



## Markets Committee

**Date:** FRIDAY, 19 SEPTEMBER 2014  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

John Scott (Chairman)	Deputy Keith Knowles
Hugh Morris (Deputy Chairman)	Edward Lord
Alex Bain-Stewart	Professor John Lumley
Nicholas Bensted-Smith	Wendy Mead
Christopher Boden	Robert Merrett
Alderman Charles Bowman	Deputy Joyce Nash
Revd Dr William Campbell-Taylor	Graham Packham
Deputy John Chapman	Chris Punter
Karina Dostalova	Adam Richardson
Deputy Stanley Ginsburg	Elizabeth Rogula
Alderman Timothy Hailes	Ian Seaton
Brian Harris	Deputy Dr Giles Shilson
Christopher Hayward	Angela Starling
Tom Hoffman	Patrick Streeter
Michael Hudson	James Tumbridge
Jamie Ingham Clark	Mark Wheatley
Deputy Alastair King	

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Lunch will be served in the Guildhall Club at 1pm

**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 of the meeting held on 16 July 2014  

**For Decision**  
(Pages 1 - 6)
4. **MARKETS BUSINESS PLAN UPDATE PERIOD 1 2014/15 (APRIL - JULY)**  
Report of the Director of Markets and Consumer Protection  

**For Information**  
(Pages 7 - 34)
5. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE**  
Report of the City Surveyor  

**For Information**  
(Pages 35 - 40)
6. **CHRISTMAS 2014 - SMITHFIELD MARKET TRAFFIC MANAGEMENT PLAN UPDATE**  
Report of the Superintendent – Smithfield Market  

**For Decision**  
(Pages 41 - 54)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **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

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 16 July 2014

**For Decision**  
(Pages 55 - 56)

11. **REQUEST FOR DELEGATED AUTHORITY TO APPROVE THE LETTING OF THE COCK TAVERN, SMITHFIELD MARKET, EC1**

Report of the City Surveyor and the Director of Markets & Consumer Protection

**For Decision**  
(Pages 57 - 58)

12. **LEASE RENEWAL OF ADVERTISING HOARDINGS AT BILLINGSGATE MARKET**

Report of the City Surveyor

**For Decision**  
(Pages 59 - 74)

13. **DEBT ARREARS MARKETS - PERIOD ENDING 30TH JUNE 2014**

Report of the Director of Markets and Consumer Protection

**For Decision**  
(Pages 75 - 86)

14. **POULTRY MARKET ROOF AND RE-WIRING PROJECT - ISSUES**

Report of the Director of Markets and Consumer Protection

**For Decision**  
(Pages 87 - 94)

15. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE CHRISTMAS PERIOD 2014**

Report of the Superintendent – Smithfield Market

**For Decision**  
(Pages 95 - 98)

16. **TENANCIES AT WILL AND ASSIGNMENTS**

Report of the Director of Markets and Consumer Protection

**For Information**  
(Pages 99 - 100)

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

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

**Part 3 - Confidential Agenda for Members Only**

19. **CONFIDENTIAL MINUTES**

Circulated to Members separately

**For Decision**

## MARKETS COMMITTEE

Wednesday, 16 July 2014

Minutes of the meeting of the Markets Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 16 July 2014 at 11.30 am

### Present

#### Members:

Hugh Morris (Deputy Chairman)	Deputy Joyce Nash
Nicholas Bensted-Smith	Graham Packham
Christopher Boden	Adam Richardson
Alderman Charles Bowman	Elizabeth Rogula
Deputy John Chapman	Ian Seaton
Karina Dostalova	Deputy Dr Giles Shilson
Alderman Timothy Hailes	Angela Starling
Brian Harris	Patrick Streeter
Tom Hoffman	James Tumbridge
Michael Hudson	Mark Wheatley
Wendy Mead	

#### Officers:

Rakesh Hira	Town Clerk's Department
Peter Lisley	Town Clerk's Department (item 14 only)
Suellen Dooley	Comptroller and City Solicitor's Department
Julie Smith	Chamberlain's Department
Debbie Howard	Chamberlain's Department
Steven Chandler	City Surveyor's Department
Andrew Crafter	City Surveyor's Department
Kay English	Department of the Built Environment
David Smith	Director, Markets & Consumer Protection
Jon Avern	Markets & Consumer Protection
Malcolm Macleod	Markets & Consumer Protection
Nigel Shepherd	Markets & Consumer Protection
Robert Wilson	Markets & Consumer Protection
Donald Perry	Markets and Consumer Protection Department
Julie Gibbs	Markets and Consumer Protection Department

#### 1. APOLOGIES

Apologies were received from John Scott (Chairman), Alex Bain-Stewart, Deputy Stanley Ginsburg, Christopher Hayward, Jamie Ingham Clark, Deputy Keith Knowles, Edward Lord, Professor John Lumley and Robert Merrett.

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

There were no declarations.

3. **PUBLIC MINUTES**

The public minutes of the meeting held on 14 May 2014 were approved as a correct record.

4. **REVENUE OUTTURN 2013/14**

A joint report of the Chamberlain and Director of Markets and Consumer Protection comparing the 2013/14 revenue outturn for the services overseen by the Committee with the final budget for the year, was considered. The report explained that overall total net income during the year was (£0.561m) whereas the total agreed budget was £0.257m, representing an under spend and/or increase in income generation of (0.818m).

The Chamberlain presented this report explaining that for 2013/14 there was an overall surplus for the Markets & Consumer Protection Department. The table set out in the summary of the report combined both the local and central risk budget figures and the table at page 10 set out the split between both local and central risk figures. It was noted that future reports would ensure the cross reference of figures between the tables to assist Members. There was a local risk underspend of (£411,000) with proposals to carry forward £213,000 for various projects which were set out at page 12. Annex A1 provided a detailed breakdown of local risk and the reasons for significant variances and A2 provided a similar detailed breakdown and explanation for variances for central risk.

A discussion took place and in response to a question by a Member the Chamberlain and the Director of Markets and Consumer Protection pointed out that the proposed carry forwards were discussed with the Chairman and Deputy Chairman prior to being put forward to the Chamberlain for approval in consultation with the Chairman and Deputy Chairman of Resource Allocation Sub Committee.

In relation to the local risk underspend of £655,000 on the City Surveyor's planned works, the explanations for this were set out at page 11. In response to a question from a Member on why the programme of works had been delayed the Superintendent of Billingsgate Market noted that the replacement of the fire alarm system was envisaged to be replaced over a three year period however it was found more cost effective for this to be done in a single phase and would now start in November 2014. He commented that continual discussions were taking place between the Department and the City Surveyor on the delayed projects.

In response to a question by a Member the Director of Markets and Consumer Protection explained that the budget estimates for 2014/15 had not changed since they were presented to Members for approval. Should any changes need to be made exceeding 10% a further report would be submitted to this Committee.

**RESOLVED** – That the contents of the report be noted.

5. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE**

A report of the City Surveyor provided Members with an update on the performance of the Condenser Water Cooling System, at Smithfield Market, which serves Tenants' refrigeration equipment, and the works currently being undertaken to improve the system. The report highlighted that the performance of the condenser water cooling system was currently satisfactory. He reported that operating problems were experienced with two cooling tower fans in May 2014 which led to an increase in the water supply temperature. This caused difficulties for the refrigeration units of one tenant, although did not appear to affect other units. All cooling tower fans were now running again and the third phase of the City's improvement works, aimed at addressing contamination in the system, was underway, and would largely be completed by the end of July 2014. He noted that the Spares Policy had been reviewed and maintenance inspections were taking place on the cooling tower fans.

A discussion took place and in response to a question by a Member the City Surveyor explained that the responsibility for the operation of the system was jointly of both the City Corporation and the individual tenants and that who would specifically be liable for a fault would be dependent on the individual problem.

It was noted that until a new service level specification of the system had been agreed the City Corporation would continue to operate to current standards.

**RESOLVED** – That the contents of the report be noted.

6. **ENFORCEMENT ACTIVITY AT SMITHFIELD MARKET**

A report of the Director of Markets and Consumer Protection updated Members on the Enforcement Activity carried out by Markets and Consumer Protection enforcement officers and the Food Standards Agency, at Smithfield Market, during the four month period from 1 February 2014 to 31 May 2014. The report provided information on the work carried out by officers in delivering the priorities set out in the Food Standards Agency's National Co-ordinated Food Sampling Programme 2013-14 and an update on the on-going City Corporation/Food Standards Agency joint initiative regarding food delivery vehicles that visited Smithfield Market.

In response to a question by a Member it was noted that the total amount of verbal advice being provided to traders was not excessive.

**RESOLVED** – That the contents of the report be noted.

7. **CHRISTMAS 2014 - SMITHFIELD MARKET TRAFFIC MANAGEMENT PLAN**

A report of the Superintendent of Smithfield Market updated Members on the measures being taken to implement a more comprehensive Traffic Management Plan at Smithfield Market for the Christmas period 2014, in order

to alleviate the congestion, and at times gridlocking, of traffic around the Market which was experienced during Christmas 2013. The report highlighted that there was an outstanding issue over payment for the increased resources that the City Police and officers considered was required for the expanded traffic management area which Members' guidance was sought on.

It was noted that following further consultation with other interested parties, such as the City of London Police and Highways Department, a final Traffic Management Plan would be presented for approval at the September 2014 Committee meeting.

The Superintendent explained that a considerable amount of work had been undertaken with various discussions taking place with the City Police, SMTA and other parties to improve the traffic management plan.

The Chairman invited the SMTA representative in the public gallery to give her thoughts on the proposed plan; she noted that the tenants were prepared to move forward with the traffic management plan and would engage with the proposal.

In response to a question by a Member it was pointed out that as a matter of routine neighbouring authorities were notified of road closures on boundary streets.

In relation to the funding of the new traffic management plan, Members were of the view that there should be no cost impact to this Committee. It was agreed that officers would explore potential funding streams, including the on-street parking reserve and bring a report to the next meeting.

Members thanked all officers involved in the work that had been carried out in devising the new plan.

**RESOLVED** – That Members approve the traffic management plan in principle, and that a further report be submitted to the next meeting on the funding proposals for providing additional traffic control measures such as the appointment of private stewards.

## **8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

### **Smithfield Market Redevelopment Plans**

In response to a question by a Member the Deputy Chairman pointed out that the decision to reject the Smithfield Market redevelopment plans by central government fell outside of the remit of this Committee.

## **9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.



10. **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:-

<b>Item</b>	<b>Paragraph</b>
<b>11 &amp; 12</b>	<b>3</b>
<b>13 &amp; 14</b>	<b>-</b>

11. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 14 May 2014 were approved as a correct record.

12. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - APPENDIX**

A non-public appendix to item 5 was received.

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

There was one question raised.

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

There was one urgent item of business considered with only Members present.

**The meeting ended at 12.40 pm**

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Chairman

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# Agenda Item 4

<b>Committee(s):</b>	<b>Date(s):</b>
Markets	19 September 2014
<b>Subject:</b> Markets Business Plan Update Period 1 2014/15 (April – July)	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>
<b>Summary</b> <p>This report provides an update on progress against the Business Plan of the Markets Department for Period 1 (April-July) of 2014-15 against key performance indicators (KPIs) and objectives outlined in the Business Plan.</p> <p><b>The report consists of:</b></p> <ul style="list-style-type: none"><li>• Performance against the key performance indicators (KPIs) and progress report on the business plan – Appendix A</li><li>• Matters of general interest to the Committee – Appendix B</li><li>• Markets Risk Register – Appendix C</li><li>• Financial information – Appendix D</li><li>• Sickness statistics – Appendix E</li></ul> <p><b>Key points from the report are:</b></p> <p>At the end of July 2014, the Department of Markets &amp; Consumer Protection was £151k (27.2%) underspent against the local risk budget to date of £0.6m, over all the services now managed by the Director of Markets &amp; Consumer Protection covering the Markets Committee. Appendix D sets out the detailed position for the individual services covered by this department.</p> <p>Overall the Director of Markets &amp; Consumer Protection is currently forecasting a year end overspend position of £13k (0.8%) for his City Fund and City Cash services.</p> <p><b>Other key topics:</b></p> <ul style="list-style-type: none"><li>- Improving Communication</li><li>- Improving Health &amp; Safety</li><li>- Recycling</li><li>- Sickness Absence</li></ul> <p><b>Recommendation(s):</b></p> <p>It is recommended that your Committee notes the content of this Report and its appendices.</p>	

## **Main Report**

### **Background**

1. To ensure that your Committee is kept informed of progress against the current business plan, it has been agreed that progress against key performance indicators (KPIs), key objectives, keys risks and a financial summary will be reported on a periodic (four-monthly) basis. This approach allows Members to ask questions and have a timely input on areas of particular importance to them.

### **Financial and Risk Implications**

2. The end of July 2014 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix B. This reveals a net underspend to date for the Department of £151k (27.2%) against the overall local risk budget to date of £0.6m for 2014/15.
3. Overall the Director of Markets & Consumer Protection is currently forecasting a year end overspends position of £13k (0.8%) for his City Fund and City Cash services under his control. The table below details the summary position by Fund.

<b>Local Risk Summary by Fund</b>	<b>Latest Approved Budget</b> <b>£'000</b>	<b>Forecast Outturn</b> <b>£'000</b>	<b>Variance from Budget</b> <b>+Deficit/(Surplus)</b>	
			<b>£'000</b>	<b>%</b>
<b>City Fund</b>	47	47	0	0%
<b>City Cash</b>	1,625	1,638	13	0.8%
<b>Total Markets Services Local Risk</b>	<b>1,672</b>	<b>1,685</b>	<b>13</b>	<b>0.8%</b>

4. The reasons for the significant budget variations are detailed in Appendix D, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Markets & Consumer Protection supports.
5. The better than budget position at the end of July 2014 relates mostly to underspends at Smithfield Market for salary savings on vacant posts that will be filled later during the year and savings on the energy budget due to more accurate meter readings. Plus further savings at Spitalfields Market for self-surrender waste income charges to tenants, who are using this process to dispose of excess produce. The underspends at Spitalfields will however, be offset at year end by reduced service charge bills.
6. The Director of Markets & Consumer Protection anticipates this current better than budget position will reduce by year end to a minimal overspend, subject to income activity achieving projected levels.

## **Strategic Implications**

7. The monitoring of performance indicators across the Division links to all three Corporate Plan Strategic Aims (To support and promote 'The City', To provide modern, efficient and high quality local services for the Square Mile; and, To provide valued services to London and the nation).

## **Consultees**

8. The Town Clerk and the Chamberlain have been consulted in the preparation of this report.

## **Background Papers**

Appendix A - Performance against the key performance indicators (KPIs) and progress reports on the business plan

Appendix B - Matters of general interest to the Committee.

Appendix C – Markets Risk Tracker

Appendix D – Financial Information

Appendix E – Sickness statistics

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## 2014-2015 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 1st period in 2014/15 (April– July inclusive).

		Target	Period 1(April – July)	Cumulative Total	Average Days per FTE
MKPI 1	Achieve an overall sickness level of no more than 7 days per person by 31 March 2015, and a total of no more than 868 days across all markets and the Directorate.	93 days	Billingsgate	63 days	1.5
		68 days	Spitalfields	12 days	0.4
		114 days	Smithfield	167 days	3.4
		14 days	Directorate	0 days	0
MKP2a	90% of debts to be settled within 60 days.	90%	Billingsgate	93%	
			Smithfield	100%	
			Spitalfields	98%	
MKP2b	100% of debts settled within 120 days.	100%	Billingsgate	98%	
			Smithfield	100%	
			Spitalfields	100%	
MKP3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%	
			Smithfield	100%	
			Spitalfields	97%	
MKP4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate	98.5%	
			Smithfield	88.47%	
			Spitalfields	99.8%	
MKP5	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.	100%	Billingsgate	100%	
			Smithfield	100%	
			Spitalfields	100%	

1	<p><b>Customer and Stakeholder.</b>  <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></p>	<p><b>April – July 2014 progress up-date</b></p>
	<p><b>Maintain regular communication between the markets, the tenants, and other stakeholders.</b></p> <ul style="list-style-type: none"> <li>• Regular meetings with the Tenants' Associations maintaining a two-way flow of information.</li> <li>• In consultation with the tenants, complete the review of the Working Manual at Smithfield Market and the Billingsgate Market code of practice; and create a Working Manual for New Spitalfields Market.</li> <li>• Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food markets in the country.</li> </ul>	<p><b>General.</b> • LOVE Your Local Market (LYLM), the campaign to celebrate the UK's markets, has gone global with countries from Europe and beyond signing up to endorse the initiative and to emulate its success.</p> <ul style="list-style-type: none"> <li>• This year Love Your Local Market 2014 (LYLM2014) was held over the 14<sup>th</sup> – 28<sup>th</sup> May and activities to celebrate local markets were held up and down the country.</li> <li>• The LYLM campaign was launched in 2012 to encourage people to support their local markets and to get young people interested in trading and shopping on markets.</li> <li>• Although Love Your Local Market is principally aimed at retail markets, as retail markets are important customers to wholesale markets, LYLM campaign helps boost trade at wholesale markets too.</li> <li>• Contact maintained with members of NABMA through attendance at Wholesale Forum meetings and participation in Market benchmarking surveys.</li> </ul> <p><b>Billingsgate.</b> • Billingsgate Code of Practice is being reviewed and likely to be re-issued without alteration; Fishmongers Company and the LFMA are being consulted.</p> <p><b>Smithfield.</b> • Meetings of the Joint Review Group (JRG) have been scheduled into 2015.</p> <ul style="list-style-type: none"> <li>• The Operations and Administration Manager has arranged to meet with the SMTA's Association Executive on a monthly basis and the Superintendent continues his weekly early morning walk round with the chairman of the SMTA.</li> </ul>



		<p><b>Spitalfields.</b> ●The Superintendent schedules regular meetings with the SpMTA.</p> <ul style="list-style-type: none"> <li>●The Superintendent, Heads of Maintenance, Security, Cleaning Contractor and SpMTA representative visited Western International Market on 25 June 14 to share information and experiences of market operation.</li> </ul> <p>The Superintendent visited:</p> <ul style="list-style-type: none"> <li>●Fruit Focus</li> <li>●Fresh Produce Show</li> <li>●WUWM Greece</li> </ul>
	<p><b>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield Markets.</b></p> <ul style="list-style-type: none"> <li>• Ensure stakeholder involvement by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants.</li> <li>• Work in unison with the London Fish Market Association (LFMA) and Smithfield Market Tenants' Association (SMTA) over Crossrail developments.</li> <li>• Monitor Crossrail proposals with relevant CoL staff.</li> </ul>	<p><b>Billingsgate.</b> ●Regular meetings with Crossrail were discontinued some time ago and there have been no issues for some time. The Superintendent maintains contact with Crossrail through telephone and email.</p> <p><b>Smithfield.</b> ●The Superintendent attends the 6 monthly meetings (June and November) with Crossrail Farringdon senior project managers and the Cross Traffic Liaison meeting Group, held at the Guildhall, which the SMTA attend.</p> <ul style="list-style-type: none"> <li>●Additional constabulary manpower was required during the period when the road layout was changed at the north end of Grand Avenue; otherwise the impact on the market has been minimal.</li> </ul>

2	<p><b>Operations and Finance.</b>  <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></p>	<p><b>April – July 2014 progress up-date</b></p>
	<p><b>Actively manage business risks and improve contingency plans.</b></p> <ul style="list-style-type: none"> <li>• Review effectiveness of current safety management and assurance systems.</li> <li>• Review and update risk registers on a quarterly basis.</li> <li>• Update contingency plans.</li> <li>• Train staff on emergency plans, and conduct test exercises.</li> <li>• Implement agreed multiple fire inspections regime with costs applied for non-compliance (New Spitalfields Market).</li> </ul>	<p><b>Billingsgate</b> • Business Risk Tracker has been updated following sessions with staff addressing the Markets main business risks.</p> <p><b>Smithfield.</b> •The Operations &amp; Administration Manager is attending regular meetings with City Police to address enforcement issues around traffic, rough sleepers and public order issues.</p> <ul style="list-style-type: none"> <li>•A night-time sweep took place on the 19<sup>th</sup> July to assess what impact the night-time economy is having on public disorder around Smithfield; this was a partnership approach involving City Police, M&amp;CP, DBE, Highways, TFL, Taxicab enforcement, various local authorities including Islington. The general feedback was the night was fairly quiet and another sweep would take place on a Sunday night/ Monday morning when illegal cabs are known to operate.</li> <li>• Risk registers and business plans are monitored as business as usual and reviewed annually/quarterly where necessary and in line with Corporate Policies.</li> <li>•Fire Safety regime currently under review by COL Fire Safety Officer including working with SMTA on a review of tenants' risk assessments and electrical testing.</li> <li>•Market Sergeants have conducted dry runs of the emergency plans, educating staff in what to do during an emergency.</li> <li>•A Business Continuity Plan has been drafted for administration; the plan for the Constabulary is being drafted by the Head of Security.</li> </ul> <p><b>Spitalfields.</b> •All safety management and assurance systems are completed and items are discussed at Local Management Group (LMG).</p> <ul style="list-style-type: none"> <li>•Business risk registers are updated quarterly.</li> <li>•Meeting held June 2014 between Heads of Security/Maintenance and Sergeants to consider CCTV requirements and a visit to Billingsgate Market</li> </ul>

		<p>to consider their system is being planned.</p> <ul style="list-style-type: none"> <li>●At a meeting on 20 May to discuss preparation of Contingency Plans, 16 key risks were identified and draft plans for 10 areas completed. Other plans being prepared by planning group.</li> <li>●Exercises to test readiness in the event of a major diesel spillage &amp; incident on site are planned for later in 2014.</li> <li>●As of 17<sup>th</sup> July, 4 ½ months into the Fire Safety programme, 62% of firms have reached 100% compliance and 33% have work in progress. The remaining 5% that have not shown any significant signs of addressing the issues will be re inspected every 28days and billed £100 each time to encourage them to comply.</li> <li>● A further 4 months of funding has been approved by the City's Insurance Section and RSA to support and fund the fire safety education project to those businesses that comply.</li> </ul>
	<p><b>Continue to monitor and actively manage health and safety performance.</b> <b>(Links to MKPI 5)</b></p> <ul style="list-style-type: none"> <li>• Identify 'Top X' risks to health and safety across the Department of Markets and Consumer Protection.</li> <li>• Continue to monitor and impose effective workplace traffic management controls.</li> </ul>	<p><b>Billingsgate.</b> ●Top X risks are managed.</p> <ul style="list-style-type: none"> <li>●A recent corporate H&amp;S audit was a useful "outsider" view of H&amp;S at the site. Identified were four areas where action is required, two of which are critical and these are: -.</li> </ul> <ol style="list-style-type: none"> <li>1. Risk assessments for some high risk areas are lacking &amp; there does not appear to be a safe system of work for traffic management even though this was identified as a key risk.</li> <li>2. Polystyrene machine operators observed not to be wearing the correct ear protection and other staff were observed working without the required PPE for the tasks also; working at height PPE (harnesses etc.) appears to be unused and not locally inspected.</li> </ol> <ul style="list-style-type: none"> <li>● Action are being taken to address these risks.</li> <li>●A high risk traffic issue has been resolved at Feng Sushi. An automated gate has been put in place near Feng Sushi providing a quick exit from the Market for moped drivers rather than driving through the market at busy times.</li> </ul>

		<p><b>Smithfield.</b></p> <ul style="list-style-type: none"> <li>●At the Corporate Health and Safety Committee Meeting on 7 May, the Director of the Built Environment was directed to review the East Poultry Avenue area of Smithfield from a Road Safety Point of view. This action is linked to the red risk related to this matter that is on the departmental risk tracker.</li> <li>●It has been agreed that an independent expert will be appointed to carry out a traffic survey of the entire Market area, including the loading bays. An expert has been identified and will be appointed once the Superintendent arranges the funding.</li> </ul> <p><b>Spitalfields.</b></p> <ul style="list-style-type: none"> <li>●Top X items are on agenda for Local Management Group and are kept relevant.</li> <li>●Three campaigns undertaken throughout May/June to target fork lift drivers without a full (approved) driving licence.</li> <li>●Flyer prepared and distributed in May detailing on-site vehicle parking requirements.</li> <li>●Flyer prepared &amp; distributed in June focussing on trip/slip hazard awareness.</li> <li>●The City's Corporate Health &amp; Safety team carried out a traffic management audit at the market in May 2014. The audit found that significant work had been completed to date to improve the safety of pedestrians; however, overall there was cause for concern identified over FLT-related accidents. Subsequently a meeting was held, facilitated by an external health &amp; safety expert, which resulted in an outline action plan to resolve the situation.</li> </ul>
	<p><b>Ensure the Markets are cleaned to a high standard.</b></p> <ul style="list-style-type: none"> <li>● Regular monitoring of general cleanliness of markets.</li> <li>● Ensure that cleaning schedules are kept up to date and regular inspections are carried out to maintain standards.</li> </ul>	<p><b>Billingsgate.</b></p> <ul style="list-style-type: none"> <li>●Superintendent inspects site weekly and sends an email to the Head of Maintenance with issues found and follows up with checks.</li> <li>●Cleaning Supervisor and Head of Maintenance inspect daily and weekly respectively.</li> <li>●Tower Hamlets EHO's, Tenants or Fishmonger Inspectors comments are actioned upon.</li> </ul> <p><b>Smithfield.</b></p> <ul style="list-style-type: none"> <li>●The Market passed its recent FSA audit on 24 &amp; 26 June and retained its 8 month audit period.</li> <li>●Continued review of cleaning schedules following discussions at Joint</li> </ul>

Specification Committee regarding cleaning function at the Market.  
 ●Superintendent continues regular inspections in addition to walk round with chairman of the SMTA.

**Spitalfields.** ●Daily audit sheets are completed by maintenance team and Country style and then checked by the Head of Maintenance and improvements required are conveyed to Countrystyle.

● Daily Market Hall Checks undertaken by night shift sergeant.  
 ●Waste dumping campaign completed 29 June targeting vehicles bringing waste on site. 29 non tenants and 21 tenants waste dumpers identified during period and action taken against them.

●New bins and signs up, Countrystyle will promote the campaign to users.

***Work more efficiently to achieve greater value for money, especially via the Service Based Review and, in conjunction with City Surveyors, the implementation of the new property management system, Oracle R12.***

***(Links to MKPI 2)***

- Review main areas of activity at each market and assess whether still fit for purpose or identify changes that could be made.
- Work to ensure that tenants are being provided with a good service and investigate ways of reducing running costs.
- Actively manage outstanding debts in line with corporate policy and in accordance with MKPI 2.
- Develop/enhance current business partnering relationships.
- Review systems and processes for raising invoices for rent and service charges to make effective use of the integrated property management and finance system, Oracle R12, when it is introduced.

**Billingsgate.** ●Service Charge has been increased by 8.4% year on year and provides more funds for the RSWF (Repainting and Special Work Funds) to fund the many minor modernisation works that require to be carried out.

●Sinking Fund plus grants are the funding source for the major modernisation works of the completion of the roof and the additional facilities buildings.

●The cost/benefit of solar panels will be evaluated as part of the roof works.  
 ●Debts are managed in line with corporate policy and are the subject of a separate report to Markets Committee.

**Smithfield.** ●The security service has undergone a benchmarking exercise and are presently being reviewed as part of a Project Board to consider possible restructuring, and to achieve savings as part of the Service Based Review. This is being achieved through the JSC and JRG committees set up as part of the new lease arrangements.

●Outstanding debts are rigorously pursued at Smithfield and promptly referred to the C&CS when necessary.

●The Superintendent and Finance Officer have attended meetings to raise issues where necessary in relation to the implementation of the proposed Oracle R12 system.

**Spitalfields.** ● Due to the ongoing costs involved in maintaining the two generators, tenants have been consulted on the possibility of selling them. The general consensus is that the tenants want to keep the generators

		<p>despite the ongoing costs to the service charge, but this will be confirmed at a Council meeting. The generators were purchased as a backup for the Olympic period.</p> <ul style="list-style-type: none"> <li>• Legal proceedings have commenced against one tenant with long-term debts.</li> <li>• The Superintendent has engaged with IS over a specific project to gain some efficiency and better support.</li> <li>• Fork Lift Truck database is now split into four separate batches as the current technology unable to cope with the amount of data that is being stored.</li> <li>• The market is seeking business analysis advice to buy an off the shelf package or develop an SQL (Structured Query Language) database that apparently has greater capacity/less restrictions than MS Access.</li> </ul>
	<p><b>Implement the lease schedule 3 (part 4) and service charge arrangements at Smithfield Market.</b></p> <ul style="list-style-type: none"> <li>• Actively manage the Joint Specification Committee and Joint Review Group regarding services and service charge budgets at Smithfield Market.</li> <li>• Update the Working Manual.</li> </ul>	<p><b>Smithfield.</b> •The next JSC is in the process of being rearranged and JRG meetings are scheduled into 2015.</p> <ul style="list-style-type: none"> <li>•A meeting is being scheduled to finalise revisions to the Working Manual.</li> </ul>
	<p><b>Increase income generation.</b> <b>(Links to MKPI 4)</b></p> <ul style="list-style-type: none"> <li>• Investigate ways in which the markets could increase their income streams.</li> <li>• Promote car parking usage at Billingsgate and Smithfield Markets.</li> <li>• Review car park tariffs at Smithfield Market.</li> <li>• Let all vacant office premises at Billingsgate and Smithfield Markets.</li> <li>• Renew the advertising hoardings lease at Billingsgate Market.</li> <li>• Complete letting of vacant premises in the Smithfield Poultry Market.</li> </ul>	<p><b>Billingsgate.</b></p> <ul style="list-style-type: none"> <li>•Main additional income streams are from car parking and advertising hoardings.</li> <li>•Market research has been carried out on car park users and this indicates that the vast majority of new car parking permit holders become aware of parking at Billingsgate by word of mouth.</li> <li>•Banners, signs at the gate and direct contact with Canary Wharf tenants continue to attract new customers.</li> <li>•We are updating the City website with Billingsgate parking information.</li> <li>•Pay on the day options through the pay &amp; display machines exist, pay by mobile phone is generating approx £4k per month.</li> <li>•A number of building contractors working on contracts in the Canary Wharf area use our site for parking on a daily basis</li> <li>•There are 9 lettable offices with either nil or partial income; the target is that all of them should produce full income. The total offices service charge</li> </ul>

voids impact is approximately £45,000 per annum.

- There are 4 vacant offices; office 52, 69, 72 and 76/77. Oceanfleet are using 76/77 and only paying the running costs (electricity/gas).
- There are a further 4 offices (office 16 Leleu & Morris, office 50 Chamberlain & Thelwell, office 64 RAO and office 70 Polydor) which these tenants use in addition to their main site offices on a casual letting basis.
- Office 25 is let to Capital Vehicles Sales on a stepped charging basis dependent on number of staff employed, at present only generating a 60% service charge contribution and nil rent.
- A 5 year lease for an "as is" advertising hoarding lease and a 10 year lease for an enhanced £100k per annum modified hoarding set up (subject to planning permission) has been agreed with Clearchannel and will be submitted for approval to the September 2014 Markets Committee.

#### **Smithfield.**

- Operations and Administration Manager along with Department of the Built Environment is following up with two companies who have shown an interest in using the car park. The two companies (TNT and Gnewt) have put proposals forwards, which are currently being considered.
- A representative from Smithfield attends the working party in developing the Corporate Car Park strategy and contract bid document. This will tender for the management of off street car parks including Smithfield.
- The City Surveyor has concluded the initial exercise of evaluating the tenants' budget fitting out costs and urgent meetings will now be arranged with each tenant to progress their proposals.
- As reported in a separate report to this Committee, the approval of a new lease for the basement, ground and first floors of stall 224 Poultry Market building to Finclass Limited.
- Progressing letting office units 207,211,213 and 213A in the Poultry Market as well as vacating 202/203 offices for letting.

3	<p><b>Sustainability and Site Optimisation.</b>  <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></p>	<p><b>April – July 2014 progress up-date</b></p>
	<p><b><i>In accordance with the Corporation's objectives, and in consultation with the City Surveyor's Energy Team, reduce energy usage, in our control, in line with the City's Carbon Descent Plan (CDP).</i></b></p> <ul style="list-style-type: none"> <li>• Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy usage from that of the City at each site.</li> <li>• Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise.</li> </ul>	<p><b>Billingsgate.</b>• Common and tenant usage areas are separately recorded.  •Some electricity usage monitoring of individual elements of the common areas is possible with the sub metering that exists. However a large part of common usage is not sub metered and more sub meters have been purchased to enable as much of the common area to be further split and monitored by element.</p> <p><b>Smithfield.</b>• Considerable work has already been undertaken to install check meters to identify not only specific tenants electricity consumption, but in certain areas to sub divide common part areas, such as the exterior of buildings, to be able to identify electrical consumption of the lighting the public highway.</p> <ul style="list-style-type: none"> <li>• Major works to install energy saving light fittings to all common part areas such as the exterior of the 3 Market buildings, buyers' walks, service corridors, Grand Avenue and fridge decks, as well as car park lighting are all now complete.</li> </ul> <p><b>Spitalfields.</b>• Discussions are ongoing with the Energy Manager (City Surveyors) on the installation of Photo Voltaic (PV) cells.</p> <ul style="list-style-type: none"> <li>•Meetings have been held with tenants and their advisors on funding opportunities for PV and other energy saving mechanisms.</li> <li>• One tenant is electing to change to LED light fittings, based on recommendations given by the Market staff.</li> </ul>
	<p><b><i>Reduce landfill and incineration of waste and increase recycling.</i></b>  <b><i>(Links to MKPI 3)</i></b></p> <ul style="list-style-type: none"> <li>• Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy</li> </ul>	<p><b>Smithfield.</b> •In close liaison with City Procurement and Cleansing Services the potential to extend waste contracts to include all waste streams under one single contract is being progressed, including discussions with two waste contractors.</p> <ul style="list-style-type: none"> <li>• Discussions at the JSC on possible additional measures to increase recycling, particularly of cardboard, where an existing waste contractor,</li> </ul>



	<p>usage from that of the City at each site.</p> <ul style="list-style-type: none"> <li>• Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise.</li> </ul>	<p>Edwards, is continuing with their cardboard crusher trial.</p> <ul style="list-style-type: none"> <li>•Discussions are also taken place on the possible removal of pallets, both usable and broken.</li> </ul> <p><b>Spitalfields</b> •Through the use of combined recycling and RDF (refuse derived fuel), recycling levels are running at an average of 95%. In June combined recycling was 97%, the highest in the four month period.</p>
	<p><b><i>Improve the material state of the markets.</i></b></p> <ul style="list-style-type: none"> <li>• In conjunction with the City Surveyor, ensure that each market's 20 year maintenance plan is brought up to date.</li> <li>• Ensure that quarterly liaison meetings with the City Surveyor's Department at all three markets are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost.</li> <li>• Monitor at Senior Management Group.</li> </ul> <p><u>Billingsgate</u></p> <ul style="list-style-type: none"> <li>• Replace the flat roof (priority 1) work commencing April 2014.</li> <li>• Replace the metal roof (priority 2).</li> <li>• Additional facilities project (priority 3).</li> </ul> <p><u>Smithfield</u></p> <ul style="list-style-type: none"> <li>• Replace or repair the Poultry Market roof.</li> </ul> <p><u>New Spitalfields</u></p> <ul style="list-style-type: none"> <li>• Establish outline business case for photovoltaic cells on Market Hall roof.</li> </ul>	<p><b>Billingsgate.</b> •A review of the 20 year plan has been carried out by the City Surveyors but no end product has been seen as yet. The plan, when produced, will need to be checked by market staff to ensure that all site assets are included.</p> <ul style="list-style-type: none"> <li>•Replace the flat roof: Works Completed July 2014 – some minor snagging issues.</li> <li>• Metal Roof: A report will be submitted to Markets Committee is due course seeking approval for these works. City Surveyors are dealing with the proposal, which is to include the installation of solar panels on the new roof.</li> <li>•Additional facilities project: Further evaluation work is required. The aim is to commence this in August/September 2014. The timing of the gateway 3/4 report cannot be stated until the further evaluation work has progressed.</li> </ul> <p><b>Smithfield.</b> •The Market's 20 year maintenance plan is currently the subject of discussion with the City Surveyor's Senior Corporate Property Facility Manager and Assistant Director Building Services to ensure it is up to date and fit for purpose. Liaison meetings with the City Surveyors department are held every two months. Maintenance and repair is a regular SMT agenda item.</p> <ul style="list-style-type: none"> <li>•The Poultry Market Reroofing and Rewiring Project is at Gateway 3 stage and is proceeding towards Gateway 4 approval. An Issues Report will be submitted to Property Sub and Markets Committee in September 2014.</li> </ul> <p><b>Spitalfields.</b></p> <ul style="list-style-type: none"> <li>• Market management continue to work closely with City Surveyor's on the 20 year plan to ensure that it more accurately reflects maintenance requirements and costs.</li> </ul>

4	<p><b>People and Innovation.</b>  <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>	<p><b>April – July 2014</b></p>
	<p><b>Continue to effectively manage sickness absence. (Links to MKPI 1)</b></p> <ul style="list-style-type: none"> <li>• Rigorous application of the Absence Management Policy.</li> </ul>	<p><b>All</b>•At the end of period 1, the department's overall sickness absence level is 242 days, 47 days below the target of 289 days. This is illustrated in Appendix E.</p> <p><b>Billingsgate</b>• At the end of period 1, sickness absence level is 63 days, 30 days below the target for the reporting period of 93 days.</p> <p><b>Smithfield</b>• At the end of period 1, sickness absence level is 167 days, 53 days above the target for the reporting period of 114 days. The 53 days over the target sickness figure is mainly due to a spike in sickness absence within the security team, one member of the team broke a thumb and another had a knee operation. Each of these cases has been actively managed in accordance with the City's Sickness Absence Management Policy and the former has now been resolved.</p> <p><b>Spitalfields Market</b> • At the end of period 1, sickness absence level is 12 days, 56 days below the target for the reporting period of 68 days.</p>
	<p><b>Continue to use internal communication channels and investigate using social media to promote activities at the markets.</b></p> <ul style="list-style-type: none"> <li>• Provide regular articles on activities at the Markets to the PR Department.</li> <li>• Contribute news stories to the quarterly M&amp;CP newsletter.</li> <li>• Utilise Smithfield Market Twitter account and, depending upon the success of this, encourage the other two markets to set up their own accounts on Twitter and/or other appropriate social media.</li> </ul>	<p><b>Smithfield</b> •The Market continues to promote its business and events using both internal and external methods. Recent examples are the Nocturne annual cycle event and the visit by EBLEX Agriculture and Horticulture Development Board of Australian and New Zealand butchers.</p> <ul style="list-style-type: none"> <li>•Work is ongoing on the Market's Access Policy document in relation to disability access which includes a web page update.</li> <li>•Further work to utilise Twitter is underway. A specific session will be held at management meetings to discuss twitter and the Christmas traffic plan, parking and cycling.</li> </ul> <p><b>Spitalfields Market</b> •The market is seeking business analysis advice to buy an off the shelf package or develop an SQL(Structured Query Language) database that apparently has greater capacity/less restrictions than MS Access.</p>

	<p><b>Maintain the skills base of the workforce.</b></p> <ul style="list-style-type: none"> <li>• Where appropriate, all staff to undertake relevant training to be kept up to date in their area of expertise.</li> <li>• Staff to be trained in emergency response.</li> <li>• Create and maintain a training needs analysis/skills matrix.</li> </ul>	<p><b>Billingsgate</b> •Market Constables have had training in issuing Penalty Charge Notices.</p> <ul style="list-style-type: none"> <li>•All constables are first aid trained and also trained in how to use the defibrillator equipment.</li> <li>•Fire Drills are carried out twice per annum.</li> <li>•All members of the constabulary are trained in what to do in the event of an emergency.</li> </ul> <p><b>Smithfield</b> •Work is ongoing to produce a Health &amp;Safety training matrix in liaison with the department's Technical Officer.</p> <ul style="list-style-type: none"> <li>•Emergency procedures have been discussed at team meetings and the sergeants have held dry runs to ensure that staff are conversant with the plans.</li> </ul> <p><b>Spitalfields</b>• Two Constables have been signed up for ILM NVQ Leadership and Management training.</p>
	<p><b>Develop the leadership and management skills of existing and potential managers.</b></p> <ul style="list-style-type: none"> <li>• All existing and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015.</li> </ul>	<p><b>Billingsgate.</b> •The Head of Maintenance and Market Sergeant are part way through completion of the COL managers course. The Cleaning Supervisor has undertaken the COL supervisors course.</p> <p><b>Smithfield.</b> •The Smithfield Superintendent attended an external one day effective leadership course on 14 July.</p> <ul style="list-style-type: none"> <li>•The three market sergeants have attended a number of management training modules.</li> <li>•Head of Security has attended a disciplinary procedure course to refresh his knowledge.</li> </ul>

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**MATTERS OF GENERAL INTEREST TO THE COMMITTEE**

**BILLINGSGATE MARKET**

**Visitors**

May 2014

Weds 14th – Jennifer Sun – New York Development Corporation

June 2014

Weds 11th - Chairman & D.Smith Visit & Breakfast

July 2014

Weds 30 - Lord Mayor and the Lord Mayor's Consort together with the Sheriffs on their annual visit to the market

**Filming/photography**

Use of the Market for Broadcasts, Filming, Photography and Charity Collections:-

April 2014 (From 18th)

Tues 22nd – Ayseli Sunguroglu – A Level Exam – No Fee

Weds 23rd – Jacob Thomas – Research for animated student film – No Fee

Sat 26th – Oleg Lukyanov – Photos for personal use – No Fee

Sat 26th – Andy Bachmann – Photos for personal use – No Fee

Weds 30th – Jacob Thomas – Research for animated student film – No Fee

May 2014

Tues 6th – ITV & London Zoo –Chamberlains to present large crab to London Zoo & ITV to film – No Fee

Tues 6th – Xanthe Mosley - Photos for exhibition – No Fee

Thurs 8th – Jess D'arcy – Collection for British Red Cross – No Fee

Fri 9th – Yuko Ozaki – JETRO – Commercial photography – No Fee

Sat 10th – Photos for personal use – No Fee

Tues 13th – Lime Productions – Filming for Educating Joey Essex programme - £300 + VAT

Tues 13th – Jessica Tradati & Laura Fernandez – Filming for college magazine – No Fee

Thurs 15th – John Butler – Photos for personal use – No Fee

Fri 16th – Steve Hedges – Photos for personal use – No Fee

Tues 20th – Alan Godd – Filming for college fashion project – No Fee  
Weds 21st – Jamie Balment – Filming & interviewing Roger Barton for programme -  
£200 + VAT  
Sat 24th – Manuel Boix – Photos for personal use – No Fee

June 2014

Fri 6th – Kate Ranaboldo – Photos for degree project – No Fee  
5th, 6th, 7th & 10th – Michael Modeste – Student photographic project – No Fee  
Sat 21st – David Williams – Personal photo – No Fee  
Sat 21st – Augusta Harris – Obtain info to become a tour guide – No Fee  
Sat 21st – Stephen Eberhardt – Personal photo – No Fee  
Sat 21st – D&Ds Chefs – Filming for D&Ds restaurant - £250 + VAT  
Weds 25th – Daniel Shea – Collection for Cancer Research – No Fee

## **SMITHFIELD MARKET**

### **Visitors**

#### April

Farewell visit of the Chairman of the Markets Committee. To enable the Chairman to say farewell to staff, representatives of the SMTA and individual tenants

#### May

Markets Committee Visit. 12<sup>th</sup> Anniversary of welcoming Committee Members to the Market.

#### July

EBLEX (Agriculture and Horticulture Development Board). Tri-nations butchery competition.

Worshipful Company of Gardeners. To introduce The Master and Liverymen of the Worshipful Company of Gardeners to the Market.

### **Photography**

23.4.14	Charles Phill- Plymouth University Course
1.5.14	Caspian Tyrer
9.5.14	Sarah McClarence – Graphic Design student
14.5.14	Marcus Drinkwater
28.5.14	James Forshall
6.6.14	Gokhan Tanriover – Kensington and Chelsea College

- 30.6.14 Paul Raeburne
- 22.4.14 Katie Dailey – Time Out Magazine
- 3.6.14 James Forshall – London Night Markets Exhibition at City Hall  
Xanthe Mosley

### **Filming**

- 26.6.14 Aimee Inglis – Riverfilm – Marketing film for the new St Bartholomew development.
- 3.7.14 Emily Stone PMA – James Martin Home Comforts, Series 2, BBC

## **NEW SPITALFIELDS MARKET**

### **Visitors**

#### March

Wednesday 23 - group of tomatoes growers from Spain

Thursday 24 - Andrew Barnes, Markets Letting Officer, City of Bradford Metropolitan District Council

#### May

Tuesday 13 - Srie Agustina, Director General of Domestic Affairs and a group from the Ministry of Trade Republic of Indonesia

Wednesday 21 - group of floristry students from Japan

#### June

Tuesday 3 - trade delegation from Morocco

Wednesday 10 - Lord Mayor and the Lord Mayor's Consort together with the Sheriffs on their annual visit to the market

#### July

Tuesday 22 - the Worshipful Company of Gardeners

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**Markets Key Risks**

The table below shows a selection of our key risks which form part of our Departmental Risk Tracker. These are reported to Committee as part of the periodic Business Plan Progress Reports.

Risk No.	Risk	Gross Risk		Risk Owner / Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
MCCP1	Mismanagement of Cooling Towers could result in the risk of an outbreak of Legionellosis potentially affecting all staff and users of the market.	3	4	Director of Markets & Consumer Protection.	Contract in place with a competent contractor - this is actively managed by a responsible person in the City Surveyor's department.	2	4	A ↔	To keep getting an update from CSD and ensuring that the cooling towers are adequately covered.	G
MCCP2	Exponential loss of trade due to a major incident at Canary Wharf requiring closure of the market for an unspecified length of time.	3	4	Market Superintendent	Emergency plan in place and the market management team have established close links with Canary Wharf Management and the Metropolitan Police to assist with security of the area.	3	4	A ↔		G
MCCP3	Risk of CoL staff and market users being struck by a vehicle whilst crossing between market buildings in East Poultry Avenue.	3	4	Market Superintendent	Vehicluar traffic streams enter this street from opposing directions with no right of way indicated. Also, no pedestrian crossing point is marked out and therefore, there are currently no controls in place.	3	4	A ↔	To be followed-up with the City's Health and Safety Manager in an attempt to procure crossing point/s and traffic calming in this area.	A
MCCP4	Risk of serious injury to staff and service users due to constrained space for vehicle movement which, in the event of a serious accident/fatality could affect the operation and sustainability of the service.	4	4	Market Superintendent Port Health & Public Protection Director	The TOP X risk priority system and a near miss reporting system is in place.  Banksman employed at HARC.  All accidents fully investigated and any follow up actions implemented.	3	4	A ↔	Review of traffic management controls currently being undertaken.	G
MCCP5	Closure of a Market as a result of not retaining approval under Food Hygiene Regulations. This could result in legal action being taken against the City by market traders for loss of income.	3	4	Market Superintendent	CoL staff ensure that the required standards are maintained in the common parts and maintain a dialogue with tenants to enable each of the food services operators to retain their approval.	2	4	A ↓	To keep liaising with Food Standards Agency, Environmental Health and adhere to any changes in regulations.	G
MCCP6	Loss of condenser water at Smithfield	2	4	Market Superintendent	A programme of works is currently being undertaken (4/14) overseen by CSD. This work is subject of a separate risk register/action plan to ensure all aspects are covered to ensure condenser water is maintained	2	4	A ↔		A
MCCP11	Risk of serious or fatal injury to the passing public, staff and service users due to the perceived lack of sufficient training and adequate controls in relation to HGV banksman activities undertaken by staff employed by market tenants.	4	4	Market Superintendent	The City of London's Health & safety Manager has conducted an audit of this operation and made a number of recommendations which; if implemented, he feels will help to mitigate the risks.	4	4	R ↑	This section requires the input of the Market Superintendent.	R

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**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 31st July 2014**  
**(Income and favourable variances are shown in brackets)**

	Latest Approved Budget 2014/15 £'000	Budget to Date Net Expenditure £'000	Actual to Date Net Expenditure £'000	Variance to Date +Deficit / (Surplus) £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2014/15		Note
						£'000	%	
<b>Markets (City Cash)</b>								
Directorate	447	149	129	(20)	415	(32)	-7%	1
Billingsgate - Corporate Account	163	54	37	(17)	155	(8)	-5%	
Billingsgate - Service Charge	0	0	30	30	0	0	0%	
Billingsgate - Repainting and Special Works	0	0	(7)	(7)	0	0	0%	2
Smithfield - Service Charge	988	329	246	(83)	1,016	28	3%	
Smithfield - Corporate and Direct Recovered	44	15	14	(1)	59	15	34%	
Smithfield - Other (Including Car Park)	(17)	(6)	(5)	1	(7)	10	59%	
	<b>1,625</b>	<b>541</b>	<b>444</b>	<b>(97)</b>	<b>1,638</b>	<b>13</b>	<b>1%</b>	
<b>Markets (City Fund)</b>								
Spitalfields - Corporate Account	22	7	5	(2)	22	0	0%	3
Spitalfields - Service Charge	25	8	(37)	(45)	25	0	0%	
Spitalfields - Repair and Repainting	0	0	(7)	(7)	0	0	0%	
	<b>47</b>	<b>15</b>	<b>(39)</b>	<b>(54)</b>	<b>47</b>	<b>0</b>	<b>0%</b>	
<b>TOTAL MARKETS COMMITTEE LOCAL RISK</b>	<b>1,672</b>	<b>556</b>	<b>405</b>	<b>(151)</b>	<b>1,685</b>	<b>13</b>	<b>1%</b>	

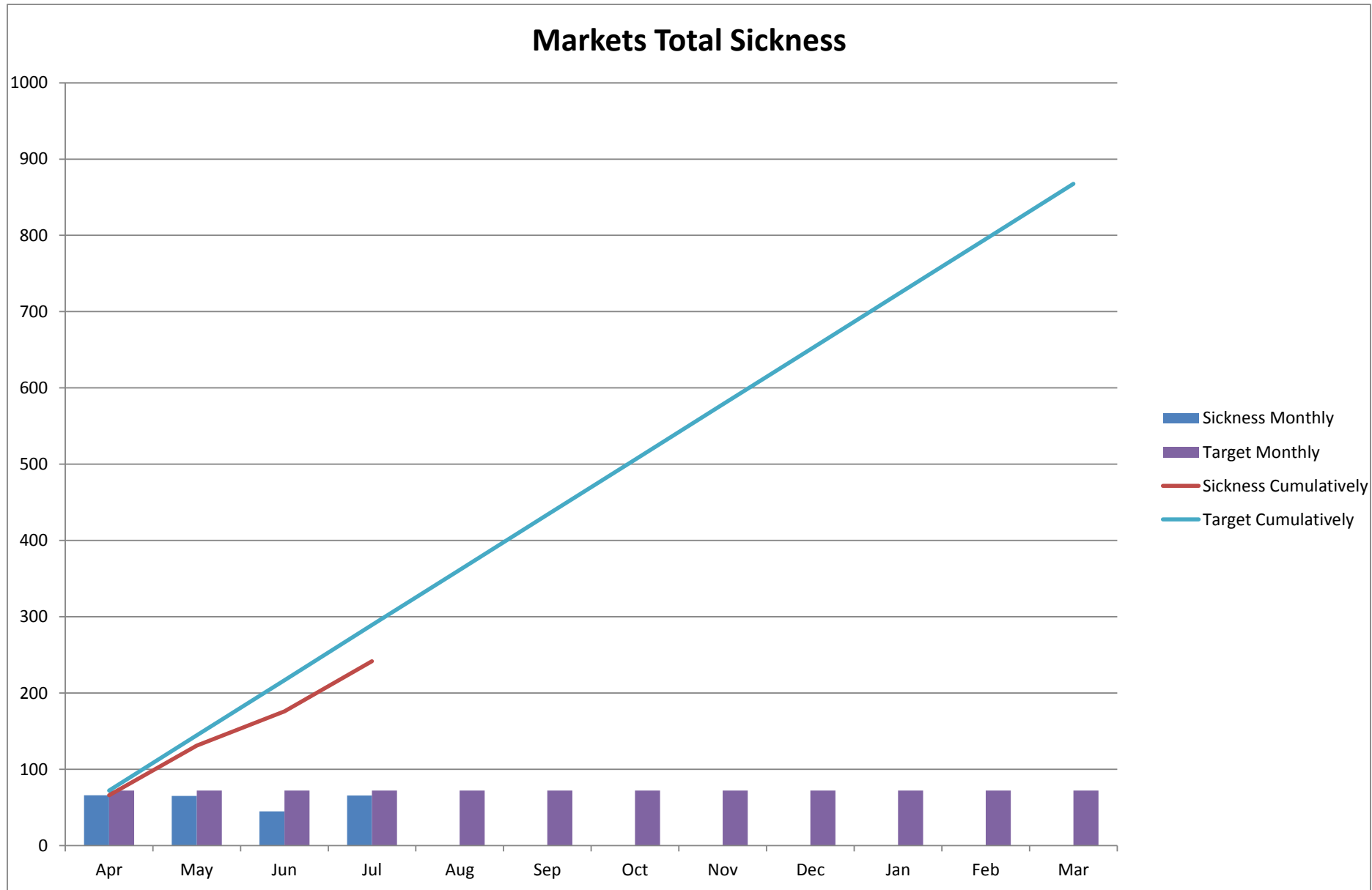
**Notes**

- Directorate** - favourable variance is due to a Grade C post held vacant as part of the Service Based Review savings.
- Smithfield Service Charge** - projected year end overspend is mainly due to water costs being much higher than anticipated, as 5 cooling towers instead of 3 are now in operation to help with the water flow and a broken meter has been replaced, resulting in more accurate cost readings. The underspend to date is due to salary savings on vacant posts that will be filled in future periods and savings on the energy budget (including electric, gas and Carbon Reduction Credits) due to better metering records.
- Spitalfields Service Charge** - favourable variance to date is due to self surrender waste charges from tenants using the process as a cheap method to dump excess produce. The Superintendent is in discussion with the waste provider and a potential variation to the contract may occur. The increase in income from this waste service to date, will be offset against Service Charge income at year end.

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### Markets Total Sickness

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**Appendix E**

	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	
<b>Sickness Monthly</b>	66	65	45	66									
<b>Sickness Cumulatively</b>	66	131	176	242									
<b>Target Monthly</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>72</b>	868
<b>Target Cumulatively</b>	<b>72</b>	<b>145</b>	<b>217</b>	<b>289</b>	<b>362</b>	<b>434</b>	<b>506</b>	<b>578</b>	<b>651</b>	<b>723</b>	<b>795</b>	<b>868</b>	

<b>Committee(s):</b>	<b>Date(s):</b>
Markets	19 September 2014
<b>Subject:</b> Smithfield Market – Condenser Water Cooling System – update	<b>Public</b>
<b>Report of:</b> The City Surveyor CS 319/14	<b>For Information</b>

### Summary

This report provides Members with an update on the performance of Smithfield Markets' Condenser Water Cooling System, which serves Tenants' refrigeration equipment, and the works currently being undertaken to improve the system.

The performance of the condenser cooling system is currently satisfactory, maintaining a water temperature of 20°C, compared with an original system design temperature of 28.5-30°C. However the temperature rose above this low level, reaching 24-25°C during hot weather in July causing problems for a number of fridges, including those previously identified by the City as being at risk due to undersized condensers.

The City was pleased to see that some Tenants have replaced their fridge condensers in East and West Markets with uprated units, giving immediate benefits. In the City's view this is addressing the root problem with the refrigeration equipment and it is hoped that other tenants will take note and follow suit.

Phase 3 of the City's improvement works are progressing, albeit with some delay, and should be completed by October.

The City will continue to monitor the system closely and complete the Phase 3 works as soon as possible.

### Recommendation(s)

Members are invited to:

- Note the contents of this report.

## Main Report

### **Background**

1. The Market's condenser water cooling system removes waste heat from 120 tenants' refrigeration units in East, West and Poultry Markets and dissipates it to the atmosphere via five cooling towers located in the Poultry Market. The system is operated and maintained by the City Corporation.
2. Over the last four years the City Corporation has been undertaking a programme of works to improve the system in East and West Markets. The first two phases are complete.
3. A third phase of work is now underway on site intended to address dirt contamination in the system. This involves work in East, West and Poultry Markets.

### **Current Position**

4. The cooling system is currently working well supplying water at 20°C to the Tenants' fridges. Hot weather experienced in July caused the water supply temperature to rise above its currently set level of 20°C on several days, reaching 24-25°C. Several fridges experienced problems as a result, despite originally being specified to operate with cooling water at 28.5/30°C. The exact number of fridges is not known, but may have been up to 20-30, and included those previously identified by the City as being at risk due to undersized condensers.
5. In May the City wrote to Tenants whose fridges were observed during recent inspections to be exhibiting signs of stress (indicated by higher than normal refrigerant pressure and/or temperature), pointing out these fridges could be at risk in hot weather, and recommending condenser ratings were checked.
6. The City was pleased to learn recently that four Tenants in East and West Markets (three being recipients of the City's letter) had decided to replace their fridge condensers with higher capacity units. This was carried out in July-August by one of the fridge maintenance contractors who reported immediate improvements in all cases, maintaining desired stall temperatures continuously. At the time of writing, two further condensers are due to be changed.
7. In the City's view this is finally addressing the root problem with refrigeration equipment which prevents stall temperatures being achieved and it is very much hoped that other tenants will take note and follow suit.
8. The City is continuing its work to service cooling tower fans. With lower ambient conditions, this work can be accommodated without affecting the temperature of water supplied to the system or its flow rate.
9. The City is also reviewing the control of system pumps to improve reliability, following past incidents which have led to disruption.
10. Phase 3 of the improvement works, intended to address dirt contamination problems in the system, is progressing on site. The Contractor is Hanmar Environmental Ltd. Various setbacks have been encountered and the works are constrained by the need to carry out many operations within 5 hour fridge



shutdown periods. The internal condition of the Poultry Market pipework, which is around 50 years old, was unknown.

11. The works were scheduled to be complete by the end of July but are behind programme as a result of the contractor underestimating the nature and difficulty of the work, problems achieving satisfactory isolations of incoming cooling water supplies to individual Poultry Market stalls, and concerns expressed by the Market Tenants Association about the effects of 5 hour fridge shutdowns on stall temperatures. A more detailed report on each section of the work is given in Appendix 1.
12. Three attempts have so far been made to remove a redundant in-line strainer in the Poultry Market supply, all unsuccessful as valves are letting by when closed, preventing full isolation. It is likely a pipe freezing method will be needed to overcome this.
13. Stall temperature tests carried out to assess the impact of shutting down the condenser water system have indicated surprisingly rapid increases in stall temperatures in some stalls in the West Market, so the Tenants Association has requested that shut downs in that area be postponed. The contractor is currently prevented from installing two filtration units in West Market while the reasons for the rise are investigated. If that can be resolved, the work should be completed by October. The City had assumed that 5 hour shutdowns, used throughout the previous phase, would continue to be permitted. Regular contact has been established with the Market Tenants' Association to agree shutdown conditions and this has been helpful in planning the works and communicating with tenants.
14. Consideration is being given to raising the system operating temperature above 20°C in stages once the phase 3 works are complete, to reduce stress in the system which currently has to run all five towers at full speed much of the time to achieve this artificially low flow temperature.
15. No further individual meetings with Tenants have been requested since last year, and no further meetings with the Meat Hygiene Inspector have taken place .

### **Corporate & Strategic Implications**

16. The system supports the following Strategic Aims:
  - To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
  - To provide valued services to London and the nation.

### **Implications**

17. The cooling system provides a critical service for Tenants' refrigeration equipment and the City continues to monitor its performance closely. A failure of the system may expose the City to claims for loss or damage suffered by tenants as a result of loss of cooling to stalls.

18. The replacement of undersized condensers by tenants has demonstrated much improved fridge performance, and if other tenants follow suit, all parties should then have much more confidence in the system.

### **Conclusion**

19. The performance of the condenser cooling system is currently satisfactory, maintaining a water temperature of 20°C. However the temperature rose above this setting during hot weather in July causing problems for a number of fridges.
20. Some tenants have replaced their fridge condensers with updated units, seeing immediate benefits. In the City's view this is addressing the root problem with the refrigeration equipment and it is hoped that other tenants will follow suit.
21. Phase 3 of the City's improvement works are progressing, albeit with some delay, and should be largely completed by October.
22. The City will continue to monitor the system closely and complete the Phase 3 works as soon as possible.

### **Background Papers:**

Report of the City Surveyor (ref CS255/14) dated 16 July 2014 to Markets Committee: 'Smithfield Market – Condenser Water Cooling System - update'

### **Appendix 1:**

Summary of progress on Phase 3 improvement works

### **Andrew Crafter**

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## Appendix 1: Summary of progress on Phase 3 improvement works

Section	Description	Position
A	Installation of in-line duplex filters, removal of redundant strainers, internal inspection of pipework	<p>Poultry Market: complete apart from redundant strainer removal</p> <p>East Market: should be undertaken shortly, delayed by need for stall temperature test</p> <p>West Market: held up due to concern about effect of shutdown on stall temperatures</p>
B	Installation of new sidestream filtration unit in cooling tower circuit	Should start shortly
C	Installation of additional sidestream filtration unit to serve cooling towers 1 & 2	Should start shortly
D	Opening up of pipework to East Market in car park for inspection, installation of additional isolating valves and dirt collection pockets	Complete
E	Installation of new valves on all individual branches in Poultry Market (total 26), jet cleaning and flushing of pipework, setting flow rates	<p>New valves: complete</p> <p>Cleaning/flushing: should start once redundant strainer removed</p> <p>Setting flow rates: following flushing</p>
F	Replacement of main flow meter in East Market circuit and new flow meter in Poultry Market circuit.	<p>East Market: should start shortly</p> <p>Poultry Market: complete, meter in service</p>
G	Installation of pressure sensor in Poultry Market circuit to monitor system pressure and control pump speed	Should follow section E

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<b>Committee(s):</b>	<b>Date(s):</b>
Markets	19 September 2014
<b>Subject:</b> Christmas 2014 – Smithfield Market Traffic Management Plan Update	<b>Public</b>
<b>Report of:</b> Superintendent – Smithfield Market	<b>For Decision</b>

### Summary

This report is to update Members on the outcome of investigations to identify possible alternative sources of funding private stewards in order to implement a more comprehensive Traffic Management Plan at Smithfield Market for the Christmas period 2014, the final details of which are attached as Appendices 1-3 to this report, in order to alleviate the congestion, and at times gridlocking, of traffic around the Market which was experienced during Christmas 2013.

Whilst officers have not been able to identify any alternative non Market Committee sources of funding for this and other additional costs identified, they have identified that funds could be made available from a projected underspend on Smithfield Central Risk budgets or from reducing the period of any concessionary parking by one week to maintain car parking charges to cover these additional costs.

If the Committee is not prepared to approve the funding of these additional measures from its own resources then it will not be possible to implement the attached Traffic Management Plan and officers will need to be instructed to immediately prepare a Christmas Traffic plan based upon previous years arrangements with the inherent difficulties encountered as a result.

### Recommendation(s)

Members are asked to:

- Approve the Final Traffic Management Plan attached to this report.
- Approve funding the private stewards from a reduction in the concessionary car parking period from two weeks to one week.
- Approve funding the additional signage and bay suspensions of £3,500 from the projected underspend on Smithfield Central Risk budgets.

## **Main Report**

### **Background**

1. At your meeting on 16 July 2014 the Committee resolved that Members approve the traffic management plan in principle, and that a further report be submitted to the next meeting on the funding proposals for providing additional traffic control measures such as the appointment of private stewards.
2. It was also minuted at the meeting that in relation to the funding of the new traffic management plan, Members were of the view that there should be no cost impact to this Committee. It was agreed that officers would explore potential funding streams, including the On-street Parking Reserve (OSPR) and bring a report to the next meeting.

### **Current Position**

3. As instructed by Members the Superintendent has held further discussions with City of London Police (CoLP) officers who have confirmed that in their view, if a Traffic Plan and extra dedicated police resources are required then this would constitute an “event” similar to other events held in the City such as The City Festival held on 27 June 2014, Virgin London Marathon on 13 April 2014 and the Tour De France road cycling race held on 7 July 2014.
4. In recognition that this is classed as an event a further 2 officers are being assigned to the Market for Christmas 2014 in addition to CoLP 2013 staffing levels ( 1 sergeant and 4 constables increasing to 6 this year). Having agreed to fund the two additional officers for 2014, the CoLP have stated that they will not contribute further funding for stewarding as this type of service is funded by the organisers of the event.
5. Officers have investigated the possibility of funding the stewards from the OSPR. It is the view of officers with responsibility for the management of the OSPR that the additional traffic calming measures required are as a direct result of the increased Market activity over the Christmas period, so fall outside the scope of the OSPR and are, therefore, a matter for the Markets Committee to consider funding from within their own resources.
6. The Chamberlains Department has also advised that there are no other suitable alternative sources of funding outside the Markets Committee’s own resources.

### **Financial Implications**

7. There are no provisions within the Market’s Local Risk budget for costs associated with a Christmas 2014 traffic campaign, Total costs that do not have an approved funding stream total £8000, excluding the additional police officers which are funded from the CoLP.

8. The costs outlined in Appendix 1, paragraph 11.1 are:
  - traffic management signage of approximately £1,000;
  - bay suspensions of £500
  - additional Rotunda Car Park signage and relining of £2,000 and
  - private stewards of £4,500
9. Officers have, however, identified from the Smithfield budget forecast position for 2014/15 an underspend on Central Risk which could cover the £8,000.00 in full.
10. However, Members will have seen in the Non Public Section a report recommending concessionary parking for Christmas 2014 either for a similar two weeks free period as granted in 2013, or reducing this concession to one week. Depending on the outcome of Members decision to the non-public report, funding for additional stewards could be met from maintaining car parking charges for a further week. If Members do not agree to reduce the concession, the £4,500 cost of stewards can be funded from the Central Risk projected underspend.

## **Conclusion**

11. Members are asked to approve the implementation of the proposed Final Traffic Management Plan attached as Appendices 1-3 and agree to fund either from the projected Central Risk underspend or from a reduction in car parking concessions.
12. If Members decide not to approve either of the funding recommendations in this report then it will not be possible to implement the proposed Traffic Management Plan, and there will be no alternative but to revert to a similar arrangement as in previous years with the inherent difficulties of traffic congestion and gridlocking as experienced and evidenced over many years.

## **Appendices**

- Appendix 1 – Smithfield Market Christmas Traffic Planning 2014 – Traffic Management proposals
- Appendix 2 – Traffic Plan
- Appendix 3 – Road Junction Restrictions

## **Background Papers:**

Markets Committee Report 16 July 2014 Agenda Item 7 – Christmas 2014 Smithfield Market Traffic Management Plan

Markets Committee Report 29 January 2014 Agenda Item 5 – Christmas 2013 Smithfield Market Traffic Management Plan update

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## SMITHFIELD MARKET CHRISTMAS TRAFFIC PLANNING 2014 Final Traffic Management Proposals

### 1.0 KEY DATES

1.1 Christmas Day falls on a Thursday this year therefore key dates for special traffic management arrangements around the Market are likely to be on the following dates (although this is subject to review):

- 17/18 December 2014 (Wednesday/Thursday)
- 18/19 December 2014 (Thursday/Friday)
- 21/22 December 2014 (Sunday/Monday)
- 22/23 December 2014 (Monday/Tuesday)
- 23/24 December 2014 (Tuesday/Wednesday)\*to be decided if needed

1.2 Hours of operation: 10 pm – 7 am.

### 2.0 ROAD CLOSURE POINTS & TRAFFIC MANAGEMENT

2.1 It is proposed to create an “*event space*” in the vicinity of the Market to control vehicles entering and exiting the area (although an increase in the volume of traffic around the Market is not an event in itself). The attached plan illustrates how this might be achieved but in summary includes the following traffic controls and restrictions:

STREET	CONTROL MEASURES
<b>Long Lane</b> (Used as a stacking area for cars, LGVs and taxis)	1. “NO ENTRY” to HGV’s. Private Cars, Taxis & LGV’s only <b>This point will need steward/constabulary/police presence.</b> 2. Suspend all bays from midday 3. Road Closed eastbound – this will enable Long Lane to be used as a holding area for smaller vehicles
<b>West Smithfield</b>	4. Suspend all bays from midday – and consider using this as a stacking area for LGV’s & private cars [rotunda] <b>This point will need steward/constabulary/police presence.</b> 5. “NO ENTRY” to private cars, taxis & LGV’s. HGV access only <b>This point will need steward/constabulary/police presence.</b> 6. Between Farringdon Street & East Poultry Avenue could be used as stacking area for HGV’s
<b>Smithfield Street</b>	7. Exit for all vehicles. Suspend Parking from midday & use as overflow stacking use as area.
<b>Charterhouse Street</b>	8. “ENTRY ONLY” to HGV’s & LGV’s. Exit for Private Cars, Taxis & LGV’s.

<b>(Used as a stacking area for HGVs)</b>	<b>This point will need steward/constabulary/police presence</b>
<b>East Poultry Avenue</b>	9. "CONTROLLED ACCESS ONLY" to LGV's, HGVs & taxis (to service the night clubs) <b>This point will need steward/constabulary/police presence</b>
<b>St John's Street (This could be reviewed dynamically on the day)</b>	10. "ENTRY" to private cars, taxis & LGV's, if Long Lane becomes full. EXIT for all classes of vehicles <b>This point will need steward/constabulary/police presence if this is implemented.</b>
<b>Charterhouse Square</b>	11. "EXIT ONLY" to all classes of vehicles <b>This point will need steward/constabulary/police presence</b>
<b>Carthusian Street</b>	12. "NO ENTRY" to all classes of vehicles <b>Barriers/steward/constabulary/police presence.</b>
<b>Snow Hill (between Smithfield Street &amp; Farringdon Street)</b>	13. EXIT to all classes of vehicles & overflow stacking area for HGV's on north kerb between Smithfield Street and West Smithfield.  Crossrail will be advised to keep area clear.
<b>Snow Hill (between Holborn Viaduct &amp; Smithfield Street)</b>	14. Suspend police bays & use as stacking area for HGV's <b>This point will need steward/constabulary/police presence</b>
<b>Long Lane between Aldersgate &amp; Lindsey Street (north side) and south side of the annex building</b>	A. Change single yellow line to double yellow line
<b>Grand Avenue</b>	B. No Change
<b>Cloth Fair</b>	C. No Change (to avoid complaints from residents)
<b>Giltspur Street</b>	D. To be used as a contingency for exiting vehicles if required. Police Officer to be assigned to the location if vehicles are to exit via this street.
<b>Parking Bays</b>	E. All parking bays including those in the boundary streets within the LB Islington to be suspended
<b>Rotunda (opposite Grand Avenue)</b>	F. Limited unloading provided for HGVs

2.2 To put into effect the road closures and change the directional flow of traffic, the City of London Corporation as the Highway Authority is required to draft temporary Traffic Regulation Orders (TTROs). This can be done without cost, but 12 weeks-notice is required (early September 2014)

### **3.0 CITY POLICE RESOURCES**

3.1 The City Police resources on key dates over Christmas have typically been one Sergeant and four Constables. Whilst it is accepted that the Police need to focus on their core duties (law and disorder), without doubt the presence of uniformed Police Officers has a positive effect on maintaining traffic flow, and driver/customer compliance with the instructions given by the Market Constables. Therefore, Traffic Stewards should not “replace” the Police Officers but instead supplement resources.

3.2 The level of resourcing provided by City Police is “fluid”. Any decision regarding this would be based on a thorough examination of “threat and risk”. There is an option to secure further Police resources by way of a private service charging arrangement. If additional resources are agreed by the City Police the indicative costs are in the region of: £60 per hour for an Officer and £88 per hour for a solo-motorcyclist.

### **4.0 TRAFFIC STEWARDS**

4.1 Traffic Stewards have the “powers” to stop traffic by way of the signage used to indicate the restriction in place e.g. Road Ahead Closed, No Entry sign. However the signage must comply with the Traffic Signs Manual: Chapter 8 and the particulars specified in the Temporary Traffic Regulation Order. Each road closure point will require appropriate signage (a sign schedule will need to be devised) to indicate where there are restrictions. There are twelve points of the closure area (as detailed in the attached Plan) and nine of these are likely to require a Traffic Steward to ensure driver/customer compliance with the temporary restrictions.

4.2 Traffic Stewards wear high visibility jackets, tabards or armbands and are easily identifiable. Their key duties include:

- Directing traffic within a road closure area
- Control vehicle movement by stopping traffic when required (but a member of the public does not have to stop)
- Monitoring of vehicle access, manage accreditation systems (such as permits or dispensations) to ensure vehicles are directed to relevant controlled areas

4.3 To be effective, Traffic Stewards must be fully conversant with the Market’s expectations and be given clear instructions. This should be done by way of a prepared hand out and detailed briefing at the outset of each key date (it is proposed that this undertaken by Superintendent/Market Constabulary). Stewards also need to know the contingency plans; must be familiar with the layout of the Market and will be expected to remain in their allocated position for the duration agreed unless directed otherwise by their supervisor, the Market Constabulary or a Police Officer. Part of their duties will be the placing of signs, barriers and cones as appropriate.

4.4 A Traffic Steward can enforce the temporary restrictions but they must be SIA trained and recognised as an “accredited officer” under the Community Safety Accreditation Scheme (CSAS). This accreditation is given by a Chief Officer of

Police under section 41 of the Police Reform Act 2002. At the moment the City of London is not part of the CSAS scheme although there are plans to review this position. Without this accreditation, Traffic Stewards will be less effective in undertaking their duties.

## **5.0 CAR PARK MANAGEMENT**

5.1 There is inadequate signage showing the location of the car park. It is suggested that this be improved by providing additional signage on-street and by having a dedicated resource (Traffic Steward) to direct drivers entering and exiting the car park. To speed up vehicular movement exiting and entering the car park, it is suggested that the barriers are put in the raised position during peak times although this would stop any payments being taken and issues concerning out of sequence season tickets will need to be addressed.

5.2 The car park itself is not customer friendly or seen to be safe, which is likely to discourage usage. There is no signage to indicate the location of the lifts and way out signage is inadequate. This means that parking on the ramp or on-street is customer's preferred option, which exacerbates the congestion around the Market environs.

5.3 Whilst it is accepted that there is no funding to refurbish the car park to make it a more attractive area to park, there are low cost improvements that the Market could consider to encourage usage. For example, additional signage within the car park to clearly show the location of lifts and the exits, and relining of the parking bays on the ramp. With regards to the latter the bays should run horizontal to the kerb line (and not perpendicular) to create greater width of space for passing vehicles. The stairs at the bottom of the ramp should be free from obstructing vehicles and signage indicating access to street level.

## **6.0 CROSS RAIL**

6.1 Crossrail works in Lindsay Street will be in place this year at Christmas, although the works currently in St John's Street are expected to be completed in August 2014. However with advance notice, Crossrail can reduce their activity, and where it is safe to do so will remove or reduce their traffic management to assist with traffic flow. Crossrail's assistance with this can be requested/reinforced at the weekly Crossrail Liaison meetings at which the Market is represented.

6.2 Crossrail have been asked to review the Butcher's Ramp to see if this can be adjusted to provide more carriageway width, and their workers can be asked to avoid parking in the area on key dates.

6.3 There is a compound on the ramp in the car park, which has expanded in recent months. It is suggested that Crossrail be asked to remove this ahead of the key dates and also ensure that the footway on the ramp remains free from materials so pedestrian access is not impeded. This can be raised at the weekly Crossrail Liaison meetings.

## 7.0 STREET WORKS

7.1 Planned street works within the wider footprint of the Market can be kept to a minimum on key dates. This can be controlled through the Permit Scheme operated by the Highway's Division.

## 8.0 PARKING ENFORCEMENT

8.1 It appears as if the traders/delivery personnel have little regard for the parking restrictions (as recently observed at Easter), and no consideration for their fellow traders and customers with vehicles causing an obstructing when loading and unloading. Whilst this activity might have duration of only 10-15 minutes, this is sufficient time to cause gridlock around the Market with traffic quickly backing up into Aldersgate Street. It should be noted that obstruction is not a parking contravention but instead is a criminal offense that must be dealt with by the Police (providing there is an obstruction, it is wilful or deliberate and it is without lawful excuse).

8.2 The City of London Corporation no longer has a vehicle removal service. However this is unlikely to assist in keeping traffic moving as the tow-truck can in itself cause an obstruction. As in previous years, a dedicated team of Civil Enforcement Officers (CEOs) will be provided to issue penalties for vehicles parked in contravention including the temporary restrictions e.g. where single yellow lines have been increased to double yellow times.

8.3 Whilst issuing tickets to traders and customers who park in contravention is not desirable, it is proposed that "zero tolerance" be adopted this year and this is communicated extensively prior to the key dates to minimise the negative impact this might have on Market business.

## 9.0 COMMUNICATION STRATEGY

9.1 Underpinning the whole Christmas Traffic Operation must be a comprehensive communication strategy. This can include, but not limited to, the following:

- **TfL:** travel advice information (in the same way as they communicate event information) aimed at commuters, residents and businesses
- **Social media:** traffic alert messages via the Highway's Twitter to warn drivers of the peak traffic times and avoid the area if appropriate. The Highways Twitter has a high number of Taxis driver followers
- **Website Information:** City of London and TfL websites are useful for communicating potential traffic "hot spots", Smithfield Christmas traffic congestion can be featured on the front page.
- **Leaflets:** information on the temporary traffic arrangements (as proposed) will need to be communicated to customers, traders and delivery drivers (through the Lorry Associations or similar). This could include routes in and out of the Market.
- **City of London internal communications process:** information contained in the weekly Traffic Management Bulletin and can be sent to local businesses via CPAT
- **Advanced Warning Signage:** to be placed at all approaches to the Market to warn motorists of congestion

- **Drivers of Foreign Registered Vehicle:** one of the observations made was the time spent trying to overcome language barriers with drivers of foreign registered vehicles. Information on basic instructions could be devised as a hand out reducing the time a vehicle is blocking the traffic flow whilst this communication takes place.
- **SMTA website & Smithfield Gazette:** traffic controls and restrictions will be widely publicised.
- **HGV arrivals:** where lorries are delayed e.g. in the event of bad weather, they will be encouraged to phone with an estimated time of arrival to help with traffic management.

## 10. CLASS OF VEHICLE

10.1 It is critical to ensure a clear and common understanding of what constitutes a HGV and LGV. For the purposes of managing vehicles as part of this plan, it is proposed that the following be used to define the difference between an LGV and HGV.

### Examples of an LGV:







**Example of HGV:-**



**11.0 FINANCIAL IMPLICATIONS**

11.1 A summary of indicative costs is outlined in the following table:

<b>Description</b>	<b>Cost</b>	<b>Possible funding</b>	<b>Comment</b>
Traffic Stewards	Estimated £4,500	1. Markets local risk – reduce car parking concession. OR 2. Central Risk estimated underspend.	Assuming deployment: 10 pm – 7 am; eight Stewards and one supervisor for all four key dates
Additional Police Resources 1 x Police Officer and 1 x solo-motorcyclist	£5,328	City of London Police.	Assuming deployment: 10 pm – 7 am; for all four key dates. Subject to City Police approval.
Traffic Management Signage	Approximately £1,000	Central Risk projected Underspend	Improved signage at the car park will benefit users all year round.
Temporary Traffic Regulation Order	Nil.		*Costs absorbed by Department of Built Environment



Communication	Nil		*Costs absorbed by Department of Built Environment & Market as appropriate
Parking Enforcement	Nil		*Costs absorbed by Department of Built Environment
Car Park Management	Nil		*Costs absorbed by Department of Built Environment
Bay Suspensions	Approximately £500	Central Risk projected Underspend	Whilst the costs for bay suspensions within the City will be absorbed by the Department of the Built Environment, there may be a charge for bays within LB Islington which is being allowed for here.
Car Park Signage and relining	Approximately £2,000	Central Risk projected underspend	Improved signage at the car park will benefit users all year round.
<b>Total Indicative Costs</b>	<b>£13,328</b>		

\*There are currently no plans to recharge the Market for these costs although this position might be reviewed at some point in the future.

Kay English, 12 May 2014

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