



Markets Committee

Date: WEDNESDAY, 21 SEPTEMBER 2016
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

John Scott (Chairman)	Deputy Jamie Ingham Clark
James Tumbridge (Deputy Chairman)	Deputy Alastair King
Randall Anderson	Oliver Lodge
Alex Bain-Stewart	Edward Lord
Nicholas Bensted-Smith	Professor John Lumley
Chris Boden	Alderman Julian Malins
Revd Dr William Campbell-Taylor	Wendy Mead
Deputy Michael Cassidy	Deputy Robert Merrett
Deputy John Chapman	Deputy Joyce Nash
Dominic Christian	Chris Punter
Karina Dostalova	Adam Richardson
Alderman John Garbutt	Ian Seaton
Deputy Stanley Ginsburg	Angela Starling
Deputy Brian Harris	Patrick Streeter
Tom Hoffman	David Thompson
Michael Hudson	Mark Wheatley
Ann Holmes	

Enquiries: Gemma Stokley
tel. no.: 020 7332 1407
gemma.stokley@cityoflondon.gov.uk

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. **PUBLIC MINUTES**
To agree the public minutes of the meeting held on 20 July 2016.
For Decision
(Pages 1 - 6)
4. **MUSEUM OF LONDON PROPOSED RELOCATION - UPDATE AND FUNDING REQUEST**
Report of the Town Clerk.
For Information
(Pages 7 - 20)
5. **MARKETS BUSINESS PLAN UPDATE**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 21 - 40)
6. **MARKETS COMMITTEE RISK**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 41 - 46)
7. **CHRISTMAS 2016 - SMITHFIELD MARKET TRAFFIC MANAGEMENT PLAN**
Report of the Superintendent of Smithfield Market.
For Decision
(Pages 47 - 54)
8. **SUPERINTENDENT'S UPDATES**
For Information
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **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

12. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 20 July 2016.
For Decision
(Pages 55 - 58)
13. **POULTRY MARKET- MAJOR REPAIRS PROJECT- POST GATEWAY 3 ISSUE REPORT**
Report of the City Surveyor.
For Decision
(Pages 59 - 82)
14. **CONDENSER WATER COOLING SYSTEM UPDATE**
The City Surveyor to be heard.
For Information
15. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE CHRISTMAS PERIOD 2016**
Report of the Superintendent of Smithfield Market.
For Decision
(Pages 83 - 86)
16. **NEW SPITALFIELDS MARKET WASTE COLLECTION- PROCUREMENT STAGE 1**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 87 - 92)
17. **TENANCIES AT WILL AND ASSIGNMENTS**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 93 - 96)
18. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

MARKETS COMMITTEE

Wednesday, 20 July 2016

Minutes of the meeting of the Markets Committee held at Guildhall
on Wednesday, 20 July 2016 at 11.30 am

Present

Members:

John Scott (Chairman)	Michael Hudson
Randall Anderson	Ann Holmes
Alex Bain-Stewart	Deputy Jamie Ingham Clark
Nicholas Bensted-Smith	Oliver Lodge
Chris Boden	Professor John Lumley
Deputy John Chapman	Wendy Mead
Dominic Christian	Deputy Robert Merrett
Karina Dostalova	Deputy Joyce Nash
Deputy Stanley Ginsburg	Chris Punter
Tom Hoffman	Ian Seaton
	Angela Starling

In Attendance

Officers:

Debbie Howard	- Chamberlain's Department
Julie Smith	- Chamberlain's Department
Paul Hickson	- Comptroller and City Solicitor's Department
Andrew Crafter	- City Surveyor's Department
Steven Chandler	- City Surveyor's Department
Matthew Hill	- Superintendent, Smithfield Market
Ben Milligan	- Superintendent, New Spitalfields Market
Malcolm Macleod	- Superintendent, Billingsgate Market
David Smith	- Director of Markets and Consumer Protection
Donald Perry	- Markets and Consumer Protection Department
Julie Mayer	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from James Tumbridge (Deputy Chairman) Alderman John Garbutt, Brian Harris, Alderman Julian Malins, Adam Richardson, David Thompson and Mark Wheatley.

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

The Chairman declared his standing interest as a Member of the Board of Governors of the Museum of London, which was the subject of agenda items 4 and 14 on today's agenda.

3. **PUBLIC MINUTES**

The public minutes and summary of the meeting held on 11 May 2016 were approved as a correct record.

Matters arising:

- The Chairman advised that the report on car park charging had been deferred to September.
- The Director of Markets and Consumer Protection advised that the GLA had delayed the start of the Strategic Review of Markets, which might impact on the City of London Corporation's Review.

4. **MUSEUM OF LONDON PROPOSED RELOCATION - APPROVAL IN PRINCIPLE**

The Committee received a report of the Town Clerk in respect of the proposed relocation of the Museum of London which had been agreed, in principle, by the Policy and Resources Committee on 7th July 2016.

Members had received a letter from the Smithfield Market Traders Association in respect of West Poultry Avenue, dated 28 June, as a late addendum to this report. In response to comments in the letter about a lack of contact from the City of London Corporation, the Town Clerk advised that attempts had been made to set up a meeting and a further attempt would be made in response to this letter.

RESOLVED, that – the report be noted.

5. **REVENUE OUTTURN 2015/16**

The Committee received a joint report of the Chamberlain and the Director of Markets and Consumer Protection in respect of the Revenue Outturn position for 2015/16. In response to questions, the following points were noted:

- The net operating deficit had improved on a few years ago. Further expenditure would add to the loss; the Director explained that the 2010-2013 lease negotiations had included historical repairs, at the City's cost, including the Poultry Market Roof.
- Previously, it had not been necessary to carry stock in the accounts but the revenue account had been credited to show unused stock from the current year, which would be used in the next period.
- Citigen was static but rebalanced at the end of the financial year, due to fluctuating oil prices.
- Insurance was being paid on the old Vegetable Market, which had been demolished as part of the Crossrail project but this had since been corrected and a refund obtained. Officers agreed to check for similar oversights.

RESOLVED, that – the Revenue Outturn Report for 2015/16 and the proposed carry forward of under spending to 2016/17 be noted.

6. PEDESTRIAN SEGREGATION BARRIER - NEW SPITALFIELDS MARKET (NSM)

The Committee received a report of the Director of Markets and Consumer Protection in respect of the proposal to install a Pedestrian Segregation Barrier at New Spitalfields Market. Members challenged whether the risk to pedestrians was actually Nil in all parts, as collisions could still occur where the narrower cross access ways crossed the three main access ways. However, Members accepted that the risk had reduced dramatically, with no risk of fork lift trucks coming in contact with pedestrians in that specific area.

RESOLVED, that - expenditure of £118,000 for the installation of a segregation barrier in the fire paths of New Spitalfields Market be approved, noting that no City funding would be required.

(NB - Funds to install the segregation barrier will come solely from NSM resources. £850,000 of ring-fenced money is available for such works in the Market's maintenance funds/reserves. This will easily cover the costs of implementation.)

7. MARKETS COMMITTEE RISK

The Committee received a report of the Director of Markets and Consumer Protection in respect of his Departmental Risk Register. Members agreed to remove Appendix B from future versions of this report.

RESOLVED, that – the report and actions taken in effectively monitoring and managing the risks arising from the operation of the Markets and Consumer Protection Department be noted.

8. ENFORCEMENT ACTIVITY AT SMITHFIELD MARKET

The Committee received an oral update from the Superintendent of Smithfield Market in respect of enforcement activity. Members noted that parking and litter were being controlled by enforcing covenants and working with colleagues in the Department of the Built Environment and there had been an improvement.

9. SUPERINTENDENTS' ORAL UPDATES

The Committee received an oral update from the Market Superintendents, as follows:

Smithfield had been affected by the current heat wave; Members noted that they would receive a report on the Condenser Water Cooling System later on this agenda. The Superintendent advised that a glass panel had given way yesterday and the possibility of heat damage was under investigation.

Spitalfields Market was currently progressing the renewal of their Leases, to a more modern format. Members noted that negotiations were currently at the 'without prejudice' stage and there would be a further update to the Markets Committee in September.

The Waste Contract would expire in 2017 and the re-tender process would seek to find the most robust contract possible. The Superintendent outlined the process so far, which was on target, and Members noted that he had been working with the Chairman of the Tenant's Association. Members also noted that the new processes would include the latest technology and 'clean as you go' rather than at the end. The Constabulary were changing their working practices in order to reduce excess waste charges.

Parking arrangements for HGV's on site were being reviewed and Members noted that, as the end of the site was currently underused, this presented an opportunity for allowing more organised parking and safer HGV movements.

Billingsgate Market had seen some adverse sickness, primarily caused by a long-term complex case, which was being discussed at a corporate level. Members agreed that the circumstances were extremely unfortunate and asked for their condolences to this employee to go on record. Members also noted that some of the shorter term sickness periods had ended.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following matters were discussed:

- Two recent Market visits had been very successful and the Committee thanked staff and traders. The Chairman suggested that the visits be timed next year so as to avoid Ramadan.
- Members noted that, in 2018, Smithfield Market would have been open for 150 years. The Smithfield Market Traders Association had suggested holding a Street Party in July 2018, with a lunch or dinner to be hosted by the City, at Guildhall and this concept was being explored.
- As it had been some 12 years since the Markets Committee had visited a significant competitor; New Covent Garden Market, a Member suggested that it might be timely to arrange another. The Director of Markets and Consumer Protection advised that Covent Garden Market was in the first phase of a major redevelopment and would soon have a new Managing Director. The Director agreed to investigate whether a visit would be viable at the present time.

12. 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
13 - 20	3

13. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 11 May were approved as a correct record.

14. MUSEUM OF LONDON PROPOSED RELOCATION - APPROVAL IN PRINCIPLE - NON-PUBLIC APPENDIX

Members received a non-public appendix in respect of agenda item 4.

15. POULTRY MARKET PROGRESS/UPDATE

The Committee considered and deferred a report of the City Surveyor.

16. SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE

The Committee received a report of the City Surveyor in respect of the Condenser Water System.

17. SMITHFIELD MARKET - TRANSPORT FOR LONDON LEASE TO CITY, SMITHFIELD PLANT ROOM (LINDSEY STREET)

The Committee considered and approved a report of the City Surveyor.

18. MARKETS & CONSUMER PROTECTION DEPARTMENT - SBR PROGRESS REPORT

The Committee considered a report of the Director of Markets and Consumer Protection in respect of progress against the City of London Corporation's Service Based Review targets. The Chairman and Members commended the Director and his staff for achieving their targets.

RESOLVED, that - the report be noted.

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

There were no questions.

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

The Chairman agreed to the admission of an item of urgent business and Members received a report of the Chamberlain.

The meeting ended at 12:40 pm

Chairman

Contact Officer: Julie Mayer
0207 332 1410
julie.mayer@cityoflondon.gov.uk

Agenda Item 4

Committee(s)	Dated:
Policy and Resources Committee – for decision Resource Allocation Sub- Committee - for decision Property Investment Board – for information Markets Committee – for information	08 September 2016 08 September 2016 14 September 2016 21 September 2016
Subject: Museum of London Proposed Relocation – update and funding request	Public
Report of: Town Clerk	For Information
Report author: Matthew Pitt	

Summary

Since the last report to your committee in July, the Museum of London project has gathered further momentum with progress made on a number of key items by the Museum. Stanton Williams and Asif Khan have been formally announced as architects and have received a warm reception in the press following the recent architectural competition, Turner and Townsend have completed their technical study, a draft of the business case for the new museum has been reviewed by the City of London Corporation and Greater London Authority, City officers have met with SMTA to discuss their concerns and a number of steps are now required to enable the project to move forward to the end of the year.

Recognising this change in pace and momentum, the City of London Corporation has appointed a dedicated project director, Philip Everett, to liaise with the Museum of London and coordinate the activities of the City in relation to the project.

This report provides Members with an update regarding SMTA representations and recommends that the previous “in principle” decision be reaffirmed. It advises of the latest position with regard to the Museum of London’s proposed move to Smithfield General Market and Annexe (West Smithfield). Subject to the “in principle” decision being reaffirmed, it seeks Members approval to funding from City's Cash reserves for the following: -

1. £1.628m grant by the City to the Museum to allow the Museum to continue with the project up to January 2017;
2. £1.3m for works to be undertaken by the City in order to make the General Market Buildings safe;
3. £1.5m for deterioration works to the General Market Buildings to be undertaken by the City; and
4. £130,000 for surveys and investigations on the General Market Buildings site to be commissioned by the City.

Approval of the above will allow the project to move forward and maintain momentum for the remainder of the year, including the opportunity for the Museum to bid for Heritage Lottery Funding in its next annual funding round (November 2016). That ability to bid for funding at this early stage, if successful, would help

underpin funding for the project, provide confidence to the GLA, City of London Corporation and other potential sponsors.

However, the position remains as reported in July that any final commitment of the City is subject to a number of practical considerations.

Recommendations

Members of the Policy and Resources Committee and Resource Allocation Sub Committee are asked to:

- Consider the SMTA letter at Appendix C and reaffirm the decision taken at your July meeting to provide approval in principle to the Museum of London's Proposed relocation in light of the SMTA letter at Appendix C noting that the Markets Committee and Property Investment Board saw the letter and had no subsequent objections to the decision taken by your committee;
- Approve a grant of up to £1.628m from City's Cash reserves to the Museum of London to fund the Museum's relocation project up to January 2017;
- Delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to agree the final amount of the grant up to £1.628m which is subject to further discussions with the GLA over the coming weeks;
- Delegate authority to the Town Clerk in consultation with the Chamberlain (on matters of a financial nature) and the City Solicitor, to prepare and agree a letter setting out the terms and conditions of the proposed grant to the Museum to adequately protect the City's position;
- Approve funding of £1.3m from City's Cash reserves in order to make the General Market and Annexe Buildings safe for the project team's access to the site to continue;
- Approve funding of £1.5m from City's Cash reserves for other identified works subject to additional due diligence;
- Delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to approve the final cost of the health and safety and other works which are estimated to cost £1.3m and £1.5m;
- Note that expenditure on the above works will be progressed through the gateway process in accordance with the City's project and procurement procedures;
- Approve up to £130,000 from City's Cash reserves for necessary surveys and investigations;
- Note the appointment of a project director to manage the City's relationship with the project;
- Note that a report dealing with the Heads of Terms between the City of London Corporation and the Museum of London will be brought forward later in the autumn;
- Note that further funding will be required to cover the Museum's project costs from January – May 2017 and a report will be brought for Members' consideration in December 2016.

Main Report

Background

1. In July 2016, your committee gave approval in principle to working with the Greater London Authority (GLA) to support the Museum of London's aspiration to move to Smithfield General Market and Annexe, while noting that full approval would be subject to satisfactory arrangements in respect of various matters such as cost envelope, capital and revenue funding, due diligence and governance. Since the consideration of that report, there have been a number of developments in quick succession which now require the City to consider further action to enable the project to continue. The former market buildings, now in our care and ownership, also need to be made watertight and safe. The purchase report identified that the City would be responsible for the repair and maintenance of the buildings.
2. Earlier in 2016, the City, together with the GLA provided funding for a number of initiatives to take the project forward. This followed the City's purchase of the General Market and Annexe site in late 2015. The Museum, working with Barker Langham, has subsequently compiled a business case for the relocation to West Smithfield which has been shared with City of London Corporation and the Greater London Authority (GLA) and run an architectural competition to select an architect. The winner was recently announced as Stanton Williams with Asif Khan and media coverage has been encouraging with positive support coming from a broad range of the press and key stakeholders such as Heritage England. The Museum also commissioned a technical study of the West Smithfield buildings to determine issues and risks.
3. In previous reports it was noted that approval in principle has been given to support redevelopment of the Museum's current London Wall site to create a Centre for Music. This could not take place until the Museum of London relocates to Smithfield and it is within both the City and Museum's interest to support progression of the proposed relocation at the earliest opportunity.

Current Position

4. On 28 June 2016, Smithfield Market Traders' Association (SMTA) wrote to the City of London Corporation setting out their latest position ahead of the paper considered at your July meeting. Due to an administrative error, this letter was not included when Members considered the City's in principle support for this project. This letter can be viewed at Appendix C.
5. In terms of the Museum of London's use of the site, the SMTA comments do not alter the general approach that such a use would help realise the fullest potential of the site and the intensification opportunities offered by the new key Crossrail interchange at Farringdon, and should be supported in principle. In terms of the specific comments regarding West Poultry Avenue, that part which lies above railway tunnel lids was closed to all vehicles by a traffic order in 2001. Although the closure was permanent the original intention was for this to be reviewed once the tunnel was strengthened. Servicing and access arrangements and impacts on traffic movements and Smithfield market will be considered when any planning application is evaluated.

6. A meeting was subsequently held at Guildhall between the City and representatives of the SMTA to begin a constructive dialogue regarding the project. This meeting was chaired by the City's recently appointed Project Director, Philip Everett who will be managing and coordinating the City's involvement in the Museum project and representing the City's interest within the wider project governance. The SMTA set out their primary areas concerns at this meeting and the City undertook to maintain a regular dialogue as the project moved forward.

Funding for progression of the project

7. Following the outcome of the architectural competition and technical study in particular, the following next steps have been identified to take the Museum's project forward: -
 - appointment of Design Team consultants including;
 - Cost Consultant;
 - Project Manager; and
 - Structural Engineer

These appointments will provide greater certainty about project cost, currently estimated at £200-300m, and programme, currently estimated to complete in 2022. They will also facilitate an application to the Heritage Lottery Fund (HLF) for funding.

8. The bid for HLF funding this year, if successful, would have the advantage of underpinning funding for the remainder of the project and provide confidence to the City of London Corporation and GLA. The HLF bid will be significant and is key to unlocking other major funders. Failure to meet the HLF deadline in November would result in a 12 month delay on fundraising. The Museum has only very limited resources it can use internally on this project and so professional assistance is required to deliver a successful HLF bid of this size.
9. The funding requirement to allow the project to progress has been costed at £1.628m and would take the project forward until January 2017. There is further advanced knowledge that that the appointment of the Design Team consultants on the project will incur commitments of a further £1.449m from January to May 2017 to deliver RIBA Stage 1 (preparation and project brief). A full breakdown of the outputs between now and January together with an estimate of funding requirement beyond January to RIBA Stage 1 is set out at Appendix A.
10. The work enabled by this funding will facilitate a more detailed assessment of the costs and actions required to take the project through the planning process. A further report would be submitted to the City of London Corporation and GLA in January 2017.
11. Providing funding to allow the project to continue without delay to the end of the year also benefits the proposed Centre for Music project. Bastion House (140 London Wall) becomes vacant in 2018 and if it were possible for the Museum to

move off their current London Wall site at an earlier date this would be beneficial for the City and to Centre for Music by facilitating its earlier redevelopment. Officers will continue to work with the Museum project team to explore acceleration of the current Museum project timeline to align the two project as much as possible.

12. An indication and summary of subsequent project stages is set out below: -

Project Stage	Estimated Timescale
RIBA Stage 2: Concept Design and Cost Plan	May 2017 - November 2017
RIBA Stage 3: Developed Design and Planning Documents	October 2017 - April 2018
RIBA Stage 4: Technical / Production Design	October 2018 - November 2019
Procurement (demolition/enabling and main works)	November 2018 - July 2019
Demolition and Construction	May 2019 - November 2021
Migration	December 2021 - May 2022

Funding for stabilisation works and surveys

13. Following the appointment of Turner and Townsend to conduct a technical study of the proposed new Museum site, a number of urgent items require attention. These include works to stabilise the existing buildings, erect scaffolding and prevent further deterioration to the former market buildings.
14. Health and Safety works have been costed at £1.3m. These would enable access to the site for further investigations and project team access. Without these works the building would not be considered safe and further necessary inspections of the buildings and other onsite works could not continue. The responsibility for carrying out these works and to allow access lies with the City of London Corporation as freeholder of the buildings. Failure to carry these out would result in further delays to the project given the current unsafe internal condition of the buildings.
15. In addition to the urgent works identified on health and safety grounds, there are other items related to the condition of the buildings with a potential additional cost up to £1.5m. Further due diligence on these items is required but it would be beneficial to set aside that sum to deal with these items, as necessary, once this has been carried out.
16. Also identified within the technical study were a number of surveys covering items including asbestos, protected wildlife and hazardous materials estimated to cost up to £130k.
17. Expenditure on the works in paragraphs 14 and 15 will be progressed in accordance with the City's project and procurement procedures and a full list of the above works is included at Appendix B.

Heads of Terms Update

18. Officers in the City Surveyor's Department are currently working with the Museum and GLA to finalise the draft Heads of Terms for the West Smithfield site. It is hoped that a final version can be brought before Members for approval later in the autumn.

Business Case Update

19. A draft of the Museum's business case, being compiled by Barker Langham, has now been reviewed by City of London Corporation and GLA officers. The draft business case tests the assumptions made by the Museum for operating a much larger Museum within current revenue budget envelope provided by the two major funders. Initial indications on this are positive however before the business case can be finalised, officers have requested further work be completed to make the investment case for the Museum's proposed relocation clearer.

Proposals

20. It is proposed that Member's confirm their earlier decision, taken at their July 2016 meeting to provide approval in principle to working with the GLA to support the Museum's ambition to move to Smithfield Market and Annexe (West Smithfield). Markets Committee and Property Investment Board both reviewed the SMTA's letter at their July meetings following its circulation as a supplementary item and had no subsequent objections to the decision taken by your committee on 7 July.

21. It is also proposed that Members approve the funding request for the City of London Corporation to fund up to £1.628m to allow the Museum to progress with relocation project up to January 2017. The final share of this element of funding between the GLA and City will be the subject of further discussion over the coming weeks and is linked to the much wider issue of how the GLA will fund their portion of the overall project cost. Approving up to £1.628m will allow the project to continue without delay to the programme and a final funding share would be considered using delegated authority procedures.

22. It is further proposed that £1.3m be released to fund urgent stabilisation and health and safety works recommended in the technical study. These works will stabilise the building and safeguard access for the project teams.

23. In addition to stabilisation and health and safety works, it is recommended that an allocation of up to £1.5m to cover the cost of additional works to the buildings following the completion of further due diligence. It is proposed that the final sum be considered using delegated authority procedures to prevent further delay and unnecessary deterioration.

24. It is also recommended that £130k be allocated to enable survey and investigation work to take place as set out in paragraph 16 and Appendix B.

Funding implications

25. There is no provision for either the funding bid of £1.628m, the proposed works totalling £2.8m or the additional surveys estimated at £130k. If Members decide to proceed the costs will therefore need to be met from City Cash Reserves and the agreement of Resource Allocation Sub- Committee will need to be sought.
26. With regard to the Museum's bid for further funding to take the project forward to January 2017, detail is set out in Appendix A. It was originally envisaged that the City and the GLA would share such costs 50:50 and the table below details the relative contributions both will have made should the bids be agreed. City officers are clarifying with the GLA if they are prepared to meet the proposed cost of the project until December 2016 in the same manner. For budgeting purposes, the table below assumes that the City will meet the full cost of the funding bids contained in this report.
27. Members should also note that should the project not proceed, or proceed in a different form, some or all of the City's overall contribution of £5m (presuming the bids in this report are agreed) will form the abortive cost of the project. Members may therefore wish to consider the level of expenditure they are prepared to approve prior to a final agreement for the project to go ahead.
28. The cost of the Museum of London relocation, as outlined in the July report to your committee, is estimated at £200-300m with a current early of assumption of £250m for the final overall cost. The final figure is expected to be split between the City, GLA and Museum of London (fundraising). The £1.628m outlined in this report for progression is the anticipated project spend and is therefore expected to be part of this overall figure. The £2.93m of health and safety, other and survey works are in addition to this sum and it is anticipated, unless discussion with the GLA proves otherwise, that these costs will need to be met entirely by the City Corporation. These works whilst necessary to the progression of the project could be required of the City as the freeholder even if the Museum of London relocation project were not to go forward.
29. Smithfield General Market has been opted to tax. Any VAT incurred on the stabilisation works will be fully recoverable as it will be attributable to the future lease to the Museum of London. There will be no impact on the City's partial exemption position as a result of expenditure on these works.

Summary of Overall Project Funding Provided by the City/GLA

	City Funding £'000	GLA Funding £'000	Total £'000
<u>Agreed Funding</u>			
Architectural Competition		200	200
Preliminary Site Investigations	200		200
Business Case (Short Term Programme)	100		100
Remaining Short Term Programme Costs	117	217	334
Total Agreed to Date	417	417	834
<u>Requested Funding</u>			
Further Project Funding to January 2017	1,628		1,628
Health & Safety and other building works	2,800		2,800
Surveys and Investigations	130		130
Total Funding	4,975	417	5,392

Corporate and Strategic Implications

30. The City of London Corporation's in principle support for the Museum of London's proposed relocation to West Smithfield is reflected in a number of policies and corporate priorities. These include the Corporate Plan 2015-19 (e.g. Key Policy Priority 5), the Cultural Strategy 2012 – 2017 (eg page 5), the Core Strategy (e.g. CS 11) and the Smithfield Conservation Area SPD 2012.

Conclusion

31. Following commissioning of the technical study conducted by Turner and Townsend and competition of the Museum of London's architectural competition with the appointment of Stanton Williams with Asif Khan momentum on the Museum's relocation project has gathered pace. To date a small team of two Museum of London staff have managed the project with support from the GLA and City of London however in order to progress the design and funding of the project, additional financial support is now required. In addition, the technical study has outlined a number of urgent stabilisation works which are required to make the buildings at West Smithfield safe and prevent further deterioration. These funding packages are regarded as essential to allowing the project to progress to January 2017 where a further report setting out costs to the completion of RIBA Stage 1 will be brought for Members' consideration. In the meantime, it is expected that work to finalise overall funding for the project, governance and Heads of Terms will continue between the City, GLA and MOL. It is therefore recommended that Members approve the recommendations set out in this report.

Appendices

- Appendix A – Immediate funding requirements to December 2016
- Appendix B – Technical Study summary of urgent works

- Appendix C – SMTA Letter to City of London Corporation, 28 June 2016

Background Papers

- Cultural Strategy 2012-2017
- Corporate Plan 2015 – 2019
- Core strategy (adopted 2015)
- Smithfield Conservation Area SPD (adopted 2012)

Matthew Pitt

Policy and Projects Officer

Town Clerk's Department

T: 020 7332 1425

E: matthew.pitt@cityoflondon.gov.uk

Appendix A: Immediate funding requirements to January 2017

Prepared 19/08/16

Activities (£'000s)	Description	Estimated cost to Jan 2017 £k	Forward commitments to RIBA Stage 1 estimated May 2017
<i>Heritage Lottery Fund application:</i>	<i>the following strands of work are essential for the application for a significant grant of up to £20m. This will be one of HLF's largest ever awards.</i>		
Content Design Development; HLF	Subject specialist advice on gallery content	42	N/a
Interpretation master planning; HLF	Narrative and themes describing and visualising visitor experience	90	N/a
Fundraising incl. HLF application	Set up fundraising team (staff) & HLF written submission	229	Note [2]
Heritage Statement; HLF	Renowned conservation architect Julian Harrap has been appointed through competition to write a statement of significance for the buildings	25	
Brief for Conservation Plan; HLF	Julian Harrap will write the brief for the conservation plan, required by HLF, and then undertake the plan, required by planning and an essential part of consultation to bring stakeholders on board.	23	35
Architect; HLF	Initially only concept visuals for HLF submission	90	500
Research; HLF	Development plan to demonstrate demographic of audiences	60	N/a
<i>Consultant appointments</i>	<i>The project cannot progress further without the appointment of expert consultants to assist with the development of the scheme, including overall project organisation and governance, cost assessment; planning advice etc. These appointments must be made through the OJEU procurement route, for which MoL requires assistance.</i>		
Design team procurement	Consultancy support for the OJEU processes for the Design Team procurements	42	40
Design team project management	Early essential tasks following appointment of the Project Manager, including review of standard services for Design Team appointments, development of Programme, starting to scope priority surveys, contributing to remaining Design Team procurements	84	168
Design team cost consultants	Early essential tasks following appointment of the cost consultant, including review of current cost model, development of procurement documentation for early surveys	60	230
Design team structural engineers	Early essential tasks following appointment of the structural engineers including contributing to scoping and planning early surveys	60	168
Galleries project development	Exhibition and fit-out design services brief	84	N/a
Legal and tax advice	Trowers and Hamlin were appointed to be the MoL's legal advisors through competition. Ongoing – advising on negotiations on Heads of Terms matters such as title and lease; project team procurement and Ts&Cs	108	108

Communications	PR consultancy for project and planning submission	134	Note [2]
<i>Other</i>			
Project office set up	Project Office (systems) and Manager. Currently MoL are running this project with 2 members of staff part time. Dedicated resource is required to set up systems to provide auditable records and ensure the project is properly governed	180	Note [2]
Information management	Surveys and development of common platform for sharing data including 3D modelling for Building Information Modelling compliance	180	200
Business planning phase 2	Revisions of Business Case, Corporate Services review and HR Change Management. The first draft of the Business Case that determined the mix of commercial and gallery spaces in the scheme need revision as the design progresses. MoL staffing model for the New Museum will require significant changes from present and impact on the ongoing Business Case.	137	Note [2]
Total		1,628k	1,449k

Notes:

[1] Following the Smithfield Study meeting, surveys delayed because of access and health and safety issues.

[2] Future commitments will be a mix of consultants and Museum staff; staff will be a recurring commitment.

Appendix B

The following works have been identified within the Smithfield Study Phase 3 Report, produced by Turner & Townsend, as requiring immediate attention.

1a Health & Safety

- 1a-1 Propping to General Market timber roof south and north of central hall – Installation of timber packing and additional boarding to arrest falling debris
 - 1a-2 Propping to General Market timber roof NE and SE corners central hall – Installation of back propping to existing first floor iron structure to arrest collapse
 - 1a-3 Propping to General Market timber roof adjacent to eastern entrance – Installation of back propping to existing first floor iron structure to arrest collapse
 - 1a-4 Propping to Fish Market roof at location of rotten timber arch trusses – Installation of back propping to existing first floor iron structure to arrest collapse
 - 1a-5 Inspection of West Smithfield canopy condition from raised access – Cherry-picker access to be arranged to conduct inspection of canopy and bearings
- £1,300,000**

1b Deterioration Prevention (subject to further due diligence)

- 1b-1 Water ingress over arcades in Fish Market – Installation of temporary roof (assuming localised repairs not feasible)
- 1b-2 Water ingress General Market central hall – Localised repairs to existing roof coverings
- 1b-3 Water ingress General Market crust buildings – Installation of temporary roof
- 1b-4 Water ingress over perimeter roofs in Fish Market – Installation of temporary roof (assuming localised repairs not feasible)
- 1b-5 Cracking in General Market southwest corner (monitoring and repair) – Installation and ongoing inspection of crack monitoring and targets
- 1b-6 Water ingress in Poultry Market basement – Localised removal of internal finishes to inspect drainage and condition of structure

£1,500,000

Surveys and Investigations

- Enhanced asbestos survey
- Toxic / hazardous materials survey
- Protected wildlife survey
- Structural surveys
- Trial pit investigations over tunnel lid areas (in conjunction with Network Rail)

£130,000

It should be noted that costs are provided inclusive of fees (13%) and are approximate figures taken from a draft Cost Model provided by Turner & Townsend for the Museum. The sums shown exclude any allowance for City of London 'in house' staff costs which at present it is assumed will be met from existing local risk budgets. Further due diligence will be undertaken to ensure that the City receives the best price.

It is advised that all items within 1a and 1b-5 are considered urgent and will allow progression of investigations and surveys. In addition, the deconstruction of the Red House internal timber floors (item 2b-1) is to be further considered following the most recent inspection by AKT II.

Appendix C



SMITHFIELD MARKET TENANTS' ASSOCIATION

225 Central Markets · London · EC1A 9LH

Tel 020 7248 3151 · Fax 020 7329 6464

email smta.smithfield@btconnect.com

www.smithfieldmarket.com

John Barradell
Town Clerk and Chief Executive
City of London
PO Box 270
Guildhall
London
EC2P 2EJ

28 June 2016

Dear John

Proposed Move of the Museum of London to Smithfield General Market, etc

Thank you for your letter of 15th June.

I am profoundly disappointed that there has been no attempt on behalf of the City of London to discuss or consult with the Association on this matter before now. The City of London has an obligation to provide a Market at Smithfield. All the planning to date appears to have taken place with very little thought or attention given to the operations of the Market, which is a substantial employer in the City and the provider of a necessary service to many businesses located in the City and Greater London.

Whilst we remain of the view that the buildings could still best be used for market purposes, we would consider other uses, such as the museum, if such use can be proven to support rather than detract from the running of Smithfield Market. As a precondition of any move to support the project, we would insist on the tunnel lids being repaired, a matter which should have been addressed before now. There would also need to be recognition and agreement for a funding stream from the museum to assist in supporting the Market.

Having seen the design concepts, it appears that the museum has been given free rein as regards West Poultry Avenue. This is unacceptable as the Market will continue to require full access to West Poultry Avenue for deliveries and collections to the Poultry Market, including the north and south service ways. This is just one of our many concerns.

I suggest that a meeting be arranged between Association representatives and those responsible at the City for the decision making on this project as soon as possible, so that we can ensure that the Market has the correct, and accurate, input to planning to enable it to continue to operate efficiently and successfully. I look forward to hearing from you.

Yours sincerely

Greg Lawrence
Chairman

Committee:	Date:
Markets	21 September 2016
Subject: Markets Business Plan Update Period 1 2016/17 (April – July)	Public
Report of: Director of Markets and Consumer Protection	For Information
Report author: Don Perry - Department of Markets and Consumer Protection	

Summary

This report provides an update on progress for Period 1 (April-July) of 2016-17 against key performance indicators (KPIs) and objectives outlined in the Markets' 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 appendices to the report are:

Billingsgate

SBR (Service Based Review) commitments:

- Billingsgate car park is running at capacity and the projected income from the car park is £450,900 for 2016/17; this is a 9.7 % increase from last year.
- Revised terms with advertising hoarding company Clearchannel will increase annual income to £475,000 from £350,000 after changing all of their existing advertising boards to a digital format.
- The roof project and the Additional Facilities project are being put on hold at the request of the tenants. In the meantime, short term solutions to address the corrosion problem on the roof are being sought from the City Surveyors technical staff.

Smithfield

SBR (Service Based Review) commitments:

- Progress is being made to assess rent-free periods for the seven vacant meat-trading premises in the Poultry Market on the basis of the refurbishment needed to bring them up to the standards required by the Food Standards Agency. Subject to Members'

final approval, it is intended to let these premises during this financial year, so that the projected Service Charge savings can start to be made before the beginning of the next financial year.

- In accordance with an agreement reached with the SMTA, the City is increasing the temperature of the condenser water, one degree at a time, to 25°C, in order to reduce operating costs and strain on the cooling towers. The programme has been suspended due to the hot weather but will resume once colder weather returns.

Spitalfields

- As part of the lease negotiations, rent for stands, cafes, full-height catering supply units, and offices have all been provisionally agreed on a 'without prejudice basis'. Compounds and low height catering supply units are subject to further negotiations and agreement.
- Members have approved the proposal to install a segregation barrier within New Spitalfields Market to separate Fork Lift Trucks (FLT) from pedestrians. The cost to install the segregation barrier will be £118,000 and will come from New Spitalfields Market resources.
- The report for a multi barrier entry system to the Market has been through Gateways 1&2 and signed off by Project Committee, Project Sub, and Market Committee.

General

- Sunnyfields Veg of Spitalfields Market was the winner in the Supply Chain Excellence 'Wholesaler of the Year' category and the award was presented to them at the Fresh Produce Consortium's "Fresh Awards" Dinner.

Finance

- At the end of July 2016, the Department of Markets & Consumer Protection was £54k (10.4%) over spent against the local risk budget to date of £0.5m, over all the services covered by the Markets Committee. Appendix B sets out the detailed position for the individual services covered by this department. Overall the Director of Markets & Consumer Protection is currently forecasting a minimal year end overspend position of £13k (0.8%) for his City Fund and City Cash services.

Recommendation:

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

Main Report

Background

1. The 2016-17 Markets Business Plan sets out six Key Performance Indicators (KPIs) and 14 Key Improvement Objectives against which the Markets performance will be measured throughout the year.
2. The KPIs and objectives are updated in Appendix A.

Current Position

3. To ensure that your Committee is kept informed of progress against the current business plan, progress against KPIs (Appendix A) and matters of general interest (Appendix B), financial summary (Appendix C) are reported on a periodic (four-monthly) basis, along with sickness statistics (Appendix D). This approach allows Members to ask questions and have a timely input on areas of particular importance to them. Members are also encouraged to ask the Director for information throughout the year.
4. Periodic progress is also discussed by Senior Management Groups (SMG) to ensure any issues are resolved at an early stage.

Financial and Risk Implications

5. The end of July 2016 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix C. This reveals a net overspend to date for the Department of £54k (10.4%) against the overall net local risk budget to date of £0.5m for 2016/17.
6. Overall the Director of Markets & Consumer Protection is currently forecasting a minimal year end net overspend position of £13k (0.8%) for his City Fund and City Cash services under his control. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	49	49	0	0%
City Cash	1,603	1,616	13	0.8%
Total Markets Services Local Risk	1,652	1,665	13	0.8%

7. 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.
8. The worse than budget position at the end of July 2016 relates mostly to Spitalfields Market and incorrect budget profiles for reimbursable energy costs received from the tenants, these will be adjusted for future budget reporting. Further overspends relate to carry forward projects at Smithfield Market that were uncompleted in 2015/16, that were not re-proposed in 2016/17 and have subsequently needed to be funded from local risk resources.
9. These overspends have been partly offset by Smithfield Market salary savings on vacant posts and delays in repairs & maintenance emergency lighting works, plus further underspends at Billingsgate Market due to additional income on the service charge relating to tenancy at wills.

10. The Director of Markets & Consumer Protection anticipates this current worse than budget position will largely be resolved by year end, subject to income activity achieving projected levels.

Recommendation:

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

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

Contacts:

Donald Perry (*Report author*)

T: 020 7332 3221

E: donald.perry@cityoflondon.gov.uk

Smithfield Market:

Superintendent – Matthew Hill

T: 020 7332 3747

E: matthew.hill@cityoflondon.gov.uk

New Spitalfields Market:

Superintendent – Ben Milligan

T: 020 8518 7670

E: ben.milligan@cityoflondon.gov.uk

Billingsgate Market:

Superintendent – Malcolm Macleod

T: 020 7332 3067

E: malcolm.macleod@cityoflondon.gov.uk

Simon Owen (*Financial information*)

Chamberlain's Department

T: 020 7332 1358

E: simon.owen@cityoflondon.gov.uk

2016-2017 Progress against Markets Business Plan

This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Business Plan for the 1st period in 2016/17 (April– July inclusive).

To end of Period 1 (April - July)			Period 1 days lost (April- July)	
			Period 1 Target	Period 1 Actual
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 678 days across all markets ¹ .	Billingsgate	80	181
		Smithfield	76	98
		Spitalfields	60	77
		Directorate	10	0
		Total	226	356
Comments: Billingsgate above target sickness has been caused by four long-term cases. New Spitalfields above target sickness has been caused by two long-term cases, with planned operations. Smithfield above target sickness has been caused by two long-term cases.				
MKP2	90% of debts to be settled within 60 days and 100% of debts settled within 90 days.		60days	90days
		Billingsgate	100%	100%
		Smithfield	100%	100%
		Spitalfields	99%	100%
MKP3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%
			Smithfield	100%
			Spitalfields	100%
MKP4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate	98.5%
			Smithfield	88%
			Spitalfields	98%
Comments: The underperformance at Smithfield Market during Period 1 is due to vacant space in the Poultry Market Building remaining unlet while the proposed lettings are on hold pending progress on the Poultry Market refurbishment project.				
MKP5	Improve the standard of incident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.		Billingsgate	100%
			Smithfield	25%
			Spitalfields	100%
Comments: The underperformance at Smithfield Market during Period 1 is due to 3 accident reports being submitted late, one in May, and two in June.				

¹. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 March 2015 (no. 120).

1	<p><u>Customer and Stakeholder Focus.</u> <i>Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.</i></p>	
	<p><u>Billingsgate Market</u> Refresh the Code of Practice at Billingsgate to include all areas that require compliance. ●The Code of Practice will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities. ●This will assist with ensuring that food hygiene standards and safety are maintained.</p>	<ul style="list-style-type: none"> ●The completion of the refresh of the code of practice has been delayed from June 2016 due to lack of local resource, and is now scheduled to be completed by Oct 2016. ●Early trading is an emerging problem which will be addressed in the revised Code of Practice.
	<p><u>New Spitalfields Market</u> Complete and implement the Working Manual for New Spitalfields Market in consultation with the tenants. ●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities.</p>	<ul style="list-style-type: none"> ●The working manual is finished and signed off by both parties.
	<p><u>Smithfield Market</u> Review the Working Manual and have an updated copy agreed and signed by the tenants. ●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to-day market activities.</p>	<ul style="list-style-type: none"> ●The Superintendent is working with the Comptroller and City Solicitor to review options for proceeding towards a final, agreed, version of the Working Manual.
	<p>Initiate a comprehensive strategic review of the City's three wholesale markets – including transport needs and location. ●A report to Markets Committee on the proposed way ahead for the City's Markets.</p>	<ul style="list-style-type: none"> ●The City's review will follow the wider London Plan review being undertaken by the GLA.

2	<p><u>Finance.</u> <i>Achieve greater value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.</i></p>	
	<p><u>New Spitalfields Market</u> Manage the lease renewals in collaboration with City Surveyor's department. ●Successful completion of the lease negotiation process.</p>	<ul style="list-style-type: none"> ●As part of the lease negotiations, rent for stands, cafes (now split into ground and first floor cafes), full-height catering supply units, and offices has been provisionally agreed, on a 'without prejudice' basis. ●Compounds and low height catering supply units are subject to further negotiations and agreement. Evidence for comparative rents has been produced by City Surveyors to support the proposed rent level.
	<p><u>Smithfield Market</u> Agree service specifications with the SMTA under the terms of the current leases. ●The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants including: Security, Cleaning, Maintenance, Administration, Condenser Water, Waste and Electricity (common parts).</p>	<ul style="list-style-type: none"> ●The Joint Specification Committee (JSC) have agreed and implemented specifications for the following operational areas: <ul style="list-style-type: none"> ●Security ●Cleaning ●Maintenance ●<u>Condenser Water Cooling System:</u> Following an exchange of correspondence between the Comptroller and City Solicitor and the Smithfield Tenants Association's solicitors, the SMTA agreed to a trial to increase the temperature of the condenser water. ●Under the agreement the City increased the temperature to 21°C on 20 June 2016, and to 22°C on 20 July 2016, however, due to the hot weather the trial has been suspended and the temperature reverted back to 20°C. Once colder weather returns the trial will continue with the aim to raise the temperature of the condenser water, in one degree increments, to 25°C, in order to reduce operating costs and strain on the cooling towers. ●The SMTA are satisfied with the trial, provided that condensers receive a sufficient flow of water and that should material problems occur, the process will be stopped.

Billingsgate & Smithfield Markets**Implement Service Based Review (SBR) proposals.**

- Billingsgate – Pursue opportunities to increase income from commercial car parking
- Smithfield – The seven vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised.

● Billingsgate: The projected income from the car park, based on the car park being full throughout the year, is £450,900; this is a 9.7 % increase from last year.

- Advertising hoarding income is a significant income generator and the current agreement with Clearchannel produces a minimum guaranteed annual income of £350k with a potential additional profit share. In recent months Clearchannel have requested to change all their advertising boards to digital format.
- Revised terms, which will produce a minimum guaranteed annual income of £475k, and further potential profit share, have now been agreed with Clearchannel.

● Smithfield: City Surveyors technical surveys demonstrated that, due to the period of time that has elapsed since they were last occupied, the vacant meat trading premises in Smithfield Poultry Market would require a considerable amount of refurbishment work, including the replacement of lifts, before they could be 'Approved' by the Food Standards Agency (FSA) as meat trading premises.

- The refurbishment work on these premises will not commence until there is further progress on the Poultry Market refurbishment project. The premises are expected to be let during financial year 2016/17, so the projected saving of £173,000 in Service Charge voids should be achieved in 2017/18.

3	<p>Operations and Business Processes. <i>Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.</i></p>	
	<p><u>Billingsgate Market</u> Renew the metal roof and adjacent balcony. <ul style="list-style-type: none"> ●Safer roof and compliance with the food hygiene regulations. </p> <p><u>Billingsgate Market</u> Additional Fish Handling facilities, modernisation works. <ul style="list-style-type: none"> ●Increased capacity for fish handling transit areas. Tenants will have adequate temperature controlled building space to safely handle each day's fish volumes. </p>	<ul style="list-style-type: none"> ●The renewal of the metal roof and adjacent balcony project has been put on hold at the request of the tenants. In the meantime, short term solutions to address the corrosion problem on the roof are being sought from City Surveyors. ●The additional Fish Handling facilities project has been put on hold at the request of the tenants. <p>Each of these projects was to be funded by the Billingsgate Sinking Fund and Fishing Industry grants. The tenants' view is that, due to uncertainty over the duration of occupation of the current site, they would prefer that the Sinking Fund is used to fund essential, lower cost, rebuilding or replacement works which would otherwise have been funded by the service charge, rather than make long-term investments in the current infrastructure.</p>
	<p><u>New Spitalfields Market</u> Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres. <ul style="list-style-type: none"> ●The Pedestrian Segregation Action will be fully implemented, reducing the risk of accidents and near misses. </p>	<ul style="list-style-type: none"> ●Members have approved the proposal to install a segregation barrier within New Spitalfields Market to separate Fork Lift Trucks (FLT) from pedestrians. There will be a full, waist height barrier on one side of the market "fire path" to stop FLT coming into contact with pedestrians, and a low level barrier on the other side to prevent FLT hitting the fences surrounding the market stands. Funds of £118,000, the cost to install the segregation barrier, will come solely from New Spitalfields Market resources. Work is scheduled to begin in September once Procurement has completed the tender process of attaining competitive quotes prior to award of contract.
	<p><u>Smithfield Market</u> Continue with the project to refurbish the Poultry Market roof. <ul style="list-style-type: none"> ●Roof repairs complete and all historic repairs for the building completed. </p>	<ul style="list-style-type: none"> ●Members will see a separate 'Issues Report' from the City Surveyor on the agenda for this meeting.

	<p><u>Smithfield Market</u> Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksmen duties.</p> <ul style="list-style-type: none"> ●The, currently 'amber', health and safety risk associated with Banksmen duties will be controlled and the target risk status achieved. 	<p>Unloading operations, which are an Amber risk on the Department's Risk Register, are being addressed by an action plan agreed with the SMTA. The following actions have been completed or are awaiting installation:</p> <p>Currently installed on the loading bays:</p> <ul style="list-style-type: none"> ●Vehicle chocks ●Signal Lights ●Signage ●Extendable barriers <p>Awaiting installation:</p> <ul style="list-style-type: none"> ●Bollards being installed as an anchor point for the retractable barriers to prevent the general public from walking in the path of a reversing lorry when docking onto a loading bay. ●Location signage for signal light control switches. <ul style="list-style-type: none"> ●Once all equipment has been installed, training for tenants' staff on the use of the safety equipment will be delivered by the Market Management.
	<p>Review our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.</p> <ul style="list-style-type: none"> ● That our property holdings are appropriate for our operational needs and future needs. 	<ul style="list-style-type: none"> ●Markets property holdings are reviewed annually with the City Surveyor and were subject to an in depth review in 2014 as part of the Service Based Review (SBR), from which property-related income opportunities were identified. The department's property holdings were also included in the City's Operational Property Review in 2015.
	<p>Provide input to the renewal of the corporate BRM contract. Work with the City Surveyor, through end-user workshops, to develop the technical specification and individual Site Data Packs for each of our sites.</p> <ul style="list-style-type: none"> ● A specification for the new BRM contract that meets the requirements of the three Market sites. 	<ul style="list-style-type: none"> ●The Heads of Maintenance at each Market have been attending the Building Repairs and Maintenance (BRM) working group, and contributing to the preparation of site data packs, to ensure that the specification for the next BRM Contract meets the Markets' operational requirements.
	<p>Risk Management</p> <ul style="list-style-type: none"> ●Complete transition of all M&CP business risks on to the Covalent database. All risks, both departmental and local, to be migrated on to the system and Risk and Action Owners to be able to update the system as necessary. ●Populate the Covalent system with M&CP Top X risks. 	<ul style="list-style-type: none"> ●All relevant Markets Business risks and Top X risks have been entered onto the Covalent database. ●The department's Covalent Superuser is the only person with access to enter new risks onto the system, but once risks have been added, the individual Risk Managers can then amend and update them as necessary. ●All Risk Managers have been trained on the use of the Covalent browser system.

	Top X risks to be migrated on to the system and Risk Owners to be able to update the system as necessary.	
	<p><u>New Spitalfields Market</u> Investigate options for a multi barrier entry system to the market.</p> <ul style="list-style-type: none"> ● Improve access and traffic management into the Market. Income from entry charge to offset 20 year plan. 	<ul style="list-style-type: none"> ● The report for a multi barrier entry system to the Market has been through Gateway 1&2 and signed off by Project Committee, Project Sub, and Market Committee. ● Soft market testing is underway. ● Site visit for soft market test was completed on the 11th Aug and deadline for questionnaires 26th Aug. ● IT requirements to be developed.
4	<p>People and Innovation. <i>Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, and Trust”. Instil a greater sense of responsibility in our middle management cadre.</i></p>	
	<p>Implement the priorities outlined in the Departmental Workforce Plan.</p> <ul style="list-style-type: none"> ● Our workforce will have both the capability and resources to meet the markets' business objectives. 	<ul style="list-style-type: none"> ● The Working Group's latest task is to identify critical roles within individual teams. The group will meet again in September to discuss these.
	<p>Senior managers to review and implement all relevant actions in the M&CP liP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold liP Standard.</p> <ul style="list-style-type: none"> ● The markets will contribute towards the corporate stretch target of attaining the Gold liP Standard in 2016. 	<ul style="list-style-type: none"> ● It was decided by the Summit Group to put working towards attaining the Investors in People Gold level on hold until 2018. The City of London's Silver accreditation will stand until September 2018.
	<p>Work with IT Department to identify options for mobile working at the markets.</p> <ul style="list-style-type: none"> ● Greater efficiency and effectiveness of security operations in monitoring Health and Safety incidents and breaches of local operational rules. 	<ul style="list-style-type: none"> ● Following on from the progress achieved on mobile working with the Ports and Environmental Health teams, the feasibility of a project to investigate the use of mobile working for incident logging by security staff at the Markets is being explored.
	<p>Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. (Linked to Corporate Equalities priority within the Equalities and Inclusion Action Plan 2016)</p> <ul style="list-style-type: none"> - Delegates will be able to: - Lead effectively in times of constant change. 	<ul style="list-style-type: none"> ● The inaugural M&CP Leadership Development Programme is coming to a close. Four one day sessions have been delivered since February and a final review session is being held in October.

- | | | |
|--|--|--|
| | <ul style="list-style-type: none">-Think strategically and see how strategies can be actioned through effective planning and implementation.-Develop their skills as flexible, agile and resilient managers.-Recognise issues key to the City and adapt team priorities and performance to address them. | |
|--|--|--|

Matters of General Interest to the Committee

Billingsgate Market

Visitors

April

High Commissioner of Malawi & breakfast

May

Zac Goldsmith, London Mayoral Candidate

June

Worshipful Company of Cooks' Apprentices & breakfast

Boris Johnson Campaign Visit

Markets Committee & breakfast

Filming/photography

April

Photography for personal use – 8 separate visits

House of Greenland – Unit Base Parking - £500+VAT

Janus TV GMBH – TV documentary

Bright Talk Studios – Corporate Video - £300+VAT

BBC – Railways: The Making of a Nation - £100 +VAT

May

NDL Group – Unmissable Video - £150 + VAT

The Film Office – Unit Base Parking - £2,750+VAT

British Red Cross Charity Collection

Photography for personal use – 3 separate visits

Appendix B

Lime Pictures – Educating Joey Essex - £150+VAT

June

Photography for personal use - 5 separate visits

ZDF Television – EU referendum

ITV News – EU referendum

July

Photography for personal use- 4 separate visits

NHK Enterprises – Report on Sammy Seal – £250 + VAT

Reuters TV – Brexit

BBC – Brexit interviews

BBC Radio– Brexit & Interview Mark Boleat

WAG TV – Magna Carta

Smithfield Market

Visitors

May

Haberdasher's Company Visit

Markets Committee

Jamie Oliver – Apprentices

Worshipful Company of Cooks' Apprentices

July

Lord's Mayor's Visit

Filming/photography

April

Student Photography A Level Project

Downe House School

Student Photography Final A level exam piece

Appendix B

Greenshaw High School

Student Photography
University of Arts London

May

Student Photography
London College of Communication (UAL)

June

Student Photography
Dissertation Research
UCL University

New Spitalfields Market

Visitors

April

No visitors

May

A group of Students and Lecturers from Waltham Forest Catering College

A group from the Norwegian Fruit and Vegetables Marketing Board, which included the four category winners of the Norwegian Fruit and Vegetables Cup 2015 and part of their prize, was to visit this market.

June

A group of delegates from the London Produce Show

Lord Mayor and Lady Mayoress together with the Sheriffs on their annual visit to the market.

A group from the Horticulture & Potatoes, Farm Productivity, Department of Environment, Food and Rural Affairs

July

No Visitors

Filming/Photography

July

Appendix B

The BBC filmed Economics Correspondent Andy Verity, interviewing tenants on the inflation figures; this segment was to be aired on BBC1 and the News Channel.

Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 31st July 2016
(Income and favourable variances are shown in brackets)

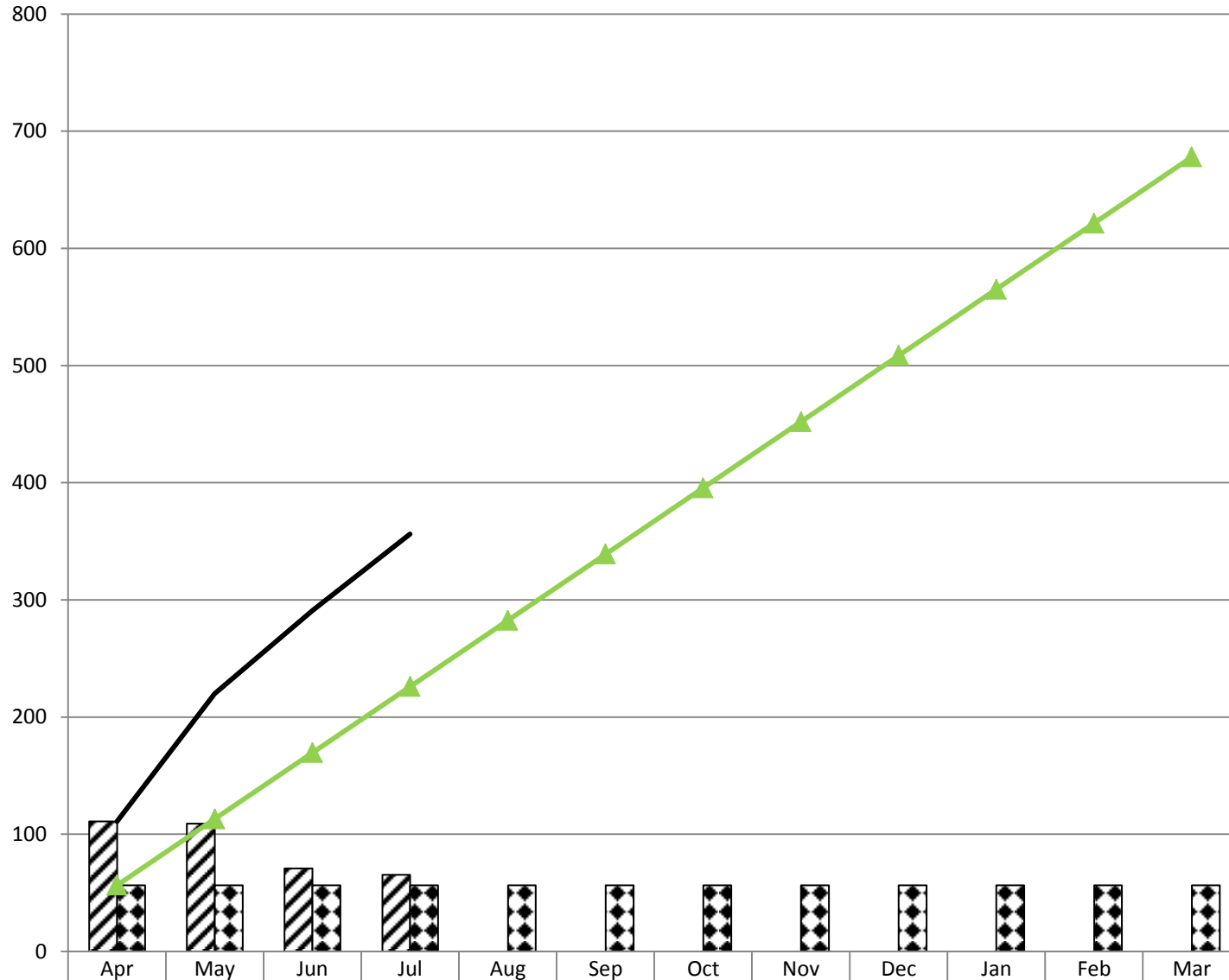
	Latest Approved Budget 2016/17 £'000	Budget to Date Net Expenditure £'000	Actual to Date Net Expenditure £'000	Variance to Date +Deficit / (Surplus) £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2016/17		Note
						£'000	%	
Markets (City Cash)								
Directorate	436	143	138	(5)	436	0	0%	
Billingsgate - Corporate Account	137	50	31	(19)	137	0	0%	
Billingsgate - Service Charge	0	(272)	(314)	(42)	0	0	0%	1
Billingsgate - Repainting and Special Works	0	12	20	8	0	0	0%	
Smithfield - Service Charge	1,003	(63)	(145)	(82)	991	(12)	-1%	2
Smithfield - Corporate and Direct Recovered	76	154	209	55	109	33	43%	3
Smithfield - Other (Including Car Park)	(49)	135	126	(9)	(57)	(8)	-16%	
	1,603	159	65	(94)	1,616	13	1%	
Markets (City Fund)								
Spitalfields - Corporate Account	22	9	8	(1)	22	0	0%	
Spitalfields - Service Charge	27	(701)	(545)	156	27	0	0%	4
Spitalfields - Repair and Repainting	0	14	7	(7)	0	0	0%	
	49	(678)	(530)	148	49	0	0%	
TOTAL MARKETS COMMITTEE LOCAL RISK	1,652	(519)	(465)	54	1,665	13	1%	

Notes:

- Billingsgate Service Charge** - favourable variance to date is due to additional income on the service charge, mainly relating to tenancy at wills.
- Smithfield Service Charge** - favourable variance to date is mainly due to salary underspends and delay in R&M emergency lighting spend against the budget profile.
- Smithfield Corporate and Direct Recovered** - adverse variance to date is mainly due to carry forward projects uncompleted in 2015/16 not being re-proposed on the carry forward application for this financial year, therefore will have to be paid from local risk resources.
- Spitalfields Service Charge** - adverse variance to date mostly relates to an incorrect budget profile for recharged energy costs to tenants, which will be adjusted for future budget reporting.

This page is intentionally left blank

Markets Sickness 2016/17



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Sickness Monthly	111	109	71	65								
Target Monthly	57	57	57	57	57	57	57	57	57	57	57	57
Sickness Cumulatively	111	220	291	356								
Target Cumulatively	57	113	170	226	283	339	396	452	509	565	622	678

This page is intentionally left blank

Agenda Item 6

Committee(s)	Date:
Markets Committee	21 September 2016
Subject: Markets Committee Risk	Public
Report of: Director of Markets and Consumer Protection	For Information
Report Author: Donald Perry	

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 a number of departmental risks. Of these, the most significant risks for this Committee to consider are:

- MCP-NS 001 – Workplace Traffic Management (Current Risk: AMBER)
- MCP-SM 001 – HGV Unloading Operations (Current Risk: AMBER)
- MCP-SM 002 – Cooling Towers (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.

Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the wholesale markets within 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 regular 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 regular 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, has no red risks but includes three AMBER risks:

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

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 or life changing injury 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: AMBER)

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, on an area under the overall control of the City, could result in a serious or life changing injury to pedestrians, caused by uncontrolled or unguided reversing vehicles.

An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury 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 adequately to 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 could result in prosecution, a fine and reputational damage for the City.

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

Contacts:

Donald Perry (*Report author*)

T: 020 7332 3221

E: donald.perry@cityoflondon.gov.uk

Smithfield Market:

Superintendent – Matthew Hill

T: 020 7332 3747

E: matthew.hill@cityoflondon.gov.uk

New Spitalfields Market:

Superintendent – Ben Milligan

T: 020 8518 7670

E: Ben.Milligan@cityoflondon.gov.uk

Billingsgate Market:

Superintendent – Malcolm Macleod

T: 020 7332 3067

E: malcolm.macleod@cityoflondon.gov.uk

MCP Markets Committee Risk Report Appendix A

Report Author: John Smith

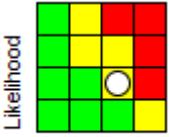
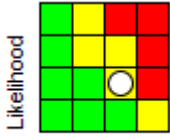
Generated on: 06 September 2016



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-NS 001 Workplace Traffic Management (New Spitalfields) 24-Feb-2015 Ben Milligan	Cause: Over 200 forklift trucks operate on the New Spitalfields Market site. Event: There is a serious risk of life changing injury to a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled. Effect: An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.		12	Mitigation works are continuing and a programme of line marking has commenced to identify no parking areas etc. HGV and van parking areas are being considered to improve safe parking and loading. 06 Sep 2016		8	02-Jan-2017	↓ Decreased Risk Score

Item no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
MCP-NS 001i Train Managers In Forklift Safety	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	Matter has been raised with the SpMTA on the 8th August. They said that they are in favour of it and will provide the training for managers via MTS. They have spoken to MTS previously about it to organise a syllabus - a skeleton one is in place already. They will get about 20 trained at a time. Chief Exec of the SpMTA will liaise with tenants over potential dates over the next month.	Ben Milligan	12-Aug-2016	28-Sep-2016
MCP-NS 001j Create Time Segregation	Artic Time Segregation and No Tolerance in market hall.	The control of HGV movements and access is largely dependent on there being an entry barrier for the market. The intention is to have authorisation for the entry barrier at the Sept Market Committee. A HGV policy will then be drafted to outline conditions of entry. This will be implemented before the barrier is constructed.	Ben Milligan	06-Jul-2016	30-Sep-2016
MCP-NS 001k Install Barrier System	Controlled barriers entry system for pedestrians and vehicles.	Project, Project Sub, and Markets Committees all passed with no issues. Procurement are now inviting potential installation companies in to show the level of technical solution they believe should be installed. Once this has occurred, a detailed gateway 5 report will be created for final sign off at the Markets Committee.	Ben Milligan	09-Jun-2016	01-Oct-2018
MCP-NS 001l Segregate Walkways	Create segregated walkways in crossroads.	The specification is currently with City procurement and an order should be raised by the end of September 2016.	Ben Milligan	29-Jul-2016	30-Oct-2016

MCP-SM 001c Action Plan	Develop and implement an action plan.	An action plan has been developed and was agreed with the SMTA in February 2016.	Matthew Hill	01-Jul-2016	30-Dec-2016
----------------------------	---------------------------------------	--	--------------	-------------	-------------

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 002 Cooling Towers (Smithfield) 24-Feb-2015 Matthew Hill	Cause: Inadequate management and maintenance of the cooling towers at Smithfield Market. 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. Effect: If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.		8	This risk is at its target and the current controls remain effective 07 Sept 2016		8	31-Jul-2016	↔ No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date

Committee:	Date(s):
Markets Committee	21 September 2016
Subject: Christmas 2016 – Smithfield Market Traffic Management Plan	Public
Report of: Superintendent – Smithfield Market	For Decision
Report Author: Matthew Hill	
Summary	
<p>This report is to update Members on discussions to implement a comprehensive Traffic Management Plan at Smithfield Market for the Christmas period 2016 following the success of previous similar plans. The final details of this year’s proposed plan are attached as Appendices 1-2 to this report, in order to continue to alleviate the congestion, and at times gridlocking, of traffic around the Market which had been experienced in the past.</p> <p>Whilst officers have again not been able to identify any alternative non Market Committee sources of funding for the provision of private stewards and other additional costs required, they have identified that funds could be made available from the Smithfield Central Risk budget.</p> <p>Recommendation(s)</p> <p>Members are, therefore, asked to:</p> <ul style="list-style-type: none"> • Approve the Traffic Management Plan attached to this report, and; • Agree to fund the additional traffic control measures such as the appointment of private stewards outlined in this report from the Smithfield Central Risk budget. 	

Main Report

Background

1. At previous Committee meetings, members have received a report from the Superintendent in relation to a Traffic Management Plan for Christmas and have approved the Final Traffic Management Plan, and funding the private stewards and signage be provided from the projected underspend on Smithfield Central Risk budget.

Current Position

2. As identified in 2014 the City of London Police (CoLP) have reconfirmed that they consider if a Traffic Plan and extra dedicated police resources are required then this would constitute an “event” similar to other events held in the City, and as they are proposing to again dedicate officers to this year’s Traffic Plan, CoLP have stated that they will not contribute further funding for stewarding as this type of service is normally funded by the organisers of the event.
3. Members may recollect that last year officers investigated the possibility of funding the stewards from the On Street Parking Reserve (OSPR). It was the view of officers with responsibility for the management of this Reserve that the additional traffic calming measures were required as a direct result of the increased Market activity over the Christmas period so fell outside the scope of the OSPR and were, therefore, a matter for the Markets Committee to consider funding from within their own resources.
4. The Chamberlains Department has also advised that there are no other suitable alternative sources of funding outside the Markets Committee’s own resources.

Proposals

5. The Traffic Management Plan for Christmas 2016 will commence at 23:00 Sunday 18th December and run until 08:00 Friday 23rd December.
6. A comprehensive communication strategy will be implemented which will include; signage, leaflets, electronic communications with relevant bodies and regular posts on internet forums.
7. In addition, it has been agreed in principle with officers and the City of London Police that the compliment of personnel required from the various agencies to implement the Traffic Plan should include :-
 - City of London Police comprising 1 sergeant, 2 motorcycle officers and 2 police constables
 - Market Constabulary comprising Head of Security, 1 sergeant and 7/8 constables
 - Private stewards comprising 1 supervisor and 10 stewards

Financial Implications

8. There are no provisions within the Market's Local Risk budget for any costs associated with a Christmas 2016 traffic campaign, not only for the possible provision of private stewards but other possible costs identified and mentioned within the Traffic Management Plan Appendix 1.
- appointment of private stewards including the cost of radio equipment at £9,000 excluding VAT;
 - traffic management signage of approximately £2,000 excluding VAT;
 - communication including re-printing of the leaflet at £500 excluding VAT
 - Contingency £500

As this additional expense is wholly caused by the extra volume of traffic directly associated with the profitable Christmas meat trade, these costs, and any similar costs, should be fully borne by the tenants' Service Charge after 1 April 2018

9. Officers have identified funding from the central risk budget to cover the costs as mentioned in paragraph 8 above.
10. It should be noted that as the Smithfield tenant's service charge is capped until 2017/18 the costs of this traffic management plan can be met by the City. This should not, however, set a precedent for future funding requirements of this nature when the service charge cap comes to an end.

Conclusion

11. Members are asked to approve the implementation of the proposed Final Traffic Plan attached as Appendices 1-2 to this report and agree to fund the associated costs of £12,000 set out in paragraph 8 above from the Smithfield Central Risk budget.

Appendices

- Appendix 1 – Road Junction Restrictions
- Appendix 2 – Operational Plan

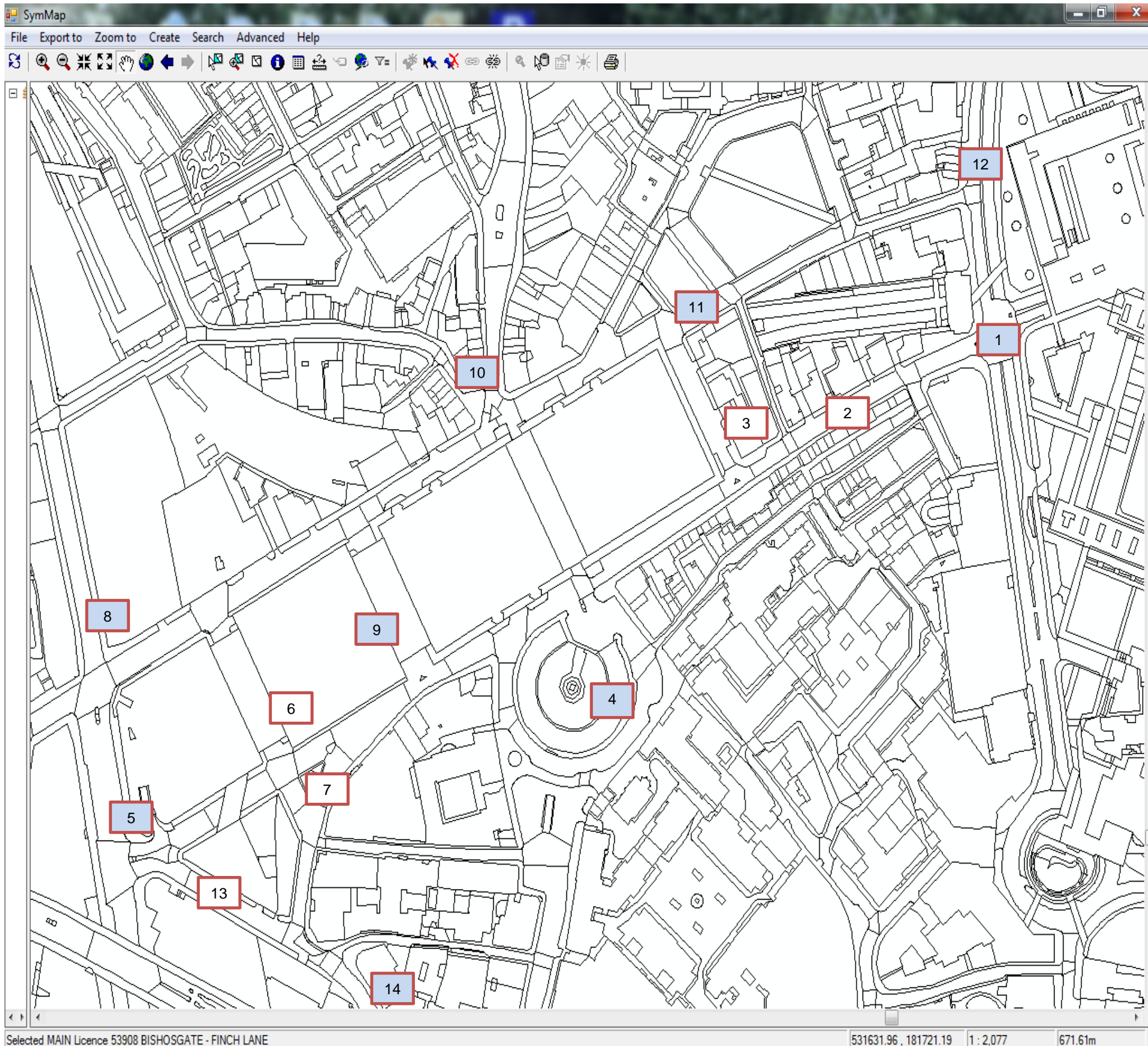
Contact

Matthew Hill
Superintendent, Smithfield Market

T: 020 7332 3747

E: matthew.hill@cityoflondon.gov.uk

This page is intentionally left blank



- LONG LANE**
1. "NO ENTRY" to HGV's. Private Cars, Taxis & LGV's only. **STEWARD/CONSTABULARY/POLICE**
 2. Suspend all bays from midday
 3. Road Closed eastbound – this will enable Long Lane to be used as a holding area for smaller vehicles
- WEST SMITHFIELD**
4. Suspend all bays from midday – and consider using this as a stacking area for LGV's & private cars [rotunda] **STEWARD/CONSTABULARY/POLICE**
 5. "NO ENTRY" to private cars, taxis & LGV's. HGV access only. **STEWARD/CONSTABULARY/POLICE**
 6. Between Farringdon Street & East Poultry Avenue could be used as stacking area for HGV's
- SMITHFIELD STREET**
7. Exit for all vehicles. Suspend Parking from midday & use as overflow stacking use as area.
- CHARTERHOUSE STREET**
8. "ENTRY ONLY" to HGV's & LGV's. Exit for Private Cars, Taxis & LGV's. **STEWARD/CONSTABULARY/POLICE**
- EAST POULTRY AVENUE**
9. "CONTROLLED ACCESS ONLY" to HGVs, LGV's & taxis (to service the night clubs) **STEWARD/CONSTABULARY/POLICE**
- ST JOHN'S STREET**
10. "ENTRY" to private cars, taxis & LGV's, if Long Lane becomes full. EXIT for all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- CHARTERHOUSE SQUARE**
11. "EXIT ONLY" to all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- CARTHUSIAN STREET**
12. "NO ENTRY" to all classes of vehicles **STEWARD/CONSTABULARY/POLICE**
- SNOW HILL b/w Smithfield Street & Farringdon St**
13. EXIT to all classes of vehicles & overflow stacking area for HGV's on northkerb
- SNOW HILL b/w Holborn Viaduct & Smithfield Street**
14. Suspend police bays & use as stacking area for HGV's **STEWARD/CONSTABULARY/POLICE**

This page is intentionally left blank

OPERATIONAL PLAN

~ *Smithfield Market Christmas Campaign 2016* ~

Intention

1. The aim of this plan is :

- ◆ To keep traffic moving
- ◆ Minimise the levels of vehicle congestion
- ◆ Deal with drivers who contravene parking regulations
- ◆ Prevent crime
- ◆ Provide community reassurance

Method

2. A robust control policy will be carried out in the vicinity of the following junctions;

- ◆ Charterhouse Street / East Poultry Avenue
- ◆ Charterhouse Street / St Johns Street
- ◆ Charterhouse Street / Lindsey Street
- ◆ Lindsey Street / Long Lane
- ◆ West Smithfield / East Poultry Avenue

3. One Sergeant, two Constables on foot and two traffic officers from the City Police will be engaged in directing and regulating traffic and preventing unauthorised obstructions. Officers will work in partnership with the Market Constabulary, together with Civil Enforcement Officers from the City of London and the London Borough of Islington.

4. The two teams of Civil Enforcement Officers will provide regular patrols of their respective parking areas around the Market. They will enforce parking regulations and deter unauthorised obstructions at the direction of the City Police.

Resources

5. a) City of London Police – 1 Sergeant, two Constables on foot and two traffic officers together with additional Police response as and when required.
- b) London Central Markets Constabulary – Head of Security, one sergeant and seven constables (available to assist as and when required)

- c) City of London Traffic Management Section - 4 Civil Enforcement Officers on a roving patrol.

Timetable

6. Dates of operation:

Sunday 18th December 23:00-Monday 19th December 07:00
Monday 19th December 23:00- Tuesday 20th December 07:00
Tuesday 20th December 23:00- Wednesday 21st December 07:00
Wednesday 21st December 23:00- Thursday 22nd December 08:00
Thursday 22nd December 23:00- Friday 23rd December 08:00

Briefing each night at Smithfield Market at 23:45 hours with a representative from each of the partner organisations present.

De-brief each morning at Smithfield Market at 07:00 hours with a representative from each of the partner organisations present.

Additional Provisions

- 7. i) The Superintendent of London Central Markets will have a leaflet prepared and distributed informing customers and drivers (particularly of private vehicles) of the traffic and parking arrangements over the Christmas period. Subject to approval of the Markets Committee this will also include details of the discounted parking rates of free from 9:00 p.m. on a date to be decided following Members' discussion of a separate Non Public report about parking charge concessions and will include a map of the car park location. The leaflet will be distributed from 5th December by the Market Constabulary as directed by the Superintendent.
- ii) The City of London Corporation will site 15 portable notices/stands at strategic junctions around the Market from 5th December informing motorists of possible delays in the market area.
- iii) 200 "no parking" cones will be placed out each night of the operation under paragraph 6 above at strategic locations and junctions in order to deter illegal parking.
- iv) Superintendent of London Central Markets to continue to liaise with representatives of the Smithfield Market Tenants' Association regarding the proposed implementation of the operational plan.
- v) Corporate Communications will be asked to distribute appropriate press release for inclusion in various traffic reports and other media.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank