



Markets Committee

Date: WEDNESDAY, 9 MAY 2018
Time: 11.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Rehana Ameer	Alderman Nicholas Lyons
Tom Anderson	Alderman Professor Michael Mainelli
Adrian Bastow	Wendy Mead
Matthew Bell	Deputy Robert Merrett
Peter Bennett	Andrien Meyers
Nicholas Bensted-Smith	Deputy Brian Mooney
Mark Bostock	Benjamin Murphy
John Chapman	Deputy Joyce Nash
Richard Crossan	John Petrie
Deputy Kevin Everett	Stephen Quilter
Sophie Anne Fernandes	John Scott (Chief Commoner)
Michael Hudson	Ian Seaton
Deputy Henry Jones	Deputy Dr Giles Shilson
Angus Knowles-Cutler	Deputy Tom Sleigh
Gregory Lawrence	James Tumbridge
Tim Levene	Mark Wheatley
Deputy Edward Lord	

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council, 19 April 2018, appointing the Committee and setting out its Terms of Reference.
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No.29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order No.30.
For Decision
6. **PUBLIC MINUTES**
To agree the public minutes of the meeting held on 7 March 2018.
For Decision
(Pages 3 - 6)
7. **APPOINTMENT OF REFERENCE SUB COMMITTEE**
Report of the Town Clerk.
For Decision
(Pages 7 - 8)
8. **SUPERINTENDENTS ORAL UPDATES**
The Superintendents to be heard.
For Information
9. **MARKETS BUSINESS PLAN UPDATE**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 9 - 36)
10. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 37 - 42)
11. **CORPORATE RESPONSIBLE BUSINESS STRATEGY**
Report of the Chamberlain and the Chief Grants Officer.
For Information
(Pages 43 - 62)

12. **MARKETS COMMITTEE RISK**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 63 - 68)
13. **FARRINGDON PAVEMENT WIDTH - SMITHFIELD MARKET IMPACT**
Report of the Superintendent, Smithfield Market.
For Information
(Pages 69 - 82)
14. **SMITHFIELD 150TH ANNIVERSARY**
Report of the Superintendent, Smithfield Market.
For Information
(Pages 83 - 88)
15. **MARKETS COMMITTEE - 24 JANUARY 2018**
Report of the Town Clerk.
For Information
(Pages 89 - 92)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **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

19. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 7 March 2018.
For Decision
(Pages 93 - 96)
20. **TENANCIES AT WILL AND ASSIGNMENTS**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 97 - 98)
21. **MARKETS DEBT ARREARS - PERIOD ENDING 31 MARCH 2018**
Report of the Director of Markets and Consumer Protection.
For Information
(Pages 99 - 108)
22. **POULTRY MARKET**
Report of the Director of Markets and Consumer Protection. TO FOLLOW
For Decision

23. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Agenda Item 3

BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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MARKETS COMMITTEE

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

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

- Membership 2018/19**

ALDERMEN

- 1 Nicholas Stephen Leland Lyons
- 2 Professor Michael Raymond Mainelli

COMMONERS

2	Adrian Mark Bastow.....	Aldersgate
2	Richard Peter Crossan.....	Aldersgate
2	Andrien Gereith Dominic Meyers.....	Aldgate
10	Robert Allan Merrett, Deputy.....	Bassishaw
1	John Petrie.....	Billingsgate
1	Benjamin Daniel Murphy.....	Bishopsgate
2	Tom Sleigh, Deputy.....	Bishopsgate
8	Dr Giles Robert Evelyn Shilson, Deputy.....	Bread Street
2	Timothy Levene.....	Bridge and Bridge Without
9	John George Stewart Scott, J.P.....	Broad Street
3	Kevin Malcolm Everett, Deputy.....	Candlewick
11	Michael Hudson.....	Castle Baynard
2	Angus Knowles-Cutler.....	Castle Baynard
5	Nicholas Michael Bensted-Smith, J.P.....	Cheap
2	Sophie Anne Fernandes.....	Coleman Street
6	Ian Christopher Norman Seaton.....	Cornhill
7	Stephen Douglas Quilter.....	Cripplegate
1	Mark Bostock.....	Cripplegate
5	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
2	Thomas Alexander Anderson.....	Farringdon Within
2	Matthew Bell.....	Farringdon Within
2	Gregory Alfred Lawrence.....	Farringdon Without
6	Charles Edward Lord, O.B.E., J.P., Deputy.....	Farringdon Without
12	John Douglas Chapman.....	Langbourn
10	Henry Llewellyn Michael Jones, Deputy.....	Portsoken
2	Brian Desmond Francis Mooney, Deputy.....	Queenhithe
10	James Richard Tumbridge.....	Tower
2	Rehana Banu Ameer.....	Vintry
2	Peter Gordon Bennett.....	Wallbrook

Together with two Members appointed in place of the two Wards (Cordwainer and Lime Street) not making appointments:

- 16 Joyce Carruthers Nash, O.B.E., Deputy..... Aldersgate
- 5 Wendy Mead, O.B.E..... Farringdon Without

4. **Terms of Reference**

To be responsible for:-

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

MARKETS COMMITTEE

Wednesday, 7 March 2018

Minutes of the meeting of the Markets Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 7 March 2018 at 11.30 am

Present

Members:

James Tumbridge (Chairman)	Deputy Robert Merrett
Rehana Ameer	Andrien Meyers
Matthew Bell	Deputy Brian Mooney
Peter Bennett	Deputy Joyce Nash
John Chapman	Ruby Sayed
John Fletcher	Oliver Sells QC
Angus Knowles-Cutler	Deputy Dr Giles Shilson
Deputy Edward Lord	Deputy Tom Sleigh
Alderman Nicholas Lyons	Deputy John Tomlinson
Alderman Professor Michael Mainelli	

In Attendance

Officers:

Jon Averbs	-	Markets and Consumer Protection Department
Steven Chandler	-	City Surveyor's Department
Leyla Dervish	-	Chamberlain's Department
Ben Milligan	-	Superintendent, New Spitalfields Market
Paul Hickson	-	Comptroller and City Solicitor's Department
Nigel Lefton	-	Remembrancer's Department
Malcolm Macleod	-	Superintendent, Billingsgate Market
Martin Newton	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Donald Perry	-	Markets and Consumer Protection Department
Mark Sherlock	-	Smithfield Market Superintendent
David Smith	-	Director of Markets and Consumer Protection
Julie Smith	-	Chamberlain's Department

1. APOLOGIES

Apologies for absence were received from John Scott (Deputy Chairman), Adrian Bastow, Nicholas Bensted-Smith, Sophie Ann Fernandes, Gregory Lawrence, Tim Levene, Andrew Mayer, Stephen Quilter and Ian Seaton.

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

There were no declarations.

3. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 24 January 2018 be approved as a correct record.

The following matters were raised:-

- The Director of Markets and Consumer Protection (DMCP) confirmed that the Mayor of London's Ultra Low Emissions Zone (ULEZ) comes into force on 8 April 2019 (24 hours, seven days a week) with the intention of restricting polluting vehicles. To give an early indication on the effect on Smithfield Market, a survey had been undertaken in the vicinity of the Market on 23 February 2018 and of the 555 vehicles surveyed a total of 50% were found to be compliant, the majority of the non-compliant vehicles being diesel. With a year to go before implementation of the ULEZ, a major information campaign would be carried out to increase awareness, and the DMCP would be working with the Market's superintendent to ensure traders were fully advised.
- In response to a question from a Member regarding the circulation of requested information from the Chamberlain relating to the Markets Estimates report, the Chairman confirmed that this would be forwarded to all Committee members by the Town Clerk. The Member also sought clarification from the Chamberlain on the consistency in presentation of graphical information in the Markets Business Plan (page 3 of agenda pack). The Chamberlain confirmed that revisions will be made for the next Business Plan update.

4. **MARKETS COMMITTEE RISK**

The Committee considered the risk report of the DMCP and the following matters were raised:-

- The Chairman referred to the review and implementation of the local forklift truck management scheme (page 13 of agenda pack) and confirmed that the Smithfield Market Tenants' Association had requested a further meeting on this issue.
- On the question of consistency of section headings in the paper, it was noted that the report format followed the usual layout dictated by the associated software and the Chairman confirmed that the Chamberlain had undertaken to look into the matter.

RECEIVED.

5. **SMITHFIELD MARKET - CAR PARK UTILISATION**

The Committee considered the report of the DMCP on Smithfield Market car park utilisation and the requirement for periodic updates to inform Members was noted.

RECEIVED.

6. **SUPERINTENDENTS' ORAL UPDATES**

The Committee considered oral reports of the Superintendents and the following matters were raised:-

Smithfield

- A further audit had taken place over a four night period in February 2018 that had shown a much lower (2%) number of unguided movements.
- Trading had not been adversely affected during the recent cold spell.
- The Chairman asked that officers report to the next meeting on the latest position on pavement width changes around Farringdon Station and impact on Market vehicle movements.

Billingsgate

- No adverse trading impact to report from recent spell of cold weather.
- One application for EU grant funding for a forklift truck is being progressed and noted that a further application for improvement work funding may be submitted after further discussions with tenants. The Superintendent confirmed that there is no guarantee that these applications would be successful as it is known that a large number of submissions for fund monies had been made.

New Spitalfields

- Usual trading had continued during the recent cold period.
- The replacement barrier at the Market would cost significantly less than expected previously. Subject to the outcome of clarifications, a Gateway 5 report would go before the DMCP shortly for 'sign-off' and it was envisaged installation would take place in August / September 2018.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

9. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the remaining 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.
10. **NON-PUBLIC MINUTES**
RESOLVED - That the non-public minutes of the meeting held on 24 January 2018 be approved as a correct record, subject to a minor amendment.
11. **PARKING AT SMITHFIELD MARKET - EASTER 2018**
The Committee considered a report of the Superintendent, Smithfield Market on concessionary parking and provision of traffic stewards during the Easter period 2018.

RESOLVED – (by 14 votes to 3) That the concessionary period be reduced to 2 nights / days from Tuesday 27 March to Thursday 29 March with no provision of traffic marshals.
12. **NEW SPITALFIELDS BARRIER**
Noted that the update on this item had been provided as part of item 6 above.
13. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
The Committee considered one non-public question.
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
With the consent of the Chairman, the Committee considered updates on three urgent items.

The meeting ended at 12.12 pm

Chairman

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Committee(s):	Date(s):
Markets	9 May 2018
Subject: Appointment of the Reference Sub-Committee	Public
Report of: Town Clerk	For Decision
Report Author: Martin Newton, Committee and Member Services Officer	

Summary

The purpose of this report is to consider the appointment of your Reference Sub-Committee for the ensuing year and to approve its composition and Terms of Reference.

Recommendation(s)

Members are asked to:

- Approve the Sub-Committee's composition and Terms of Reference; and
- Appoint a Sub-Committee for the 2018/19.

Main Report

Background

- At its 23 January 2012 meeting, your Committee established a Reference Sub-Committee.
- This Sub-Committee meets on an *ad hoc* basis to consider matters referred to it by the Grand Committee, with the power to act where appropriate and where granted by the Committee.
- Each year, your Committee reappoints this Sub-Committee and is asked to reconfirm its Terms of Reference.
- Expressions of interest to serve for the coming year will have been sought by the Town Clerk in advance of the meeting and Members are also able to stand for the Sub-Committee at the meeting itself. The following Members have already indicated that they would be interested in being a Member of the Sub-Committee:-
 - John Chapman
 - Deputy Edward Lord
 - Deputy Joyce Nash

Composition and Terms of Reference

- The Membership of your Sub-Committee comprises the Chairman and Deputy Chairman and up to seven other Members.
- At your May 2017 meeting, the Sub-Committee for 2017/18 was appointed as follows:
 - James Tumbridge (Chairman)
 - John Scott (Deputy Chairman)
 - Peter Bennett
 - Deputy Edward Lord
 - Alderman Professor Michael Mainelli
 - Deputy Joyce Nash
 - Deputy Tom Sleigh
 - Deputy John Tomlinson
- The Sub-Committee did not meet during 2017/18.
- The Terms of Reference as previously agreed by your Committee are as follows:
 - a) *A Reference Sub Committee shall be appointed, consisting of the Chairman and Deputy Chairman and 7 other Members; with power to act being given, if necessary, when any matter is referred to the Reference Sub Committee for consideration.*
 - b) *The quorum for the Reference Sub Committee to be 3 members.*

Conclusion

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

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Agenda Item 9

Committee:	Date:
Markets Committee	9 May 2018
Subject: Markets Business Plan Update Period 3 2017/18 (December – March)	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 3 (December-March) of 2017-18 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 report are that:

General

- The final comprehensive strategic review of the three wholesale markets report was presented to the January Markets Committee and was approved. Implementation planning is now underway.

Billingsgate Market

- A garage building, funded by a 75% fishing industry grant, has been erected for the use of the maintenance team to store equipment.
- The car park income for 2017/18 is on target to be achieved at £435k. A decision not to increase parking charges for next year (2018/19) has been approved.
- The LFMA have not made a final decision regarding the Additional Facilities project and have concerns about going ahead with the project. Small scale improvement projects would be the preferred option.

Smithfield Market

- The SMTA provided a response to the proposed amendments to the Working Manual at the end of January. Additional discussions have taken place and the intended final version of the manual was sent to the SMTA for final comment on the 25th April.

- The risk associated with HGV Banksmen duties was reduced from Red to Amber at the end of February 2018 after all recommendations from an external audit were met.
- The automatic number plate recognition (ANPR) initiative is in the budget for 2018/19 and should be installed by September 2018.

New Spitalfields Market

- The tender and evaluation exercise has been completed for the entry barrier system and the Superintendent is seeking clarifications on 10 points before a decision to appoint a supplier is made.
- The Superintendent is following up with City Procurement at the possibility of adopting either a 'framework call off' or a 'direct call off' with one supplier for the design and instalment of a new CCTV system.
- A feasibility study into purchasing a biomass boiler is being carried out by the City Surveyor's Department.

Finance

- At the end of February 2018, the Department of Markets & Consumer Protection was £414k (50.36%) underspent against the local risk budget to date of £822k, over all the services now managed by the Director of Markets & Consumer Protection and covered by the Markets Committee. Appendix C sets out the detailed position for the individual services covered by this department.
- Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £107k (7.31%) for the Markets' City Fund and City Cash services.

Recommendation(s)

Members are asked to note the content of this report and its appendices.

Main Report

Background

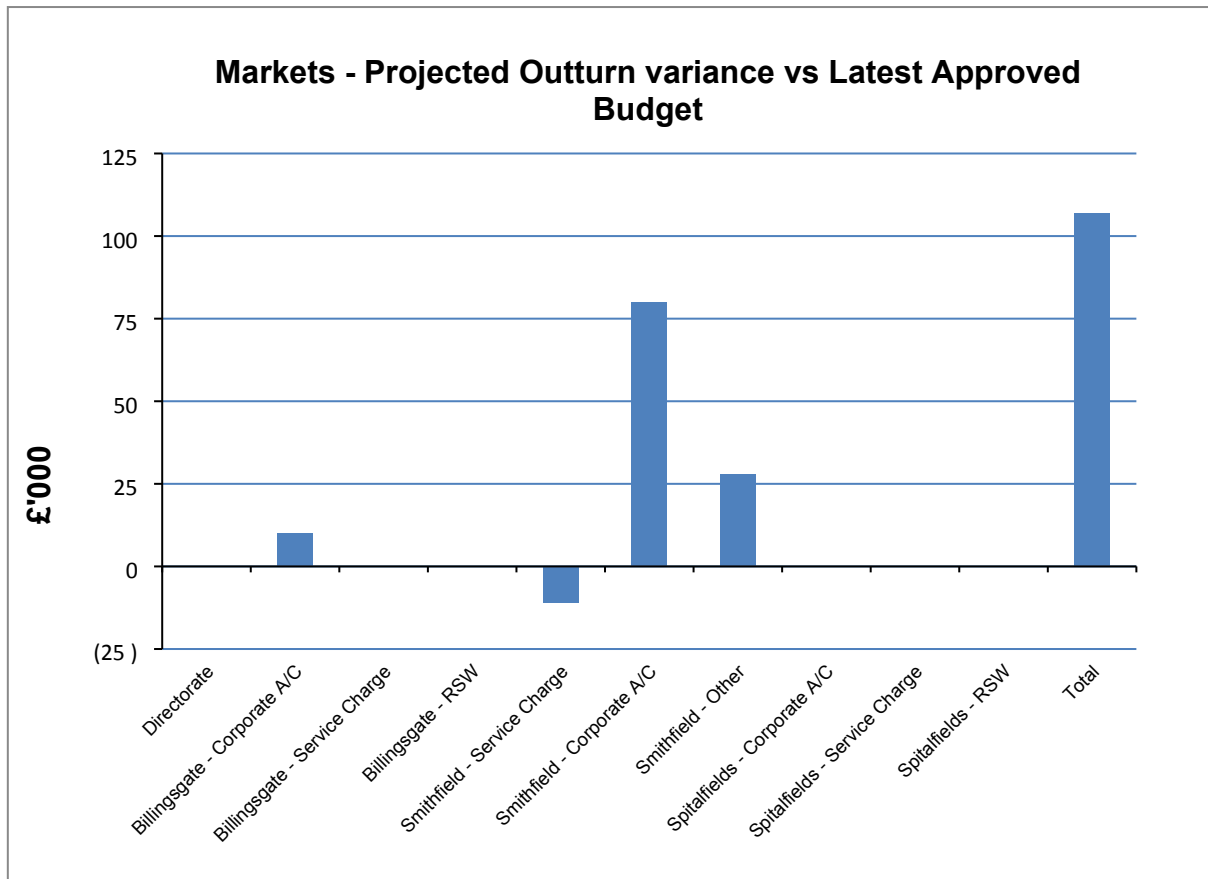
1. The 2017-18 Markets Business Plan sets out five Key Performance Indicators (KPIs) and 23 Key Improvement Objectives against which the Markets' performance will be measured throughout the year.
2. The KPIs and objectives are updated in Appendix A.

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), a financial summary (Appendix C) is reported on a periodic (four-monthly) basis, along with sickness statistics (Appendix D).
4. 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.
5. Periodic progress is also discussed by Senior Management Groups (SMG) to ensure any issues are resolved at an early stage.

Financial and Risk Implications

6. The end of February 2018 monitoring position for Department of Markets & Consumer Protection services covered by the Markets Committee is provided at Appendix C. This reveals a net underspend to date for the Markets of £414k (50.36%) against the overall local risk budget to date of £822k for 2017/18.
7. The better than budget position at the end of February 2018 relates mainly to salary underspends at New Spitalfields Market relating to staffing vacancies and additional income generated for wayleaves, tolls, declared waste removal and overtrading notices. These underspends to date will be offset at year end by a reduced service charge to the tenants to balance the service charge account to zero.
8. Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £107k (7.31%) for the Markets' City Fund and City Cash services under his control.



1. Zero is the baseline latest approved budget for each Division of Service.
2. Graph shows projected outturn position against the latest approved budget.
3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
5. Overall the Department is forecasting an underspend of £107k at year end.

9. 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.
10. The Director of Markets & Consumer Protection anticipates this current better than budget position will continue to year end. The final year end position will be reported by the Chamberlain as part of the outturn report to the July Markets Committee.

Consultees

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

Appendices

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 Graph

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Billingsgate Market:

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Progress against Key Performance Indicators 2017-18
Period Three: 1 December 2017 – 31 March 2018

	Target 2017/18		Target April 2017- March 2018	<u>Period 1</u> April - July 2017	<u>Cumulative Period 2</u> April - November 2017	<u>Cumulative Period 3</u> April 2017- March 2018
MKPI 1	Achieve an overall sickness absence level of no more than 6 days per person by 31 March 2018, and a total of no more than 684 days (<228 days per period) across all markets.	Billingsgate	<229 days	53	170	268
		Smithfield	<241 days	110	244	375
		Spitalfields	<181 days	107	196	283
		Directorate	<33 days	39	39	53
Totals:			<684 days	309	649	979
Comments: The sickness target of 684 days was not achieved and was exceeded by 295 days. Sickness cases are managed according to HR policies. Smithfield Market - the total sickness figure includes 103 days for 3 employees who are no longer employed by the City						
	Target 2017/18		Period 1	Period 2	Period 3	
MKP 2	a) 90% of debts to be settled within 60 days.	Billingsgate	95%	95%	99%	
		Smithfield	98%	93%		
		Spitalfields	96%	45%	75%	
	b) 100% of debts settled within 90 days.	Billingsgate	100%	100%	100%	
		Smithfield	100%	100%	99%	
		Spitalfields	97%	83%	97%	
Comments: The recovery of £1.6m of back dated rent at New Spitalfields put pressure on some tenants and a few may have allowed their rent and service charge invoices to age slightly, leading to performance below the performance indicator. We have now completed the recovery and foresee that there will be a lower level of aged debt now that the back-dated rent has been collected.						
	Target 2017/18		Period 1	Period 2	Period 3	
MKP 3	Divert 90% of waste from landfill at the Markets	Billingsgate	100%	100%	100%	
		Smithfield	100%	100%	100%	
		Spitalfields	100%	100%	100%	

Appendix A

	Target 2017/18		Period 1	Period 2	Period 3
MKP 4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	99%	98%	97%
		Smithfield	91%	94%	94%
		Spitalfields	100%	99%	99%
Comments: Smithfield occupancy has not achieved the 95% target as letting further premises is 'on hold' while the future of the Poultry Market is determined.					
	Target 2017/18		Period 1	Period 2	Period 3
MKP 5	Improve the standard of incident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.	Billingsgate	100%	100%	100%
		Smithfield	100%	100%	100%
		Spitalfields	100%	100%	100%

Progress against key improvement objectives 2017-18
Period Two: 1 August – 30 November 2017

Ref:	Objective	Progress to date
1	<p>Billingsgate Market</p> <p>Improve cleaning standards</p> <p>A site where all stakeholders, particularly our tenants, have no cleaning complaints.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • For period one there have been no written or formal verbal complaints made about cleaning. • A replacement waste compactor has been purchased with the aid of a 75% EU fishing industry grant. The compactor compresses the waste (all waste except for wood, cardboard, polystyrene and fish waste) that is collected from site, which is then sent to a waste-to-energy plant. • The Canal and River Trust has agreed that the dock side adjacent to Billingsgate Market will be cleared of the unsightly pontoons by end September. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • Pest control has been a significant challenge this period: there have been a number of sightings of rats and although this recent problem does now seem to be under control in our common areas, there continues to be a problem within two Q shop tenant premises at the west end of site. These tenants are at present undertaking vermin proofing works to their premises. We will ensure that the tenants complete these works as the problem could easily spread to common areas or other tenants' premises if their vermin issues are not effectively addressed • There continue to have been no formal tenant complaints regarding cleaning standards. • A tug vehicle is being purchased with the aid of a 75% EU fishing industry grant. The vehicle will be used to pull waste bins across the site and will replace a vehicle that was on hire. • The Canal River Trust has tidied up the dockside area. Some pontoons remain while the Trust looks for an alternative berthing location. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • In March there was a spate of rat sightings in the Market Hall. Although the existing pest control contract did not expire until the end of March, it was decided to start the new corporate pest control contractor ahead of 1st April to tackle the problem. Although the rat issue has not been fully resolved a good start has been made. • There have been no formal tenant complaints regarding cleaning standards in this period. Notices and hourly checks of the toilet facilities have recently been introduced to improve standards. • A new garage building, funded by a 75% fishing industry grant, has been constructed for the use of the Maintenance team to store equipment.

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> Canal River Trust have stated that by mid May 2018 they will have the Billingsgate dock area cleared of all pontoons.
2	<p>Smithfield Market</p> <p>Review the Working Manual and have an updated copy agreed and signed by the SMTA and CoL.</p> <p>A fully implemented Working Manual that clearly sets out the responsibilities of the landlord, tenants and market workers in the safe and efficient running of the market.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The Superintendent has amended and updated the working manual. This was sent to the Smithfield Market Tenants' Association on 21 June. The Association's response is expected by end of September. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The SMTA did not provide a response at the end of September as expected but have committed to providing a response by end of January 2018. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> The SMTA provided a response on the 30th January and the Superintendent replied to these comments on the 9th March. Additional discussions have taken place and the intended final version of the manual was sent to the SMTA for final comment on the 25th April.
Page 18	<p>Carry out a comprehensive strategic review of the three wholesale markets, including transport needs and location.</p> <p>A clear statement of the proposed way ahead for the City's Markets.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> Following approval by the Markets Committee in November 2016 of the specification for the Strategic Review of Markets, a formal procurement exercise was carried out and GVA (formerly GVA Grimley) were selected. A contract for the work was signed on 1 June. The initial output will be an interim report that will be taken at the September Markets Committee, separately to this report, setting out the findings of the Stage 1 Element of the project. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> A presentation was given at the November Committee updating members on the latest findings. A further briefing will be presented to the January 2018 Markets Committee. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Objective complete. The Final report was presented to the January Markets Committee and was approved.

Ref:	Objective	Progress to date
4	<p><u>New Spitalfields Market</u> Ensure the successful implementation of the new waste and cleaning contract. Being more effective at segregating waste leading to improving recycling. Better standard of cleaning across the site. Introduce a 'polluter pays' policy.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The cleaning contract goes live on 2 Oct 2017. Mobilisation for the contract is being finalised. The new contract will follow the "polluter pays" principle. Bins will be issued to each individual tenant for a range of different waste types to encourage segregation at source and maximise recycling. These bins will be identifiable to individual tenants, who will be charged according to the weight of waste they produce. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The 'Polluter Pays' scheme is now fully implemented and calculations suggest waste levels will reduce to approx. 9,000 tonnes per annum. An income of £13,000 was generated via recyclates in October 2017. The market hall and car park are noticeably cleaner and tenants are feeling positive about the changes. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Objective completed
5 Page 19	<p><u>New Spitalfields Market</u> Investigate opportunities for the installation of paid advertising hoardings. An understanding of the feasibility of installing the advertising hoardings and the possible income that could be generated.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> A soft Market test was carried out for installing advertising hoardings but was deemed uneconomical as there would be a Business Rates liability, which would offset any income generated from the scheme. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> Objective completed. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Objective completed.
6	<p><u>Smithfield Market</u> Implement Service Based Review (SBR) proposals for:</p> <ul style="list-style-type: none"> increased car park usage letting the 7 currently vacant premises in the Poultry Market. <p>Increase in car park revenue. Reduction in cost to the City for the service charge voids on the premises.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> A revised strategy has been developed for increasing car park usage. A revised action plan with monthly reviews and inputs to improve the usage of the carpark and maximise its revenue is now in use. Letting of the remaining available vacant premises in the Poultry Market has taken longer than expected while work is planned to bring the individual premises up to the standards required by the Food Standard Agency. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> A substantial part of the plan for increasing car park revenue is to market and utilise third party booking platforms and to install Automatic number plate recognition (ANPR). Funds have been allocated within the London Central Market Finance budget for the proposed installation of ANPR from April 2018.

Ref:	Objective	Progress to date
		<p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • Lettings in the Poultry Market have been suspended by Committee pending further decisions on the long-term future of the Market. • The automatic number plate recognition (ANPR) initiative is in the budget for 2018/19 and will be installed by September 2018. The first scope meeting for installing ANPR was held in April 2018.
7	<p><u>Smithfield Market</u> Being ready to implement the full service charge on 1 April 2018.</p> <p>A smooth transition into the full service charge agreement with the SMTA.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • The Joint Specification Committee is nearing completion of its role as the Security and Administrations functions are finalised. • The Joint Review Group meetings are being held with SMTA to progress and agree costs towards full service charge implementation. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • Both the Joint Specification Committee & Joint Review Group have been suspended pending a review of the Poultry Market's long-term future. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • The Joint Specification Committee & Joint Review Group are still in suspension pending a review and decision on the Poultry Market's long-term future.
20	<p><u>Billingsgate Market</u> Pursue opportunities to increase income from commercial car parking.</p> <p>Current levels of income to be sustained and options for growth in income generation to be identified and evaluated.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • At the end of the period, pro rata annual income is approximately £20k below the 2017/18 full year budget of £450k. There continues to be a high turnover of customers caused by employment issues such as relocation and redundancy. With the exception of the Mirror Group corporate account, the car parking customers are individual Canary Wharf based commuters. In addition to the City website, parking availability is being promoted through external websites such as parkopedia and yourparkingspace. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • Car parking income now appears to be on track to achieve the £450k budget despite a continuing high turnover of customers (33% of the customer base has turned over this year). The Market is currently operating at full capacity with a waiting list. Although staff try to ensure that there are no gaps between a customer leaving and a new customer commencing it is not a seamless process and can result in short-term reductions in income. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • The annual review of parking charges concluded that parking charges will not increase for 2018/19. Factors influencing this decision were competitor car parks with lower prices, no waiting list of customers and the continuing high turnover of

Ref:	Objective	Progress to date
		<p>customers.</p> <ul style="list-style-type: none"> Car park income for 2017/18 is expected to be £435k. Income from filming for 2017/18 was £39,000 compared with £15,000 budget. This income activity is highly unpredictable.
9	<p><u>Smithfield Market</u> Continue with the project to refurbish the Poultry Market roof. Continue with the project to refurbish the Poultry Market roof.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The latest project board reports indicate a start date for main construction works (scaffold erection) on 5 October with subsequent main roof and internal MEP works starting in January 2018. This is subject to Gateway 5 Approval by Markets and Project Sub Committees once the final contract bid price is received from Keepmote. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The project team submitted an issue report for Project Sub Committee on 11 December 2017 with 3 options for consideration. The report was referred to the Policy and Resources Committee for decision. Members decided to put the roof repair project on hold while the future of the Poultry Market is decided. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> The Poultry Market roof refurbishment project is still on hold pending Committee decision on the future of the Poultry Market.
10	<p><u>Smithfield Market</u> Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksman duties.</p> <p>The currently 'red', health and safety risk associated with Banksman duties will be fully controlled and the target risk status 'amber' achieved.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The action plan agreed with the SMTA has been progressed and the training of tenant HGV banksman has been completed. A July audit of the operation across 4 nights indicated 100% guided movements and another four night audit will take place on 11th September to review performance. The Superintendent has now initiated a review of the risk with the Corporate H&S team to achieve the target risk of amber. Ongoing quarterly reviews of the action plan have been scheduled with the Tenants' Association. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The target to reduce the risk to Amber has been revised to the end of January 2018. This is because of CCTV reviews highlighting an increasing trend of second driver banksman and non-banksman deliveries in November. A joint letter from the SMTA and CoL was issued to 16 freight delivery companies on 1 December 2017 highlighting that continued non-compliance with Site Rules will result in deliveries being rejected. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> The Red risk was reduced to Amber at the end of February after consultation with the SMTA, and the introduction of 13 mitigating measures in addition to all relevant

Ref:	Objective	Progress to date
		recommendations for improvement within the Freight Transport Association (FTA) audit report of 2017.
11	Complete the formal annual review of 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>Period 1: April – July 2017</p> <ul style="list-style-type: none"> Markets property holdings are reviewed annually with the City Surveyor as part of the business planning process. The Strategic Review of Markets could lead to significant long-term changes to the Markets property holdings. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> Work has begun with the City Surveyor's Asset Management team to put together an asset management plan for the markets. This will be significantly influenced by the strategic review of markets that is currently being undertaken. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> The Asset Management Plan for the Markets has been completed by the City Surveyor's Department, in consultation with officers from M&CP, and was issued at the beginning of April 2018. Further work to refine the plan will be ongoing during 2018 as part of the corporate Asset Management Review.
Page 22	<p>Review the CCTV requirements of each market site and assess whether current systems are sufficient and best value.</p> <p>Fit-for-purpose, effective CCTV systems in place at all three markets.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> A CCTV Operational Requirements document has been produced for New Spitalfields Market. The Counter Terrorism Security Advisory Group have reviewed the document and made recommendations based on threat of a terror attack. AECOM will now undertake a review at New Spitalfields Market against the minimum counter terrorism standard and provide 4 options for the site (including a best value option). Reviews of Billingsgate and Smithfield Market will follow and this will enable a common specification document to be drafted for the three markets. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The Smithfield and Billingsgate Market CCTV specification documents are now complete. An initial quotation received for CCTV system design at New Spitalfields Market was considered to be poor value for money. The Superintendent, with the support of City Procurement, has decided it would be more cost-effective to appoint one company to both design and install, rather than appointing a separate company for each process. It is intended to go out to 5 or 6 suitable companies when a pan-Market strategy for CCTV is agreed.

Ref:	Objective	Progress to date
		<p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • The three Markets CCTV Operational requirement documents are complete. • The New Spitalfields Market Superintendent is following up with City Procurement on the possibility of adopting either a 'framework call off' or a 'direct call off' with one supplier for the design and installation of a new CCTV system. • Soft Market testing to be organised for all three Markets.
Page 23	<p>13 Support the City Surveyor's Department with the mobilisation and implementation of the new BRM contract.</p> <p>Influence and improve the standard of planned maintenance and the speed of reactive maintenance at the markets.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • Asset validation work is currently being carried out at Smithfield Market as part of setting up the asset database. • Billingsgate and Spitalfields Market will be scheduled for asset validation once Smithfield has been completed. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • Project Planned Maintenance (PPM) templates for Market maintenance works have been issued by the Facilities Management team for upload by local maintenance teams onto MiCAD. • Once uploaded, a verification against Skanska PPM work orders will be carried out to ensure no duplication of PPM activity. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • Objective completed.
14	<p>Review current practices and produce a report recommending common principles for the management of fork lift trucks (FLT) at each of the three markets.</p> <p>Consistent approach to FLT management across all three markets.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • All three Markets are now implementing comparable systems to control forklift truck use to ensure that: <ul style="list-style-type: none"> ○ only trained and certified operators use forklift on the common parts of each market, ○ operators are insured to the required level, ○ forklifts are well maintained in accordance with current standards and inspected prior to use. • In addition, penalty schemes have been implemented to ensure that operators who engage in unsafe acts are sanctioned accordingly and may be banned from driving in the common parts upon receiving a certain number of penalty points. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • Objective complete <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • Objective complete

Ref:	Objective	Progress to date
15	<p><u>New Spitalfields Market</u> Procure an entry barrier system for the market.</p> <p>Improved access and traffic management at the Market.</p> <p>Increased ability to enforce Market rules.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • A two-stage design and build procurement is now underway. • AECOM will be involved to provide a RIBA 3 design to enable the City to gain planning permission from Waltham Forest for the entry barrier. • Once planning permission has been granted there will be a tender exercise carried out for the installation of the approved plans. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • The quotations received for both design and installation were unexpectedly high and would have made, the project unfeasible. • The proposal now is to appoint a single supplier who can design, build and procure, with a planning caveat. This is now with City Procurement who have shortlisted 6 companies. • The tender will be published in January 2018. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • The tender and evaluation exercise has been completed. • The Superintendent is seeking clarifications on a number of points in the submissions before a decision to appoint a supplier is made.
Page 24	<p><u>New Spitalfields Market</u> Explore opportunities for increased sustainability in our operations:-</p> <p>Rainwater harvesting</p> <p>A Biomass Boiler</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • A representative from Cass Business School has approached the Superintendent to suggest that Business Masters students use Rainwater harvesting and Biomass Boiler projects as case studies. • It is hoped this work will start in Sept and will provide free in-depth analysis of the various options as a starting point for feasibility studies. • A visit to large scale biomass boiler has taken place. Options for obtaining fuel are now being considered. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> • The work with Cass Business School is expected to start in January depending on interest. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • Rainwater harvesting project placed on hold pending the Markets strategic review. • Options to replace a boiler in Allen House, as the current one is reaching the end of its cycle, are being considered including the consideration of a biomass boiler. The City Surveyor's department are conducting a feasibility study.
17	<p><u>Billingsgate Market</u> In consultation with the Tenants' Association, identify and progress improvements to the market's facilities.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> • The London Fish Merchants Association (LFMA) is to hold a member meeting on 21 September to elect a new LFMA Council and new Chairman.

Ref:	Objective	Progress to date
Page 25		<ul style="list-style-type: none"> Discussions are progressing with some Q shop based tenants on relocating or expanding their on-site facilities. This includes constructing buildings in the south-east area of site, previously used for Crossrail lorry holding operations.
		<p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The LFMA have elected a new council under the chairmanship of Russell Parish, a director of J Bennetts (Billingsgate) Ltd. The LFMA have again agreed to the Additional Facilities project, which had been put on hold, to be re-costed. The original plans for individual tenants' rooms will be revised to consider tenants' spaces being marked out rather than divided by physical walls. with the aim of reducing the project cost. The project would replace most of the storage containers on the site with purpose-built storage and order picking facilities which, as well as being more aesthetically pleasing, would enable more efficient product movement. The original project had an indicative capital cost of £3.3million. Revised budget costs are awaited for the revised project scope. The Billingsgate Sinking Fund, along with the possibility of matched EU grant funding are the expected funding sources if such a project were to go ahead. The Additional Facilities project is the main modernisation project. Other, significantly smaller scale modernisation works are being discussed with the LFMA with the view that they will have a short payback period to recognise that Billingsgate Market will relocate before long. Relocation and expansion discussions have been taking place with five Q shop tenants: <ul style="list-style-type: none"> It is likely that by the end of January 2018 one Q shop tenant will have increased their facilities on site and constructed a container type building in the former Crossrail area. By the end of March 2018, it is likely that another Q shop tenant will have expanded their operations by taking a tenancy on the compactor house, a building previously used by the site maintenance team. One other Q shop tenant wishes to expand their operations into premises currently occupied by two other tenants. Alternative facilities on site are being proposed for those two tenants.
		<p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Although a decision has not been reached, it is unlikely that the LFMA will want the Additional Facilities project to go ahead. The time it would take to complete such a project, the cost and disruption to normal trading, and the Strategic Review of Markets are factors influencing the LFMA decision.

Ref:	Objective	Progress to date
18	Support the corporate review of Asset Management and Facilities Management, led by the City Surveyor.	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> A review of Facilities Management at the Markets has been completed. An action plan is now being prepared to implement the recommendations from the review. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The plan has been drafted and approved by the Superintendents. Implementation has begun with the roll out of the use of the MICAD system for monitoring maintenance activities on each site. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Objective complete
19	Refresh the Departmental Workforce Plan and implement the priorities.	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The Head of Business Performance has been appointed as the new Chair to the Work Force Planning group and the first meeting is scheduled 27th September. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> A Workforce Planning group meeting under the new Chair was held on 27 September 2017. A new Workforce Planning template has been issued by Corporate HR to be completed by the end of January 2018. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> A revised departmental Workforce Planning (WFP) document was produced with input from the group and the Department's senior management team. The Workforce planning group will lead on implementing some of the actions outlined in the WFP plan.
20	Investigate and identify options for mobile working at the markets to enable more effective enforcement work.	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> Stand inspections at Spitalfields Market are now carried out on tenants' stands using a mobile device with a proprietary auditing application. The use of this software for enforcement activity at the other two Markets is to be explored. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> No further progress this period <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> Spitalfields Market are looking at replacing their security time-management system. A potential new system is being reviewed that has the capability of enhancing opportunities for mobile working. A trial will commence in March.

Ref:	Objective	Progress to date
21	Deliver the second iteration of the M&CP Leadership Development Programme.	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> This is underway with a new group of candidates from across the Department. Certificates recognising ILM Level 7 credits will be presented by the Chief Commoner to the successful graduates of the 2016 course on Monday 25 September. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> The Chief Commoner awarded ILM Level 7 Certificates and hosted a reception for the 2016 cohort. The 2017 programme has been completed; results are awaited. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> An ILM reconvene conference was held on 26th March for both the 2016 and 2017 cohorts to celebrate the success of the programme and discuss how to build upon that success.
22	<p><u>New Spitalfields Market</u> Explore opportunities for providing business coaching for market tenants: a training programme for start-ups, SMEs, Directors aged below 30, and those from more deprived areas.</p>	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The Chief Executive and the Lead of Waltham Forest Council are very keen to work with the Market on this project and have tasked their Adult Learning Services teams with contacting the Superintendent. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> To date, there has been no progress with Waltham Forest. Alternative options will be considered in early 2018. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> No further progress this period as partner organisations are unsure whether to take up the idea.
23	Participate in the Corporate Apprenticeship Scheme.	<p>Period 1: April – July 2017</p> <ul style="list-style-type: none"> The five-year Apprentice programme is being rolled out to all departments this year. <u>Billingsgate</u> withdrew their application for an Electrician apprentice because the level of electrical experience required could not be provided at the Market. An Administration apprentice is now being considered. <u>Smithfield</u> are hoping for a Plumber apprentice but are in consultation with the apprentice team over the duration of the apprenticeship. <u>Spitalfields</u> an Administration apprentice is due to start in October 2017. <p>Period 2: August – November 2017</p> <ul style="list-style-type: none"> <u>Spitalfields</u>: The new Operation and Administration Manager is drafting a Job Description and Person Specification for an Administration apprentice and the selected candidate will hopefully start work in the next round. <u>Smithfield</u>: A Plumbing apprentice is due to start work in January 2018.

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> • <u>Billingsgate</u>: An Administration apprentice has been agreed. A Job Description is being prepared with the aim of the recruitment being completed in early 2018. <p>Period 3: December – March 2018</p> <ul style="list-style-type: none"> • <u>Spitalfields</u>: Administrative Apprentice started on the 19th March 2018. • <u>Smithfield</u>: Apprentice plumber started in January. • <u>Billingsgate</u>: Job description for an Administrative Apprentice submitted and awaiting confirmation.

Matters of General Interest to the Committee**Billingsgate Market****Visitors****December**

No Visits

January30th – Marine Management Organisation -visit & breakfast**February**

No Visits

March

No Visits

Filming/photography

		<u>Activity</u>	<u>Fee Received</u>
<u>December 2017</u>	19 th	Photography for personal use	No
	21 st	Photography for personal use	No
	29 th	Photography for personal use	No
<u>January 2018</u>	4 th	Photography for personal use	No
	6 th	Photography for personal use	No
	9 th	Photography for personal use	No
	12 th – 24 th	JSP – Unit Base Parking	£21,875+VAT
	20 th	Photography for personal use	No
	23 rd	Ultimate Seafood – Filming for blog	£50 + VAT
	31 st	Interview with Direct Seafoods	No
<u>February 2018</u>	3 rd	Photography for personal use	No
	8 th	Photography for personal use	No
	9 th	Photography for personal use	No
	12 th	Photography for personal use	No
	16 th	Photography for personal use	No
	20 th	Photography for personal use	No
	21 st – 22 nd	NHNZ TV – mini documentary	£250+VAT
	22 nd	Natural History New Zealand – Filming Fish My City	£250+VAT
	24 th	Photography for personal use	No
<u>March 2019</u>	1 st	Photography for personal use	No
	10 th	Photography for personal use	No
	14 th	Photography for personal use	No
	22 nd	Photography for personal use	No
	30 th	Photography for personal use	No

Smithfield Market

Visitors

December

No Visits

January

No Visits

February

7th - Celebrating our people award, tower bridge team 7-8am

9th - 2018- Japan Tenant Association 7-8am

March

No Visits

Filming/photography

		<u>Activity</u>	<u>Fee Received</u>
<u>January 2018</u>	29 th – 31 st	5-7am Project Photography	No
<u>March 2018</u>	13 th	A level project	No
	14 th	A level project	No

New Spitalfields Market

Visitors

December

No Visits

January

No Visits

February

13th - A group from the DEFRA Policy Team

March

6th - A group of Bangladesh Senior Government Officials

Appendix B

Filming/photography

		<u>Activity</u>	<u>Fee Received</u>
<u>March 2018</u>	14th	A Leve Photography Student	No
<u>March 2018</u>	19th	Guardian Newspaper	No

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Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 28th February 2018
(Expenditure and unfavourable variances are shown in brackets)

Appendix C

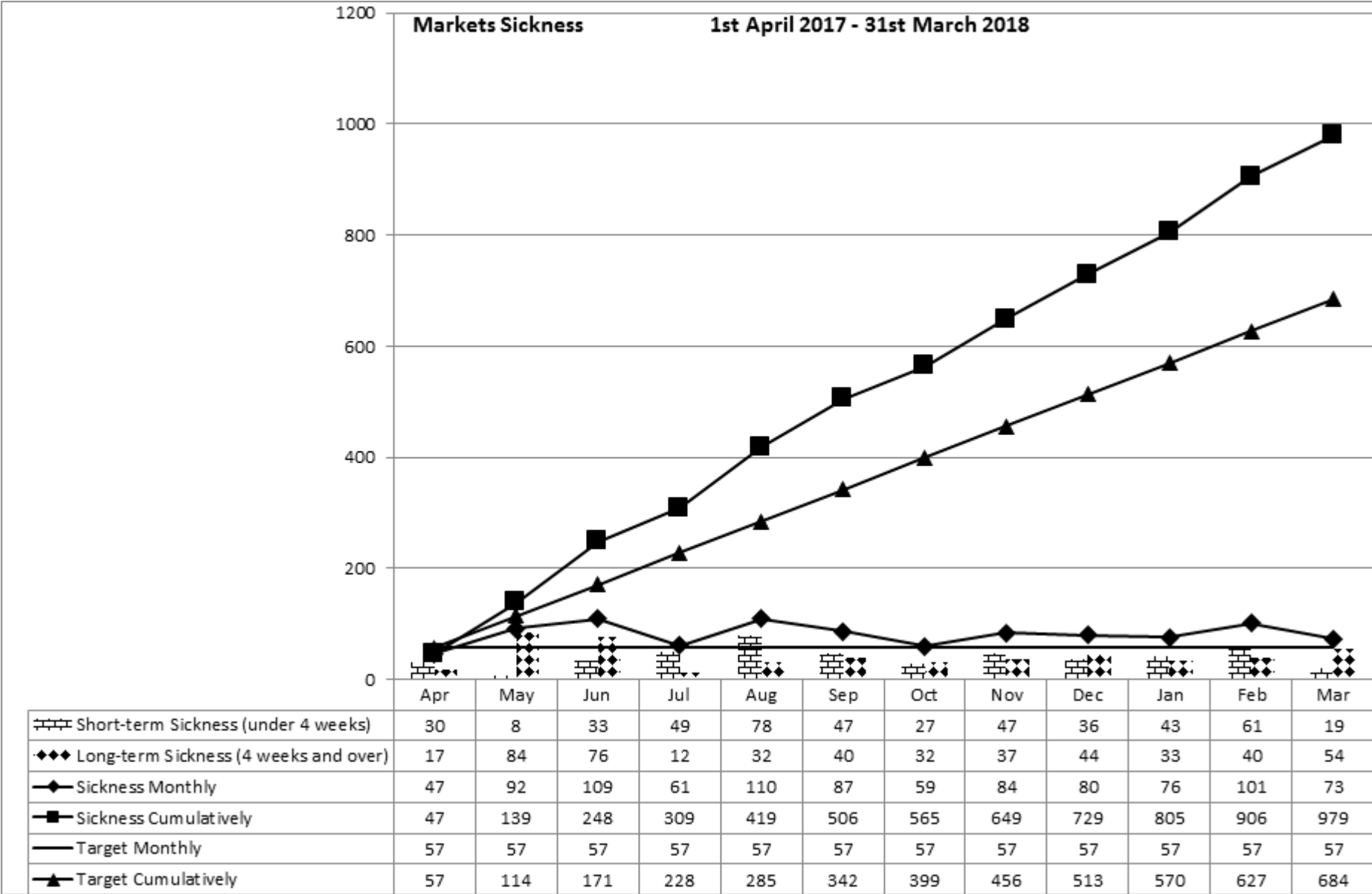
	Latest Approved Budget 2017/18 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2017-18			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	Over / Under £'000	
Markets (City Cash)												
Directorate	(604)	(549)	0	(549)	(587)	0	(587)	(38)	(604)	(604)	0	
Billingsgate - Corporate Account	(140)	(225)	104	(121)	(247)	129	(118)	3	(140)	(130)	10	
Billingsgate - Service Charge	0	(2,044)	2,217	173	(2,075)	2,276	201	28	0	0	0	
Billingsgate - Repainting and Special Works	0	(90)	16	(74)	(176)	103	(73)	1	0	0	0	
Smithfield - Service Charge	(575)	(2,501)	2,153	(348)	(2,456)	2,188	(268)	80	(575)	(586)	(11)	1
Smithfield - Corporate and Direct Recovered	(201)	(1,348)	1,040	(308)	(1,372)	1,045	(327)	(19)	(201)	(121)	80	2
Smithfield - Other (Including Car Park)	104	(551)	720	169	(571)	764	193	24	104	132	28	
	(1,416)	(7,308)	6,250	(1,058)	(7,484)	6,505	(979)	79	(1,416)	(1,309)	107	
Markets (City Fund)												
Spitalfields - Corporate Account	(21)	(73)	57	(16)	(74)	56	(18)	(2)	(21)	(21)	0	
Spitalfields - Service Charge	(27)	(4,338)	4,629	291	(4,199)	4,828	629	338	(27)	(27)	0	3
Spitalfields - Repair and Repainting	0	(39)	0	(39)	(40)	0	(40)	(1)	0	0	0	
	(48)	(4,450)	4,686	236	(4,313)	4,884	571	335	(48)	(48)	0	
TOTAL MARKETS COMMITTEE LOCAL RISK	(1,464)	(11,758)	10,936	(822)	(11,797)	11,389	(408)	414	(1,464)	(1,357)	107	

Notes:

- Smithfield Service Charge** - underspend to date is mainly due to vacant administration, cleaner and security posts, as confirmed by Superintendent. This will be offset by at year end by a projected overspend due to reduced service charge income as a result of additional premise lets not completed. Budget holder is in discussion with City Surveyor to push for the leases to be completed ASAP to ensure that the City is not picking up the costs for longer than necessary. Negotiations have now currently stopped, resulting in reduced income for the year.
- Smithfield Corporate Account** - favourable outturn due to resource base under utilisation identified during revised estimates. This can be offset against anticipated shortfall on capped service charge income.
- Spitalfields Service Charge** - favourable variance to date due to vacant posts for a maintenance/painter and 3 security staff and additional income for wayleaves/tolls, declared waste removal and overtrading notices. Any over/under recovery on income or expenditure will be returned/charged to tenants so the bottom line balances to zero at year end.

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Committee:	Date:
Markets	09 May 2018
Subject: Final Departmental Business Plan 2018/19 – Markets and Consumer Protection	Public
Report of: Director of Markets and Consumer Protection	For Decision
Report author: Don Perry – Head of Business Performance, Markets and Consumer Protection	

Summary

This report presents for information the final high-level business plan for the department of Markets and Consumer Protection for 2018/19.

Recommendation

Members are asked to approve the department of Markets and Consumer Protection final high-level business plan for 2018/19 and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with business planning, such as workforce planning and risk management. Achieving this will represent a significant step towards the City of London Corporation being able to optimise its use of resources. The next step was the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council on 8 March 2018.
4. With these key documents in place, and a new corporate performance management process in development, the City Corporation will be able to drive

departmental activities to deliver on corporate priorities and allocate resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.

5. Following the presentation of draft high-level business plans to Service Committees in November and December, a further refinement was made to the format to update departmental ambitions to refer to the Corporate Plan outcomes. Members should therefore start to see closer alignment between the departmental business plans and the Corporate Plan outcomes.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

Draft high-level plan

7. This report presents at Appendix 1, the final high-level plan for 2018/19 for the Department of Markets and Consumer Protection.

Department of Markets and Consumer Protection

8. The draft high-level business plan draws together the wide range of services provided, and regulatory functions carried out, by the whole Department. The Department reports to three separate Committees (Licensing Committee; Port Health and Environmental Services Committee; Markets Committee) for discrete aspects of its work.
9. The ambitions, objectives and performance measures contained within the high-level business plan are underpinned by the Department's statutory duties, core functions and its commitment to supporting corporate priorities.
10. Since the draft high-level business plan was submitted to the November 2017 Markets Committee, the document has been reformatted to indicate the Corporate Plan outcomes that our activities support

Director's Introduction

11. The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 250 staff with a combined local and central risk gross expenditure of (£23,943,000) and an overall net local risk budget of (£2,910,000). Spread across ten locations, the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames, and Denton on the South side.

12. The department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee). In line with Corporate guidance this year the department has produced a new high-level Business plan that is brief, concise, focussed and contains specific key information on ambitions and objectives for the department.
13. The City has, in recent years, been going through a programme of unprecedented transformational change in the way we work, which is likely to continue for the foreseeable future. The new business planning process is part of that change and the new approach to integrate budget setting with priority setting will help in delivering a plan that is aligned with the new Corporate Plan and allows the department to plan more efficiently by setting our priorities in line with our budgets.
14. The department's business priorities for the forthcoming year include:
- Evaluate the potential impact of leaving the EU on the services provided by PH&PP.
 - Continue to implement a Low Emission Neighbourhood in the City to improve air quality and mitigate the risk of air pollution, including an Ultra-Low Emission Zone (ULEZ).
 - Begin the implementation of the Strategic Review of Markets.
 - Identify and pursue new income generation opportunities.
15. We are continuing the practise of maximising income from our assets and services, and steadily utilising the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion, and professionalism. To ensure that we fulfil our obligations to our major customers, we need to satisfy the departments four perspectives, our version of the Balanced scorecard, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.
16. Implementing the SBR measures, and the associated work-streams, was a key element of our activities during the past three years. The department's planned SBR savings have been accomplished, and new, more flexible ways of working are underpinning progress in this area. The Mobile Technology project and the corporate Accommodation & Ways of Working project will be vital enablers for improving our efficiency and effectiveness, so that we can 'do more with less'.
17. As the City continues to transform the way it delivers its services, we recognise the vital importance of having a skilled and highly motivated workforce to support this change, and the role good leadership plays. We have shown our commitment to providing this through the inaugural Markets and Consumer Protection Leadership Development Programme for selected middle-rank and senior staff last year. We have completed the second programme this year and I hope it will be adopted as

a corporate initiative thereafter. We are also planning a Talent Development Programme for middle and junior managers during 2018-19.

Corporate & Strategic Implications

18. The ambitions set out in the plan align with a number of the outcomes in the Corporate Plan 2018-23, particularly those within the strategic objectives to 'Contribute to a flourishing society' and 'Support a thriving economy'

Conclusion

19. This report presents the final high-level plan for 2018/19 for the Department of Markets & Consumer Protection for Members to approve and provide feedback.

Appendices

- Appendix 1 – Markets & Consumer Protection 2018-19 High Level Business Plan - Final

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We provide vital public services by advising and regulating a wide variety of businesses in the Square Mile and beyond to protect consumers and communities from legislative non-compliance and fraud. We also provide access to fresh produce as a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.

The corporate outcomes we aim to impact on are:

Outcome 1: People are safe and feel safe.

Outcome 2: People enjoy good health and wellbeing.

Outcome 4: Communities are cohesive and have the facilities they need.

Outcome 5: Businesses are trusted and socially and environmentally responsible.

Outcome 6: We have the world's best regulatory framework and access to global markets.

Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture.

Outcome 8: We have access to the skills and talent we need.

Outcome 11: We have clean air, land and water and support a thriving and sustainable natural environment.

What we do is:

Through the delivery of our **Air Quality Strategy 2015-2020**, we raise awareness of the impact of poor air quality on health; take action to improve air quality; demonstrate leadership for London; and work with others to achieve a new Clean Air Act.

(Outcomes: 2, 11)

Our **Public Protection** teams will meet the current and future needs of stakeholders by protecting consumers through the enforcement of a wide range of Environmental Health and Trading Standards legislation and undertaking appropriate interventions.

(Outcomes: 1, 2, 5, 6)

We will set the benchmark nationally for **Licensing Policy** and other Schemes that promote the four Licensing objectives (as set out in the Licensing Act 2003): The prevention of crime and disorder; Public safety; The prevention of public nuisance; The protection of children from harm. **(Outcomes: 1, 4)**

Our **Trading Standards Service** collaborates with City of London Police and other relevant partner organisations to tackle economic crime, particularly investment fraud.

(Outcomes: 1, 6)

We continue to develop our **Port Health Service** to be the fastest processor of imported food and feed consignments in the UK, including improving our IT infrastructure and using new and existing technology to its full potential. **(Outcome: 7)**

We continue to explore possibilities for expanding and developing our **Animal Health and Welfare Services** including relocating the Heathrow Animal Reception Centre to a new 'Single Examination Area' on the airport to accommodate anticipated increases in demand. We share our knowledge and expertise with partners within the airline, animal health and related industries. **(Outcomes: 7, 8)**

We operate three thriving **wholesale markets** which play a central role in the economies of the communities in which they operate. The markets supply produce to a host of food service sectors and customers range from catering companies and retail markets to restaurants, schools, small local businesses and members of the public. **(Outcomes: 4, 7)**

We are evaluating the potential impacts of leaving the EU on all the services we provide and will plan appropriate mitigating actions so that we will be able to service new and existing trade as it develops. **(Outcome: 7)**

Our budget* for 2018/19 is:

Total Gross Expenditure £'000

Port Health & Environmental Service (10,633)

Licensing (845)

Markets (17,425)

Total Gross Income £'000

Port Health & Environmental Service 6,416

Licensing 745

Markets 21,175

Total Net Expenditure £'000

Port Health & Environmental Service (4,217)

Licensing (100)

Markets 3,750

* - Local risk, central risk and recharges

Our top line objectives are:

Service deliverables

1. Evaluate the potential impact of leaving the EU on the services provided by PH&PP and make suitable preparations.
2. Continue to implement a Low Emission Neighbourhood in the City to improve air quality and mitigate the risk of air pollution, including a pilot Ultra Low Emission Vehicle Street.
3. The Licensing Team will continue to expand the Safety Thirst Award Scheme, which aims to reduce crime and anti-social behaviour.
4. The Trading Standards Team will maintain its focus on preventing financial fraud.
5. The Commercial Team will continue to seek to increase the number of compliant food businesses in the City.
6. The Pollution Team will implement the Action Plan of the Noise Strategy 2016-2026.
7. Implement site monitoring of noise from building sites, and the outcome of the consultation on Saturday morning working.
8. Investigate, and begin to implement, new income generation proposals.
9. Complete the delivery of Service Based Review (SBR) measures at all three markets, and historic repair works at Smithfield Market.
10. Build on the findings of the strategic review of markets and produce report for decision by Members.

Corporate programmes and projects

- Air Quality Programme: ensure that the City Corporation complies with the statutory requirements for London Local Air Quality Management. Demonstrate leadership for London by implementing the actions set out in the Air Quality Strategy 2015-2020
- Corporate Apprenticeship Scheme: support the scheme by offering a range of suitable placements for candidates.
- Focus on further reductions in energy usage as part of the Energy Efficiency Programme.
- Secure City Programme: contribute to the development of the Customer Relationship Management (CRM) system as part of delivering the programme's three key initiatives to provide a safer environment for our customers and stakeholders to live and do business in.

Departmental programmes and projects

- Procure and install a multi-lane entry barrier system and pedestrian access control at New Spitalfields Market.
- Identify and take up opportunities to increase income generation in all parts of the department and thereby achieve the corporately required 2% savings target.
- In liaison with the IT Department, continue to develop the use of technology and mobile working solutions.

How we plan to develop our capabilities this year

- Improve working relationships with partners, Government Departments and other agencies through collaboration and sharing information and expertise.
- Refresh our Workforce Plan, including consideration of appropriate proposals for succession planning.
- Continue to develop our leadership capabilities through the departmental Leadership Development Programme.

What we plan to do in the future:

- Identify the potential impacts and opportunities of the UK's exit from the EU and prepare appropriate strategies to address them.
- Improve air quality and manage the risk to our residents and stakeholders. Work with third parties to influence London-wide and national strategies.
- Develop extra facilities at Heathrow Animal Reception Centre to meet anticipated increases in demand and thereby increase income.
- Expand our capacity at the ports in order to accommodate anticipated increased demand.
- Implement the findings of the market testing review for a potential Primary Authority Service Unit.
- Investigate alternative methods of service delivery.

What we'll measure:

1. Preparation and implementation of a plan for active engagement with central government as the exit negotiations progress
2. Levels of air pollution in the City.
3. The number and quality of applications received for the Safety Thirst Award Scheme.
4. The number of reported incidences of City residents experiencing financial fraud.
5. The change in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments.
6. Delivery of key actions.
7. Income generated and the number of sites monitored.
8. Income levels.
9. Income levels at Smithfield Market.
10. Report findings of the review to Markets Committee for decision by May 2018.

Committee(s) Markets Committee	Dated: 9 May 2018
Subject: Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23	Public
Report of: The Chamberlain and the Chief Grants Officer	For information
Report author: Amelia Ehren, Corporate Strategy Officer	

Summary

This paper presents the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23'. The strategy states a commitment by the City of London Corporation (City Corporation) to 'creating a positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.' It sets out how the City Corporation will create social and environmental value by adopting responsible business practices throughout its day-to-day work and decision making, to create a future where:

1. Individuals and communities flourish; and
2. The planet is healthier.

The paper also outlines the process by which this strategy was developed, including the role of the Responsible Business Task and Finish Group which is chaired by your Chamberlain and your Chief Grants Officer, the next steps for its implementation and its corporate implications, with specific reference to implications for the Markets. It seeks comments and input from Members on the current draft version, to be incorporated into a final version, which will go to Policy and Resources Committee for approval in July 2018.

Recommendations

Members are asked to comment and provide feedback on the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23' at Appendix 1.

Main Report

Background

1. We are in an era when organisations are asked to look beyond their core business and consider the ways in which they might create and sustain social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments,

the City Corporation is well placed to role model responsible business practices internally across all our activities and externally across all three sectors.

2. The strategy brings together two strands of work where we can make an impact. These are:
 - Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
 - Impact achieved through our advocacy and role-modelling to others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. It also strengthens the City Corporation's internal practices and its outward-facing commitments to promoting responsible business across multiple sectors. It will offer additional coherence and consistency to the Economic Development Office's (EDO) responsible business campaigns and the Lord Mayor's Business of Trust campaign.

3. In June 2017, the City Corporation commissioned a review of its internal responsible business practices using the B-Lab UK model. The review highlighted many areas of excellence and a variety of recommendations to strengthen the City Corporation's work.
4. In September 2018 an Internal Responsible Business Task and Finish Group (TFG), co-chaired by your Chamberlain and your Chief Grants Officer, was set up to act as the advisory group to support the development of the strategy.
5. The draft strategy, at **Appendix 1**, was developed through a collaborative and participatory approach with the TFG, key departments and staff across the organisation. The TFG initially reviewed the recommendations from the B-Lab review alongside the 90 United Nations Sustainable Development Goals. These 90 sustainability issues were then narrowed down to 19 issues by:
 - Conducting a materiality assessment, which is an exercise in stakeholder engagement that helps define and determine the environmental, social and governance issues that are most relevant to delivering the outcomes in the Corporate Plan 2018-23; and
 - Carrying out internal consultation with staff in the form of meetings with relevant departments and an online staff survey, completed by 147 respondents. The consultation process enabled staff to give their views on which topics and issues were most important to them.

More details of the materiality assessment process can be found on pages 11-13 in **Appendix 1**.

6. The strategy focuses on how the City Corporation can become a more responsible business, by capturing what it is already doing and outlining other actions that it can take to contribute further to a truly sustainable future.

Current position

7. The strategy describes the City Corporation’s continuous and substantive commitment to creating positive impact and reducing negative impact on society and the environment across all its activities and decisions, to ensure a sustainable future. It makes clear the City Corporation’s commitment to responsible business and how this will be fulfilled, set within the framework of the Corporate Plan 2018-23. The strategy identifies eight topics, across two themes, and sets out how we will drive activity in these areas. The strategy is summarised below:

Our commitment	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
We will achieve this by...	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> ➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources. ➤ Impact achieved through our advocacy and role-modelling to others. <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> ➤ Engaging our employees ➤ Using our convening power ➤ Connecting our communities ➤ Ensuring transparency ➤ Championing responsible investment ➤ Leading responsible procurement ➤ Preventing bribery, fraud and corruption ➤ Promoting human rights 	
To create a future where...	<p>Individuals and communities flourish</p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> ➤ People’s wellbeing ➤ Equal opportunities ➤ Diverse organisations 	<p>The planet is healthier</p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> ➤ Air quality ➤ Waste ➤ Plastics and packaging ➤ Climate change ➤ Loss of biodiversity
Resulting in...	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
Corporate Plan 2018-23 links	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

Next steps

8. As part of the Member consultation on this strategy, the current draft version will also be presented to the committees below. The feedback received from Members will feed into the final version of the strategy, which will then be taken to Policy and Resources Committee in July for final approval.

Committee	Date
City Bridge Trust Committee	2 May 2018
Establishment Committee	22 May 2018
Port Health and Environmental Services Committee	22 May 2018

Planning and Transportation Committee	29 May 2018
Public Relations and Economic Development Sub Committee	29 May 2018
Open Spaces Committee	4 June 2018
Community and Children Services Committee	8 June 2018

Implementation

9. The strategy outlines the following five next steps that are essential in implementing the strategy successfully over the next five years.
 - To bring together good practice.
 - To assign lead officers and develop action plans.
 - To monitor and report.
 - To define success.
 - To tell the City Corporation's story on responsible business.

10. The TFG has been repurposed to continue with the same Chairs and become the Responsible Business Implementation Group (RBIG). It will drive forward the implementation of the strategy and lead on devising detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans relating to each outcome area.

11. The success of the strategy also relies on the continued support of Members and staff, who will be enabled to take collective responsibility for making responsible business part of the City Corporation's everyday work. To engage Members and staff with the strategy, a Communications Plan will be developed. Activities and engagement channels in the Plan will include: a Members' briefing session, the Senior Leaders Forum in September, the Corporate Plan staff engagement sessions and an internal communications campaign.

12. The strategy will be regularly reviewed over the five-year term, to ensure it is a live document that is relevant and responsive to the issues of the time, which allows for new ideas and opportunities to be integrated into it.

Corporate & Strategic Implications

13. To achieve the outcomes set out in the Corporate Plan 2018-23, the City Corporation will need to consider how best to maximise social and environmental benefits through its business activities and its work with others.

14. The strategy is one of the main mechanisms for delivering Corporate Plan Outcome 5 – *Businesses are trusted and socially and environmentally responsible* – as it embeds responsible business practices throughout the organisation and across its operations and activities.

15. Although the principles in the strategy are integrated into all the Corporate Plan outcomes, it directly supports the achievement of the outcomes below, through the actions outlined under each of the priority areas.

- Outcome 1 – People are safe and feel safe.
- Outcome 2 – People enjoy good health and wellbeing.
- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 8 – We have access to the skills and talent we need.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

16. It is your Chamberlain and Chief Grants Officer's belief that the Markets at Billingsgate, New Spitalfields and Smithfield will have an essential role in delivering this strategy, particularly 'Outcome 2: The planet is healthier', and its priorities around 'waste' and 'plastics and packaging'. Markets could also have a role to play in terms of embedding the responsible practices set out in the strategy within their day-to-day work, procurement processes and decision-making. It is hoped that the Markets will then encourage others, via their tenants, traders and supply chain, to adopt responsible business practices.

Conclusion

17. 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy' sets out a commitment to creating positive impact and reducing negative impact across all the City Corporation's activities and decision making to help ensure a sustainable future where individuals and communities flourish and the planet is healthier. It is hoped that the strategy will have been through all officer and Member governance by July 2018, for it to be launched in the summer.

Appendices

- Appendix 1- Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23.

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Towards a Sustainable Future

The City of London Corporation's
Responsible Business Strategy

2018-2023

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Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

To create a future where...

Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.

- People's wellbeing
- Equal opportunities
- Diverse organisations

The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity

Resulting in...

An organisation that makes the right decisions
 An organisation that works collaboratively and innovatively to achieve positive impact
 An organisation that is trustworthy
 An organisation that leads the way in responsible business

Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

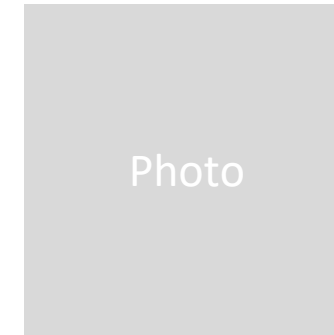
The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, City, London and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation regarding this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.



**Catherine McGuinness,
Chairman of Policy
and Resources**



**John Barradell, The
Town Clerk and
Chief Executive**

Towards a Sustainable Future

Our Responsible Business Strategy, 2018-23

In June 2017, we underwent an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

The resulting strategy - 'Towards a Sustainable Future: Our Responsible Business Strategy' - brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – our business activities.
- Impact achieved through our advocacy and role-modelling to others – our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. We are well placed to achieve impact in these areas owing to our unique blend of capabilities and commitments, as set out in our Corporate Plan 2018-23.

This strategy will support the achievement of the aims and outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 'Businesses are trusted and socially and environmentally responsible' through our internal and external work. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action Strategy, Air Quality Strategy, Volunteering Strategy, Responsible Procurement Strategy, Responsible Investment Strategy, Social Mobility Strategy, Philanthropy Strategy and Access to Talent programme.

Responsible business practices

We have developed a set of responsible business practices that we must utilise and embed in our work and in our decision-making processes.

Engaging our employees	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
Using our convening power	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
Connecting with our communities	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
Ensuring transparency	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
Preventing bribery, corruption and fraud	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
Promoting human rights	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
Championing responsible investment	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
Leading responsible procurement	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to further create positive impact and reduce our negative impact on society and the environment.

This strategy allows us to amplify specific responsible business outcomes through our own business and by influencing others. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

Individuals and communities flourish

Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

The planet is healthier

Where we make impact

As a major custodian of London’s green belt and the local planning authority for the Square Mile, our role in supporting London and the UK’s environment continues to grow in importance. We manage over 11,000 acres of green space across London, which improve air quality, people’s health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services.

As a planning authority, we work with our London partners to set challenging environmental targets for property developers to ensure that our ambitious Local Plan is delivered. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

Corporate Plan Links	Outcomes 1, 2, 3, 4, 5 and 8	Outcomes 5, 11 and 12
Key related strategies	Volunteering Strategy, Philanthropy Strategy, Access to Talent, Social Mobility Strategy, Education Strategy, Bridging Divides	Climate Action Strategy, Air Quality Strategy, Local Plan, Waste Strategy, Sustainability Plan, Biodiversity Action Plan

Outcome 1: Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

Priority 1: People's wellbeing

Recent world events have highlighted that workplaces and public environments continue to be unsafe for a variety of groups. The safety of women and girls against harassment and sexual assault, and increased incidents of hate crime are key issues.

Through our business activities, we will:

- Embed third party reporting mechanisms for people who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise and contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help tackle violence and inequality in communities across London, by delivering City Bridge Trust's 'Bridging Divides'.

Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20. Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to improve social mobility outcomes for a wide range of Londoners.

Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to ensure their retention and employee satisfaction.
- Increase the gender-balance of our workforce, particularly at senior management levels, and ensure gender pay equality.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage through consultation with our stakeholders including HR, our staff diversity networks and Trade Unions.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles amongst our supply chain.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality with London Universities.
- Act as a facilitator for collaborative action on air pollution in London.

Priority 2: Waste

Pursuing more sustainable methods of waste disposal is increasingly important for a healthier planet and as pressures on current waste disposal methods are becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on treating and/or disposing of wastes within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.

Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems has become an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic free City'.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 4: Climate change

Flooding, temperature variations and their effect on infrastructure and public health, and extreme weather events will affect London and the communities we work with in and around the Square Mile and wider London. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Reduce the use of diesel vehicles being used by staff to travel to and from work and during work, by encouraging more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policy.

Priority 5: Loss of biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This can be particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own works projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile through our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new developments and the public realm.

Making strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by our responsible business practices that we must embed in to our everyday work to achieve our aims, such as championing responsible investment and leading responsible procurement. Delivering on these steps will also help us to tell our story more powerfully, building on our current work and amplifying our potential.

1. Bringing together good practice

Work has already taken place on identifying initiatives, programmes and services which are contributing to our responsible business outcomes, through both existing work streams and the development of this strategy. However, we know that we have not yet captured the full range of our impact and excellence. By knowing this, we can tell our responsible business story with more confidence and energy, focusing on our outcomes and practices to demonstrate our impact.

2. Responsibility and Action Planning

Indicative actions have been identified for our key priority areas under each of our outcomes. To successfully deliver these actions, dedicated staff resource will be needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in achieving each of our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage staff with the commitments and practices set out in this strategy.

3. Monitoring and Reporting

Monitoring our progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against the impact we are having on our outcomes and priority areas and against the targets set out in the detailed action plans. We will be transparent in our reporting on where we are having the greatest impact and the areas where there is still room for improvement. Over the five-year term of the strategy, we will regularly review it to ensure it remains relevant and responsive to the issues of the time.

4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start their own responsible business journeys. We will share these messages through an internal and external communications campaign, aimed at internally embedding a collective understanding of what responsible business is in practice and externally at inspiring other similar organisations.

Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

Dr Peter Kane - Chamberlain (co-chair)
David Farnsworth - Chief Grants Officer, City Bridge Trust (co-chair)
Grace Rawnsley – Internal Responsible Business Strategy Officer, Town Clerk’s
Amelia Ehren – Corporate Strategy Officer, Town Clerk’s
Sufina Ahmad – Corporate Strategy Manager, Town Clerk’s
Natalie Evans - Responsible Procurement Manager, Chamberlain’s
Noa Burger - Head of Responsible Business, Economic Development
Simon Cribbens - Assistant Director, Children and Community Services
Jon Averbs - Assistant Director, Markets and Consumer Protection
Paul Beckett – Policy and Performance Director, Built Environment
Esther Sumner – Business Manager (previous), Open Spaces
Mansi Sehgal – Energy Manager, City Surveyors
James Rooke – Energy Manager (maternity cover), City Surveyors
Tracey Jansen – Assistant Director, Human Resources
Fiona Rawes – Head of Philanthropy Strategy, City Bridge Trust
Inspector Lorenzo Coniglairo – Counter Terrorism, City of London Police

“We can be rightly proud of what we have already achieved in becoming a responsible business but this strategy underlines our passionate commitment to building a more sustainable future.”

Dr Peter Kane, Chamberlain and David Farnsworth, Chief Grants Officer (Co-chairs of the Task and Finish Group)

Appendix 1

Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 meetings, UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that touch the organisation's operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. Using a materiality approach, this list was narrowed down to 19 topics that were the most relevant to delivering our corporate plan outcomes.

In December 2017, staff were surveyed to identify which of the 19 issues should form the focus of the current five-year strategy. 147 staff contributed to the survey and ranked the issues in order of importance. The issues were then assessed against their impact on the delivery of the Corporate Plan. The results of the materiality assessment identified eight topics to become the priorities for this strategy.

UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

Key material issues

- Equal opportunities
- Diverse workforce
- Pay differentials
- Women in the workplace
- Employment within socially excluded groups
- Crisis and resilience
- Intensification of London's population
- Affordable housing
- Support for SMEs
- Support for charities
- People's wellbeing

Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

Key material issues

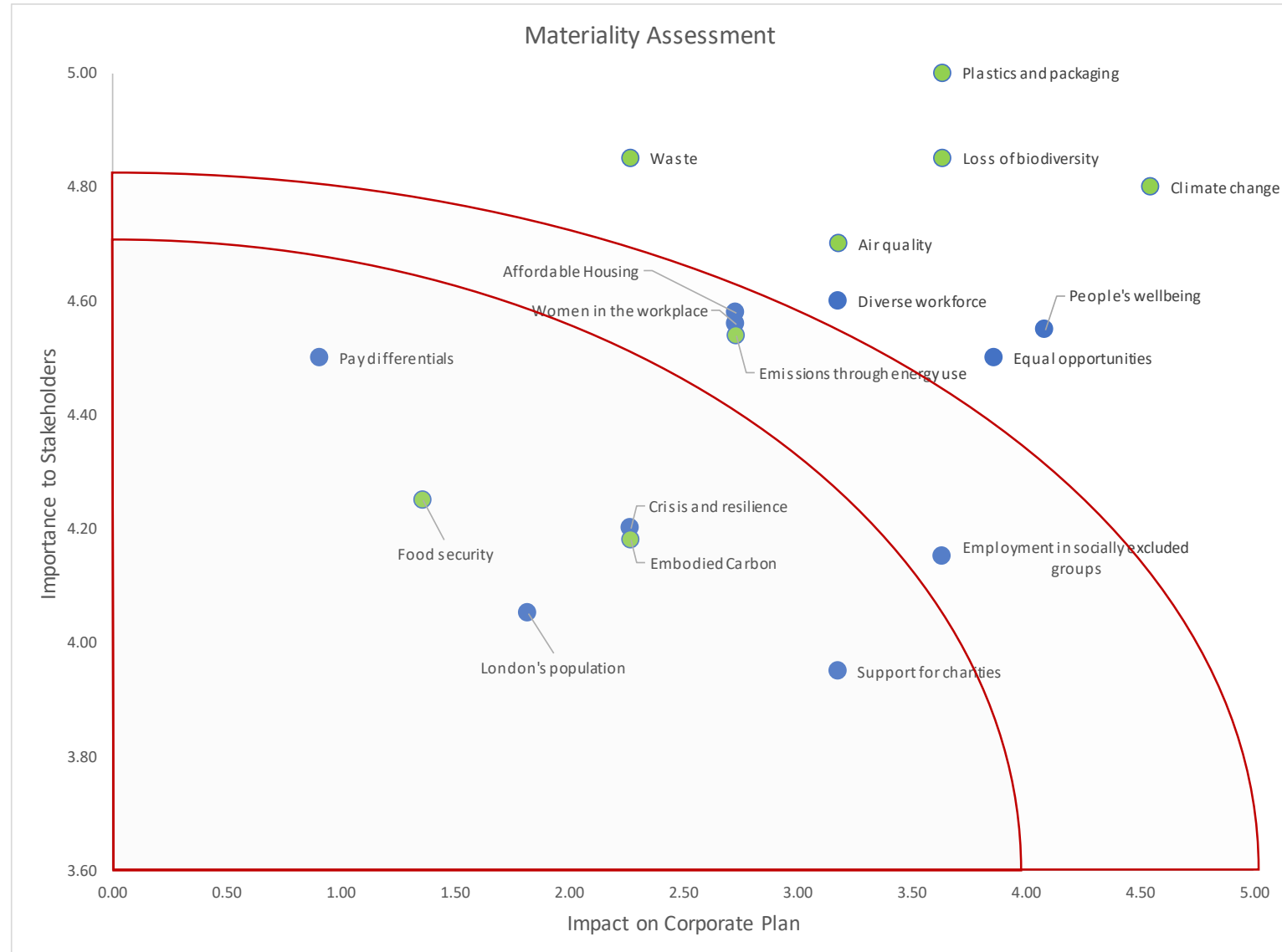
- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

Materiality assessment

Every five years, we are committed to focusing in on a smaller number of our material issues to provide more focus, drive and meaningful impact. We work closely with our staff and stakeholders to identify the issues that they are most pressing and relevant to the organisation. The diagram illustrates our eight focus areas for our five-year strategy (in red).

The materiality assessment graph to the right shows the relationship between the importance to our employees and the impact on our Corporate Plan for each issue on a 1-5 scale. The importance to employees is derived from our internal staff survey on our material issues completed by 147 staff members and the impact on the Corporate Plan is estimated based on the number of outcomes for which each issue presents risks and opportunities. The graph is divided into our priority areas for the next five years in the top right-hand corner. A second tier of issues is highlighted in light grey which may gain in importance and impact over the next five years and should be monitored.

This process does not minimise the importance of the other material issues we have highlighted, and we are committed to continue to support and report on our actions to minimise our negative impact and create meaningful positive impact across all these issues.



Agenda Item 12

Committee: Markets Committee	Date: 9 May 2018
Subject: Markets Committee Risk	Public
Report of: David Smith Director of Markets and Consumer Protection	For Information
Report author: Donald Perry Department of Markets and Consumer Protection	

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, New Spitalfields (Current Risk: AMBER)
- MCP-SM 001 – HGV Unloading Operations, Smithfield (Current Risk: AMBER)

Members will note that the Smithfield risk has been reduced from Red to 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 two AMBER risks.

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

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.

As of these activities are undertaken in an area under the direct control of the City, 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.

MCP-SM 001 – HGV Unloading Operations Smithfield (Current Risk: AMBER constant)

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.

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

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MCP Markets Committee Risk Report Appendix A

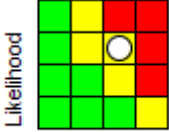
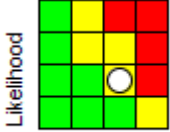

Report Author: Donald Perry

Generated on: 18 April 2018



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
<p>MCP-SM 001 HGV Unloading Operations Smithfield Market</p> <p>24-Feb-2015 Mark Sherlock</p>	<p>Cause: A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p>Event: Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p>Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>A number of additional mitigating controls have been implemented since Jan 2017. Namely:</p> <ul style="list-style-type: none"> Audits Sharing of audit information with SMTA Banksmen training completed July 2017 Joint letters to Traders and Freight Transport Companies - July 17 Issue of site map and site rules to FTCs - July 17 Implementation of all FTA recommendations Programmed FTA report & actions meeting with SMTA - now encompassed in quarterly H&S forums Letter to FTCs for further improvements Dear Neighbour letter to all local CoL & Islington licenced premises before Xmas trade 2017 <p>20 Feb 2018</p>	<p>Likelihood</p> <p>Impact</p>	12	30-May-2018	↔
								Constant

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
MCP-SM 001f	Work with the Market Tenants' Association to review sender delivery practices.	4-night audit of HGV operation completed 14th Feb. Only 2% of movements unguided. Detail shared with SMTA.	Mark Sherlock	20-Feb-2018	30-May-2018
MCP-SM 001h	Monitor market traffic routes.	Traffic routes are routinely monitored. Letters to tenants copied to the SMTA have been sent to 4 traders on the east market with the threat of a Section 146 for lease contravention. Constabulary will actively manage and report to the Superintendent any contraventions within 48 hours, so the appropriate action can be taken.	Mark Sherlock	30-Jan-2018	30-May-2018
MCP-SM 001i	Work with the Market Tenants' Association to review unloading practices.	4-night HGV delivery audit completed 14th February. 136 deliveries witnessed with a 98% success rate for banksman supervised lock-ons. 3 transport companies identified for further joint letter correspondence. Results shared with SMTA on 16th February with further analysis on the use of PPE/High Vis to follow. FTA have provided detailed training guide to the SMTA for onward dissemination and implementation by their relevant members.	Mark Sherlock	16-Feb-2018	30-May-2018
MCP-SM 001j	Review and implement the local forklift truck management scheme.	A H&S forum meeting was held on 30th Jan with the SMTA, Unions and corporate H&S. The policy was discussed at some length but the SMTA require additional consultation before their agreement. This will be arranged.	Mark Sherlock	30-Jan-2018	30-May-2018

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 Market 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.	 Likelihood	12	With the increased levels of compliance by tenants' fork lift truck operators through the enforcement of the fork lift truck policy and the success of the single fork lift training provider the number of fork lift truck incidents has reduced significantly. 08 Feb 2018	 Likelihood	8	01-Oct-2018	 Constant

Action no, Title,	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.	This action is in progress.	Ben Milligan	08-Feb-2017	30-May-2018
MCP-NS 001j Create Time Segregation	Artic Time Segregation and No Tolerance in market hall.	A parking policy has now been implemented that encompasses HGV parking. Penalty charge notices have been implemented to ensure that vehicles park in their respective areas. Curtain side trucks now have special provision for their parking and unloading. An offence has been created for forklift drivers unloading HGVs outside loading times allowable around the market. HGVs onsite must not unload around the market beyond 3am up until 8am. Once the car park at the far end of the market has been reviewed and the parking changed, as required, these HGVs will not be allowed to unload around the market between 12 midnight and 8am. This is the next step in the process.	Ben Milligan	08-Feb-2017	30-May-2018
MCP-NS 001k Install Barrier System	Controlled barriers entry system for pedestrians and vehicles.	This action is in progress	Ben Milligan	08-Feb-2017	01-Oct-2018

Committee(s): Markets	Date: 9 May 2018
Subject: Farringdon Pavement Width – Smithfield Impact	Public
Report of: Director of Markets & Consumer Protection	For Information
Report author: Mark Sherlock, Superintendent, Smithfield Market	

Summary

December 2018 marks the opening of Crossrail Farringdon East station adjacent to Smithfield East Market. Farringdon Station is undergoing a major redevelopment to increase capacity, improve accessibility and upgrade interchanges as part of the building of Crossrail. Urban realm developments are due to start in the area in June 2018 and latest estimate conclude in April or May 2020. This report aims to inform Members of the likely impact of the station opening on the operations of Smithfield Market.

Recommendation(s)

Members are invited to note the contents of this report.

Main Report

Background

1. Construction and development of Crossrail Farringdon East has been ongoing since 2009. The demolition of previous properties on Lindsey Street commenced in 2010 followed by construction of the new station street-level shell in 2016. Appendix A location plan red area refers.
2. During the demolition phase, the market lost the use of 3 loading bays on the east side of Lindsey Street to facilitate the introduction of a delivery yard for Crossrail construction plant and machinery. This is shown in 2 photographs (Appendix B) in relation to Lindsey Street and the East market. The delivery yard is still in use whilst Crossrail fit-out the station over the coming months.
3. The Smithfield Market Tenants' Association (SMTA) made representation to the Department for the Built Environment (DBE) during 2016 with concerns about the urban realm designs and the impact they would have on market operations. In particular this focused on loading bays, the swept path at the junction of Charterhouse Street and Lindsey Street, and the location of cycle stands. These issues were discussed at the Markets Committee on 30 November 2016.

4. The Superintendent and the SMTA met with officers from DBE in March 2017 to discuss these concerns and agree a range of amendments to the draft design. These included the production of tracking plans for articulated vehicles turning into Lindsey Street from Charterhouse Street, the tracking of both articulated and rigid vehicles into a proposed new loading bay, the relocation of cycle stands and junction re-alignments following a safety audit of Charterhouse, Fox and Knot Streets.
5. Following amendments to the vehicle tracking exercise and a site visit with the SMTA, the Superintendent wrote to DBE in August 2017 raising outstanding concerns. The proposal to build-out additional pavement of 2.75m beyond the existing red line pavement into Lindsey Street (Appendix C) at the expense of roadway and swept path availability, created a significant pinch point and very little room for HGV vehicle manoeuvre, with a 6metre long van park in the adjacent loading bay (Appendix D).
6. This was additionally demonstrated during Christmas 2017 with evidence of HGVs struggling to negotiate the pinch-point, before the proposed 2.75m build-out. (Appendix E). This information was shared with DBE.

Current Position

7. The Director of M&CP and Superintendent met representatives from DBE and the Markets Committee and Planning and Transportation Committee Chairmen on the 1st February to discuss and agree the way forward on the outstanding urban realm issues in relation to the swept-path proposals.
8. The Superintendent made further evidenced representation for a reduction in the proposed 2.75m pavement build-out and was invited by DBE to table the market preference of kerb and roadway demarcation. This was presented to DBE, who committed to re-work the design proposal to meet the concerns and needs of the market. (Appendix D red hatch area). DBE is currently awaiting works funding release from Crossrail. From these funds, DBE will place orders and finalise works dates.
9. Additional consultation at the market with the Superintendent and the SMTA will take place from 23 April 2018 and this will include the proposed revisions to the Crossrail pavement width at the junction of Charterhouse and Lindsey Street. This particular phase of work is currently planned from August 2019 until May 2020. This is recorded in the Gateway 5 Authority to Start Work Main Report from the Transportation and Public Realm Director to the Streets & Walkways and Projects Sub-Committees.

Conclusion

10. The focus of DBE at present is to complete the detail design of Long Lane which is the location of the station main entrance, thereby enabling the build and completion in time for opening. The revised design proposal for the north end of Lindsey Street will be available from DBE in the latter part of 2019. The Superintendent will continue to monitor progress of the urban realm

works to ensure the operational concerns of the market are addressed. Further verbal updates will be provided to Committee as and when appropriate in the future.

Appendices

- Appendix A – Crossrail Farringdon impact area
- Appendix B – Crossrail delivery yard
- Appendix C – Crossrail proposed 2.75m kerb build-out
- Appendix D – Swept path HGV modelling
- Appendix E – HGV pinch-point at Crossrail delivery yard entrance

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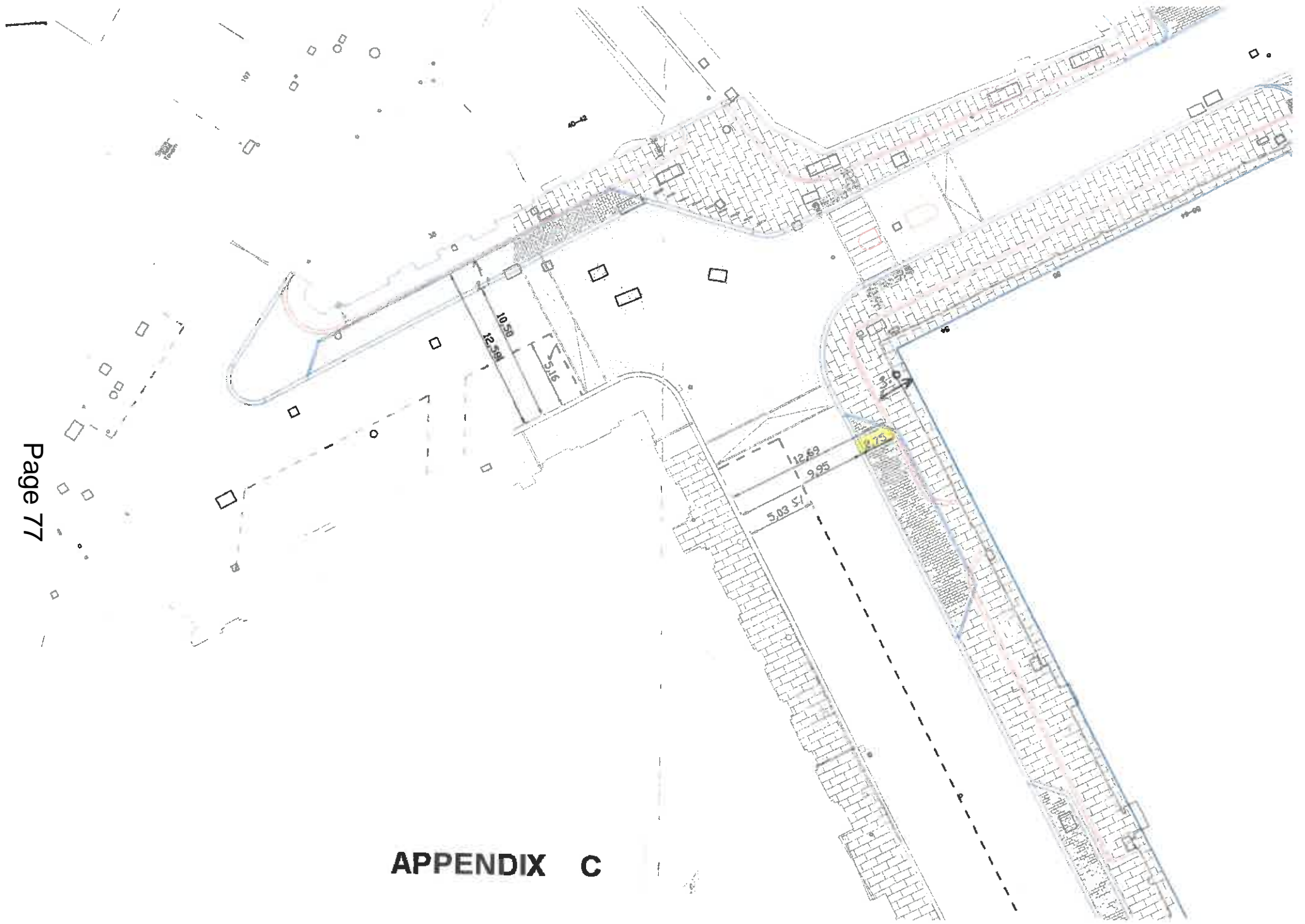
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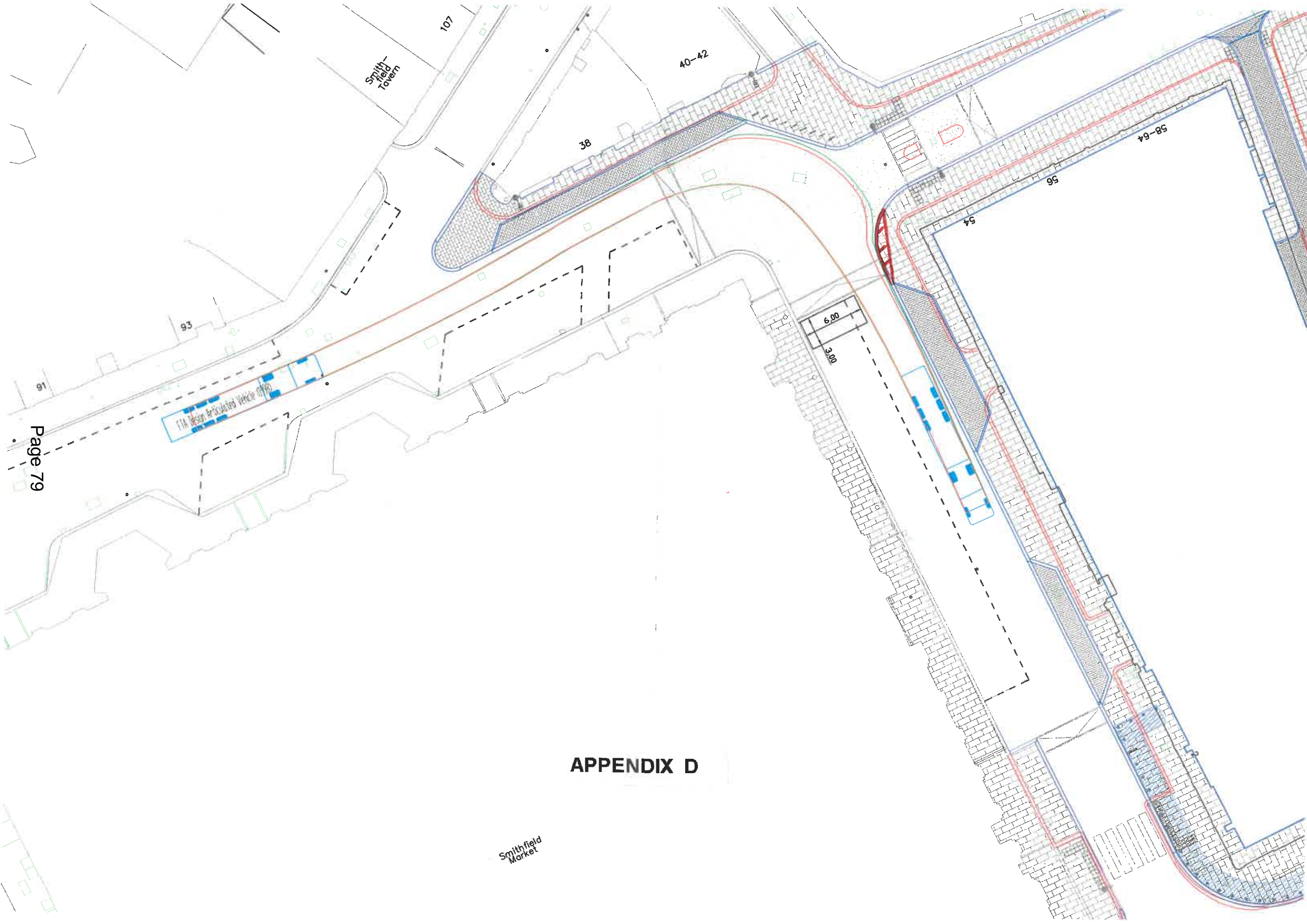
APPENDIX B



APPENDIX C



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Smithfield Tavern

107

40-42

38

58-64

56

54

93

97

6.00

3.00

17A Articulated Vehicle (1990)

APPENDIX D

Smithfield Market

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Committee(s):	Date:
Markets Committee	9 May 2018
Subject: Smithfield 150 th Anniversary	Public
Report of: Director of Markets & Consumer Protection	For Information
Report author: Mark Sherlock, Superintendent, Smithfield Market	

Summary

Over the August Bank Holiday, the Museum of London will join forces with the Smithfield Market Tenants' Association (SMTA) and others to put on a large-scale weekend street party of free, public festivities to celebrate the 150th anniversary of the iconic markets at Smithfield. The weekend will be reminiscent of the old St Bartholomew's Fair and feature food, music, historic re-enactments and much more. This report aims to provide Members with information on the arrangements that are in place to mark the anniversary, and to ensure that any disruption to the operation of the Market during the celebrations is minimised.

Recommendation(s)

Members are invited to note the contents of this report.

Main Report

Background

1. 2018 marks the 150th anniversary of the world-renowned Victorian Smithfield Markets. As part of Culture Mile, a weekend of free celebrations will take place over the August Bank Holiday celebrating the history and people that make Smithfield. This event aims to welcome, entertain and engage the whole of London, establish the area as a cultural destination in the minds and lives of many, and contribute towards building a rich sense of community between local residents, organisations, businesses, and partners. Smithfield 150 seeks to be a major family friendly outdoor event attracting up to 30,000 visitors over the Bank Holiday weekend.
2. A steering group made up of representatives from the Museum of London (Chaired by the Director of the Museum of London), members of the SMTA, the City of London Corporation, Barbican, London Symphony Orchestra, Guildhall School of Music and Drama and the appointed event management company Pickard Productions have been meeting monthly since September 2017 to plan, co-ordinate and manage the event.

3. The event will cover a proposed core area (Appendix A map) stretching from Farringdon Road to the opposite end of the market, utilising Grand Avenue and East and West Poultry Avenues, West Smithfield, Long Lane and Cloth Fair with logistics to be co-ordinated by the steering group. Peripheral zones such as Charterhouse, Cloth Fair and St Bart's will be included.

Current Position

4. The aims and objectives of the event will be to:
 - 1) The event aims to welcome, entertain and engage the whole of London, establish the area as a cultural destination in the minds and lives of many and contribute towards building a rich sense of community between local residents, organisations, businesses and partners.
 - 2) **Support the strategic objectives set out in the City of London's Cultural Strategy:** in particular developing Culture Mile into an exciting destination in London and better promoting our culture and visitor offer and use of our outdoor spaces.
 - 3) **Reflect Culture Mile values:** joined-up, experimental, generous and agile. The event will reveal the area's world class cultural activities, be recognisable and different and offer opportunities for collaborative working between Culture Mile core and local partners.
 - 4) **A chance to learn:** Smithfield 150 will be the second major Culture Mile event in 2018 and further test what a Culture Mile event might be.
 - 5) **Be rooted in the Smithfield community:** celebrating the market and history of the area, and the people who now live, work, or enjoy the area, and attracting new visitors to discover Smithfield.
 - 6) **Be reflective and representative of London and Londoners:** Smithfield 150 will be a free event and remove as many barriers as possible to enable as diverse a range of audiences as possible to come and enjoy the event.
 - 7) **Be the start of a conversation:** Smithfield 150 will have important legacy goals – enhancing a sense of community and belonging within the Smithfield area, developing Culture Mile partnerships with local organisations, schools, businesses, and investors, and test the appetite for future events in Smithfield.
5. The event will be targeted at the widest possible audience (between 20 and 30 thousand visitors) but with a family focus, particularly during the day but with the potential for an adult offer into the evening. A draft creative brief has been developed with a central theme of 'London's Biggest Birthday Party'

which will start on Saturday 25th August and on Sunday 26th August the celebrations will continue with 'London's Biggest Sunday Lunch' bringing family, friends and communities together, with a particular focus on preparing, sharing and eating food together.

6. Sunday may also offer visitors a unique chance to explore and discover Smithfield, perhaps with a chance to see inside the market, meet some of the traders and learn more about the history of the market area, also including the chance to develop work with satellite partners (for example St Bart's or Charterhouse) to offer complementary programming and access to the public. Both days will include programming elements that are devised or delivered in partnership with core Culture Mile partners.
7. Marketing and communications will deliver the event campaign in close collaboration with programming, partnerships and communities streams as well as other groups. The Marketing and PR content together with event legacy plans are now being developed for further assessment and input.
8. Working groups have been created with responsibilities for Budgets and Sponsorships, Content, Communications, Family and Learning, Logistics, Partnerships, Programming and Understanding Smithfield. Additional work streams will sit under these key groups.
9. The Superintendent will chair the Logistics group to ensure the event programme does not impact unnecessarily on the continuing market operation and that wherever possible, the market can complement the event programme and events. The group currently also comprises of representation from Pickard Productions, the SMTA, Head of Maintenance and in due course other CoL departments as need dictates.

Budgets and Sponsorships

10. The City of London Corporation through the Cultural Mile has provided a £50,000 advance for use within the 2017-8 financial year with a further £100,000 available after the Policy and Resource Committee meeting in May. The Museum of London will contribute £100,000 to the event and the SMTA £50,000. This leaves an anticipated current shortfall of £50,000 to the event plan budget of £350,000. It is expected that this shortfall will be met by contributions from sponsors, industry business and culture mile brand partners.
11. The City of London Corporation will support the event by providing key infrastructure services to include utility provision, welfare, waste and street cleansing services. Whilst some of this resource will be met from within existing market budgets, there may be the need to charge the event budget for additional costs in conjunction with other event services that the steering group will approve as part of overall financial governance.

Conclusion

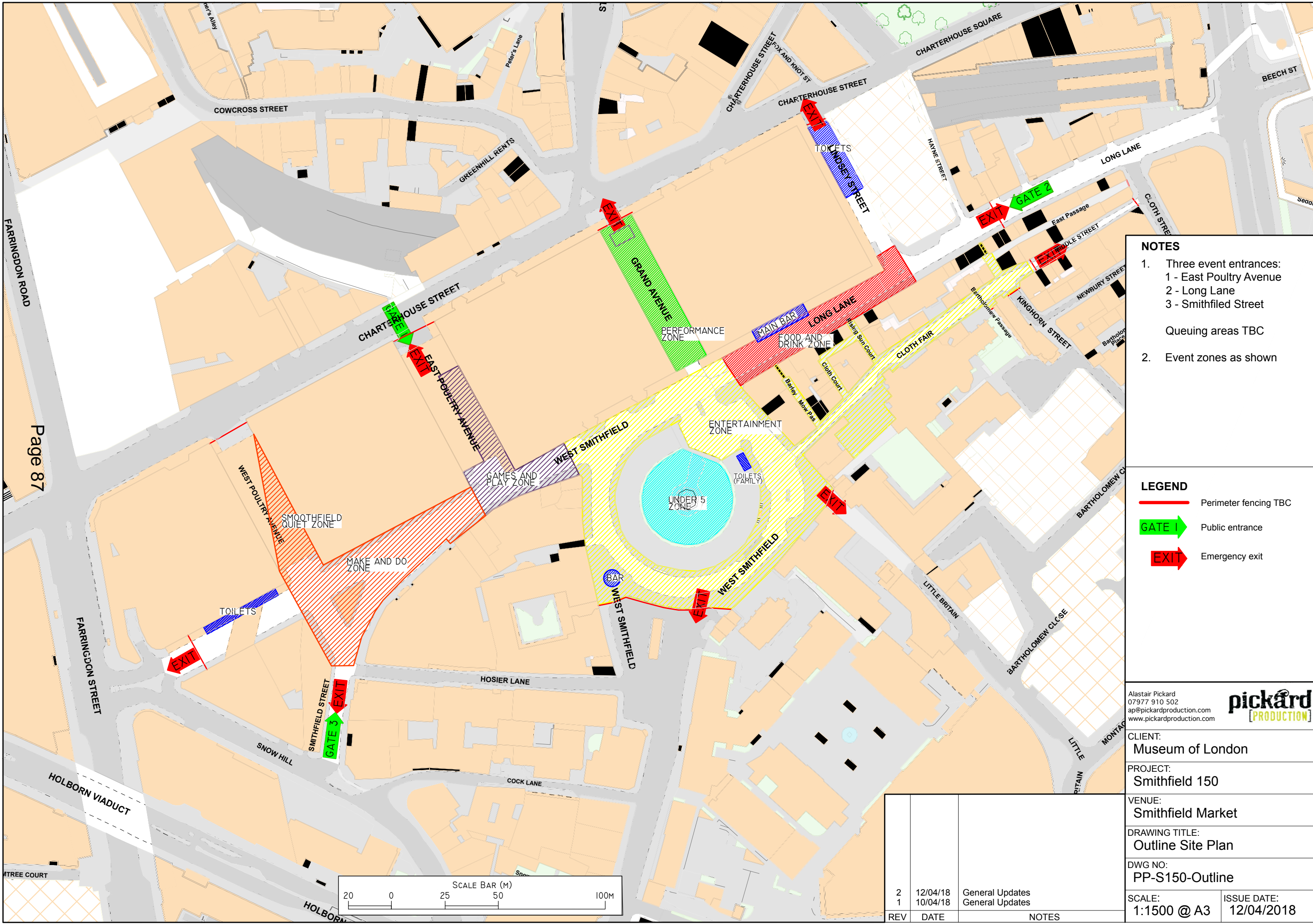
12. An event project plan is now in place with 45 workstreams identified through to the event de-rig on the 26 and 27 August. There are a further 5 steering group meetings planned before event day, together with the conclusion of marketing artwork, resident communications, infrastructure scoping, draft traffic management and safety management plans and Licence application submission before the end of April. The Superintendent will provide verbal updates to Committee as the project plan progresses.

Appendices

- **Appendix A** – Event map

Mark Sherlock

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- NOTES**
- Three event entrances:
 1 - East Poultry Avenue
 2 - Long Lane
 3 - Smithfield Street
 - Queuing areas TBC
 - Event zones as shown

- LEGEND**
- Perimeter fencing TBC
 - GATE 1 Public entrance
 - EXIT Emergency exit

Alastair Pickard
 07977 910 502
 ap@pickardproduction.com
 www.pickardproduction.com



CLIENT:
 Museum of London

PROJECT:
 Smithfield 150

VENUE:
 Smithfield Market

DRAWING TITLE:
 Outline Site Plan

DWG NO:
 PP-S150-Outline

SCALE:
 1:1500 @ A3

ISSUE DATE:
 12/04/2018

REV	DATE	NOTES
2	12/04/18	General Updates
1	10/04/18	General Updates



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Committee(s):	Date(s):
Markets	9 May 2018
Subject: Vote on Strategic Markets Review item at January 2018 meeting of the Markets Committee	Public
Report of: Town Clerk	For Information
Report Author: Martin Newton, Committee and Member Services Officer	

Summary

The purpose of this report is to advise Members of the outcome of a recent meeting of the Assessments Sub (Standards) Committee that considered the details of an alleged breach of the Members' Code of Conduct arising out of a vote on an agenda item at the Markets Committee in January 2018. The outcome is being reported in the public section of the Markets Committee agenda at the request of the Assessments Sub (Standards) Committee so that the resolution of the matter is known to all.

Recommendation(s)

Members are asked to receive the report as information.

Main Report

Background

1. At its meeting on 24 January 2018 the Committee considered, as part of its Non-Public business, a report of the Director of Markets and Consumer Protection on the Strategic Markets Review. The recommendations in that report were put to the vote with Common Councilman Gregory Lawrence recorded as having voted against the recommendations.
2. Subsequently, and under the urgency provisions of Standing Order No. 41(a), the Town Clerk, following consultation with the Chairman and Deputy Chairman of the Standards Committee, convened a meeting of the Assessments Sub (Standards) Committee to consider the details of an alleged breach of the Members' Code of Conduct by Mr Lawrence insofar as he had voted on a matter at the Markets Committee in which he had a disclosable pecuniary interest without a dispensation to do so as the report involved, inter-alia, a proposal relating to Smithfield Market where Mr Lawrence carries out his business. Mr Lawrence has a dispensation from the Standards Committee granted on 19 May 2017 which permits him to speak but not vote in relation to matters affecting the Central Markets.

3. The Assessments Sub (Standards) Committee met on 22 March 2018 to consider a report of the Comptroller and City Solicitor on the alleged breach.

Outcome of the Assessments Sub (Standards) Committee meeting

4. The Assessments Sub (Standards) Committee was of the unanimous opinion that Mr Lawrence's actions amounted to a breach of the Members' Code of Conduct and that the letter of apology submitted by Mr Lawrence and his offer to attend Code of Conduct training with the Comptroller was an acceptable resolution of the matter, subject to the training being undertaken within 28 days. The Sub Committee also decided that the Markets Committee should be notified of its decision, and the contents of Mr Lawrence's apology letter, in the public agenda pack for the Committee's next meeting so that the outcome of the matter was known to all.

Conclusion

5. The Assessments Sub (Standards) Committee has decided that a breach of the Members' Code of Conduct occurred at January's meeting of the Markets Committee and that the submitted letter of apology received in relation to this and attendance at relevant training provides an acceptable resolution in this case.

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Greg Lawrence ■ Members' Room ■ Guildhall ■ PO Box 270 ■ London EC2P 2EJ

**Michael Cogher Esq
Comptroller & City Solicitor
Monitoring Officer
City of London Corporation
Guildhall
PO Box 270
London EC2P 2EJ**

30 January 2018

Dear Mr Cogher

Thank you for your letter dated 25th January 2018 concerning events which took place at the Markets Committee the previous day.

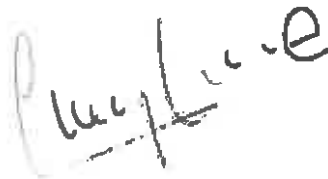
I am grateful for you drawing my error in voting on the Markets Strategy to my attention. This was entirely inadvertent due to my misunderstanding of the dispensation granted by the Standards Committee and I would be grateful if you could convey my apologies to the Markets Committee for my mistake.

I have now had the opportunity to review the terms of my dispensation and, having taken advice, understand that I may speak on matters concerning Smithfield Market (other than those directly and exclusively related to my own business interests) but that I may not vote on any issue concerning Smithfield whether as an individual market or together with the other markets. In light of this, I can provide you and the Committee with an absolute assurance that I will not make the same mistake again.

Finally, I understand that you recently provided some training to Members on the Code of Conduct and Localism Act 2011, which I was unable to attend. Should that training be repeated, or if you were able to provide me with a personal session, then I would be pleased to attend.

Once again, my apologies for the inconvenience my mistake in voting has caused.

Yours sincerely



Gregory A Lawrence CC

**CC The Chief Commoner
James Tumbidge CC
John Scott CC
Oliver Lodge TD CC
Deputy Edward Lord OBE JP
The Town Clerk**

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