



## Markets Committee

**Date:** WEDNESDAY, 6 MARCH 2019  
**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:** Julie Mayer  
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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 and non-public summary of the meeting held on 30<sup>th</sup> January 2019.  
**For Decision**  
(Pages 1 - 8)
4. **BREXIT UPDATE**  
Interim Director of Consumer Protection and Market Operations to be heard.  
**For Information**
5. **UPDATES FROM THE MARKETS SUPERINTENDENTS**  
The Superintendents of Smithfield, Billingsgate and Spitalfields Markets to be heard.  
**For Information**
6. **CITY HARVEST PARTNERSHIP WITH NEW SPITALFIELDS MARKET**  
Report of the Interim Director of Consumer Protection and Market Operations.  
**For Information**  
(Pages 9 - 26)
7. **MARKETS STOCK CONTROL SOFTWARE**  
Report of the Chamberlain.  
**For Information**  
(Pages 27 - 28)
8. **RAPID ELECTRIC VEHICLE CHARGE POINT INSTALLATION AT BILLINGSGATE MARKET**  
Report of the Interim Director of Consumer Protection and Market Operations.  
**For Decision**  
(Pages 29 - 34)
9. **CONCESSIONARY PARKING AND PROVISION OF TRAFFIC STEWARDS AT SMITHFIELD MARKET DURING THE EASTER PERIOD 2019**  
Report of the Interim Director of Consumer Protection & Market Operations.  
**For Decision**  
(Pages 35 - 38)
10. **SMITHFIELD MARKET - CAR PARK UTILISATION IN 2018 AND CHRISTMAS 2018**  
Report of the Interim Director of Consumer Protection & Market Operations  
**For Information**  
(Pages 39 - 42)

11. **HIGH-LEVEL BUSINESS PLAN 2019/20 - MARKETS AND CONSUMER PROTECTION**  
Report of the Interim Director of Consumer Protection and Market Operations.  
**For Decision**  
(Pages 43 - 50)
12. **MARKETS COMMITTEE RISK**  
Report of the Interim Director of Consumer Protection and Market Operations.  
**For Information**  
(Pages 51 - 56)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **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**

16. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 30<sup>th</sup> January 2019.  
**For Decision**  
(Pages 57 - 60)
17. **CITY'S WHOLESALE MARKETS - CONSOLIDATION PROGRAMME**  
Joint report of the City Surveyor and Director of Major Projects.  
**For Decision**  
(Pages 61 - 108)
18. **DEBT ARREARS PERIOD ENDING 31 MARCH 2018**  
Report of the Interim Director of Consumer Protection and Market Operations.  
**For Information**  
(Pages 109 - 120)
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, 30 January 2019**

Minutes of the meeting of the Markets Committee held at Guildhall at 11.30 am

### **Present**

#### **Members:**

James Tumbridge (Chairman)	Deputy Edward Lord
John Chapman (Deputy Chairman)	Alderman Nicholas Lyons
Tom Anderson	Alderman Professor Michael Mainelli
Rehana Ameer	Wendy Mead
Adrian Bastow	Deputy Robert Merrett
Matthew Bell	Deputy Brian Mooney
Peter Bennett	John Scott (Chief Commoner)
Nicholas Bensted-Smith	Ian Seaton
Mark Bostock	Mark Wheatley
Michael Hudson	
Angus Knowles-Cutler	
Gregory Lawrence	
Tim Levene	

### **In Attendance**

#### **Officers:**

Julie Smith	- Chamberlains
Leyla Dervish	- Chamberlains
Andrew Fothergill	- Comptroller and City Solicitors
Jon Averbs	- Interim Director of Consumer Protection and Market Operations
Philip Everett	- Project Co-ordinator Markets Consolidation Programme
Anna Dunne	- Programme Director, Markets Consolidation Programme
Julie Mayer	- Town Clerk's
Don Perry	- Consumer Protection and Market Operations
Daniel Ritchie	- Superintendent, Billingsgate Market
Mark Sherlock	- Superintendent, Smithfield Market
Ben Milligan	- Superintendent, Spitalfields Market
Peter Young	- City Surveyors
Steven Chandler	- City Surveyors
Ian Hughes	- Department of the Built Environment

### **1. APOLOGIES**

Apologies were received from Deputy Kevin Everett, Deputy Henry Jones, Andrien Meyers, Deputy Joyce Nash, John Petrie and Deputy Giles Shilson.

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

By virtue of his position as the Chairman of the Smithfield Markets Tenants Association, Mr Gregory Lawrence advised that he would leave the room in respect of agenda items 16 and 18, reports on the Markets Relocation and Consolidation Programmes, although he was not (in his view) obligated to do so. The Chairman of the Markets Committee therefore changed the running order of the agenda, to take items 16 and 18 at the end of the non-public part of the agenda, in order to reduce disruption of the meeting and inconvenience to Mr Lawrence. Mr Lawrence advised that he was available for questions whilst still in the room. The Chairman advised that he had asked the Comptroller and City Solicitor, as a matter of urgency, to provide clear advice to Mr Lawrence as to what he should and should not participate in. The Chairman thanked Mr Lawrence for his co-operation and offer to leave.

3. **PUBLIC MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 7 November 2018 be approved as a correct record.

**Matters arising**

At this point in the meeting, the Chairman invited updates from the Superintendents; Members were reminded that this was usually a standing agenda item and would continue to be so at future Committees.

**Billingsgate**

The Superintendent advised that a recent wholesalers forum had been dominated by Brexit and, whilst traders were not overly concerned at this time, there would be further consultation meetings.

**Smithfield**

The Superintendent was pleased to report that the Christmas Traffic Management plan had worked well and there had been no major road problems. The only unforeseen issue was a major water main burst on Farringdon Road for the whole pre-Christmas week.

Members noted that free parking reached a peak of 450 vehicles on 20th December, and that overall parking in the car park was up 14% on last year, mainly due to the weekend opening before Christmas and Christmas eve this year falling on a Monday. There were 270 fixed penalty notices issued for parking offences, compared to 227 last year.

The Superintendent advised that the Working Manual had been agreed with the Tenants Association and was to be signed shortly by both parties. Members noted that the NABMA Best Wholesale Market Award would be announced on 31st January 2019 and Smithfield had entered the nominations. The Superintendent finally reported on the recent HGV banksman 4 night audit. There were 96 deliveries witnessed and a 2% non-banksman result. This information had been shared with the SMTA and a jointly-signed letter issued to the relevant freight transport companies.

The Superintendent agreed to bring a paper to the next meeting on car park usage.

### **Spitalfields**

The Superintendent reported an incident at the Market on the 17<sup>th</sup> December 2018, which resulted in the death of an HGV driver, just after Christmas, as a result of sustained injuries. The Police investigated but the incident occurred in a CCTV blind spot. Members noted a report on today's agenda at item 8, in respect of CCTV replacement at the Market. Initial findings concluded that the incident occurred in an area not authorised for unloading and therefore the market operators were not responsible. The Chairman and Director had sent condolences to the driver's family.

In respect of other updates, there had been a new security system procured for the constabulary (Gartech); and the purchase of new LED lights in the market hall, at a cost of £8,000, had reduced energy consumption by 52% with payback expected in 9 months' time.

Finally, Members noted that City Harvest, a charity which utilises products towards their end of life, were using the site as a City distribution hub; previously located in West London. The Charity received City Bridge Trust funding and were able to freeze produce, on site, to make soups and smoothies. The Charity had expressed interest in taking space but did not want to pay commercial rent. The Chairman asked for a proper request to be made, to consider them as tenants, and was happy for a report on their potential tenancy to be considered to enable Members to take an informed decision.

#### **4. TERMS OF REFERENCE OF THE MARKETS COMMITTEE AND FREQUENCY OF MEETINGS**

Members considered a report of the Town Clerk in respect of the Committee's Terms of Reference and frequency of meetings.

RESOLVED, that:

- a) subject to any comments, the terms of reference of the Committee be approved for submission to the Court of Common Council, as set out at the Appendix to the report, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman; and
- b) the frequency of meetings per annum be arranged in consultation with the Chairman, Deputy Chairman and the Director of Markets & Consumer Protection, in order for them to align with the anticipated work programme for the year.

#### **5. IMPACT OF BREXIT ON THE CITY'S WHOLESALE FOOD MARKETS**

Members received a report of the Interim Director of Consumer Protection and Market Operations, which provided an update on the potential impact of Brexit on the City's wholesale food markets. The Chairman referred to the City

Corporation's contingency planning for Brexit, as a whole, and advised Members that he had raised a question at the Finance Committee, in respect of a joined up approach, which would not favour one area of the Corporation's business over another. Members noted that Billingsgate had been particularly successful in securing EU Grants, but whilst there had been a promise of existing agricultural funding being maintained, this might be affected post Brexit. Additionally, there were some concerns at Spitalfields about the availability of fruit pickers but no specific staff concerns at the other markets. Whilst Brexit was a trader, rather than a City Corporation risk, Members accepted that if traders left or could not pay rent, then it would be. Furthermore, Members noted that negotiations in respect of the consolidation project included the efficient flow of goods from the continent. In respect of the volume of meat products imported to Smithfield, Members noted this was 50% and not 80%, as stated in the report. The City Corporation had written to the Tenant Associations 14 days ago, offering support, but as yet there had been no responses.

RESOLVED, that – the report be noted.

**6. MARKETS BUSINESS PLAN UPDATE PERIOD 2 - 2018/19 (AUGUST - NOVEMBER)**

Members received a report of the Interim Director of Consumer Protection and Markets Operation which provided an update on progress for Period 2 (August-November) 2018-19, against key performance indicators (KPIs) and objectives outlined in the Markets' Business Plan.

Members noted the possibility of a GLA Visit to Smithfield and they would be notified of the date in due course. Officers agreed that future reports would show total capacity, with annotations on the percentage of occupancy, and include the unused sections of the Poultry Market. Members noted there was currently no vacant space at Smithfield.

RESOLVED, that – the report be noted.

**7. MARKETS COMMITTEE RISK**

Members received a report of Consumer Protection and Market Operations in respect of the Markets Committee Risk Register, which sought to provide Members with assurance that risk management procedures in place within the Department of Markets and Consumer Protection were satisfactory and met with the requirements of the Corporate Risk Management Framework.

RESOLVED, that – the report be noted.

**8. CCTV REPLACEMENT AT NEW SPITALFIELDS MARKET**

Members received a report of the Interim Director of Consumer Protection and Market Operations in respect of a full scale design and reinstallation of current CCTV technology across the site, in a phased process, that would maintain CCTV coverage throughout the installation. Members noted that the cameras would be of higher quality, with 360 degree coverage, the user interface would be more intuitive and coverage of the site more extensive. The system would



also be networked and wireless where possible. Members noted that the project would go out to tender in the next couple of weeks.

RESOLVED, that – the report be noted.

9. **PROPOSED REVENUE AND CAPITAL BUDGETS -2019/20**

Members considered a report of the Chamberlain and the Director of Consumer Protection and Market Operations in respect of the annual submission of the revenue and capital budgets overseen by the Markets Committee. Members noted that the budgets had been prepared within the resources allocated to the Director, including a 2% reduction for efficiency savings as well as a 2% allowance for inflation. In response to a question about filming at Billingsgate, Members noted this was increasing and therefore reflected in the budget.

RESOLVED, that:

1. The latest 2018/19 budget and reasons for movement from the original budget be noted.
2. Having been reviewed to ensure it reflects the Committee's objectives, the proposed 2019/20 Revenue Budget be approved and recommended for submission to the Finance Committee
3. Having been reviewed, the draft Capital Budget be approved.
4. Any minor budget changes for 2018/19 and 2019/20, arising from the completion of the asset verification exercise, be delegated to the Chamberlain, in consultation with the Chairman and Deputy Chairman of the Markets Committee

10. **PUBLIC CAR PARKS UPDATE**

Members considered a report of the Director of the Built Environment which provided an update on the short, medium and long-term strategies in the last major report on public off-street car parking, approved in November 2016. Members noted that, since the report, the financial position of the car parks had improved, following the first of two agreed tariff increases. Members expressed disappointment in that this report was not well structured and asked for recommendations to be clearer at the front of the report.

RESOLVED, that:

1. The second phase in the hourly tariff increase in respect of Smithfield Car Park, to £3.50, as previously agreed by the Markets Committee, be implemented in April 2019.
2. For non-zero emission capable vehicles, agree to introduce a three-year phased increase in residential season tickets to align them with the rate per sqm, currently £335 per annum.

3. The overnight parking rate for Smithfield Car Park, of £36, be amended so that it applies seven days a week.

11. **CHRISTMAS PARKING AT SMITHFIELD AND BILLINGSGATE MARKETS**

The Chairman was heard in respect of Christmas traffic management at Smithfield and Billingsgate Markets. Members were reminded of Mr Morris's email summary of his experience. A Member reported that this had been managed very well and asked for staff to be commended. In response to a question, Members noted that the Rotunda car park had been open on the Saturday and Sunday before Christmas.

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

There were no questions.

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

There were no urgent items.

14. **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 as follows:-

Items	Paragraph
15 – 21	3
17	2 & 3

15. **NON-PUBLIC MINUTES**

**RESOLVED**, that – The non-public minutes of the meeting held on 7<sup>th</sup> November 2018 be approved as a correct record.

16. **MUSEUM OF LONDON RELOCATION PROGRAMME: CITY PROJECTS TO FACILITATE THE RELOCATION**

Members received a report of the City Surveyor.

17. **TENANCIES AT WILL AND ASSIGNMENTS**

Members received a report of the Interim Director of Consumer Protection and Market Operations.

18. **CITY'S WHOLESALE MARKETS - CONSOLIDATION PROGRAMME**

Members considered and approved a report of the City Surveyor and Director of Major Projects.

19. **ACTION TAKEN BETWEEN MEETINGS: MARKETS CONSOLIDATION PROGRAMME - APPOINTMENT OF A STRATEGIC PROPERTY ADVISER**

Members received a report of the Town Clerk.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 1.20 pm**

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Chairman

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Julie.mayer@cityoflondon.gov.uk**

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<b>Committee(s):</b>	<b>Dates:</b>
Markets Committee – For decision	<b>6<sup>th</sup> March 2019</b>
<b>Subject:</b> City Harvest Partnership with New Spitalfields Market	<b>Public</b>
<b>Report of:</b> Jon Averbs – Interim Director Markets and Consumer Protection	<b>For information</b>
<b>Report author:</b> Ben Milligan – Superintendent New Spitalfields Market	

## **Summary**

City Harvest (Charity number 1163055) would like to take space in the compound area on the Market site to collect end-of-life produce from tenants and redistribute it to those in need in East London. An option has presented itself for the City to offer City Harvest a Tenancy-at-will, at a peppercorn rent, for 2,018 square feet. Tenants would then see waste disposal costs reduced and City Harvest would provide thousands of meals for those affected by food poverty.

## **Recommendation**

Members are asked to note the contents of the report. Report for decision to be presented at the May Committee (or the special Committee meeting in the 3<sup>rd</sup> April should there be room on the agenda) following steer from members.

## **Main report**

### **Background**

1. City Harvest are a UK registered charity (No 1163055, Company No 08986929). Their business model centres on taking end of life food, or donated food, and distributing it to those in need either directly, or through their 300 partner organisations. Their objective is to reduce food poverty across London. Their base is situated in West London, yet a large proportion of their work is in East London.
2. The Market has an available, 2,018 square foot, compound vacated by CHEP in 2017. This has been vacant since CHEP vacated the area, and, although there has been some interest in the compound, a tenancy agreement has not been achieved.
3. Should the area receive a normal tenancy the rent achieved for this compound would be £12,108 per annum at the current rate of £6 per square foot. The service charge would be equivalent to £9,151.43 per annum (note that compound areas pay a reduced service charge), and business rates would equal £1,728 per annum.

4. As the City of London Corporation must meet the service charge and business rate costs of vacant space it is of benefit to the City to allow City Harvest to take the space under tenancy-at-will, at a peppercorn rent, thereby removing obligations to the City for these costs.

### **Current position**

5. Several businesses operate informally, on a small scale, under this business model across the Market. These businesses cannibalise each other and as such there is no economy-of-scale effect. A single operator would be able to operate much more efficiently.
6. City Harvest would like to become our monopoly partner in this area. They plan to expand their reach by partnering with New Spitalfields Market. They have provided a proposal for involvement (See Appendix 1), a synopsis of their business (See Appendix 2), and an impact assessment (See Appendix 3) for our information.
7. There are large volumes of waste produce generated by the tenants of New Spitalfields Market. This is usually due to natural spoilage of product where a sale has been unachievable, or where there has been an excess of supply. Fruit and vegetable waste levels peaked at 7,000 tonnes per annum in 2015 at the Market. Whilst this has been reduced significantly, by many means over the last three years, to 4,340 (2018), there is still an issue to address.
8. Food waste at New Spitalfields is recycled by Countrystyle Recycling Limited at an Anaerobic Facility outside London, however these products should not enter the waste stream in the first place. These products took countless gallons of water to grow, hundreds of hours of labour to grow and harvest, thousands of kilowatts of electricity to be sorted or wrapped, many gallons of diesel to be transported, all to become waste. Tenants then pay for its disposal. This is needless waste. It is the intention of Market management that there is a shift in Market culture. Tenants must be encouraged to check stock levels to ensure dynamic and timely decisions are made regarding surplus stock, or stock nearing the end of its life. In this way tenants will benefit from a reduced “disposal” rate with City Harvest to repurpose products to the benefit of others. There is a reduction in costs to the tenant business, and a benefit from those who ultimately receive the wholesome goods from the Market. Only once there is a partner of this sort on site daily can these dynamic organoleptic decisions be timely enough to make a repurposing or re-distribution service operationally viable. There will be no negative impact on the Countrystyle Recycling Ltd contract. They have exclusivity rights to all waste. Produce available for City Harvest will not be waste and therefore sits outside the terms of the waste contract.
9. City Harvest have been working in partnership with the Market since before Christmas, taking two or three tonnes of produce out of the Market twice a week. This has resulted in over 4,500 meals for those in need. This is valuable work and should be supported.

10. Tenants would benefit from reductions in costs – they would pay reduced rate for disposal of end-of-life produce. Vulnerable or needy individuals would be provided with wholesome fresh produce.
11. Should a partnership flourish, City Harvest would look to expand the project to include the processing of products (i.e. cut and freeze end-of-life produce for soups or smoothies, thereby expanding the timescales for the product's usefulness), or set up a production kitchen where vulnerable people would be taught cookery skills. These projects are very much in their infancy.

## **Corporate & Strategic Implications**

12. A partnership in this vein would be of great benefit to the City in terms of engagement with the local community, thereby building our brand equity.
13. Facilitating City Harvest's work would be aligned with the Mayor of London's "London Food Strategy", a major part of which is tackling Food Insecurity (when an individual has insufficient or insecure access to food due to resource constraints – N.B. 2.3 million Londoners live below the poverty line).

## **Options for consideration**

- i) City Harvest utilise the 2,018 square foot compound vacated by CHEP in 2017.
- ii) City Harvest pay a full rent. City Harvest maintain that as a charity they do not possess the start-up funds to meet the rental costs. They would not take a tenancy-at-will and the City would continue paying the void charges for the site (service charge and business rates).
- iii) City Harvest pay a full rent that is offset by a grant from City Bridge Trust. This Committee has no powers to authorise such a grant. The City would not want to receive rental income indirectly from City Bridge Trust funds.
- iv) Proposed CHEP site rented at a peppercorn rent on the proviso that service charge and business costs are met by City Harvest. The relevance of a full lease with a 3 or 6-month break clause would be considered after 6 months of the Tenancy-at-will.

## **Conclusion**

14. City Harvest hold great potential for the Market. The Charity would be able to reduce Market waste costs whilst helping those in need in East London.

## **Contact**

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## **NEW SPITALFIELDS MARKET**

### **Outline of City Harvest proposal to redistribute market surplus**

**6<sup>th</sup> February 2019**

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#### **Introduction**

City Harvest is keen to make a major contribution to NSM's waste arrangements by redistributing surplus from the market to programmes across East London that feed the needy. There is considerable unsupplied demand for food across East London and in particular fresh produce. 43% of our 300 charity partners surveyed are vegetarian and 90% of all partners said they urgently need more fruit and vegetables. We believe that our approach and model are unique amongst major redistribution charities in enabling the distribution of the widest range of perishable products.

We have had the opportunity to collect surplus in the market for over two months and spoken to a number of market participants and related parties. We believe that there will be good support for this project but the extent and nature of this has not been seriously tested. Consequently, we aim to start the project with a small team and evolve our proposal as the operation develops.

We have focused in this first stage on food appropriate feeding the needy rather than food for further processing or wider objectives. These will be reviewed when the key first step has been successfully established.

#### **City Harvest**

We have set out the background to City Harvest and its work in London in a separate paper together with an example of our Food donor Impact Report.

#### **Food availability**

We expect that City Harvest, which would be the sole redistributor at NSM, will need to carry out a significant and ongoing awareness and training programme with traders.

We are assuming:

- 30-50 pallets holding an average of 1,000kg each of surplus for day are currently disposed of through Countrystyle
- Surplus will be available on the mornings of Monday to Saturday
- City Harvest will seek to pick up surplus from Traders at the start and the end of their trading sessions
- We are assuming initial collections of around 2,000kg/day of surplus with at least 80% of food suitable for redistribution rising to 4,000kg/day on maturity

- City Harvest will invoice traders at the rate of £50 and £20 per pallet of pre-packed and loose food respectively to cover collection and any waste disposal costs.
- Food not suitable for redistribution will be delivered to Countrystyle
- Pallets will not be accepted from traders who consistently donate pallets which comprise over 25% waste

Support will be required from NSM to establish an effective modus operandi with traders. It is expected that from the start we will carry out trader 'recruitment' on a staged basis to reduce the likelihood of issues arising.

### **City Harvest site**

City Harvest would be granted a tenancy at will to use the empty site alongside the railway nearest to the site offices. A 600-800 sq ft portacabin will be erected for sorting, storage and administration and, in due course, a refrigerated container acquired for storage.

We would commence with one van running two local routes a day for five days and increase as appropriate. We would also consider diverting food from our West London depot and existing and new local food donors to the site to enhance the amount and range of food redistributed.

The site would be open from 6.00AM to 12.00PM. The site has secure fencing and will be covered by the 24hr security arrangements.

### **City Harvest Model**

City Harvest currently collects and delivers around 35 tons of high quality food per week across London, sufficient for 80,000 meals a week. The food we collect from our distribution partners is fresh, high quality and ready for distribution.

As a charity without any central or local government support, City Harvest is entirely reliant on voluntary financial support. This creates an absolute limit to funds and, in order to assist fundraising, we set a financial target of running our operations such that the costs of collecting, storing and distributing food should be no more than 20% of the value of the food distributed.

To operate at NSM, there will be an additional cost added to the City Harvest model (see Financials section below). Food sorters will be required to separate food suitable for redistribution from food waste, which is usually undertaken by our donating partner. Long term, we will seek separate funding in partnership with a local programme to ensure a sustainable pipeline of volunteers to deliver this aspect of the model.

### **Personnel**

Employees will be allocated to the site will include:

- Site manager responsible for all site activities and marketing to and liaising with traders
- Assistant manager to support the site manager and manage volunteers
- Sorters
- Forklift drivers to arrange collection
- Van driver(s)

In addition, once established we would aim to develop links with local organisations, many of which we would expect to deliver to, to obtain volunteers to carry out sorting.

Also, we expect staff at our West London depot to contribute around one day a week assisting with logistics, fleet management, food donor, recipient and volunteer recruitment.

## Recipients

City Harvest has identified 130 programmes in East London, many of which it already supplies. Through using our local contacts we expect to increase this substantially.

We would expect to deliver to around twenty programmes a day which would be likely to equate to fifty programmes a week. This should be a powerful marketing tool to encourage support from traders.

## Financials

We expect our key costs to be (annualised, £'000):

<i>Running costs</i>	Initial	Mature
Personnel		
Depot (3/5)	80	130
Driver (1/2)	25	50
West London staff	5	5
Volunteers' expenses (3)	-	15
	<b>110</b>	<b>200</b>
Van running costs	10	20
Other costs	13	13
<b>Total annual costs</b>	<b>133</b>	<b>233</b>
<b>Cost recovery (net)*</b>	<b>14</b>	<b>28</b>
<i>Capital costs</i>		
Van	38	76
Forklift	8	8
Refrigerator	-	15
Other	5	5
<b>Total</b>	<b>51</b>	<b>104</b>

\* Assuming receipt of 2,000kg/day initially and 4,000 kg/day on maturity of which 50% packed and 50% loose, less disposal costs for 20%.

We aim to apply for some funding from the £5m distribution fund set up by DEFRA and further project specific funding might be available from City Bridge and City firms. Other funding/income streams will also be explored.

### **Approvals and timing**

This proposal is subject to the approval of the Boards of New Spittlefield Market and City Harvest. Subject to getting clarity on the key open issues we would want to commence operations at the earliest opportunity once approvals are received.



Food waste and food poverty are two of the biggest issues facing society. In London, one of the wealthiest cities in the world, an estimated 9 million meals are missed each month by individuals in poverty. Meanwhile, food for 13 million nutritious meals is wasted by manufacturers, retailers, restaurants and the hospitality industry.

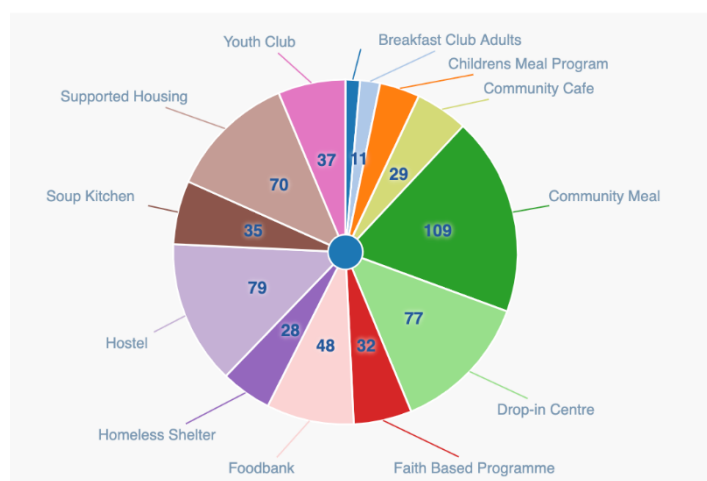
City Harvest London offers a simple solution: connecting waste and want safely, reliably and efficiently. Our “last mile” food rescue service offers more than 10,000 vulnerable men, women and children in 26 London boroughs access to eat healthy meals each day. Collecting high quality, fresh food from restaurants, supermarkets, and other food businesses with a fleet of refrigerated vans, City Harvest delivers enough food for over 60,000 meals each week, free of charge, to community organisations such as homeless shelters, soup kitchens, after school programs, and domestic violence refuges. Our mission is to supply good food in London so that no one is excluded from nourishment.

### OUR IMPACT

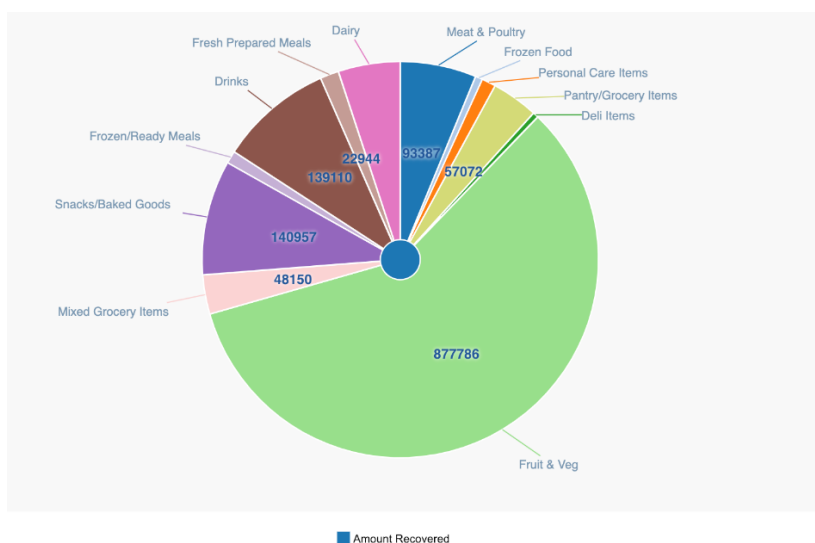
City Harvest delivers positive social change on a broad scale in London. We have enabled the community partners that receive City Harvest deliveries to serve more than 4 million meals and reduce their annual food budgets by more than £5 million to date, improve meal quality and attract additional guests. The healthy food we deliver transforms lives, improves health, enables vulnerable individuals to gain employment, and children to perform better academically. Without our current supply of nutritious food, many believe they would struggle or close. With City Harvest free food deliveries they instead have available funding for other vital services. In the next 12 months *each* of our partner charities in London will receive on average food valued at £19,000. A recent study has determined that for every £1 that is invested in City Harvest, we deliver £8.10 in social impact value.

### OUR CHARITY PARTNERS

City Harvest has a deep understanding of our partners’ unique food needs. Each partner in our multicultural city has different food requirements for the meals they prepare. The dedicated City Harvest team - many of whom have faced hunger and adversity themselves - are passionate about food rescue. They aggregate nourishing meal solutions from multiple food donors on their routes and reliably deliver the right food to the right people at the right time. For instance, they plan their deliveries with the knowledge that 43% of our projects are vegetarian and 36% are halal. All 250 frontline charities we support – by type below - benefit from our focus on trying to obtain the surplus food that enables adherence to the guidance of the Eatwell Plate.



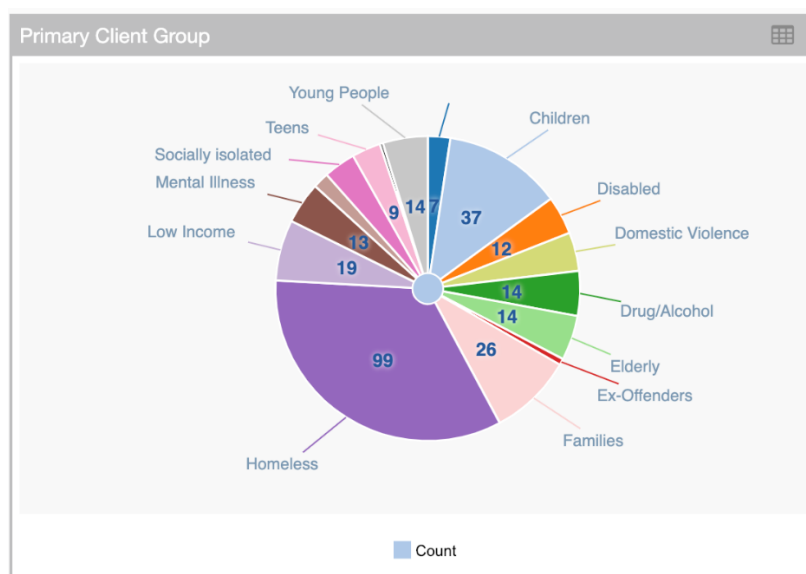
Our focus is on high quality fresh food. 38% of food delivered this year was fresh fruit and vegetables. Supported by the market traders at New Covent Garden, Western International and New Spitalfields we get fresh produce to people who otherwise might not be able to afford it (see food distribution below).



Many of the programmes to which we deliver use food to bring people together and reduce social isolation. The meals attract people to learn new life skills, receive counselling and training. We deliver to community hubs which play a crucial role in reducing isolation and loneliness. This is particularly important to groups at risk of marginalisation, including older people, people with disabilities, homeless people, and migrants with insecure status. We identify community hubs that could best use our food to help people learn more about healthy food and how to cook it. We deliver to more than 40 community programmes each week in key areas of deprivation that teach cookery, as well as diet and nutrition.

City Harvest has cultivated strong relationships throughout various London neighborhoods and delivers food to over 250 partnering charities that serve vulnerable populations. Examples of charities we reliably and safely deliver surplus food to include Acton Homeless Concern, The Upper Room, Ace of Clubs, Aston Mansfield, Royal Docks Learning and Activity Center, Caritas Anchor House, Dalgarno Community Centre, various locations for Centrepont and St. Mungo's, and many more.

The partners we support address the below issues.



## FOOD RECIPIENT BENEFICIARIES

Childrens' health and well-being is a primary focus for City Harvest. We deliver thousands of healthy meals to programs that ensure that children from low-income families have access to healthy food during school holidays and some of London's poorest children, including asylum seekers ineligible for school meals, are able to eat during term time.



City Harvest support local groups that are addressing many of the issues facing vulnerable people in our communities.

## Homelessness

Key stats: The Combined Homelessness and Information Network shows a 20% rise in the number of rough sleepers. Nearly 7,500 people sleep rough on the streets on London every year. Over 440 homeless people died on the street or in temporary accommodation last year.



## Mental Health

Key stats: Last year, 32% of homeless individuals reported mental health issues. 1 in 4 people in the UK will suffer mental health issues. Depression rates on 10x higher for homeless individuals.



## Women's Groups

Key stats: One in four women will experience domestic violence. Abuse is the single most quoted reason for becoming homeless.



## Refugees

Key stats: According to the United Nations High Commissioner for Refugees (UNHCR), by the end of 2017 there were 121,837 refugees, 40,365 pending asylum cases and 97 stateless persons in the UK. Asylum seekers are not allowed to claim benefits or work in the UK. They can apply to receive asylum support, set at around £5.39 per day.



## SIGNIFICANT ENVIRONMENTAL BENEFITS

City Harvest helps people and planet. The food that we rescue would have gone to landfill where it would have released harmful Greenhouse Gas emissions as it decomposed. To date our work has rescued 1,793 tonnes of surplus food and has prevented more than 6,800 tonnes of greenhouse gases from polluting the environment.

We support London's Circular economy by introducing food businesses to the concept of "*giving food another life*". Collecting high quality, in-date food that for a number of reasons is going unused, City Harvest prevented 1,000 tons of waste in the last 12 months. We recognise that there is significantly more food that should be unlocked and redistributed to those in need, and it is our mission to educate London's food businesses and effect change from companies with nutritious surplus to donate. We currently work with supermarkets such as Marks & Spencer, Whole Foods, Morrison's, restaurants such as Nandos, food box distributors such as Abel & Cole, and manufacturers such as Charlie Bigham's and cooking schools such as Leith's and Le Cordon Bleu. We pride ourselves on rescuing food from many of London's iconic locations such as Pinewood studios, Chelsea Flower Show, Queen's Tennis and Wimbledon. We plan to launch a social media campaign #LondonFeedingLondon to spread the word about sharing unused food.

## MAKING A DIFFERENCE

City Harvest believes that the first step in tackling food waste and food poverty is investing in individuals. We directly support those who have experienced food poverty via employment opportunities. City Harvest employs 19 people, paying them the London Living Wage. Additionally we have had 100 volunteers in the last 12 months including offering ex-offenders work experience with our drivers and warehouse team.

We have identified more than 1,000 community meal programmes around London which could benefit from City Harvest surplus food distribution. Operating our food rescue service 7 days a week, it is our goal to help all Londoners access healthy, affordable and sustainable food, regardless of their background and circumstances.

As such, City Harvest is keen to make a major contribution to NSM's waste arrangements by redistributing surplus from the market to programmes across East London that feed the needy. There is considerable unsupplied demand for food across East London and in particular fresh produce. 43% of our charity partners surveyed are vegetarian and 90% of all partners said they urgently need more fruit and vegetables. We believe that our approach and model are unique amongst major redistribution charities in enabling the distribution of the widest range of perishable products.

We are a charity and our redistribution work is funded entirely by charitable grants and donations from trusts, businesses, and individuals. We are hugely grateful to all those who support us financially. This support allows us to do our work, provide food to our recipient partners at no cost and indeed help us grow to connect more waste with want.



## TESTIMONIALS

*"We rely on City Harvest, we know that you will give us food we can't get anywhere else. It's very, very important. Without City Harvest, we wouldn't be able to offer what we do."* Clifton, Kitchen Manager, Ace of Clubs

*"We feed 70-100 homeless and vulnerable adults five nights a week. In 2008 we spent £16,723 on buying food. In 2017/18 we only £252. The high quality food we receive from City Harvest enables us to use more money to provide training to help people back into work and to become economically independent."* F Cook, The Upper Room

*"Thank you so much for helping us with your donations to Baron's Court Project. We utilise everything you bring our way. It is a huge help, especially as we need every help possible due to funding cuts."* Baron's Court Project

*"Your donations are fantastic and truly life changing to our clients. You really are making a massive difference in their lives with this food and we thank you so much for delivering to us so we can pass them on. Please thank the donors too, our families are so happy, and for many this is their first experience of having regular food for their children."* Julia Acott, Alternatives Trust

*"About 20% of our food comes from City Harvest, which is about a saving of £100 per week. With the help of City Harvest we can provide our clients with a much more varied and healthy diet to what they were already getting before ie fresh vegetables and more meat. "* Ian Breen, Director of Acton Homeless Concern

## CHARITY SPOTLIGHT



### CHARITY SPOTLIGHT: THE DINNER CLUB

THE DINNER CLUB IS OPEN FOR ANYONE WHO MAY BE IN NEED OF FOOD, FRIENDSHIP OR JUST A HELPING HAND IN LIFE. MUCH MORE THAN SIMPLY A FREE THREE COURSE MEAL, THE DINNER CLUB EXIST TO OFFER HOPE AND LOVE TO THE PEOPLE OF NOTTING HILL AND LONDON.

*"“THE FOOD HERE GETS BETTER EVERY WEEK” THIS QUOTE LAST WEEK FROM ONE OF OUR GUESTS HIGHLIGHTS HOW CITY HARVEST ARE HELPING US TO ACHIEVE WHAT WE WANT. THE WHOLE SERVICE GIVEN TO US BY CITY HARVEST HAS ENABLED US AS A SMALL CHARITY TO REDUCE COSTS SO ENSURING SUSTAINABILITY OF OUR PROJECT. "*  
-KEN PERSAUD, THE DINNER CLUB





## CHARITY SPOTLIGHT: HESTIA

HESTIA IS THE LARGEST PROVIDER OF DOMESTIC ABUSE REFUGES IN LONDON AND THE MAIN ORGANISATION SUPPORTING VICTIMS OF MODERN SLAVERY IN THE CAPITAL.

"WE MAKE COMMUNAL MEALS FOR OUR SERVICE USERS AND ALSO IT HELPS THOSE WHO ENCOUNTER PROBLEMS OR DELAYS WITH THEIR BENEFITS, SO EVEN THOUGH THEY HAVE NO FUNDS THEY HAVE ACCESS TO FOOD."

- SERVICE WORKER AT HESTIA



"WE ALSO USE THE FOOD DONATIONS TO INCENTIVISE OUR THERAPY SESSIONS LIKE ART THERAPY, BINGO CARD GAMES ETC. PEOPLE WILL BE MORE WILLING TO ATTEND AND PARTICIPATE IF THEY KNOW THEY ARE REFRESHMENTS OR A MEAL AT THE END OF IT."

- SUPPORT WORKER AT HESTIA



## CHARITY SPOTLIGHT: ACE OF CLUBS

ACE OF CLUBS IS A FAMILY-LIKE COMMUNITY PROVIDING TRANSFORMATIVE SUPPORT FOR THOSE WHO ARE HOMELESS, VULNERABLE, OR OTHERWISE MARGINALISED.

"WE ARE FEEDING UP TO 100 PEOPLE EACH DAY; WE USE THE FRESH INGREDIENTS RECEIVED FROM CITY HARVEST TO HELP US PROVIDE A VARIED, BALANCED CHOICE OF MEALS FOR SOME OF THE MOST VULNERABLE PEOPLE IN OUR AREA."

- SARAH MILES, ACE OF CLUBS



[www.cityharvest.org.uk](http://www.cityharvest.org.uk)

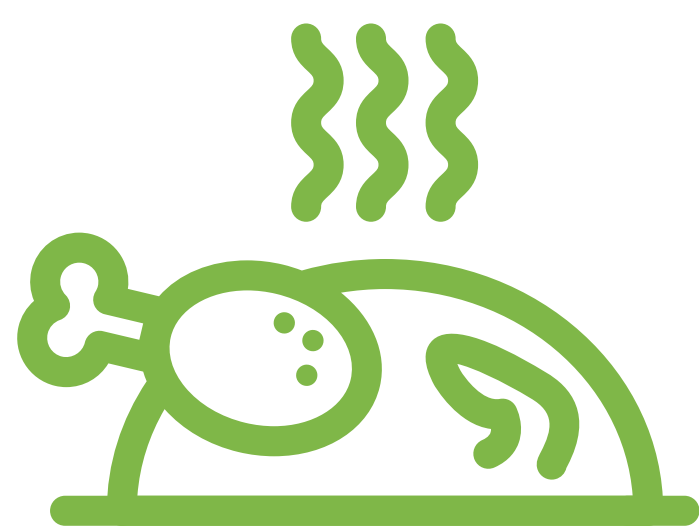


## NEW SPITALFIELDS MARKET 2018 IMPACT

CITY HARVEST  
COLLECTS FOOD  
FROM OVER 500  
DONORS.

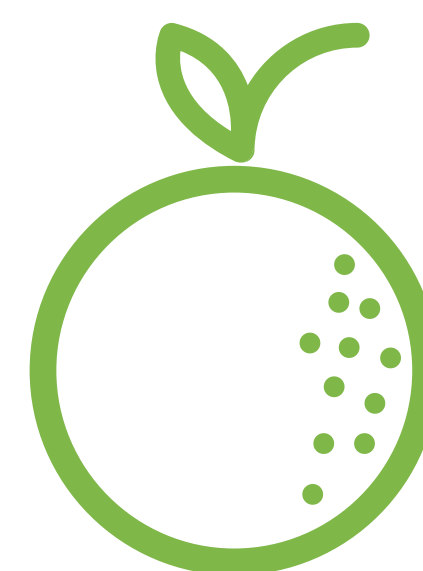
ON AVERAGE PER  
WEEK, CITY HARVEST  
COLLECTS OVER 40  
TONNES OF SURPLUS  
FOOD.

CITY HARVEST  
REDISTRIBUTES FOOD TO  
OVER 260  
ORGANIZATIONS ACROSS  
LONDON.



IN 2018, CITY HARVEST COLLECTED OVER 1.9  
TONNES OF SURPLUS FOOD FROM NEW SPITALFIELDS  
MARKET.

THE DONATIONS FROM NEW SPITALFIELDS MARKET ADD UP TO  
OVER 4,545 MEALS WORTH OF FOOD FOR VULNERABLE LONDONERS.



BY DONATING YOUR SURPLUS FOOD, NEW SPITALFIELDS  
MARKET PREVENTED OVER 7 TONNES OF GREENHOUSE  
GAS EMISSIONS.

IN 2018, CITY HARVEST COLLECTED FROM NEW SPITALFIELDS MARKET FIVE TIMES.



## DONATIONS (KGS) FROM NEW SPITALFIELDS MARKET BY DATE



THE FOOD DONATED BY NEW SPITALFIELDS MARKET WAS SHARED AMONGST OUR 260 PARTNER CHARITIES ACROSS LONDON.

OUR PARTNER ORGANISATIONS ADDRESS ISSUES SUCH AS HOMELESSNESS, DOMESTIC ABUSE, MODERN-DAY SLAVERY, REFUGEE AND ASYLUM SEEKER AID, MENTAL ILLNESS, AND DISABILITIES.



ONE CHARITY THAT BENEFITTED FROM YOUR DONATIONS WAS:

THE SOUP KITCHEN LONDON



THE SOUP KITCHEN IS A RESOURCE FOR THE HOMELESS, ELDERLY, LONELY AND POOR IN CENTRAL LONDON. TO THIS END, WE PROVIDE FREE HOT MEALS, CLOTHES AND TOILETRIES, AND THE SPACE PROVIDED OFFERS A SENSE OF BELONGING AND COMMUNITY FOR THOSE WHO ARE IN NEED.

"FOR THE SOUP KITCHEN AT THE AMERICAN INTERNATIONAL CHURCH, CITY HARVEST MEANS EVERYTHING TO US. AS OUR SOLE SUPPLIER OF FOOD NOW, CITY HARVEST IS, QUITE LITERALLY, A LIFESAVER TO THE MANY MEN AND WOMEN WHO COME THROUGH OUR DOORS EACH DAY. THE QUALITY OF FOOD THAT WE RECEIVE FROM CITY HARVEST ALLOWS US TO PROVIDE FRESH, HOT MEALS TO ANYONE WHO NEEDS ONE. "

- ALEXANDER BROWN, DIRECTOR



ON BEHALF OF CITY HARVEST AND ALL OUR PARTNER CHARITIES, WE WANT TO THANK EVERYONE AT NEW SPITALFIELDS MARKET FOR THEIR HARD WORK AND SUPPORT.

WE LOOK FORWARD TO AN EVEN MORE IMPRESSIVE 2019!

FIND US ON:



@CITYHARVEST\_LDN



CITYHARVESTLONDON



[HTTPS://WWW.FACEBOOK.COM/CITYHARVESTLONDON/](https://www.facebook.com/cityharvestlondon/)

CITY HARVEST

UNIT 22, ACTON PARK INDUSTRIAL ESTATE  
ACTON, W3 7QE

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<b>Committee</b> Digital Services Sub Committee Markets Committee	<b>Date:</b> 4 <sup>th</sup> February 2019 6 <sup>th</sup> March 2019
<b>Subject:</b> Markets Stock Control Software	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Sam Collins, Head of Change and Engagement	

## Summary

The purpose of this report is to update Members on progress in the implementation and adoption of the Markets Stock Control Software.

## Recommendations

Members are asked to note the contents of this report.

## Main Report

### Background

1. In 2018 the Pirana Stock Control software was implemented for use across Billingsgate Market, New Spitalfields Market, Smithfield Market and Tower Bridge. The software replaced three separate Stock Control systems, previously developed in house using a mix of SQL databases and Microsoft Access. The replacement software sought to address;
  - general stability issues;
  - significant shortfalls in functionality;
  - a lack of resilience in IT support and siloed business processes;
  - limited reporting capability;
  - an over reliance on manual processes, often involving duplication and data re-entry;
  - the existence of multiple similar applications across the CoL estate.
2. Tower Bridge initially purchased Pirana in 2015/16 to manage maintenance requests and were looking to purchase the Stock Control module. The opportunity was taken to implement the Stock Control module at Tower Bridge and extend its use across the 3 markets, giving stock visibility across all locations, rationalising the systems and standardising business processes. At the time MICAD was evaluated and discounted as an option for managing Stock Control.

## **Current Position**

3. New Spitalfields Market and Billingsgate Market have successfully implemented Pirana and the former has also adapted the software to support the recharging of maintenance costs to tenants. The use of barcoding has provided efficiencies in accepting deliveries and issuing stock with the most significant benefit being an estimated ½ day per week saving in stock administration. The Finance Teams are now able to access real time stock information and receive alerts when stock needs to be ordered. Longer term this is anticipated to reduce stock holding.
4. The annual stock audit will be a key area of benefit; with the old system this used to take 2-3 days during which time no stock could be delivered or issued. With the new software, this is anticipated to be completed in a few hours and will have no impact upon maintenance tasks.
5. Smithfield Market have confirmed that they are not yet fully operational on Pirana, as changes are required to the layout of the stock room before it can be used.
6. One area of frustration that has been highlighted is around the Corporate requirement for all maintenance tasks to be logged in the MICAD software, which is owned by City Surveyors. This is a current area of inefficiency as it means that stock can not be directly attributed to maintenance tasks – which would be possible if the Pirana maintenance module was used. As such, a request has been made for the IT Division to explore whether an integration between MICAD and Pirana would be possible.

### **Sam Collins**

Head of Change and Engagement

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<b>Committee:</b> Markets Committee	<b>Date:</b> 6 March 2019
<b>Subject:</b> Rapid Electric Vehicle Charge Point Installation at Billingsgate Market	<b>Public</b>
<b>Report of:</b> Interim Director of Consumer Protection and Markets operations	<b>For Decision</b>
<b>Report author:</b> Stefanie Hughes, Air Quality Officer & Rebecca Kleinknecht, Billingsgate Market Financial Administration Officer; Markets and Consumer Protection Department	

## Summary

Electric Vehicle charge points are essential to enable the transition to zero emissions and zero emissions capable vehicles.

Billingsgate Market has a heavy traffic flow with customers, deliveries and traders from which there has been demand for Electric Vehicle (EV) charging to be made available. The proposal is to install a Rapid EV charge point in the carpark at Billingsgate for public use.

The proposal would support this demand together and the Mayor of London's Transport and Environment Strategies. It would enable the transition to zero emissions freight and taxis, and could reduce air pollution levels in the area.

The charge point would not incur any costs for the City Corporation as installation and maintenance would be paid for by the supplier who will generate income through the usage of the charge point. The Corporation would receive 10% of the revenue from the charge point usage and a rental fee for the parking spaces; amount to be negotiated.

## Recommendation(s)

Members are asked to:

- Approve the installation of 1 Rapid EV charge point at Billingsgate Market carpark and designating 2 parking spaces to its use, at no cost to the City Corporation and to rent the parking spaces to the supplier.
- Approve the process to be used as a framework to potentially install Rapid EV charge points at other remote City Corporation sites, where suitable.

## **Main Report**

### **Background**

1. Rapid EV Charge points are needed to enable the transition to zero emission capable vehicles. The City of London's Draft Transport Strategy includes provisions for installing rapid EV Charge points within the square mile however remote City Corporation sites, such as Billingsgate Market, are not covered.
2. Billingsgate Market has received numerous requests from season permit holders, traders and customers for the installation of EV charges point for public use. The installation would also encourage new customers to the market.
3. The installation would support the Mayor of London's Transport Strategy and London Environment Strategy aims including the aim for London's entire transport system to be zero emissions by 2050.
4. The transition to zero emissions vehicles is essential for improving air quality in London, which exceeds the legal limits in many areas, including the area around Billingsgate Market.

### **Current Position**

5. Demand for the charge point has been voiced by the markets season permit holders who are keen to have one installed as soon as possible.
6. The proposals below have been agreed with the supplier.
7. The location of the bays has been determined and agreed with the supplier. A contract has been provided by the supplier to the Corporation and is being examined by the legal department.
8. The City Surveyors department have been consulted on the proposals and are reviewing the contract documents.
9. Due to the potential relocation of the markets there is an issue with determining the appropriate duration of the contract as we cannot commit to the duration that the supplier would prefer and there is uncertainty regarding the timescales with the market move. This is causing the project to be held up.

### **Options**

10. Five TfL approved suppliers were approached regarding the potential installation of a rapid EV charge point at Billingsgate Market, 2 of which responded.
11. One supplier submitted a quote for the installation of a charge point to be managed by them with a profit share scheme. However, the location this supplier wanted is at the front of the market so that their branding would be visible from the major thoroughfares. There is no electricity infrastructure available in that location so the installation would cost in excess of £160k. This was deemed unfeasible, so the negotiations ceased.
12. The second supplier submitted two quotes. The first was for the installation of a rapid charge unit for our own use and management. The cost to Billingsgate would be in excess of £22k. This option has not been considered further.

13. The second quote submitted by this supplier proposes to install and maintain the unit free of charge to the Corporation. To use the unit customers would sign up to the supplier's system and pay a fee. The supplier would repay the City Corporation 10% of this fee and a rental fee for the 2 parking spaces. This is the preferred supplier that has been progressed and we wish to proceed with.

## **Proposals**

14. The proposal is to install 1 Rapid EV charge point in the car park at Billingsgate Market (see appendix 1 for Map of location of installation). One charge point unit would serve 2 parking bays for 2 vehicles to be charged simultaneously.
15. The 2 bays would be designated as EV charging only and therefore removed from the total number of bays for which parking permits could be sold. Two annual season permit parking spaces could generate a net income of £2736.45. However, as the parking database currently has vacancies, these spaces are not generating any income at present.
16. Under normal circumstances, the supplier would pay Billingsgate a rental fee for the space, along with a percentage of profit. However, because we are unable to guarantee a longer rental period due to the markets move, the rent portion of the contract is under negotiation.
17. The chosen supplier would install the charge point and cover maintenance costs of the charge point throughout the duration of the contract, therefore there are no costs to the Corporation.
18. The supplier would pay the Corporation a 10% share of the profits from the usage of the unit, therefore this is an income generating scheme.

## **Corporate & Strategic Implications**

19. The proposal supports the following outcomes of the Corporate Plan 18-23:
- 11. We have clean air, land and water and a thriving sustainable natural environment
  - 5. Businesses are trusted and are sustainable and environmentally responsible.
20. The proposal also supports the City's Responsible Business Strategy 18-23, Outcome 2: the planet is healthier.

## **Implications**

21. There would be no costs to the Corporation from the installation and maintenance and a small revenue will be received from the usage of the charge point (10% of profit) and from the rental of the parking bays (amount to be negotiated).
22. We would enter into a legal agreement with the supplier to rent the 2 parking bays to them for usage of the charge point for a fixed duration. The risk is that we cannot commit to a long contract due to the uncertainty surrounding the

relocation of the markets therefore the number of years of the contract is still to be negotiated.

23. The charge point will be accessible for use by all so will have no equality impacts.

### **Conclusion**

24. There is a need for the installation of Rapid EV charge points to support the transition to zero emission vehicles, to reduce air pollution in London and to support the Mayor of London's Transport and Environment Strategies.

25. There is demand from the Markets customer base and traders for a unit to be installed on site.

26. A suitable location and supplier have been selected and the installation would be of no cost to the Corporation. A small income can be made from the use of the charge point.

27. It is recommended to approve the plans for the installation of the charge point unit.

### **Appendices**

- Appendix 1 – Billingsgate EV Charge Point Site Map

**Stefanie Hughes**

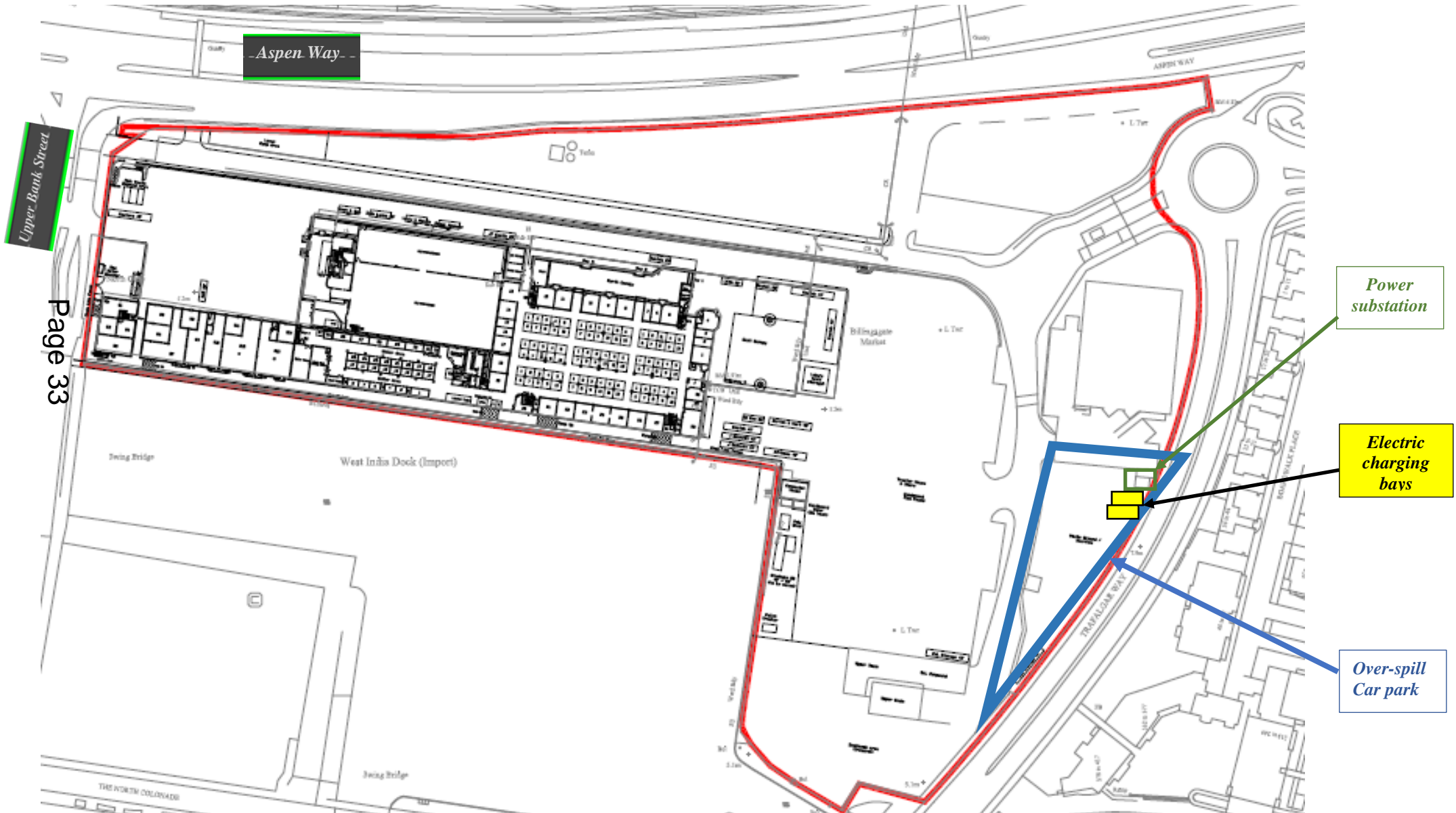
Air Quality Officer

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# BILLINGSGATE MARKET SITE PLAN

## EV Charging Bays



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<b>Committee(s):</b>	<b>Date(s):</b>
Markets Committee	6 March 2019
<b>Subject:</b> Concessionary Parking and provision of Traffic Stewards at Smithfield Market during the Easter Period 2019	<b>Public</b>
<b>Report of:</b> Interim Director of Consumer Protection & Market Operations	<b>For Decision</b>
<b>Report Author:</b> Mark Sherlock, Superintendent, Smithfield Market	
<p style="text-align: center;"><b>Summary</b></p> <p>The Smithfield Market Tenants' Association (SMTA) has submitted a request to the Superintendent Smithfield Market, similar to that of 2018, for a period of free parking for all workers and customers from 9pm from Sunday 14<sup>th</sup> April until 10am Thursday 18<sup>th</sup> April (four nights/mornings).</p> <p>In addition, the SMTA have suggested consideration is also given to the provision of traffic stewards for the last two nights of trading, i.e. Tuesday/Wednesday 16/17<sup>th</sup> April and Wednesday/Thursday 17/18<sup>th</sup> April.</p> <p>In reviewing this request, officers have put together three options for Members consideration.</p> <ol style="list-style-type: none"> <li>1. Agree the SMTA request in total (four nights/mornings) with two nights of traffic stewards</li> <li>2. Reduce the concessionary period to two nights/days from Tuesday/Wednesday 16/17<sup>th</sup> April to Wednesday/Thursday 17/18<sup>th</sup> April with no provision of traffic stewards.</li> <li>3. No concessionary period or provision of traffic stewards.</li> </ol> <p><b>Recommendation: -</b></p> <ul style="list-style-type: none"> <li>• It is recommended that Members decide upon Option 2 for two nights of concession from Tuesday/Wednesday 16/17<sup>th</sup> April to Wednesday/Thursday 17/18<sup>th</sup> April with no provision of traffic stewards, in line with their same decision for Easter 2018.</li> </ul>	

## Background

1. In previous years car parking concessions for the month of December have been made to help alleviate traffic congestion around the Market buildings and to encourage customers to shop at the Market. The general rise in car park volumes at Easter and Christmas would manifest naturally and there is no indication that a waiver of the current £1.50 tariff for three hours has any associated contribution to higher parking volumes. Members decided not to grant a parking concession for Easter 2017 but approved two nights of concession in 2018 in response to a similar request from the SMTA.
2. Members will be aware of the tariff changes that will be implemented at the Smithfield Rotunda Car Park, in April 2019. At February Committee, members resolved to increase tariff's in line with the Report of the Director of the Built Environment. To summarise, the following tariff structure will apply to all visitors, including Market workers and customers for this Easter.
  - a. £1.50 per visit for up to three hours parking between 9pm and 10am each night, seven days a week
  - b. £3.00 per visit for three hours or more parking between 9pm and 10am each night, seven days a week
  - c. £3.50 per hour or part thereof at all other times.

## Current Position

3. On the 5th February 2019, the Smithfield Market Tenants' Association (SMTA) submitted a request similar to that made for Easter 2018, that free parking in the Rotunda car park should be approved from Sunday 14<sup>th</sup> April to Thursday 18<sup>th</sup> April for all workers and customers arriving after 9pm and leaving before 10am the following day. In addition, the SMTA have requested that consideration be given to employing traffic stewards for the last two nights of trade on the Tuesday/Wednesday 16/17<sup>th</sup> April and Wednesday/Thursday 17/18<sup>th</sup> April.
4. The concession would be offered to vehicles between the hours of 9pm and 10am and vehicles parking outside of these hours will be deemed to be unrelated to Market operations and so charged the current normal hourly rate of £3 per hour or part thereof for the full duration of their stay. It is likely the proposed increase to £3.50 per hour will be implemented after Easter.

## Options

5. Officers have identified three options for Members consideration: -
  1. Agree the SMTA proposal requested from the 5<sup>th</sup> February, that the current tariff (shown above) be reduced to free for the



Rotunda car park from Sunday 14<sup>th</sup> April to Thursday 18<sup>th</sup> April (four nights/mornings) for all workers and customers arriving after 9pm and leaving before 10am the following day. In addition, that consideration be given to the use of traffic marshals for the nights of 16<sup>th</sup> and 17<sup>th</sup> April.

2. Reduce the concessionary period to two nights/days from Tuesday 16<sup>th</sup> April to Thursday 18<sup>th</sup> April with no provision of traffic marshals.
3. No concessionary period or provision of traffic marshals.

## **Financial Implications**

6. Members will note a proposal within a separate report to this Committee (Christmas 2018 – Smithfield Market Traffic Management Plan) with a recommendation to fund the appointment of stewards for six nights in December 2018 for the implementation of the Traffic Management Plan at a cost of £14,284 from within Smithfield Market's Central Risk Budget. This was approved by Committee.
7. On a pro-rata basis only, as a method of estimation, the provision of traffic marshals for two nights would cost approximately £4,761.
8. It is estimated that the SMTA proposed four night concession under option 1) could reduce car park revenue by £4,000. Therefore, the cost for the provision of traffic marshals and forgone income for option 1) would be approximately £8,761 which is unbudgeted. Forgone income has been estimated against April 2018 actual income.
9. Should Members wish to approve option 2), this could reduce revenue for the car park over the two night/day period by approximately £2,000.

## **Proposal**

10. Officers have identified three options for Members consideration in response to the SMTA's request for temporary concessionary car parking rates and the potential use of traffic marshals over the 2019 Easter period. Members are asked to approve Option 2.

## **Contact**

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<b>Committee(s):</b> Markets	<b>Date:</b> 6 March 2019
<b>Subject:</b> Smithfield Market – Car Park Utilisation in 2018 and Christmas 2018	<b>Public</b>
<b>Report of:</b> Interim Director of Consumer Protection & Market Operations	<b>For Information</b>
<b>Report author:</b> Mark Sherlock, Superintendent, Smithfield Market	

## Summary

This update report informs Members about the utilisation of Smithfield Market Car Park during the recent Christmas Traffic Plan period covering six nights between the 13<sup>th</sup>/14<sup>th</sup> December and 20<sup>th</sup>/21<sup>st</sup> December 2018.

The September Markets Committee approved the Smithfield Market Tenants' Association request for concessionary parking for this period and the provision of traffic marshals. Your Committee agreed expenditure of £14,284 to meet this request.

## Recommendation(s)

Members are invited to note the contents of this report.

## Main Report

### Background

1. Concessionary rates for parking at the Smithfield Rotunda car park during the busy Christmas trading period has been a feature of traffic management plans at the market for a number of years. At the February 2019 Markets Committee, the Chairman requested that a written report on traffic and car parking volumes at the market be presented to Committee; this report fulfils that remit.
2. Introducing concessionary rates at the Market delivers two distinct advantages. Firstly, to ease traffic congestion and the consequent noise and pollution in the immediate surrounding area and secondly to encourage trade and support Smithfield as a central pillar and contributor to a thriving economy.
3. In 2018 the car park typically reached peak occupancy levels between 0700-0900hrs on a weekday morning when 50% of the 520 available spaces were

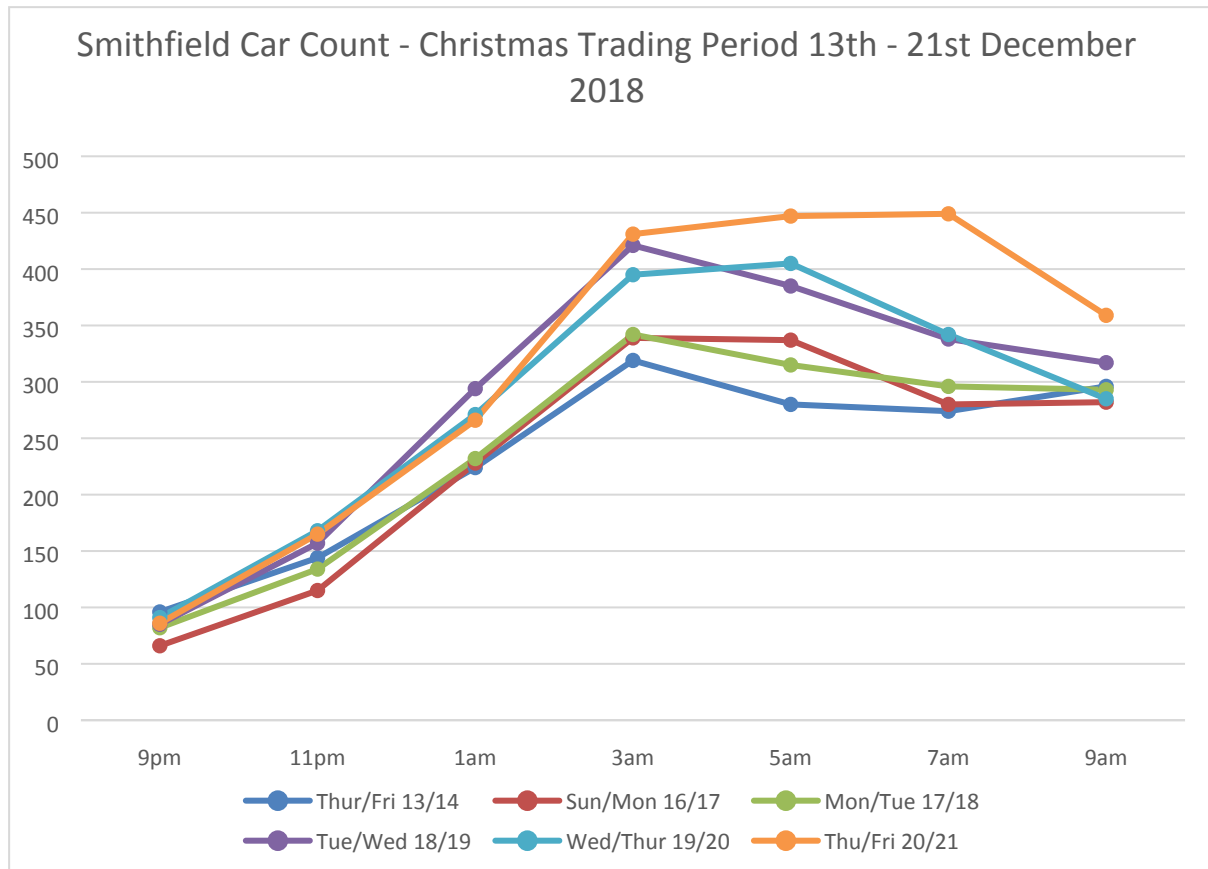
used. This rises to approximately 70% on a Friday and falls to 15% on a Sunday.

4. The make-up of usage by ticket holder across an average week is 65% hourly ticket and 35% pass card. This is subject to seasonal and trade variations during the day and weekly 24-hour period.

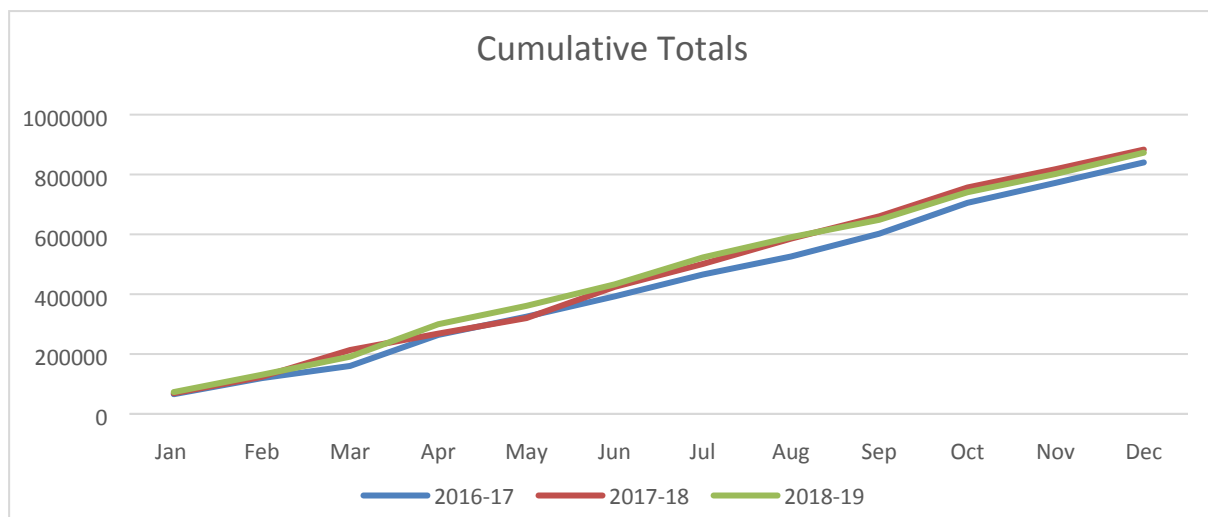
### **Current Position**

5. Trade was busy and the traffic management plan worked very well for six nights which started on Thursday 13<sup>th</sup> December and finished on Friday 21<sup>st</sup> December.
6. The only unforeseen complication which significantly affected traffic flows around the Market, was the closure of Farringdon Street down to Ludgate Circus (south of the Market) for the whole period due to a major water main burst. This saw HGVs arriving from different smaller arterial roads which challenged some of the road closures. The traffic stewards and Constabulary dealt well with these issues when they arose.
7. With good teamwork between the Market Security team, SFM Traffic stewards and to a lesser extent the City Police, traffic generally flowed well around the Market and there was no significant traffic gridlock.
8. The car park was utilised well across the free parking periods but never reached capacity of 510 vehicles which happened last Christmas. Peak occupancy was reached on the evening of 20/21<sup>st</sup> December with 449 vehicles.
9. Across the five weekdays preceding Christmas, car park usage was up 14% based on last year, but this was spread more evenly across those days, owing to the Market being open on the preceding weekend and Christmas eve 22<sup>nd</sup> to 24<sup>th</sup> December. The last day of free parking this year was the 20/21<sup>st</sup> December.

10. The graph below shows the level of usage during the Christmas 2018 period.



11. Fixed Penalty notices issued across the midweek 5 day period numbered 270, compared to 227 last Christmas.
12. The following graph indicates the income stream for the car park with cumulative totals to date since January 2016 to the end of December 2018.



13. Income to the end of December for Smithfield in 2018 was slightly down on 2017 by approximately £11,000 although income for the concession month of December was up £5,500 compared to December 2017. A further increase to the hourly tariff from April 2019 (approved at February Committee) should complement revenue streams further.
14. During 2018, as in previous years, the true cost of the Christmas concession is based on both assessed and reported revenue across the whole prior year. At Christmas, without operational barriers being lowered (they are often raised for long periods to aid traffic flow in the car park and the surrounding roads), it is not possible to capture or accurately assess true occupancy levels for the concession period in question.

## Conclusion

15. It is not possible to accurately quantify forgone revenue as a result of the concession. A major unknown is the number of vehicles that left or entered the car park across the 12-hour manual count period, or how many vehicles stayed for more than 3 hours. Any estimate would be subjective and not likely to be highly accurate.

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<b>Committee:</b>	<b>Date:</b>
Markets	6 March 2019
<b>Subject:</b> High-level Business Plan 2019/20 – Department of Markets and Consumer Protection	<b>Public</b>
<b>Report of:</b> Interim Director of Consumer Protection and Market Operations	<b>For Decision</b>
<b>Report author:</b> Don Perry – Markets and Consumer Protection	

## Summary

This report presents for information the final high-level Business Plan for the Department of Markets and Consumer Protection for 2019/20.

## Recommendation

Members are asked to approve the Department of Markets and Consumer Protection's final high-level business plan for 2019/20 and provide feedback.

## Main Report

## Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017/18. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. For 2019/20, to secure deeper Member engagement with Business Plans, a series of four informal meetings took place in early February, with departments grouped into 'clusters' according to their area of activity (Markets & Consumer Protection were placed in the "Services" cluster with the Department of the Built Environment and Community & Children's Services), to allow Chairmen and Deputy Chairmen of relevant approving Committees to scrutinise how departments are using their Business Plans to prioritise activities towards corporate goals. These meetings were chaired by the Chair and Deputy Chairman of Resource Allocation Sub Committee.

4. To complement this, and to give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance of these meetings, a 'Business Plan Surgery' was held on 10 January 2019 (immediately before Court of Common Council).
5. Taken together, these sessions replace the submission of draft high-level Business Plans to Committees. Final high-level Business Plans are still subject to Committee approval, as in previous years.
6. Work has also taken place to review the content and format of the supporting detail beneath the high-level Business Plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to project and risk registers; EEE Health Checks (economy, efficiency and effectiveness), and schedules of measures and key performance indicators for outputs and outcomes. This is a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

### **High-level Business Plan for 2019/20**

7. This report presents, at Appendix 1, the final high-level Business Plan for 2019/20 for the Department of Markets and Consumer Protection.

### **Department of Markets and Consumer Protection**

8. The draft high-level business plan draws together the wide range of services provided, and regulatory functions carried out, by the whole Department. The Department reports to three separate Committees (Licensing Committee; Port Health and Environmental Services Committee; Markets Committee) for discrete aspects of its work.
9. The ambitions, objectives and performance measures contained within the high-level business plan are underpinned by the Department's statutory duties, core functions and its commitment to supporting corporate priorities.
10. The areas of the high-level Business Plan that Markets Committee do not need to consider have been "greyed out" in Appendix 1.
11. The departments business priorities for the forthcoming year that relate to the Markets Committee area or responsibility are:
  - Continue to evaluate, and put in place actions to address, the impacts of Brexit on the services provided.
  - Work with the Project Team to ensure that the Markets Consolidation Programme receives adequate, timely input and that the requirements of Markets' stakeholders are taken into account as the programme progresses.
  - Investigate, and implement, new income generation proposals across the Department.



12. We are continuing the practice of maximising income from our assets and services, and steadily utilising the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion, and professionalism.

## **Corporate & Strategic Implications**

13. The top line objectives set out in the plan align with a number of the outcomes in the Corporate Plan 2018-23, particularly those within the strategic objectives to 'Contribute to a flourishing society' and 'Support a thriving economy', specifically:

- (6b) - Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- (11a) - Provide a clean environment and drive down the negative effects of our own activities
- (1b) - Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- (6c) - Lead nationally and advise internationally on the fight against economic and cyber-crime
- (1c) - Protect consumers and users of buildings, streets and public spaces.
- (9b) - Develop and trial smart innovations and better manage demand
- (4b) - Support access to suitable community facilities, workspaces and visitor accommodation

## **Conclusion**

14. This report presents the final high-level Business Plan for 2019/20 for the Department of Markets and Consumer Protection for Members to approve and provide feedback.

## **Appendices**

- Appendix 1 – Final high-level Business Plan 2019/20

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We provide vital public services by advising and regulating a wide variety of businesses in the Square Mile and beyond to protect consumers and communities through regulatory enforcement and fraud prevention. We also provide a vital link in the food supply chain for the catering and hospitality sectors in London and the South by operating three thriving wholesale food markets.

### The Corporate Plan outcomes we aim to impact on are:

**Outcome 1:** People are safe and feel safe.

**Outcome 2:** People enjoy good health and wellbeing.

**Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.

**Outcome 4:** Communities are cohesive and have the facilities they need.

**Outcome 5:** Businesses are trusted and socially and environmentally responsible.

**Outcome 6:** We have the world's best regulatory framework and access to global markets.

**Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.

**Outcome 8:** We have access to the skills and talent we need.

**Outcome 9:** We are digitally and physically well-connected and responsive.

**Outcome 11:** We have clean air, land and water and support a thriving and sustainable natural environment.

**Outcome 12:** Our spaces are secure, resilient and well-maintained.

### What we do is:

Through publication of a new **Air Quality** Strategy 2019-2025, we raise awareness of the impact of poor air quality on health; take action to improve air quality; demonstrate leadership for London; and champion new powers to deal with non-road sources of air pollution (**Outcomes: 2, 11**)

Our **Public Protection** teams meet the current and future needs of stakeholders by protecting consumers and businesses through the enforcement of a wide range of Environmental Health and Trading Standards legislation and undertaking appropriate interventions. (**Outcomes: 1, 2, 5, 6**)

Our **Trading Standards** Service collaborates with City of London Police and other relevant partner organisations to tackle economic crime, particularly investment fraud. (**Outcomes: 1, 6**)

We set the benchmark nationally for **Licensing** Policy and other Schemes that promote the four Licensing objectives (as set out in the Licensing Act 2003): The prevention of crime and disorder; public safety; The prevention of public nuisance; The protection of children from harm. We carry out enforcement against illegal street trading. (**Outcomes: 1, 4, 5, 6**)

As the London Port Health Authority, our **Port Health Service** is responsible for a district extending 151 kilometres along the River Thames from Teddington to the outer Estuary. The service protects, enhances, and improves public, environmental, and animal health by controlling: food and feed imports; food standards, food safety and water quality; infectious disease control; civil contingencies; ship sanitation; environmental protection and shellfish control. (**Outcomes: 1, 2, 6, 9**)

Our **Animal Health & Welfare Service** provides animal health services London-wide and holds contracts with most London Boroughs and some Unitary Authorities in the Home Counties to discharge their statutory animal health duties. The Service also runs the Heathrow Animal Reception Centre (HARC), the Border Inspection Post for live animals, at Heathrow Airport. (**Outcomes: 1, 7, 9**)

We operate three thriving **wholesale markets** which play a central role in the economies of the communities in which they operate. The markets supply produce to a host of food service sectors. Customers range from catering companies and retail markets to restaurants, schools, small local businesses and members of the public. (**Outcomes: 4, 7**)

### Our budget by Committee\* for 2019/20 is:

<b>Total Gross Expenditure</b>	<b>£'000</b>
Port Health & Environmental Services	(10,906)
Licensing	(911)
Markets	(18,755)
<b>Total Gross Income</b>	<b>£'000</b>
Port Health & Environmental Services	6,417
Licensing	786
Markets	20,739
<b>Total Net Expenditure</b>	<b>£'000</b>
Port Health & Environmental Services	(4,489)
Licensing	(125)
Markets	1,984

\* - Local risk, central risk and recharges

**Our top line objectives are** *(links to Corporate Plan Outcomes and Actions are shown in brackets):*

**Service deliverables**

Continue to evaluate, and put in place actions to address, the impacts of Brexit on the services provided by PH&PP. (6b)

Publish a new Air Quality Strategy 2019–2025 to deliver measurable improvements in nitrogen dioxide across the City. (11a)

The Licensing Team will continue to develop the Safety Thirst Award Scheme, which aims to promote responsible management and reduce crime and anti-social behaviour. (1b)

The Licensing Team will undertake enforcement against illegal street traders, especially on and near City bridges. (1b)

The Trading Standards Team will maintain its focus on preventing financial fraud. (6c)

The Commercial Environmental Health Team will focus on the food and health and safety interventions and projects derived from its annual Service Plan including the further development of Primary Authority. (1c)

The Pollution Team will continue to implement the Action Plan of the Noise Strategy 2016-2026 through implementation of site monitoring of noise from building sites, and the outcome of the consultation on Saturday morning working. (1c)

Investigate, and implement, new income generation proposals across the department. (9b)

1. Work with the Project Team to ensure that the Markets Consolidation Programme receives adequate, timely input and that the requirements of Markets' stakeholders are taken into account as the programme progresses. **(4b)**

**Corporate programmes and projects**

- Air Quality Programme: ensure that the City complies with the statutory requirements for London Local Air Quality Management. Demonstrate leadership for London by implementing a refreshed Air Quality Strategy for 2019-2025. (11d)
- Corporate Apprenticeship Scheme: support the scheme by continuing to offer a range of suitable placements for candidates. **(8d)**
- Energy Efficiency Programme: focus on further reductions in energy usage. **(11c)**
- Secure City Programme: contribute to the development of the Joint Contact and Control Room and the Customer Relationship Management System, which aim "to provide a secure city environment for all to visit, work and live". (12b)

**Departmental programmes and projects**

PH&PP will move to a new cloud-based, hosted and browser-accessed line of business system in a joint project with DBE. (9b)

- Complete a review of CCTV across all three markets and prepare specifications for procurement. **(12b)**
- Work with Heathrow Airport Limited in a project to relocate the Animal Reception Centre to a 'Single Examination Area' on the airport boundary. (9c)
- In liaison with the IT Department, continue to develop the use of technology and mobile working solutions. **(9b)**

**How we plan to develop our capabilities this year**

- Improve working relationships with partners, Government Departments and other agencies including through collaboration and sharing information and expertise. **(7b)**
- Continue to review and develop our Departmental Workforce Plan and implement the actions identified therein. **(8c)**
- Continue to develop our workforce, including the delivery of a departmental Talent Management Programme. **(3c)**

**What we'll measure:**

1. Compliance with Government requirements and expectations as Brexit arrangements progress. **(6b, 7b)**
2. Air pollution in the City: achieve an average 5% reduction in annual average nitrogen dioxide concentrations, by 31/03/2020. **(2b, 11a)**
3. The number and quality of applications received for the Safety Thirst Award Scheme. **(1b, 5c)**
4. Numbers of interventions and prosecutions taken against illegal street traders. **(1b, 6a)**
5. The number of reported incidences of City residents experiencing financial fraud. **(1b, 6c)**
6. The change in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments. **(1c, 6a)**
7. Delivery of key actions of the Noise Strategy, income generated, and the number of sites monitored. **(1c, 11a)**
8. Income levels. **(5b, 9b)**
9. Markets' stakeholders are fully engaged in consultation about the programme and their requirements are reflected at each stage. **(4b, 7c)**

**What we plan to do in the future:**

- Investigate and develop new business models for Port Health and Heathrow Animal Reception Centre to capitalise on opportunities that arise as a result of Brexit. (6b)
- Improve air quality and manage the risk to our residents and stakeholders. Work with third parties to influence London-wide and national strategies. (11d)
- Implement the findings of the market testing review for a potential Primary Authority Service Unit. (7a)
- Investigate alternative, more efficient methods of delivery across all the services we provide. **(5b)**

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<b>Committee:</b> Markets Committee	<b>Date:</b> 6 March 2019
<b>Subject:</b> Markets Committee Risk	<b>Public</b>
<b>Report of:</b> Interim Director of Consumer Protection and Market Operations.	<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 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, or reputational damage for the City.

The Superintendent is currently putting in place arrangements for a member of staff from all tenants to be trained in FLT safety procedures. Completing this action should enable the risk to be reduced to its target level of 8.



## **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

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# MCP Markets Committee Risk Report Appendix A

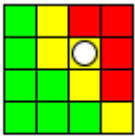
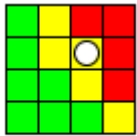

Report Author: Donald Perry

Generated on: 6 February 2019



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 traffic management</b> 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 still in discussion with the training provider to set dates for the managers training. The superintendent is actively engaged with the SpMTA to ensure this training is delivered to all tenants. <b>06 Feb 2019</b>	Likelihood  Impact	8	29-Mar-2019	 Constant

Action no	Action 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.	SpMTA ready to confirm dates of delivery.	Ben Milligan	06-Feb-2019	29-Mar-2019
MCP-NS 001k	Controlled barriers entry system for pedestrians and vehicles.	The scheme has been submitted for planning approval which should be given shortly. Full design drawings have been completed and once planning permission is granted the project will start on site.	Ben Milligan	06-Feb-2019	31-Mar-2019

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 HGV Unloading Operations</b>  24-Feb-2015 Mark Sherlock	<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. <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. <b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.	Likelihood  Impact	12	The bi-monthly audit of unloading operations has been organised An interim review of significant findings will be conducted once the audit has been completed.  <b>06 Feb 2019</b>	Likelihood  Impact	12	07-Jan-2019	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-SM001k	Keep the risk under review.	This review will follow the next planned audit, the aim of the audit is to ensure that only fully trained Banksman, wearing appropriate PPE are used to direct vehicular/pedestrian traffic and reverse vehicles onto loading bays.			Mark Sherlock	06-Feb-2019	29-Mar-2019

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