one another. Your business model will evolve over time and may benefit from partner input and collaboration. Worried about discussing your idea with others? Consider asking collaborators to sign a [non-disclosure agreement](#) early-on.

Key partners 	Key activities 	Value propositions 	Customer relationships 	Customer segments 
	Key resources 		Channels 	
Cost structure 			Revenue streams 	

Appendix B. List of Free British Library Research Resources

When starting a new business, it is important to do research to better understand your market, customers, and competitive advantage. A wide variety of research databases are available at the British Library's Business and IP Centre (NW1 2DB), offered for free to anyone with a Reader's Pass. A Reader's Pass can also be obtained at no cost with proof of ID and address (same location).

Advice & Funding Sources	
COBRA	An encyclopaedia of practical information for starting, running and managing a small business. Includes over 4,000 fact sheets and local area profiles.
Management Direct	Information and learning resource to support managers. Produced by the Chartered Management Institute (CMI), content is relevant to managers at all levels and across all career stages.
Grant Finder	Grant Finder 4,000 grants, loans and awards.
Market Research	
eMarketer	International market research and trend analysis on the Internet, e-business, online marketing, new media and emerging technologies.
Frost & Sullivan (Frost.com)	In-depth global market research and strategy reports covering medical technology, chemicals and plastics, automation, electronics, energy systems, environmental and building technologies and IT.
GlobalData Consumer	Analysis of the Global Fast-Moving Consumer goods Market. Covers food and drink, cosmetics and toiletries and household product.
GlobalData Retail	Independent analysis of the UK and European retail industry. Covers clothing and footwear, food and drink, DIY, electricals, homewares and personal care.
IBIS World	Market research on 100's of industries in the UK, including statistics, analysis and forecasts. One chapter from one report per week, excluding key statistics.
EMIS (Emerging Markets Information Service)	Company, Industry and Economic information focusing on Asia, Central and Eastern Europe, Middle East, North Africa and Latin America. Includes company reports and financial statements.
Local Data Online	Retail location data and insight for 2,700 UK locations, 450 business types and thousands of companies. Includes market analysis, profiling and risk analysis.
Mintel Reports	Full access to Mintel UK covering a broad range of consumer and lifestyle markets.
Passport (Euromonitor International)	Provides comparable international market intelligence on countries, consumers and industries. Contains over 4,500 global, country, industry and company reports.

Continued

Company Data	
FAME (Bureau van Dijk)	UK & Irish company database listing 11 million companies, with information such as accounts and director details for up to 10 years. Searches can be made by industry, location, size etc.
EMIS	Company, Industry and Economic information focusing on Asia, Central and Eastern Europe, Middle East, North Africa and Latin America. Includes company reports and financial statements.
Kompass Worldwide	Detailed product and service listings for over 2.8 million companies across 70 countries. Key source for manufacturers and suppliers with over 300,000 topics covered.
Market IQ (Experian)	Details on 4 million UK registered companies and “non-corporate” entities such as sole traders.
Mergent Archives	Over one million historical annual reports and reporting documents from 100 countries, dating back to 1844.
ORBIS (Bureau van Dijk)	Global company database listing over 250 million companies around the world providing access to contacts, accounts and corporate structure information.
Business News and Journals	
ABI Inform Global (Proquest)	2,700 academic journals, newspapers, business, management and economics publications.
Business Source Complete (EBSCO)	Full text from 11,000 sources, including over 1000 international top-ranking business journals. Provides information on most areas of business, as well as country economic reports.
Factiva (Dow Jones & Co)	More than 10,000 newspapers and magazines from 159 countries in 22 languages, providing news and information from many industries and regions. Includes newswires and BBC Monitoring.
Management & Business Studies Portal	Latest UK management research with practical business and management content from our print and digital collections. Includes downloadable research reports, consulting reports, market research, think pieces, and articles written by external experts.
Business and Economic Statistics	
Country Data (EIU)	Analytical database of world-wide macroeconomic indicators and forecast values for 117 countries and 40 regional aggregates, with up to 280 economic indicators per country.
EIU.com	Includes 60 Country Reports, Country Profiles, and Viewswire (information on important economic, political, business and market developments including analytical briefings).

Note: this list is subject to changes.

Appendix C. Risk Assessment Template

The below template³ can be used as a starting point for carrying out a health and safety risk assessment for your business. Specific hazards and controls that are recommended for different types of enterprises (i.e. [food preparation](#) and service) can also be found on the [HSE website](#).

³ Health and Safety Executive (HSE), [Managing risks and risk assessment at work](#)

Name of company: _____

Assessment completed by: _____

Date of next review: _____

Date assessment was carried out: _____

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action needed by?	Done