



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

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# Introduction

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

## Markets

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

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

## Port Health and Public Protection Service

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

## **Port Health**

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

## Animal Health & Welfare

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

## Public Protection Division

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

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

## Licensing Service

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

## **Markets and Consumer Protection Directorate**

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

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

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

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

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

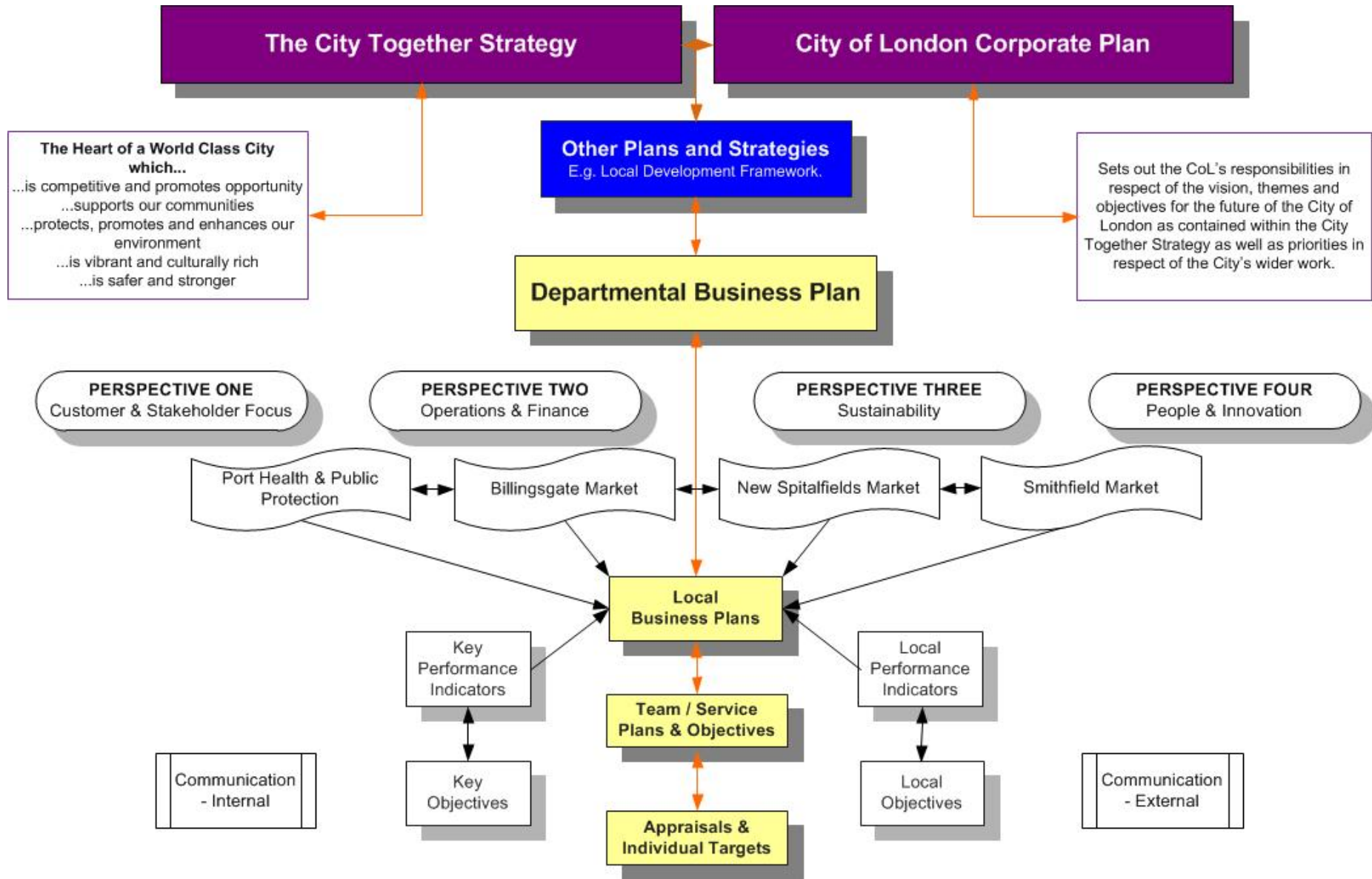
We recognise the importance of maintaining a skilled and motivated workforce to successfully deliver our business plan, and are committed to providing appropriate training and support to our staff in order to achieve this.

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

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

# Business Planning Process



# Vision

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

## Strategic Aims

Our strategic aims are:

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

# Key Performance Indicators 2014-2015

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

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

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

## **Markets Committee**

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

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

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

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

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

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



## Licensing Committee

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

# Key Objectives 2014-2015

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

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

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

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

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

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

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

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

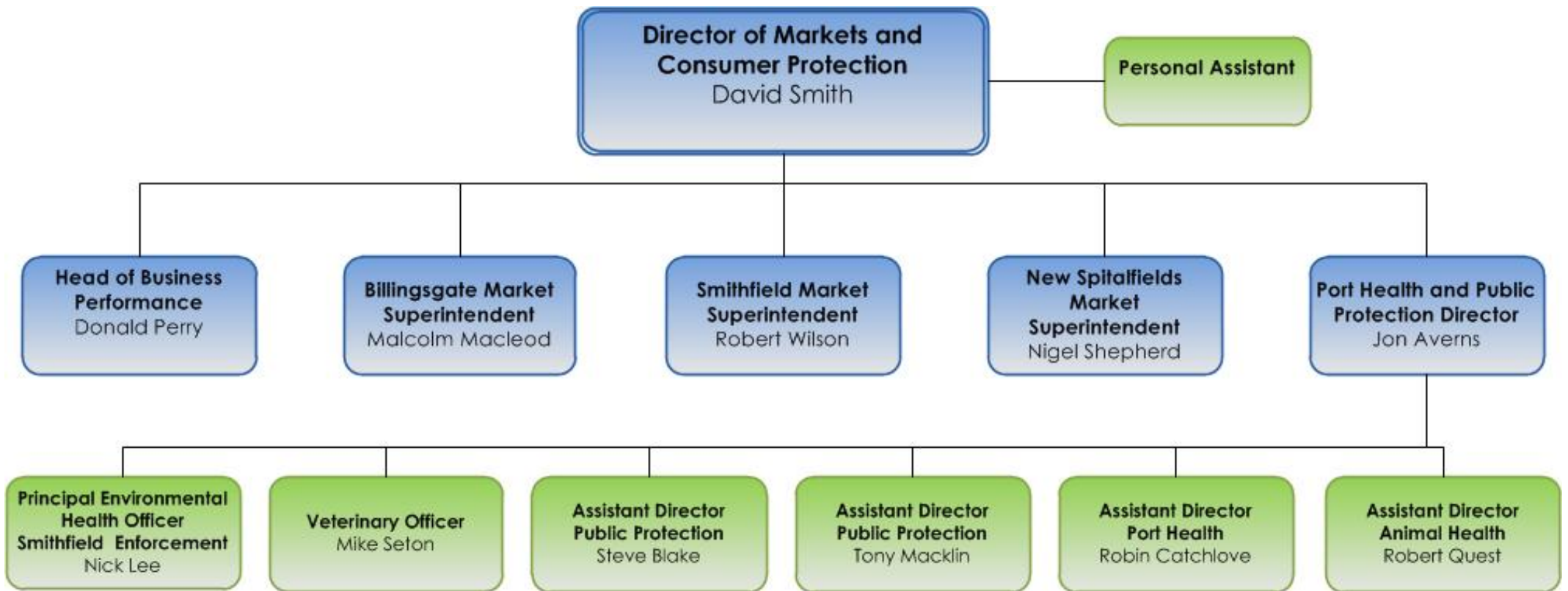
Improve the quality of leadership and management throughout the department and ensure that all members of staff have a chance to maximise their potential and job satisfaction.

## Capital Projects 2014-2019

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

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

# Departmental Management Structure



# Financial Summary

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

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

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

## Summary Financial Information Department of Markets and Consumer Protection

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

N.B.

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