

2013-2014 Progress against Markets Business Plan

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

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

Notes on KPIs

KPI 1 – expressed as a percentage of total space at each market by area (m² or ft²) occupied over the reporting period.

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

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

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

¹ Source – Chamberlain's Debt Report

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

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

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

New Spitalfields

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

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

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

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

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

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	December – March 2014 progress update	
	<p>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.</p>	<p>Billingsgate The Crossrail works at Billingsgate have continued with little impact on the Market. Upper Bank Street is due to re-open in mid-April 2014. The retail development at this station is scheduled to open in Spring 2015.</p> <p>Smithfield Construction work continues 24 hours a day, 7 days a week, on the Eastern Ticket Hall to the east of Lindsey Street. The continuing areas of concern are the long term closure to all traffic in both directions along St Johns Street possibly until August 2014, together with the trench works closing half of the northern carriageway of Grand Avenue at its junction with Charterhouse Street. The City and SMTA rejected Crossrail's proposal before Christmas to completely close Charterhouse Street at its junction with Grand Avenue for approximately one month in order for Thames Water to carry out repair works. Instead the works will now commence after Easter.</p>

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

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

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

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		28 day cycle, until compliance is reached. This fee income will be credited to the service charge.

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

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

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

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

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