



## Markets Committee

**Date:** WEDNESDAY, 5 SEPTEMBER 2018  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

James Tumbridge (Chairman)	Deputy Edward Lord
John Chapman (Deputy Chairman)	Alderman Nicholas Lyons
Rehana Ameer	Alderman Professor Michael Mainelli
Tom Anderson	Wendy Mead
Adrian Bastow	Deputy Robert Merrett
Matthew Bell	Andrien Meyers
Peter Bennett	Deputy Brian Mooney
Nicholas Bensted-Smith	Benjamin Murphy
Mark Bostock	Deputy Joyce Nash
Richard Crossan	John Petrie
Deputy Kevin Everett	Stephen Quilter
Sophie Anne Fernandes	John Scott (Chief Commoner)
Michael Hudson	Ian Seaton
Deputy Henry Jones	Deputy Dr Giles Shilson
Angus Knowles-Cutler	Deputy Tom Sleigh
Gregory Lawrence	Mark Wheatley
Tim Levene	

**Enquiries:** Martin Newton  
tel. no.: 020 7332 3154  
martin.newton@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual recording

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. **PUBLIC MINUTES**  
To agree the public minutes of the meeting held on 11 July 2018.  
**For Decision**  
(Pages 1 - 6)
4. **MARKETS COMMITTEE RISK**  
Report by the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 7 - 12)
5. **SUPERINTENDENTS ORAL UPDATES**  
The Superintendents to be heard.  
**For Information**
6. **MARKETS BUSINESS PLAN UPDATE**  
Report by the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 13 - 28)
7. **CHRISTMAS 2018 - SMITHFIELD MARKET TRAFFIC MANAGEMENT PLAN**  
Report by the Superintendent, Smithfield Market.  
**For Decision**  
(Pages 29 - 42)
8. **BILLINGSGATE MARKET CONSULTATIVE ADVISORY COMMITTEE**  
Oral update by the Director of Markets and Consumer Protection.  
**For Information**
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 11 July 2018.  
**For Decision**  
(Pages 43 - 44)
13. **MARKETS CONSOLIDATION PROGRAMME**  
Joint report by the City Surveyor and the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 45 - 82)
14. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE CHRISTMAS PERIOD 2018**  
Report by the Superintendent, Smithfield Market.  
**For Decision**  
(Pages 83 - 86)
15. **CITY'S ESTATE - LETTING STRATEGY FOR COMMERCIAL OFFICES AT SMITHFIELD MARKET ACKNOWLEDGING THE STRATEGIC REVIEW OF THE CITY'S WHOLESALE MARKETS**  
Report by the City Surveyor.  
**For Information**  
(Pages 87 - 102)
16. **MUSEUM OF LONDON RELOCATION - PROJECT UPDATE**  
Report by the Town Clerk.  
**For Information**  
(Pages 103 - 126)
17. **MARKETS DEBT ARREARS**  
Report by the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 127 - 136)
18. **TENANCIES AT WILL AND ASSIGNMENTS**  
Report by the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 137 - 140)
19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## MARKETS COMMITTEE

Wednesday, 11 July 2018

Minutes of the meeting of the Markets Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 11 July 2018 at 11.30 am

### Present

#### Members:

James Tumbridge (Chairman)	Alderman Professor Michael Mainelli
John Chapman (Deputy Chairman)	Wendy Mead
Peter Bennett	Deputy Robert Merrett
Nicholas Bensted-Smith	Andrien Meyers
Mark Bostock	Deputy Brian Mooney
Deputy Kevin Everett	Deputy Joyce Nash
Michael Hudson	John Petrie
Gregory Lawrence	Ian Seaton
Tim Levene	Mark Wheatley

### In Attendance

#### Officers:

Jon Averbs	- Markets and Consumer Protection Department
Steven Chandler	- City Surveyor's Department
Leyla Dervish	- Chamberlain's Department
Anna Dunne	- Programme Director
Ben Milligan	- Superintendent, New Spitalfields Market
Paul Hickson	- Comptroller and City Solicitor's Department
Martin Newton	- Town Clerk's Department
Jennifer Ogunleye	- Town Clerk's Department
Donald Perry	- Markets and Consumer Protection Department
Mark Sherlock	- Smithfield Market Superintendent
David Smith	- Director of Markets and Consumer Protection
Julie Smith	- Chamberlain's Department

#### 1. APOLOGIES

Apologies for absence were received from Rehana Ameer, Matthew Bell, Deputy Henry Jones, Deputy Edward Lord, the Chief Commoner and Deputy Giles Shilson.

#### 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 9 May 2018 be approved as a correct record.

4. **SUPERINTENDENTS' ORAL UPDATES**

The Committee heard from the market Superintendents and the following matters were raised:-

Smithfield Market

- No unguided HGV movements were recorded during the bi-monthly HGV audit carried out to 27 June. Taking account of the controlling mechanisms available on the site, with no fence / gatehouse and the difficulty in segregating pedestrians and vehicles, the HGV risk would continue to be recorded as moderate / amber.
- Noted that the condenser water temperatures had remained at appropriate levels during the recent hot weather. During 2019 the system pipework would be replaced.
- An event licence had been obtained for the Smithfield 150 celebrations and planning was at an advanced stage.

Billingsgate Market

- Daniel Ritchie introduced himself as Malcolm Macleod's replacement and the Committee noted that an EU fund award of £14,000 had been approved for a forklift truck and further applications would continue to be submitted for EU funding as appropriate.

New Spitalfields

- The Chairman referred to the email to Members and the Director of Markets and Consumer Protection (DMCP) from the Chairman of the New Spitalfields Market Tenants' Association. The email raised concerns at the cost of the waste / cleaning contracts at the market and associated issues relating to the proposed entry barrier. The Chairman asked the Superintendent to inform the Committee of his response and confirmed that, in liaison with the DMCP, he would send a formal reply on behalf of the Committee.

The Superintendent confirmed that the waste contract provided best value, being the cheapest and offering the best technical envelope. He also said that payment of the London Living Wage (LLW) had increased the contract recharge to the service charge, but that the impact is minimised as much as possible and that only those actually entitled to receive the LLW are included in Countrystyle's costs, with the company not permitted to make a 'blanket' wage increase. The Superintendent went on to say that tenant and customer waste needed to be contained collaboratively and that a culture change was required to do this.

On the entry barrier, the Superintendent reminded Members of previous problems with project implementation and said that lessons had been learnt from that process. He said that a Customer Service Board would look to address issues going forward, with appropriate service agreements used.

The Chairman commented on the culture change required to address some of these matters, including the issue of recharging centrally for services as happens at present. He said that it appeared that a significant part of meetings with the market tenants was taken up with concerns over increases in service charge.

Discussion commenced and a Member put forward his concern at the issues raised by the traders and the need for more empathy for them and further consideration of measures to alleviate the problems. The Superintendent confirmed had office cleaning been in the Countryside contract, the cost would have been in the region of £168,000, and therefore considerably higher than the £121,000 now charged by Servest. He went on to emphasise the intention to install the delayed entry barrier as rapidly as possible so that funds are generated to reduce the service charge. On this point, a Member expressed the view that an entry charge may reduce visitor numbers. On the service charge, it was noted that there had been a reduction of around 1.57% in 2016/17.

Debate continued and in response to Members' questions, the Superintendent confirmed the new contract waste charges are based on the amount of waste that a trader creates rather than it all being shared as a general cost spread over the whole service charge, where those who created little waste were, in effect, subsidising those who created more. As waste generated at the market was from the traders and their customers, it was considered legitimate for its collection to be part of the service charge. Members noted that neither an improved CCTV system nor an entry barrier would prevent customers from dumping surplus product, packaging, etc and a concerted and combined effort by both traders and the Corporation to run an educational campaign to address this issue would be necessary. Flytipping was not considered to be a particular problem at New Spitalfields.

The Chairman referred to discussion specifically on the entry barrier and its impact on the service charge and asked officers to submit a report to a future meeting, including tenants and officers' views, setting out 'pros and cons' for further debate. The Chairman went on to say that an appropriate balance was required on these issues that maintained the confidence of the tenants and the success of the market. He reaffirmed

the intention to respond in full to the concerns raised by the tenants, in association with the DMCP, and to communicate this response to the Committee.

RECEIVED.

5. **MARKETS COMMITTEE RISK**

The Committee had before them the report of the DMCP on Markets Committee Risk. The following matters were raised:-

- In response to a Member, the New Spitalfields Market Superintendent said that he was unaware of the cost of the 'be-spoke' FLT safety procedures training. It was noted that tenants needed to take responsibility in respect of a number of health and safety considerations on site.
- Noted that confirmation should be available at the next meeting that all data protection matters within the remit of the Committee had been adequately dealt with.

RECEIVED.

6. **REVENUE OUTFURN**

Members then considered the joint report by the Chamberlain and the DMCP on the revenue outturn. The following matters were raised:-

- A Member raised the question of reduced service charge income at Smithfield, due to additional Poultry Market units not being let, and said that this shortfall should be recharged to another appropriate budget rather than to the Markets Committee. The Chamberlain confirmed revenue estimates for the forthcoming year would take account of this situation.
- The Committee then noted a further point from the same Member regarding revised budgets during the year and the need to compare revenues against originally predicted figures. He referred to the capital and support services overspend of £200,000, including a figure of £75,000 for Chamberlain's (IT and City Procurement) (page 20 of agenda pack). The Chairman asked the Chamberlain to write to Members to advise them of the details of the £75,000 variance and confirm reasons for changes to the original budget.

RECEIVED.

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

There were no questions.



8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.
9. **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 remaining 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.
10. **NON-PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on 9 May 2018 be approved as a correct record.
11. **POLICY AND RESOURCES COMMITTEE RESOLUTION**  
The Committee considered the resolution of the Policy and Resources Committee.
12. **WORKING PARTY TERMS OF REFERENCE**  
The Committee considered the terms of reference of its Working Party and received an update on the Strategic Review of Markets by the Programme Director.
13. **URGENT ACTION**  
The Committee noted the urgent action taken under Standing Order No. 41(a).
14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
The Committee considered an urgent item of business related to the Strategic Review of Markets.

**The meeting ended at 1.12 pm**

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Chairman

**Contact Officer: Martin Newton**  
**tel. no.: 020 7332 3154**  
**martin.newton@cityoflondon.gov.uk**

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# Agenda Item 4

<b>Committee:</b> Markets Committee	<b>Date:</b> 5 September 2018
<b>Subject:</b> Markets Committee Risk	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Donald Perry Department of Markets and Consumer Protection	

## Summary

This report has been produced to provide the Markets Committee with assurance that risk management procedures in place within the Department of Markets and Consumer Protection are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

Risk is reviewed regularly by the departmental Senior Management Team as part of the on-going management of operations within the Department of Markets and Consumer Protection. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

The Department of Markets and Consumer Protection have identified a number of departmental risks. Of these, the most significant risks for this Committee to consider are:

- MCP-NS 001 – Workplace Traffic Management, New Spitalfields (Current Risk: AMBER)
- MCP-SM 001 – HGV Unloading Operations, Smithfield (Current Risk: AMBER)

## Recommendation(s)

Members are asked to note the report and the actions taken in the Department of Markets and Consumer Protection to monitor, and manage effectively, risks arising from our operations.

## Main Report

### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department.

### Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the wholesale markets within the Department of Markets and Consumer Protection.

The report also outlines the processes adopted for the on-going review of risk and mitigating actions.

### **Risk Management Process**

3. The Department of Markets and Consumer Protection risk management is a standing agenda item at the regular Departmental Senior Management Group (SMG) meeting, over and above the suggested quarterly review. SMG receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Superintendents and Assistant Directors, ensuring that adequate consideration is given to operational risk.
4. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
5. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

### **Identification of New Risks**

6. New and emerging risks are identified through a number of channels, the main being:
  - Directly by SMG as part of the regular review process.
  - In response to regular review of delivery of the departmental Business Plan; slippage against key deliverables, for example.
  - Annual, fundamental, risk register review, undertaken by the tier of management below SMG.

The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

### **Summary of Key Risks**

7. The Department of Markets and Consumer Protection's Risk Register for Markets, attached as Appendix 1 to this report, has two AMBER risks.

#### **MCP-NS 001 – Workplace Traffic Management New Spitalfields (Current Risk: AMBER constant)**

Over 200 forklift trucks are in operation on the New Spitalfields Market site.

An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

As of these activities are undertaken in an area under the direct control of the City, an accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City.

## **MCP-SM 001 – HGV Unloading Operations Smithfield (Current Risk: AMBER constant)**

A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities, undertaken by staff employed by Smithfield Market tenants, on an area under the overall control of the City, could result in a serious or life changing injury to pedestrians, caused by uncontrolled or unguided reversing vehicles.

An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

Having reduced the risk to its target level of 12, consideration has been given to whether there is an opportunity to reduce the target risk level further. The risk owner, the Superintendent, has reviewed the prevailing site conditions, and the feasibility of introducing additional controls that could reduce the risk further, and considers that the risk is currently being managed at the lowest achievable level, given the unique inner-city environment. The situation will be kept under regular review.

### **Conclusion**

8. Members are asked to note that risk management processes within the Department of Markets and Consumer Protection adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department of Markets and Consumer Protection are proactively managed.

### **Appendices**

- Appendix A – Markets Risk Register Summary

### **Background Papers**

Department Business Plan  
Department Risk Review  
Department Business Plan Progress Report  
Risk Management Strategy

#### **Contacts:**

Donald Perry (*Report author*)  
Head of Business Performance  
T: 020 7332 3221  
E: [donald.perry@cityoflondon.gov.uk](mailto:donald.perry@cityoflondon.gov.uk)

Smithfield Market:  
Superintendent – Mark Sherlock  
T: 020 7332 3747  
E: [mark.sherlock@cityoflondon.gov.uk](mailto:mark.sherlock@cityoflondon.gov.uk)

New Spitalfields Market:  
Superintendent – Ben Milligan  
T: 020 8518 7670  
E: [ben.milligan@cityoflondon.gov.uk](mailto:ben.milligan@cityoflondon.gov.uk)

Billingsgate Market:  
Superintendent – Daniel Ritchie  
T: 020 7332 3067  
E: [daniel.ritchie@cityoflondon.gov.uk](mailto:daniel.ritchie@cityoflondon.gov.uk)

# MCP Markets Committee Risk Report Appendix A

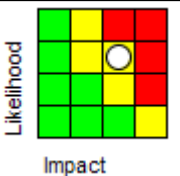
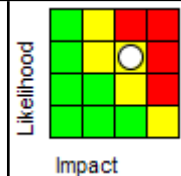

Report Author: Donald Perry  
Generated on: 20 August 2018



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-NS 001</b> <b>Workplace</b> <b>Traffic</b> <b>Management</b>  New Spitalfields Market 1 1 24-Feb-2015 Ben Milligan	<b>Cause:</b> Over 200 forklift trucks operate on the New Spitalfields Market site. <b>Event:</b> There is a serious risk of life changing injury to a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled. <b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.	Likelihood  Impact	12	The SpMTA are engaging a contractor to carry out the training of managers which is due by november 2018.  This is the final action of the action plan.  <b>16 Aug 2018</b>	Likelihood  Impact	8	31-Dec-2018	 Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-NS 001i	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	This action is in progress.	Ben Milligan	16-Aug-2018	31-Dec-2018
MCP-NS 001j	Artic Time Segregation and No Tolerance in market hall.	A parking policy has now been implemented that encompasses HGV parking. Penalty charge notices have been implemented to ensure that vehicles park in their respective areas. Curtain side trucks now have special provision for their parking and unloading. An offence has been created for forklift drivers unloading HGVs outside loading times allowable around the market. HGVs onsite must not unload around the market beyond 3am up until 8am. Once the car park at the far end of the market has been reviewed and the parking changed, as	Ben Milligan	16-Aug-2018	31-Dec-2018

		required, these HGVs will not be allowed to unload around the market between 12 midnight and 8am. This is the next step in the process.			
MCP-NS 001k	Controlled barriers entry system for pedestrians and vehicles.	This action is in progress	Ben Milligan	16-Aug-2018	31-Dec-2018

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-SM 001</b> <b>HGV Unloading Operations</b> <b>Smithfield Market</b> Feb-2015 Mark Sherlock	<p><b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p><b>Event:</b> Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p><b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>		12	The risk is measured every 2 months with 4 night HGV audits by Security team. Details are shared with the SMTA for onward appropriate action. The risk and FTA recommendations are discussed at the Market H&S forums as a formal agenda item.  <b>16 Aug 2018</b>		12	28-Sep-2018	  Constant

Action no	Description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-SM 001f	Work with the Market Tenants' Association to review sender delivery practices.	This action is progressing.	Mark Sherlock	16-Aug-2018	15-Oct-2018
MCP-SM 001i	Work with the Market Tenants' Association to review unloading practices.	This action is progressing.	Mark Sherlock	16-Aug-2018	15-Oct-2018



# Agenda Item 6

<b>Committee:</b>	<b>Date:</b>
Markets Committee	5 September 2018
<b>Subject:</b> Markets Business Plan Update Period 1 2018/19 (April – July)	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Report author:</b> Don Perry - Department of Markets and Consumer Protection	

## Summary

This report provides an update on progress for Period 1 (April-July) of 2018-19 against key performance indicators (KPIs) and objectives outlined in the Markets' Business Plan.

### The report consists of:

- Performance against the key performance indicators (KPIs) and progress report on the business plan – Appendix A
- Matters of general interest to the Committee – Appendix B
- Financial information – Appendix C

### Key points from the report are that:

#### Markets Consolidation

- A Programme Board and Members Working Group have been established and terms of reference agreed. Lambert Smith Hampton (LSH) have been engaged to undertake the search for a suitable site of up to 100 acres. Consultation with key stakeholders has begun.

#### Billingsgate Market

- All merchants have been written to regarding the return of polystyrene boxes from their trade customers.
- Parking income slightly below profile budget. Parking packages and office accommodation are being advertised to attract new customers.
- All filming requests that generate an income have been facilitated and this activity is ahead of budget.
- New agreement with a waste contractor has resulted in 60% increase in payments for recycled polystyrene.

#### Smithfield Market

- Income from Rotunda car park is ahead of profile budget.
- The risk status associated with HGV Bankmens duties remains Amber following a recent audit.
- There is one outstanding activity to be resolved with the Tenants' Association on the Working Manual.

### **New Spitalfields Market**

- Tender awarded to install the controlled barrier entry system.
- The design and costs for the CCTV system is being finalised and the installation of the system will come under the Police CCTV contract pending final approval.
- A Separate joint procurement exercise for CCTV will be undertaken at each of the other markets pending further analysis.

### **Finance**

- At the end of July 2018, the Department of Markets & Consumer Protection was £93k (24.3%) overspent against the local risk budget to date of £382k, over all the services now managed by the Director of Markets & Consumer Protection covering the Markets Committee. Appendix C sets out the detailed position for the individual services covered by this department.
- Overall the Director of Markets & Consumer Protection is currently forecasting a year end overspend position of £78k (4.2%) for his City Fund and City Cash services. A significant element of this overspend relates to reduced lettings income from the Poultry Market, as the letting of further premises is 'on hold' while the future of the Poultry Market is determined. It is anticipated that this shortfall in lettings income will be reimbursed to the Markets & Consumer Protection budget.

### **Recommendation(s)**

Members are asked to note the content of this report and its appendices.

## Main Report

### **Background**

1. The 2018-19 Markets Business Plan sets out four Key Performance Indicators (KPIs) and 10 Key Improvement Objectives against which the Markets' performance will be measured throughout the year.
2. The KPIs and objectives are updated in Appendix A.
3. Matters of interest and visits to the Markets are updated in Appendix B.
4. Financial information including a table detailing the position for the individual services covered by this department are updated in Appendix C.

### **Current Position**

5. To ensure that your Committee is kept informed of progress against the current business plan, progress against KPIs (Appendix A), matters of general interest (Appendix B), and financial information (Appendix C) are reported on a periodic (four-monthly) basis.
6. This approach allows Members to ask questions and have a timely input on areas of particular importance to them. Members are also encouraged to ask the Director for information throughout the year.
7. Periodic progress is also discussed by Senior Management Groups (SMG) to ensure any issues are resolved at an early stage.

### **Consultees**

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

### **Appendices**

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 – Financial Information

### **Contacts:**

Donald Perry (*Report author*)

T: 020 7332 3221

E: [donald.perry@cityoflondon.gov.uk](mailto:donald.perry@cityoflondon.gov.uk)

Smithfield Market:

Superintendent – Mark Sherlock

T: 020 7332 3747

E: [mark.sherlock@cityoflondon.gov.uk](mailto:mark.sherlock@cityoflondon.gov.uk)

New Spitalfields Market:  
Superintendent – Ben Milligan  
T: 020 8518 7670  
E: [ben.milligan@cityoflondon.gov.uk](mailto:ben.milligan@cityoflondon.gov.uk)

Billingsgate Market:  
Superintendent – Daniel Ritchie  
T: 020 7332 3067  
E: [daniel.ritchie@cityoflondon.gov.uk](mailto:daniel.ritchie@cityoflondon.gov.uk)

Simon Owen (*Financial information*)  
Chamberlain's Department  
T: 020 7332 1358  
E: [simon.owen@cityoflondon.gov.uk](mailto:simon.owen@cityoflondon.gov.uk)

**Progress against Key Performance Indicators 2018-19**  
**Period One: 1 April – 30th July 2018**

	Target 2018/19		Period 1	Period 2	Period 3
MKP 1	a) 90% of debts to be settled within 60 days.	Billingsgate	80%		
		Smithfield	92%		
		Spitalfields	86%		
	b) 100% of debts settled within 90 days.	Billingsgate	96%		
		Smithfield	100%		
		Spitalfields	88%		
<p><b>Comments:</b> <b>Billingsgate:</b> - All bar £538 of the debt aged 61-90 days has now been paid or is subject to a rent concession agreement. All debt aged 91+ days bar £431 is subject to rent concession agreement, referred to C&amp;CS office to pursue or written off. <b>Smithfield:</b> - Invoices were incorrectly raised for one particular tenant and these have now been credited, however, the credits notes had not been matched to the invoices by the time the debt report was run. <b>Spitalfields:</b> - Most of the debt relates to 44 debtors who are being actively chased.</p>					
	Target 2018/19		Period 1	Period 2	Period 3
MKP 2	Divert 90% of waste from landfill at the Markets	Billingsgate	100%		
		Smithfield	100%		
		Spitalfields	100%		
	Target 2018/19		Period 1	Period 2	Period 3
MKP 3	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	97%		
		Smithfield	94%		
		Spitalfields	99.1%		
<p><b>Comments:</b> Smithfield:- occupancy has not achieved the 95% target as letting further premises is 'on hold' while the future of the Poultry Market is determined.</p>					
	Target 2018/19		Period 1	Period 2	Period 3
MKP4	Improve the standard of incident 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.	Billingsgate	100%		
		Smithfield	100%		
		Spitalfields	100%		

**Progress against key improvement objectives 2018-19**  
**Period one: 1 April – 30 July 2018**

<b>Ref:</b>	<b>Objective</b>	<b>Progress to date</b>
MCP01	<u>Billingsgate Market</u> <b>Continue to improve cleaning standards at Billingsgate Market.</b> To provide a market site with a high level cleanliness which meets hygiene requirements and is satisfactory to all stakeholders, particularly our tenants.	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>•No written complaints received. Met with London Fish Merchants Association Chair and others to identify cleaning priorities.</li> <li>•All merchants written to regarding the return of polystyrene boxes from their trade customers that are being dumped.</li> <li>•Increased pest control provision has brought about a steady decline in sightings, the removal of the dockside barge a probable factor too.</li> </ul>
MCP02	<u>Smithfield Market</u> <b>Maximise the usage of Rotunda car park to increase income.</b>	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>•Rotunda carpark income £52k ahead of profile budget at end of July 2018.</li> </ul>
MCP03	<u>Billingsgate Market</u> Generate additional income at Billingsgate Market.	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>•Parking income slightly below budget. Proximity of alternative, more bespoke parking locations at competitive rates a factor. Parking packages and office accommodation are being advertised to attract new customers.</li> <li>•All filming requests that generate an income have been facilitated resulting in this activity being ahead of budget.</li> <li>•New agreement with a waste contractor has resulted in 60% increase in payments for our recycled polystyrene.</li> </ul>
MCP04	<u>Strategic review of markets</u> Build on the findings of the strategic review of markets by carrying out a full feasibility study and preparing an implementation plan, leading to a Bill being presented to Parliament in November 2019.	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>•A Programme Board and Member's Working Group have been established and terms of reference agreed. A Programme Director has been appointed and work is underway on feasibility studies. A key element of work will be to identify and, subject to the business case, acquire a suitable site of up to 100 acres. Lambert Smith Hampton (LSH) have been engaged to undertake the search for a site. Consultation with key stakeholders has begun.</li> </ul>
MCP05	<u>New Spitalfields Market followed with Billingsgate and Smithfield Market</u> <b>Complete CCTV review across all three markets and</b>	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>•The CCTV design and costs are being finalised by the contractor for the New Spitalfields system.</li> </ul>

## Appendix A

Ref:	Objective	Progress to date	
	<p><b>prepare specifications for procurement.</b> Each site has its own specific requirement for a CCTV system, and different timescales for procuring new systems, but we wish to define a common standard for CCTV across all three markets before we go to procurement. It should result in higher levels of compliance with site rules as well as fewer accidents and associated damage and personal injury claims.</p>	<ul style="list-style-type: none"> <li>•The installation for the system to come under the Police CCTV contract pending final approval.</li> <li>•A separate joint procurement exercise will be undertaken at the other two markets pending further analysis of their requirements.</li> </ul>	
MCP06	<p><u>New Spitalfields Market</u> <b>Procure and install a controlled barrier entry system at New Spitalfields Market.</b> The system will enable control over who enters the site, and when, which will improve security and compliance with site rules. It will also enable the introduction of an entry charge which will offset the cost of the 20 year plan.</p>	<p><b>Period 1: April – July 2018</b> •Tender awarded to install a controlled barrier entry system. Contract pending.</p>	
Page 19	MCP07	<p><u>Billingsgate Market</u> <b>Continue to deliver the Billingsgate Market Modernisation Project.</b> To ensure the Market and its operations remain viable.</p>	<p><b>Period 1: April – July 2018</b> • Meeting held with members of the LFMA regarding priorities for site maintenance. They are keen to involve now-retired members of the Fishmongers company to identify projects. A further meeting will be arranged for early September once the LFMA have confirmed their priorities.</p>
MCP08	<p><u>Smithfield Market</u> <b>Obtain agreement and sign-off by the SMTA of the final version of Smithfield Market's Working Manual.</b> The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers.</p>	<p><b>Period 1: April – July 2018</b> •Only one outstanding responsibility remains to be agreed with the tenants' Association and that is the responsibility for presentation of unfit product to the Animal Bi-Product (ABP) facility. This should be resolved by the end of August.</p>	
MCP09	<p><u>Smithfield Market</u> <b>Continue to control the risk associated with the HGV Banksmen duties at Smithfield Market and monitor compliance with operating procedure.</b></p>	<p><b>Period 1: April – July 2018</b> •Risk status remains at Amber. •The June audit revealed 100% usage of banksmen by delivering vehicles. However, in three cases the supplier's employee acted as banksmen rather than the tenant's trained member of staff. Letters have been sent to the transport companies reminding them of Smithfield site compliance requirement.</p>	

Ref:	Objective	Progress to date
MCP10	<p>All</p> <p><b>Ensure that the Departmental Workforce Plan is maintained, remains relevant and actions are implemented.</b></p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>•The group will meet again on 25 September to review progress on actions to begin a refresh of the plan.</li> </ul>



**Matters of General Interest to the Committee****Billingsgate Market****Visitors****April**19<sup>th</sup> Aldersgate Ward Tour & Breakfast**May**22<sup>nd</sup> Westminster College Tour**June**

None

**July**25<sup>th</sup> Lord Mayors visit & breakfast**Filming/photography**

		<b><u>Activity</u></b>	<b><u>Fee Received</u></b>
<b><u>April 2018</u></b>	4 <sup>th</sup>	Photography for personal use	No
	7 <sup>th</sup>	Photography for personal use	No
	11 <sup>th</sup>	Photography for personal use	No
	12 <sup>th</sup>	Photography for personal use	No
	13 <sup>th</sup>	Photography for personal use	No
	14 <sup>th</sup>	Photography for personal use	No
	17 <sup>th</sup>	Photography for personal use	No
	25 <sup>th</sup>	Photography for personal use	No
	28 <sup>th</sup>	Photography for personal use	No
<b><u>May 2018</u></b>	2 <sup>nd</sup>	The Fishmongers Company – Filming visit to Seafood School	No
	3 <sup>rd</sup>	Micah Walker – Stills for Film	£150+VAT
	3 <sup>rd</sup> - 4 <sup>th</sup>	Stink Productions – Unit Base Parking	£780+VAT
	8 <sup>th</sup>	Photography for personal use	No
	9 <sup>th</sup>	Photography for personal use	No
	13 <sup>th</sup>	Good Film Company – Filming in the Market	£1955+VAT
	23 <sup>rd</sup>	Full Fat TV- Filming for Walking the Thames	£200+VAT
	31 <sup>st</sup>	Photography for personal use	No
<b><u>June 2018</u></b>	2 <sup>nd</sup>	Photography for personal use	No
	4 <sup>th</sup> - 6 <sup>th</sup>	Namastey Production – Unit Base Parking	£1840+VAT
	5 <sup>th</sup>	Photography for personal use	No
	8 <sup>th</sup>	Photography for personal use	No
	15 <sup>th</sup>	Photography for personal use	No
	30 <sup>th</sup>	Photography for personal use	No

## Appendix B

<u>July 2018</u>	6 <sup>th</sup>	Photography for personal use	
	9 <sup>th</sup> - 19 <sup>th</sup>	Photography for personal use	
	18 <sup>th</sup>	Photography for personal use	
	18 <sup>th</sup>	DDPD- Unit Base Parking	£525+VAT
	19 <sup>th</sup>	Photography for personal use	
	20 <sup>th</sup>	Photography for personal use	
	24 <sup>th</sup>	The Finch Company – Filming for the Chefs Table	£500+VAT
	25 <sup>th</sup>	The Artangel Trust – Filming for the Cycle	£500+VAT
	29 <sup>th</sup> – 30 <sup>th</sup>	Abbey Roads – Unit Base Parking	£6500+VAT

### Smithfield Market

#### Visitors

##### April

None

##### May

None

##### June

26<sup>th</sup> Worshipful Company of Cooks (Apprentices)

##### July

31<sup>st</sup> Lord Mayor's Visit

#### Filming/photography

		<u>Activity</u>	<u>Fee Received</u>
<u>April 2018</u>	10 <sup>th</sup>	Art Student	No
	17 <sup>th</sup>	Art Student	No
<u>May 2018</u>	21 <sup>st</sup> – 22 <sup>nd</sup>	Photography	No
	23 <sup>rd</sup> May	Filming Interviews with 2 FSA inspectors – “The People that protects your plate” (Food Week)	No
<u>June 2018</u>	No Visitors		No
<u>July 2018</u>	No Visitors		No

**New Spitalfields Market**

**Visitors**

**April**

- 20<sup>th</sup> A delegation from the Kenyan High Commission.
- 24<sup>th</sup> A group of students and teacher from Newham College.

**May**

- 14<sup>th</sup> A group from the London Borough of Waltham Forest, which included Lorna Lee - Head of Culture and Heritage Services, Communications and Communities.
- 15<sup>th</sup> A group from the Colombian Banana Growers Association.

**June**

- 8<sup>th</sup> A delegation from the London Produce Show.
- 14<sup>th</sup> A group of Board Members and Senior Managers from New Covent Garden Market Authority.

**July**

- 3<sup>rd</sup> The Lord Mayor and Lady Mayoress together with Sheriffs on their annual visit to the market.
- 13<sup>th</sup> A group from Kenya on a fact-finding mission, hosted by the Kenyan High Commission.

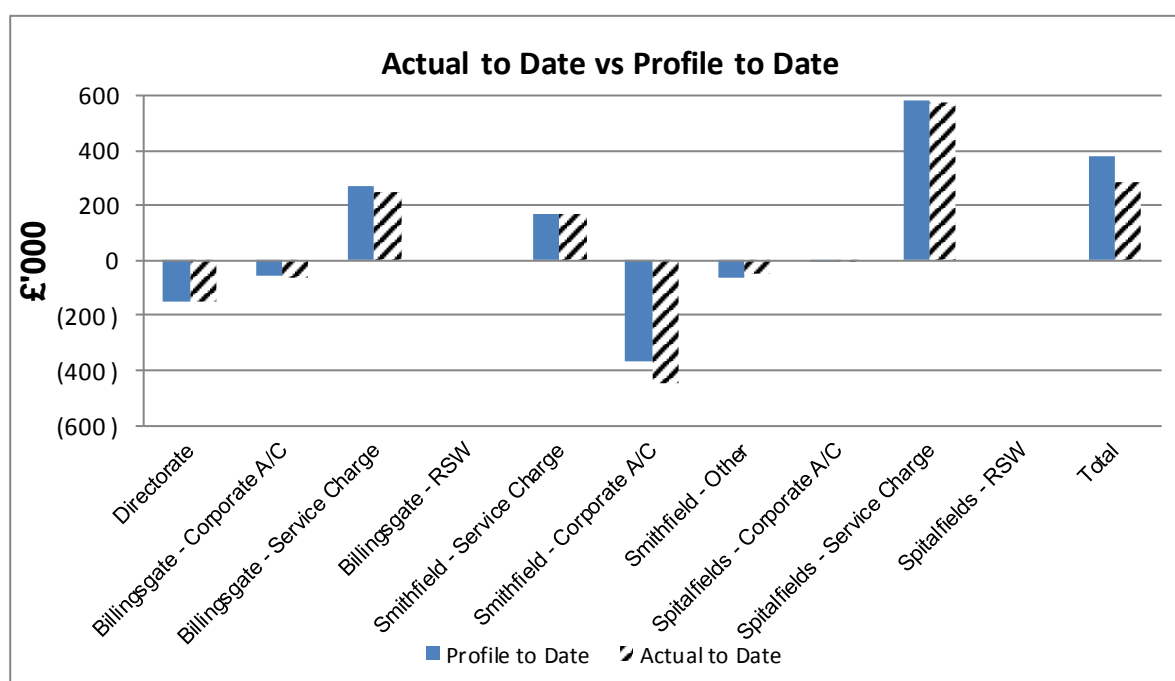
**Filming/Photography**

		<b>Activity</b>	<b>Fee Received</b>
April	No visitors		
May	No visitors		
June	30th	Photographs for personal use	No
July	No visitors		

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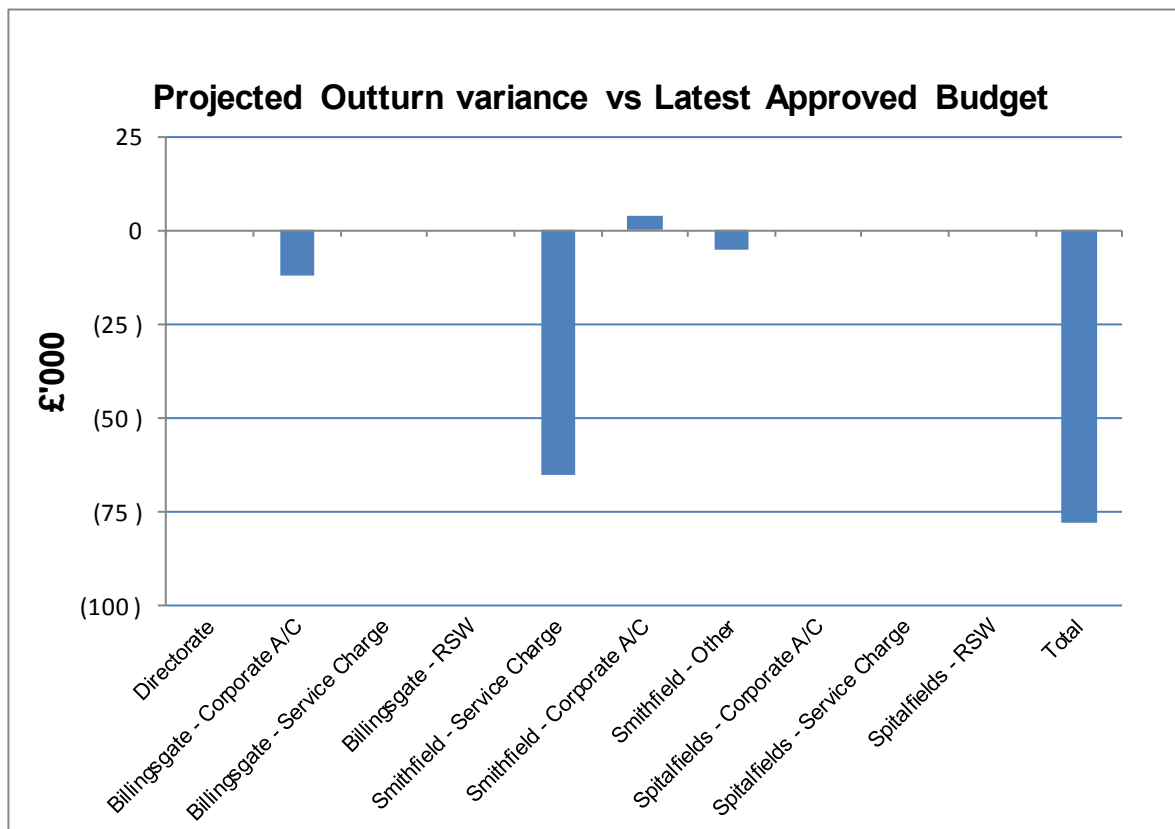
## Financial and Risk Implications

1. The end of July 2018 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Table A. This reveals a net overspend to date for the Department of £93k (24.3%) against the overall local risk budget to date of £382k for July 2018.
2. Overall the Director of Markets & Consumer Protection is currently forecasting a year end overspend position of £78k (4.2%) for his City Fund and City Cash services under his control.



### **Notes:**

1. Graph shows the actual local risk net position against the profiled budget to date for each Division.
2. A position above the baseline is favourable i.e. either additional income or reduced expenditure.
3. A position below the baseline is unfavourable i.e. additional expenditure or reduced income.
4. Markets total actual to date net income of £289k is £93k under the profiled budget to date of £382k.



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Department is forecasting an overspend of £78k at year end.

3. The reasons for the significant budget variations are detailed in Table A, 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.
4. The worse than budget position at the end of July 2018 relates mainly to an increased rates bill at Smithfield Market due to a rates revaluation, for which a base budget adjustment will be sought.
5. The Director of Markets & Consumer Protection anticipates this current worse than budget position will continue until year end mainly because of reduced lettings income at the Poultry Market and increased Citigen costs at Smithfield Market for chilled and hot water due to seasonal temperature variations.

Table A

**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 31st July 2018**  
 (Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2018/19 £'000	Budget to Date (Apr-Jul)			Actual to Date (Apr-Jul)			Variance Apr-Jul £'000	Forecast for the Year 2018/19			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	(Over) / Under £'000	
<b>Markets (City Cash)</b>												
Directorate	(487)	(148)	0	(148)	(149)	0	(149)	(1)	(487)	(487)	0	
Billingsgate - Corporate Account	(137)	(92)	40	(52)	(97)	35	(62)	(10)	(137)	(149)	(12)	
Billingsgate - Service Charge	0	(796)	1,067	271	(795)	1,047	252	(19)	0	0	0	
Billingsgate - Repainting and Special Works	0	(38)	38	0	(38)	38	0	0	0	0	0	
Smithfield - Service Charge	(779)	(933)	1,099	166	(933)	1,104	171	5	(779)	(844)	(65)	1
Smithfield - Corporate and Direct Recovered	(538)	(652)	282	(370)	(746)	298	(448)	(78)	(538)	(534)	4	2
Smithfield - Other (Including Car Park)	122	(336)	272	(64)	(336)	289	(47)	17	122	117	(5)	
	<b>(1,819)</b>	<b>(2,995)</b>	<b>2,798</b>	<b>(197)</b>	<b>(3,094)</b>	<b>2,811</b>	<b>(283)</b>	<b>(86)</b>	<b>(1,819)</b>	<b>(1,897)</b>	<b>(78)</b>	
<b>Markets (City Fund)</b>												
Spitalfields - Corporate Account	(27)	(27)	20	(7)	(26)	21	(5)	2	(27)	(27)	0	
Spitalfields - Service Charge	(21)	(1,572)	2,158	586	(1,570)	2,147	577	(9)	(21)	(21)	0	
Spitalfields - Repair and Repainting	0	0	0	0	0	0	0	0	0	0	0	
	<b>(48)</b>	<b>(1,599)</b>	<b>2,178</b>	<b>579</b>	<b>(1,596)</b>	<b>2,168</b>	<b>572</b>	<b>(7)</b>	<b>(48)</b>	<b>(48)</b>	<b>0</b>	
<b>TOTAL MARKETS COMMITTEE LOCAL RISK</b>	<b>(1,867)</b>	<b>(4,594)</b>	<b>4,976</b>	<b>382</b>	<b>(4,690)</b>	<b>4,979</b>	<b>289</b>	<b>(93)</b>	<b>(1,867)</b>	<b>(1,945)</b>	<b>(78)</b>	

- Notes:**
- 1. Smithfield Service Charge** - projected year end overspend due to no further lettings at the Poultry Market and Citigen costs for chilled and hot water increasing due to seasonal temperature variations.
  - 2. Smithfield Corporate and Direct Recovered** - variance to date mainly relates to the increased rates bill for 2018-19 due to a rates revaluation for which a base budget adjustment of £72k will be sought.

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<b>Committee:</b>	<b>Date(s):</b>
Markets Committee	5 September 2018
<b>Subject:</b> Christmas 2018 – Smithfield Market Traffic Management Plan	<b>Public</b>
<b>Report of:</b> Superintendent – Smithfield Market	<b>For Decision</b>
<b>Report Author:</b> Mark Sherlock	

## Summary

This report is to update Members on discussions to implement a comprehensive Traffic Management Plan at Smithfield Market for the Christmas period 2018 following the success of previous similar plans. The details of this year's proposed plan are attached as Appendices 1-2 to this report, in order to continue to alleviate the congestion and gridlock of traffic around the Market which had been experienced in the past. Whilst officers have not been able to identify any alternative non Market Committee sources of funding for the provision of private stewards and other additional costs required, they have identified that funds could be made available from the Smithfield central risk budget.

## Recommendation(s)

Members are therefore asked to:

- (a) Approve the overall concept of the Traffic Management Plan attached to this report and to delegate authority to the Director or Superintendent to make any necessary minor amendments to the plan.
- (b) Agree to fund the additional traffic control measures such as the appointment of private stewards outlined in this report from the Smithfield central risk budget.

## **Main Report**

### **Background**

1. At previous Committee meetings, Members have received a report from the Superintendent in relation to a Traffic Management Plan for Christmas and have approved the Final Traffic Management Plan, and funding the private stewards and signage to be provided from the projected underspend on the Smithfield central risk budget.
2. During the meeting of Markets Committee, Wednesday 20<sup>th</sup> September 2017 (Item 6.), the Committee agreed to:
  - Approve the Traffic Management Plan attached to the report; and
  - Agree to fund the additional traffic control measures such as the appointment of private stewards outlined in the report from the Smithfield Central Risk budget.
3. Members may recollect that previously, officers investigated the possibility of funding the stewards from the On-Street Parking Reserve (OSPR). It was the view of officers with responsibility for the management of this Reserve that the additional traffic calming measures were required as a direct result of the increased Market activity over the Christmas period so this fell outside the scope of the OSPR and was, therefore, a matter for the Markets Committee to consider funding from within their own resources.

### **Current Position**

4. The Chamberlain's Department have advised that there are no other suitable alternative sources of funding outside the Markets Committee's own resources.

### **Proposals**

5. The Traffic Management Plan for Christmas 2018 will commence at 23:00 Thursday 13<sup>th</sup> December to 0800 Friday 21<sup>st</sup> December. This would be a total of 6 Market trading nights.
6. A comprehensive communication strategy will be implemented which will include; signage, leaflets, electronic communications with relevant bodies and regular posts on internet forums.

7. In principle, but subject to final agreement with officers and the City of London Police that the compliment of personnel required from the various partners to implement the Traffic Plan should include:

- City of London Police comprising 1 Sergeant, 2 Motorcycle Officers and 2 Police Community Support Officers.
- Market Constabulary comprising Head of Security, 1 Sergeant and 7 Constables
- Private Stewards comprising 1 Supervisor and 12 Stewards
- The proposed plan has been developed with the consultation of the Smithfield Market Tenants' Association, City of London Police, City Highways team and local officers.

### **Financial Implications**

8. There are no provisions within the Market's Local Risk budget for any costs associated with a 2018 Traffic Management Plan, not only for the possible provision of private stewards, but other indicative costs identified and mentioned within the Traffic Management Plan Appendix 1 include:

- Appointment of private stewards total cost including radio communications £11,741
- Traffic management signage and delivery costs £1,543
- Communication including printing of the 2018 leaflet at £1,000

9. Officers have identified funding from the central risk budget to cover the costs mentioned in paragraph 8 above. As the Committee has approved the continuation of a capped Service Charge at Smithfield, the Superintendent intends to budget for this expenditure from 2019/20 and beyond under the local risk budget.

## **Conclusion**

10. Members are asked to approve the implementation of the proposed final Traffic Plan attached as Appendices 1-2 to this report and agree to fund all associated costs of £14,284 set out in paragraph 8 above from the Smithfield Central Risk budget.

## Appendices

- Appendix 1 – Operational Plan
- Appendix 2 – Road Junction Restrictions

## **Contact**

Mark Sherlock  
Superintendent, Smithfield Market  
T: 020 7332 3747  
E: [Mark.Sherlock@cityoflondon.gov.uk](mailto:Mark.Sherlock@cityoflondon.gov.uk)

## SMITHFIELD MARKET CHRISTMAS TRAFFIC PLANNING 2018 Final Traffic Management Proposals

### 1.0 KEY DATES

1.1 Christmas Day falls on a Tuesday this year therefore key dates for special traffic management arrangements around the Market are likely to be on the following dates (although this is subject to review):

- 13/14 December (Thursday/Friday)
- 16/17 December (Sunday/Monday)
- 17/18 December (Monday/Tuesday)
- 18/19 December (Tuesday/Wednesday)
- 19/20 December (Wednesday/Thursday)
- 20/21 December (Thursday/Friday)

1.2 Hours of operation: 11 pm – 8 am.

### 2.0 ROAD CLOSURE POINTS & TRAFFIC MANAGEMENT

2.1 It is proposed to create an “*event space*” in the vicinity of the Market to control vehicles entering and exiting the area (although an increase in the volume of traffic around the Market is not an event in itself). The attached plan illustrates how this might be achieved but in summary includes the following traffic controls and restrictions:

STREET	CONTROL MEASURES
<b>Long Lane</b> (Used as a stacking area for cars, LGVs and taxis)	1. “NO ENTRY” to HGV’s. Private Cars, Taxis & LGV’s only <b>This point will need steward/constabulary/police presence.</b> 2. Suspend all bays from midday 3. Road Closed eastbound – this will enable Long Lane to be used as a holding area for smaller vehicles
<b>West Smithfield</b>	4. Suspend all bays from midday – and consider using this as a stacking area for LGV’s & private cars [rotunda] <b>This point will need steward/constabulary/police presence.</b> 5. “NO ENTRY” to private cars, taxis & LGV’s. HGV access only <b>This point will need steward/constabulary/police presence.</b> 6. Between Farringdon Street & East Poultry Avenue could be used as stacking area for HGV’s
<b>Smithfield Street</b>	7. Exit for all vehicles. Suspend Parking from midday & use as overflow stacking use as area.

<b>Charterhouse Street</b> (Used as a stacking area for HGVs)	8. "ENTRY ONLY" to HGV's & LGV's. Exit for Private Cars, Taxis & LGV's. <b>This point will need steward/constabulary/police presence</b>
<b>East Poultry Avenue</b>	9. "CONTROLLED ACCESS ONLY" to LGV's, HGVs & taxis (to service the night clubs) <b>This point will need steward/constabulary/police presence</b>
<b>St John's Street</b> (This could be reviewed dynamically on the day)	10. "ENTRY" to private cars, taxis & LGV's, if Long Lane becomes full. EXIT for all classes of vehicles <b>This point will need steward/constabulary/police presence if this is implemented.</b>
<b>Charterhouse Square</b>	11. "EXIT ONLY" to all classes of vehicles <b>This point will need steward/constabulary/police presence</b>
<b>Carthusian Street</b>	12. "NO ENTRY" to all classes of vehicles <b>Barriers/steward/constabulary/police presence.</b>
<b>Snow Hill (between Smithfield Street &amp; Farringdon Street)</b>	13. EXIT to all classes of vehicles & overflow stacking area for HGV's on north kerb between Smithfield Street and West Smithfield.  Crossrail will be advised to keep area clear.
<b>Snow Hill (between Holborn Viaduct &amp; Smithfield Street)</b>	14. Suspend police bays & use as stacking area for HGV's <b>This point will need steward/constabulary/police presence</b>
<b>Long Lane between Aldersgate &amp; Lindsey Street (north side) and south side of the annex building</b>	A. Change single yellow line to double yellow line
<b>Grand Avenue</b>	B. No Change
<b>Cloth Fair</b>	C. No Change (to avoid complaints from residents)
<b>Giltspur Street</b>	D. To be used as a contingency for exiting vehicles if required. Police Officer to be assigned to the location if vehicles are to exit via this street.
<b>Parking Bays</b>	E. All parking bays including those in the boundary streets within the LB Islington to be suspended
<b>Rotunda (opposite Grand Avenue)</b>	F. Limited unloading provided for HGVs

2.2 To put into effect the road closures and change the directional flow of traffic, the City of London Corporation as the Highway Authority is required to draft temporary Traffic Regulation Orders (TTROs). This can be done without cost, but 12 weeks-notice is required (early September 2018)

### **3.0 CITY POLICE RESOURCES**

3.1 The City Police resources on these key dates over Christmas 2018 are likely to be x1 Sergeant, x2 Motorcyclists, x2 PCSOs. Whilst it is accepted that the Police need to focus on their core duties (law and disorder), without doubt the presence of uniformed Police Officers has a positive effect on maintaining traffic flow, and driver/customer compliance with the instructions given by the Market Constables. Therefore, Traffic Stewards should not “replace” the Police Officers but instead supplement resources.

3.2 The level of resourcing provided by City Police is “fluid”. Any decision regarding this would be based on a thorough examination of “threat and risk”. There is an option to secure further Police resources by way of a private service charging arrangement. If additional resources are agreed by the City Police the indicative costs are in the region of: £60 per hour for an Officer and £88 per hour for a solo-motorcyclist.

### **4.0 TRAFFIC STEWARDS**

4.1 Traffic Stewards have the “powers” to stop traffic by way of the signage used to indicate the restriction in place e.g. Road Ahead Closed, No Entry sign. However, the signage must comply with the Traffic Signs Manual: Chapter 8 and the particulars specified in the Temporary Traffic Regulation Order. Each road closure point will require appropriate signage (a sign schedule will need to be devised) to indicate where there are restrictions. There are twelve points of the closure area (as detailed in the attached Plan) and nine of these are likely to require a Traffic Steward to ensure driver/customer compliance with the temporary restrictions.

4.2 Traffic Stewards wear high visibility jackets, tabards or armbands and are easily identifiable. Their key duties include:

- Directing traffic within a road closure area
- Control vehicle movement by stopping traffic when required (but a member of the public does not have to stop)
- Monitoring of vehicle access, manage accreditation systems (such as permits or dispensations) to ensure vehicles are directed to relevant controlled areas

4.3 To be effective, Traffic Stewards must be fully conversant with the Market’s expectations and be given clear instructions. This should be done by way of a prepared hand out and detailed briefing at the outset of each key date (it is proposed that this be undertaken by Superintendent/Market Constabulary). Stewards also need to know the contingency plans; must be familiar with the layout of the Market and will be expected to remain in their allocated position for the duration agreed unless

directed otherwise by their supervisor, the Market Constabulary or a Police Officer. Part of their duties will be the placing of signs, barriers and cones as appropriate.

4.4 A Traffic Steward can enforce the temporary restrictions but they must be SIA trained and recognised as an “accredited officer” under the Community Safety Accreditation Scheme (CSAS). This accreditation is given by a Chief Officer of Police under section 41 of the Police Reform Act 2002. At the moment the City of London is not part of the CSAS scheme although there are plans to review this position. Without this accreditation, Traffic Stewards will be less effective in undertaking their duties.

## **5.0 CAR PARK MANAGEMENT**

5.1 There is inadequate signage showing the location of the car park. This will be improved by providing additional signage on-street and by having a dedicated resource (Traffic Steward) to direct drivers entering and exiting the car park. To speed up vehicular movement exiting and entering the car park, the barriers will be put in the raised position during peak times although this would stop any payments being taken and issues concerning out of sequence season tickets will need to be addressed.

5.2 The car park itself is not particularly customer friendly which means that parking on the ramp or on-street is often customers’ preferred option, which exacerbates the congestion around the Market environs.

5.3 Whilst it is accepted that there is no funding to refurbish the car park to make it a more attractive area to park, there are low cost improvements that the Market can make to encourage usage. For example, additional signage within the car park to clearly show the location of lifts and the exits, and relining of the parking bays on the ramp. The stairs at the bottom of the ramp should be free from obstructing vehicles and signage indicating access to street level.

## **6.0 STREET WORKS**

6.1 Planned street works within the wider footprint of the Market can be kept to be minimum on key dates. This can be controlled through the Permit Scheme operated by the Highway’s Division.

## **7.0 PARKING ENFORCEMENT**

7.1 It appears as if the traders/delivery personnel have little regard for the parking restrictions (as recently observed at Easter), and no consideration for their fellow traders and customers, with vehicles causing an obstructing when loading and unloading. Whilst this activity might have duration of only 10-15 minutes, this is sufficient time to cause gridlock around the Market with traffic quickly backing up into Aldersgate Street. It should be noted that obstruction is not a parking contravention but instead is a criminal offense that must be dealt with by the Police (providing there is an obstruction, it is wilful or deliberate and it is without lawful excuse).

7.2 The City of London Corporation no longer has a vehicle removal service. However this is unlikely to assist in keeping traffic moving as the tow-truck can in itself cause an obstruction. As in previous years, a dedicated team of Civil Enforcement Officers (CEOs) will be provided to issue penalties for vehicles parked in contravention



including the temporary restrictions e.g. where single yellow lines have been increased to double yellow times.

7.3 Whilst issuing tickets to traders and customers who park in contravention is not desirable, it is proposed that “zero tolerance” be adopted this year and this is communicated extensively prior to the key dates to minimise the negative impact this might have on Market business.

## 8.0 COMMUNICATION STRATEGY

8.1 Underpinning the whole Christmas Traffic Operation must be a comprehensive communication strategy. This can include, but not limited to, the following:

- **TfL:** travel advice information (in the same way as they communicate event information) aimed at commuters, residents and businesses
- **Social media:** traffic alert messages via the Highways Twitter to warn drivers of the peak traffic times and avoid the area if appropriate. The Highways Twitter has a high number of Taxis driver followers
- **Website Information:** City of London and TfL websites are useful for communicating potential traffic “hot spots”, Smithfield Christmas traffic congestion can be featured on the front page.
- **Leaflets:** information on the temporary traffic arrangements (as proposed) will need to be communicated to customers, traders and delivery drivers (through the Lorry Associations or similar). This could include routes in and out of the Market.
- **City of London internal communications process:** information contained in the weekly Traffic Management Bulletin and can be sent to local businesses via CPAT
- **Advanced Warning Signage:** to be placed at all approaches to the Market to warn motorists of congestion
- **Drivers of Foreign Registered Vehicle:** one of the observations made was the time spent trying to overcome language barriers with drivers of foreign registered vehicles. Information on basic instructions could be devised as a hand out reducing the time a vehicle is blocking the traffic flow whilst this communication takes place.
- **SMTA website & Smithfield Gazette:** traffic controls and restrictions will be widely publicised.
- **HGV arrivals:** where lorries are delayed e.g. in the event of bad weather, they will be encouraged to phone with an estimated time of arrival to help with traffic management.

## 9. CLASS OF VEHICLE

9.1 It is important to ensure a clear and common understanding of what constitutes an HGV and LGV which are the terms most commonly used to differentiate between heavy and light goods vehicles. For the purposes of managing vehicles as part of this plan, it is proposed that the following be used to define the difference between an HGV and LGV.

**Examples of an LGV:**







Example of HGV:-



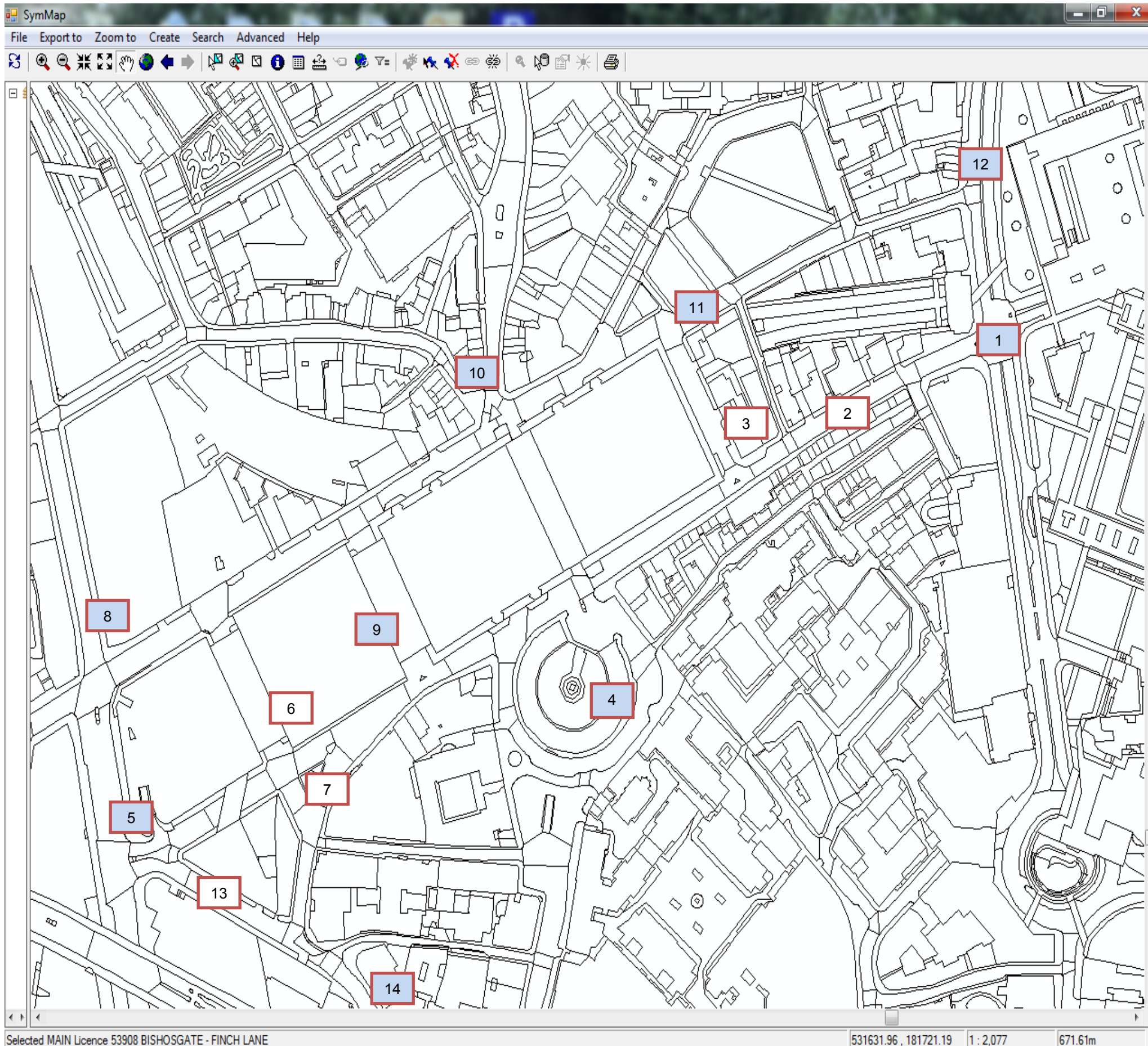
## 10.0 FINANCIAL IMPLICATIONS

10.1 A summary of indicative costs is outlined in the following table:

<b>Description</b>	<b>Cost</b>	<b>Comment</b>
Traffic Stewards	Estimated @ £11,741	Assuming deployment: 11 pm – 8 am; twelve stewards and one supervisor for all six key dates
Police Resources 1 x Police Officer and 1 x solo-motorcyclist	Estimated @ £6,000* as additional private service arrangement.	Assuming deployment: 11 pm – 8 am; for all key dates. Subject to City Police approval.
Traffic Management Signage	Estimated @ £1,543	
Temporary Traffic Regulation Order	Nil.	
Communication	£1,000	
Parking Enforcement	Nil	*Costs absorbed by Department of Built Environment
Car Park Management	Nil	*Costs absorbed by Department of Built Environment
Bay Suspensions	Estimate £2,000*	Whilst the costs for bay suspensions within the City will be absorbed by the Department of the Built Environment, there may be a charge for bays within LB Islington.
<b>Total Indicative Costs</b>	<b>£22,284</b>	

\*There are currently no plans to recharge the Market for these costs although this position might be reviewed at some point in the future.





- LONG LANE**
1. "NO ENTRY" to HGV's. Private Cars, Taxis & LGV's only. **STEWARD/CONSTABULARY/POLICE**
  2. Suspend all bays from midday
  3. Road Closed eastbound – this will enable Long Lane to be used as a holding area for smaller vehicles
- WEST SMITHFIELD**
4. Suspend all bays from midday – and consider using this as a stacking area for LGV's & private cars [rotunda] **STEWARD/CONSTABULARY/POLICE**
  5. "NO ENTRY" to private cars, taxis & LGV's. HGV access only. **STEWARD/CONSTABULARY/POLICE**
  6. Between Farringdon Street & East Poultry Avenue could be used as stacking area for HGV's
- SMITHFIELD STREET**
7. Exit for all vehicles. Suspend Parking from midday & use as overflow stacking use as area.
- CHARTERHOUSE STREET**
8. "ENTRY ONLY" to HGV's & LGV's. Exit for Private Cars, Taxis & LGV's. **STEWARD/CONSTABULARY/POLICE**
- EAST POULTRY AVENUE**
9. "CONTROLLED ACCESS ONLY" to HGVs, LGV's & taxis (to service the night clubs) **STEWARD/CONSTABULARY/POLICE**
- ST JOHN'S STREET**
10. "ENTRY" to private cars, taxis & LGV's, if Long Lane becomes full. EXIT for all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- CHARTERHOUSE SQUARE**
11. "EXIT ONLY" to all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- CARTHUSIAN STREET**
12. "NO ENTRY" to all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- SNOW HILL b/w Smithfield Street & Farringdon St**
13. EXIT to all classes of vehicles & overflow stacking area for HGV's on northkerb
- SNOW HILL b/w Holborn Viaduct & Smithfield Street**
14. Suspend police bays & use as stacking area for HGV's **STEWARD/CONSTABULARY/POLICE**

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