

2015-2016 Progress against Markets Business Plan – Key Performance Indicators

This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Business Plan for the 1st period in 2015/16 (April– July inclusive).

To end of Period 1 (April - July)			Period 1 Target days	Actual days lost
MKPI 1	Achieve an overall sickness level of no more than 6 days per person by 31 March 2016, and a total of no more than 720 days across all markets ¹ .	Billingsgate	80	94
		Smithfield	92	199
		Spitalfields	56	155
		Directorate	12	1
		Total	240	449
Comments: The underperformance at all Markets during Period 1 was due to 7 long-term sickness cases predominantly within the constabulary teams at Smithfield and New Spitalfields Market. At Billingsgate Market there was an increase in short-term sickness cases within the constabulary and cleaning teams.				

		Target	Period 1 Result	
MKP 2a	90% of debts to be settled within 60 days.	90%	Billingsgate	91%
			Smithfield	97%
			Spitalfields	95%

¹. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2014 (no. 120).

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MKP 2b	100% of debts settled within 120 days.	100%	Billingsgate	99%
			Smithfield	97%
			Spitalfields	97%
Comments: The failure to meet the target here is due to debt previously shown as being managed by the City solicitor now being shown as managed by the spending department following the recent change in the property management system (Oracle R12 OPN).				
MKP 3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%
			Smithfield	100%
			Spitalfields	100%
MKP 4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate	98.5%
			Smithfield	88%
			Spitalfields	98%
Comments: The underperformance at Smithfield Market during Period 1 is due to vacant space in the Poultry Market Building remaining unlet while the City awaits tenants' fit out proposals.				
MKP 5	Improve the standard of incident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.		Billingsgate	100%
			Smithfield	80%
			Spitalfields	100%
Comments: The underperformance at Smithfield Market during Period 1 is due to one accident report being submitted late in May.				

<p>1</p>	<p><u>Customer and Stakeholder Focus.</u> <i>Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.</i></p>	<p><u>April – July 2015/16</u></p>
	<p><u>Billingsgate Market</u> Refresh the Code of Practice at Billingsgate to include all areas that require compliance. ●The Code of Practice will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities. ●This will assist with ensuring that food hygiene standards and safety are maintained.</p>	<ul style="list-style-type: none"> ●In order to tackle the persistent problem of market hall encroachment, the subject will be included in the updated Code of Practice and is being addressed by charging £50 for overtrading; this has been approved by Comptroller & City Solicitor. The charging policy was implemented on 25th August and, although it is early days, the impact has been dramatic with market hall aisles being kept clear and no charges have had to be levied. ●A consultation exercise with tenants was carried out. Most tenants accepted that encroachment had to be dealt with and that the proposed overtrading charges were appropriate.
	<p><u>New Spitalfields Market</u> Draft a Working Manual for New Spitalfields Market in consultation with the tenants. ●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities.</p>	<ul style="list-style-type: none"> ●The draft Working Manual will be completed by the end of October and, once agreed by the City Surveyor and Comptroller & City Solicitor, will be subject to consultation with the tenants during the lease negotiations. ●It is intended that compliance with the Working Manual should be written into the draft new leases and will help address safety issues at the Market.

<p>2</p>	<p><u>Finance.</u> <i>Achieve greater value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.</i></p>	<p>April – July 2015/16</p>
	<p><u>New Spitalfields Market</u> Manage the lease renewals in collaboration with City Surveyor's. <ul style="list-style-type: none"> ●Successful completion of the lease negotiation process. </p>	<ul style="list-style-type: none"> ●Initial negotiations led by the City Surveyor did not reach agreement on renewal lease terms or the market rent payable at renewal. ● Deloitte has now been engaged as the City's expert witness to act in future negotiations and any Court related proceedings. ●In accordance with Court Directions issued in July The Comptroller & City Solicitor issued a draft lease to the Tenant's solicitor on which amendments are to be presented to the City by 22 September. ●Negotiation regarding rent are ongoing but will not be finalised until lease terms are settled. ●It is currently anticipated that either through negotiation or a Court approved dispute resolution process, terms for new leases will be settled by Summer 2016.
	<p><u>Smithfield Market</u> Agree service specifications with the SMTA under the terms of the new leases. <ul style="list-style-type: none"> ●The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants. ●Terms of new leases become embedded as 'business as usual'. </p>	<ul style="list-style-type: none"> ●The work of the Joint Specification Committee (JSC) continues with reviews progressing in the following operational areas: <ul style="list-style-type: none"> ●The current cleaning schedules have been agreed by the SMTA and Head of Maintenance, and staffing levels have been agreed. ●The maintenance department specification and staff levels have been agreed by the SMTA and Head of Maintenance. ●The general waste contract and other services have been reviewed in an effort to ensure best value. City Procurement is to assist in the development of a potential tender process for disposal of wood/cardboard and whole pallets.

<p><u>Billingsgate & Smithfield Markets</u> Implement Service Based Review (SBR) proposals.</p> <ul style="list-style-type: none"> ● Car park usage at Billingsgate and Smithfield Markets, and associated income streams, will be increased in line with SBR commitments. ● The 7 vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised. 	<p><u>Billingsgate</u></p> <ul style="list-style-type: none"> ● Car Parking income is split 80% central risk and 20% local risk. Total income in the current financial year is expected to be in excess of £400,000, the income required to the Service Base Review target is £305,000. <p><u>Smithfield</u></p> <ul style="list-style-type: none"> ● The tender for the management of all the City's off street car parks, including Smithfield Rotunda car park, is now complete, with the new contract being awarded to Vinci Park Services UK Ltd on the 1st April 2015. ● New equipment will be installed in the car park which will, for the first time, allow information to be gathered on the times the car park is in high demand. ● A report seeking approval for changes to current tariff arrangements will be submitted to the January 2016 Markets Committee meeting. ● Various campaigns to increase the use of the Rotunda car park have been initiated:- <ul style="list-style-type: none"> ● The car park is being advertised on the 'How to find us' web page of St Bartholomew's Hospital web site. ● The car park features on Parkopedia. ● The commitment made under the Service Based Review was to increase the income from the car park by £31,000 by 2015/16, based upon a base figure of £622,000 in 2012/13. Financial information shows that from 2013/14 to 2014/15 income from the car park increased by £13,567 from £660,453.38 in 2013/2014 to £674,020.60 in 2014/2015. ● The City Surveyor has concluded the initial exercise of evaluating the tenants' budget fitting out costs for units in the Poultry Market. The tenants' more detailed plans are still awaited. ●
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3	<p>Operations and Business Processes. <i>Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.</i></p>	<p>April – July 2015/16</p>
	<p><u>Billingsgate Market</u> Renew the metal roof and adjacent balcony. <ul style="list-style-type: none"> ●Safer roof and compliance with the food hygiene regulations. <u>Billingsgate Market</u> Additional Fish Handling facilities, modernisation works. <ul style="list-style-type: none"> ●Increased capacity for fish handling transit areas. Tenants will have adequate temperature controlled building space to safely handle each day's fish volumes. </p>	<ul style="list-style-type: none"> ●The metal roof and the additional fish handling projects are being funded from the Billingsgate Sinking Fund and matched funded by fishing grants. ●As the Sinking Fund has limited funds, due to the fact that it no longer receives contributions, it has been decided to delay the roof project until there is further progress on evaluating and clarifying the costs of the Additional Facilities project. It is expected that by the end of this calendar year these costs will be known and the further evaluation of the roof project can recommence. ●In the meantime the metal roof will continue to be repaired as necessary. ●The plans for the Additional Facilities handling plans produced by our consultants, EPR Architects, were sent to the LFMA council in early August. The plans drawn up by EPR were based on questionnaire responses provided by individual tenants relating to their storage and picking requirements. ●The LFMA who had agreed to sense check the plans have rejected the proposals and asked that meetings take place between the City Surveyor and each individual tenant to determine each tenants needs. The requested meetings with individual tenants are scheduled to commence on 23rd September.
	<p><u>Billingsgate Market</u> Resolve internal market cleaning. <ul style="list-style-type: none"> ●An improvement in the overall standard of cleaning will be apparent, to all stakeholders. </p>	<ul style="list-style-type: none"> ●Following a tenant's complaint, Tower Hamlets Environment Health Officers made an unannounced visit inspecting the external cleaning standards at the end of the working day. ●The visit resulted in no adverse comments being made.
	<p><u>New Spitalfields Market</u> Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres. <ul style="list-style-type: none"> ●Recommendations from the short/medium/long term Traffic Management Plans and associated procedures </p>	<ul style="list-style-type: none"> ●The Traffic Management Plan is broken into eight short-term activities. ●S1.FLT (Fork Lift Truck) crossing points. Crossing points have been painted on all road ways and the constabulary are carrying out enforcement activities. ●S2.Increase in targets for Constabulary. Increase presence of Constabulary in Market Hall during trading hours. Targets for the Constabulary for reporting fork lift truck incidents has been raised from 4 to 12 per month , and for issuing Over Trading

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	<p>will be put in place, reducing the risk of accidents and near misses.</p>	<p>Notices from 2 to 4 per month.</p> <ul style="list-style-type: none"> ●S3.To nominate/appoint one approved training body for all FLT training. The City of London Health and Safety Manager is going to identify appropriate trainers from which to select, subject to a procurement process. ●S4.FLT operators to have their permits to operate readily available at all times. Three campaigns were carried out in May to highlight the requirement for permits to be displayed at all times or risk being issued with a 2 point penalty notice. ●S5.All staff and customers to wear high vis vests. From 1st May it became compulsory to wear high viz vests in and around the Market. The vests cost £2 each and to date 2788 have been sold. ●S6.To enforce speed restrictions to what is deemed appropriate for the operating conditions. From 1st April a new FLT breach for speeding was introduced. ●S7.Impose financial penalty on tenants when FLT operators are suspended/allocated points. Following consultation with the tenants a new policy to cover administration costs of FLT penalty notices will be applied and written into the new Working Manual. ●S8.A member of staff from all tenants to be nominated and trained in FLT safety procedures. Tenants have been asked to nominate one of their employees to take the lead in Health and Safety; this is to encourage tenants and their staff to be more aware of the risks involving FLTs.
	<p>Smithfield Market</p> <p>Put measures in place to control the risks associated with Unloading operations.</p> <ul style="list-style-type: none"> ●The, currently 'red', health and safety risk associated with unloading operations will be controlled and the target risk of 'amber' achieved. 	<ul style="list-style-type: none"> ●Unloading operations, which are a Red risk on the Department's Risk Register, are being addressed and the following measures have been implemented:- <ul style="list-style-type: none"> ●The maintenance team have installed the recommended equipment and carried out all the recommendations made by internal City of London Health and Safety experts. ●The FTA (Freight Transport Association) consultants contracted to carry out an audit of the vehicle unloading procedures gave a presentation of their findings on 10th July and produced a list of recommendations. ●A workshop run by FTA and attended by City of London staff was held on 19th August to discuss the recommendations. ●The FTA will now produce a presentation comprising the list of things that both the City and the tenants need to do to ensure that HGV unloading operations at the market no longer constitute a Red risk.

<p>Work with the City Surveyor to agree Mission Critical assets at each of our sites as part of the BRM (Building Repairs and Maintenance) Asset Verification Process</p> <ul style="list-style-type: none">●A definitive list of Mission Critical assets for M&CP properties, with an agreed Planned Preventative Maintenance schedule in place for each, which will facilitate the improved performance of the BRM contract (MITIE).	<p><u>Billingsgate</u></p> <ul style="list-style-type: none">●An asset register exists but in consultation with the local team is still being checked for completeness by the City Surveyors Facility team.●The City Surveyors are finalising the preventative maintenance plan and will be providing the local team with a diarised plan which will help the management and monitoring of contractors servicing visits. <p><u>Smithfield</u></p> <ul style="list-style-type: none">●An asset register was reviewed by the City Surveyors team and further work is required to ensure its completeness.●The head of maintenance is working with City Surveyors Facility team and providing information on the Markets maintenance schedule to ensure that everything from Smithfield market is covered. Anything missing is being added as an ad hoc job and then being varied into the contract, some example of this are smoke vents, shutters and generator maintenance. <p><u>Spitalfields</u></p> <ul style="list-style-type: none">●An asset register has been reviewed by the City Surveyors team and further work is required to ensure its complete accuracy.●The head of maintenance is working with City Surveyors Facility team and providing information on the Markets maintenance schedule to ensure that all plant and services are included.
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<p>4</p>	<p>People and Innovation. <i>Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, and Trust”. Instil a greater sense of responsibility in our middle management cadre.</i></p>	<p>April – July 2015/16</p>
	<p><u>Smithfield Market</u> Complete the restructure of the security team. ●Security service meets the agreed specification and produces the required cost reductions as identified in the SBR measures.</p>	<ul style="list-style-type: none"> ●A Project Board was set up to undertake this task and a number of options were consulted on. ●A decision has been made to reduce the complement of the Constabulary by three from 1st January 2016. This will comprise a Head of Security, three Sergeants and 12 Constables. ●This will deliver a saving of £113,000 as outlined in the SBR measures. ●The formal staff consultation process has been concluded.
	<p>Develop and implement a workforce plan which ensures that our workforce has both the capability and resources to meet the Division’s business objectives. ●A Departmental Workforce Plan will be published and the actions within it will have begun to be carried out.</p>	<ul style="list-style-type: none"> ●The first Workforce Planning Group meeting was held on 26th June and the emerging priorities were identified as: <ul style="list-style-type: none"> ●Leadership Development at all levels of management and staff learning and development needs. ●Mobile working. ●Succession planning. ●A draft workforce plan has been prepared and submitted to Summit Group via the Corporate Workforce Planning Group.
	<p>M&CP senior managers review and implement all relevant actions from the Business improvement plan to address any gaps identified through the IIP assessment. ●Contributing to achieving the stretch target of Silver in September 2015.</p>	<ul style="list-style-type: none"> ●Relevant actions have been identified and implementation is underway regarding training and management development. ●A conference for Managers was held on 23rd June. ●Interviews with the IIP Assessors have been scheduled for 21st & 22nd September for the Markets and Consumer Protection department and a cross section of staff from across the department have been selected to attend.