



## Markets Committee

**Date:** WEDNESDAY, 14 MAY 2014  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Alex Bain-Stewart	Professor John Lumley
Nicholas Bensted-Smith	Wendy Mead
Christopher Boden	Robert Merrett
Alderman Charles Bowman	Hugh Morris
Campbell-Taylor	Deputy Joyce Nash
Deputy John Chapman	Graham Packham
Karina Dostalova	Chris Punter
Deputy Stanley Ginsburg	Elizabeth Rogula
Alderman Timothy Hailes	Adam Richardson
Brian Harris	Ian Seaton
Christopher Hayward	John Scott
Tom Hoffman	Deputy Dr Giles Shilson
Michael Hudson	Angela Starling
Jamie Ingham Clark	Patrick Streeter
Deputy Alastair King	James Tumbridge
Deputy Keith Knowles	Mark Wheatley
Edward Lord	

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Lunch will be served in the Guildhall Club at 1pm

John Barradell  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council, 1 May 2014, appointing the Committee and approving its Terms of Reference.

**For Information**  
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No. 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

**For Decision**

6. **APPOINTMENT OF THE REFERENCE SUB COMMITTEE**

To appoint the Reference Sub Committee for the ensuing year.

**For Decision**

7. **PUBLIC MINUTES**

To agree the public minutes of the meeting held on 5 March 2014.

**For Decision**  
(Pages 3 - 6)

8. **MARKETS BUSINESS PLAN UPDATE PERIOD 3 2013/14 (DECEMBER - MARCH)**

Report of the Director of Markets and Consumer Protection.

**For Information**  
(Pages 7 - 36)

9. **DEPARTMENT OF MARKETS & CONSUMER PROTECTION BUSINESS PLAN  
2014-2017**

Report of the Director of Markets & Consumer Protection.

**For Decision**  
(Pages 37 - 64)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

12. **EXCLUSION OF THE PUBLIC**

**MOTION** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5 March 2014.

**For Decision**  
(Pages 65 - 66)

14. **DEBT ARREARS - MARKETS - PERIOD ENDING 31 MARCH 2014**

Report of the Director of Markets and Consumer Protection.

**For Information**  
(Pages 67 - 78)

15. **POULTRY MARKET - LETTING OF FIRST FLOOR OFFICE**

Joint report of the City Surveyor and the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 79 - 84)

16. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 85 - 88)

17. **TENANCIES AT WILL AND ASSIGNMENTS**

Report of the Director of Markets and Consumer Protection.

**For Information**  
(Pages 89 - 92)

18. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

# Agenda Item 3

WOOLF, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 1st May 2014, doth hereby appoint the following Committee until the first meeting of the Court in April, 2015.
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## MARKETS COMMITTEE

- Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 31 Commoners representing each Ward or Side of Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides).
- Quorum**  
The quorum consists of any nine Members.
- Membership 2014/15**

### ALDERMEN

- 2 Charles Bowman
- 2 Timothy Russell Hailes

### COMMONERS

12	Joyce Carruthers Nash, O.B.E., Deputy .....	Aldersgate
2	John Stuart Penton Lumley, Professor .....	Aldersgate
7	Hugh Fenton Morris.....	Aldgate
6	Robert Allan Merrett .....	Bassishaw
1	Jamie Ingham Clark .....	Billingsgate
13	Stanley Ginsburg J.P., Deputy.....	Bishopsgate
2	Patrick Thomas Streeter.....	Bishopsgate
5	Dr Giles Robert Evelyn Shilson, Deputy .....	Bread Street
7	Brian Nicholas Harris.....	Bridge and Bridge Without
2	Christopher Michael Hayward.....	Broad Street
11	Stanley Keith Knowles, M.B.E., Deputy .....	Candlewick
1	Christopher Paul Boden .....	Castle Baynard
8	Michael Hudson .....	Castle Baynard
1	Nicholas Bensted-Smith .....	Cheap
2	Ian Christopher Norman Seaton.....	Cornhill
2	Angela Starling.....	Cripplegate Within
2	Chris Punter .....	Cripplegate Without
2	Mark Raymond Peter Henry Delano Wheatley .....	Dowgate
10	Alex Bain-Stewart M.Sc., J.P.....	Farringdon Within
2	Karina Helen Dostalova.....	Farringdon Within
2	Wendy Mead.....	Farringdon Without
2	Charles Edward Lord, O.B.E., J.P. ....	Farringdon Without
8	John Douglas Chapman, Deputy.....	Langbourn
7	Elizabeth Rogula .....	Lime Street
1	Revd. William Campbell-Taylor .....	Portsoken
13	Alastair John Naisbitt King, M.Sc., Deputy.....	Queenhithe
6	James Richard Tumbridge .....	Tower
5	Tom Hoffman .....	Vintry

Together with the following Members in place of the three Wards (Coleman Street, Cordwainer and Walbrook) not making appointments on this occasion:-

Graham David Packham  
Adam Fox McCloud Richardson  
John George Stewart Scott, J.P.



4. **Terms of Reference**  
To be responsible for:-

- (a) the management of all matters relating to Smithfield Market, Billingsgate Market and Spitalfields Market and the letting of all premises therein;
- (b) the appointment of the Director of Markets and Consumer Protection (in consultation with the Port Health and Environmental Services and Licensing Committees).

*Barradell*

## MARKETS COMMITTEE

Wednesday, 5 March 2014

Minutes of the meeting of the Markets Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 5 March 2014 at 11.30am

### Present

#### Members:

Hugh Morris (Chairman)	Professor John Lumley
Michael Hudson (Deputy Chairman)	Wendy Mead
Alex Bain-Stewart	Deputy Joyce Nash
Christopher Boden	Graham Packham
Deputy John Chapman	Elizabeth Rogula
Karina Dostalova	Adam Richardson
John Fletcher	Ian Seaton
Deputy Stanley Ginsburg	Deputy Dr Giles Shilson
Alderman Timothy Hailes	Patrick Streeter
Brian Harris	James Tumbridge
Christopher Hayward	Deputy Michael Welbank
Tom Hoffman	Mark Wheatley
Ann Holmes	

#### Officers:

Katie Odling	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Julie Smith	- Chamberlain's Department
Paul Hickson	- Comptroller & City Solicitor's Department
Jon Avern	- Markets & Consumer Protection
Malcolm Macleod	- Markets & Consumer Protection
Nigel Shepherd	- Markets & Consumer Protection
Robert Wilson	- Markets & Consumer Protection
Andrew Crafter	- City Surveyor's Department
Steven Chandler	- City Surveyor's Department
Julie Zhu	- Public Relation's Office

#### 1. APOLOGIES

Apologies were received from Alderman Charles Bowman, Deputy Alistair King, Edward Lord, Adam Richardson and Patrick Streeter.

#### 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 29 January 2014, be approved as a correct record.

4. **ENFORCEMENT ACTIVITY AT SMITHFIELD MARKET**

A report of the Director of Markets and Consumer Protection was received which advised the Committee of Enforcement Activity carried out by the Smithfield Enforcement Team at Smithfield Market during the four month period from 1 October 2013 – 31 January 2014.

A question was raised in respect of the programme to analyse samples of manufactured meats and minced meat products to verify compliance with compositional standards and species authentication as part of a National Co-ordinated Food Sampling Programme. Port Health and Public Protection Director advised that the samples were mainly to target potential horsemeat or other species contamination problems and other types of failures.

Members were informed that in the first instance where non-compliance was recognised, the Enforcement Team would provide verbal advice to traders. Any subsequent offences would be dealt with through a more formal process.

A question was asked regarding the initiative between officers of the Smithfield Enforcement Team and the Food Standards Agency in relation to food delivery vehicles. The Port Health and Public Protection Director advised that the campaign included all types of delivery vehicles. The checking process required officers to contact the DVLA to establish where the vehicle was registered and afterwards to check with the Local Authority that it was a registered food business. Members noted there had been occasions of non-compliance by businesses not based in the City; however, Officers were working with the FSA to ensure the process was carefully monitored.

Further to a question, the Port Health and Public Protection Director agreed to provide season by season comparatives on changes to the health and safety enforcement activities at the market.

The Committee congratulated officers for their work.

RESOLVED – That the report be noted.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on



the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 29 January 2014 be approved as a correct record.

9. **OUTLINE OPTIONS APPRAISAL - REPAIR OF THE POULTRY MARKET AND INCOME GENERATION OPPORTUNITIES**

The Committee considered and agreed a joint report of the Director of Markets and Consumer Protection and the City Surveyor regarding the repair of the Poultry Market.

10. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE EASTER PERIOD 2014**

The Committee considered and agreed a report of the Superintendent of Smithfield Market regarding the concessionary parking during the Easter Period 2014.

11. **SMITHFIELD MARKET – CONDENSER WATER COOLING SYSTEM**

The Committee received a report of the City Surveyor which provided an update on the Condenser Water Cooling System at Smithfield Market.

12. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Being the Chairman's last meeting having now served his three year term, Deputy Stanley Ginsberg thanked Mr Morris for his Chairmanship over the past three years. The Chairman responded to the Deputy's kind words and thanked the Committee for their act of value to the work of the Committee and also thanked officers for their support and continuation.

**The meeting ended at 12.20pm**

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Chairman

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
Markets	14 May 2014
<b>Subject:</b> Markets Business Plan Update Period 3 2013/14 (December – March)	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Summary</b>	
<p>This report provides an update on progress against the Business Plan of the Markets Department for Period 3 (December-March) of 2013-14 against key performance indicators (KPIs) and objectives outlined in the Business Plan.</p>	
<p><b>The report consists of:</b></p> <ul style="list-style-type: none"><li>• Performance against the key performance indicators (KPIs) and progress report on the business plan – Appendix A</li><li>• Matters of general interest to the Committee – Appendix B</li><li>• Markets Risk Register – Appendix C</li><li>• Financial information – Appendix D</li><li>• Sickness statistics – Appendix E</li></ul>	
<p><b>Key points from the report are:</b></p> <p>At the end of the February 2014, the Department of Markets &amp; Consumer Protection was £311k (21.2%) underspent against the local risk budget to date of £1.5m, over all the services now managed by the Director of Markets &amp; Consumer Protection covering the Markets Committee. Appendix D sets out the detailed position for the individual services covered by this department.</p> <p>Overall the Director of Markets &amp; Consumer Protection is currently forecasting a year end underspend position of £142k (8.9%) for his City Fund and City Cash services.</p>	
<p><b>Other key topics:</b></p> <ul style="list-style-type: none"><li>- Improving Communication</li><li>- Improving Health &amp; Safety</li><li>- Recycling</li><li>- Sickness Absence</li><li>- Finance</li></ul>	
<p><b>Recommendation(s):</b></p> <p>It is recommended that your Committee notes the content of this report and its appendices.</p>	

## Main Report

### Background

1. To ensure that your Committee is kept informed of progress against the current business plan, it has been agreed that progress against key performance indicators (KPIs), key objectives, key risks and a financial summary will be reported on a periodic (four-monthly) basis. This approach allows Members to ask questions and have a timely input on areas of particular importance to them.

### Financial and Risk Implications

2. The end of February 2014 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix D. This reveals a net underspend to date for the Department of £311k (21.2%) against the overall local risk budget to date of £1.5m for 2013/14.
3. Overall, the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £142k (8.9%) for his City Fund and City Cash services under his control. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	49	0	(49)	(100.0%)
City Cash	1,555	1,462	(93)	(6.0%)
<b>Total Markets Services Local Risk</b>	<b>1,604</b>	<b>1,462</b>	<b>(142)</b>	<b>(8.9%)</b>

4. The reasons for the significant budget variations are detailed in Appendix D, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Markets & Consumer Protection supports. However, in summary, the favourable variance on City's Cash is mainly due to balancing charges being less than required for Citigen costs (Combined, Heat & Power) for the years 2010-2013; energy savings due to the introduction of energy saving measures such as LED lighting; and salary savings as a result of posts being kept vacant and overtime savings.
5. The better than budget position at the end of February 2014 is largely due to balancing charges being less than originally projected for Citigen costs (combined heat & power) for the years 2010-2013 at Smithfield Market. This underspend will be subsumed within the capped service charge income at Smithfield Market.
6. There were further savings to date at New Spitalfields Market for additional income from recoverable electricity charges, due to an additional uplift in prices agreed with the Spitalfields Market Tenants Association; additional income from

waste collection efficiency savings rewarded from Countystyle and general increases in waste recharges from additional tonnage levels from traders; and increased water recharges due to improved monitoring of water consumption following the installation of check meters. This surplus will be offset at year end by reduced service charge costs to traders.

7. The Director of Markets & Consumer Protection anticipates this current better than budget position will continue until year end for the reason stated above in paragraph 4, subject to income activity achieving projected levels.

### **Annual assurance statement for data quality**

8. By: David A H McG Smith CBE, Director of Markets and Consumer Protection

For the financial year 2013-2014 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

### **Strategic Implications**

9. The monitoring of performance indicators across the Division links to all three Corporate Plan Strategic Aims (To support and promote 'The City', To provide modern, efficient and high quality local services for the Square Mile; and, To provide valued services to London and the nation).

### **Consultees**

10. The Town Clerk and the Chamberlain have been consulted in the preparation of this report.

### **Background Papers**

Appendix A - Performance against the key performance indicators (KPIs) and progress reports on the business plan

Appendix B - Matters of general interest to the Committee.

Appendix C – Markets Risk Tracker

Appendix D – Financial Information

Appendix E – Sickness statistics

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**2013-2014 Progress against Markets Business Plan**

This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Business Plan for the 3rd period in 2013/14 (December– March inclusive).

		Target	Period 3 (December – March)	
KPI 1	Achieve 90% occupancy of all lettable space at Billingsgate and New Spitalfields Markets.	90%	Billingsgate (excluding Satellite Unit) <b>97%</b>	
			<b>New Spitalfields</b>	<b>100%</b>
KPI 2	85% of debt to be less than 60 days. <sup>1</sup>	85%	<b>Billingsgate</b>	<b>97%</b>
			<b>Smithfield</b>	<b>100%</b>
			<b>New Spitalfields</b>	<b>100%</b>
KPI 3	Divert 90% of waste from landfill at the Markets.	90%	<b>Billingsgate</b>	<b>100%</b>
			<b>Smithfield</b>	<b>100%</b>
			<b>New Spitalfields</b>	<b>95%</b>
KPI 4	All accidents reports to be completed within 3 days following the notification of an incident.	100%	<b>Billingsgate</b>	<b>83.3%</b>
			<b>Smithfield</b>	<b>100%</b>
			<b>New Spitalfields</b>	<b>100%</b>

**Notes on KPIs**

KPI 1 – expressed as a percentage of total space at each market by area (m<sup>2</sup> or ft<sup>2</sup>) occupied over the reporting period.

KPI 2 – expressed as the percentage of total debt that is settled within 60 days.

KPI 3 – expressed as a percentage of total waste from each market by weight that is diverted from landfill.

KPI 4 - when City of London staff are first notified of an accident, this must be reported to the City's Health & Safety Incident Helpline at the earliest opportunity and, in any case, must also be reported to the M&CP Safety Manager not more than three days after first notification. This indicator expresses the percentage of accident reports that have met these criteria.

<sup>1</sup> Source – Chamberlain's Debt Report

1	<b>Customer and Stakeholder Focus.</b> <i>To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.</i>	<b>December – March 2014 progress update</b>
Page 12	Promote the markets.	<p><b>Billingsgate</b>          The new TV channel London Live, which launched on 31 March, broadcast live from Billingsgate Market during trading on Thursday 3 April. The interviewer, Alex Beard, enthusiastically provided viewers with information regarding the opening hours of the Market, retail shoppers being welcome, the large variety of quality fish available and low prices. Clips from the broadcast are available on the London Live TV website (<a href="http://www.londonlive.co.uk/programmes/wake-up-london/clips/watch-this/wake-up-london-3rd-april-2014-alex-beard-on-billingsgate-market">http://www.londonlive.co.uk/programmes/wake-up-london/clips/watch-this/wake-up-london-3rd-april-2014-alex-beard-on-billingsgate-market</a>). Audience numbers for the broadcast were said to be 22,000.</p> <p><b>Smithfield</b>          The Director of Markets and Consumer Protection chaired a meeting of the National Association of British Market Authorities (NABMA) Wholesale Markets Forum at Smithfield.</p> <p>10 trainee chefs and 2 tutors from the Worshipful Company of Cooks' Apprentice Scheme toured the Market.</p> <p>Greig and Stephenson Architects organised a tour of the Market for 25 wholesale market managers from China.</p> <p><b>New Spitalfields</b>          The Mayor of Waltham Forest came to the Market to switch on the Christmas tree lights.</p> <p>The Market was also visited by:</p> <ul style="list-style-type: none"> <li>• Giles Blatchford, new Chief Operations Officer of Nuru Agriculture;</li> <li>• a delegation from Johannesburg Market, South Africa;</li> <li>• a delegation from North Carolina State University, USA.</li> </ul>



1	<b>Customer and Stakeholder Focus.</b> <i>To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.</i>	
		<b>December – March 2014 progress update</b>
Page 13	Improve communication between the markets, all the tenants and stakeholders.	<p><b>Billingsgate</b></p> <p>All Billingsgate tenants continue to be briefed verbally and in writing on specific issues. The following issues were addressed during period 3:</p> <ul style="list-style-type: none"> <li>• 2014/15 Service Charge increase of 8.4%.</li> <li>• Roof Renewal Project – monthly newsletter update is provided along with drop in sessions where tenants can meet the Project Manager and the main contractor and discuss any concerns.</li> <li>• Requirement for all tenant delivery staff to wear high visibility clothing.</li> <li>• Lessons learned following a small fire in the Market Hall - tenants not to store combustible materials next to live electrics.</li> <li>• Tenants reminded about their electrical testing legal requirements and given deadlines to comply.</li> <li>• Tenants instructed not to create slip hazards by discarding ice on the Market floor.</li> </ul> <p><b>Smithfield</b></p> <p>The Superintendent and Chairman of the Smithfield Market Tenants' Association (SMTA) continue their weekly early morning "walk rounds" of the Market to monitor compliance with the Commitments entered into under the terms of the new leases.</p> <p>There has been an overall reduction in the level of obstructions within the Buyers Walks and on pavements and public highways around the perimeter of the Market buildings. However, as reported in the Period 2 Progress Report, it became necessary to serve a Section 146 Notice under the Law of Property Act 1925 against one tenant for persistent obstruction of the pavement and public highway adjoining their premises, which initially resulted in a marked improvement in the company's compliance with their lease terms. Despite this enforcement action, after Christmas the particular tenant again began to deposit an increasing number of pallets upon the pavement. Following a further meeting between the Superintendent and Managing Director of the company, their operations have once again been reined in. The Superintendent has recently issued verbal warnings to the principals of two</p>

traders for causing obstructions. One of those traders has subsequently become fully compliant, but the other has failed to comply and the matter will be escalated to written warning stage.

***New Spitalfields***

The next issues of the General Newsletter and the Health & Safety newsletters are planned to be distributed in May. The Superintendent has explored with the Markets' Corporate IS Business Partner the possibility of a shared portal to allow a flow of information between the City and the market tenants.

Tenants have been invited to comment on the proposed Fire Safety project and a member of staff from the Security Team has been tasked with making tenants aware of their obligations with respect to fire safety. The Superintendent secured funding (£22,100) for the inspections to be carried out over a 6 month period. Enforcement inspections commenced on 2 February and the current position is that no tenant has passed an inspection.

The Superintendent continues to have discussions with tenants about driving licence requirements for forklift truck (FLT) drivers at the Market. This is despite an agreed extension having been offered, after which time it is proposed that those drivers not in possession of a valid UK driving licence will be refused a permit to operate FLT's in the common parts of the Market.

The Superintendent meets every four months with Countrystyle/Spitalfields Market Tenants Association (SpMTA) and indications are that tenants are keen to segregate waste.

The Public Address (PA) system continues to be used daily and the system is being updated with equipment which will enable pre-recorded announcements to be made.

<ul style="list-style-type: none"> <li>•</li> </ul>	<p><b>Customer and Stakeholder Focus.</b>  <i>To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.</i></p>	
	<p><b>December – March 2014 progress update</b></p>	
<p>Page 15</p>	<p>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.</p>	<p><b>Billingsgate</b>          The Crossrail works at Billingsgate have continued with little impact on the Market. Upper Bank Street is due to re-open in mid-April 2014. The retail development at this station is scheduled to open in Spring 2015.</p> <p><b>Smithfield</b>          Construction work continues 24 hours a day, 7 days a week, on the Eastern Ticket Hall to the east of Lindsey Street. The continuing areas of concern are the long term closure to all traffic in both directions along St Johns Street possibly until August 2014, together with the trench works closing half of the northern carriageway of Grand Avenue at its junction with Charterhouse Street. The City and SMTA rejected Crossrail’s proposal before Christmas to completely close Charterhouse Street at its junction with Grand Avenue for approximately one month in order for Thames Water to carry out repair works. Instead the works will now commence after Easter.</p>

2	<b>Operations and Finance.</b> <i>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</i>	
		<b>December – March 2014 progress update</b>
	Better management of business risks and improved contingency plans.	The Markets are engaged in an ongoing process of risk identification and analysis which feeds into our departmental Risk Tracker. Emergency and Contingency plans are also currently under review. Risk Management will have a higher profile in 2014/15. Key Risks are shown in Appendix C.
Page 16	Continue with the improvement of the markets' health and safety performance and accident reductions.	<p><b>Billingsgate</b>          Billingsgate has a very active and unified Health &amp; Safety Committee with an “all in it together” approach to addressing safety issues rather than a landlord/tenant divide. All tenants' delivery staff now wear high visibility clothing, and, for security purposes, each tenant's business name is visible on the clothing. The vehicle unloading area, which prevents contact between market workers and delivery vehicles, has successfully reduced the risk of accidents.</p> <p>At a busy site such as Billingsgate accidents do happen and in the last 12 months there have been 4 notifiable accidents.</p> <p><b>Smithfield</b>          Members will recall from the report to the January 2014 Committee the serious safety concerns being raised in connection with the transfer of banksmen duties from the City to the tenants in July 2013. The Corporate Health &amp; Safety Manager carried out an audit during the night of 17 December 2013 and a draft report has been submitted to the Superintendent for comment. A final report will subsequently be issued to the SMTA for consideration and implementation of recommendations. During the period there have been 5 reported accidents.</p> <p><b>New Spitalfields</b>          A number of campaigns around health and safety have been run with the following aims:</p> <ul style="list-style-type: none"> <li>• To encourage Catering Supply Building tenants to park commercial vehicles more safely.</li> <li>• To encourage HGV drivers to use the provided toilet facilities.</li> <li>• To encourage safe HGV movements around the site.</li> </ul>

2	<p><b>Operations and Finance.</b>  <i>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</i></p>	<p><b>December – March 2014 progress update</b></p>
		<p>There is also a programme underway to renumber all tenants' FLT's in order to be able to link them with their respective stand and thereby assist with their identification.</p>
Page 17	<p>Work more efficiently and achieve greater value for money.</p>	<p><b>Billingsgate</b>  The Parking Marshalls are ensuring that the parking area is kept in an improved state of cleanliness each day thereby freeing up Cleaning Team resources for the remainder of the site.</p> <p>Due to absences and holidays, members of staff from the Cleaning and Administration Teams are temporarily filling Constabulary/Parking Marshall roles when necessary.</p> <p><b>Smithfield</b>  The response to the security benchmarking document has been considered by the Joint Specification Committee (JSC). A preliminary decision on the way forward has been made and implementation is under consideration. This will be communicated to the stakeholders shortly. The next services being reviewed are cleaning and general waste where the current cleaning schedules will be reviewed and commented upon by the SMTA before an agreed specification is considered.</p> <p>A meeting of the Joint Review Group was held in January 2014 to consider service charge budgets. The format in which the service charge accounts are presented is currently under discussion and review. The next meeting is scheduled for May 2014 when the 2013/14 year end service charge account and projected budget for 2014/15 will be considered.</p>

2	<b>Operations and Finance.</b> <i>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</i>	
Page 18		<b>December – March 2014 progress update</b>
	Generate more income.	<p><b>Billingsgate</b></p> <p>An option to pay by mobile phone for parking began to operate in February. As well as parking permit customers, there are also people who wish to park on a daily basis and for these the mobile phone option is a useful alternative to cash. This commercial car parking income stream is currently generating some £300,000 per annum exclusive of VAT.</p> <p>For the service charge, the trade and retail parking charges that were introduced in July 2012 have generated £476,000 of income inclusive of VAT in the 21 months to the end of March 2014.</p> <p><b>Smithfield</b></p> <p>The Management Team is continuing to progress opportunities to let further vacant space in the Poultry Market building, as well as investigating releasing more currently occupied operational space for letting. The City has received submissions from all but one of the prospective tenants that have applied for the seven Poultry Market premises, by the stated deadline of 25 March. The tenant that did not make a submission has asked for an additional two weeks to respond. Some of the proposals received require significant additional work before they can be progressed further</p> <p>Options for increasing the usage of the Rotunda car park are also being progressed in conjunction with the review of the current pricing structure compared to other City and surrounding car park tariffs.</p> <p><b>New Spitalfields Market</b></p> <p>While not an income generating activity per se, the recent increased focus on fire risks has led to the introduction of a £100 fee for re-inspection of a trader's premises to ensure compliance with fire safety requirements. This fee is payable by tenants who have been found not to be compliant during an initial fire-safety audit. Re-inspections may be repeated 28 days after the initial inspection, and on a repeating</p>

2	<b>Operations and Finance.</b> <i>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</i>	
		<b>December – March 2014 progress update</b>
		28 day cycle, until compliance is reached. This fee income will be credited to the service charge.

3	<b>Sustainability and Site Optimisation.</b> <i>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</i>	
		<b>December – March 2014 progress update</b>
Page 19	In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy consumption in line with the City's Carbon Descent Plan (CDP), in areas which are under the control of CoL.	<p><b>Billingsgate</b> After 2 years of reducing electricity consumption, total electricity consumption in 2013/14 increased by 7%. However, City of London consumption in common parts showed a significant decrease.</p> <p><b>Smithfield</b> The scheme to replace high wattage fluorescent tubes with lower wattage LED fittings in the East and West Markets service corridors and first floor refrigeration decks is now complete.</p> <p><b>New Spitalfields Market</b> 23 Smart meters have been installed on the common parts systems.</p> <p><b>All Markets</b> The following table shows the reduction in electricity consumption in the common parts across all three markets against the base year. Although there is no specific target within the City's Carbon Descent Plan for common parts energy usage, these figures give a good indication of the success of initiatives taken by officers to reduce consumption in areas of the markets that are under the City's control.</p>

3	<b>Sustainability and Site Optimisation.</b> <i>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</i>																										
	<b>December – March 2014 progress update</b>																										
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3	<b>Sustainability and Site Optimisation.</b> <i>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</i>	
Page 21		<b>December – March 2014 progress update</b>
	Reduce Landfill waste and increase recycling.	<p><b>Billingsgate</b> No Billingsgate waste is sent to landfill.</p> <p><b>Smithfield</b> Improvements continue in the removal of litter and general waste from common part areas of the Market and in the greater use of refuse bins and recycling cages. The number of single sized cages has increased from 19 to 21, and a cardboard crusher has been introduced on a 3 month trial basis where the City now receives £35 per tonne for the cardboard removed opposed to being charged £85 per tonne for removal under the general waste contract. These measures have resulted in an increase in the volume of recycled waste being extracted from the general waste stream. Overall, these measures are continuing to improve the material state and visual appearance of the Market.</p> <p>The amount of wood and cardboard being removed from the general waste stream and recycled continues to increase. For the current period, 30% of wood was recycled and 29% of cardboard. While the recycling rate for wood has remained static, the figures represent an overall increase of 8% over the previous period.</p> <p><b>New Spitalfields Market</b> Through the use of combined recycling and RDF (refuse derived fuel), recycling levels are running at an average of 95%. The figure for recycling alone during this period remained the same at the previous reporting period, i.e. 73%.</p> <p>A campaign targeting waste dumpers was held on 14 February and 12 (non-tenant related) fly tippers were apprehended between 26 November 2013 and 18 March 2014. During February the incidents of fly tipping reduced significantly, with only one incident recorded. However the figure for March was nearer to the monthly average for the year, with eight incidents recorded.</p>

3	<b>Sustainability and Site Optimisation.</b> <i>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</i>	
	<b>December – March 2014 progress update</b>	
	HGV Vehicle Management.	<b><i>New Spitalfields Market</i></b> The newly finished HGV unloading area situated adjacent to Allen and Horner Houses is operating well. This new approach prevents HGVs from reversing in this busy area, thereby improving the safety of the unloading operation for Market users. There have been no HGV accidents since this new area came to use.
Page 22	Improve the material state of the markets	<b><i>Billingsgate</i></b> The works to renew the flat roof commenced on 7 April and are scheduled to take up to 28 weeks to complete. Projects to renew the metal roof that overhangs the offices and to create additional fish storage and handling facilities will follow subject to Committee approval. Capital projects can qualify for 50% European Fisheries Fund grants. A proposal to install solar panels onto the Market roof will also be evaluated in the near future.  <b><i>Smithfield</i></b> The Smithfield Poultry Market Re-roofing and Rewiring Project has recently gained Gateway 3 Approval and is now progressing to the Gateway 4 Options Appraisal. The project management team are communicating with tenants about the various options and associated risks and have as a high priority the need to minimise any disruption to trade caused by the works.

4	<b>People and Innovation.</b> <i>To improve the quality of leadership and management throughout the department and ensure that all staff have a chance to maximise their potential and job satisfaction.</i>	
Page 23	Continue to manage sickness absence.	<b>December – March 2014</b>  At the end of the year, the department's overall sickness absence level is 2% below the target. The target average is 7 days per person and the three markets' combined result for the year was 6.85 days per person. This is illustrated in Appendix E.  <b>Billingsgate</b> Billingsgate sickness for the year was 7.98 days per person. The high number was largely a result of long term absences in the early part of the year by two former employees. Absences in the last quarter of 2013/14 were, pro rata, 5.4 days per person.  <b>Smithfield</b> Smithfield sickness for the year was 6.35 days per person.  <b>New Spitalfields Market</b> Spitalfields sickness for the year was 6.31 days per person.
	Continue to use the internal communication channels and investigate using social media to externally promote activities within the markets.	<b>New Spitalfields Market</b> <b>Smithfield</b> The Smithfield Market Twitter page has been set up to advertise the Rotunda car park and promote details of events at the Market. For example, these will include details of the Easter opening times and concessionary car park rates.

**Contact:***Donald.perry@cityoflondon.gov.uk*

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<b>Billingsgate Market</b>	<b>Smithfield Market</b>	<b>New Spitalfields Market</b>
Superintendent – Malcolm Macleod T: 020 7332 3067 E: <a href="mailto:malcolm.macleod@cityoflondon.gov.uk">malcolm.macleod@cityoflondon.gov.uk</a>	Superintendent – Robert Wilson T: 020 7332 3747 E: <a href="mailto:robert.wilson@cityoflondon.gov.uk">robert.wilson@cityoflondon.gov.uk</a>	Superintendent – Nigel Shepherd T: 020 8518 7670 E: <a href="mailto:nigel.shepherd@cityoflondon.gov.uk">nigel.shepherd@cityoflondon.gov.uk</a>

**MATTERS OF GENERAL INTEREST TO THE COMMITTEE**

**BILLINGSGATE MARKET**

**Visitors**

February

No visits

March

No visits

April

Wednesday 2 – Worshipful Company of Cooks Apprentice Scheme – 10 students & 2 teachers, tour of Market with Malcolm Macleod – No Fee

Sunday 13 – London Boys & Girls Brigade – playing outside Market for London Marathon & parking in the Market

**Filming/photography**

February

Tuesday 4 - Fashion photo shoot – Slowear Fashion

Wednesday 5 – London College of Communication – a short film

Saturday 8 – photography for student project

Wednesday 12 – photography of Wandsworth Young Masterchef finalists visiting Market

Saturday 15 – photography for personal research

Saturday 15 – photography for project research for architect course

Thursday 20 – photography for Wharf Newspaper

Saturday 22 – photography for A Level project

Tuesday 25 – Duck & Waffle Cookbook – photography of author purchasing fish

Tuesday 25 – photography for ongoing module for degree

Thursday 27 – photography for university project

Friday 28 – photography for exhibition

Friday 28 – photography for exhibition

Friday 28 – photography for student art project

March 2014

Saturday 1 – photography of fish for degree

Saturday 1 – photography for personal project

Tuesday 4 – Saturday 8 – photography of fish for personal use

Tuesday 4 – Scout for possible feature film in summer of 2014

Friday 7 – photography for sightseeing

Friday 7 – photography for an art project

Saturday 8 - Abstract Bishop Hannington Church photographic group – photography for a topic/theme

Wednesday 12 –photography for exhibition

Thursday 13 – photography for student project

Thursday 13 – photography for personal use

Friday 14 – Nippon News – filming Japanese customer and filming test

Friday 14 – photography for A/S level project

Friday 14 – photography for personal project

Saturday 15 – photography for personal project

Saturday 15 – photography for personal project

Tuesday 18 – filming for university project

Wednesday 19 – photography for personal project

Wednesday 19 – Nippon News – Japanese filming for news

Friday 28 – photography for assignment

April

Tuesday 1 – photography for student project

Tuesday 1 – collecting for Breast Cancer charity

Thursday 3 – photography for exhibition

Thursday 3 – London Live – Funmi Olutye – filming for news channel

Friday 5 – photography for personal project

Friday 5 – photography for blog

Tuesday 8 –amateur photography

Saturday 12 – photography for personal project

Tuesday 15 – photography for university project

Thursday 17 – Time Out, interview and photography of Don Tyler

**NEW SPITALFIELDS MARKET**

**Visitors**

January

Thursday 23 - Oliver Sanandres, the City of London's Health and Safety Manager (for people) along with staff from his department and a group from Bailey Garner, Health & Safety Trainers

March

Friday 14 - students and tutors from North Carolina State University

Monday 17 - Richard Reilly and Ola Assan from the IS Department, Guildhall

Wednesday 19 - group from Joburg Market

Thursday 20 - Dr Fraser Kennedy, the City of London OHP, and Pearl Adu, Occupational Health Advisor

## **SMITHFIELD MARKET**

### **Visitors**

#### February

Monday 3 - Worshipful Company of Cooks Apprentice Scheme. To introduce trainee chefs to Smithfield Market

#### March

Wednesday 12 - Greig and Stephenson Architects. Looking at business numbers, volumes and how these have changed/operation and refurbishment of the building

### **Photography**

Various photography projects on the following dates:

#### January

Thursday 16 – university project

Monday 27 – university project

#### February

Tuesday 4 – university project

Thursday 6 – university project

Tuesday 18 – university project

Wednesday 26 – university project

#### March

Tuesday 4 – university project

Wednesday 5 – university project

Wednesday 12 – university project



**Markets Key Risks**

The table below shows a selection of our key risks which form part of our Departmental Risk Tracker. These are reported to Committee as part of the periodic Business Plan Progress Reports.

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
M C P 1	Mismanagement of Cooling Towers could result in the risk of an outbreak of Legionellosis potentially affecting all staff and users of the market.	3	4	Director of Markets & Consumer Protection.	Contract in place with a competent contractor - this is actively managed by a responsible person in the City Surveyor's department.	2	4	A ↔	To keep getting an update from CSD and ensuring that the cooling towers are adequately covered.	G
M C P 2	Exponential loss of trade due to a major incident at Canary Wharf requiring closure of the market for an unspecified length of time.	3	4	Market Superintendent	Emergency plan in place and the market management team have established close links with Canary Wharf Management and the Metropolitan Police to assist with security of the area.	3	4	A ↔		G
M C P 3	Risk of CoL staff and market users being struck by a vehicle whilst crossing between market buildings in East Poultry Avenue.	3	4	Market Superintendent	Vehicular traffic streams enter this street from opposing directions with no right of way indicated. Also, no pedestrian crossing point is marked out and therefore, there are currently no controls in place.	3	4	A ↔	To be followed-up with the City's Health and Safety Manager in an attempt to procure crossing point/s and traffic calming in this area.	A
M C P 4	Risk of serious injury to staff and service users due to constrained space for vehicle movement which, in the event of a serious accident/fatality could affect the operation and sustainability of the service.	4	4	Market Superintendent	The TOP X risk priority system and a near miss reporting system is in place.  All accidents fully investigated and any follow up actions implemented.	3	4	A ↔	Review of traffic management controls currently being undertaken.	G
M C P 7	Closure of a Market as a result of not retaining approval under Food Hygiene Regulations. This could result in legal action being taken against the City by market traders for loss of income.	3	4	Market Superintendent	CoL staff ensure that the required standards are maintained in the common parts and maintain a dialogue with tenants to enable each of the food services operators to retain their approval.	2	4	A ↓	To keep liaising with Food Standards Agency, Environmental Health and adhere to any changes in regulations.	G
M C P 0	Loss of condenser water at Smithfield			Market Superintendent				↔	The risk rating has yet to be formulated and will need to be updated by Market Superintendent	
M C P 1 1	Risk of serious or fatal injury to the passing public, staff and service users due to the perceived lack of sufficient training and adequate controls in relation to HGV banksman activities undertaken by staff employed by market tenants.	4	4	Market Superintendent	The local health & safety manager has produced a risk assessment and guidance note in relation to the risks associated with this operation.  The City of London's Health & safety Manager has conducted an audit of this operation and made a number of recommendations which he feels will help to mitigate the risks.	4	4	R ↑	The author of this document is unaware of the actions being taken at present to mitigate the associated risks.  This detail will require the input of the Market Superintendent before an accurate risk rating can be applied.	R
<b>Ratings</b>		<b>Risk Status</b>				<b>Control Evaluation</b>				
R - Red		High risk, requiring constant monitoring and deployment of robust control measures.				Existing controls are not satisfactory				
A - Amber		Medium risk, requiring at least quarterly monitoring, further mitigation should be considered.				Existing controls require improvement/Mitigating controls identified but not yet implemented fully				
G - Green		Low risk, less frequent monitoring, consideration may be given to applying less stringent control measures for efficiency gains.				Robust mitigating controls are in place with positive assurance as to their effectiveness				

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**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2014**  
**(Income and favourable variances are shown in brackets)**

Appendix D

	Latest Approved Budget 2013/14 £'000	Budget to Date Net Expenditure £'000	Actual to Date Net Expenditure £'000	Variance to Date +Deficit / (Surplus) £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2013/14		Note
						£'000	%	
<b>Markets (City Cash)</b>								
Directorate	440	403	353	(50)	407	(33)	-8%	1
Billingsgate - Corporate Account	163	149	173	24	196	33	20%	2
Billingsgate - Service Charge	0	0	26	26	0	0	0%	
Billingsgate - Repainting and Special Works	0	0	14	14	0	0	0%	
Smithfield - Service Charge	987	905	755	(150)	886	(101)	-10%	3
Smithfield - Corporate and Direct Recovered	(1)	(1)	4	5	0	1	100%	
Smithfield - Other (Including Car Park)	(34)	(31)	(45)	(14)	(27)	7	21%	
	<b>1,555</b>	<b>1,425</b>	<b>1,280</b>	<b>(145)</b>	<b>1,462</b>	<b>(93)</b>	<b>-6%</b>	
<b>Markets (City Fund)</b>								
Spitalfields - Corporate Account	23	21	(27)	(48)	(26)	(49)	-213%	4
Spitalfields - Service Charge	26	24	(95)	(119)	26	0	0%	5
Spitalfields - Repair and Repainting	0	0	1	1	0	0	0%	
	<b>49</b>	<b>45</b>	<b>(121)</b>	<b>(166)</b>	<b>0</b>	<b>(49)</b>	<b>-100%</b>	
<b>TOTAL MARKETS COMMITTEE LOCAL RISK</b>	<b>1,604</b>	<b>1,470</b>	<b>1,159</b>	<b>(311)</b>	<b>1,462</b>	<b>(142)</b>	<b>-9%</b>	

**Notes**

- Directorate** - the favourable variance is mostly due salary underspends for a vacant administration post.
- Billingsgate Corporate Account** - projected overspend is mainly due to additional salary costs for maternity cover and income shortfalls for car parking, filming and locker fees.
- Smithfield Service Charge** - the favourable variance is mainly due to balancing charges being less than required for Citigen costs (Combined, Heat & Power) for the years 2010-2013; energy savings due to the introduction of energy saving measures such as LED lighting; and salary savings as a result of posts being kept vacant and overtime savings.
- Spitalfields Corporate Account** - the favourable variance mainly relates to an adjustment for 2011/12 and 2012/13 for the overstated transfer of the vacant premises apportionment for service charge costs to the Repairs & Renewal sinking fund.
- Spitalfields Service Charge** - favourable variance to date is mainly due to recoverable electricity income which is higher than anticipated due to an additional uplift agreed with the SMTA; additional income from waste collection saving efficiency rewarded from Country Styles and general increases in waste charges from increased tonnage; and increased water recharges due to better monitoring of water consumption following the installation of check meters. This surplus will be offset at year end by reduced service charge costs to traders.

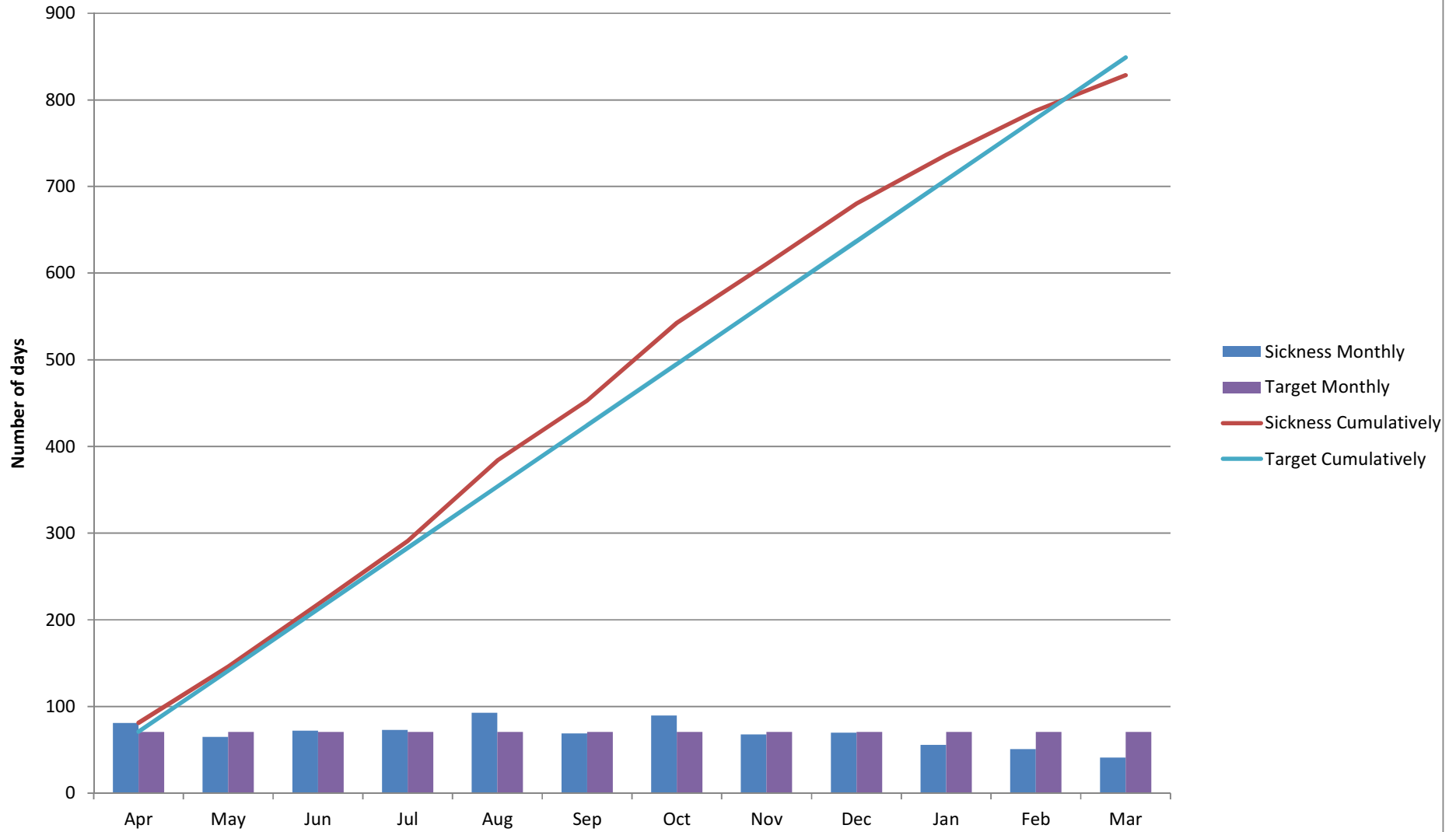
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## Appendix E

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Sickness (monthly)	81	65	72	73	93	69	89.5	68	70	56	51	41
Sickness (cumulative)	81	146	218	291	384	453	542.5	610.5	680.5	736.5	787.5	828.5
Target (monthly)	71	71	71	71	71	71	71	71	71	71	71	71
Target (cumulative)	71	142	212	283	354	425	495	566	637	708	778	849

### Markets Total Sickness 2013-2014



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# Agenda Item 9

<b>Committee:</b>	<b>Date:</b>
Markets	14 May 2014
<b>Subject:</b> Department of Markets & Consumer Protection Business Plan 2014-2017	<b>Public</b>
<b>Report of:</b> The Director of Markets & Consumer Protection	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>This report details the Business Plan for 2014-17 for the Department of Markets &amp; Consumer Protection.</p> <p>The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. The Business Plan consists of an overarching plan which contains information relating to the whole department, and a separate annex for each of the three Committees which reflects the responsibilities of that Committee only.</p> <p>The Business Plan identifies some key achievements from the past year and sets out what we aim to achieve this year, the standards we will attain, and where this fits within Corporate plans.</p> <p><b>Recommendation</b></p> <p>It is recommended that Members approve the contents of this report and its appendix.</p>	

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# Department of Markets and Consumer Protection Business Plan 2014-2017

# Contents

<b>Section</b>	<b>Page No</b>
Introduction	3
Business Planning Process	6
Vision and Strategic Aims	7
Key Performance Indicators 2014-2015	8
Key Objectives 2014-2015	10
Capital Projects 2014-2019	11
Departmental Management Structure	12
Financial Summary	13
<b>APPENDICES:</b>	
Appendix A – Markets Business Plan	
Appendix B – Port Health & Public Protection Business Plan	
Appendix C – Licensing Business Plan	

# Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 247 staff with a combined gross turnover (expenditure) of £23,400,000 and an overall net local risk budget of £4,122,000 giving a total budget including central risk and recharges of £2,723,000. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury on the North side of the Thames and Denton on the South side.

## Markets

The City of London's wholesale markets have a long history and have always played a central role in the economies of the communities in which they operate. Billingsgate, New Spitalfields and Smithfield supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South East and beyond. Customers range from catering companies, butchers, fishmongers, and greengrocers to restaurants, hotels, schools, street and retail markets and small local businesses. The markets have a combined estimated turnover of about £2 billion per year and more than 25,500 customers per week.

- **Billingsgate Market** has 42 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 22,000 tonnes, valued at approximately £250 million. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity, is located within the market.
- **Smithfield Market** is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput, valued at approximately £500 million. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.
- **New Spitalfields Market** has 121 trading units for wholesalers in the market hall, 13 catering supplies units, and a further 20 supporting businesses. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 750,000 tonnes, valued at approximately £750 million. Sustainability is a high priority for the market and about 75% of its waste is now recycled.

## Port Health and Public Protection Service

The Port Health and Public Protection Service provides a comprehensive and effective environmental health and trading standards service for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare. Through its Port Health and Animal Health services it also provides imported food control as the London Port Health Authority and animal health services to 29 London and two Berkshire local authorities. The service is sub-divided into three divisions comprising Port Health, Animal Health & Welfare, and Public Protection.

### **Port Health**

- As the London Port Health Authority, the **Port Health Service** is responsible for a district extending for 151 kilometres along the River Thames from Teddington to the outer Estuary including the ports of Tilbury, London Gateway, Thamesport, Sheerness and London City Airport. The authority serves businesses and protects the nation through the delivery of the following services controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; environmental protection and shellfish control.

## **Animal Health & Welfare**

- The division is responsible for providing **animal health services** across London on an agency basis for 31 London Boroughs and also Unitary Authorities in the Home Counties. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The division also deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform.
- The **Heathrow Animal Reception Centre (HARC)** has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. The centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths.

## **Public Protection Division**

This division is primarily based in the City and teams carry out the following wide range of regulatory work:

- **Food Safety** undertakes a range of food hygiene, food standards and health and safety interventions across all City food businesses including the provision of advice and information. The team also carries out infectious disease investigations and sampling work and enforces odour nuisance legislation.
- **Health & Safety** is responsible for enforcement of health and safety legislation in all relevant City businesses including the provision of advice and information.
- **Operational Support** is responsible for providing a range of administrative and IT support services to the department including system administration of Timemaster and the Northgate M3 database.
- **Pest Control** provides a comprehensive pest control eradication and advisory service to all non-food businesses in the City and engages in contract work for various City Corporation departments including Housing, the City Surveyor and our own Smithfield Market.
- **Pollution Control** is responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.
- **Trading Standards** is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within the City of London. The team investigates scams and fraud in conjunction with the Office of Fair Trading's Scambusters Team. Other work includes weights and measures, pricing, product safety, consumer credit and fair trading.
- **Smithfield Enforcement Team** undertakes enforcement of health and safety legislation, food standards, hygiene controls in vehicles that visit Smithfield Market and investigates any food complaints, as well as operating the Animal By-Product facility for the disposal of unfit meat.

## **Licensing Service**

- The **Licensing Service** is responsible for ensuring that all city businesses hold the appropriate licences and registrations and comply with the rules and conditions appertaining to those licences.

## **Markets and Consumer Protection Directorate**

The Directorate Team has a strategic role in managing the overall strategy, communications, health and safety, and promotion of the department, allowing the operational managers to focus on the day-to-day management of their divisions and their customers' requirements. The Directorate also liaises directly with the department's HR, IS and Chamberlain's (Finance Unit 3) Business Partners and Chamberlain's Head of Finance at a strategic level.

The Department of Markets and Consumer Protection's business has many strands and this plan aims to bring together the improvement objectives so that resources can be fairly allocated. As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, this plan is divided into four sections:

- An overarching set of key departmental objectives and performance indicators
- Three appendices with specific objectives relevant to the responsible Committee.

The downturn is affecting every aspect of business and budget restrictions will force further reviews of the services we provide and the way we do business. Funds are going to become increasingly tight for the foreseeable future. So, to ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on page 11, our version of the Balanced Scorecard<sup>1</sup>, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

The Service Based Reviews will absorb a significant amount of senior management time and effort over the coming year as we look towards changes coming in the 2016/17 and 2017/18 time frame. In managing the hugely varied business of the department, managers at all levels will need to have two words at the forefront of their minds: initiative and proactivity.

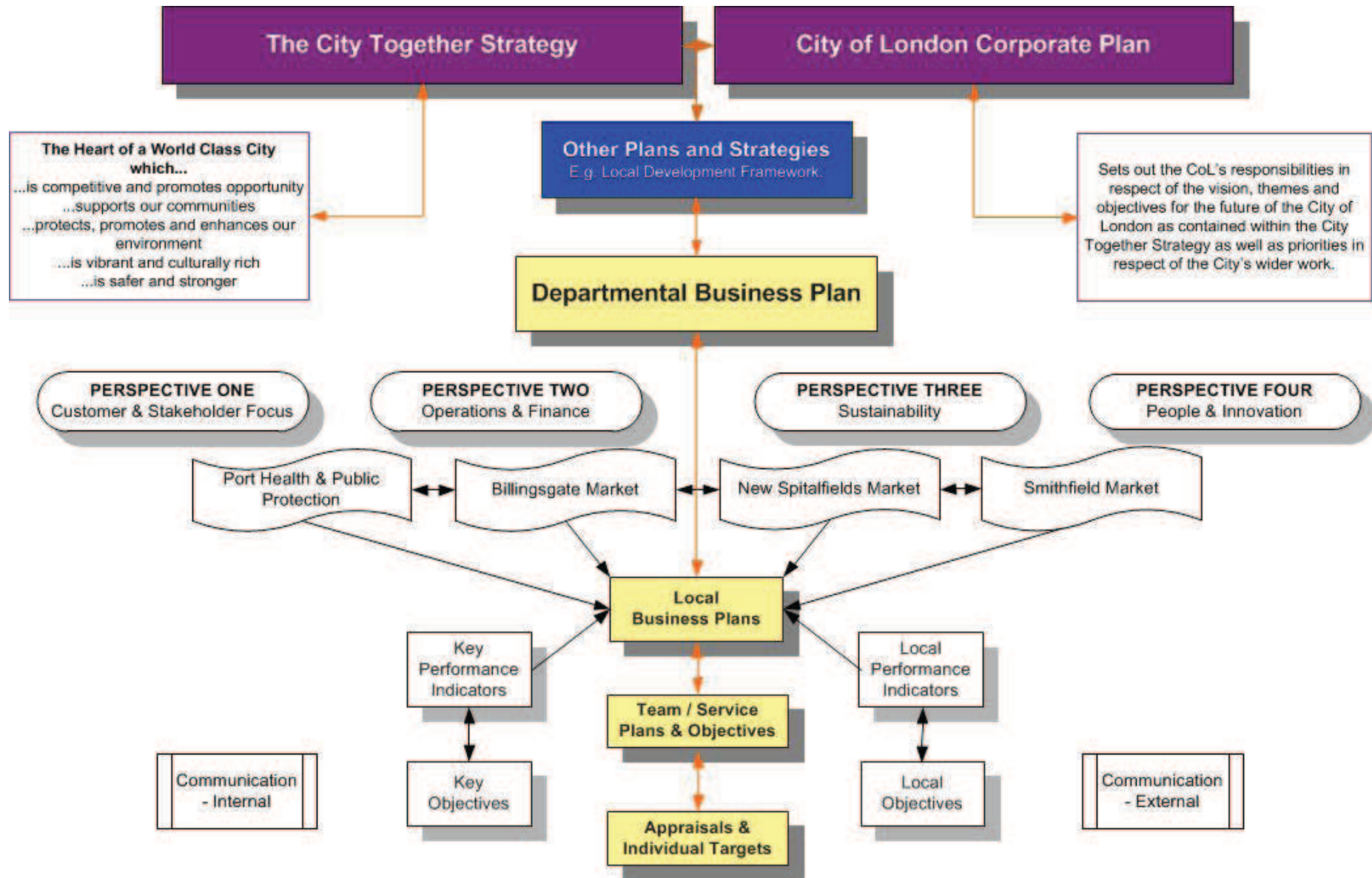
We recognise the importance of maintaining a skilled and motivated workforce to successfully deliver our business plan, and are committed to providing appropriate training and support to our staff in order to achieve this.

**David A H McG Smith CBE, Director of Markets and Consumer Protection**

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<sup>1</sup> Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80

# Business Planning Process





# Vision

The vision of the Department of Markets and Consumer Protection is to support The City Together Strategy and the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders.

## Strategic Aims

Our strategic aims are:

- To operate the three wholesale food markets in a manner that provides an exemplary trading environment which is environmentally sustainable, well maintained, safe, hygienic, and financially viable.
- To advise, educate, influence, regulate and protect all communities for which the department has responsibility in the fields of Environmental Health, Port Health, Trading Standards, Licensing and Animal Health.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

# Key Performance Indicators 2014-2015

The Key Performance Indicators for the Department are listed here. Progress against these indicators will be reported to the relevant Committee on a periodic basis throughout the year.

## **Markets Committee; Port Health & Environmental Services Committee; Licensing Committee**

- KPI 1** Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2015, and a total of no more than 1680 days across the Department<sup>2</sup>. *(See also: Appendix A, MKPI 1; Appendix B, PI 1; Appendix C, PI 1)*
- KPI 2** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days. *(See also: Appendix A, MKPI 2; Appendix B, PI 2; Appendix C, PI 2)*

## **Markets Committee**

- KPI 3** Divert 90% of waste from landfill at the Markets. *(See also: Appendix A, MKPI 3)*
- KPI 4** Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets. *(See also: Appendix A, MKPI 4)*
- KPI 5** Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident. *(See also: Appendix A, MKPI 5)*

## **Port Health & Environmental Services Committee**

- KPI 6** 95% of consignments of Products of Animal Origin (POAO) that satisfy the checking requirements cleared within five days. *(See also: Appendix B, PI 3)*
- KPI 7** Less than 4% of missed flights for transit of animals caused by the Heathrow Animal Reception Centre. *(See also: Appendix B, PI 10)*
- KPI 8** Over the course of the year, secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline profile at 1 April 2012 (when the Scheme commenced). *(See also: Appendix B, PI 13)*
- KPI 9** Audit all Cooling Tower sites that are either due an inspection in accordance with HELA LAC 67/2 (rev4)<sup>3</sup>, City of London local priorities and local intelligence, or that have other good reason to be audited. *(See also: Appendix B, PI 15)*
- KPI 10** 90% justifiable noise complaints investigated result in a satisfactory outcome<sup>4</sup>. *(See also: Appendix B, PI 21)*
- KPI 11** Trading Standards Team will inspect 100% of 'high risk' premises during the year. *(See also: Appendix B, PI 24)*

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<sup>2</sup> Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2013 (no. 240).

<sup>3</sup> Local Authority Circular (LAC 67/2 (rev4) is guidance under Section 18 Health and Safety at Work etc Act 1974 (HSWA). It provides LAs with guidance and tools for priority planning and targeting their interventions to enable them to meet the requirements of the National Local Authority Enforcement Code (the Code).

<sup>4</sup> The percentage of total justified noise complaints investigated resulting in noise control, reduction to an acceptable level and/or prevention measures; complaints may or may not be actionable through statutory action.

## Licensing Committee

- KPI 12** Achieve a written self-assessment of the areas of concern and an accompanying improvement action plan at 100% of premises falling into either the amber or red zones of the Traffic Light Scheme. *(See also: Appendix C, PI 4)*
- KPI 13** Ensure all necessary paperwork is submitted to Town Clerks prior to a Sub Committee hearing/review in accordance with agreed timescales on 100% of occasions. *(See also: Appendix C, PI 5)*

# Key Objectives 2014-2015

We will consider our business in terms of how effectively we are satisfying the following four broad perspectives. The Department's objectives for 2014-2015 are listed in each Appendix under these perspectives. The Appendices include detailed information on each objective, including specific actions, measures of success and responsibilities.

## **Perspective 1 – Customer and Stakeholder Focus**

Maintain a strong positive relationship with our stakeholders by providing high quality customer service and capturing business development opportunities.

## **Perspective 2 – Operations and Finance**

Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.

## **Perspective 3 – Sustainability and Site Optimisation**

Provide sites which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.

## **Perspective 4 – People and Innovation**

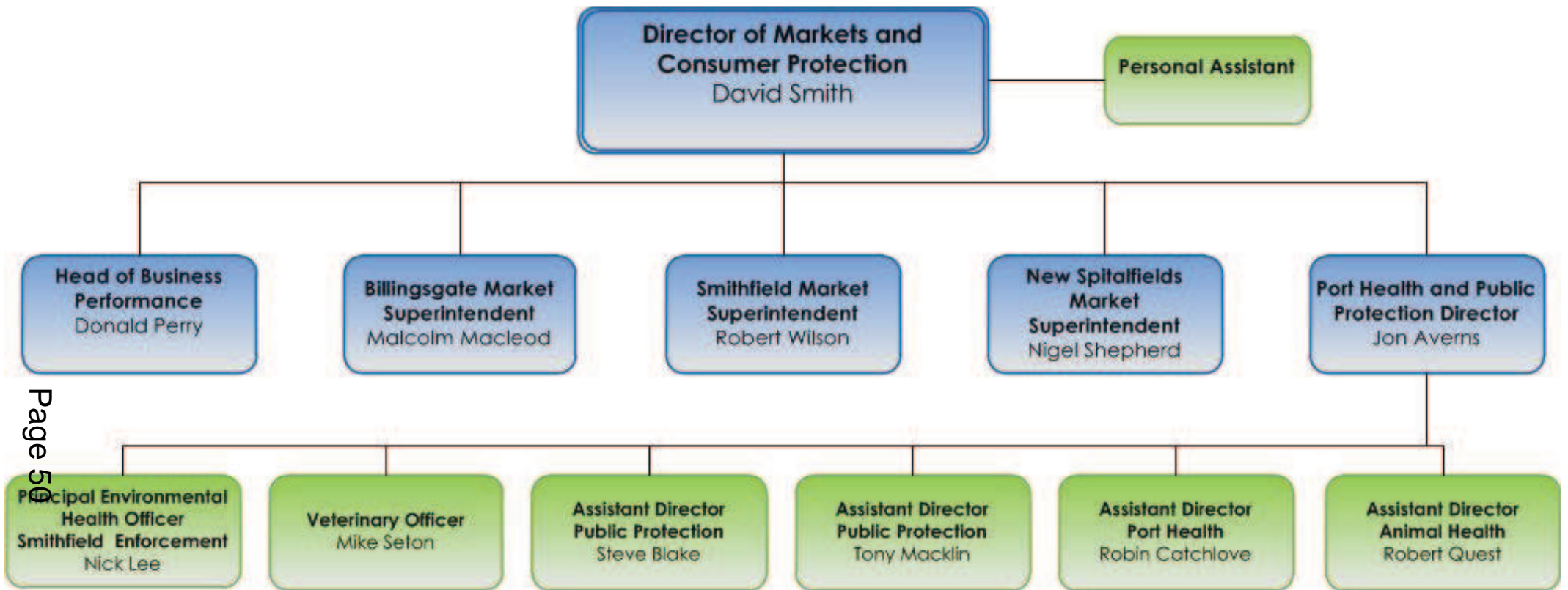
Improve the quality of leadership and management throughout the department and ensure that all members of staff have a chance to maximise their potential and job satisfaction.

## Capital Projects 2014-2019

The table below shows basic information about projects which may require over £50k of capital expenditure during the next five years.

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
HARC: Flooring of animal areas.	Awaiting quote from City Surveyors.	City Fund	A priority project due to deterioration in current flooring.
HARC: Extension to the building.	£1m	City Fund	Currently still at concept stage.
HARC: Re-roof building.	£150k	City Fund	In consultation with City Surveyors.
HARC: Installation of solar panels.	£100k	City Fund	Dependent on full cost/benefit analysis, prevailing feed in tariff and timing of re-roofing project.
HARC: Rainwater Harvesting project. Spend to save project to reduce annual water costs.	£100k	City Fund	Will be considered as part of the extension to the Animal Reception Centre.
Billingsgate Market: roof replacement (flat roof).	£900,000	50% Sinking Fund 50% European Fisheries Fund grant confirmed	Work to start 7 April 2014; due to take 28 weeks.
Billingsgate Market: Metal profile roof.	£1.2 million	50% Sinking Fund 50% European Fisheries Fund	Evaluation work partially complete. Subject to Committee approval, works likely to be ready to commence late autumn 2014.
Billingsgate Market: Fish handling facilities.	£1.4 to £2.0 million	50% Sinking Fund 50% European Fisheries Fund grant to be applied for.	Evaluation work partially complete. One additional option to be evaluated. Due to funding constraints, works likely to follow after the two higher priority roof projects. There will need to be clarity on the remaining Sinking Fund balance available to fund this project and, as a result, whether this project is scaled back.
Smithfield Market: Poultry Market roof.	£6.3 to £6.4 million	Resource allocation from City's Cash.	Gateway Level 3 achieved. Gateway 4 in September 2014. Work expected to start May 2015. Work expected to complete November 2016.
New Spitalfields Market: Photovoltaic Cells on the Market Hall roof	Not yet known	To be decided	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated.

# Departmental Management Structure



# Financial Summary

We will build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. The focus this year will be on further improvements to financial profiling and forecasting our budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will be fully supporting the organisation's drive for efficiency and savings in order to meet the projected shortfall in City Resources of £13m by 2017/18.

The department is also fully engaged with the planned implementation of Oracle Property Manager. The system will enable us to drive further efficiencies in the management of our market tenants' leases and the raising of service charge and rental income.

## Summary Financial Information Department of Markets and Consumer Protection

	2012/13	2013/14	2013/14	2013/14		2014/15	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	11,088	11,054	11,283	11,235	99.6%	11,137	
Premises	4,747	4,508	4,508	4,678	103.8%	4,957	
Transport	252	275	385	410	106.5%	257	
Supplies & Services	1,875	1,651	2,045	2,108	103.1%	1,589	
Third Party Payments	1,734	1,799	1,814	1,814	100.0%	1,850	
Transfer to Reserve	184	4	34	34	100.0%	126	
Contingencies	0	3	1	0	0.0%	3	
Unidentified Savings	0	-286	0	0	0.0%	0	
Total Expenditure	19,880	19,008	20,070	20,279	101.0%	19,919	
Total Income	(13,792)	(13,476)	(15,723)	(16,100)	102.4%	(15,797)	
<b>Total Local Risk</b>	<b>6,088</b>	<b>5,532</b>	<b>4,347</b>	<b>4,179</b>	<b>96.1%</b>	<b>4,122</b>	<b>1.</b>
Central Risk	(4,834)	(5,613)	(4,866)	(5,221)	107.3%	(5,279)	
Recharges	8,648	8,392	3,991	3,991	100.0%	3,880	
<b>Total Expenditure (All Risk)</b>	<b>9,902</b>	<b>8,311</b>	<b>3,472</b>	<b>2,949</b>	<b>84.9%</b>	<b>2,723</b>	<b>2.</b>

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Forecast outturn 2013/14 based on monitoring at period 10 (31/01/2014)

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# Appendix A: Markets Business Plan 2014-2017

# Contents

<b>Section</b>	<b>Page No</b>
Key Achievements 2013-2014	3
Key Performance Indicators 2014-2015	4
Key Objectives 2014-2015	4
Detailed Objectives 2014-2015	5
Markets Management Structure	10
Financial Summary	11

## Key Achievements 2013-2014

### Billingsgate Market

- Gained approval for the works to replace the flat roof at Billingsgate Market. Work is scheduled to commence in March 2014 at a total cost of approx. £900,000; up to 50% of the cost is being funded by a grant from the European Fisheries Fund. It is estimated that the works will take 28 weeks to complete.
- Improved the safety of unloading of incoming fish supply vehicles by fork lift trucks with the introduction of a cordoned-off unloading area next to the East Canopy building.
- The satellite unit building is now being let.
- Enabled payment by mobile phone for parking customers.

### Smithfield Market

- Implemented energy saving measures in common part areas of Smithfield Market. Measures included the replacement of 90 floodlight fittings around the exterior of the market buildings; 26 high level fittings in Grand Avenue; and, fluorescent tubes in East and West Market service corridors all being replaced with lower wattage LED fittings.
- Set up a Joint Specification Committee, under the terms of the new meat traders' leases, involving representatives from market management and Smithfield Market Tenants' Association to look at service provisions at the market. A Joint Review Group comprising similar representation was also formed to monitor service charge budgets and expenditure.
- Retained the full approval of The Food Standards Agency (FSA) for the common part areas of Smithfield Market, to the extent that improvements have resulted in the frequency of audits being reduced from 3 to 8 months.

### New Spitalfields Market

- Achieved a 3% reduction in service charge costs for 2013-2014 as compared with the previous year.
- Reviewed the HGV unloading area at New Spitalfields Market and created a dedicated loading area and one-way system for HGV movements around the Catering Supply Building area.
- Received high profile visits from heads of states, including the Prime Minister of the United Republic of Tanzania and State Governors from Kenya.
- Worked in partnership with our waste and cleaning contractor, Countrystyle, at New Spitalfields Market to provide a profit sharing mechanism for the recycled commodities of pallets and cardboard resulting in payback of £38,554 to the service charge account.
- Achieved record levels of recycling as a result of effective waste management: in October, the highest ever tonnage of recycled materials; in July, the highest ever tonnage of waste sent to refuse derived fuel (RDF); and in June, the combined percentage of waste being recycled and waste sent to RDF was the highest on record.

## Key Performance Indicators 2014-2015

Progress against these five key indicators will be reported to the Markets Committee on a four monthly basis throughout the year.

- MKPI 1** Achieve an overall sickness level of no more than 7 days per person by 31 March 2015, and a total of no more than 868 days across all markets<sup>1</sup> .
- MKPI 2** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.
- MKPI 3** Divert 90% of waste from landfill.
- MKPI 4** Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.
- MKPI 5** Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.

## Key Objectives 2014-2015

- Actively manage business risks and improve contingency plans.
- Continue to monitor and actively manage health and safety performance.
- Work more efficiently to achieve greater value for money, especially via the Service Based Review and, in conjunction with City Surveyors, the implementation of the new property management system, Oracle R12.
- Implement the lease schedule 3 (part 4) and service charge arrangements at Smithfield Market.
- Increase income generation.
- In accordance with the Corporation's objectives, and in consultation with the City Surveyor's Energy Team, reduce energy usage, in our control, in line with the City's Carbon Descent Plan (CDP).
- Reduce landfill and incineration of waste and increase recycling.
- Continue to effectively manage sickness absence.

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1. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2013 (no. 124).

## Detailed Objectives 2014–2015 (1 April 2014 – 31 March 2015)

<b>Perspective 1 – Customer and Stakeholder Focus</b>			
<b>To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
<p>Maintain regular communication between the markets, the tenants, and other stakeholders.</p>	<ul style="list-style-type: none"> <li>Regular meetings with the Tenants' Associations maintaining a two-way flow of information.</li> <li>In consultation with the tenants, complete the review of the Working Manual at Smithfield Market and the Billingsgate Market code of practice; and create a Working Manual for New Spitalfields Market.</li> <li>Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food markets in the country.</li> </ul>	<ul style="list-style-type: none"> <li>Improved dialogue, engagement, and cooperation with the tenants and stakeholders.</li> <li>Working Manuals for each Market will lay out the responsibilities of the landlord, tenants, and Markets Workers in terms of day-to-day market activities. This will assist with ensuring that food hygiene standards and safety are maintained at the markets.</li> <li>Continued influence on market related decision making at a national level.</li> <li>Effective ongoing national benchmarking of city markets.</li> </ul>	<ul style="list-style-type: none"> <li>Director of M&amp;CP</li> <li>Market Superintendents</li> <li>Performance Management Officer</li> </ul>
<p>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield Markets.</p>	<ul style="list-style-type: none"> <li>Ensure stakeholder involvement by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants.</li> <li>Work in unison with the London Fish Market Association (LFMA) and Smithfield Market Tenants' Association (SMTA) over Crossrail developments.</li> <li>Monitor Crossrail proposals with relevant CoL staff.</li> </ul>	<ul style="list-style-type: none"> <li>Disruption to the markets' operations will be minimised.</li> </ul>	<ul style="list-style-type: none"> <li>Director of M&amp;CP</li> <li>Billingsgate Market Superintendent</li> <li>Smithfield Market Superintendent</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Actively manage business risks and improve contingency plans.	<ul style="list-style-type: none"> <li>Review effectiveness of current safety management and assurance systems.</li> <li>Review and update risk registers on a quarterly basis.</li> <li>Update contingency plans.</li> <li>Train staff on emergency plans, and conduct test exercises.</li> <li>Implement agreed multiple fire inspections regime with costs applied for non-compliance (New Spitalfields Market).</li> </ul>	<ul style="list-style-type: none"> <li>Risk management embedded in all processes.</li> <li>Improved ability to manage emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance</li> <li>Market Superintendents</li> <li>Technical Officer</li> </ul>
Continue to monitor and actively manage health and safety performance. <b>(Links to MKPI 5)</b>	<ul style="list-style-type: none"> <li>Identify 'Top X' risks to health and safety across the Department of Markets and Consumer Protection.</li> <li>Continue to monitor and impose effective workplace traffic management controls.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer health and safety incidents/accidents compared to 2013/14 total.</li> <li>Reduced risk of successful litigation against the City following an accident.</li> </ul>	<ul style="list-style-type: none"> <li>Technical Officer</li> <li>Market Superintendents</li> <li>Heads of Security</li> </ul>
Ensure the Markets are cleaned to a high standard.	<ul style="list-style-type: none"> <li>Regular monitoring of general cleanliness of markets.</li> <li>Ensure that cleaning schedules are kept up to date and regular inspections are carried out to maintain standards.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer slip and trip incidents at the markets.</li> <li>FSA audits at Smithfield Market maintained at the current frequency of 8 months, or extended.</li> <li>Fewer complaints made about cleaning standards.</li> <li>Reduced risk of food contamination.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> </ul>

<b>Perspective 2 – Operations and Finance</b>			
<b>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
<p>Work more efficiently to achieve greater value for money, especially via the Service Based Review and, in conjunction with City Surveyors, the implementation of the new property management system, Oracle R12. <b>(Links to MKPI 2)</b></p>	<ul style="list-style-type: none"> <li>Review main areas of activity at each market and assess whether still fit for purpose or identify changes that could be made.</li> <li>Work to ensure that tenants are being provided with a good service and investigate ways of reducing running costs.</li> <li>Actively manage outstanding debts in line with corporate policy and in accordance with MKPI 2.</li> <li>Develop/enhance current business partnering relationships.</li> <li>Review systems and processes for raising invoices for rent and service charges to make effective use of the integrated property management and finance system, Oracle R12, when it is introduced.</li> </ul>	<ul style="list-style-type: none"> <li>The City is able to demonstrate best value services are being delivered to tenants.</li> <li>Debt levels in compliance with MKPI 2.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Head of Business Performance</li> <li>Chamberlain's Department</li> </ul>
<p>Implement the lease schedule 3 (part 4) and service charge arrangements at Smithfield Market.</p>	<ul style="list-style-type: none"> <li>Actively manage the Joint Specification Committee and Joint Review Group regarding services and service charge budgets at Smithfield Market.</li> <li>Update the Working Manual.</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to terms set out in the new leases' service charge provisions.</li> <li>Working Manual to be updated by 31 July 2014.</li> </ul>	<ul style="list-style-type: none"> <li>Smithfield Market Superintendent</li> <li>Head of Business Performance</li> </ul>
<p>Increase income generation. <b>(Links to MKPI 4)</b></p>	<ul style="list-style-type: none"> <li>Investigate ways in which the markets could increase their income streams.</li> <li>Promote car parking usage at Billingsgate and Smithfield Markets.</li> <li>Review car park tariffs at Smithfield Market.</li> <li>Let all vacant office premises at Billingsgate and Smithfield Markets.</li> <li>Renew the advertising hoardings lease at Billingsgate Market.</li> <li>Complete letting of vacant premises in the Smithfield Poultry Market.</li> </ul>	<ul style="list-style-type: none"> <li>Increased revenue to reduce risk of having to cut front-line services.</li> <li>Full Market letting to ensure rent income is maximised/void costs minimised or eliminated.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance</li> <li>Market Superintendents</li> <li>Chamberlain's Department</li> </ul>

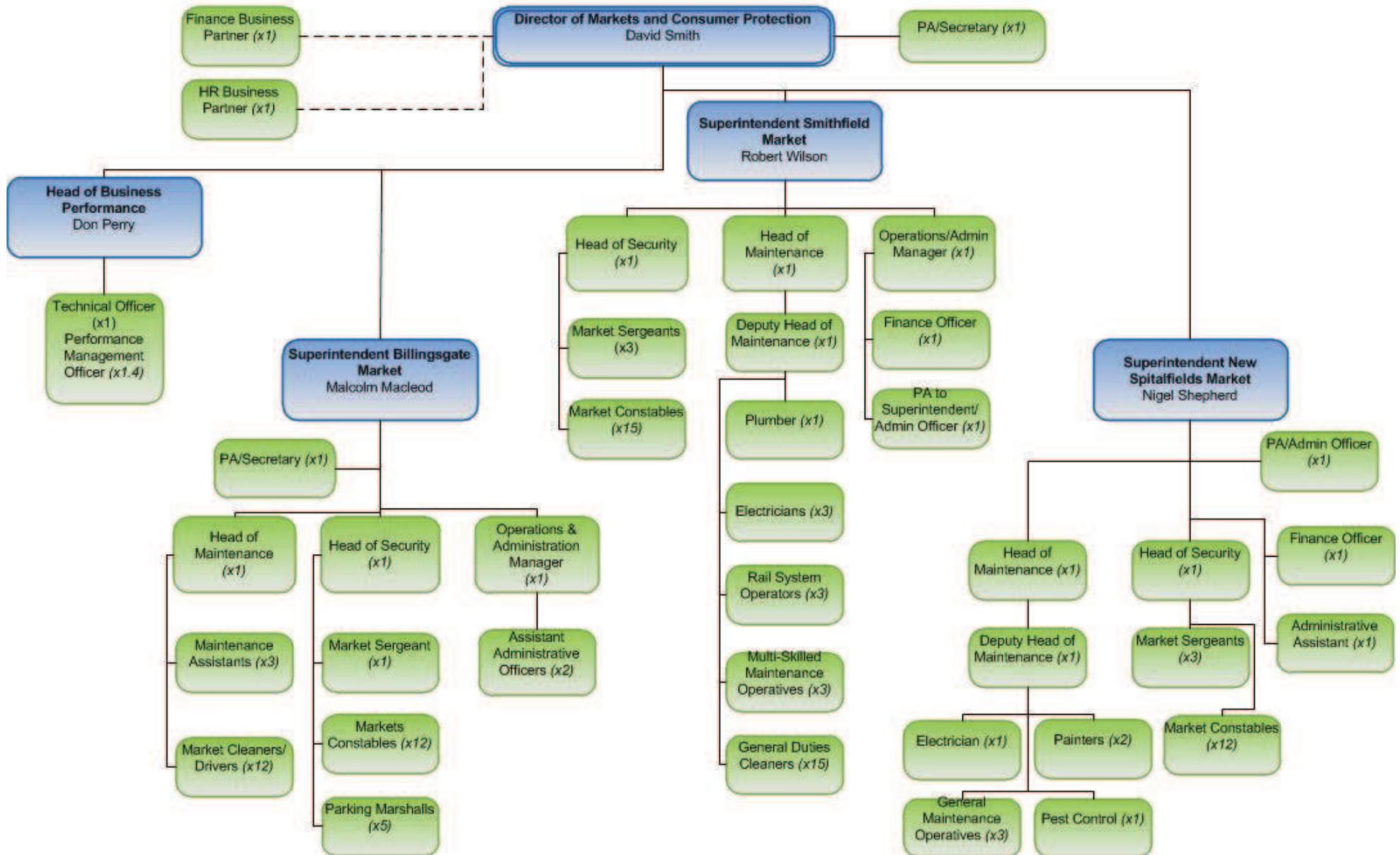
<b>Perspective 3 – Sustainability and Site Optimisation</b>			
<b>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
In accordance with the Corporation's objectives, and in consultation with the City Surveyor's Energy Team, reduce energy usage, in our control, in line with the City's Carbon Descent Plan (CDP).	<ul style="list-style-type: none"> <li>Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy usage from that of the City at each site.</li> <li>Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in utilities usage.</li> <li>Tenants' usage identified separately within the City's Carbon Descent Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Head of Business Performance</li> <li>Performance Management Officer</li> <li>CoL Energy Team</li> </ul>
Reduce landfill and incineration of waste and increase recycling. <b>(Links to MKPI 3)</b>	<ul style="list-style-type: none"> <li>Work with tenants to incentivise them to segregate recyclable waste.</li> <li>Continue to apply charges for services and waste dumping at the Markets.</li> </ul>	<ul style="list-style-type: none"> <li>Divert 100% of waste from landfill.</li> <li>Divert as much waste possible from incineration at Smithfield Market – improve on 2013/14 figures by 10%.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Business Performance</li> <li>Market Superintendents</li> <li>Heads of Maintenance</li> </ul>
Improve the material state of the markets.	<ul style="list-style-type: none"> <li>In conjunction with the City Surveyor, ensure that each market's 20 year maintenance plan is brought up to date.</li> <li>Ensure that quarterly liaison meetings with the City Surveyor's Department at all three markets are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost.</li> <li>Monitor at Senior Management Group.</li> </ul> <p><u>Billingsgate</u></p> <ul style="list-style-type: none"> <li>Replace the flat roof (priority 1) work commencing April 2014.</li> <li>Replace the metal roof (priority 2).</li> <li>Additional facilities project (priority 3).</li> </ul> <p><u>Smithfield</u></p> <ul style="list-style-type: none"> <li>Replace or repair the Poultry Market roof.</li> </ul> <p><u>New Spitalfields</u></p> <ul style="list-style-type: none"> <li>Establish outline business case for photovoltaic cells on Market Hall roof.</li> </ul>	<ul style="list-style-type: none"> <li>Property is well maintained and asset values protected.</li> <li>Billingsgate roof renewal project to start no later than the end of March 2014 and, upon completion, resolve the leaking roof issue.</li> <li>The material state of Billingsgate Market improved.</li> <li>At Smithfield, have full specified programme of works for the Poultry Market roof so that works can commence in May 2015.</li> <li>Potential cost saving and income generation at New Spitalfields Market.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Head of Business Performance</li> </ul>



<b>Perspective 4 – People and Innovation</b>			
<b>To improve the quality of leadership and management throughout the department and ensure that all members of staff have a chance to maximise their potential and job satisfaction.</b>			
<b>Action</b>	<b>Task</b>	<b>Outcome</b>	<b>Responsibilities</b>
Continue to effectively manage sickness absence. <b>(Links to MKPI 1)</b>	<ul style="list-style-type: none"> <li>Rigorous application of the Absence Management Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a sickness level of no more than 7 days absence per person by 31 March 2015<sup>2</sup>, with a total number of days at each market of no more than:               <ul style="list-style-type: none"> <li>Billingsgate: 280</li> <li>New Spitalfields: 203</li> <li>Smithfield: 343</li> <li>Directorate: 42</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Line Managers</li> </ul>
Continue to use internal communication channels and investigate using social media to promote activities at the markets.	<ul style="list-style-type: none"> <li>Provide regular articles on activities at the Markets to the PR Department.</li> <li>Contribute news stories to the quarterly M&amp;CP newsletter.</li> <li>Utilise Smithfield Market Twitter account and, depending upon the success of this, encourage the other two markets to set up their own accounts on Twitter and/or other appropriate social media.</li> </ul>	<ul style="list-style-type: none"> <li>More effective promotion of the achievements and diversity of our markets and their staff to the wider CoL and externally.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Performance Management Officer</li> <li>PA to Director</li> </ul>
Maintain the skills base of the workforce.	<ul style="list-style-type: none"> <li>Where appropriate, all staff to undertake relevant training to be kept up to date in their area of expertise.</li> <li>Staff to be trained in emergency response.</li> <li>Create and maintain a training needs analysis/skills matrix.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce have their skills maintained and enhanced and are able to continue to deliver a first class service.</li> <li>Enhanced ability to deal with an emergency situation.</li> </ul>	<ul style="list-style-type: none"> <li>Market Superintendents</li> <li>Line Managers</li> <li>HR Business Partner</li> </ul>
Develop the leadership and management skills of existing and potential managers.	<ul style="list-style-type: none"> <li>All existing and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015.</li> </ul>	<ul style="list-style-type: none"> <li>All managers and potential managers will complete a leadership training event and pass any associated assessments by 31 March 2015.</li> <li>Highly skilled managers who have the ability to lead and motivate their teams to provide an efficient, high quality and cost effective service to key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Line Managers</li> </ul>

2. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2013 (no. 124).

## Department of Markets and Consumer Protection Markets Management Structure



## Financial Summary

We will build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. The focus this year will be on further improvements to financial profiling and forecasting our budgets. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will be fully supporting the organisation's drive for efficiency and savings in order to meet the projected shortfall in City Resources of £13m by 2017/18.

The department is also fully engaged with the planned implementation of Oracle Property Manager. The system will enable us to drive further efficiencies in the management of our market tenants' leases and the raising of service charge and rental income.

### Financial Information – Markets & Consumer Protection Markets Committee

	2012/13	2013/14	2013/14	2013/14		2014/15	N.B
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	4,932	5,105	5,055	4,969	98.3%	5,150	
Premises	4,058	3,944	3,910	4,103	104.9%	4,373	
Transport	41	39	54	70	129.6%	39	
Supplies & Services	965	823	847	862	101.8%	817	
Third Party Payments	1,714	1,780	1,773	1,773	100.0%	1,810	
Transfer to Reserve	184	4	34	34	100.0%	126	
Contingencies	0	0	0	0	0.0%	0	
Unidentified Savings	0	0	0	0	0.0%	0	
Total Expenditure	11,894	11,695	11,673	11,811	<b>101.2%</b>	12,315	
Total Income	(8,471)	(8,581)	(10,069)	(10,345)	102.7%	(10,643)	
<b>Total Local Risk</b>	<b>3,423</b>	<b>3,114</b>	<b>1,604</b>	<b>1,466</b>	<b>91.4%</b>	<b>1,672</b>	<b>1.</b>
Central Risk	(4,842)	(5,621)	(4,874)	(5,221)	107.1%	(5,287)	
Recharges	6,363	6,182	2,157	2,157	100.0%	2,112	
<b>Total Expenditure (All Risk)</b>	<b>4,944</b>	<b>3,675</b>	<b>(1,113)</b>	<b>(1,598)</b>	<b>143.6%</b>	<b>(1,503)</b>	<b>2.</b>

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Forecast outturn 2013/14 based on monitoring at period 10 (31/01/2014)

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# Agenda Item 13

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of the Local Government Act 1972.

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# Agenda Item 14

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# Agenda Item 15

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# Agenda Item 16

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# Agenda Item 17

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