

### THE MARKETS' VISION IS:

To provide a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.

#### Our major workstreams this year will be...

1. Collaborate with the Markets Colocation Project Team to ensure that the requirements of Markets' stakeholders are taken into account as the programme progresses.
2. Implement actions arising from the condition surveys that are to be carried out at each of the markets.
3. Implement alternative, more efficient methods of delivery across all the services we provide to make the required savings, by reducing expenditure and increasing income.
4. Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
5. Support tenants' businesses through the continuing challenges presented by the Covid 19 pandemic.
6. Work with our tenants to help mitigate the impact of Brexit challenges.
7. Procure and deliver a new waste contract at New Spitalfields Market.
8. Expand the HGV unloading area at New Spitalfields Market.
9. Undertake the actions identified in the Department's Equality, Diversity and Inclusion Action Plan.

#### Our Strategic Commitments

**Climate Action Strategy** - Support SMEs (tenants) to reduce their carbon footprint and to operate as a vital link in the food supply chain.

**Corporate Apprenticeship Scheme** - We will support the scheme by continuing to offer suitable placements for candidates.

**Volunteering Strategy** - We will promote opportunities and benefits to our staff to encourage greater participation in volunteering activities within and outside the City.

#### The Corporate Plan outcome the Markets have a direct impact on are...

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

**Outcome 7 - We are a global hub for innovation in finance and professional services, commerce and culture.**

## Appendix 1

### What changed during 2019/2020

- The Markets continued to operate throughout the COVID-19 pandemic, in a COVID-Secure manner
- Market teams worked flexibly to cover the impact of staff shielding, and staff self-isolating. This included increased use of remote working.
- The entry barrier system at New Spitalfields Market became operational.
- The lockdowns and revised working patterns imposed by the Covid-19 pandemic resulted in reduced income from car parks and filming at the Markets.

Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement and partnership	3
Employment and training	4
Where 4 is excellent and 2 is average	

## M&CP Key Departmental Risks\*

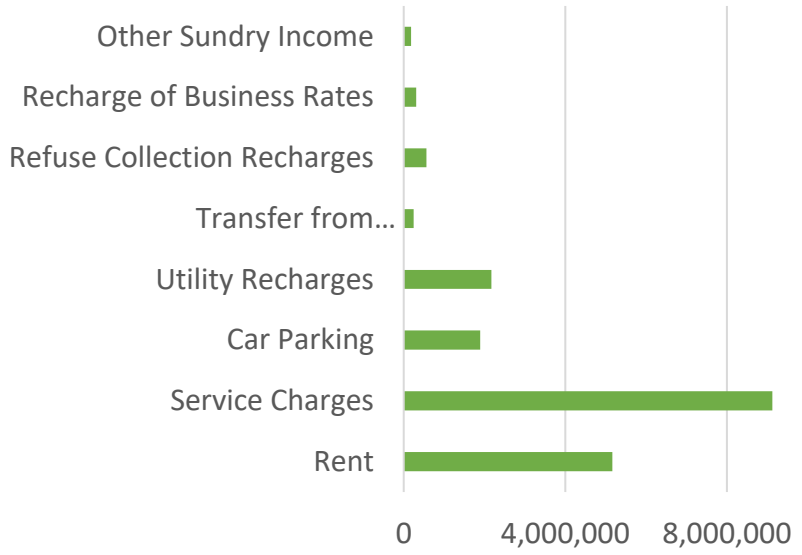
		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely	0	0	0	0
	Possible	2	4	9	0
	Unlikely	3	5	5	0
	Rare	1	4	6	0

\*N.B. All Key Risk information was correct at 8 December 2020 but is subject to continual review and change. The matrix includes all M&CP risks, not just those for the Markets Division.

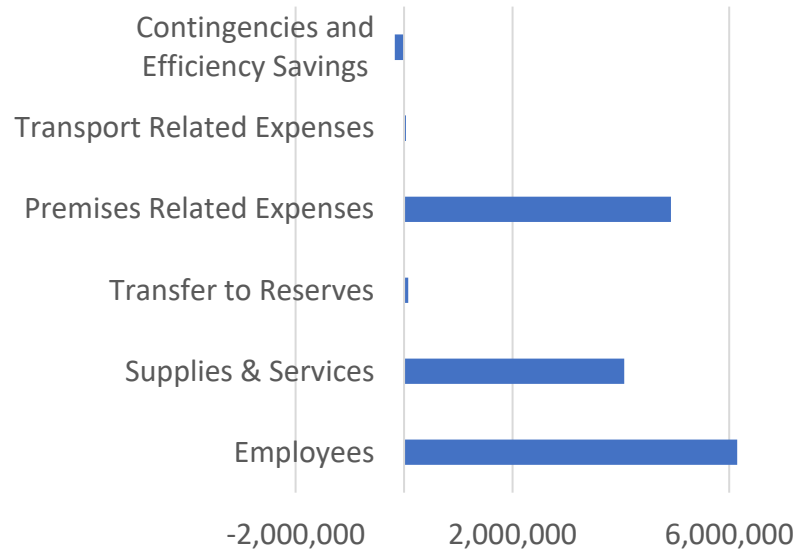
Markets main objectives	What we will measure	Link to Corporate Plan Outcomes
<p>The Markets will work with the Project Team to ensure that the Markets Consolidation Programme receives adequate, timely input and that the requirements of Markets' stakeholders are taken into account as the programme progresses.</p>	<p>Markets' stakeholders are fully engaged and consulted about the programme and their requirements are reflected at each stage.</p>	<p>4b, 7c</p>
<p>The Markets will ensure that the Wholesale Markets continue to be managed to deliver safe, compliant trading environments for our tenants, taking into consideration the Maintenance Strategy and actions arising from the Risk Management and Building Maintenance Audit.</p>	<p>No increase in accident statistics or engineering breakdowns / failures</p>	<p>4b</p>

Markets Risk Title	Score
Smithfield Market – Impact of Brexit on traders	12
New Spitalfields Market – Workplace traffic management	12
New Spitalfields Market – Building maintenance-management	12
Smithfield Market – Building maintenance-management	12
Billingsgate Market – Building maintenance-management	12
Billingsgate Market – Workplace transport	12
Smithfield Market – HGV unloading operations	8
Wholesale Markets Consolidation Project	8
Smithfield Market – Cooling water failure	4
Smithfield Market – Power failure	4
Smithfield Market – Fire alarm panel performance	4
Smithfield Market – EPA canopy failure	4
Smithfield Market – Glass canopy failure	2
New Spitalfields Market – Loss of transformer	2
Markets - Covid Risk Title	
The spread of COVID-19 impacts on the City's ability to safely operate the three wholesale food markets.	8

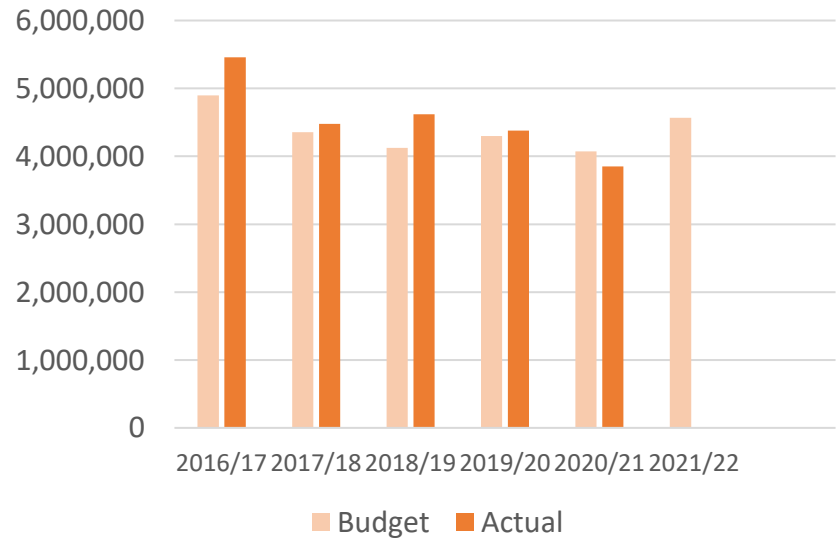
### Where our money comes from\*



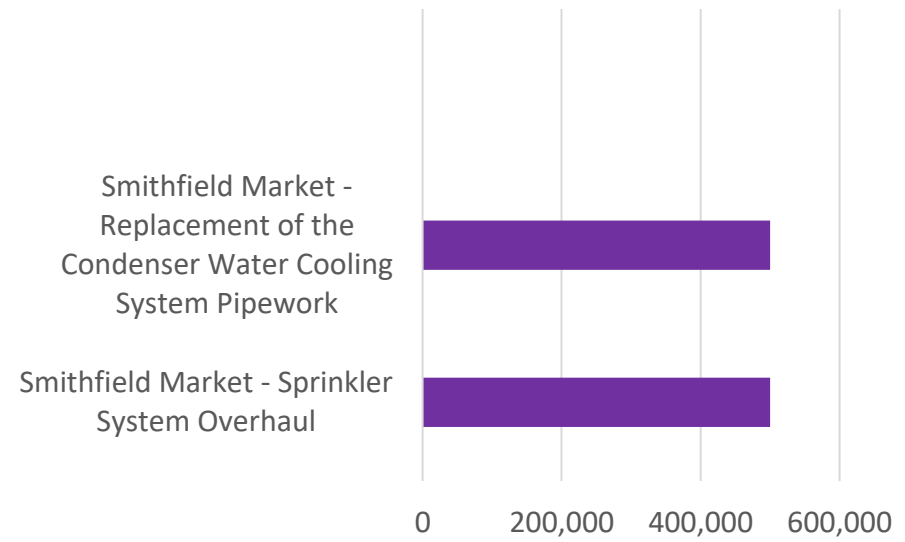
### Where our money is spent\*



### Budget vs Actual\*



### Capital Project Spend



\* - Figures include local and central risk budgets