



Markets Committee

Date: WEDNESDAY, 2 MAY 2012
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Alex Bain-Stewart	Deputy Henry Jones
Deputy John Bennett	Deputy Alastair King
Mark Boleat	Deputy Keith Knowles
John Brewster	Anthony Llewelyn-Davies
Nigel Challis	Robert Merrett
John Chapman	Hugh Morris
Deputy Stella Currie	Deputy Joyce Nash
Alex Deane	Michael Page
Peter Dunphy	Chris Punter
Deputy Robin Eve	Elizabeth Rogula
Deputy Bill Fraser	Alderman Sir Michael Savory
Deputy Stanley Ginsburg	Deputy Robin Sherlock
Deputy Pauline Halliday	Deputy Dr Giles Shilson
Brian Harris	John Spanner
Michael Henderson-Begg	Alderman Sir John Stuttard
Michael Hudson	James Tumbridge

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Lunch will be served in the Guildhall Club at 1pm

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council, 19 April 2012, appointing the Committee and approving its terms of reference (Copy attached).
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No. 29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order No. 30.
For Decision
6. **APPOINTMENT OF THE REFERENCE SUB COMMITTEE**
To appoint the Reference Sub Committee for the ensuing year.
For Decision
7. **MINUTES**
To agree the public minutes and summary of the meeting held on 28 February 2012 (Copy attached).
For Decision
(Pages 3 - 6)
8. **MARKETS & CONSUMER PROTECTION - 3RD PERIODIC PERFORMANCE PLAN UPDATE**
Report of the Director of Markets & Consumer Protection (copy attached).
For Information
(Pages 7 - 26)
9. **MARKETS & CONSUMER PROTECTION - BUSINESS PLAN 2012 - 2015**
Report of the Director of Markets & Consumer Protection (copy attached).
For Decision
(Pages 27 - 60)
10. **ENFORCEMENT ACTIVITY AT SMITHFIELD MARKET**
Report of the Director of Markets & Consumer Protection (copy attached).
For Information
(Pages 61 - 68)

11. **SMITHFIELD MARKET TRADING HOURS DURING THE 2012 OLYMPIC AND PARALYMPIC GAMES**
Report of the Superintendent, Smithfield Market (copy attached).
For Decision
(Pages 69 - 72)
12. **OUTSTANDING REFERENCES**
Report of the Town Clerk (copy attached).
For Information
(Pages 73 - 76)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **EXCLUSION OF THE PUBLIC**
MOTION: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item Nos.
16 - 21

Exempt Paragraphs
3

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes and summary of the meeting held on 28 February 2012 (copy attached).
For Decision
(Pages 77 - 80)
17. **SMITHFIELD MARKET LEASE NEGOTIATIONS**
Report of the Director of Markets & Consumer Protection (copy attached).
For Information
(Pages 81 - 92)
18. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - PROGRESS UPDATE**
Report of the City Surveyor (copy attached).
For Information
(Pages 93 - 100)
19. **REQUEST FOR CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE 2012 OLYMPIC AND PARALYMPIC GAMES PERIOD**
Report of the Superintendent, Smithfield Market (copy attached).
For Decision
(Pages 101 - 104)
20. **BILLINGSGATE WORKING PRACTICES - UPDATE**
Verbal Update by the Director of Markets & Consumer Protection.
For Information

21. **TENANCIES AT WILL GRANTED AND ARREARS OUTSTANDING**
Report of the Director of Markets & Consumer Protection (copy attached).

For Decision
(Pages 105 - 112)

22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Agenda Item 3

WOOTTON, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.
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MARKETS COMMITTEE

- Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 30 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward.
- Quorum**
The quorum consists of any nine Members.
- Membership 2012/13**

ALDERMEN

- 2 Sir Michael Savory
- 1 Sir John Stuttard M.A.

COMMONERS

10	Joyce Carruthers Nash, O.B.E., Deputy	Aldersgate
5	Hugh Fenton Morris	Aldgate
4	Robert Allan Merrett	Bassishaw
2	Anthony Llewelyn-Davies	Billingsgate
11	Stanley Ginsburg J.P., Deputy	Bishopsgate
8	John William Brewster O.B.E.	Bishopsgate
3	Dr Giles Robert Evelyn Shilson, Deputy	Bread Street
5	Brian Nicholas Harris	Bridge and Bridge Without
7	John Alfred Bennett, Deputy	Broad Street
9	Stanley Keith Knowles, M.B.E., Deputy	Candlewick
6	Michael Hudson	Castle Baynard
2	Nigel Kenneth Challis	Castle Baynard
11	Robin Anthony Eve, O.B.E., Deputy	Cheap
3	Michael Henderson-Begg	Coleman Street
11	Mark John Boleat	Cordwainer
4	Peter Gerard Dunphy	Cornhill
2	Chris Punter	Cripplegate Within
6	Stephanie Ella Maureen Currie, M.B.E., Deputy	Cripplegate Without
2	Michael Robin Castle Sherlock, M.A., Deputy	Dowgate
8	Alex Bain-Stewart M.Sc., J.P.	Farringdon Within
5	Michael Page, B.A.(Hons.)	Farringdon Within
2	Alexander John Cameron Deane	Farringdon Without
9	John Hedley Spanner, T.D.	Farringdon Without
6	John Douglas Chapman	Langbourn
5	Elizabeth Rogula	Lime Street
9	Henry Llewellyn Michael Jones	Portsoken
11	Alastair John Naisbitt King, M.Sc., Deputy	Queenhithe
4	James Richard Tumbridge	Tower
7	William Barrie Fraser, O.B.E., Deputy	Vintry
2	Pauline Ann Halliday, O.B.E., Deputy	Walbrook

- Terms of Reference**
To be responsible for:-
 - the management of all matters relating to Smithfield Market, Billingsgate Market and Spitalfields Market and the letting of all premises therein;
 - the appointment of the Director of Markets and Consumer Protection.

MARKETS COMMITTEE
Tuesday 28 February 2012

Minutes of the meeting of the MARKETS COMMITTEE held at Guildhall, EC2 on TUESDAY 28 FEBRUARY 2012 at 1.45pm.

Present: Members

Mark Boleat (In the Chair)	
Deputy John Barker	Deputy Stanley Ginsburg
Nigel Challis	Alderman Gordon Haines
John Chapman	Brian Harris
Deputy Stella Currie	Michael Hudson
Peter Dunphy	Deputy Henry Jones
Deputy Robin Eve	Deputy Joyce Nash
Marianne Fredericks	Deputy Robin Sherlock

Officers

Rakesh Hira	Town Clerk's Department
Peter Lisley	Town Clerk's Department
Mathew Lawrence	Town Clerk's Department
Debbie Howard	Chamberlain's Department
Alan Bennetts	Comptroller & City Solicitor's Department
Andrew Wild	City Surveyor's Department
David Smith	Director of Markets & Consumer Protection
Donald Perry	Markets & Consumer Protection Department
Malcolm Macleod	Superintendent, Billingsgate Market
Robert Wilson	Superintendent, Smithfield Market
Nigel Shepherd	Superintendent, Spitalfields Market
Andrew Buckingham	Public Relations Office

In attendance

Liz Batteson, Smithfield Markets Tenants Association	(For items 1 – 5 only)
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1. APOLOGIES

Apologies for absence were received from Hugh Morris, Deputy John Bennett, John Brewster, Alex Deane, Deputy Pauline Halliday, Michael Henderson-Begg, Deputy Keith Knowles, Robert Merrett, Michael Page, Elizabeth Rogula, Alderman Sir Michael Savory, John Spanner and James Tumbridge

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

Michael Hudson declared a non-prejudicial interest in respect of item 8.

3. MINUTES

The public minutes and summary of the meeting held on 23 January 2012 were approved subject to the following amendments:

- Under the section on Members present at the previous meeting the name Alex *Dane* be corrected to read Alex *Deane* and the spelling of Alderman Sir Michael *Savoury* be corrected to read Alderman Sir Michael *Savory*.
- The third paragraph, under Item 6, second sentence be amended from “The meeting had been very productive and *enforced* high standards...” to “The meeting had been very productive and *endorsed* high standards...”

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

Cancellation of 6 March 2012 Markets Committee meeting

A discussion took place on the recent decision to cancel the March meeting. It was noted that the meeting had been cancelled due to insufficient business and that a decision on the Billingsgate Porters Buyout was required before the 6 March meeting. The Chairman made reference to the non-public minutes where it had been agreed that the Director of Markets, in consultation with the Chairman and Deputy Chairman, be delegated authority to finalise the new lease agreements with tenants at Billingsgate Market.

The Chairman explained that if Members wished to hold a Committee meeting then it would be accommodated, as had been done on this occasion.

Recent Court Cases

A discussion took place on Members being informed on court cases relating to the Markets, which had not been brought by either the City or the FSA. A vote took place and 8 Members voted in favour of **not** receiving such information, 2 Members voted in favour of receiving the information.

RESOLVED – That Members would not receive information on court cases relating to the Markets unless the prosecution was brought by either the City or the FSA.

Smithfield Lease Renewals Update

In answer to specific points made by a Member, the Director gave an update on the Smithfield Lease Renewals. He explained that, following the Court Directions issued after the 18 October Case Management Conference; both parties had been directed to exchange their witness statements ahead of the Preliminary Issues Hearing by 23 December 2011. The City had been ready to exchange by that date but the SMTA had requested an extension of time, which had been granted. Further extensions of time had subsequently been granted but, by the beginning of February, the City had been obliged to apply to Court for a final date by which the witness statements should be exchanged and, if they were not, that the Preliminary Issues should be found in the City's favour. The Court granted the City's application with a Final Order. It was noted that the SMTA had been ordered to pay £1,000 to the City Corporation for covering its legal costs. In response to a question by a Member it was pointed out that the remaining legal costs would be covered by the budget for the lease negotiations.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Charity Fundraising Event

The Director reported that some £200,000 had been raised from the recent 'Square Mile Salute' charity fundraising Dinner in Guildhall and thought that Members would wish to know that two of the driving forces behind the event had been tenants at Billingsgate Market (Mr Jeff Steadman of Chamberlain & Thelwell) and Smithfield Market (Mr Gordon Hogg of Gordon Meats and Finclass). A Member thanked the tenants for taking out their own time to contribute to the event which had benefited a number of Armed Forces charities.

6. 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 Part 1 of Schedule 12A of the Local Government Act as follows:-

Item No. Paragraphs	Exempt
7 – 9	3

Part 2 – Non-Public Agenda

7. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 23 January 2012 were agreed.

8. BILLINGSGATE PORTERS BUYOUT

The Committee considered and agreed a report of the Director of Markets and Consumer Protection.

9. SMITHFIELD LEASE RENEWALS UPDATE

The Director of Markets and Consumer Protection provided a verbal update on the Smithfield lease renewals which was also covered under item 4.

RECEIVED**10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

A question was raised relating to the impact of the 2012 Olympics on the three Markets.

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

There were no urgent items.

The meeting closed at 2.55pm

CHAIRMAN

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Committee(s):	Date(s):	Item no.
Markets	2 May 2012	
Subject: Markets Department - 3rd Periodic Performance Plan Update		Public
Report of: Director of Markets & Consumer Protection		For Information
<u>Summary</u>		
<p>This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Performance Plan for the 3rd period in 2011/12 (December – March inclusive).</p> <p>The principal subjects covered in this report are:</p> <ul style="list-style-type: none"> • NABMA’s views on the government’s new Planning Policy Framework • Smithfield lease negotiations • Parking during the Olympic and Paralympic Games at Billingsgate <p>Recommendations</p> <p>It is recommended that Members note the content of this Report.</p>		

Main Report

ISSUES AFFECTING THE MARKETS

1. The government has recently announced its new Planning Policy Framework with an emphasis on securing "sustainable development". NABMA, along with the Markets Alliance, has led a successful lobbying campaign to retain specific reference to markets in this Framework as part of maintaining the viability of town centres. The government has confirmed that town centres should be regarded as the heart of their communities. The Framework gives the following encouragement to local planning authorities:

"To recognise and enhance existing markets and, where appropriate, re-introduce or create new ones, ensuring that markets remain attractive and competitive".

2. This government framework, together with the Mary Portas review, has provided an increased recognition of the importance to the economy of markets. The City of London, through the Department of Markets and Consumer Protection, is an active member of NABMA, and will work with the markets' tenants to ensure the best use of this increased profile is made.

CUSTOMER AND STAKEHOLDER FOCUS

Billingsgate

Parking during the Olympic and Paralympic Games

3. An agreement has been completed with the Olympic Delivery Authority (ODA) for a "park and ride" facility for up to 200 cars daily at Billingsgate Market during the Olympics and Paralympics Games, for a total fee of £92,800; the fee was calculated on the basis of 29 days at £3,200 each day. The parking facility, which will be managed by the ODA, will be for disabled spectators and will be located in the trade parking areas each day from 08:00 until 01:00. The agreed hours of operation ensure that Market trade parking requirements are not compromised.

Smithfield

Lease Negotiations

4. A separate report is to be presented at the Committee meeting indicating the current position regarding negotiations. The report will also be going forward to the Finance Committee seeking additional funds for the City's external legal advisors and surveyors to proceed with the High Court Preliminary Hearing set for 12–18 June 2012, and, if necessary, to the Full Hearing from 4–8 March 2013.

Crossrail

5. The main works contract to construct the Eastern Ticket Hall has now been placed with Barn Nuttall Ferroviaal Agroman and Kier Construction. The works will include sinking a thirty metre deep shaft to enable the extraction of the two tunnel boring machines which will eventually meet at the Lindsey Street site.

Spitalfields

Olympic Games – Spitalfields

6. One of our key objectives in this area was to help our tenants to capitalise on trade opportunities generated by the Olympic Games. The outgoing Business Development Manager, Tim Williams, was well placed to ensure that opportunities were communicated throughout Spitalfields Market and to encourage tenants to get onto the internet-based tendering process for Olympic Games contracts. It became clear that the first tier contractors for catering would be reserved for national and international sized organisations, although we are aware that one Spitalfields based firm is supplying one of these larger firms and is supplying directly into the Olympic Park.
7. During the year, helped by our colleagues in the City's Transport Planning Department, and in liaison with TfL, ODA and LOCOG, Spitalfields Market has been able to win two major concessions with regard to the original scope of the use of the Olympic Route Network (ORN) on the Olympic Park boundary. These were to remove the restriction of a no-right turn when leaving the market (thereby enabling vehicles to leave the market and access the A12 trunk road directly) and the issuance of up to 100 permits per hour between 20:00 and 24:00 to allow 40 tonne articulated lorries to leave the A12 at the Lea Interchange and gain direct access to the market without using a diversionary route through local London centre high streets.
8. **Spitalfields has also received the help of an** external supply chain consultant for 40 consulting days (more than any other market), paid for by TfL, to help traders prepare and plan for the additional transport and logistical problems at Games time. Throughout, senior Spitalfields management and the City's transport planning officers have attended many meetings and have worked in partnership with the various bodies involved in the Games to ensure all parties are aware of the operational nature of a wholesale market and, more importantly, the potential risks that could impact the successful operation of the ORN at the Olympic Park.

Tenants in the Trade Press

9. One of our most distinguished tenants has been formally recognised for his charitable work in the trade press, the Fresh Produce Journal (FPJ). Mr. Ivor Robins, a past Fruiterers Master, buys fruit from Spitalfields Market after peak trading hours as a gift for four London hostels for homeless people.

OPERATIONS AND FINANCE

Billingsgate

Billingsgate Market Wholesale Trade Parking

10. Changes to the daily management of the trade parking area at Billingsgate have now been implemented. The self-employed cartminder arrangements were terminated on 23rd March and part time Parking Marshalls, directly employed by the City, have been recruited instead. Charges at £2 per vehicle per day will be introduced in May. The net income from trade parking will benefit the service charge and help to offset the imminent loss of commercial parking/advertising hoarding incomes from the service charge. These latter incomes will be retained in full by the City once the £2.5 million porters' buyout completes and new leases are then put in place.

Health and Safety

11. There was a 60% decrease in the number of health and safety incidents from 2010/11 to 2011/12 and there were no "notifiable to HSE" accidents in 2011/12.

Billingsgate Satellite Unit

12. Discussions have commenced with the Administrator of the John Koch business at Billingsgate regarding the compensation they are due when they enact the break clause of the lease at the 10 year point on 25th December 2012. In essence the City provided the land and the tenant constructed the buildings. The lease has clauses within it which on exercising the "break" entitles the tenant to compensation, including the value of the buildings. It is estimated that the City could have to pay between £1.5 to £2million in compensation. The City would then own the premises as well as the land for future lettings.

Smithfield

Events at the Market

13. Since the last periodic performance update report, the James Bond film crew returned for a second day of filming on the Rotunda ramp earning a further £12,000 income for the Market. This brought the total revenue generated from filming and events for the financial year 2011/12 to over £34,500.

Cupola Refurbishment

14. The works to the south east cupola have now been completed with no adverse effects on the Market's operations. Works has already started on the north east cupola with scaffolding having been erected, and is currently on programme.

Spitalfields

Olympic Games Preparedness

15. A number of initiatives have been implemented throughout the year to ensure the Market is prepared as best it can ahead of the Olympic Games. The staff numbers of the Constabulary were reviewed to ensure that good value (minimising numbers) and effective manning of issues/areas were maintained. In consultation with the SpMTA, it was resolved to remain one person short of the full complement of 17 constabulary staff.
16. A roster review was also carried out that changed operations and the nature of the staff complement. The constabulary now comprises 12 Constables and 3 Sergeants, whilst prior to the review the balance was 11 Constables and 4 Sergeants, resulting in a modest cost saving. The new roster ensures that senior staff are more frequently on site to provide supervision during the market's peak operating hours.
17. In order to reduce the impact on the service charge of additional security during the Olympic Games, plans have been developed to add maintenance staff to the constabulary roster on a temporary basis to bolster numbers. This will provide better cover of the increased risks of Spitalfields being used as parking for the Games whilst adding an increased security presence at our entrance. Local plans have been developed to allow for some leave whilst keeping staff in reserve as contingency.

Health & Safety

18. The new policy for Fork Lift Truck (FLT) safety and pedestrian safety issues went live in February 2011, with much of the implementation rolled out during 2011/12. The enforcement of the new rules led to a number of difficult encounters with tenants, which usefully led to a very productive Health & Safety oriented meeting at the market that was particularly well represented by 36 traders/tenants. Oli Sanandres (City of London's Health & Safety Manager) and others from the department portrayed the need for the changes to policies and plans from a Health & Safety at Work Act perspective i.e. not City of London's own rules, but national legislation. Much physical engineering work was also required to change the Spitalfields infrastructure (Armco barriers, white lining to roadways, painting of signs, zebra crossings, hatched no-go areas etc). The result of good, sensible enforcement, guided by the Head of Security

and his Constabulary team and the introduction of a new “Over Trading Notice” at the market, has made the walkways produce/Fork Lift Truck free and the road ways much more free flowing. Despite having the worst accident known at Spitalfields Market during July 2011, accident statistics are at an all-time low with much co-operation from traders and the SpMTA alike.

19. The Health & Safety Executive (HSE) met with the Director and other senior Officers of Markets & Consumer Protection, the City’s H&S Manager and the SpMTA to give feedback from the above mentioned serious accident which was investigated by both the HSE and the Metropolitan Police. This took place on 2nd April 2012. We can report that the FLT driver was successfully prosecuted for driving without due care and attention under the Road Traffic Act resulting in points on his driver’s licence and a fine plus court costs. The meeting was cordial and resulted in a series of lessons learned from the accident which were passed on and duly re-communicated to all tenants at the market. The HSE will complete an unannounced follow up visit to the market, most likely within the next six months, and may write to us more formally at that stage.

New Covent Garden Market (NCGM)

20. Senior staff from “The Garden” visited New Spitalfields Market on 8 February 2012 to jointly discuss Health and Safety issues relating to Fork Lift Trucks (FLT), general traffic management issues and pedestrian safety in our mixed use environment. Together with a full complement of SpMTA members, we showed Covent Garden management our recent developments in policy, practice and infrastructure during a tour of the market and detailed discussions afterwards in light of their own discussions with local Health & Safety enforcement officers in the London Borough of Wandsworth. The NCGM staff were most appreciative of New Spitalfields staff and tenants sharing our recent experience and have kindly offered a repeat reciprocal visit to continue sharing knowledge and best practice.
21. Progress has been made on the capital project to increase the square footage of the rental space at Spitalfields market, known as the Chiswick Gap. A marketing exercise has been completed soliciting bids for rents payable for an additional 2,000 square feet of space such that the construction costs could be matched with the rental income to bring a business case to the Chamberlains Department under the Capital Bid Project Process. A full report will be presented to Markets Committee in due course.
22. Spitalfields has an area of parking, which is available for HGV lorry drivers to rest if they run out of hours on their tachygraphs. We have

recently completed a review of this area, in conjunction with our permitted lorry parking scheme, resulting in an implementation plan for 2012/13 to corral these vehicles into a space better suited for them; to help us manage their movement better; and ensure that they do not encroach on staff parking areas.

SUSTAINABILITY

Billingsgate

23. The Market now has no waste being sent to landfill, all waste is either being recycled or sent to an energy plant. Not only is this a benefit to the environment, in monetary terms, but also represents a saving of £15,000 per year.
24. Water consumption has decreased by 42%, which is equivalent to £29,000. This significant drop is largely due to pay as you go meters being installed, which has meant that people are thinking more carefully about the water they use.
25. Gas consumption has decreased by 30%, which is equivalent to £13,000. An initiative of installing thermostatic controls to all main radiators has been the main contributing factor to the drop.
26. Electricity consumption has increased by 1.6%, which is equivalent to £3,000. In order to bring this down, better analysis of consumption by area needs to be undertaken and this will be a priority in the new financial year.

Spitalfields

Energy/Resource Efficiency

27. Electricity use for the market at the end of the financial year 2011/12 shows that the market continues to use more power. Tenants continue to expand their infrastructure by constructing mezzanine floors (requiring additional lighting measures) and additional/larger cold storage facilities. The total amount of power consumed during 2011/12 increased by 6.3% on the previous year.
28. As previously reported, Spitalfields staff have proactively managed the power consumed in the common parts under our direct control by changing lighting regime and by replacing older light fittings with newer,

more efficient, systems. This has led to year on year decreases in electricity use in the common parts since 2008.

29. The local project to install a small batch of four smart electricity meters at Spitalfields has stalled due to procurement/contractual negotiations with negotiations with the supplier. The intention was to use extensive smart meter data to influence tenants use and to encourage the take up of more efficient technologies or to change their behaviour and save on electricity use.
30. The procurement of a Rainwater Harvesting System is currently out to tender. Due to the engineering works that will be required to construct a firm foundation pad on which to rest the large water tanks (275,000 litres), construction is planned to be moved the other side of the Olympic Games period and in the latter half of 2012/13. This system will allow us to make great strides in the reduction of water used on site for cleaning the market.

Reduce landfill waste and increase recycling

31. At handover of the outsourced cleaning and waste management contract in 2010, the recycling rate was at 62% with a contractual requirement to increase this by 2% per year. By July 2012 a recycling level of 66% should have been regularly achieved on this monthly measured metric. This target is being regularly exceeded, with a current level of performance of 72% recycling averaged over six months. Within the coming year it is also hoped that 100% diversion from landfill may be achieved.

PEOPLE MANAGEMENT

Billingsgate

32. At the end of the year sickness absence levels were high at an overall 10.1 days per employee. Long-term absences that included a small number of employees who had planned hospital operations as well as an employee who has now retired due to ill health, accounted for 7.7 days per employee of the total.

Smithfield

33. Unfortunately, a number of long-term sickness cases earlier in the year have adversely affected the sickness absence figures over the year at Smithfield. However, every case was positively managed to ensure members of staff returned to work at the earliest opportunity.

34. Following four vacancies being created for General Duties Cleaners, three new members of staff have been appointed with a fourth due to start shortly.
35. Training in safe working practices remains a focus at Smithfield; all Maintenance staff have completed COSHH Awareness training, with two members of the maintenance team being appointed as COSHH risk assessors, following successful completion of the IOSH Training course in March 2012. The Smithfield Market Local Induction is also being updated, so that a record is kept of the training that all new starters have on equipment that they use in their daily work.

Spitalfields

36. The performance of sickness absence at Spitalfields is still proactively managed, however, in the last three months we have had three cases of individuals that required operations which required extensive time off for recuperation (38, 40 and 47 days). All three individual cases were managed, ensuring they returned to work as soon as possible, on light or restricted duties with the involvement of the Occupational Health Service and Central HR staff acting as advisors. Despite a positive trend to meet the target of a 15% reduction from last year's level, this has been negatively impacted to the extent that we have missed our end of year target (226 days) with 323 days being recorded. On a positive note, whilst the total sickness target was missed (due to long term cases) the short term self-certificated target (59 days), which was set at 15% less than last year's actual rate, was exceeded with 54 days being recorded.

FINANCIAL AND RISK IMPLICATIONS

37. The end of period 11 (February) monitoring position for the Markets Committee is provided at Appendix B. This reveals a net underspend to date of £712k (21.5%) against the overall local risk budget to date of £3.319m for 2011/12.
38. Overall the Markets Committee is currently forecasting an underspend position of £139k (3.6%), the majority of which relates to savings on employment costs for constables and cleaners due to vacancies and various underspends on premise related expenditure costs. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	48	32	(16)	(33.3%)
City Cash	3,823	3,700	(123)	(3.2%)
Total Markets Committee Local Risk	3,871	3,732	(139)	(3.6%)

39. The reasons for the significant budget variations are detailed in Appendix B, which sets out a detailed financial analysis of each individual Market within the Department of Markets & Consumer Protection.

40. The better than budget position of £712k at the end of period 11 for the Markets Committee is due mainly to a timing issue for delays in the payment of legal fees at Smithfield Market in relation to the new leases, staff vacancies for constables and cleaners and lower than expected Citigen water supply costs at Smithfield Market. Other underspends to date relate to lower than expected employment costs and delays in expected retail price index (RPI) increases from the waste contract supplier that are yet to be invoiced at Spitalfields Market. As a result, the Director is forecasting an overall year end better than budget position of £139k for the Markets Committee.

Contact:

donald.perry@cityoflondon.gov.uk | telephone number:

MATTERS OF GENERAL INTEREST TO THE COMMITTEE

BILLINGSGATE MARKET

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

January 2012

Tuesday 17 – Pappas Restaurant taking photographs of owner at the Market. Fee £150+VAT

Thursday 19 – Clive Totman (CoL) taking photographs of the Market with the Directorate. No fee

Friday 20 – Warp Records, press shots for an artist. Fee £150+VAT

Saturday 21 – Conde Nast Traveller Magazine (Russia) Taking photographs for a travel guide. Fee £150+VAT

Friday 27 – Nigel Crump, taking photographs for a competition. No fee

16 visits for Student/ Non Commercial Photography also took place in the month of January

February 2012

Wednesday 1 – Ogilvy Agency (Bupa) Filming for an advert. Fee £150+VAT

Saturday 4 – Broadgate Mainland, photographing a yacht on the back of a lorry. Fee £1000+VAT

Tuesday 7 – BBC (Horizon) Filming with Feng Sushi. Fee £300+VAT

Tuesday 7 – Radio 4, broadcast CJ about her cookery book. No Fee

Thursday 9 – Jan Matthews (LOCOG) Short video interview. No fee

Thursday 23 – Presentable Ltd, Filming Rhod Gilbert in the Market. No fee

Tuesday 28 – Blue Peter (BBC) filming. Fee £100+VAT

28 visits for student/ non-commercial photography also took place in the month of February

March 2012

Tuesday 20 – Lucinda Terryere, French radio broadcast about the Market

6 visits for student/ non-commercial photography also took place in the month of March

Visitors to the Market

January 2012

Friday 27 – Professor Kugino (lecturer) & 3 delegates. Tour of the Market. No fee

February 2012

No visits

March 2012

Wednesday 7 – Frankie Salton Cox. Visit CJ & MM

Wednesday 28 – Seafish Industry Authority + Peter Stagg & 35-40 people. Presentation & meeting

SMITHFIELD MARKET

Visitors to the Market

January

Monday 23 – Phoebe Hunt, student photography project

Saturday 28 - “Bond 23” filming for feature film in Grand Avenue and Rotunda Car Park

Monday 30 – Chris Culligan, student photography project

February

Monday 6 – Alexi Williams, photography project

Monday 6 – Chris Culligan, student photography project

Friday 10 – Phoebe Hunt, student photography project

Tuesday 14 – Pierre Rives, student photography project

Thursday 16 – Gail Atkinson, student photography project

Friday 24 – Jessica Folan, student photography project

March

Friday 2 – Grace Frazer, student photography project

Friday 23 – Pauline Guo, photography project

April

Friday 13 – Georgina Watson, student photography project

NEW SPITALFIELDS MARKET

Visitors to Market

January

Tuesday 17 - Jose Benedito a journalist from Brazil on a fact finding visit to the market

February

Thursday 9 - Newham Chamber of Commerce visited the market following an invitation from the Chief Executive of the Spitalfields Market Tenants Association

March

Thursday 8 - visit by a group of Commercial Attaché's and 1st Secretaries from the following Embassies, Spanish, Kenyan, USA, Jamaican and Chilean and HR Dr Frederico Cuello an Ambassador from the Dominican Republic arranged and headed by the Fresh Produce Consortium

Friday 9 - visit by a group of students and chaperones headed by Dr Barbara Kirby, the Director of the Agricultural Institute from the Department of Agricultural and Resource Economics, North Carolina State University

Friday 16 - group of students from Oxford Brookes on a study tour

Markets Key Risks

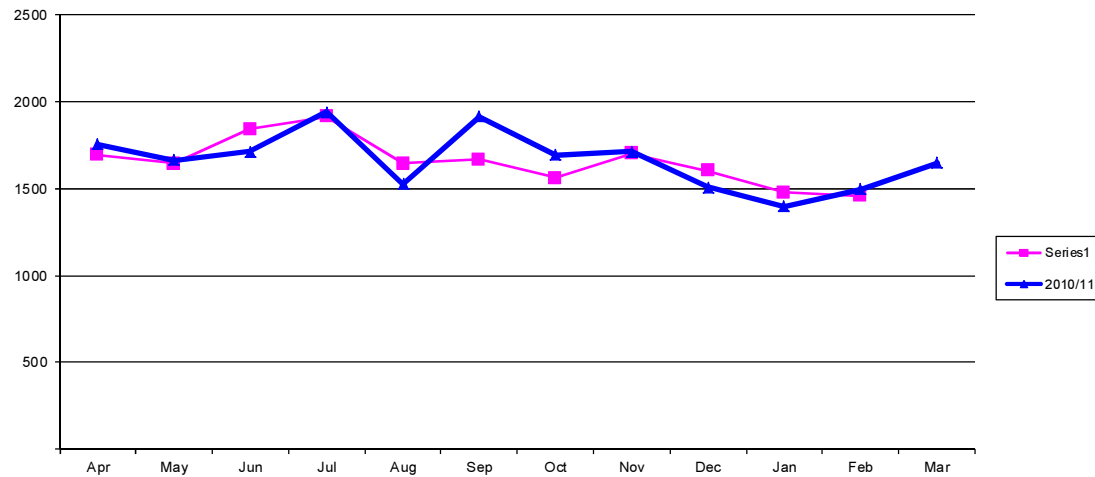
The table below shows a selection of our key risks which form part of our Departmental Risk Register. We will be reporting these to committee as part of the periodic update report from now on.

Our top risks for the Markets are:

Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
↕	Loss of tenants, and hence income, making markets unsustainable.	Director of Markets and Superintendents	Realising some external factors are beyond our management, we continue to raise the profile of all the markets via attending food fairs, trade shows and using promotional materials.	Possible	Major		No further action at present.
↕	Cost of Regulation becoming too great for tenants to bear.	Director of Markets	Department of M&CP implementing cost saving measures to reduce tenants' costs, including energy & water efficiency, water harvesting and recycling waste. Continue to develop income generation activities and to raise the profile of the Markets.	Possible	Major		No further action at present.
↕	Crossrail activities impact upon market activities at Billingsgate or Smithfield such that Markets are unable to trade.	Market Superintendents	Maintain contacts with Crossrail team and City Engineer to ensure that potential adverse effects of Crossrail project are anticipated and mitigated as it proceeds.	Unlikely	Major		No further action at present.
↕	Terrorist incident resulting in lock-down of areas adjacent to markets.	Director of Markets and Superintendents	Maintain close links with the Metropolitan Police, ODA, Local Authorities and other stakeholders. Ensure good communication is maintained with tenants and suppliers.	Possible	Major		No further action at present.

City of London - Markets Department
Operational Information - 2011/2012
Billingsgate - Tonnage of Throughput

	QRT 1			QRT 2			QRT 3			QRT 4			Year to Date
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Billingsgate	1694	1645	1843	1916	1646	1667	1561	1701	1605	1480	1458	Awaiting data	18216



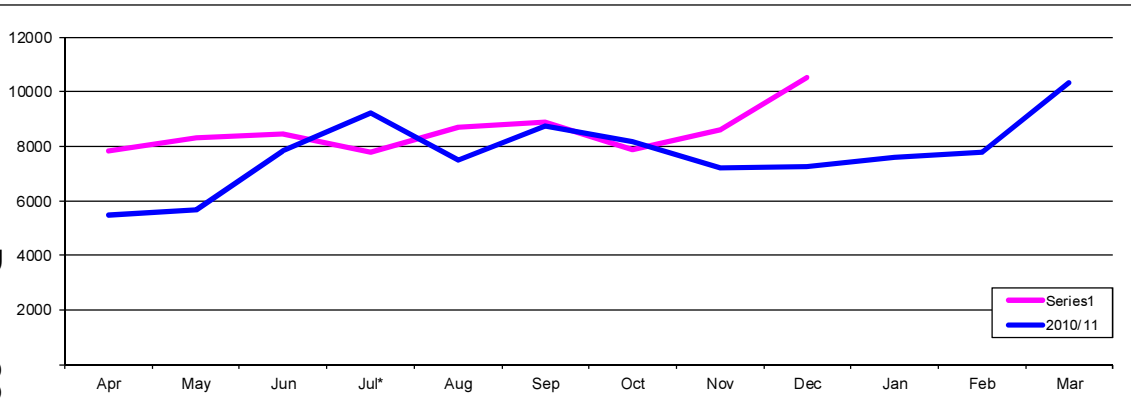
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2010/011	1756	1663	1715	1942	1528	1914	1695	1715	1510	1397	1498	1649	
2009/2010	1620	1625	1889	2033	1838	1932	2104	1694	1967	1480	1617	1995	21794
2008/2009	1869	1865	1701	1911	1710	1795	1869	1759	1882	1314	1404	1487	20566
2007/2008	1570	1773	1953	1911	1620	1796	1806	1829	1731	1747	1813	1701	21250
2006/2007	1594	1688	1730	1741	1718	1847	1722	1780	1646	1520	1481	1616	20083
2005/2006	1708	1525	1915	1783	1749	1852	1698	1753	1828	1470	1413	1856	20550
2004/2005	1615	1651	1600	1849	1646	1764	1784	1746	1731	1372	1363	1676	19797
2003/2004	1745	1764	1634	1946	1669	1863	1851	1707	1678	1437	1474	1738	20506

Note: Details of Tonnage of all produce handled at the Market based on returns supplied by individual merchants

City of London - Markets Department
Operational Information - 2011/2012
Smithfield - Tonnage of Throughput

	QRT 1			QRT 2			QRT3			QRT4			Year to Date
	Apr	May	Jun	Jul*	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Smithfield	7836	8321	8432	7800	8677	8886	7895	8588	10526	Awaiting data			76961



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2010/2011	5463	5675	7846	9229	7488	8745	8189	7193	7256	7571	7765	10316	92736
2009/2010	7442	6547	6731	7840	7670	9640	8202	7060	6798	6102	7358	9018	90408
2008/2009	9137	10479	8255	10193	8082	8991	11074	7375	6742	7300	7836	5582	101046
2007/2008	10237	10869	9938	10198	9827	9484	9746	11923	10102	9915	9893	8607	120739
2006/2007	7465	8194	8169	8614	7692	9237	8923	11094	9358	9876	9032	9135	106789
2005/2006	11171	7528	9614	9944	8169	10024	9902	8326	11526	8461	8923	9580	113168
2004/2005	10357	9409	8941	9797	8579	5238	6576	10967	15119	9898	9043	9167	113091
2003/2004	7241	9358	7830	9152	7678	5588	6876	8283	9809	7415	16141	12249	107618

Note: Details of Tonnage of all produce handled at the Market based on returns supplied by individual tenants

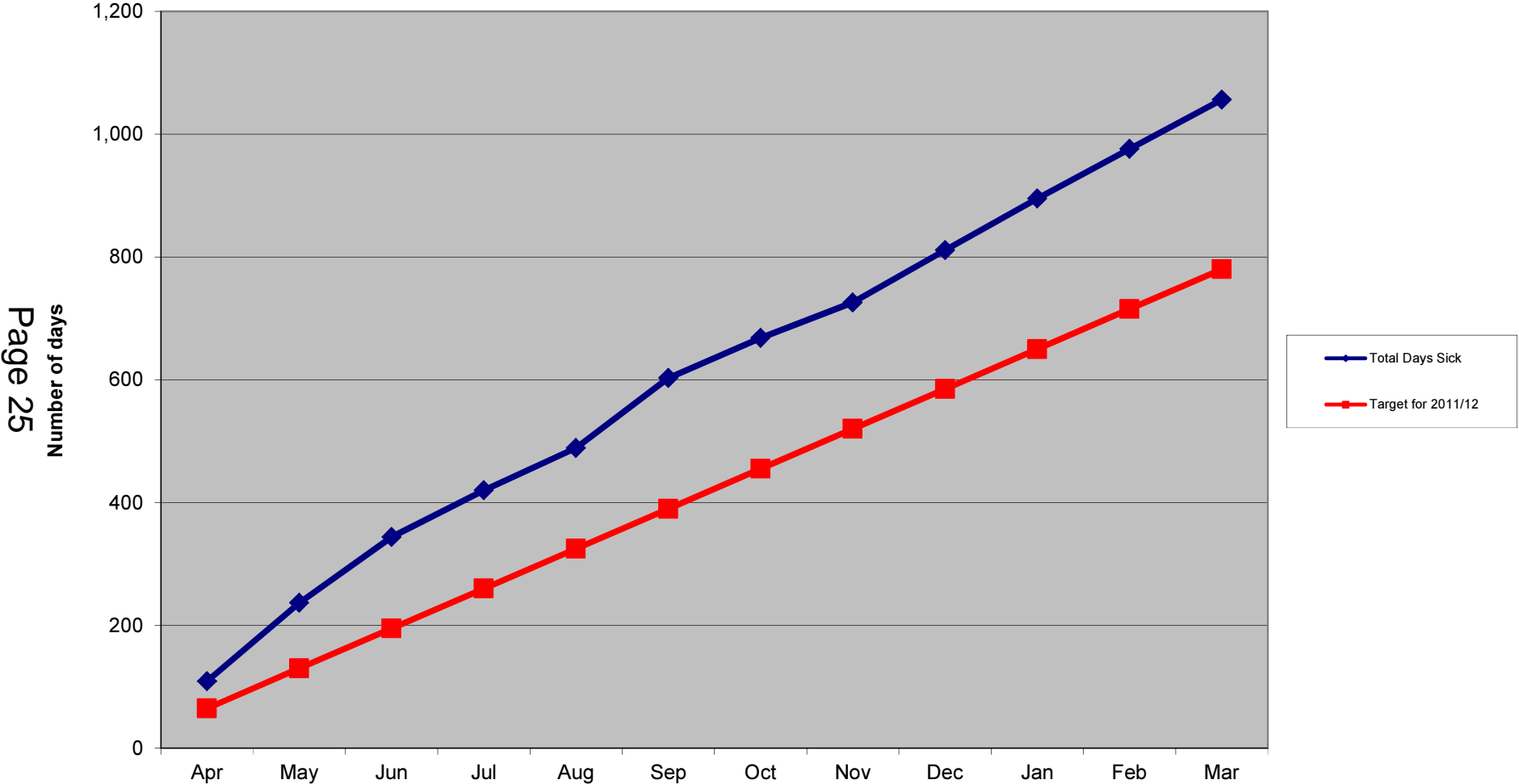
*Estimated Weight

City of London - Markets Department
Attendance Management - 2011/2012

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year To Date	End of Year Target
Total Staff Strength	126	126	126	126	126	126	126	126	126	126	126	126		
Total Self Certificated days	39	15	33	17	28	24	33	17	24	33	30	24	317	
No of persons that make up self certificated	19	6	14	9	9	11	16	9	13	15	15	9	145	
Total Certificated days	69	111	74	59	41	90	31	41	61	51	50	54	732	
No of persons that make up certificated	7	12	6	4	8	6	3	2	3	5	3	5	64	
Over 20 days	1	2	2	1	0	3	0	1	2	0	2	0		
Total Days Sick	109	237	344	420	489	603	668	726	811	895	976	1,056	1,056	
Target for 2011/12	65	130	195	260	325	390	455	520	585	650	715	780		780

179084

Market Dept Sickness Chart



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Committee(s):	Date(s):	Item no.
Markets	2 May 2012	
Subject: Department of Markets & Consumer Protection Business Plan 2012-2015		Public
Report of: The Director of Markets & Consumer Protection		For Decision
<u>Summary</u>		
<p>This report details the Business Plan for 2012-15 for the Department of Markets & Consumer Protection.</p> <p>The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. The Business Plan consists of an overarching plan which contains information relating to the whole department, and a separate annex for each of the three Committees which reflects the responsibilities of that Committee only.</p> <p>The Business Plan identifies some key achievements from the past year and sets out what we aim to achieve this year, the standards we will attain, and where this fits within Corporate plans.</p> <p>Recommendation</p> <p>It is recommended that Members approve the contents of this report and its appendix.</p>		

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*Department of Markets and
Consumer Protection*

Business Plan 2012-2015

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<i>Appendix B – Port Health & Public Protection Business Plan</i>	
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Introduction

The Department of Markets and Consumer Protection (M&CP) was created on 1 October 2011 by the merger of the former Markets Department with the Port Health, Animal Health, Environmental Health, Trading Standards and Licensing sections of the former, now disaggregated, Department of Environmental Services.

The new Department has the widest span of all front-line service departments, employing some 250 staff with a combined overall net local risk budget of £6,386,000, spread across ten locations ranging from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury on the North side of the Thames and Denton on the South side.

The Department reports to three discrete City Committees: Markets; Port Health and Environmental Services; and Licensing. This Business Plan is therefore sub-divided so that there is a separate annex to reflect the responsibilities of each Committee.

Markets

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

Billingsgate has 42 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 22,000 tonnes. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity, is located within the Market.

Smithfield Market is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.

New Spitalfields Market has 121 trading units for wholesalers in the market hall, 13 catering supplies buildings units, and a further 20 supporting businesses. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 700,000 tonnes. Sustainability is a high priority for the market and about 72% of its waste is now recycled.

Port Health & Public Protection

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

Port Health and Animal Health & Welfare Divisions

As the London Port Health Authority, the **Port Health Division** is responsible for a district extending for 150 kilometres along the River Thames from Teddington to the outer Estuary including the ports of Tilbury, Thamesport, Sheerness and London City Airport. The Authority serves businesses and protects the nation through the delivery of the following services controlling: Food and Feed Imports; Food Standards, Food Safety and Water Quality; Infectious Disease Control; Civil Contingencies; Environmental Protection and Shellfish Control.

Animal Health is responsible for running the Animal Reception Centre at Heathrow, and providing animal health services across London on an agency basis for 29 other London Local Authorities and two Authorities in Berkshire. Officers carry out inspections of pet shops, zoos, dog breeding and riding establishments, and offer advice on the keeping of dangerous wild animals. The Division also deals with complaints from the public and welfare matters involving circuses, animal shows, studio work with animals and other cases where animals are used to perform.

Heathrow Animal Reception Centre (HARC) has established itself as a world leader in the care of animals during transport. Open 24 hours a day, 365 days a year, the Centre receives and cares for hundreds of thousands of animals of all types - from cats and dogs to baby elephants, horses, reptiles and spiders. During the last year the Centre has seen a range of unusual animals including a mongoose, a sun bear, a white lion cub, cheetahs and sloths.

Public Protection Division

This Division is primarily based within the City of London – the Square Mile – and teams carry out the following wide range of regulatory work:

Food Safety is responsible for enforcement of food safety legislation across all City food businesses including the provision of advice and information.

Health & Safety is responsible for enforcement of health and safety legislation in all relevant City businesses including the provision of advice and information.

Operational Support is responsible for providing a range of administrative and IT support services to the department including system administration of Timemaster and the Northgate M3 database.

Pest Control provides a comprehensive pest control eradication and advisory service to all non-food businesses in the City and engages in contract work for various City Corporation departments including Housing, the City Surveyor and our own Smithfield Market.

Pollution Control is responsible for enforcing all noise and nuisance legislation, private sector housing, air quality management and contaminated land legislation across the Square Mile.

Trading Standards is responsible for enforcing and advising businesses and consumers regarding legislation relating to trading practices within the City of London, including weights and measures, pricing, product safety, consumer credit and fair trading.

Smithfield Enforcement Team undertakes enforcement of health and safety legislation, food standards, hygiene controls in vehicles that visit Smithfield Market and investigates any food complaints, as well as operating the Animal By-Product facility for the disposal of unfit meat.

Licensing Service

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

The Markets and Consumer Protection Directorate has a strategic role in managing the overall strategy, communications, finance, health and safety, and promotion of the Department, allowing the operational managers to focus on the day-to-day management of their divisions and their customers' requirements.

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

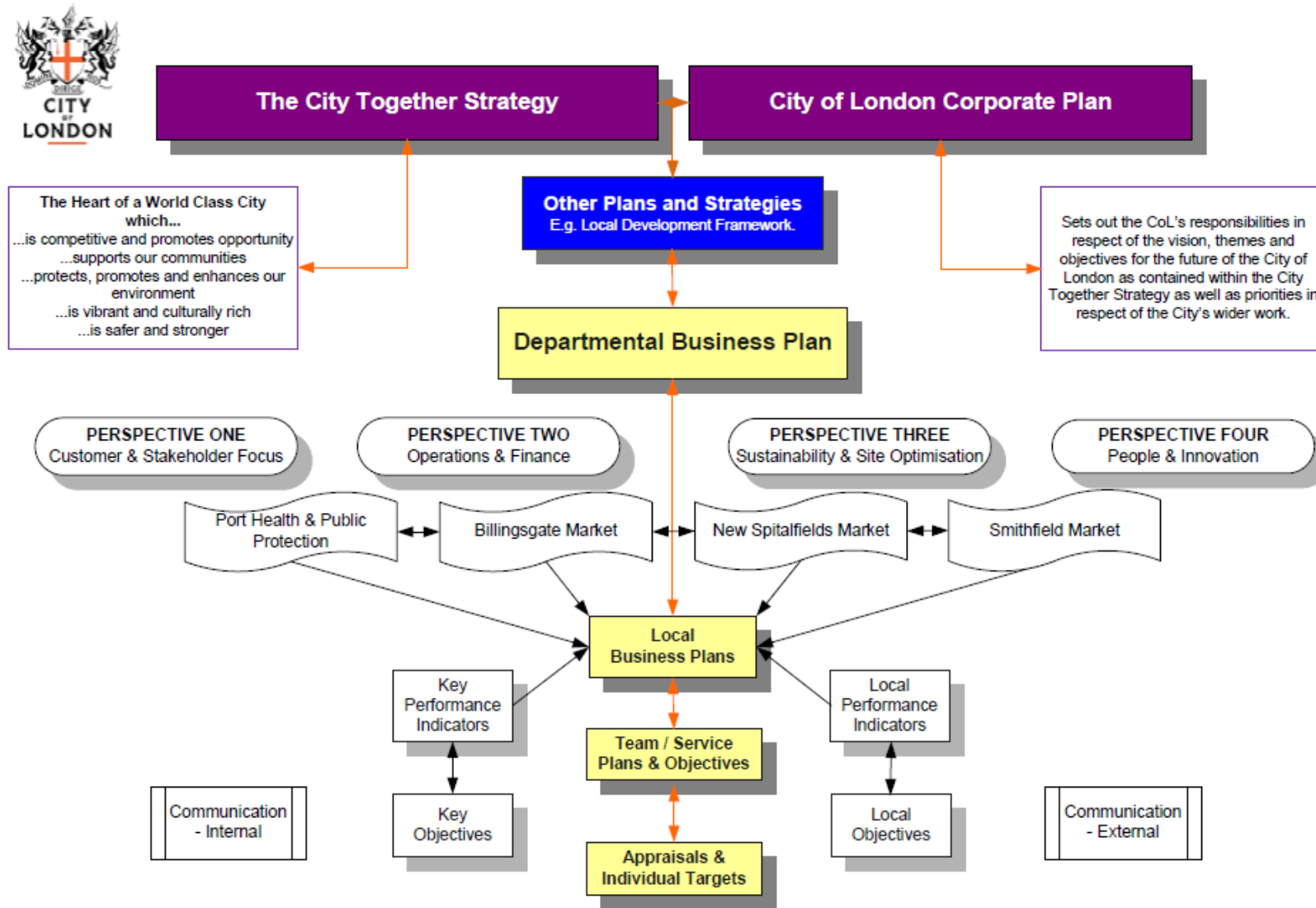
- An overarching set of departmental objectives
- Three appendices with specific objectives relevant to the responsible Committee.

The downturn is affecting every aspect of business and budget restrictions will force further reviews of the services we provide and the way we do business. Funds are going to become increasingly tight for the foreseeable future. So, to ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on page 8, our version of the Balanced Scorecard, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

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

David A H McG Smith CBE
Director of Markets

Markets and Consumer Protection Business Planning Process



Markets and Consumer Protection Vision

The vision of the Department of Markets and Consumer Protection is to support The City Together Strategy and the Corporate Plan through the provision of high quality, efficient services to our customers and stakeholders. In addition, the two Markets outside the Square Mile (Billingsgate and New Spitalfields) seek to contribute to their host boroughs' Community Strategies.

Our Strategic Aims

Our strategic aims are:

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

Our Key Achievements 2011-2012

Our key achievements during 2011-2012 are listed below:

- Successfully establishing the new Department of Markets and Consumer following the implementation of the re-organisation on 1 October 2011.
- Facilitating a successful conclusion to the issue of the Billingsgate Porters' working practices.
- Contributing evidence in relation to the St. Paul's protest camp.
- Signing a Memorandum of Understanding with the City of London Police.
- Devising and launching an Air Quality Strategy.
- Securing the purchase of the HARC and coping with significant additional throughput during the final quarter of the financial year.
- Introducing a new software system at the Port offices.
- Working effectively with the Olympic authorities to achieve significant concessions over traffic management around the Olympic site, which will enable the continued operation of New Spitalfields Market with the minimum of disruption during the Games period.

Our Key Challenges 2012 -2015

Our key challenges for 2012 -15 can be summarised as:

- The need to deliver value for money and generate additional income whilst delivering high quality services.
- Preparations for the 2012 Olympic Games and the need to ensure the operations of the Department continue in a safe, secure and uninterrupted manner.
- Supporting the Crossrail development and minimising its impact upon the City and our operations.
- Working to reduce our energy usage to reduce both costs and the carbon footprint.
- Continuing to reduce sickness absence levels.
- Improving the way we manage all departmental risks and ensuring that appropriate contingency plans and measures are in place.
- Supporting the delivery of the PP2P project so that it realises its targeted savings, and thereby protect our frontline services from further budget reductions.

Looking Ahead 2012 – 2015

We need to consider our business in the round, under four broad perspectives of how well we are doing in satisfying:

Customer and Stakeholder Focus

- Providing reasonably priced services and facilities
- Developing a proactive service culture that identifies and meets customer needs
- Improving our relationships with our customers

Operations and Finance

- Achieving value for money and minimising our overheads.
- Sustaining our existing revenue base and expanding it where possible.
- Identifying and managing business and Health and Safety risks.
- Identifying new income streams.

Sustainability and Site Optimisation

- Modernising our administrative processes and procedures and ensuring the maximum use of technology.
- Ensuring that the environmental impact of proposed changes is taken fully into account.
- Identifying ways of reducing our carbon footprint.
- Maintaining and modernising the sites appropriately.

People & Innovation

- Identifying and resourcing staff learning and development.
- Capturing and sharing corporate knowledge, and applying lessons learnt.
- Developing an ethos of individual empowerment and the accountability that goes with it.

Markets and Consumer Protection Department Objectives 2012–2013
(1 April 2012 – 31 March 2013)

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
London 2012 Olympic Games: maximise benefit and minimise risks	<ul style="list-style-type: none"> • Maintain an Olympics-specific operational risk matrix for all departmental activities and ensure that suitable contingency plans are drawn up to address these risks. • Liaise with the Olympics security/traffic organisations and TfL to minimise disruption to, and impact on, our frontline services and ensure security risks are kept to a minimum. • Ensure that suitable contingency plans are drawn up to address any risks including arrangements to provide a 24 hour on-call service of trained staff for likely health protection, food and safety duties during the Games period. • Arrangements to include planning for and a response to surges in demand (large Infectious Disease outbreak) for PH&PP. Further capacity building options required to enable this process to function. 	<ul style="list-style-type: none"> • Department able to respond to increased demand on services and operational constraints during the Olympic period. • Disruption from construction activities and security restrictions to have been minimised. 	<ul style="list-style-type: none"> • Director of Markets and Consumer Protection • Director of Port Health and Public Protection • Spitalfields Superintendent • Billingsgate Superintendent • Smithfield Superintendent

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Improve Communication with stakeholders	<ul style="list-style-type: none"> Regular meetings with the Markets' Tenants Associations, keeping them fully informed of developments. Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food Markets in the country. Regular attendance at forums and meetings, for example <ul style="list-style-type: none"> <i>Legionella Control Association</i> <i>London Banks' Health & Safety Forum</i> <i>Cleaning Industry Forum</i> <i>Smithfield Market Tenants Association</i> <i>Utilities Forum</i> <i>Port Health & Animal Health related National and International Panels and Committees</i> Optimise use of intranet / internet using the opportunity provided by the City's new web site. Develop options for obtaining customer satisfaction feedback – e.g. web based – and pilot. 	<ul style="list-style-type: none"> Improved dialogue, engagement, and co-operation with our stakeholders. Department able to identify key stakeholders, actively seek their views on performance and priorities, and respond appropriately to improve the service. Maintain standing within our sphere of operation with possible income generation from extending scope of shared services working. Department will be able to identify where web pages can be improved, leading to the pages being rated well by users. 	<ul style="list-style-type: none"> Director of Markets and Consumer Protection Director of Port Health and Public Protection Business Unit Heads Performance Management Officer

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.	<ul style="list-style-type: none"> • Ensure stakeholder involvement, by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants. • Work in unison with the LFMA and SMTA in Crossrail developments. • Monitor all relevant Crossrail proposals with relevant CoL staff. • Secure continued funding for EHO post from Crossrail to support additional demands on resources from the project 	<ul style="list-style-type: none"> • The least possible disruption to the operations of the Department, measured in terms of: <ul style="list-style-type: none"> – <i>Closure of Markets (number of available trading days) necessitated by contamination caused by construction works.</i> – <i>No loss of funding for an EHO post for the duration of the Crossrail project.</i> 	<ul style="list-style-type: none"> • Director of Markets • Director of Port Health and Public Protection • Billingsgate Superintendent • Smithfield Superintendent

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
Maintain a strong positive relationship with our stakeholders by providing good customer service and capturing business development opportunities.			
Action	Task	Outcome	Responsibilities
Promote our services	<ul style="list-style-type: none"> Support the work of Business Development Managers (BDMs) at the markets. Work with Tenants' Associations to develop a Promotion Strategy for the Markets and improve PR/Marketing. To promote all of our services through CoL communication channels. 	<ul style="list-style-type: none"> Greater trade through the Markets. To ensure the sustained viability of our tenants' businesses, measured by no increase in the number of business failures as compared to previous years. Profile enhancement and promotion of the services the Department provides. 	<ul style="list-style-type: none"> Director of Markets Business Unit Heads Performance Management Officer

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.			
Action	Task	Outcome	Responsibilities
Ensure smooth implementation of the new PP2P arrangements.	<ul style="list-style-type: none"> Work closely with City Surveyors and Chamberlains Departments as plans emerge. 	<ul style="list-style-type: none"> Improved business performance and better value for money. Saving realised from PP2P, meaning that front-line services are not hit by further savings measures 	<ul style="list-style-type: none"> Head of Business Performance (as PP2P Change Partner) Business Unit Heads
Better management of business risks and improved contingency plans	<ul style="list-style-type: none"> Ensure that Risk Registers are in place and regularly reviewed to ensure that business risks are fully understood and mitigated. Improve analysis of business and H&S risks and develop improved contingency plans, by March 2013. Review effectiveness of current safety management and assurance systems. 	<ul style="list-style-type: none"> Reduced risks to the departments' business. Improved ability to manage crises. Reduced risk of enforcement action against the City. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads Technical Officer
Continue with the improvement of the Department's Health and Safety performance and accident reduction	<ul style="list-style-type: none"> Improve internal 'Top X' H&S methodology. Provide advice on H&S issues to local management, including compliance with applicable legislation and industry best practice. Further improve the quality of accident investigation and reporting. Encourage reporting of 'Near Misses'. 	<ul style="list-style-type: none"> Safer environment. Fewer H&S incidents compared to 2011/12 total. Accident reduction across all sites compared to 2011/12 total. Reduced risk of enforcement action against the City. Reduced risk of successful litigation against the City following an accident. 	<ul style="list-style-type: none"> Technical Officer Business Unit Heads Heads of Constabulary

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure the safety and security of stakeholders and property, carry out operations efficiently and ensure the department is financially viable to the City, while minimising costs.			
Action	Task	Outcome	Responsibilities
Continue to benchmark against other similar organisations	<ul style="list-style-type: none"> Attend relevant benchmarking meetings. Visit other organisations where appropriate. Use national associations and forums to engage in collective benchmarking initiatives. 	<ul style="list-style-type: none"> Greater efficiency and Value for Money demonstrable. Providing good quality service that is cost effective and saves time. To have shared ideas in similar working areas and improve efficiency in those areas of work. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Finance Officer
Increase income generation	<ul style="list-style-type: none"> Investigate ways in which the department can increase its income streams, e.g.: <ul style="list-style-type: none"> ARC – increased numbers of animals processed as part of the PETS Scheme. Smithfield Market – Increase car parking income to £20k to meet budget savings commitments. Billingsgate Market – Increased use of car park. 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services or staff. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
To provide well-maintained sites, which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.			
Action	Task	Outcome	Responsibilities
Work to increase the sustainability of our operations	<ul style="list-style-type: none"> Work closely with City Surveyors and the Sustainability unit to identify potential sustainability improvements. 	<ul style="list-style-type: none"> Increased sustainability. Reduction in energy usage. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Performance Management Officer
Reduce landfill waste and increase recycling	<ul style="list-style-type: none"> Review waste handling at each of our sites with a view to increasing levels of recycling. 	<ul style="list-style-type: none"> Reduced landfill waste. Increased sustainability. Improve waste management. 	<ul style="list-style-type: none"> Head of Business Performance Business Unit Heads
Improve the material state of our real estate	<ul style="list-style-type: none"> In conjunction with the City Surveyor (PSD), ensure that each area's 20 year maintenance plan is fully up-to-date and properly costed. Improve maintenance/ improvement arrangements for sites without maintenance staff (e.g. HARC, Port Offices). Ensure that liaison meetings with PSD are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost. Monitor at Senior Management Group. 	<ul style="list-style-type: none"> Property is well maintained and asset values protected. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance
In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy usage, by 5% year on year in areas which are under the control of CoL	<ul style="list-style-type: none"> Ensure that the department's Carbon Energy Action Plan is regularly reviewed and updated. Actively participate in the Carbon Energy Reduction Group. Monitor all energy consumption and target high use areas. 	<ul style="list-style-type: none"> Improved knowledge of actual major consumption areas and the potential for efficiency reductions. Reduction in utilities usage. 	<ul style="list-style-type: none"> Business Unit Heads Head of Business Performance Performance Management Officer

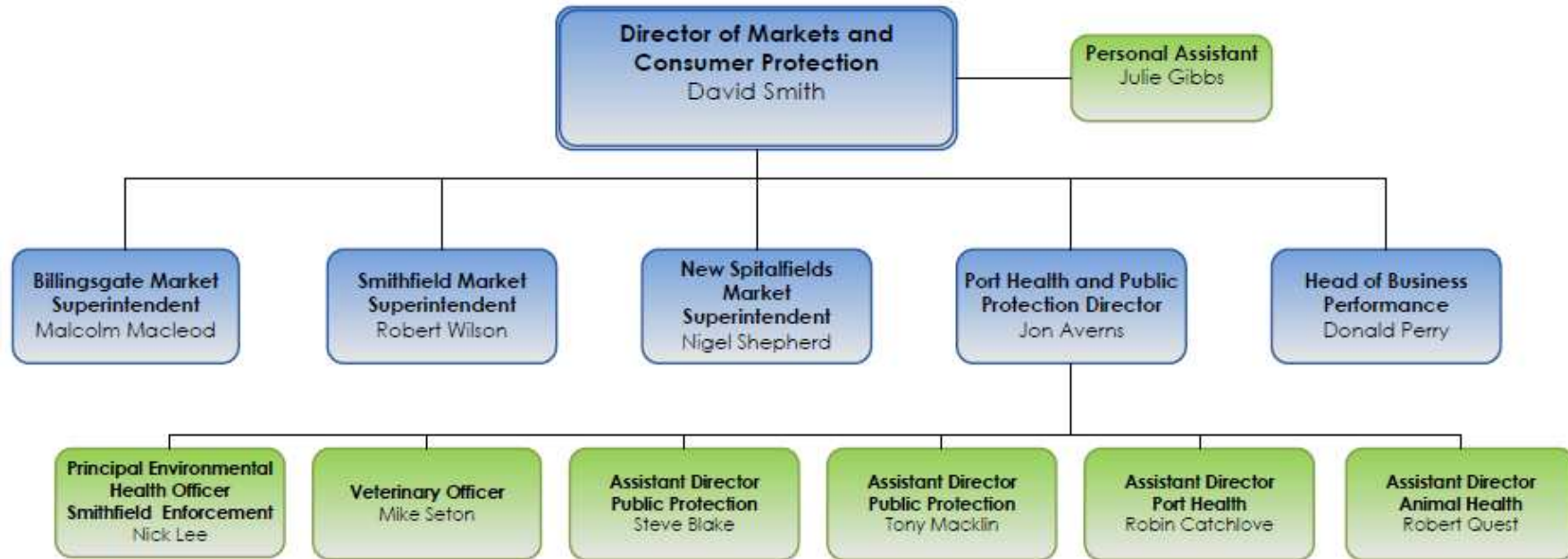
Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
To provide well-maintained sites, which are fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources, while being financially viable.			
Action	Task	Outcome	Responsibilities
Implement new ways of achieving sustainability targets using technological and engineering solutions	<ul style="list-style-type: none"> • Work closely with the Energy Team and the Sustainability Unit to identify potential sustainability improvements. • Use Systemslink to its full potential. 	<ul style="list-style-type: none"> • Increased sustainability. • Reduction in energy usage. 	<ul style="list-style-type: none"> • Business Unit Heads • Head of Business Performance • Performance Management Officer • Heads of Maintenance

Perspective 4 – People and Innovation		Co-ordinator: Human Resource Officer	
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.			
Action	Task	Outcome	Responsibilities
Continue to tackle sickness absence	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across all Business Units of no more than 7 days per person by 31 March 2012, and a total of no more than 1757 days across the Department. Individual Business Units have specific targets. 	<ul style="list-style-type: none"> Business Unit Heads Line Management
Improve internal communications within new departmental structures	<ul style="list-style-type: none"> Contribute to corporate publications to raise awareness of the Department's activities and achievements. Produce internal departmental newsletter quarterly – first edition by end April 2012. Develop new intra-departmental visit programme by October 2012. 	<ul style="list-style-type: none"> More effective promotion of the achievements and diversity of the department and its staff to the wider CoL and externally. 	<ul style="list-style-type: none"> Performance Management Officer PA to Director
Develop a workforce skills matrix table for Markets	<ul style="list-style-type: none"> To recognise the skills of the entire workforce as a means of utilising skills more efficiently and deploying them as necessary. 	<ul style="list-style-type: none"> Greater efficiency and better use of deploying skills in-house where possible. 	<ul style="list-style-type: none"> HR Business Partner
Meet the requirements for Continuous Professional Development (CPD) for all regulatory officers in PH&PP (and for Street Environment Officers)	<ul style="list-style-type: none"> Assess the competencies and training needs of all regulatory staff in PH&PP in relation to the appropriate Service Plans and capacity building. Utilise the Regulators' Development Need Analysis (RDNA) where necessary. 	<ul style="list-style-type: none"> CPD requirements of the Government's agencies – e.g. FSA, HSE - are met. CPD requirements of the professional bodies – CIEH, TSI, IOSH – are met. 	<ul style="list-style-type: none"> Assistant Directors Team Managers

Markets & Consumer Protection Organisational Chart

January 2012

Department of Markets and Consumer Protection Management Structure



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

The Department has a healthy underspend position for 2011/12 which is principally due to additional business at the Animal Reception Centre (ARC). The intention is to explore opportunities to re-invest these funds to help fund expansion at the ARC. There are also key pressures to be resolved in 2012/13 in relation to Smithfield lease renewal negotiations and Porter buyout agreements at Billingsgate.

Department of Markets and Consumer Protection Finance Information

	2010/11	2011/12	2011/12	2011/12		2012/13	N.B.
	Actual	Original Budget	Revised Budget	Projected Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£000	
Employees	11,226	10,929	10,959	10,791	98.5	10,979	
Premises	3,824	4,606	4,690	4,687	99.9	5,004	
Transport	285	292	290	327	112.8	288	
Supplies & Services	2,734	2,560	2,839	2,575	90.7	2,142	
Third Party Payments	1,674	1,702	1,705	1,701	99.8	1,753	
Transfer to Reserve	219	41	41	41	100.0	0	
Contingencies	0	3	3	0	0.0	3	
Unidentified Savings	0	-274	0	0	0.0	0	
Total Expenditure	19,962	19,859	20,527	20,122	98.0	20,169	
Total Income	(12,706)	(13,170)	(13,009)	(13,432)	103.3	(13,783)	
Total Local Risk	7,256	6,689	7,518	6,690	89.0	6,386	1
Central Risk	(5,198)	(5,197)	(5,120)	(5,120)	100.0	(5,340)	
Recharges	8,318	8,074	7,689	7,689	100.0	7,812	
Total Expenditure (All Risk)	10,376	9,566	10,087	9,259	91.8	8,858	2

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.
2. Projected outturn 2011/12 based on monitoring at period 11 (29/02/2012).



Appendix A:
Markets Business Plan 2012-2015

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Markets Key Challenges 2012-2015

Our key challenges for 2012 -15 can be summarised as:

- Working to reduce both the markets' and tenants' energy usage and the improve sustainability of our operations.
- Preparations in the New Spitalfields area (Leyton/Stratford) for the 2012 Olympic Games and the need to ensure the operations of the Market continue in a safe, secure and uninterrupted manner and, where possible, tenants have the opportunity to supply fruit and vegetables for the Games.
- Working with our tenants (Small and Medium sized Enterprises, SMEs) at all three markets to help them survive the recession and prosper in the future.
- Implementation of the London Food Strategy and associated activities, especially work on increasing the supply of UK produced fresh food into the capital.
- Continuing to investigate opportunities for reducing waste sent to landfill and increasing recycling as part of the sustainability agenda.
- Completion of the lease renewal process at Smithfield.
- Continuing to reduce the Markets' sickness absence levels.
- Continuing to manage all Markets risks.
- The continuing developments and discussions on Crossrail and the need to ensure continued safe, uninterrupted operations at both Billingsgate and Smithfield Markets.

Markets Objectives 2012–2013 (1 April 2012 – 31 March 2013)

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
Promote the Markets	<ul style="list-style-type: none"> Support the work of Business Development Managers (BDMs) at the Markets. Encourage tenants to exhibit at appropriate trade fairs and shows. Work with Tenants Associations to improve PR/Marketing. Promote the Markets through CoL communication channels. 	<ul style="list-style-type: none"> Greater trade through the Markets. Profile enhancement and promotion of the Markets. 	<ul style="list-style-type: none"> Director of Markets Market Superintendents Performance Management Officer
Improve Communication between the markets, all the tenants and stakeholders	<ul style="list-style-type: none"> Regular meetings with the Tenants Associations, keeping them fully informed of developments. Maintaining a good relationship and channels of communication between the City of London Markets and all other wholesale food Markets in the country. 	<ul style="list-style-type: none"> Improved dialogue, engagement, and co-operation with the tenants and stakeholders. Good relationships with local community and other stakeholders. 	<ul style="list-style-type: none"> Director of Markets Market Superintendents Performance Management Officer
Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.	<ul style="list-style-type: none"> Ensure stakeholder involvement, by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants. Work in unison with the LFMA and SMTA in Crossrail developments. Monitor Crossrail proposals with relevant CoL staff. 	<ul style="list-style-type: none"> Minimum disruption to the Markets. Normal, or near normal, day-to-day operation of both Markets throughout construction period. 	<ul style="list-style-type: none"> Director of Markets Billingsgate Superintendent Smithfield Superintendent

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
Olympics: maximise benefit and minimise risks	<ul style="list-style-type: none"> • Liaise with the Olympics security/traffic organisations to minimise traffic disruption in the local area and ensure security risks are kept to a minimum. 	<ul style="list-style-type: none"> • Disruption from construction activities, Games security requirements and restrictions imposed by the ORN to have been minimised. 	<ul style="list-style-type: none"> • Director of Markets • New Spitalfields Superintendent • Billingsgate Superintendent
Manage lease renewals at Smithfield	<ul style="list-style-type: none"> • To maintain the momentum of Smithfield lease negotiations and achieve aims set out by Members. 	<ul style="list-style-type: none"> • To have the terms agreed Smithfield tenants by summer 2013. 	<ul style="list-style-type: none"> • Director of Markets • Smithfield Superintendent

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure safety and security of tenants and property, optimize efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
Better Management of Business risks and improved contingency plans	<ul style="list-style-type: none"> Improve analysis of business and H&S risks and develop improved contingency plans by March 2013. Improve internal 'Top X' H&S methodology and implement by 30 Nov 2012. Review effectiveness of current safety management and assurance systems. 	<ul style="list-style-type: none"> Reduced risks to the Markets' business. Improved ability to manage crises. Reduced risk of enforcement action against the City. 	<ul style="list-style-type: none"> Head of Business Performance Market Superintendents Technical Officer
Continue with the improvement of the Markets Health and Safety performance and accident reductions	<ul style="list-style-type: none"> Raise safety awareness amongst staff in relation to forklift truck operator behaviour. Continue to implement effective workplace traffic management controls. Provide advice on H&S issues to local management, including compliance with applicable legislation and industry best practice. Further improve the quality of accidents investigation and reporting. 	<ul style="list-style-type: none"> Raised Health and Safety standards at all three Markets. Safer environment. Fewer H&S incidents compared to 2011/12 total. Accident reduction across all Markets compared to 2011/12 total. Reduced risk of enforcement action against the City. Reduced risk of successful litigation following an accident. 	<ul style="list-style-type: none"> Technical Officer Market Superintendents Heads of Constabulary

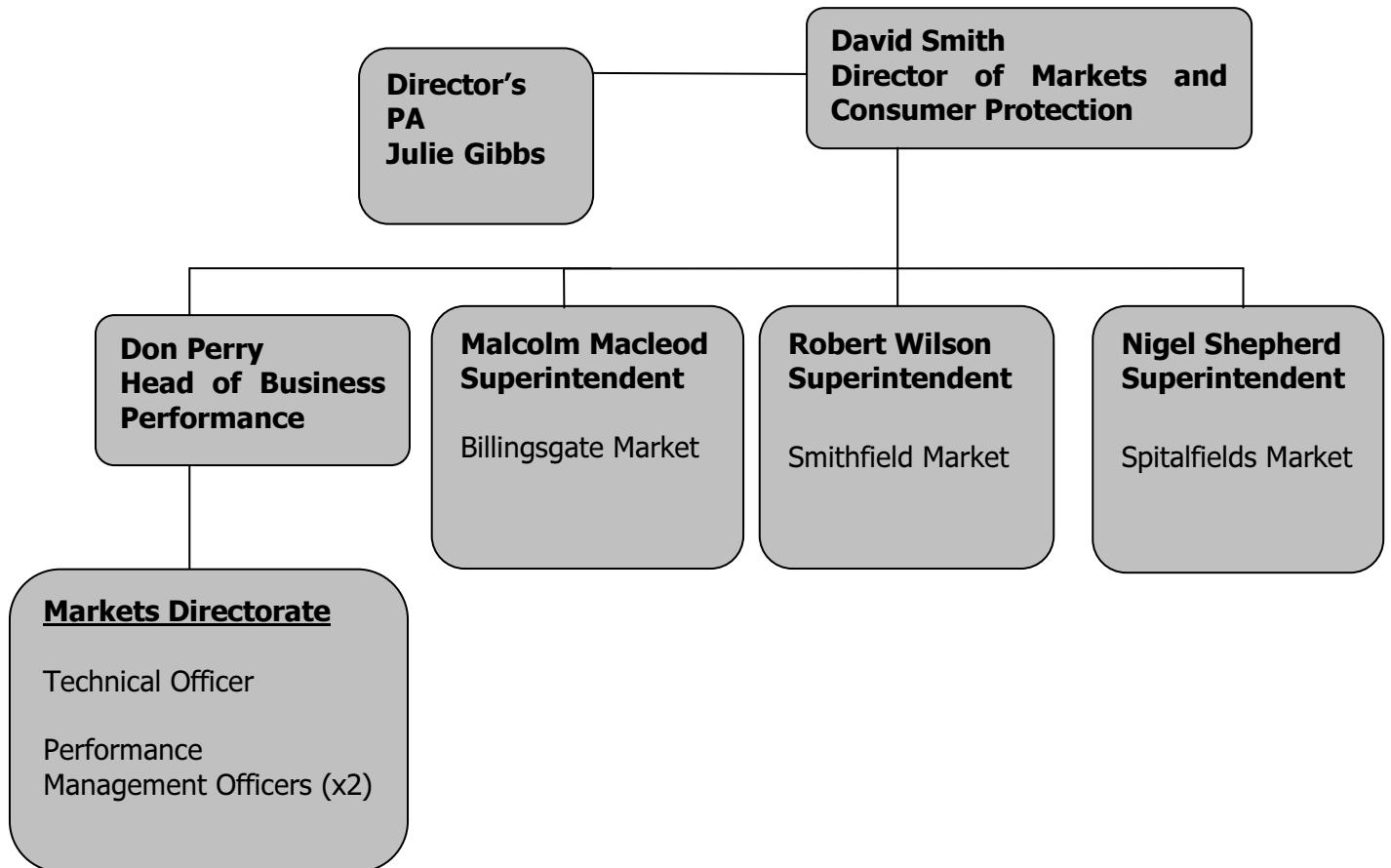
Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure safety and security of tenants and property, optimize efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
Work more efficiently and achieve greater value for money	<ul style="list-style-type: none"> Review main areas of activity at each market and assess if still fit for purpose or could be adapted to be done differently. 	<ul style="list-style-type: none"> Demonstrable VFM for stakeholders. Potential time and money saving. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Finance Officer
Continue to benchmark against other wholesale and similar markets.	<ul style="list-style-type: none"> Attend relevant bench marking meetings. Visit other markets where appropriate. Use NABMA and other relevant websites to bench mark against. 	<ul style="list-style-type: none"> Minimize impact on front-line service. Shared ideas and best practice in similar working areas and improved efficiency. 	<ul style="list-style-type: none"> Head of Business Performance Performance Management Officer
Generate more income	<ul style="list-style-type: none"> Investigate ways in which the Markets could increase their income streams. Fully maximise car parking usage at Billingsgate and Smithfield. 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services. 	<ul style="list-style-type: none"> Head of Business Performance Markets Superintendents at Billingsgate and Smithfield Market.

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy consumption by 5% year on year in areas which are under the control of CoL.	<ul style="list-style-type: none"> Add additional metering if necessary to clearly identify separate CoL (common parts) and tenants' consumption, and target high use areas. Encourage tenants to consider reducing their utility usage – illustrating the potential cost saving to incentivise the tenants. Use Systemslink to its full potential and identify the big users of utilities. 	<ul style="list-style-type: none"> Improved knowledge of actual major consumption areas and the potential for efficiency reductions. Reduction in utilities usage. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Performance Management Officer CoL Energy Manager
Reduce landfill waste and increase recycling	<ul style="list-style-type: none"> Review waste handling at Billingsgate Market. Work with tenants at Smithfield market to incentivise them to segregate recyclable waste. 	<ul style="list-style-type: none"> Reduced landfill waste costs against the 2011/12 outturn figures. Reduced incineration costs at Smithfield against the 2011/12 outturn figures. Increased sustainability. Improve waste management at the Markets. 	<ul style="list-style-type: none"> Head of Business Performance Market Superintendents Heads of Maintenance
Work with tenants to improve sustainability of Markets' operations.	<ul style="list-style-type: none"> Work closely with City Surveyors, the Sustainability unit and the Energy Team to identify potential sustainability improvements. Continue to brief the tenants on the benefits of sustainability and energy management. Complete the rain water harvesting project at New Spitalfields Market by March 2013. 	<ul style="list-style-type: none"> Increased sustainability. Tenants are aware of their responsibilities in helping to ensure that Markets are run in a sustainable way. Reduction of both the tenants and common parts energy usage levels against the 2011/12 outturn figures. Reduce water usage at New Spitalfields Market against the 2011/12 outturn figures. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Performance Management Officer Heads of Maintenance

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
Improve the material state of the Markets	<ul style="list-style-type: none"> • Develop a 'Billingsgate Modernisation Plan' to improve the overall condition of the Market, seeking grant funding where appropriate, by March 2013. • In conjunction with the City Surveyor (PSD), ensure that each Market's 20 year maintenance plan is fully up-to-date and properly costed. • Ensure that quarterly liaison meetings with PSD at Billingsgate and New Spitalfields, and monthly at Smithfield, are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost. • Monitor at Senior Management Group. 	<ul style="list-style-type: none"> • Property is well maintained and asset values protected. • Billingsgate has an integrated programme to deal with significant improvement works that will be required during the period of this Business Plan. 	<ul style="list-style-type: none"> • Superintendents • Head of Business Performance

Perspective 4 – People and Innovation		Co-ordinator: Human Resource Officer	
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.			
Action	Task	Outcome	Responsibilities
Continue to tackle sickness absence	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across all Markets to no more than 7 days per person by 31 March 2012, with a total number of days at each Market as follows: <ul style="list-style-type: none"> Billingsgate: 252 New Spitalfields: 203 Smithfield: 329 Directorate: 37 	<ul style="list-style-type: none"> Market Superintendents Line Management
Further encourage and increase cross-market working	<ul style="list-style-type: none"> Set up regular visits between sub-departments to tackle similar issues. Staff shadowing opportunities. Joint training exercises. Regular meetings between Line Managers with their counterparts at other Markets. 	<ul style="list-style-type: none"> Sharing of working practices, solving problems collectively. Greater efficiency. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Performance Management Officer
Continue to use the internal communication channels to promote activities within the Markets	<ul style="list-style-type: none"> Providing regular articles on activities happening at the Markets to the PR department. 	<ul style="list-style-type: none"> More effective promotion of the achievements and diversity of our Markets and their staff to the wider CoL and externally. 	<ul style="list-style-type: none"> Performance Management Officer PA to Director
Develop a workforce skills matrix table	<ul style="list-style-type: none"> To recognise the skills of the entire workforce as a means of utilising skills more efficiently and deploying them as necessary. 	<ul style="list-style-type: none"> Greater efficiency and better use of deploying skills in-house where possible. 	<ul style="list-style-type: none"> HR Business Partner Performance Management Officer

Markets Organisational Chart



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

There are also key pressures to be resolved in 2012/13 in relation to Smithfield lease renewal negotiations and Porter buyout agreements at Billingsgate.

Department of Markets and Consumer Protection (Markets Committee) – Finance Information

	2010/11	2011/12	2011/12	2011/12		2012/13	N.B.
	Actual	Original Budget	Revised Budget	Projected Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£000	
Employees	5,016	5,252	4,973	4,792	96.4	4,977	
Premises	3,236	3,954	3,803	3,848	101.2	4,344	
Transport	37	49	46	53	115.2	46	
Supplies & Services	1,100	1,010	1,220	1,221	100.1	955	
Third Party Payments	1,657	1,686	1,686	1,686	100.0	1,734	
Transfer to Reserve	38	41	41	41	100.0	0	
Contingencies	0	0	0	0	0.0	0	
Unidentified Savings	0	(234)	0	0	0.0	0	
Total Expenditure	11,084	11,758	11,769	11,641	98.9	12,056	
Total Income	(7,299)	(8,112)	(7,898)	(7,909)	100.1	(8,687)	
Total Local Risk	3,785	3,646	3,871	3,732	96.4	3,369	1
Central Risk	(5,198)	(5,205)	(5,128)	-5,128	100.0	(5,348)	
Recharges	6,207	6,114	6,069	6,069	100.0	6,001	
Total Expenditure (All Risk)	4,794	4,555	4,812	4,673	97.1	4,022	

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.

Committee(s):	Date(s):	Item no.
Markets Committee	2 May 2012	
Subject: Enforcement Activity at Smithfield Market		Public
Report of: Director of Markets & Consumer Protection		For Information
<p><u>Summary</u></p> <p>This report advises your Committee of Enforcement Activity carried out by the Enforcement Team within my Department at Smithfield Market during the four month period from 1 October 2011 to 31 January 2012.</p> <p>During the period, standards were maintained at a reasonable level. In respect of food safety and hygiene a number of formal enforcement notices were served during the period in line with the hierarchy of enforcement. All Official Food Controls are now being undertaken by the Food Standards Agency's new contractor, Eville and Jones.</p> <p>As mentioned in the previous report, problems have been identified with the supply of condenser water to some meat traders' stalls. The repair work to the refrigeration equipment (Phase 1) has now been completed. The project was managed and overseen by the City Surveyor who is now confident that there is sufficient chilled water for all the tenants. An independent refrigeration consultant was appointed in August 2011. He has assessed the refrigeration system and its fitness for purpose and his final report is now available. It is likely that some of the tenants will need to undertake works to ensure that their systems are fit for purpose before the summer.</p> <p>In respect of enforcement under the Health & Safety at Work Etc Act 1974, it should be noted that during this period there has been a slight increase in non-compliance with Health & Safety requirements, particularly in respect of the wearing of personal protective equipment by Market traders' personnel. However, this does not indicate a long-term trend of deteriorating standards, and appropriate advice has been given regarding other breaches of the legislation.</p>		

Recommendations

I recommend that your Committee notes the content of this report.

Main Report

Background

1. This is the twenty fifth such report submitted to your Committee. The attached table (Appendix 1) gives a more detailed breakdown of enforcement activity for the four month period, but without releasing the names of tenants to whom warnings were issued. The table (Appendix 2) shows the enforcement activity over a sixteen month period.

Current Position

2. Most enforcement is the result of official Food Standards Agency (FSA) audit visits undertaken by the Official Veterinarians, which for most companies at Smithfield are in either a three or five month cycle.
3. The FSA has recently advised several tenants that they will require re-approval in 2012. A total of nine stalls require a new approval because the Food Business Operator has changed and the process started in January with an informal visit. The next visit will be the first formal visit and is likely to take place in May 2012. The team will probably inspect the common parts as well as the nine stalls. The new Animal by Products (ABP) facility will have been commissioned (proposed operating date 23 April) and the proper operation of the facility will be an integral part of the approval process.
4. Planned audits have continued with linked unannounced visits throughout the period paying particular attention to those companies on the FSA's national "Cause for concern list". This comprises those meat traders/plants that, upon audit, do not meet the required standards over two audits. Currently we have two companies in this category. The "Cause for concern list" is now published on the Food Standards Agency website along with copies of all approved premises' most recent audit.
5. Over this four month period, a number of issues have arisen which fall under the Food Hygiene or the Animal by Products Regulations. These are tabulated at Appendix 1. The physical layout of Smithfield (in particular its lack of a physical boundary) makes enforcement difficult.

6. When the enforcement activity between periods is compared (Appendix 2) there are no obvious trends; different issues come to the fore at different times. A company may have little or no enforcement taken against it in one period but a range of enforcement actions undertaken during the next period; this does not necessarily mean that standards have deteriorated - it is possible that the company wasn't audited in the first period.
7. As mentioned in the previous report, problems have been identified with the supply of condenser water to some meat traders' stalls. During this period refrigeration issues largely disappeared because of the cold ambient temperatures associated with winter. The City Surveyor's remedial works programme in the East and West Market commenced on 6 June 2011 and has now been completed.
8. An independent refrigeration consultant was appointed in August 2011. He has assessed the refrigeration system and its fitness for purpose and his final report has been received. The City Surveyor and the City Corporation's consultant have both confirmed that the system is meeting the tenants' refrigeration demands. Some tenants have been advised that they may need to undertake work to their own equipment to ensure compliance with the legal temperature requirements within their demised premises, particularly during the summer.
9. Formal action against the City and or individual tenants could be taken should refrigeration failure problems recur in the warmer months. This would be the responsibility of the Food Standards Agency and their new contractors as the City's contract with the FSA came to an end on 1 April 2012. As from the 2 April the FSA's new contractor (Eville & Jones) has been responsible for all Official Food Controls undertaken at Smithfield.

Formal Action

10. The following formal action has been taken against meat traders:
 - One company was in breach of a Remedial Action Notice for the display and sale of unprotected and unrefrigerated meat.
 - Seven companies were given formal written warnings on hygiene issues. These included issues such as mice activity, failure to minimise the risk of contamination and Hazard Analysis Critical Control Point (HACCP) related problems.
 - Ten companies were given verbal warnings for Hygiene issues, four companies receiving two each.

- Three companies were given formal written warnings on ABP deficiencies which related to their failure to separate or identify ABP in a timely way.

Overall, meat traders have maintained a reasonable standard but have not demonstrated any real improvement. Eating and drinking in and around the market has become commonplace again. To achieve a reduction in this behaviour will require a co-ordinated effort by the enforcement team and also the tenants, who are responsible for their own employees.

11. In respect of Health & Safety enforcement under the Health and Safety at Work Etc Act 1974 it should be noted that during this period there has been a slight increase in number of non-compliances with Health & Safety requirements particularly in respect of the wearing of personal protective equipment (e.g. safety hats, shoes, chain mail gloves, etc.) by Market traders' personnel. This situation is being closely monitored with a view that formal enforcement will be considered against those tenants and personnel who persist in breaching the requirement to use personal protective equipment where required.

- Six companies received written advice in respect of failure to implement a Health & Safety management system.
- Two companies received written advice in respect of defective equipment.
- Verbal advice was given on 88 occasions for Health & Safety infringements, e.g. not wearing personal protective equipment.

12. Food Hygiene enforcement is governed by the FSA under the Compliance Code for Regulators. It will continue to be applied to Food Business Operators in the Market. This code is also applied when undertaking Health & Safety enforcement, along with the Public Protection Service Policy Statement on Enforcement, as this is a statutory duty of the City.

Conclusion

13. There are no current trends that can be identified in terms of non-compliance, but enforcement action continues to be taken to try to ensure that market traders meet statutory requirements.

Background Papers:

Appendix 1 - Table showing breakdown of enforcement activity during the four month period of 1 October 2011 to 31 January 2012 (inclusive).

Appendix 2 - Comparison table showing enforcement activity summary for the period 1 October 2010 to 31 January 2012.

Contact:

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ENFORCEMENT ACTIVITY SUMMARY FOR LONDON CENTRAL MARKETS - 1 October 2011 to 31 January 2012

1. Hygiene relates to breaches of: The Food Hygiene (England) Regulations 2006 and EC Regulations 852/2004, 853/2004
2. ABP relates to breaches of: Animal By Products (Identification) Regulations 614/1995 & other ABP Regs
3. Obstruction relates to breaches of: The Food Hygiene (England) Regulations 2006
4. Health & Safety Management System relates to breaches of: The Management of Health & Safety at Work Regulations 1999
5. Defective work equipment relates to breaches of: The Provision and Use of Work Equipment Regulations 1998
6. Health & Safety Advice relates to breaches of: The Personal Protective Equipment at Work Regulations 1992

Stall	Verbal advice	Written advice	Formal Notices	Referred for investigation and possible prosecution	Reason
1		2			Hygiene
2		2			ABP; H&S Management System
4	2	2			Hygiene (1 verbal; 1 written); ABP (1 verbal; 1 written)
5	2	2			Hygiene (2 verbal; 1 letter); H&S Management System (1 letter)
7		1			ABP
10	1				Hygiene
11	2		1		Hygiene
12	2				Hygiene
14		1			H&S Management System
15		1			H&S Management System
16	1				Hygiene
21		1			Hygiene
22		1			H&S Management System
24	1				Hygiene
25		1			Hygiene
27		1			Hygiene
28	1	2			ABP (1 verbal); Hygiene (1 written); H&S Management System (1 letter)
31		1			H&S Management System
32		1			Hygiene
37		1			H&S Management System
38	1				Hygiene
40		1			ABP
42	1				Hygiene
Combination of Market tenants and customers	88				Health & Safety

Each company has been allocated a number, so that the above information remains confidential. The number allocated to the company will remain the same in each period, and this will demonstrate whether companies are improving or whether they are continuing to fail to comply with the Regulations.

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Committee(s):	Date(s):	Item no.
Markets	2 May 2012	
Subject: Smithfield Market Trading Hours during the 2012 Olympic and Paralympic Games.		Public
Report of: Superintendent of Smithfield Market		For Decision

Summary

This report is to seek Members' approval to the proposed variation of trading hours at Smithfield Market during the period of the Olympic and Paralympic Games, with delegated powers being conferred upon the Town Clerk in conjunction with the Chairman and Deputy Chairman of the Markets Committee for any further variations which may be required during the period of the Games.

Recommendations

- a. That the Market's trading hours are varied between the periods Sunday 22 July until Friday 14 September 2012 opening from midnight until midday Monday to Friday as opposed to the current 3am to midday Monday to Friday.
- b. In the event that during this period, due to changing trading or traffic situations, further variations to the trading hours are required any such decisions should be delegated to the Town Clerk in conjunction with the Chairman and Deputy Chairman of the Markets Committee to approve.

Main Report

Background

1. The current trading hours of Smithfield Market are from 3am to midday, Monday to Friday. The Smithfield Market Tenants' Association (SMTA) has for some time been asked to provide details of possible variations they would require to the trading hours, bearing in mind possible variations to traffic movements not only affecting the Market, but London as a whole during the Olympic and Paralympic Games periods. This would include possible diversions/restrictions on deliveries both to the Market and customers taking product away from the Market to their business premises caused, for example, by the operation of the Olympic Route Networks (ORN's) and Paralympic Route Network's (PRN's) in certain parts of London.

Current Position

2. A letter has been received from the Chairman of the SMTA dated 12 April 2012 requesting that from Sunday 22 July (the weekend before the Olympic Games begin) until Friday 14 September 2012 (the end of the week when the Paralympic Games finish) that the opening time of the Market should be brought forward from 3am to midnight. They have not suggested any variation to the current closing time of midday.
3. As everyone hopes the Games will generate a larger volume of trade overall, and normal traffic patterns in and around the Market will be affected, this is considered a sensible proposal to bring product into the Market earlier and stagger orders going out to customers vehicles and away from the Market. This will, however, lead to an extension of the associated Market operations such as cleaning, security and traffic movement control, but at the present time it is anticipated these tasks can be accommodated by altering/staggering shift staff patterns to accommodate these changes. It is also anticipated that currently envisaged staff shift changes can be accommodated within existing employee budgetary provisions.
4. Due to the unique situation associated with both the Olympic and Paralympic Games, as the SMTA suggest, this is a developing situation and many factors are not yet clear. It is very difficult to plan and predict the precise effects on the Markets' trade and traffic movements. As the SMTA say, flexibility from all parties will be required to changing circumstances and situations as the Games progress to minimise disruptions and maximise potential gains from the Games. They have suggested to accommodate this flexibility that any further decisions required in relation to possibly extending the opening hours even earlier than midnight during the Games period should be delegated to the Town Clerk in conjunction with the

Chairman and Deputy Chairman of the Markets Committee in order that any swift decisions can be taken to changing circumstances and varying trading conditions.

5. For some months now the Market's management have been encouraging the SMTA to join with them in planning for the Olympic and Paralympic Games periods on both a best and worst case scenario. Consequently, the Superintendent fully supports the SMTA's requests contained within paragraphs 2 to 4 of this report, with flexibility on all sides being the key throughout the Games period.

Conclusion

6. It is recommended that the Committee approve the proposed temporary variation to the Market's trading hours as requested under paragraph 2, and delegate any further required changes to the opening hours during the Games period as requested under paragraph 4.

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Agenda Item 12

Committee:	Date:	Item No.
Markets	2 May 2012	
Subject: Outstanding References		
Report of: Town Clerk		Public For Information
<p><u>Summary</u></p> <p>At the meeting of the Markets Committee held on Wednesday, 6 September 2006, it was resolved that the Town Clerk resume the production of an outstanding reference schedule for this Committee on a six-monthly basis.</p> <p>Accordingly, the outstanding reference schedule is submitted for the Committee's information.</p> <p>Recommendation: That the report be noted.</p>		

Main Report

Date of Reference by Committee	Officer	Subject and Reference	Existing Position
29 November 2010	Director of Markets	Revocation of Byelaws RESOLVED – That the process of revoking all of the existing byelaws be continued and, that when the process had been completed, a working party be established to consider whether there was a need for any new byelaws.	The byelaws were formally revoked by the Department of Communities and Local Government in January.
2 March 2011	Director of Markets	Billingsgate Market Working Practices The Committee received a resolution from the Finance Committee requesting that officers submit a report to the April meeting of the Finance	Agreement had now been reached between the London Fish Merchants Association (LFMA) and the Trade Union, Unite, for a buyout of all the fish porters' contracts for a

		<p>Committee providing an update on the financial offer to the London Fish Merchants Association.</p>	<p>total sum of £2.5m. This followed the Department of Communities and Local Government approval for the revocation of all Market byelaws, including those that related to the need for fish porters to be licensed.</p> <p>Compromise Agreements are being agreed between the employers (the fish merchants) and their individual porters. Formal Approval has been given by the City for the conclusion of the deal once the fish merchants' new leases are agreed and the compromise agreements have been signed.</p>
<p>6 July 2011 9 September 2011</p>	<p>City Surveyor</p>	<p>Smithfield Market – Condenser Water Cooling System</p> <p>The City Surveyor reported that work was near completion and that at the request of the Director of the Built Environment a technical specialist had been tasked with looking at the fridges and water cooling system with a report being submitted in due course.</p> <p>In response to a question by a Member, the City Surveyor undertook to provide the Member with information on which tenants were responsible for removing or damaging valves on the condenser water cooling system, and the potential for recovering the costs from those tenants.</p>	<p>The final report of the independent refrigeration expert has now been received and circulated. The EHO, Mkts Dept, City Surveyor's Dept and SMTA have met to review the position. Tenants with equipment assessed 'at risk' by the expert have been formally notified and advised to have the deficiencies addressed. The works underway since last year to improve the condenser water cooling system are nearing completion.</p>

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Agenda Item 16

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