

## APPENDIX A

### 2016-2017 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 2<sup>nd</sup> period in 2016/17 (August– November inclusive).

To end of Period 2 (August - November)			Period 2 days lost (August- November)	
			Period 2 Target	Period 2 Actual
<b>MKPI 1</b>	Achieve an overall sickness level of no more than 6 days per person by 31 March 2016, and a total of no more than 678 days across all markets <sup>1</sup> .	<b>Billingsgate</b>	158	308
		<b>Smithfield</b>	152	389
		<b>Spitalfields</b>	120	150
		<b>Directorate</b>	22	0
		<b>Total</b>	452	847
Comments: Billingsgate – 15 employees had a total of 42 days of short term absence in the 2 <sup>nd</sup> period. The remainder of days lost in the period was due to one employee who has been on long term absence since 6 <sup>th</sup> April but is due to return to work in December. Smithfield – The unprecedented high sickness numbers at Smithfield is predominately due to six employees who have been off on long-term sickness over the 1 <sup>st</sup> / 2 <sup>nd</sup> period. Sickness should reduce now the long-term cases have returned to work. New Spitalfields- Slightly above target is down to one long-term case.				
<b>MKP2</b>	90% of debts to be settled within 60 days and 100% of debts settled within 90 days.		<b>60days</b>	<b>90days</b>
		<b>Billingsgate</b>	99%	100%
		<b>Smithfield</b>	99%	98%
		<b>Spitalfields</b>	83%	96%
Comments: Spitalfields - 83% of debts settled by 60 days is due to the timing of the quarterly charging system, all outstanding debts have been chased locally at the Market by the Finance Officer and most have been paid in December.				
<b>MKP3</b>	Divert 90% of waste from landfill at the Markets	90%	<b>Billingsgate</b>	100%
			<b>Smithfield</b>	100%
			<b>Spitalfields</b>	100%
<b>MKP4</b>	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	<b>Billingsgate</b>	100%
			<b>Smithfield</b>	88%
			<b>Spitalfields</b>	100%
Comments: The underperformance at Smithfield Market during Period 2 is due to vacant space in the Poultry Market Building remaining unlet.				

Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 March 2015 (no. 120).

<b>MKP5</b>	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.		<b>Billingsgate</b> 100%
			<b>Smithfield</b> 100%
			<b>Spitalfields</b> 100%

1	<p><b><u>Customer and Stakeholder Focus.</u></b>  <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>Billingsgate Market</u>  <b>Refresh the Code of Practice at Billingsgate to include all areas that require compliance.</b>          ●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>	<p>●The reviewed and updated Billingsgate's Code of Conduct was completed in November 2016 and the updated code, which has now been issued to tenants, sets out the responsibilities of the landlord, tenants and market workers in terms of day-to-day market activities.</p> <p>●From January 2017, any tenant caught trading ahead of the official trading start time will be charged a £50 administration fee which will assist in deterring this activity.</p>
	<p><u>New Spitalfields Market</u>  <b>Complete and implement the Working Manual for New Spitalfields Market in consultation with the tenants.</b>          ●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>	<p>● The tenants are satisfied with the content of the Working Manual and the revised version has now been signed off. The working manual will be able to be implemented once the new leases are signed.</p>
	<p><u>Smithfield Market</u>  <b>Review the Working Manual and have an updated copy agreed and signed by the tenants.</b>          ●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>	<p>●The Superintendent is working with the Comptroller and City Solicitor to work out a legal process of proceeding with amendments to the Working Manual as a way of moving forward.</p>
	<p><b>Initiate a comprehensive strategic review of the City's three wholesale markets – including transport needs and location.</b>          ●A report to Markets Committee on the proposed way ahead for the City's Markets.</p>	<p>●Following the decision that the GLA had decided not to proceed with their intended review of Wholesale Markets, the Director of Markets and Consumer Protection presented a report to Members at the November Committee proposing the way in which the City will proceed with its Strategic Review of Markets. This was approved by Members.</p> <p>●The Markets Committee approved both the draft Specification and the following timetable.</p> <ul style="list-style-type: none"> <li>•Early January - issue ITT to industry</li> <li>•Mid-February - response from industry</li> <li>•Early March - issue contract</li> <li>•March to September - review conducted - milestones and timing of draft report</li> </ul>

		<p>to be agreed</p> <ul style="list-style-type: none"><li>•September - Final Report presented to the City</li><li>•Autumn onwards - Report considered by Committees - and probably Court of Common Council</li></ul> <p>The issue of the ITT has been temporarily delayed while funding is agreed with the Chamberlain</p>
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2	<p><b><u>Finance.</u></b>  <b><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></b></p>	
	<p><u>New Spitalfields Market</u>  <b>Manage the lease renewals in collaboration with City Surveyor's department.</b>          ●Successful completion of the lease negotiation process.</p>	<p>●Rent and terms have now been agreed with all tenants. Leases are currently being prepared by the Comptroller and City solicitor and will be issued to tenants for signature in due course.</p>
	<p><u>Smithfield Market</u>  <b>Agree service specifications with the SMTA under the terms of the current leases.</b>          ●The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants including: Security, Cleaning, Maintenance, Administration, Condenser Water, Waste and Electricity (common parts).</p>	<p>●The Joint Specification Committee (JSC) have agreed and implemented specifications for the following operational areas:</p> <ul style="list-style-type: none"> <li>●Security</li> <li>●Cleaning</li> <li>●Maintenance</li> <li>●Condenser water cooling system – The City trialled an increase to the operating temperature at Smithfield Markets, which provides cooling to the Market Tenants' refrigeration equipment. The trial to increase the temperature to 25°C from 20°C is successfully underway.</li> </ul> <p>●<u>Administration</u>          Work is currently underway on this operational area.</p>
	<p><u>Billingsgate &amp; Smithfield Markets</u>  <b>Implement Service Based Review (SBR) proposals.</b>          ●Billingsgate – Pursue opportunities to increase income from commercial car parking           ●Smithfield – The seven vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised.</p>	<p>●<u>Billingsgate:</u> All SBR savings measures for Billingsgate Market have now been delivered, with the exception of the increased income from the advertising hoardings. Revised terms have been agreed with advertising hoarding company, Clearchannel, and it is expected that the contract will be signed early in January 2017. The rent will increase from £350k to £475k per year from a date to be confirmed.</p> <p>●<u>Smithfield:</u> The SBR saving of £173,000 in Service Charge costs from the seven vacant meat trading premises at Smithfield Market is expected to be achieved in 2017/18. Savings of £40,452 have already been achieved and provisional agreement has been reached on two leases that should realise a further £94,900 in 2017/18. It is hoped that negotiations will be concluded shortly with another two tenants that will provide an additional £66,441 in 2017/18. When the above negotiations are finalised they will represent some £200k of savings in 2017/18.</p>

3	<p><b>Operations and Business Processes.</b>  <i>Actively manage both operational and health &amp; 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><u>Billingsgate Market</u>  <b>Renew the metal roof and adjacent balcony.</b>          ●Safer roof and compliance with the food hygiene regulations.</p> <p><u>Billingsgate Market</u>  <b>Additional Fish Handling facilities, modernisation works.</b>          ●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"> <li>●Due to the high projected costs the renewal of the metal roof and adjacent balcony project has been put on hold at the request of the tenants. In the meantime, short term solutions to address the corrosion problem on the roof will continue to be pursued by the City Surveyors. A stock of spare roof panels is held at the Market so that in the case of roof leaks, panels can be quickly replaced if necessary.</li> <li>●The Additional Fish Handling project has been put on hold at the request of the tenants</li> </ul>
	<p><u>New Spitalfields Market</u>  <b>Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres.</b>          ●The Pedestrian Segregation Action will be fully implemented, reducing the risk of accidents and near misses.</p>	<ul style="list-style-type: none"> <li>● Installation of Crossing Points outside tenants' stalls in the pedestrian walkways has been completed.</li> <li>●A-Safe barriers have been installed and are working effectively to prevent Fork Lift Trucks from using fire paths.</li> <li>●PA system used for safety messages.</li> </ul>
	<p><u>Smithfield Market</u>  <b>Continue with the project to refurbish the Poultry Market roof.</b>          ●Roof repairs complete and all historic repairs for the building completed.</p>	<ul style="list-style-type: none"> <li>●The Poultry Market – Historic Repairs project received Gateway 4 approval on 9 December 2016. Survey work is now being carried out. Topographic survey information is substantially complete with only minor elements of the mechanical and electrical surveys outstanding.</li> </ul>
	<p><u>Smithfield Market</u>  <b>Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksman duties.</b>          ●The health and safety risk associated with Banksman duties will be controlled and the target risk status achieved.</p>	<ul style="list-style-type: none"> <li>●Unloading operations has been reclassified from Amber to a Red risk on the Department's Risk Register. Although some safety improvements have been delivered against the action plan, there was specific concern about the level of co-operation of the market tenants in training and managing their own staff in carrying out banksman duties. At the November 2016 Markets Committee, Members voiced concern about the status of this risk and asked for a report on whether the banksman's duties should be taken back in house by the City. A separate report to</li> </ul>

		<p>the January Committee addresses these concerns and identifies actions that have been taken to reduce this risk.</p>
	<p><b>Review our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.</b></p> <ul style="list-style-type: none"> <li>● That our property holdings are appropriate for our operational needs and future needs.</li> </ul>	<ul style="list-style-type: none"> <li>● Markets property holdings are reviewed annually with the City Surveyor and were subject to an in depth review in 2014 as part of the Service Based Review (SBR), from which property-related rental opportunities were identified. The department's property holding were also included in the City's Operational Property Review in 2015.</li> </ul>
	<p><b>Provide input to the renewal of the corporate BRM contract. Work with the City Surveyor, through end-user workshops, to develop the technical specification and individual Site Data Packs for each of our sites.</b></p> <ul style="list-style-type: none"> <li>● A specification for the new BRM contract that meets the requirements of the three Market sites.</li> </ul>	<ul style="list-style-type: none"> <li>● This action is now complete and all the Heads of Maintenance at each Market contributed to the preparation of site data packs, to ensure that the specification for the next BRM Contract meets the Markets' operational requirements.</li> </ul>
	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>● Complete transition of all M&amp;CP business risks on to the Covalent database. All risks, both departmental and local, to be migrated on to the system and Risk and Action Owners to be able to update the system as necessary.</li> <li>● Populate the Covalent system with M&amp;CP Top X risks. Top X risks to be migrated on to the system and Risk Owners to be able to update the system as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>● All relevant Markets Business risks and Top X risks have been entered onto the Covalent database.</li> <li>● The department's Covalent Superuser is the only person with access to enter new risks onto the system, but once risks have been added, the individual Risk Managers can then amend and update them as necessary.</li> <li>● All Risk Managers have been trained on the use of the Covalent browser system.</li> </ul>
	<p><u>New Spitalfields Market</u></p> <p><b>Investigate options for a multi barrier entry system to the market.</b></p> <ul style="list-style-type: none"> <li>● Improve access and traffic management into the Market. Income from entry charge to offset 20 year plan.</li> </ul>	<ul style="list-style-type: none"> <li>● The report for a multi barrier entry system to the Market has been through Gateway 1&amp;2 and signed off by the Project Board, Project Sub-Committee, and Markets Committee.</li> <li>● Soft market testing has been completed and the full specification has been written and is with City Procurement to begin the tender process.</li> </ul>

4	<p><b>People and Innovation.</b>  <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><b>Implement the priorities outlined in the Departmental Workforce Plan.</b>          ●Our workforce will have both the capability and resources to meet the markets' business objectives.</p>	<p>●The Workforce Working Group met in October and discussed identifying critical roles. The group decided as well as roles being identified, critical tasks also need to be identified and mapped out.</p>
	<p><b>Senior managers to review and implement all relevant actions in the M&amp;CP IIP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold IIP Standard.</b>          ●The markets will contribute towards the corporate stretch target of attaining the Gold IIP Standard in 2016.</p>	<p>● It was decided by the Summit Group to put working towards attaining the Investors in People Gold level on hold until 2018 and until then the City of London's Silver accreditation will stand until September 2018. A mid-term review at the 18 month stage needs to be undertaken if we are to maintain our 'Silver' accreditation. This will be a light touch review with one day on site and written evidence reviewed. This review will take place around May 2017.</p>
	<p><b>Work with IT Department to identify options for mobile working at the markets.</b>          ● Greater efficiency and effectiveness of security operations in monitoring Health and Safety incidents and breaches of local operational rules.</p>	<p>●Following on from the success of mobile working at the Ports a project to investigate the use of mobile working for security staff at the Markets so incidents can be logged continues to be explored with the IT department.</p>
	<p><b>Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. (Linked to Corporate Equalities priority within the Equalities and Inclusion Action Plan 2016)</b>          - Delegates will be able to:          -Lead effectively in times of constant change.          -Think strategically and see how strategies can be actioned through effective planning and implementation.          -Develop their skills as flexible, agile and resilient managers.          -Recognise issues key to the City and adapt team priorities and performance to address them.</p>	<p>●The Leadership and Development Programme course was successfully delivered and based on its success will run again in 2017.</p>