



Markets Committee

Date: WEDNESDAY, 13 MAY 2015
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Alex Bain-Stewart	Professor John Lumley
Deputy John Barker	Alderman Julian Malins
Nicholas Bensted-Smith	Wendy Mead
Christopher Boden	Deputy Robert Merrett
Revd Dr William Campbell-Taylor	Deputy Joyce Nash
Deputy John Chapman	Graham Packham
Karina Dostalova	Chris Punter
Deputy Kevin Everett	Elizabeth Rogula
Alderman John Garbutt	John Scott
Deputy Stanley Ginsburg	Ian Seaton
Deputy Brian Harris	Deputy Dr Giles Shilson
Tom Hoffman	Angela Starling
Michael Hudson	Patrick Streeter
Deputy Jamie Ingham Clark	David Thompson
Ann Holmes	James Tumbridge
Deputy Alastair King	Mark Wheatley
Edward Lord	

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Lunch will be served in the Guildhall Club at 1pm
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council, 23 April 2015, appointing the Committee and setting out its Terms of Reference.
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No.29.
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order No.30.
6. **APPOINTMENT OF REFERENCE SUB COMMITTEE**
To appoint the Reference Sub Committee for the ensuing year.
For Decision
(Pages 3 - 4)
7. **PUBLIC MINUTES**
To agree the public minutes of the meeting held on 4 March 2015.
For Decision
(Pages 5 - 10)
8. **BUSINESS PLAN 2014/15: PERIOD 3 (DECEMBER - MARCH) UPDATE**
Report of the Director of Markets & Consumer Protection.
For Information
(Pages 11 - 40)
9. **MARKETS BUSINESS PLAN 2015-2018**
Report of the Director of Markets & Consumer Protection.
For Decision
(Pages 41 - 78)
10. **BILLINGSGATE MODERNISATION STRATEGY**
Report of the Superintendent, Billingsgate Market.
For Information
(Pages 79 - 92)

11. **RISK UPDATE**
Report of the Director of Markets & Consumer Protection.
For Information
(Pages 93 - 100)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 4 March 2015.
For Decision
(Pages 101 - 104)
16. **DEBT ARREARS**
Report of the Director of Markets & Consumer Protection.
For Information
(Pages 105 - 114)
17. **TENANCIES AT WILL AND ASSIGNMENTS**
Report of the Director of Markets & Consumer Protection.
For Information
(Pages 115 - 118)
18. **SMITHFIELD MARKET CONDENSER WATER COOLING SYSTEM - UPDATE**
Report of the City Surveyor.
For Information
(Pages 119 - 126)
19. **POULTRY MARKET**
The City Surveyor to provide an oral update.
For Information
20. **ACTIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
Report of the Town Clerk.
For Information
(Pages 127 - 128)
21. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

<p>YARROW, Mayor</p>	<p>RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.</p>
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MARKETS COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 31 Commoners representing each Ward or Side of Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides).

2. **Quorum**
The quorum consists of any nine Members.

3. **Membership 2015/16**

ALDERMEN

- 1 John Garbutt
- 1 Julian Malins Q.C.

COMMONERS

13	Joyce Carruthers Nash, O.B.E., Deputy	Aldersgate
3	John Stuart Penton Lumley, Professor	Aldersgate
1	David James Thompson.....	Aldgate
7	Robert Allan Merrett, Deputy	Bassishaw
2	Jamie Ingham Clark, Deputy	Billingsgate
14	Stanley Ginsburg J.P., Deputy.....	Bishopsgate
3	Patrick Thomas Streeter.....	Bishopsgate
6	Dr Giles Robert Evelyn Shilson, Deputy	Bread Street
8	Brian Nicholas Harris.....	Bridge and Bridge Without
6	John George Stewart Scott, J.P.	Broad Street
1	Kevin Malcolm Everett D.Sc.....	Candlewick
2	Christopher Paul Boden	Castle Baynard
9	Michael Hudson	Castle Baynard
2	Nicholas Bensted-Smith, J.P.	Cheap
3	Ian Christopher Norman Seaton	Cornhill
3	Angela Starling.....	Cripplegate Within
3	Christopher Punter	Cripplegate Without
3	Mark Raymond Peter Henry Delano Wheatley	Dowgate
11	Alex Bain-Stewart M.Sc., J.P.....	Farringdon Within
3	Karina Dostalova	Farringdon Within
3	Wendy Mead, O.B.E.....	Farringdon Without
3	Charles Edward Lord, O.B.E., J.P.	Farringdon Without
9	John Douglas Chapman, Deputy.....	Langbourn
8	Elizabeth Rogula	Lime Street
2	The Revd. William Goodacre Campbell-Taylor	Portsoken
14	Alastair John Naisbitt King, M.Sc., Deputy.....	Queenhithe
7	James Richard Tumbridge	Tower
6	Tom Hoffman	Vintry

Together with the following Members appointed in place of the three Wards (Coleman Street, Cordwainer and Walbrook) not making appointments on this occasion:-

John Alfred Barker, O.B.E., Deputy
Ann Holmes
Graham David Packham

4. **Terms of Reference**
To be responsible for:-

- (a) oversight of the management of all matters relating to Smithfield Market, Billingsgate Market and Spitalfields Market and the letting of all premises therein;
- (b) the appointment of the Director of Markets and Consumer Protection (in consultation with the Port Health and Environmental Services and Licensing Committees).

BARRADELL.

Agenda Item 6

Committee(s):	Date(s):
Markets	13 May 2015
Subject: Appointment of the Reference Sub-Committee	Public
Report of: Town Clerk	For Decision
<u>Summary</u>	
<p>The purpose of this report is to consider the appointment of your Reference Sub-Committee for the ensuing year and to approve its composition and Terms of Reference.</p>	
Recommendation(s)	
Members are asked to:	
<ul style="list-style-type: none">• approve the Sub-Committee's composition and Terms of Reference; and• appoint a Sub-Committee for 2015/16.	

Main Report

Background

1. At its 23 January 2012 meeting, your Committee established a Reference Sub-Committee.
2. This Sub-Committee meets on an *ad hoc* basis to consider matters referred to it by the Grand Committee, with the power to act where appropriate and where granted by the Committee.
3. Each year, your Committee reappoints this Sub-Committee and is asked to reconfirm its Terms of Reference.
4. Expressions of interest to serve for the coming year will have been sought by the Town Clerk in advance of the meeting and Members are also able to stand for the Sub-Committee at the meeting itself.

Composition and Terms of Reference

5. The Membership of your Sub-Committee comprises the Chairman and Deputy Chairman and up to seven other Members.
6. At your May 2014 meeting, the Sub-Committee for 2014/15 was appointed as follows:
 - Chairman, John Scott
 - Deputy Chairman, Hugh Morris

- Chris Hayward
- Deputy Jamie Ingham Clark
- Edward Lord
- Deputy Joyce Nash
- Deputy Giles Shilson
- (x2 vacancies)

7. The Sub-Committee met once during 2014/15.
8. The Terms of Reference as previously agreed by your Committee are as follows:
 - a) *A Reference Sub Committee shall be appointed, consisting of the Chairman and Deputy Chairman and 7 other Members; with power to act being given, if necessary, when any matter is referred to the Reference Sub Committee for consideration.*
 - b) *The quorum for the Reference Sub Committee to be 3 members.*

Conclusion

9. Your Committee is therefore asked to consider the appointment of a Sub-Committee for the year ensuing and approve its composition and Terms of Reference.

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MARKETS COMMITTEE

Wednesday, 4 March 2015

Minutes of the meeting of the Markets Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 4 March 2015 at 11.30 am

Present

Members:

John Scott (Chairman)	Michael Hudson
Hugh Morris (Deputy Chairman)	Jamie Ingham Clark
Alex Bain-Stewart	Professor John Lumley
Nicholas Bensted-Smith	Wendy Mead
Christopher Boden	Deputy Joyce Nash
Karina Dostalova	Graham Packham
Deputy Stanley Ginsburg	Elizabeth Rogula
Alderman Timothy Hailes	Deputy Dr Giles Shilson
Brian Harris	Angela Starling
Tom Hoffman	Patrick Streeter

In Attendance

Officers:

Steven Chandler	City Surveyor's Department
Andrew Crafter	City Surveyor's Department
Paul Hickson	Comptroller & City Solicitor's
Debbie Howard	Chamberlain
Malcolm Macleod	Superintendent, Billingsgate
David Smith	Director of Markets & Consumer Protection
Julie Smith	Chamberlain's Department
Jon Averbs	Markets & Consumer Protection
Paul Spooner	Markets & Consumer Protection
Julie Zhu	Public Relations Office
Chris Bartson-Umuliisa	Town Clerk's Department
Gregory Moore	Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy John Chapman, Christopher Hayward, Deputy Keith Knowles, Edward Lord, Robert Merrett, Adam Richardson, Ian Seaton, James Tumbridge and Mark Wheatley.

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

There were no declarations.

3. **PUBLIC MINUTES**

The public minutes of the meeting held on 28 January 2015 were approved as a correct record.

Matters arising:

- The Director of Markets and Consumer Protection updated the committee on sickness absence trends within the Markets department. In a response to a query as to why August and October seemed to have more sickness absence than other months, Members were informed that the HR business partner could not find any underlying trends.
- The Operations and Administration Manager at Smithfield Market provided members with an update on occupancy levels. The Committee was informed that 59% of the Poultry Market was currently occupied, whilst a further 12% of available space was the subject of ongoing negotiations. Should all these applications proceed successfully, the total occupancy in the Poultry Market would be 86%.
- The Director of Markets and Consumer Protection updated the Committee on the fruit and vegetable self-surrender process in operation at Spitalfields Market. Members were informed that the City had identified a number of charities who might be interested in accepting surplus product that was still fit for human consumption and would encourage the tenants association to deal with them directly.
- The Superintendent at Billingsgate Market updated Members on how the fee charges were negotiated for filming/photography at the market, confirming that the use by Harrods had been negotiated as non-commercial following discussion with tenants as it was for use in in-house training videos for staff, rather than for commercial or promotional purposes.

4. **TERMS OF REFERENCE**

Members considered and approved the committee's terms of reference, subject to the following amendments:

- That the phrase 'management of all matters' at paragraph (a) be changed to 'oversight of the management of all matters'.

Resolved – that the proposed amendment be submitted to the Court of Common Council for the forthcoming year.

5. **ENFORCEMENT ACTIVITY AT SMITHFIELD MARKET**

Members received a report of the Director of Markets and Consumer Protection advising on the Enforcement Activity carried out by the Smithfield Enforcement Team during the four month period 1 October 2014 to 31 January 2015.

Two successful funding bids to the Food Standards Agency (FSA) in respect of the FSA's National Co-ordinated Food Sampling Programme 2014/15 and a food standards and traceability project were noted.

An outline of the guidance and training developed for Smithfield traders to assist them in complying with their legal obligations in respect of the new Food Information Regulations 2014 was also provided.

In respect of enforcement under the Health & Safety at Work etc Act 1974, it was noted that there was a reduction in the level of verbal advice given to traders, market customers and self-employed persons.

The Chairman asked what the City's role was when dealing with unsatisfactory product results. The Director of Markets and Consumer Protection informed Members that enforcement responsibility rested with those local authorities where the producers were based and that the City would advise them of any such results. Those authorities would normally take action as a consequence, but the City also had the ability to escalate matters to the Food Standards Agency if it felt insufficient action was being taken.

Members enquired about animal by-product controls, considering an explanation on the difference between produce declared unfit for human consumption and produce which was past its use by date. The Director of Markets and Consumer Protection informed the Committee that the two were not separated for the purpose of this report when counting the kilos of by-product, with any produce past its use by date deemed unfit for human consumption and therefore included in the total calculation. However, he would be happy to look into whether it was possible to obtain the separate figures and advise the Chairman outside the meeting.

The Chairman asked for clarification on whether the position of a temporary officer for the Smithfield Enforcement team was necessary to replace a retired authorised officer. The Director of Markets and Consumer Protection explained that a short term appointment had been made as the entirety of the Corporation's environmental health arrangements were currently under review, and therefore it would have been precipitate to make a permanent appointment until the outcome of this review was known.

The Committee congratulated officers for managing to keep the number of incidents of enforcement requiring a written notice at zero during the 2nd quarter of this period.

Resolved - That the contents of the report be noted.

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

Members received a report of the City Surveyor providing an update on the performance of Smithfield Markets' Condenser Water Cooling System, which served Tenants' refrigeration equipment, and the works currently being undertaken to improve the system. The report highlighted that the performance of the condenser water cooling system since the last report in January was satisfactory.

Members asked what the effects of changing the temperature of the water provided to the system to 25°C, up from 20°C, would mean for the City. The City Surveyor explained that a lower temperature incurred higher costs due to the temperature towers working harder to cool the water. Costs would therefore decrease for the City until April 2018 when the full service charge came into effect. In response to queries, the City Surveyor explained that the Corporation was not bound to keeping the temperature at 20°C as the original specification for the system suggested a temperature of 28-30°C. In respect of the phasing in of the new water temperature, the City Surveyor agreed that a balance needed to be struck between implementing the change quickly while ensuring due consideration was given to the likely higher general temperature in the summer months.

Members considered what would happen in a few years when maintenance of the system was handed over to the Smithfield's Tenants Association. The City Surveyor assured the Committee that the Tenants were fully aware of the agreement and their future responsibilities over it.

The City would continue to monitor the system closely, and respond to Tenants' requests for advice concerning refrigeration and cooling matters.

Resolved - That the contents of this report be noted.

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

Occupancy Levels at Smithfield Market

A Member referenced the Operations and Administration Manager for Smithfield's update at item 3, seeking clarity on occupancy levels of the Poultry Market and the 14% vacancy rate that the Deputy Superintendent had projected, as well as seeking reassurance that sufficient efforts were being made to achieve a 100% occupancy rate. The Director of Markets and Consumer Protection informed the Committee that some of the space at the Poultry Market was unable to be let, due to accessibility issues or it being used for other purposes. The City Surveyor informed Members that he was working with the Superintendent at the market to ensure all vacant space was let, as well as reviewing the figures so not to include this unlettable space, as this was misleading. The Director of Markets and Consumer Protection agreed to send a written reply to the Member, copying in the entire Committee, with further detail.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Risks

The Chairman advised that he and the Deputy Chairman had recently attended one of the Audit and Risk Management Committee's challenge sessions, which had focused on the whole Markets and Consumer Protection department. He advised that two red risks had been identified affecting the Markets and, as a result of discussions, had agreed with the Director of Markets and Consumer Protection that the Committee should receive a short report at each meeting identifying red risks and any adverse risk movement over the last period.

The Director advised that one of the red risks identified concerned the 200 plus forklift trucks operating at the Spitalfields market site, with the specific concern being the City's responsibility when these vehicles were driven on common land and highways for which it held responsibility. The accident rate at this site had increased in the last year, but had stabilised recently and a plan had been put in place to mitigate risks. The second red risk concerned large delivery vehicles on the Smithfield Market site and their backing onto the lock-ons to offload produce, with there being some concern that the meat traders' staff conducting 'banksmen' duties, supervising this activity, were not being fully provided by their employers with the training and supervision necessary. The Superintendent was meeting with the tenants' association to address this issue and mitigate the risk.

9. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
10 - 15	3

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 28 January 2015 were approved as a correct record.

11. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE EASTER PERIOD 2015**

The Committee considered a report of the Director of Markets and Consumer Protection advising that the Smithfield Market Tenants' Association (SMTA) had requested consideration be given once again to a concessionary free parking in the Rotunda car park over the Easter period 2015.

Resolved: That approval be granted to the implementation of free parking for all drivers using the car park on trading days between the period 2100 on Sunday 29 March until 1200 on Thursday 2 April.

12. **NON PUBLIC APPENDIX TO THE 'SMITHFIELD WATER CONDENSER COOLING SYSTEM – UPDATE'**

These were the non-public appendices associated with Item No.6 and were considered in conjunction with that item.

RECEIVED.

13. **POULTRY MARKET ROOF - UPDATE**

The City Surveyor presented the Committee with a briefing setting out the works needed to put the Grade II listed Poultry Market into sound repair

Resolved – That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Markets and Projects Sub-Committees

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

There were no questions.

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

Poultry Market Lettings update

Members received a report of the City Surveyor, requesting delegated authority.

Resolved – That authority be delegated to the to the Town Clerk, in consultation with the Chairman and Deputy Chairman, the Director of Markets & Consumer Protection, and the City Surveyor.

Formal Thanks

Members of the Committee wished to record their sincere thanks and gratitude to the Deputy Chairman for his excellent work.

The meeting ended at 12.58pm.

Chairman

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Committee(s):	Date(s):
Markets	13 May 2015
Subject: Markets Business Plan Update Period 3 2014/15 (December – March)	Public
Report of: Director of Markets and Consumer Protection	For Information

Summary

This report provides an update on progress against the Business Plan of the Markets Department for Period 3 (December-March) of 2014-15 against key performance indicators (KPIs) and objectives outlined in the Business Plan.

The report consists of:

- Performance against the key performance indicators (KPIs) and progress report on the business plan – Appendix A
- Matters of general interest to the Committee – Appendix B
- Financial information – Appendix C
- Sickness statistics – Appendix D

Key points from the report are:

At the end of February 2015, the Department of Markets & Consumer Protection was £491k (27.8%) underspent to date against the local risk budget of £1.8m, over all the services now managed by the Director of Markets & Consumer Protection covering the Markets Committee. Appendix C sets out the detailed position for the individual services covered by this department.

Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £260k (13%) for his City Fund and City Cash services.

Other key topics:

- Improving Communication
- Cleanliness
- Improving Health & Safety
- Recycling
- Increase income generation activities
- Sickness Absence

Recommendation(s):

It is recommended that your Committee notes the content of this report and its appendices.

Main Report

Financial and Risk Implications

1. The end of February 2015 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix C. This reveals a net underspend to date for the Department of £491k (27.8%) against the overall local risk budget to date of £1.8m for 2014/15.
2. Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £260k (13%) for his City Fund and City Cash services under his control. 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	47	63	16	34%
City Cash	1,883	1,607	(276)	(15%)
Total Markets Services Local Risk	1,930	1,670	(260)	(13%)

3. The reasons for the significant budget variations are detailed in Appendix C, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Markets & Consumer Protection supports.
4. The better than budget position at the end of February 2015 relates mostly to the timing of repair projects funded as part of the carry forward budgets from 2013-14 at Smithfield. The City Surveyor has encountered delays due to procurement issues and the budget holder will now need to request a further carry forward for projects incomplete at year end e.g. the refurbishment of the shower rooms. The Chamberlain has been made aware of this issue. Other underspends to date relate to Smithfield Market for salary savings on vacant posts, savings on the Citigen hot water budget due to seasonal trends and savings on the electricity and water budget.
5. The Director of Markets & Consumer Protection anticipates this current better than budget position will continue to year end.

Annual assurance statement for data quality

6. By: David A H McG Smith CBE, Director of the Department of Markets and Consumer Protection.

For the financial year 2014-2015 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Strategic Implications

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

Consultees

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

Background Papers

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

Appendix B - Matters of general interest to the Committee.

Appendix C – Financial Information

Appendix D – Sickness statistics

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New Spitalfields Market:

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Billingsgate Market:

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2014-2015 Progress against Markets Business Plan

This report aims to bring Members up to date on progress against the key performance indicators and objectives set out in the annual Business Plan for the 3rd period of 2014/15 (December– March inclusive).

Key Performance Indicators

To end of Period 3 (December - March)		Target days	Total days lost		Average days per FTE
MKPI 1	Achieve an overall sickness level of no more than 7 days per person by 31 March 2015, and a total of no more than 868 days across all markets ¹ .		Billingsgate	311	7.7
			Smithfield	497	10.1
			Spitalfields	86	2.9
			Directorate	1.5	0.3
Comments: The underperformance at Smithfield Market during Period 3 was due to 9 long-term sickness cases. Billingsgate Market had a spike in sickness cases during the period from January to March.					
		Target	Period 3 Result		
MKP 2a	90% of debts to be settled within 60 days.	90%	Billingsgate	90%	
			Smithfield	63%	
			Spitalfields	91%	
Comments: The increase in under 60 day debt at Smithfield is due to the late payment of two large individual invoices. These are being followed up as a matter of urgency and payment is expected imminently.					
MKP 2b	100% of debts settled within 120 days.	100%	Billingsgate	96%	
			Smithfield	90%	
			Spitalfields	99%	
Comments: The failure to meet the target here is due to debt previously shown as being managed by the City solicitor now being shown as managed by the spending department following the recent change in the property management system (Oracle R12 OPN).					
MKP 3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%	
			Smithfield	100%	
			Spitalfields	96%	
MKP 4	Achieve 95% occupancy of all lettable space at Billingsgate,	95%	Billingsgate	98%	
			Smithfield	92%	

¹. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2013 (no. 124).

	Smithfield and New Spitalfields Markets.		Spitalfields 100%
Comments: 11% of Poultry Market is vacant, work to let the space is continuing.			
MKP 5	Improve the standard of incident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.		Billingsgate 100%
			Smithfield 100%
			Spitalfields 100%

Key Objectives

1	<p>Customer and Stakeholder. <i>To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.</i></p>	<p>December – April 2014/15 progress update</p>
	<p>Maintain regular communication between the markets, the tenants, and other stakeholders.</p> <ul style="list-style-type: none"> • Regular meetings with the Tenants' Associations maintaining a two-way flow of information. • In consultation with the tenants, complete the review of the Working Manual at Smithfield Market and the Billingsgate Market code of practice; and create a Working Manual for New Spitalfields Market. • Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food markets in the country. 	<p>General Sustainable Urban Markets</p> <ul style="list-style-type: none"> •The Greater London Authority (GLA) is in the process of setting up a London Markets Board (LMB) in 2016 to bring together London markets sector and whilst the LMB will be predominantly retail and street markets, the City's involvement will be to highlight that the wholesale markets have a pivotal role in supporting all the retail and street markets. •The preparatory work for this is underway and a project to collate data on and map London's markets is pending a funding decision of £30k on 2 June. •The Markets Committee will be kept informed. <p>Billingsgate</p> <ul style="list-style-type: none"> • The work on the code of practice, covering food hygiene compliance requirements for tenants and the City, as well as good working practices for the whole of the Billingsgate Market site, is progressing well with meetings taking place within each department to note procedures and processes. A meeting was held with managers and the LFMA /Fishmongers Company to agree the final list of issues. •Work is underway on writing a revised draft of the code of practice document for agreement before issue to all tenants.

		<p>Smithfield</p> <ul style="list-style-type: none"> •The Smithfield Management Team continues to attend regular meetings with the Smithfield Market Tenants Association (SMTA) and the Food Standards Agency (FSA), maintaining a two-way flow of information allowing the progression of operational issues impacting on the Market. •An unannounced inspection visit by the FSA on 13 January was successful and the FSA were satisfied that the recommendation of cleaning the outside canopy was being carried out. •Joint Specification Committee (JSC) meetings continue with the SMTA to discuss security, waste issues, and administration duties/best value. •Heads of Security across all three markets are undertaking a CCTV review project with the aim of producing a common specification, an up-date on this project is provided under objective 3. <p>Spitalfields</p> <ul style="list-style-type: none"> •Consultation with tenants continues and the most recent Health & Safety meeting was well attended by tenants' representatives. • The short, medium and long-term Health&Safety plan was discussed with actions being agreed. •The work with the SMTA on Fire Safety inspections continues, the inspection regime has been changed and is now called the Premise Inspection. • •Work on the working manual has started and to date the document includes 34 pages with additional material in appendices. •A visit to Western International Market took place to exchange ideas on property/operational issues.
	<p><i>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield Markets.</i></p> <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 London Fish Market Association (LFMA) and Smithfield Market Tenants' Association (SMTA) over Crossrail developments. Monitor Crossrail proposals with relevant CoL staff. 	<p>Billingsgate</p> <ul style="list-style-type: none"> •Nothing to report on Crossrail as no issues arising. <p>Smithfield</p> <ul style="list-style-type: none"> •Maintenance Department have been assisting Crossrail's engineers to undertake works on dust monitoring equipment. Use of the Rotunda car park is required as a work site.

2	<p>Operations and Finance. <i>Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.</i></p>	<p>December – April 2014/15 progress update</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p>	<p>Actively manage business risks and improve contingency plans.</p> <ul style="list-style-type: none"> • Review effectiveness of current safety management and assurance systems. • Review and update risk registers on a quarterly basis. • Update contingency plans. • Train staff on emergency plans, and conduct test exercises. • Implement agreed multiple fire inspections regime with costs applied for non-compliance (New Spitalfields Market). 	<p>Billingsgate</p> <ul style="list-style-type: none"> • Working at Height was identified as a risk during a safety audit carried out in December by besafety Limited, a company specialising in working at height. • besafety Limited revisited the market in January and of the four actions required to be addressed, two of the actions are central issues concerning the working at height training course and contractor competence. The two local issues which are being addressed are the need for a rescue plan for persons on the roof and additional safety measures required for a fixed ladder within one of the plant rooms. • The Business Risk register is reviewed each month at a management team meeting. <p>Smithfield</p> <ul style="list-style-type: none"> • Annual certificate of assurance and business risk registers are up to date. • All business continuity/contingency and emergency plans have been reviewed and all members of staff have received training. A recent constabulary exercise was conducted where radio communication was unavailable. The next planned business continuity exercise will be based around communication. • The Christmas traffic plan de-brief was held at Smithfield with all interested parties on 26 January 2015. It was agreed that the traffic plan will be implemented next Christmas with a few matters being further discussed. • Fire evacuation drills for all three buildings took place in October and were successfully completed. The next test evacuation is planned 23 April. • Smithfield fire risks have been reviewed and updated. These have been viewed by the CoL Fire Officer, Terrance Short, who has used Smithfield as an example of good practice. • <u>Improvement actions that have been taken include:</u> <ol style="list-style-type: none"> 1. Training of additional fire marshals. 2. A visit by London Fire Brigade Commercial 3. Market tenants requested to provide updated fire Risk Assessments. 4. Budget secured to enable on site improvements e.g. repair & signage. 5. Comprehensive Fire Log progressed.

		<ul style="list-style-type: none"> ●Currently the Maintenance Department are undertaking some of the recommended alterations as specified by the CoL Fire Officer following his site visit. <p>Spitalfields</p> <ul style="list-style-type: none"> ●Fire emergency evacuation plan tested in February and two small matters are being addressed as part of the learning outcomes exercise. ●Premises safety inspections commenced in February replacing previous stand inspections and multiple fire inspections. ●The Health and Safety short/ medium / long-term action plan has been produced and includes solutions for issues from the Top x action plan.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 20</p>	<p>Continue to monitor and actively manage health and safety performance. (Links to MKPI 5)</p> <ul style="list-style-type: none"> ● Identify 'Top X' risks to health and safety across the Department of Markets and Consumer Protection. ● Continue to monitor and impose effective workplace traffic management controls. 	<p>Billingsgate</p> <ul style="list-style-type: none"> ●The main Top X issues are: <ul style="list-style-type: none"> ●Traffic management ●Fire safety ●Saturday trading ●Working at Height was identified as a further risk during a safety audit carried out by the Corporate Health & Safety team. ●Segregating person from traffic at the gatehouse entry point of site is being managed. Pedestrian walkways are being painted to and from the west pedestrian gate and leaflets/emails will be sent to customers that use the car park. <p>Smithfield</p> <ul style="list-style-type: none"> ●The main Top X issues are: <ul style="list-style-type: none"> ●Banksman duties ●Fire Safety ●Traffic Management ●Banksmen duties, which are a Red risk on the Department Risk Register, is being addressed and the following measures have been implemented:- <ul style="list-style-type: none"> ●Replacement of fork lift truck signage at entrances. ●Signage on emergency stop buttons on loading bays. ●Signage fitted to the loading bays stating 'Caution do not reverse into loading bay without authorised banksman' ●Signage stating 'Caution wheels must be chocked when loading or unloading' and a pair of HGV vehicle chocks have been installed at each loading bay. ●Traffic signal lighting is currently being installed on the loading bays and is awaiting sensors and supply gear to complete. ●Pull-out 'Tensator' wall mount barriers are being installed each side of the

		<p>loading bays to prevent persons walking into the path of a reversing lorry.</p> <ul style="list-style-type: none"> ●Awaiting delivery of two barriers to complete works. ●Hatching at loading bays to be repainted. <ul style="list-style-type: none"> ●City Surveyors are liaising with Highways over the work to repaint crossing lines in East Poultry Avenue between the west and poultry market main entrances. ●The FTA (Freight Transport Association) attended site at the end of March to witness the loading procedures and provide recommendations with a risk assessment to improve the process where required. <p>Spitalfields</p> <ul style="list-style-type: none"> ●There are two main Top X issues at Spitalfields: <ul style="list-style-type: none"> ●Traffic management ●Fire safety ●Several health and Safety campaigns were carried out during the period: <ul style="list-style-type: none"> ●Campaign to encourage the use of footways. ●Operation focussing on sender's drivers who operate fork lifts on site to ensure they have permits. ●Focused campaign targeting waste being dumped at the market. ●Operation targeting safe HGV movements on site. ●Large no smoking signs have been placed in the market hall. ● Premises safety inspections take place every 4 months. 26% of stands failed the most recent inspection. ●Roadway 3 inspected.
	<p>Ensure the Markets are cleaned to a high standard.</p> <ul style="list-style-type: none"> ● Regular monitoring of general cleanliness of markets. ● Ensure that cleaning schedules are kept up to date and regular inspections are carried out to maintain standards. 	<p>Billingsgate</p> <ul style="list-style-type: none"> ● Regular Inspections take place. <p>Smithfield</p> <ul style="list-style-type: none"> ●Recommendations issued by the Food Standard Agency on cleaning the outside canopy are being carried out. ●Cleaning specifications have been agreed with tenants under the JSC framework and this will now move onto the Joint Review Group (JRG) to establish allocation of costs. ●The Smithfield Superintendent continues regular inspections in addition to walk round with Chairman of the SMTA.

		<p>Spitalfields</p> <ul style="list-style-type: none"> ●Countrystyle continue to provide a good quality service, and the final condition following the cleaning operation is the best it has ever been. ●Reports of slips and trips have reduced.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 22</p>	<p>Work more efficiently to achieve greater value for money, especially via the Service Based Review and, in conjunction with City Surveyors, the implementation of the new property management system, Oracle R12. (Links to MKPI 2)</p> <ul style="list-style-type: none"> ● Review main areas of activity at each market and assess whether still fit for purpose or identify changes that could be made. ● Work to ensure that tenants are being provided with a good service and investigate ways of reducing running costs. ● Actively manage outstanding debts in line with corporate policy and in accordance with MKPI 2. ● Develop/enhance current business partnering relationships. ● Review systems and processes for raising invoices for rent and service charges to make effective use of the integrated property management and finance system, Oracle R12, when it is introduced. 	<p>Smithfield</p> <ul style="list-style-type: none"> ●The work of the Joint Specification Committee (JSC) continues with reviews progressing in the following operational areas: <ol style="list-style-type: none"> 1. The possible restructuring of the Constabulary. 2. Current cleaning schedules have been agreed by the SMTA and the Head of Maintenance and the level of staffing needed has been agreed and implemented. 3. City Procurement is assisting in finding the best solution for collecting wood/ cardboard and whole pallets from the market. This will keep down the amount of waste going to incineration. ●The Superintendent and Finance Officer have attended meetings to raise issues where necessary in relation to the implementation of the proposed Oracle R12 system. <p>Spitalfields</p> <ul style="list-style-type: none"> ●The new Finance Officer is to review the stock control software system at Smithfield to determine if efficiency and effectiveness can be gained over current system. ●The maintenance team to continue to operate with one unfilled position. ●Increased coaching and delegation of works is showing increased efficiency. ●Replacing doors to the catering supply building area proved a successful exercise. With the assistance of City Procurement it was possible to place a bulk order and obtain a 50% saving. ●Identification of the correct material to fill the roadway expansion joints and adding this to the PPM programme has provided cost savings, and reduced trip risks. ●Oracle system has been implemented. System 2000 data on quarterly rent and service charge and ad hoc invoices have been migrated. Further training needs to be considered.

	<p>Implement the lease schedule 3 (part 4) and service charge arrangements at Smithfield Market.</p> <ul style="list-style-type: none"> Actively manage the Joint Specification Committee and Joint Review Group regarding services and service charge budgets at Smithfield Market. Update the Working Manual. 	<p>Smithfield</p> <ul style="list-style-type: none"> Continued Joint Specification Committee (JSC) meetings attended by Head of Maintenance and cleaning specification agreed, resulting in an agreed reduction in staff levels by three posts. Security and Waste services being progressed through the JSC. The Working Manual is still subject to some minor clarification actions relating to the self-employed, and this has had an impact on any final agreement and publication.
Page 23	<p>Increase income generation. <i>(Links to MKPI 4</i></p> <ul style="list-style-type: none"> Investigate ways in which the markets could increase their income streams. Promote car parking usage at Billingsgate and Smithfield Markets. Review car park tariffs at Smithfield Market. Let all vacant office premises at Billingsgate and Smithfield Markets. Renew the advertising hoardings lease at Billingsgate Market. Complete letting of vacant premises in the Smithfield Poultry Market. 	<p>Billingsgate</p> <ul style="list-style-type: none"> Three main income generating activities are: <ul style="list-style-type: none"> Advertising Hoardings. Car Parking. Filming. Filming income achieved for 2014/15 is high, being in excess of £40,000. Filming income is irregular and is dependent on what filming activities are taking place in the area. Car park is full with a waiting list of over 30 persons wishing to have permits. Car Parking income for 2014/15 is likely to be in the £380,000 to £400,000 range. Budget for the year was £287,000. There have been occasional complaints from some permit holders of being unable to find parking spaces. The number of pay on the day parkers will need to be managed in future by putting "car park full" signage outside the gatehouse entry to ensure that we do not upset permit holders and also to ensure there is adequate parking space for fish market customers. There are 4 vacant offices. A further small number of occupied offices are not let on full rent/full service charge. Except for offices all other premises remain fully let. New 10 year advertising hoarding lease in place, minimum £100,000 per annum increase in income. <p>Smithfield</p> <ul style="list-style-type: none"> Various campaigns to increase the use of the Rotunda car park have been conducted:- <ul style="list-style-type: none"> The communication strategy to increase public awareness of the Rotunda car park was recently featured in the City Resident magazine (Spring 2015). The car park is being advertised on the 'How to find us' web page of St Bartholomew's Hospital web site. The car park features on Parkopedia. The Operations and Administration Manager represents Smithfield on the working

party developing the corporate car park strategy and contract bid document. The tender for the management of off street car parks including Smithfield is now complete, with the new contract being in place from April 2015.

- A strategy document and pricing review document is being considered by the Superintendent and reviewed by Department of Built Environment.
- The City Surveyor has concluded the exercise of evaluating the tenants' budget fitting out costs for units in the Poultry Market. The Tenants' more detailed plans are still awaited.
- The letting of office units 207,211,213 and 213A in the Poultry Market, as well as the now vacant 202/203 offices, is also underway, 202/203 is with Kinney Green (property management team) to progress.

Spitalfields

- It has been a record year for the self-surrender of unsellable fruit and vegetables. Work is being undertaken in conjunction with Internal Audit, the waste contractor and the SpMTA to reduce this method of disposal. The solution will be an increase in the price charged to tenants for self-surrender of waste, to a level equal to, or higher than, the contractor's charge for dealing with higher than anticipated volumes of waste.
- The additional self-surrender pricing mechanism has been completed and summarised in a report to the SpMTA. For Apr-Dec 2014, additional contractors cost of £98k will be covered by additional cost to tenants of £103k. Agreement needed by Internal Audit and variation noticed signed by C&CS to progress to billing tenants and paying Countrystyle.

3	<p>Sustainability and Site Optimisation. <i>To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.</i></p>	<p>December – April 2014/15 progress update</p>
	<p><i>In accordance with the Corporation's objectives, and in consultation with the City Surveyor's Energy Team, reduce energy usage, in our control, in line with the City's Carbon Descent Plan (CDP).</i></p> <ul style="list-style-type: none"> • Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy usage from that of the City at each site. • Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise. 	<p>Billingsgate</p> <ul style="list-style-type: none"> •The latest electricity figures show that CoL electricity is down 6% for the same period as last year. <p>Smithfield</p> <ul style="list-style-type: none"> • The latest electricity figures show that CoL electricity is down 4% for the same period as last year. •Considerable work has been undertaken to install check meters to identify not only specifically tenants' electricity consumptions, but also sub divide common part areas such as the exterior part of the building to identify electrical consumption in lighting the public highway. <p>Spitalfields</p> <ul style="list-style-type: none"> •The latest electricity figures show that CoL electricity is down 8% for the same period as last year.
	<p><i>Reduce landfill and incineration of waste and increase recycling.</i> <i>(Links to MKPI 3)</i></p> <ul style="list-style-type: none"> • Continue to apply charges for services and or issue waste dumping fines at the Markets. • Work with tenants to incentivise them to segregate recyclable waste. 	<p>Billingsgate</p> <ul style="list-style-type: none"> •No waste is being sent to landfill. <p>Smithfield</p> <ul style="list-style-type: none"> •Smithfield management, with City Procurement and Cleansing Services are working on options for waste management to include a possible single contract for the removal of wooden and plastic pallets, both usable and broken. <p>Spitalfields</p> <ul style="list-style-type: none"> •End of year 96% of waste was recycled. •100% diversion from landfill achieved in March 2015 by moving small percentage of liquid/sludge waste to a treated waste stream. •Countrystyle installed picking station in Jan 2015 to maximise recycling rate even further. •Generators are to remain and in conjunction with City procurement a new maintenance contract will be arranged.

Improve the material state of the markets.

- In conjunction with the City Surveyor, ensure that each market's 20 year maintenance plan is brought up to date.
- Ensure that quarterly liaison meetings with the City Surveyor's Department at all three markets are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost.
- Monitor at Senior Management Group.

Billingsgate

- Replace the flat roof (priority 1) work commencing April 2014.
- Replace the metal roof (priority 2).
- Additional facilities project (priority 3).

Smithfield

- Replace or repair the Poultry Market roof.

New Spitalfields

- Establish outline business case for photovoltaic cells on Market Hall roof.

General

•Heads of Security across all three markets are working on a CCTV review project with the aim of producing a common specification. To date all consultation has been completed, comments have been received from the Superintendents and added to the report. The report has been returned for final formatting and will be available shortly.

Billingsgate

- The 20 year maintenance plan for cyclical works produced by the City Surveyor is reviewed during the quarterly meetings that take place between City Surveyor and Billingsgate staff.
- Flat roof project complete.

Smithfield

- Surveyors on site undertaking asbestos and structural tests on Poultry Market building prior to commencement of roof repairs. This initial work is expected to last in the region of 3 months, with a September 2015 start on the main roof repairs. This is expected to last a further 18 months.
- The Market's 20 Year Maintenance Plan is still being progressed with the City Surveyor's Senior Corporate Property Facility Manager and Assistant Director Building Service.

Spitalfields

•A visit to Billingsgate Market to find out some details on CCTV requirements was held and what is required now is a detailed brief to enable funds to be allocated and a specification to be prepared. As stated above, this is the subject of a joint project across all three markets.

4	<p>People and Innovation. <i>To improve the quality of leadership and management throughout the department and ensure that all staff have a chance to maximise their potential and job satisfaction.</i></p>	<p>December – April 2014/15 progress update</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p>	<p>Continue to effectively manage sickness absence. (Links to MKPI 1)</p> <ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<p>General</p> <ul style="list-style-type: none"> At the end of period 3 the total number of working days lost due to sickness absence across all market sites was 895 days. This is 27 days above the maximum of 868 days at this point of the year (based upon a target of no more than 7 working days lost per full time equivalent employee during the 2014/15 financial year). This is illustrated in Appendix D. <p>Billingsgate</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Billingsgate Market was 311 days; 31 days over the maximum of 280 days. Sickness spiked in the periods January to March and caused by a combination of a few lost term cases and several short term sickness cases. The absence policy is being applied and managed rigorously. <p>Smithfield</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Smithfield Market was 497 days; 154 days above the maximum of 343 days. Seven members of staff have had periods of long term absence during the 2014-15. All of these have been managed in line with CoL policies and all SARG reports submitted on time. All Maintenance staff back to work meetings completed on time and sickness at a currently low level. <p>Spitalfields</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Spitalfields Market was 86 days; 117 days below the maximum of 203 days.

	<p>Continue to use internal communication channels and investigate using social media to promote activities at the markets.</p> <ul style="list-style-type: none"> • Provide regular articles on activities at the Markets to the PR Department. • Contribute news stories to the quarterly M&CP newsletter. • Utilise Smithfield Market Twitter account and, depending upon the success of this, encourage the other two markets to set up their own accounts on Twitter and/or other appropriate social media. 	<p>Smithfield</p> <ul style="list-style-type: none"> •The Market published an article in the spring 2015 City Resident magazine in relation to its Rotunda Car Park, including a brief summary of its history. It is hoped to increase visitors and customers as a result. •Social media usage continues to expand, and to promote Smithfield Market with over 200 new followers since Christmas 2015. •Twitter communications has included:- <ul style="list-style-type: none"> •Promoting the car park and the electric vehicle charging bays open 24. •Hours traffic up-dates. •Historical facts.
Page 28	<p>Maintain the skills base of the workforce.</p> <ul style="list-style-type: none"> • Where appropriate, all staff to undertake relevant training to be kept up to date in their area of expertise. • Staff to be trained in emergency response. • Create and maintain a training needs analysis/skills matrix. 	<p>General</p> <ul style="list-style-type: none"> •Everyone in the department as part of a corporate wide mandatory training programme has either completed or in the process of completing – Responsible for Information course. This training aims to raise awareness of the importance of protecting our data assets and compliments the compulsory training courses undertaken last year – Fraud awareness and data protection Act. <p>Billingsgate</p> <ul style="list-style-type: none"> •Training needs are discussed as part of individual performance management meetings and all members of staff and managers are encouraged to raise training issues at any time. <p>Smithfield</p> <ul style="list-style-type: none"> •The Constabulary training matrix for 2015 is current and up to date. Any further training identified in year-end/beginning appraisals will be added to it. •The Constabulary team received refresher training in October from Maybo (personal safety). •Several constables have attended H&S training, particularly the Fire Risk Assessors course. •All staff currently completing asbestos awareness training. •Additional staff members have been trained as fire marshals. <p>Spitalfields</p> <ul style="list-style-type: none"> •Training plans are produced and implemented especially within the Maintenance and Constabulary Teams where there is a need for staff to be up-dated on health and safety and enforcement issues.

	<p><i>Develop the leadership and management skills of existing and potential managers.</i></p> <ul style="list-style-type: none"> All existing and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015. 	<p>Billingsgate</p> <ul style="list-style-type: none"> The Head of Maintenance and the Market Sergeant have completed the City Corporation Manager training course modules. One cleaner and one Constable are undertaking ILM training to support their development for future promotion. <p>Smithfield</p> <ul style="list-style-type: none"> Market Sergeants have attended a variety of management modules to improve their skill level. The Head of Security has also attended some of these modules to refresh his knowledge on the procedures. <p>Spitalfields</p> <ul style="list-style-type: none"> Two Constables have enrolled on the ILM course to aid their development for future promotion to a supervisory level within the Constabulary.
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Matters of General Interest to the Committee

Billingsgate Market

Visitors

No visits

Filming/photography

January 2015

Wednesday 7 – Photography for tourism purpose

Monday 12-Wednesday 14 – Unlocked, Unit Base Parking £3000 + VAT

Thursday 15 – Photography for personal use

Thursday 15 - TwoFour Broadcast, filming with Don Tyler £350 + VAT

Sunday 18-Sunday 25 – Kudos, Unit Base Parking £5000 + VAT

Thursday 22 – Sorted Food, Filming within the market £100 + VAT

Saturday 24 – Black Kight, Filming in car park £500 + VAT

Tuesday 27 – Photography for degree

Thursday 29 – Photography for personal use

February

Tuesday 3 – Photography for BA textile design

Tuesday 3 – Photography for University project

Tuesday 3 – Food Network, Filming for a short poll on favourite food - £200 + VAT

Wednesday 4-Friday 6 – Kudos, Unit Base Parking £2000 + VAT

Friday 6 – Photography for A Levels

Wednesday 11 – Photography for amateur blog

Thursday 12 – Photography for UAL project

Saturday 14 – Photography for College

Saturday 14 – Photography for GCSE project

Wednesday 18 – Photography for personal use

Saturday 21 – Club Kuru, Filming for music video in car park £200 + VAT

Friday 20 – Photography for College project

Wednesday 25 – Photography for University Work

Thursday 26 – Benoit Firmin, Seafood School Visit filming

Saturday 28 – Photography for GCSE

March 2015

Wednesday 4-Friday 6 – Our Kind Of Traitor, Unit Base Parking £500 + VAT

Tuesday 3 – Photography for College

Wednesday 4 – Photography for University project

Thursday 5 – Sodexo, Photography

Friday 6 – Photography for University student

Saturday 14 – Photography for GCSE

Tuesday 17 – Motoki Nakamura, Japanese Production £300 + VAT

Saturday 21 – Photography for personal use

Saturday 21 – Photography for personal use

Saturday 21 – Photography for GCSE

Saturday 21 – Photography for personal use

Wednesday 25 – Photography for personal use

Friday 27 – Ricochet, Filming £300 + VAT

Smithfield Market

Tours

November 2014

Monday 24 - Foreign & Commonwealth Office - to introduce foreign journalist to Smithfield Market

Tuesday 25 - Fifteen Apprentice Programme

February 2015

Tuesday 03 – London Assembly Regeneration Committee

April 2015

Wednesday 15 - Caterers & Remembrance's office Visit

Photography

August 2014

Tuesday 19 - Eilius Grace - Dublin University - project on the city and people

September 2014

Thursday 25 – Luke Hughes, Sarah Bevan, Rebecca Outterside - Photography/Drawing permit

October 2014

Friday 3 - Christine Tanzola & Katie Boswell - Student Photography

Friday 03 – Joe Newton - Student Photography (London college of communication (LCC) doing a project on the markets of London)

Monday 06 - Ursula Underhill - Student Photography (Kingston University - project on butchery)

Friday 10 - Cristina Carbajo & Fabio Bragoli - Student Photography (Architecture students at the University of Nottingham - Food Preservation and Society')

Friday 10 - Dianne Chua - Student Photography (Student at lake College, project on environment)

Friday 17 - Jessica Schlobohm - Research project (Goldsmith's College)

Monday 20 - Jessica Schlobohm - Research project (Goldsmith's College)

November 2014

Monday 10 - Tobias Blackmore - A Level project (student at Esher Sixth Form college)

December 2014

Thursday 04 - Oskar UG-Falkenberg - City University

January 2015

Monday 05 - William Bates - Dulwich College, GCSE art project

Thursday 08 – Alfie Clark - A-Level art project - Graveney School, Tooting

Tuesday 13 - Shadi Ekman – Photography Project - Kingston University London

Monday 19 – Kevin Adorni - Architecture student from London Metropolitan University.

Thursday 22 - Martin Cooke and Mr Shaun Hodge - Photograph Smithfield Meat market

Thursday 29 - Edward Ram - Photo journalism MA student at London College of Communication

Thursday 29 - Lucy Budd - Graphic Design Student at Central Saint Martins

Thursday 29 - David Goodkin - Sixth Former at the JFS School in North London

February 2015

Thursday 05 - David Goodkin - Student Photography - Sixth Former at the JFS School in North London

Tuesday 17 - Chano Gillett - Student Photography - Sixth Former at the Art Scholar at Christ's Hospital School.

Tuesday 24 - Zainab Albalooshi - Student Photography -American International University

Monday 23-Friday 27 – Daniel Avery – Student photography

March 2015

Tuesday 03 - Elise Guillaume - Student Photography – Fine Art Student at Central Saint Martins

Friday 13 - Jasmine Mitchell - Student Photography –Sixth Form Student at Graveney School studying A2 Art- Art Project on display the object of meat.

Wednesday 18 – Thursday 19 - Valeria Cabrera - Student Photography – Master Student at UCL – Cultural Heritage Studies- University Project – Significance of the Market.

Sunday 29 - Xanthe Mosley - Photography- For exhibition about the wholesale Markets at Richmix in 2016 – 9pm-8am

April 2015

Thursday 08 - Xanthe Mosley - Photography- For exhibition about the wholesale Markets at Richmix in 2016 – 9pm-8am

New Spitalfields Market

Visitors

January

Monday 12 – Mr. Alf Burgess, Asset Manager, Corporate Property, London Borough of Hounslow (Western International Market)

Thursday 15 – James Goodsell, Policy Officer and Chris Bartson-Umuliisa, Committee Clerk (Trainee Graduate) from the Town Clerk’s Department

February

No Visitors

March

Friday 13 – group of Students and Tutors from North Carolina State University.

Thursday 26 – delegation from the China Cuisine Association

April

Friday 10 – group of Chefs and Caterers arranged by Siobhan Geraghty, Events Co-ordinator from the Remembrancer’s Office

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Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2015
(Income and favourable variances are shown in brackets)

APPENDIX C

	Latest Approved Budget 2014/15 £'000	Budget to Date Net Expenditure £'000	Actual to Date Net Expenditure £'000	Variance to Date +Deficit / (Surplus) £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2014/15		Note
						£'000	%	
Markets (City Cash)								
Directorate	449	412	380	(32)	419	(30)	-7%	
Billingsgate - Corporate Account	163	149	89	(60)	108	(55)	-34%	1
Billingsgate - Service Charge	0	0	0	0	0	0	0%	
Billingsgate - Repainting and Special Works	0	0	0	0	0	0	0%	
Smithfield - Service Charge	989	907	749	(158)	832	(157)	-16%	2
Smithfield - Corporate and Direct Recovered	299	274	68	(206)	291	(8)	-3%	3
Smithfield - Other (Including Car Park)	(17)	(16)	(42)	(26)	(43)	(26)	-153%	
	1,883	1,726	1,244	(482)	1,607	(276)	-15%	
Markets (City Fund)								
Spitalfields - Corporate Account	22	20	34	14	38	16	73%	
Spitalfields - Service Charge	25	23	0	(23)	25	0	0%	
Spitalfields - Repair and Repainting	0	0	0	0	0	0	0%	
	47	43	34	(9)	63	16	34%	
TOTAL MARKETS COMMITTEE LOCAL RISK	1,930	1,769	1,278	(491)	1,670	(260)	-13%	

Notes

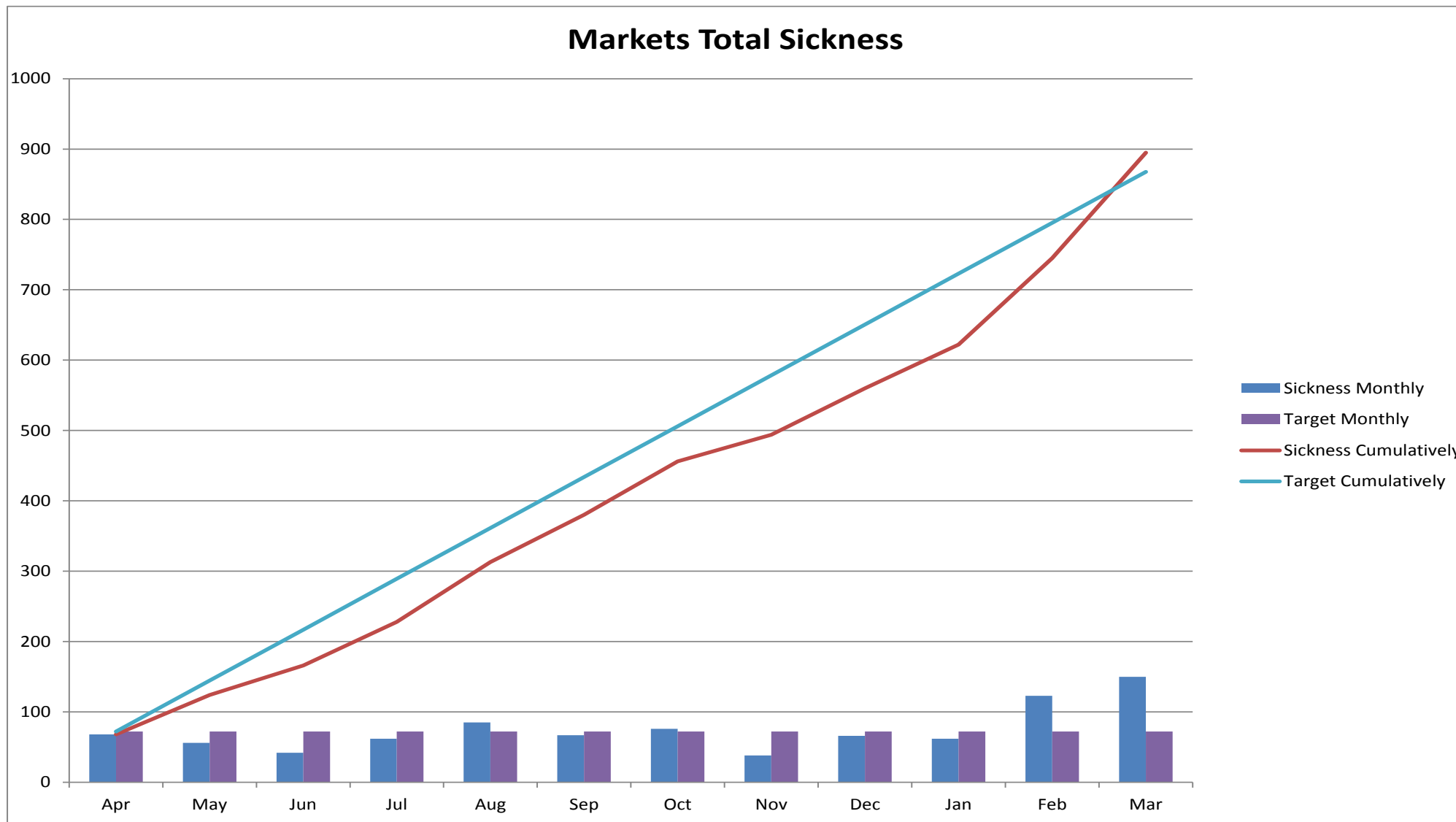
- Billingsgate Corporate Account** - favourable variance to date and projected year end surplus is mainly due to additional car parking income.
- Smithfield Service Charge** - favourable variance to date and projected year end underspend is due to salary savings on vacant posts; savings on the Citigen hot water budget, which will reduce over the winter period as consumption increases; and savings on the water and electricity budgets.
- Smithfield Corporate and Direct Recovered** - underspend to date is mainly due to timing of works completed from the carry forward budget of £213,000. This budget should have been used by March 2015, however, the City Surveyor has encountered procurement issues which have delayed the works. The budget holder will now need to request a further carry forward for projects incomplete at year end e.g. the refurbishment of the shower rooms. The Chamberlain has been made aware of this issue.

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Markets Total Sickness

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	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Sickness Monthly	68	56	42	62	85	67	76	38	66	62	123	150	
Sickness Cumulatively	68	124	166	228	313	380	456	494	560	622	745	895	895
Target Monthly	72	72	72	72	72	72	72	72	72	72	72	72	
Target Cumulatively	72	145	217	289	362	434	506	578	651	723	795	868	868

Committee(s):	Date(s):
Markets	13 May 2015
Subject: Markets Business Plan 2015-2018	Public
Report of: Director of Markets & Consumer Protection	For Decision
<p><u>Summary</u></p> <p>This report seeks your Committee's approval for the 2015-18 Business Plan of the City of London's Wholesale Markets, which are part of the Department of Markets & Consumer Protection.</p> <p>As the Department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the Markets.</p> <p>The Business Plan sets out what the Markets aim to achieve this year, the standards they will attain, and where these fit within the wider Departmental and Corporate strategic aims and objectives.</p> <p>Recommendation</p> <p>It is recommended that Members approve the content of this report and its appendices.</p>	

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Markets Business Plan 2015-2018

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Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 238 staff with a combined local and central risk gross expenditure of £21,307,000 and an overall net local risk budget of £3,942,000 giving a total net budget including central risk and recharges of £3,237,000. Spread across ten locations the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and New Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames and Denton on the South side.

As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the three wholesale food markets, covered by the Markets Committee. More detailed improvement objectives and performance measures are identified in the Local Business Plan of each market, and can be made available upon request.

Despite what seems to be an upturn in the national economy, public funds are going to be very tight for the foreseeable future, so working more efficiently, generating more income from our assets, and exploiting the benefits of modern technology will become increasingly important as we endeavour to maintain the high standards that our customers expect.

To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 8 to 11, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the Service Based Reviews and their associated work-streams will take an increasing amount of senior management time, so the corporate values of Lead, Empower, Trust will become increasingly important with middle managers, especially Team Leaders, being encouraged to use their initiative and take a proactive stance in problem solving, without always having to seek permission from higher authority. Decision-making must be delegated to the lowest possible level of management and there is nothing wrong with taking calculated, rational risks.

With so much change happening, we recognise the vital importance of having a skilled and highly motivated workforce, since it is people who will deliver our Plan and they deserve to be led thoughtfully and positively. Good leadership is going to become increasingly important and we are committed to provide the appropriate training and development opportunities to achieve this.

David A H McG Smith CBE, Director of Markets and Consumer Protection

¹ Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80

Overview of our Services

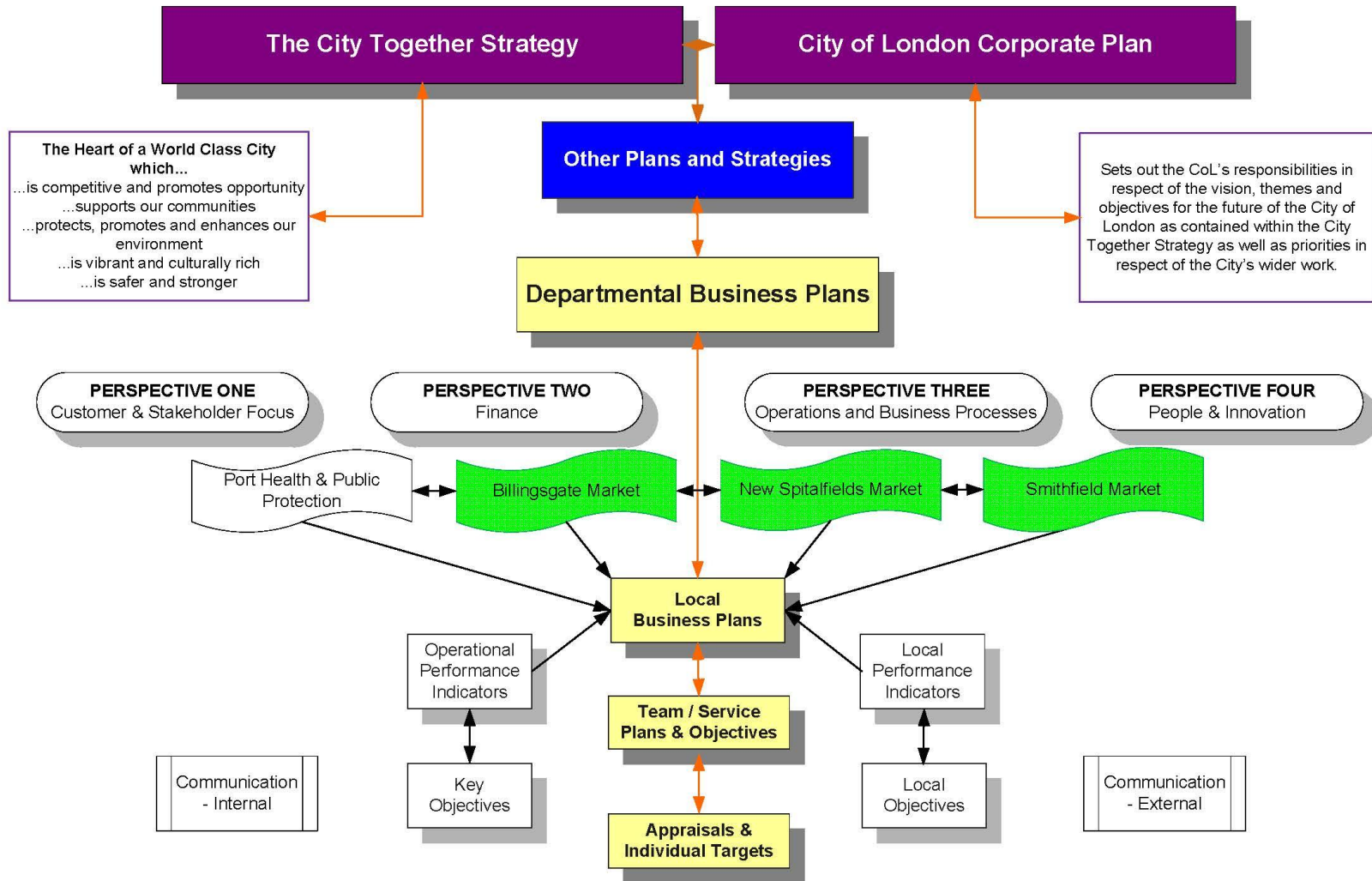
The City of London's wholesale markets have a long history and have always played a central role in the economies of the communities in which they operate. Billingsgate, New Spitalfields and Smithfield supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South 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 25,000 customers per week.

Billingsgate Market has 47 fish merchants including specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 25,000 tonnes, valued at approximately £250 million. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays. The Billingsgate Seafood Training School, a registered charity supported by the City Corporation, 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, valued at approximately £500 million. 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 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 750,000 tonnes, valued at approximately £750 million. Sustainability is a high priority for the market and over 75% of its waste is now recycled.

Business Planning Process



Departmental Vision

The overall 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.

Strategic Aims

This vision is reflected in the Department's strategic aims which relate to the wholesale markets:

- To operate the three wholesale food markets in a manner that provides an exemplary trading environment which is environmentally sustainable, well maintained, safe, hygienic, and financially viable.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Measuring Performance

We will measure our performance against eleven Key Improvement Objectives and five Operational Performance Indicators, as detailed on the following pages. Progress against these measures will be reported to the Markets Committee on a four monthly basis throughout the year.

The matrix at Appendix A maps the links between our objectives and performance indicators and the wider Departmental and Corporate strategic aims and objectives.

Data Quality

We are satisfied that data collected for the monitoring and reporting of improvement objectives and performance indicators is accurate. Effective systems and procedures are in place which produce relevant and reliable information to support management decision-making and to manage performance.

The Department complies with the Corporate Data Quality Policy and Protocol and has its own Departmental Data Quality Policy (Appendix B).

Key Improvement Objectives 2015-2016

The eleven **Key Improvement Objectives** for the wholesale markets for 2015-2016 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

Perspective 1 - Customer and Stakeholder Focus			
Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.			
Action	Outcome	Measure	Responsibility
<u>Billingsgate Market</u> Refresh the Code of Practice at Billingsgate to include all areas that require compliance.	The Code of Practice will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities. This will assist with ensuring that food hygiene standards and safety are maintained.	The updated Code of Practice will be communicated to all relevant parties and put in place by June 2015.	<ul style="list-style-type: none"> • Superintendent, Billingsgate Market • City Surveyor's Department
<u>New Spitalfields Market</u> Draft a Working Manual for New Spitalfields Market in consultation with the tenants.	The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities.	<p>The draft Working Manual will be circulated for consultation to all relevant parties by May 2015.</p> <p>The final version of the Manual will be communicated to all relevant parties and be in place by October 2015.</p>	<ul style="list-style-type: none"> • Superintendent, New Spitalfields Market • City Surveyor's Department

Perspective 2 – Finance

Achieve greater Value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.

Action	Outcome	Measure	Responsibility
<u>New Spitalfields Market</u> Manage the lease renewals in collaboration with City Surveyor's.	Successful completion of the lease negotiation process.	Heads of Terms to be agreed by 15 May 2015 The new leases will be signed and in place by December 2015.	<ul style="list-style-type: none"> • Superintendent, New Spitalfields Market • City Surveyor's Department
<u>Smithfield Market</u> Agree service specifications with the SMTA under the terms of the new leases.	The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants. Terms of new leases become embedded as 'business as usual'.	All service specifications agreed with the SMTA and implemented by Oct 2015.	<ul style="list-style-type: none"> • Superintendent, Smithfield Market • Head of Business Performance
<u>Billingsgate & Smithfield Markets</u> Implement Service Based Review (SBR) proposals.	Car park usage at Billingsgate and Smithfield Markets, and associated income streams, will be increased in line with SBR commitments. The 7 vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised.	Additional income will be realised in 2015-16 as follows: <ul style="list-style-type: none"> • Billingsgate car park: £30,000 • Smithfield car park: £31,000 • Savings in Poultry Market service charge voids: £173,000 	<ul style="list-style-type: none"> • Superintendent, Smithfield Market • Superintendent, Billingsgate Market

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Action	Outcome	Measure	Responsibility
<u>Billingsgate Market</u> Renew the metal roof and adjacent balcony.	Safer roof and compliance with the food hygiene regulations.	The project will pass all Gateway stages by the end of March 2016 with the works being complete by September 2016.	• Superintendent, Billingsgate Market
<u>Billingsgate Market</u> Additional Fish Handling facilities, modernisation works.	Increased capacity for fish handling transit areas. Tenants will have adequate temperature controlled building space to safely handle each day's fish volumes.	As many temporary cold storage containers as possible will be removed from site. The Consultant's (EPR Architects) evaluation of options report is due on 18 May 2015. The project will pass all Gateway stages by September 2016 with the works being complete by December 2017.	
<u>Billingsgate Market</u> Resolve internal market cleaning.	An improvement in the overall standard of cleaning will be apparent, to all stakeholders.	Fewer or no complaints received from tenants compared with the equivalent period of 2014/15. Implement all recommendations made by EHO (Environmental Health Officer) by June 2015.	• Superintendent, Billingsgate Market
<u>New Spitalfields Market</u> Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres.	Recommendations from the short/medium/long term Traffic Management Plans and associated procedures will be put in place, reducing the risk of accidents and near misses.	Fewer incidents involving forklift trucks will occur compared with the equivalent period of 2014/15.	• Superintendent, New Spitalfields Market

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Action	Outcome	Measure	Responsibility
<p><u>Smithfield Market</u> Put measures in place to control the risks associated with HGV Banksmen duties.</p>	<p>The, currently 'red', health and safety risk associated with Banksmen duties will be controlled and the target risk of 'amber' achieved.</p>	<p>A full risk assessment of the Banksmen duties will be completed no later than the end of April 2015</p>	<ul style="list-style-type: none"> • Superintendent, Smithfield Market
<p>Work with the City Surveyor to agree Mission Critical assets at each of our sites as part of the BRM (Building Repairs and Maintenance) Asset Verification Process</p>	<p>A definitive list of Mission Critical assets for M&CP properties, with an agreed Planned Preventative Maintenance schedule in place for each, which will facilitate the improved performance of the BRM contract (MITIE).</p>	<p>M&CP operational property managers to provide timely input to the asset verification process.</p>	<ul style="list-style-type: none"> • Superintendent, Billingsgate Market • Superintendent, New Spitalfields Market • Superintendent, Smithfield Market

Perspective 4 - People and Innovation

Enhance the quality of our leadership and people-management in line with the corporate values of "Lead, Empower, Trust." Instil a greater sense of responsibility in our middle management cadre.

Action	Outcome	Measure	Responsibility
<p><u>Smithfield Market</u> Complete the restructure of the security team.</p>	<p>Security service meets the agreed specification and produces the required cost reductions as identified in the SBR measures.</p>	<p>New team structure in place by October 2015</p>	<ul style="list-style-type: none"> • Superintendent, Smithfield Market
<p>Develop and implement a workforce plan which ensures that our workforce has both the capability and resources to meet the Division's business objectives.</p>	<p>A Departmental Workforce Plan will be published and the actions within it will have begun to be carried out.</p>	<p>A Succession Plan will be in place by December 2015. The M&CP Workforce Plan will be published by December 2015. A Chief Officer led workforce planning group will be established within the Department by June 2015.</p>	<ul style="list-style-type: none"> • Chief Officer • Superintendent, Billingsgate Market • Superintendent, New Spitalfields Market • Superintendent, Smithfield Market • Head of Performance Management • Performance Management Officer • HR Business Partner
<p>M&CP senior managers review and implement all relevant actions from the Business improvement plan to address any gaps identified through the IIP assessment.</p>	<p>Contributing to achieving the stretch target of Silver in September 2015.</p>	<p>Still on track for the Gold award in 2016.</p>	<ul style="list-style-type: none"> • David Smith, Chief Officer • Superintendent, Billingsgate Market • Superintendent, New Spitalfields Market • Superintendent, Smithfield Market • Head of Performance Management • Performance Management Officer • HR Business Partner

Operational Performance Indicators 2015-2016

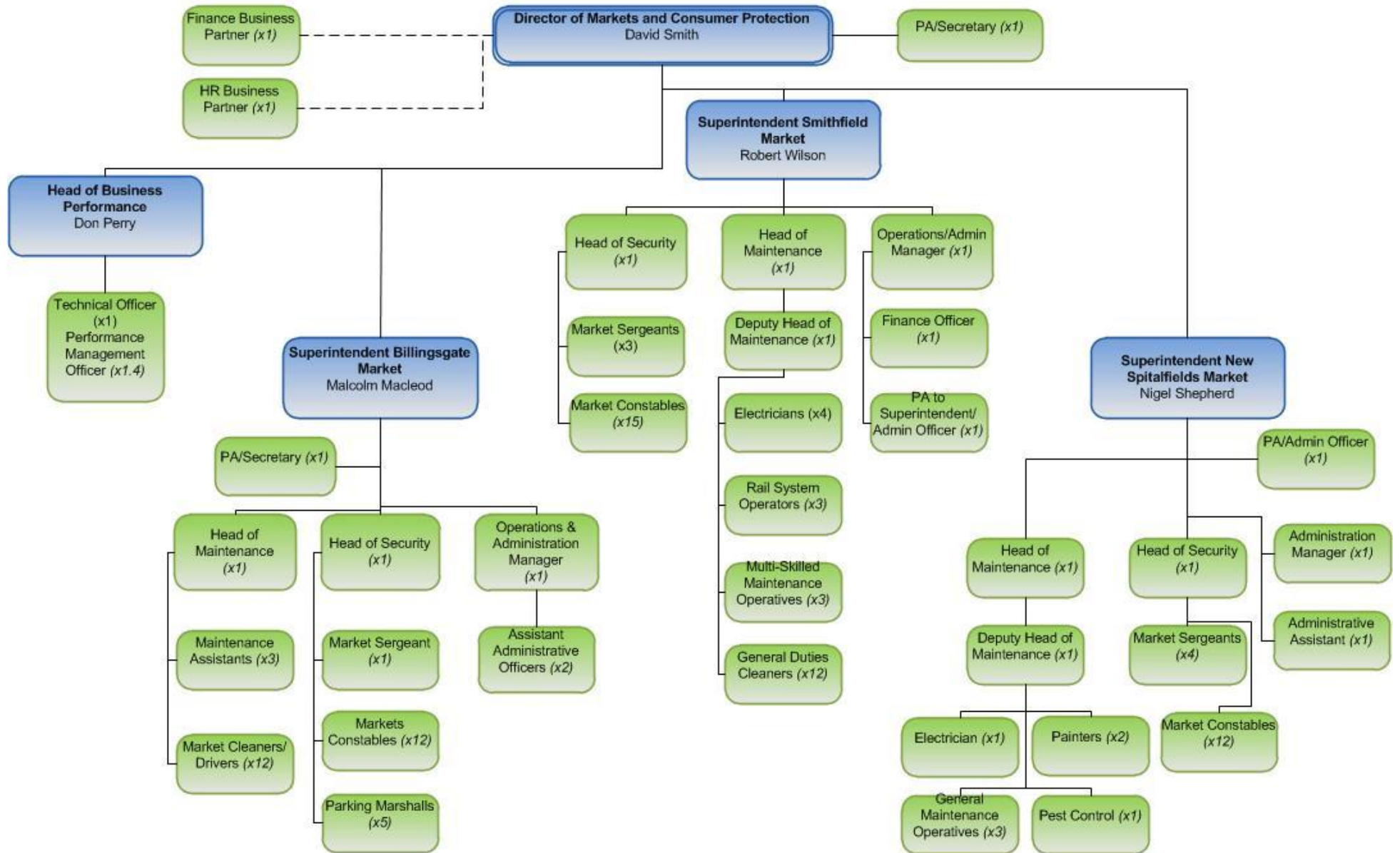
The five **Operational Performance Indicators** for the wholesale markets for the year 2015-2016 are shown here.

- MKPI 1** Achieve an overall sickness level of no more than 6 days per person by 31 March 2016, and a total of no more than 720 days across all markets².
- MKPI 2** 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.
- MKPI 3** Divert 90% of waste from landfill.
- MKPI 4** Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.
- MKPI 5** Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.

². Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2014 (no. 120).

Department of Markets and Consumer Protection

Markets Management Structure



Workforce Capability

Workforce planning

Analysis of the wholesale markets' workforce profile has emphasised the need to plan for the future. 40% of the markets' staff lies in the '51 and over' age range, the implication being that over the coming years a significant number of staff are likely to retire taking much valuable expertise and knowledge with them.

At the same time, we are aware of the importance of retaining those staff in the lower age bands. 30% of our staff are aged '40 and under', but only 7% of those are younger than 31. We need to identify the potential of these members of staff and invest in their development to incentivise and encourage them to stay.

The HR Business Partner is working with the Superintendents and Senior Managers to develop a workforce plan which will identify future need skills gaps and put in place appropriate measures to mitigate the impact of this. These will include succession planning, training; coaching and mentoring and devolving responsibilities/delegation.

Senior management are considering roles that might be suitable for Trainees/Apprenticeships at the markets as part of the workforce planning.

Learning and Development

Learning and Development is a priority for the department as a whole. The Markets' budget for learning and development for 2015/16 is £21,000. We spent £21,371 on training in 2014/15.

In addition to mandatory training, the individual development needs of all members of staff are identified at performance appraisals and progress is monitored at review stages. Each Market will have a dedicated Training Plan, based on needs identified at the end of year and mid-year performance appraisals, which will be monitored by the Superintendent's administration office. Appropriate in house and external training courses are utilised, along with informal learning and development methods such as coaching, shadowing and mentoring.

Leadership and effective management has been identified as a departmental aim for 2015/16 and senior managers are currently identifying ways to develop this across all management roles. The first step will be a Market Leader's Conference, planned for June 2015. The outcome of this conference will influence the next steps.

Investors in People

In December 2013 the City of London Corporation decided to continue to work within the framework provided by Investors in People (IiP) and be assessed for the Bronze standard. The assessment will be held over three years with the aim of reaching the Gold standard by 2016.

Following the assessment that took place in September 2014, the City of London Corporation met 67 evidence requirements and achieved recognition as a BRONZE Investor in People.

A corporate IiP business Improvement Plan was approved by Summit Group on 23 February 2015. Senior Managers in Markets & Consumer Protection are reviewing and implementing all relevant actions to address any gaps identified through the IiP assessment. The Department's IiP Champions are working with managers to help achieve the stretch goal of 'Silver' which the Corporation is aiming for.

In 2015 the focus will be on the effectiveness of engagement of frontline teams in all elements of strategy implementation: recognition and reward, involvement and empowerment, learning and development.

In 2016 the focus will be skills of managers in evaluating the outcomes from learning and development activities: learning and development strategy, performance measurement and continuous improvement will be looked at.

Equalities and Diversity

We have named 'Departmental Equalities Champions' who represent the Department and Division on the Corporate Equalities Working Group. The Champions share best practice and provide support and advice to colleagues on equality and diversity issues.

Tests of relevance and Equalities Impact Assessments are carried out for any new or significantly amended policies/procedures which may affect service users or our own employees. Several members of staff have been trained to help ensure these are carried out effectively.

We continue to liaise with the corporate Equalities and Diversity Officer on emerging guidance and legislation and to ensure compliance with corporate equalities requirements we publish the Public Sector Equality Duty (under The Equality Act 2010) each January.

Risk Management

Business Continuity and Emergency Planning

The City has an overarching business continuity strategy and framework, as well as a corporate business continuity plan for large scale disruptions that affect more than one business area or location. The Department also has its own business continuity arrangements aimed at dealing with localised disruptions.

Both corporate and departmental arrangements are regularly reviewed to ensure they align with the relevant risk registers and business objectives. The Technical Officer from the department shares best practice and attends the Emergency Planning and Business Continuity Steering Group, which sits on a quarterly basis.

Business Risks

The Department's key business risks are actively managed in line with corporate policies and procedures. Risks are identified, analysed, assessed and addressed on an ongoing basis by named representatives across the department.

The Departmental Risk Tracker is regularly updated and reported to the Markets Committee every four months. Red risks and those which have moved from Green to Amber are reported at each Markets Committee meeting. The key business risks for the wholesale markets are shown in the extract of the Departmental Risk Tracker at Appendix C.

Health and Safety Risks

The Department's Top X Register comprises a list of our main Health and Safety risks. The Register is monitored, regularly updated and presented to the Corporate Health and Safety Committee annually.

The Department complies with the Corporate Health and Safety Policy, including having its own Departmental Health and Safety Policy Statement. There is a Departmental Health & Safety Committee with a Markets sub-Committee, as well as local Health & Safety Groups at each market. Named individuals have specific health and safety responsibilities including carrying out risk assessments and accident/incident reporting.

A copy of the Top X Register is at Appendix D along with a diagram showing the structure of health & safety management and reporting within the department.

Property and asset management

I confirm, as Director of the Department of Markets and Consumer Protection, that the Department is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by the Department of Markets and Consumer Protection continues to be challenged appropriately.

Signed [CHIEF OFFICER of DEPARTMENT]

Dated

Capital projects 2015-2020

The table below shows basic information about projects which may require over £50k of capital expenditure during the next five years.

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
Billingsgate Market: Metal profile roof.	£1.2 million	50% Sinking Fund 50% European Fisheries Fund	Evaluation work partially complete. Subject to Committee approval, works likely to be complete by September 2016
Billingsgate Market: Fish handling facilities.	£1.4 to £2.0 million	50% Sinking Fund 50% European Fisheries Fund grant to be applied for.	The Consultant's (EPR Architects) evaluation of options report is due on 18 May 2015. The project will pass all Gateway stages by September 2016 with the works being complete by December 2017.
Smithfield Market: Poultry Market roof.	£9.1 million	Resource allocation from City's Cash.	A gateway 4 report seeking Committee authority to progress a preferred repair option is anticipated in July 2015
New Spitalfields Market: Renewed CCTV system	Not yet known	Repair and Repainting fund (20 year plan item)	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated.
New Spitalfields Market: Multi barrier entry system to the market.	Not yet known	Partly the old Spitalfields fund and the Repair and Repainting fund.	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated.
New Spitalfields Market: Photovoltaic Cells on the Market Hall roof	Not yet known	To be decided	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated.
New Spitalfields Market: Space Cooling - VRV System replacement, Allen House	£50,000	Repair and Repainting fund (20 year plan item)	2015/16 (Managed on behalf of market by CSD, the asset managers)
New Spitalfields Window replacement, Market Pavilion	£120,000	Repair and Repainting fund (20 year plan item)	2016/17 (Managed on behalf of market by CSD, the asset managers)
New Spitalfields Market: Electrical distribution panel replacement	£90,000	Repair and Repainting fund (20 year plan item)	2017/18 (Managed on behalf of market by CSD, the asset managers)
New Spitalfields Market: HV switchgear replacement	£250,000	Repair and Repainting fund (20 year plan item)	2018/19 (Managed on behalf of market by CSD, the asset managers)

Financial summary

We will continue to build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's department. The focus this year will be to ensure effective use of the new Oracle Property Manager module, working with Chamberlain's to ensure a smooth transition from our stand alone System 2000 at New Spitalfields Market and from the corporate Manhattan System for Billingsgate and Smithfield for the raising and recovery of rent and service charge.. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will be fully implementing our Service Review savings at Smithfield and Billingsgate Markets agreed by Members in support of the organisation's drive for efficiency and budget reductions in order to meet the projected shortfall in City Resources of £13m by 2017/18.

Financial Information - Markets & Consumer Protection Markets Committee

	2013/14	2014/15	2014/15	2014/15		2015/16	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	4,947	5,150	5,220	5,082	97.4%	5,213	
Premises	3,849	4,373	5,381	5,382	100.0%	4,836	
Transport	70	39	58	53	91.4%	50	
Supplies & Services	837	817	866	904	104.4%	892	
Third Party Payments	1,765	1,810	1,807	1,807	100.0%	1,857	
Transfer to Reserve	-52	126	0	0	0	81	
Contingencies	0	0	0	0	0	0	
Unidentified Savings	0	0	0	0	0	0	
Total Expenditure	11,416	12,315	13,332	13,228	99.2%	12,929	
Total Income	(10,244)	(10,643)	(11,402)	(11,498)	100.8%	(11,327)	
Total Local Risk	1,173	1,672	1,930	1,730	89.6%	1,602	1.
Central Risk	(4,756)	(5,063)	(4,492)	(4,694)	104.5%	(4,781)	
Recharges	2,104	1,903	1,975	1,975	100.0%	1,969	
Total Expenditure (All Risk)	(1,479)	(1,488)	(587)	(989)	168.5%	(1,210)	2.

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor
2. Projected outturn 2014/15 based on monitoring at period 10 (31/01/2015)

Consultation

The following Corporate contacts have been consulted in the preparation of this plan:

- Town Clerk's Department – Human Resources Business Partner
- Chamberlain's Department – Finance Business Partner
- Chamberlain's Department – Information Systems Business Partner
- Corporate Equalities and Diversity Manager
- City Surveyor's Department
- Corporate Programme Office
- Town Clerk's Policy Officer
- Corporate Risk Manager

In addition, members of staff at each market have been invited, via local team meetings and briefings, to make suggestions and comments as to the content of the plan, including the identification of Service Improvement Objectives and Operational Performance Indicators.

The final version of the Plan will be made available to all members of staff on the Department's intranet page.

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Markets Strategic Links Matrix

		M&CP Strategic Aims		The City Together Strategy The heart of a world class city which:				Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	is competitive and promotes opportunity	supports our communities	protects, promotes and enhances our environment	is vibrant and culturally rich	is safer and stronger	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.
N.B. Some Markets Key Objectives and Performance Indicators have been abridged in this table.										
Markets Key Improvement Objectives 2015-2016	Billingsgate Market: Refresh the Code of Practice to include all areas that require compliance.	✓								✓
	New Spitalfields Market: draft a Working Manual in consultation with the tenants.	✓								✓
	New Spitalfields Market: Manage the lease renewals in collaboration with City Surveyor's.		✓							✓
	Smithfield Market: Implement Schedule 3 – Part 4 of the new leases.		✓	✓					✓	
	Billingsgate & Smithfield Markets: Implement Service Based Review (SBR) proposals.		✓							✓
	Billingsgate Market: Renew the metal roof and adjacent balcony.		✓							✓
	Billingsgate Market: Additional Fish Handling facilities, modernisation works.		✓							✓
	Billingsgate Market: Resolve internal market cleaning.	✓								✓

		M&CP Strategic Aims		The City Together Strategy The heart of a world class city which:				Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	is competitive and promotes opportunity	supports our communities	protects, promotes and enhances our environment	is vibrant and culturally rich	is safer and stronger	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.
N.B. Some Markets Key Objectives and Performance Indicators have been abridged in this table.										
Markets Key Improvement Objectives 2015-2016	New Spitalfields Market: Improve safety in relation to workplace transport operations in and around the Market Hall, especially FLT's.	✓								✓
	Smithfield Market: Put measures in place to control the risks associated with HGV Banksman duties.	✓			✓				✓	
	All markets: Work with the City Surveyor to agree Mission Critical assets as part of the BRM Asset Verification Process.		✓	✓						✓
	Smithfield Market: Complete the restructure of the Security Team.		✓	✓					✓	
	Develop and implement a workforce plan.		✓	✓						✓
	Review and implement relevant actions from the liP Business Improvement Plan		✓	✓						✓

		M&CP Strategic Aims		The City Together Strategy The heart of a world class city which:				Corporate Plan 2015-19		
		To advise, educate, influence, regulate and protect all communities for which the department has responsibility.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	is competitive and promotes opportunity	supports our communities	protects, promotes and enhances our environment	is vibrant and culturally rich	is safer and stronger	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.
N.B. Some Markets Key Objectives and Performance Indicators have been abridged in this table.										
Markets Operational Performance Indicators 2015-2016	MKPI 1. Achieve an overall sickness level of no more than 7 days per person by 31 March 2016.		✓		✓				✓	✓
	MKPI 2. 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.		✓							✓
	MKPI 3. Divert 90% of waste from landfill.		✓			✓			✓	✓
	MKPI 4. Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.		✓						✓	✓
	MKPI 5. Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.	✓				✓			✓	✓

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Data Quality Policy

Department of Markets and Consumer Protection

This departmental policy sets out the responsibilities of all members of staff in terms of assuring data quality. The policy should be read in conjunction with the Corporate [Data Quality Policy](#) which details the City of London's approach to managing data. The Corporate policy includes a Data Quality Protocol which sets out the basic rules for all City Corporation data.

This policy defines the processes in place with Markets and Consumer Protection to ensure that the department complies with the Corporate Data Quality Policy. It also details the responsibilities of members of staff at all levels.

Why is data quality important?

Consistent, high quality, timely and comprehensive information is vital to support good decision making. Each area of the department should have effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Who is responsible?

Responsibility for ensuring data quality lies with individual staff members who collect and produce the data but this responsibility extends through the line of management via Team Managers, Superintendents/ Assistant Directors, and ultimately to the Chief Officer.

How is departmental compliance with the Data Quality Policy monitored?

Markets' Data

- Data is collected by relevant members of staff and includes statistics on operational areas such as maintenance, security, waste management, health and safety, staff sickness absence and occupation of market stands and offices. Other than the health and safety information, which includes a substantial amount of qualitative data, the majority of the other data is quantitative.
- Checks are carried out by members of staff at each Market who are responsible for collating the data and forwarding relevant datasets to the Directorate Team (Head Office).
- All data received by the Directorate Team is scrutinised by team members who query any anomalies/apparent errors. The majority of the data is stored in Excel spreadsheets which are only accessible by members of the Directorate Team.
- This data is then used by the Chief Officer and his Senior Management Team to inform decision making; and some is also reported to Committee in, usually, public reports.
- Data which is reported to Committee is further verified by the relevant Superintendent and is ultimately approved by the Chief Officer.

PH&PP Data

- The majority of data collected relates to the regulatory functions carried out by enforcement officers. Much of the data is gathered during inspections of and visits to businesses and sites in the City; it is then entered onto a central database (Northgate M3) which holds both qualitative and quantitative data.
- The responsibility for ensuring that this data is correct lies with the individual who collects and inputs it. As the individual enters new information about a City business/site they confirm that both the new and existing data held is accurate.
- The database includes a range of reporting functions, the administration of which is carried out by the PH&PP Operational Support Team. The Team produces reports to feed data into external and internal reporting processes. Members of staff in that team carry out initial checks on the quality of the data output and these are then verified by Team Managers and Assistant Directors before being submitted to the relevant external or internal recipient.
- Data produced is often used by the Chief Officer and his Senior Management Team to inform decision making; and some is also reported to Committee in, usually, public reports.
- Data which is reported to Committee is further verified by the relevant Team Manager, Assistant Director, the Port Health & Public Protection Director, and is ultimately approved by the Chief Officer.

Responsibilities

Data quality is the responsibility of every employee. Everyone has a responsibility to ensure that all data held is relevant, timely, accurate and comparable at all stages, e.g. when entering, processing, maintaining, calculating, analysing, extracting, and reporting on data from any information system.

Specific areas of responsibility are set out below:

All staff

- Get it right the **first time**
- Check **accuracy** of data entry
- **Query** anything that doesn't look 'right'
- Ensure that databases, spreadsheets etc have sufficient levels of **protection** to prevent unintended amendments being made
- **Check** calculations when supplying information based upon data sources
- **Update** data sources as soon as possible when new data becomes available
- Make sure those who need to **access** the data know how to do so
- Maintain a reliable, clear and searchable **evidence trail** to show where the data came from and how it has been manipulated/processed
- Ensure that data you produce or report is **supported** by underlying working papers/records and that these are retained as appropriate in accordance with audit requirements
- Any data supplied to external bodies must be **approved** by a senior officer (e.g. Team Manager, Assistant Director, Superintendent, Service Director or Chief Officer, as appropriate)
- Undertake appropriate **training** as required or directed

Owners of databases or spreadsheets should ask themselves:

- What does the data mean?
- Why do we need to record it?
- How long do we need to keep it for?
- What is the purpose of the data (why are we collecting it? Is it necessary?)
- How is it calculated?
- What is the unit of measure?
- How often is the source data available?
- Where is the data sourced from?
- What are the key management controls to ensure quality?

Senior Managers

- Ensure that the Data Quality Policy is communicated, understood, implemented and complied with
- Assess skills capability to ensure that staff have the skills required to deliver high quality data
- Ensure that appropriate systems and processes are in place to deliver high quality data from internal and external sources
- Ensure contingency arrangements and appropriate controls are in place

Chief Officers

- Have overall responsibility for ensuring arrangements are in place to assure the quality of data (in particular that which is business critical) and that improvement action is taken where necessary.
- Ensure that a statement of data quality compliance is made annually as part of existing Committee reporting arrangements

Markets Risk Tracker

Appendix C

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
M C P 1	Inadequate management and maintenance of the cooling towers at Smithfield Market leading to the risk of an outbreak of Legionellosis associated with these towers. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons. If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.	David Smith Director of M&CP	The City of London has various legionella management plans in place which to date, have been effective in preventing an outbreak of Legionnaires' associated with the operation of its business or properties. A contract in place with a competent contractor which is managed by a responsible person within City Surveyors department.	Unlikely	Major	A	↔	The creation of a single policy, procedure and record keeping system for managing legionella across the entire portfolio is being planned to ensure that risks remain controlled.	Rare	Major	G
Page 73 M C P 2	A lack of suitable and sufficient training and adequate management controls in relation to HGV banksman activities undertaken by staff employed by market tenants leading to the risk of serious or fatal injury to members of the public, market staff and other service users. As the City is in control of the premises, realisation of this risk could result in a prosecution, fine and reputational damage for the City.	Robert Wilson Smithfield Market	The market constabulary are currently monitoring these areas as part of their routine patrols and are halting any unsafe acts they observe.	Likely	Major	R	↑	The duties of Banksmen form part of the Working Manual documentation which is currently being consulted on with the Smithfield Market Tenants' Association. Also, a consultant with the Freight Transport Association been commissioned to prepare an Audit and Risk Assessment report for the site, particularly in relation to the banksman operations.	Rare	Major	G

Markets Risk Tracker

Appendix C

Risk No.	Risk	Risk Owner	Existing Controls	Current Risk				Planned Action	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
M C P 3	The risk of a fatality or serious injury to pedestrians on East Poultry Avenue at Smithfield Market which could result in prosecution, a fine and reputational damage for the City. This is the main crossing point between market buildings and would be considered as part of the workplace under current health & safety legislation. Vehicular traffic streams enter East Poultry Avenue from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. This forces vehicles to speed through this junction vying for road space .	Robert Wilson Smithfield market	After a being escalated to the Corporate Health & Safety Committee, the Transportation & Public Realm department have installed 'Give Way' signs at this junction as an interim measure.	Possible	Major	A	↔	The Director of the Built Environment has been tasked by the Town Clerk to take the appropriate action on this issue and consequently the Transportation & Public Realm department have agreed to examine the viability of a 'step' traffic calming road installation.	Rare	Serious	G
M C P 4	Over 200 forklift trucks operate on the new Spitalfields Market site. There is a risk of serious injury / fatality to staff or service users if this workplace traffic is not adequately managed leading to prosecution, a fine and reputational damage for the City.	Nigel Shepherd New Spitalfields Market	A traffic management plan is currently in place. The market constabulary monitor fork lift operator behaviours and withdraw permits when required. They also issue penalty points and an accumulation of points will lead to a suspension or cancellation of the permit to operate on the common parts.	Likely	Major	R	↔	In consultation with the market tenants' association and the City of London health and safety team, a plan with short, medium and long term actions has been developed and will be used to further reduce risk in this area.	Unlikely	Major	A

Ratings	Risk Status	Control Evaluation
R - Red	High risk, requiring constant monitoring and deployment of robust control measures	Existing controls are not satisfactory
A - Amber	Medium risk, requiring at least quarterly monitoring, further mitigation should be considered	Existing controls require improvement/Mitigating controls identified but not yet implemented fully
G - Green	Low risk, less frequent monitoring, consideration may be given to applying less stringent control measures for efficiency gains	Robust mitigating controls are in place with positive assurance as to their effectiveness

Health and Safety

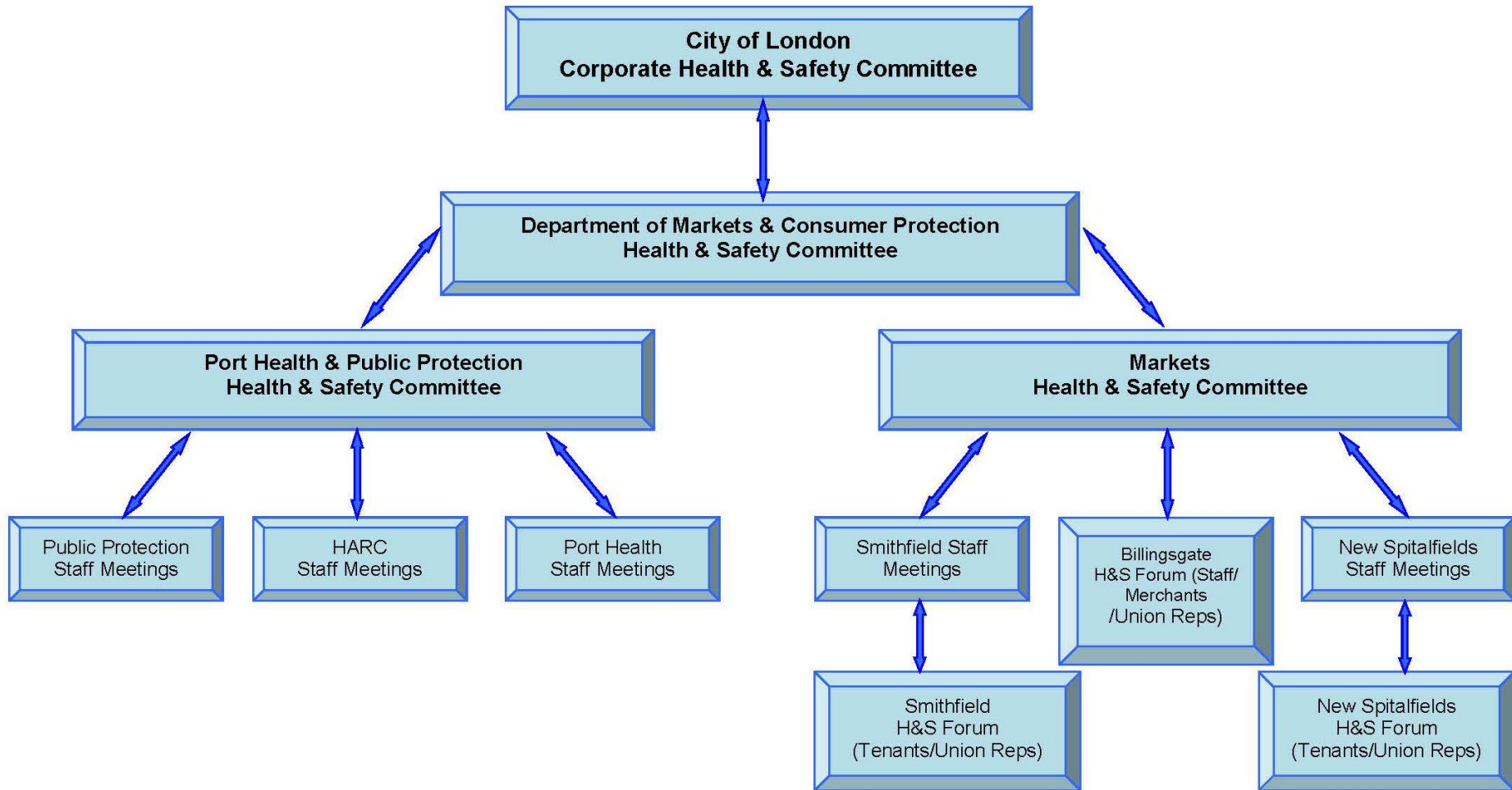
Departmental Top X Register

Reference:	Task	Hazard and Consequence	Rating	Likelihood	Rating	Risk	Proposed Action
1	Traffic Management (Environmental Health & Public Protection, Port Health & Vet Services, Markets)	<p>Movement of vehicles including FLT's by third parties in areas controlled by the City of London.</p> <p>Vehicles arriving late at Billingsgate Market result in issues regarding segregation during the unloading process.</p> <p>Crush Injury. Impact/collision. Fatality.</p>	3	<p>Trained banksmen at HARC and Parking Marshalls employed at Billingsgate.</p> <p>Multiple collections and deliveries Lack of physical segregation between pedestrian and vehicular traffic routes.</p> <p>Multi directional traffic.</p> <p>Visitors not 'site aware'.</p> <p>Bad working practices by FLT operators employed by others.</p> <p>Traffic not related to market activities passing between market buildings at East Poultry avenue at Smithfield Market. This roadway doesn't have an adequate pedestrian crossing point. Also, there are no road markings to indicate lane priority for the two traffic streams which enter this road.</p> <p>Procedure for late unloading at</p>	3	9	<p>Pedestrian walkways and road markings to be regularly maintained and kept clear of obstructions.</p> <p>New pedestrian routes to be created at Spitalfields Market.</p> <p>Floodlighting to be installed at crossing points.</p> <p>Site speed limits to be enforced. Speed limit on the Spitalfields site is regulated at 5mph.</p> <p>Re-assess the competence of all forklift operators and eEnforce FLT penalty point scheme.</p> <p>Continue to work with stakeholders to get them to take more responsibility for their staff and working practices in the areas controlled by the City of London.</p> <p>The Director of the Built Environment has been tasked by the Town Clerk to assess the East Poultry Avenue crossing point.</p>

				Billingsgate has been agreed. Alterations to the unloading area have been made. Barriers have been provided to separate pedestrians/workforce from entering unloading area when in operation.			Continue to monitor the unloading operations at Smithfield Market to ensure that any unsafe practices by the tenants' banksmen are addressed, reported and that any unsafe operation is halted immediately.
2	Working at height (Markets & Port Health)	<p>Maintenance, installation and general repairs using ladders, portable towers and MEWPS.</p> <p>Ship Boarding from Launch or Quayside and boarding/alighting Port Health launch.</p> <p>Working on quaysides and loading bays with unprotected edges.</p> <p>Roof working.</p> <p>Fall from heights up to 25m. Major Injury including Suspension Trauma. Fatality.</p>	3	<p>Although warning signage is in place, there is a lack of physical edge protection on Poultry Market Roof at Smithfield Market. Safety lines are in place but are worn.</p> <p>Latchway system installed on main roofs and harness inspection regime in place.</p> <p>All access equipment is inspected regularly and in accordance with statutory requirements.</p> <p>Permit to work system in place for roof work.</p> <p>Only trained staff members are permitted to use access equipment.</p> <p>Berth Codes of Practice, regularly updated and issued to all staff members. Induction training carried out and PPE supplied. Work does not take place in dangerous conditions. Regular liaison with port operators.</p>	2	6	<p>Safety lines on Poultry Market roof are currently being repainted.</p> <p>Maintenance managers will ensure that all contractors comply with the requirements of permits for roof work.</p> <p>Induction training carried out. Only trained staff members will be permitted to use access equipment.</p> <p>Officers will carry out a dynamic risk assessment of the environment prior to accessing vessel or quayside. They are instructed not proceed if they have any concerns about the arrangements or equipment in place for accessing any area or vessel</p> <p>All access equipment is inspected regularly in accordance with statutory requirements.</p> <p>Regular liaison takes place with Port Operators.</p> <p>Communication with masters of vessels and crew.</p>

3	Emergency evacuation of M&CP buildings. (Environmental Health & Public Protection, Port Health & Vet Services, Markets)	Fire Severe burns. Structural failure causing impact or crush Injury Fatality.	3 Fire Risk Assessments have been conducted and are reviewed annually. All staff are trained in basic fire awareness and security staff receive Fire Marshall training. Evacuation plans have been developed and are tested regularly by conducting fire drills. Some stakeholders fail to engage during evacuation drills.	2	6	Monitor fire exits, emergency access routes and prevent them from being obstructed. Enforce no smoking policy at all sites. Continue to chase Market Tenants for copies of their fire risk assessments advice has been given by the City's Fire Safety Officer and this is being progressed. General signage to be improved.
4	Lone working, out of hours and security duties (Environmental Health & public Protection, Port Health & Vet Services, Markets)	Lone working Violence – including physical force, verbal abuse, threats, gestures and harassment Illness whilst on duty Accidents	2 Officers may carry out enforcement action which can cause tension. EHO's have electronic lone worker safety systems. All services have lone working policies and procedures in place.	2	4	An annual review of all existing practices to be undertaken by separate divisions and teams based upon their unique activities and working environments. For anticipated / planned Out of Hours work within PP the local protocol/procedure for out of hours lone working will be reviewed, updated and published to staff by December 2014.
5	Handling venomous and unknown reptiles, amphibians & invertebrates. (Port Health & Vet Services)	Bites, envenomation, toxicity, stings:- death	3 Possible due to variation in packing of AVI containers and frequency of venomous shipments.	2	6	Venomous/ unknown animals inspected by management team only. PPE:-gloves, gauntlets, goggles. Envenomation emergency procedure established, but need to revise envenomation plans with local hospital and in conjunction with Liverpool School of Tropical Medicine. Address DWA licencing issues.

Departmental Health and Safety Management Structure



Committee(s):	Date(s):
Markets	13 May 2015
Subject: Billingsgate Modernisation	Public
Report of: Superintendent, Billingsgate Market	For Information

Summary

After more than 32 years on site and with a significant lack of investment in maintenance during that period, it is generally agreed that the Billingsgate facilities look tired and in need of improvement and modernisation. The tenants have made their views known at meetings and in correspondence. Prior to the fish porters buy out there had been a number of vacant premises and failed businesses. As a result, in consultation with the London Fish Merchants Association (LFMA), the service charge set was often curtailed. With it being three years since the porter's buyout was completed, service charge funding can no longer be compromised if improvements to Billingsgate are to be delivered.

To improve and modernise Billingsgate, it is proposed to carry out two specific larger scale works and a number of small scale remedial works.

The first larger scale works is the completion of the roofing renewal projects currently in progress which also includes evaluating the economic benefit of installing photo voltaic panels to the roof.

The second larger scale project is the Additional Facilities project. Storage and handling facilities are at present separate instead of being integrated leading to inefficient product movements. Storage facilities are mostly of the container type which gives Billingsgate an untidy temporary look. A number of larger scale tenants would like their own order picking areas rather than the communal picking areas that exist at present. The Additional Facilities project addresses all these issues.

Sufficient funds exist in the Billingsgate Sinking Fund, together with expected matched funding fisheries grants, to finance these two large scale projects

Renewing damaged sections of the external road and parking area hardstanding, along with a range of other small scale remedial works, including painting jobs, are all being progressed. A proposal to fence off the waste handling facilities from customer areas is also to be progressed.

Following a tri-lateral meeting between the City, the LFMA and the Fishmongers' Company, the Chief Fish Inspector was commissioned to conduct an independent review of the Billingsgate facilities and working practices. The output of this review will also be considered and agreed works arising from that review will be advanced.

In addition to structural improvements, it is important that cleaning standards

improve not only in the common areas but also in tenants' premises. The Billingsgate Code of Practice will be reviewed to ensure that the expected standards are set out and met.

For tenants who wish to expand or consolidate their operations in one location an area of land at the east end of site, next to Satellite 1 unit (known colloquially as the Koch building), has been identified for tenant development. Once the Crossrail project completes in 2018, it may also be possible to make available for tenant development the area on site currently occupied by Crossrail.

It is proposed to cancel the Market Hall Venting & Cooling Phase 2 project. That project would have delivered a capped temperature of 16 degrees centigrade in the Market Hall but at a capital cost of £586,000 and with ice available to protect fish product temperature, the proposed phase 2 project is judged as not value for money. The LFMA have agreed to this proposal.

A small number of tenants would have liked to see the Market Hall being re-designed to enable them to have more space. With the Market Hall full to capacity such a re-design is not possible. The same set of tenants further suggested that tenants who deal with retail trade should be separated from wholesale trade. As almost every tenant deals with both retail and wholesale, such a segregation of tenants and customers is also not possible. No re-design or segregation of the Market Hall is being advanced.

The following is a summary of the modernisation and remedial work options that are being progressed:

- Completion of the Roof and Balcony Renewal Projects including (if economically viable) photo voltaic panels.
- The Additional Facilities Project.
- Completion of hardstanding renewal programme.
- Multiple Small Works per Appendix 2.
- Actions arising from the Fishmongers Company Review.
- City Surveyors 20 year plan –cyclical works.
- Plant, Machinery, Vehicle, Equipment - Renewal Programme.
- Improving Cleaning Standards.
- Tenant Development Area.
- Billingsgate Code of Practice.

Recommendation:

Members are asked to note the report.

Main Report

Background

1. This report seeks to address the following issues:
 - To improve the material state of Billingsgate
 - To provide facilities that satisfy the business needs of tenants

2. **The material state issues:** Billingsgate Market has been in its current Docklands location for over 32 years. The facilities are looking increasingly tired and in need of improvement. This unpleasing look is added to by the increasing number of containers that have been placed around the Market to meet the storage needs of tenants; containers are not only inefficient but create an untidy temporary patchwork look to Billingsgate. A further major and long standing issue has been the condition of the roofs of the main Market building where there had been ongoing rainwater leaks. As well as these large scale issues there are many smaller scale building improvements required to smarten up the Billingsgate facilities.

3. In addition to building structure problems, there have been negative comments from some individual tenants about the cleaning standards achieved by the in house cleaning team and it is the case that the Fishmongers Company Inspectors in their July 2012 audit made a significant number of cleaning improvement recommendations.

4. Since that July 2012 Fishmongers audit, a cleaning supervisor was appointed and one further cleaner was employed. A further audit in November by a City Environmental Health Officer carried out while the daily cleaning activity was in progress, rather than complete, found that cleaning of the internal areas was generally satisfactory but the external areas were less so. It should though be noted that up to and including their last annual inspection in November 2014, Tower Hamlets Environmental Health, who enforce food hygiene regulations compliance at Billingsgate, have not at any time raised any significant adverse cleaning standard issues.

5. Similar to other Markets, such as New Spitalfields, Western International and New Covent Garden who have similarly large external areas, it is a real challenge to quickly clear the daily waste that accumulates. Although the external areas are clean by 15.00 hours each day that is some 6 hours after the main parts of the Market have finished trading. There has been progress in parts of the external area since the cartminders were replaced in 2012, with the employed parking marshall staff now responsible for the trade parking areas, keeping these areas in a tidier condition than was ever the case before.

6. **Improved facilities for tenants business needs:** Tenants, in general, lack suitable storage, handling and order picking facilities leading to excessive movements of product each trading day. In addition, some larger scale tenants have indicated that they would like to have more space made

available to them to develop their business or have their operations consolidated into single physical spaces, rather than having multiple premises separated from each other.

Current Position

7. Ahead of the fish porters buyout being completed at the end of April 2012 a number of tenant businesses had failed and there were many vacant premises. As a result, in consultation with the LFMA, service charges were kept at a lower level than was ideal and, although expenditure on critical matters such as health & safety was never knowingly compromised, finance available to carry out cyclical or improvement works on time was lacking. Following the fish porter's buyout, with the exception of a small number of vacant offices, the Market is full to capacity and there are a number of prospective tenants who would take up premises should any become available. The service charge in 2014/15 was increased by 8.4% to provide a more appropriate level of funding.
8. The tenant's representative body, the London Fish Merchants Association (LFMA), articulated their concerns about the material state of Billingsgate at meetings with the Chairman of the Markets Committee in January and in May 2014. Although some tenants may be motivated in part by the wish to see the current site being sold and financial compensation being offered to them, it is undeniably the case that improvements are required.
9. Following the meetings with the Chairman of the Markets Committee the LFMA wrote to request that the Additional Facilities project be progressed with. (Appendix 1). The LFMA have in addition verbally requested that the minor works listed by the City (Appendix 2) also be progressed with. Some of these minor works were completed in 2014/15 year while the remainder are being programmed to take place over the next two financial years.
10. At a meeting at Fishmongers Hall on 30th October 2014, the LFMA and the City agreed that the Fishmongers Company's Chief Fish Inspector would carry out an independent review of the Billingsgate facilities and working practices. The review has been completed and, once the Fishmongers Company make the final report available, any agreed improvement actions that arise will be progressed in consultation with the LFMA.

Options for Modernisation and Improvement

11. **Market Roof Renewal:** A project to renew the flat roof of the Market was completed in summer 2014 and a further project to renew the metal profile roof and balcony has been initiated and should be completed in 2016. The Sinking Fund and matched EU fishing industry grant funding are the proposed funding sources. The installation of photo voltaic panels to the metal profile roof will be evaluated additional to the roof project. When all these works are complete, the entirety of the roof and also the balcony that adjoins the south facing offices will be in an acceptable long term state from both a practical and visual perspective.

12. **Additional Facilities Project.** There have been insufficient built facilities for tenants' fresh fish storage needs, with container storage facilities increasingly being the solution. The current position is that the City rents ground space to tenants and the tenants provides the containers, with most of the tenants renting containers from a third party. Tenants' fresh fish on arrival is currently placed in either the North or East Canopy buildings and, in the majority of instances, tenants will order pick from these locations but a number of smaller size tenants will remove their product into their Market Hall premises. In addition, due to a lack of space in the North and East buildings, some, mostly small scale, tenants have their product , placed in the open air and, from there, they will later move them into their Market Hall premises. Unsold product is moved by tenants to storage, mostly container storage, at the end of the trading day.
13. Most of the tenants receiving product into the North or East Canopy and order picking from there will also each day move product from storage into these same North and East Canopy areas to order pick and deliver to their customers vans from there. All product unsold at the end of the trading day is removed by the tenants to their storage units and at the start of the next trading day the same cycle of events begins, with product being moved from the storage units into the North and East Canopy buildings. The North Canopy is also used as an overflow storage location when tenant's storage facilities are full. With order picking taking in place in the North and East Canopy and storage being mostly in containers, tenant operations are fragmented and there is excessive movements of product.
14. The Additional Facilities project seeks to create sufficient built integrated and temperature controlled space to meet tenants order picking and storage needs and make redundant as many containers as possible. Ideally the project should succeed in making every container redundant and not allow any future container storage. This can be done by extending both the current North and East Canopy buildings and constructing an additional building outside the South East end of the Market Hall. The North and East Canopy buildings are at present common area spaces but, as part of the evaluation of options, the provision of tenanted picking facilities will be examined.
15. Seeking to provide alternative storage facilities and generally improving the efficiency and aesthetics within the west (Q shop) area of site is included within the scope of the Additional Facilities project. At present there are a number of containers situated outside the Q shops.
16. The Additional Facilities project has been on the City's capital programme listing for a number of years but was held up, with the LFMA'S full agreement, when there was concern that the estimated cost of the roof project works would leave insufficient Billingsgate Sinking Fund finance available. However, with the flat roof renewal works costs being substantially below the initial estimates, concerns of insufficient finance have dissipated. Along with the Sinking Fund, matched EU fishing industry grant funding is likely to be available to fund the Additional Facilities project.

17. Much of the evaluation work on the Additional Facilities project has already been undertaken but further work particularly on the provision of tenanted picking facilities is required and is being progressed. Individual tenants have responded to a questionnaire with their requirements in terms of space and whether tenanted or communal space is desired. Following this, external consultant, EPR Architects, have been engaged by the City Surveyor to produce building facility options for consideration.
18. EPR have indicated that they should be in a position by the end of May 2015 to present the output of their project evaluation work to the LFMA and the City. The next City capital projects reporting stage is Gateway 4. Assuming that the LFMA and the City are reasonably satisfied with the evaluation study output, it should be possible, after the end of May 2015, to provide a date for the Gateway 4 report and subsequent milestone dates, including a date for when the building works will take place.
19. **Hardstanding Renewals.** Some of the internal roadways and parking areas are in a poor condition with sunken areas and general disrepair. There had been an annual rolling programme of renewals but, due to service charge funding being reallocated to a range of emergencies, annual works have been postponed or delayed. About £50,000 was committed to in 2014/15 year and a similar level of expenditure in 2015/16 should be sufficient to complete all the hardstanding renewal works.
20. Although aesthetically tarmacadam would be a more pleasing solution and also provide the manual handling equipment in use on site with a smoother ride, tarmacadam would frequently need renewing and taking a whole life long term costs view, the advice from the City Surveyors is that it would be more economical to renew the concrete slabs like for like. It is the like for like renewals that are being progressed.
21. **Multiple Small Works.** The works listed in Appendix 2 have been agreed with the LFMA and are being progressed, starting in 2014/15. These works are being integrated within the 20 year plan produced by the City Surveyor in consultation with local staff. It is important that the 20 year plan comprehensively covers the whole site and that the agreed cyclical work time frames are adhered to. Equally, it is important that the plant & machinery, equipment and vehicles in use at Billingsgate with renewals being locally managed, are replaced when required. The annual service charge that is set needs to fully allow for all such cyclical expenditure, which in the short to medium term is likely to lead to annual above inflation service charge increases.
22. **Tenant Development Space.** The land towards the eastern boundary of the site next to the satellite unit currently used for retail customers overflow parking was identified several years ago as the area where individual tenants could have building facilities constructed. This land, which measures some 1500 square metres in total, has an electricity sub-station nearby; in addition to electricity, water connections to that area are relatively straightforward.

Having the space available for parking is useful but, on balance of need, it is felt that the space can be freed up for tenant development.

23. The land currently in use for the Crossrail works will not be returned to the City until 2018 and in due course that land could possibly be made available for tenant developments. The need to retain sufficient trade customer parking spaces at the Market Hall upper ground level is a vital part of being able to easily deliver product to customers and is of paramount importance in attracting and retaining trade customers. As a result, no other land for tenant development is available.
24. **Market Hall.** A small number of tenants have suggested that the Market Hall stands should be made larger or be converted into shop type premises. A further idea was to separate retail tenants from wholesale tenants by having separate buildings or separate trading areas within the Market Hall. With 39 tenants and full occupation in the Market Hall and with almost every wholesale tenant also having some retail business, it is difficult to see how any re-design of the Market hall is possible or how there could ever be any consensus amongst tenants for a re – design. Therefore, a re-design of the Market Hall is not being considered.
25. The Additional Facilities project will free up many of the internal chiller units that are sited past the west end of the Market Hall. It may be possible to make alternative use of the freed up chiller space. Potential alternative uses for the chiller area will become clearer by the completion of the Gateway 4 Additional Facilities project stage. At the evaluation stage of the roof renewal projects, the possibility of installing a ceiling into the Market Hall was examined but, as the roof structure was incapable of supporting a ceiling, it was discounted as a viable option.
26. **Market Hall Venting & Cooling Phase 2.** In 2007, in order to address high summertime temperatures and to enable Billingsgate to achieve Food Hygiene Regulations approval, a phase 1 project was completed which removed some heat from the Market Hall. In 2009, at the request of the LFMA, a phase 2 project was evaluated which would provide a Market Hall temperature cap of 16 degrees centigrade at an estimated capital cost of £586,000 and annual operating costs of £13,000. Further discussions with the LFMA concluded that, given the relatively short time each year an early morning temperature would exceed 16 degrees centigrade, it would not be good value to progress with the phase 2 project. The majority of fresh fish product is held in the temperature controlled North and East Canopy buildings and the LFMA request is that the focus needs to be on delivering the Additional Facilities project. Ice continues to be an acceptable method for maintaining fresh fish product at temperature. It is proposed that the Venting & Cooling Phase 2 project be cancelled and the LFMA have agreed with this proposal.
27. **Tenanted Premises.** As well as the need for the City to improve the material state of the common parts, it is equally important that tenants' premises are kept in good order and up to date. Compliance with the Billingsgate Code of

Practice is a requirement under the tenants lease. The Code can be reviewed and updated at any time in consultation with the LFMA or at least as an annual exercise. If tenants do not voluntarily improve the standards of their premises and operations within the Market, the Code could be a useful tool to compel them to do so.

28. **Common Area Cleaning Standards.** Unreliable old cleaning vehicles or equipment such as the Johnston Sweeper and Market Hall Scrubber are being replaced in spring 2015. Although the vast majority of tenants never complain about common area cleaning standards, cleaning standards achieved each day are variable and need to be on a more consistent and higher level standard. Tenants, their staff and customers could assist by using the bins provided instead of throwing plastic cups, lids, cigarette butts and all types of other rubbish on the ground.
29. **The waste holding and processing area** is in a highly visible location next to the trade parking area. With no alternative location possible, prices were received some time ago for shielding the waste area off from the remainder of site. Although budgets available at the time deterred any further progress, proposals to fence off the waste area from the remainder of site will be revisited in 2015/16.

Proposals

30. The following are the options that are being progressed:
 - Completion of the Roof and Balcony Renewal Projects including (if economically viable) photo voltaic panels.
 - The Additional Facilities Project.
 - Completion of hardstanding renewals programme.
 - Multiple Small Works per Appendix 2.
 - Waste Holding Area Partitioning.
 - Actions arising from the Fishmongers Company Review.
 - City Surveyors 20 year plan – cyclical works.
 - Plant, Machinery, Vehicle, Equipment - Renewal Programme.
 - Improving Cleaning Standards.
 - Tenant Development Area.
 - Billingsgate Code of Practice.

Corporate & Strategic Implications

31. The proposed options support those Markets Department Business Plan objectives that relate to customer and stakeholder focus, operations and finance and sustainability and site optimisation.

Financial Implications

32. The Additional Facilities project can be funded by the Sinking Fund and matched EU fishing industry grant funding. The further roofing works are also to be funded from the same sources. The Sinking Fund has some £1.7 million of funds; with matched grant funding there is approximately £3.4 million of funding available which will be sufficient for both these projects. The Sinking Fund is no longer receiving contributions and it is highly likely that, once these two projects are complete, there will be little if any Sinking Fund balances remaining.
33. Although there is no reason to be pessimistic there are no absolute guarantees that grant applications for EU fishing industry grant funding will be successful. Although the Marine Management Organisation (MMO) who oversee EU grants funds for England are aware of the proposed Billingsgate projects and Billingsgate has succeeded with previous applications, EU funds are limited and the MMO may receive more and better applications than there are funds available. Grant applications are only submitted following works tenders being received.
34. The remaining works and staffing needs are to be funded by the Service Charge. The annual Service Charge budget discussions with the LFMA will include ensuring there is adequate funding to address the issues identified.
35. Once the Sinking Fund monies have been fully spent the only available source of funds will be from the service charge in accordance with tenants lease terms or from the City.

Conclusion

36. This report is concerned with identifying and rectifying deficiencies within the Billingsgate facilities. It is proposed that all the headline issues in paragraph 29 are progressed with.

Appendices

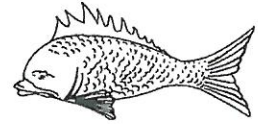
- Appendix 1 – LFMA letter re Additional Facilities Project
- Appendix 2 – Multiple Small Works

Malcolm Macleod

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Appendix 1

**London Fish Merchants Association
(Billingsgate) Limited**

Incorporating
Billingsgate Cold Stores Ltd

Office 36, Billingsgate Market
Trafalgar Way
London E14 5ST

Tel: 020 7515 2655
Fax: 020 7517 3535

E-mail: lfma@billingsgate-market.com

David A H McG Smith CBE
Director of Markets and Consumer Protection
City Of London Corporation
P O Box 270
Guildhall
London
EC2P 2EJ

Billingsgate Market modernisation

22nd July 2014

Dear David

At a LFMA council meeting on Thursday 17th July 2014, to discuss the way forward on the modernisation of "Billingsgate", the council along with other prominent merchants at the meeting decided that the "Additional Storage Facilities" is the most important of all the existing projects and should therefore be the No1 project as far as prioritisation is concerned, especially as the evaluation stage of this project has been mostly completed, as shown in the final draft dated March 2012 in the "Additional Fish Handling Facilities Study" stage 7.

Yours sincerely

Michael Foulger
Company Secretary

C.c. Hugh Morris
C.c. Malcolm Macleod

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	Works	Description	Timescale	Estimated Cost £
1	Clean/Paint/refurbish Market signs & Crests	Maintenance works to the 3 Corporation crests and signage on the North face of the Market Building, to include replacing lighting with LED Lights.	2014/15	10000
2	Paint front fence	The Aspen Way/Upper Bank Street Fence.	2015/16	30000
3	Paint Crash barriers	A number of barriers inside the site that protect against vehicle damage.	2015/16	14000
4	Paint soiled areas in market hall	The wall areas in the Market Hall.	2015/16	2500
5	Paint Drain pipes Q shop	The downpipes in the Q Shop area	2015/16	1000
6	Paint Inner Roof Beams	Market Hall yellow Roof beams.	2016/17	25000
7	Paint communal areas	Office Corridor Walls	2016/17	10000
8	Replace external marble with checker plate	The external marble stonework on the East side of the Market Hall and also on the North face next to the entrance is damaged. Aluminium Checker Plate will be installed over the Marble.	2014/15	4000
9	War memorial clean/wax	The War Memorial situated at the entrance to the Market Hall	2014/15	2000
10	New Outer Lighting	External lights to be replaced with LED lights.	2015/16	7000
11	Market hall new upper lighting	To be replaced with LED lights.	2015/16	7000
12	Repoint/replace brickwork	The external face of the Market Building has a number of missing or damaged brickwork that needs replaced or repaired.	2014/15 2015/16	7000 7000
13	Replace Q Shop Canopy/blind Boxes	Each Q shops, other than the shops located in the archway, have a canopy attached.	2015/16	18000
14	Refurbish outside gents	This toilet is located next to the trade car park and is mostly used by the trade customers and delivery drivers.	2016/17	15000
15	Replace Market Hall Stands Barriers	These white board barriers separate one tenants premises from another	2015/16 2016/17	10000 10000
2014/15 £23000 - 2015/16 £96500 – 2016/17 £60000			Total	£179500

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Committee(s)	Date:
Markets	13 May 2015
Subject: Markets Committee Risk	Public
Report of: Director of Markets and Consumer Protection	For Information

Summary

This report has been produced to provide the Markets Committee with assurance that risk management procedures in place within the Department of Markets and Consumer Protection are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

Risk is reviewed regularly by the departmental Senior Management Team as part of the on going management of operations within the Department of Markets and Consumer Protection. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

The Department of Markets and Consumer Protection have identified eight departmental risks. Of these, the most significant risks are for this Committee to consider are:

- MCP-NS 001 – Workplace Traffic Management (Current Risk: **RED**)
- MCP-SM 001 – HGV Unloading Operations (Current Risk: **RED**)
- MCP-SM 002 – Cooling Towers (Current Risk: **AMBER**)
- MCP-SM 003 – East Poultry Avenue (Current Risk: **AMBER**)

Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from our operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Audit and Risk Management Committee has requested that such risks should be reported at a Committee level.

Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the Department of Markets and Consumer Protection. The report also outlines the processes adopted for the on going review of risk and mitigating actions.

Risk Management Process

3. The Department of Markets and Consumer Protection risk management is a standing agenda item at the monthly Departmental Senior Management Group (SMG) meeting, over and above the suggested quarterly review. SMG receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Superintendents and Assistant Directors, ensuring that adequate consideration is given to operational risk.
4. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
5. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

Identification of New Risks

6. New and emerging risks are identified through a number of channels, the main being:
 - Directly by SMG as part of the monthly review process.
 - In response to regular review of delivery of the departmental Business Plan; slippage against key deliverables, for example.
 - Annual, fundamental, risk register review, undertaken by the tier of management below SMG.

The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

Summary of Key Risks

7. The Department of Markets and Consumer Protection's risk Register for markets, attached as Appendix 1 to this report, includes two **RED** risks and two **AMBER** risks:

MCP-NS 001 – Workplace Traffic Management (Current Risk: **RED**)

Over 200 forklift trucks are in operation on the New Spitalfields Market site.

An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

MCP-SM 001 – HGV Unloading Operations (Current Risk: **RED**)

A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants could result in a serious or fatal injury to pedestrians caused by uncontrolled or unguided reversing vehicles.

An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

MCP-SM 002 – Cooling Towers (Current Risk: **AMBER**)

Failure to adequately manage or maintain the cooling towers at Smithfield Market could result in an outbreak of Legionellosis. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons.

If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.

MCP-SM 003 – East Poultry Avenue (Current Risk: **AMBER**)

Vehicular traffic streams enter East Poultry Avenue at Smithfield Market from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. Vehicles speeding through this junction vying for road space could cause an accident resulting in fatality or serious injury to pedestrians crossing between market buildings on East Poultry Avenue.

This crossing point between market buildings would be considered as part of the workplace under current health & safety legislation which could result in prosecution, a fine and reputational damage for the City following a serious accident or fatality.

Conclusion

8. Members are asked to note that risk management processes within the Department of Markets and Consumer Protection adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department of Markets and Consumer Protection are proactively managed.

Appendices

- Appendix A – Markets Risk Register Summary

Background Papers

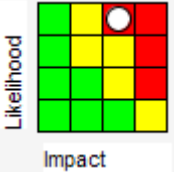
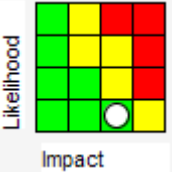
Department Business Plan
Department Risk Review
Department Business Plan Progress Report
Risk Management Strategy

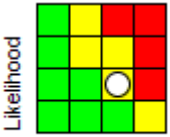
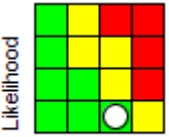
MCP Markets Committee Risk Report Appendix A

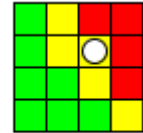
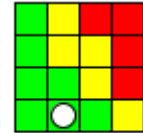
Report Type: Risks Report
 Report Author: John Smith
 Generated on: 21 April 2015



Risk No, Title and Last Review Date	Description (Cause, Event, Impact)	Current Risk Score	Risk Owner	Risk update	Target Risk (likelihood & impact)	Target Risk Score
MCP-NS 001 Workplace Traffic Management 18-Jan-2015	<p>Cause: Over 200 forklift trucks operate on the New Spitalfields Market site.</p> <p>Event: There is a serious risk of injury or death of a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled.</p> <p>Effect: An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.</p>		Sidney Brewer; Richard James; Nigel Shepherd	A traffic management plan is currently in place. The market constabulary monitor fork lift operator behaviours and withdraw permits when required. They also issue penalty points and an accumulation of points will lead to a suspension or cancellation of the permit to operate on the common parts.		8

Risk No, Title and Last Review Date	Description (Cause, Event, Impact)	Current Risk Score	Risk Owner	Risk update	Target Risk (likelihood & impact)	Target Risk Score
MCP-SM 001 HGV Unloading Operations 30-Jan-2015	<p>Cause: A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p>Event: Serious or fatal injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p>Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>		Ian Dorling; Stephen Groves; Paul Spooner; Robert Wilson	The market constabulary are currently monitoring these areas as part of their routine patrols and are halting any unsafe acts they observe.		4

Risk No, Title and Last Review Date	Description (Cause, Event, Impact)	Current Risk Score	Risk Owner	Risk update	Target Risk (likelihood & impact)	Target Risk Score
MCP-SM 002 Cooling Towers 30-Jan-2015	<p>Cause: Inadequate management and maintenance of the cooling towers at Smithfield Market.</p> <p>Event: An outbreak of Legionellosis associated with these towers. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons.</p> <p>Effect: If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.</p>		Paul Spooner; Robert Wilson	The City of London has various legionella management plans in place which to date, have been effective in preventing an outbreak of Legionnaires' associated with the operation of its business or properties. A contract in place with a competent contractor which is managed by a responsible person within City Surveyors department. The creation of a single policy, procedure and record keeping system for managing legionella across the entire portfolio is being planned to ensure that risks remain controlled.		4

Risk No, Title and Last Review Date	Description (Cause, Event, Impact)	Current Risk Score	Risk Owner	Risk update	Target Risk (likelihood & impact)	Target Risk Score
MCP-SM 003 East Poultry Avenue 31-Mar-2015	<p>Cause: Vehicular traffic streams enter East Poultry Avenue at Smithfield Market from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. This forces vehicles to speed through this junction vying for road space.</p> <p>Event: Road Traffic Accident resulting in fatality or serious injury to pedestrians crossing between market buildings on East Poultry Avenue.</p> <p>Effect: This crossing point between market buildings would be considered as part of the workplace under current health & safety legislation which could result in prosecution, a fine and reputational damage for the City following a serious accident or fatality.</p>		Paul Spooner; Robert Wilson	The Director of the Built Environment has been tasked by the Town Clerk to take the appropriate action on this issue and consequently the Transportation & Public Realm department have agreed to examine the viability of a 'step' traffic calming road installation.		2

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