

Committee(s): Markets Board	Dated: 18 January 2023
Subject: Department of the Chief Operating Officer Business Plans 2023/24	Public
Does this proposal require extra revenue and/or capital spending?	No
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Decision
Report author: Emma Moore, Chief Operating Officer	

Summary

This report presents Members with the Business Plan for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year. It also presents the Divisional plan for the Markets Directorate, which sits under the COO Plan and provides more detail.

Recommendation(s)

Members are asked to:

- Note the direction of travel within the Department of the COO and the associated transformation planning within the Markets Directorate.
- Approve the Department of the COO Business Plan for 2023/24 (**Appendix 1**).
- Approve the Markets Business Plan for 2023/24 (**Appendix 2**).

Main Report

Department of the COO Business Plan

1. The Department of the COO came into existence in summer 2021, as a result of the Target Operating Model (TOM) changes. This Department unites the following divisions under the COO:
 - a. Commercial Service
 - b. Corporate Health and Safety (H&S)
 - c. Digital and Information Technology Service (DITS)
 - d. Equality, Diversity and Inclusion (ED&I)
 - e. Human Resources (HR)
 - f. Markets
 - g. Project Governance

The focus for the COO in the 2021/22 and 2022/23 Financial Years has been on putting the right structures in place and building the team, particularly at the Senior Leadership level, and on completing TOM implementation.

2. Whilst the TOM gave the Corporation a strong platform for change, and much has been achieved this year, it is clear that there is more to do to support the Corporation's transformation journey and the necessary cultural shift which is required to continue improving the Corporation's agility, effectiveness and impact. COO functions are key to this shift, as our work reaches all parts of the organisation.
3. The plan for 2023/24 therefore marks the first year of our own multi-year transformation plan, structured around four key themes.
 - a. Transparency
 - b. Credibility
 - c. Partnership, and
 - d. Enablement.

The detail behind these themes is set out in the COO Business Plan. We consulted Chief Officers and Institution leads on these themes when setting our transformation agenda so that we were certain that they resonated, and that we are delivering what our clients expect from us.

4. These four themes provide the golden thread that runs through all of our COO Business Plans. We are united in pursuit of the key workstreams and aims in the Departmental Plan, and so these flow down into the more detailed divisional Business Plans for each team and promote cross-working. Each of the workstreams within these divisional Plans contributes to one of these four themes.
5. Key Performance Indicators (KPIs) can be found in each plan to ensure that we are able to track and report back on our progress. Over time, we will be moving to formalised service standards and "shared service" agreements to increase clarity and accountability.
6. The KPIs also enable us to communicate our progress and achievements to our staff. The Business Plans have already all been shared in draft with our team and those undertaking similar roles in the wider Corporation family. We presented them at the COO Conference on 4 November so that our teams had a chance to discuss them and provide feedback, in line with our 'transparency' theme.
7. As well as achieving our KPIs, success will be evidenced by the following outcomes:
 - a. An improvement in our productivity and effectiveness
 - b. Our clients will feel supported and understood, will know the value of the services we provide, and trust us to deliver them
 - c. Our clients will involve us early enough for our advice to make a difference.

This will be reflected in positive feedback from our clients and other partners.

8. Our plans are ambitious, which we believe mirrors the ambition and vision of our Committee Members. Working together, internally and with key partners, we will drive the necessary changes that will future proof the Corporation, setting us up for long term, sustainable success.

Divisional Business Plan: Markets

9. As explained above, each division within the Department of the COO has its own Business Plan which tracks back to the overarching COO Plan. This enables us to have both a uniting transformation plan as well as more detailed team level plans. These plans will also support objective setting with our teams: every member of staff will be able to see how their work is contributing to our overall aims.
10. Each Plan also contains an assessment of the current maturity level of the function, as well as where we intend to be by the end of 2023/24 if we are successful in delivering the Plan.
11. Within the COO Department, the one area of relevance to this Board's remit is the **Markets Directorate**.
12. The Markets Business Plan sets out the activity we will undertake to deliver on the vision for the City's Markets. This will involve delivery of the current thriving wholesale food markets, as well as delivering a pioneering site where we will co-locate two of our Markets, following approval of the Markets Co-Location Programme. The coming year will therefore be critical to the success of the Markets team and indeed a key strategic priority of the City of London Corporation.
13. To achieve this, our key workstreams next year will include:
 - Reviewing all health and safety policies and procedures, and reviewing the implementation of the interim maintenance strategy;
 - Working with our tenants on the detailed design brief for the new Wholesale Market;
 - Establishing a Compliance Team to monitor food hygiene and health and safety;
 - Vacating the Poultry Market at Smithfield by August 2023;
 - Carrying out a customer satisfaction survey of market tenants.We will also implement a Climate Resilience Plan for the Markets in collaboration with the colleagues in the Environment Department, in pursuit of the CoLC's Climate Action Strategy.
14. Much work has taken place during 2022/23 to lay the groundwork for delivering our plans for the coming year. This has included:
 - Implementing the Market Target Operating Model.
 - A new suite of Key Performance Indicators developed for implementation from April 2023.
 - A deep dive into our risks.
 - Approval of the Markets Co-Location Programme.

15. The Markets remain in a sustainable position financially, primarily funded by service charge, notwithstanding slower debt collection as a result of COVID repayment restrictions and linked to the MCP deal with the Smithfield Market Tenants Association. However, the challenging economic environment, as well as increases in salary costs (primarily at Smithfield Market where cannot be recovered via tenant service charges) and energy prices, are likely to put considerable strain on local risk budgets in 2023/24. Proposals to bring the current and future markets work together under one Director, and sharing of resources, will help to manage this pressure.
16. The Business Plans for the COO Department and Markets division can be found at **Appendices 1 and 2**.

Corporate & Strategic Implications

17. Strategic implications – Strategic priorities and commitments are expressed in the Department of the COO Business Plan at **Appendix 1**.
18. Financial implications – None.
19. Risk implications – Each COO division's key risks are captured in the team business plans. The highest scoring risks across the Department have then been captured in the Departmental Business Plan. Risks will continue to be managed in line with Corporation policy.
20. Resource implications – The COO has proposed a Markets Co-Location Resourcing Strategy, to be considered by Capital Buildings Board early 2023.
21. Equalities implications – The Department's EDI data is captured in the Departmental Business Plan. In addition, the ED&I Business Plan (another team within the COO Department) sets out our more detailed plans and approach to embedding ED&I across the whole Corporation.
22. Climate implications – The Markets have produced a climate action plan to meet the conditions of the CoLC's Climate Action Strategy.
23. Security implications – There are no security implications to the proposals put forward in these business plans.
24. Operational property implications – All operational property in the Department of the Chief Operating Officer falls either into the Corporate Estate – i.e. Guildhall, or as market sites. There is a formal operational property plan and assessment in place for all works through City Surveyors for current market sites and the decision by Court to move two of the three markets from their current sites to Barking and Dagenham sets out a timeline for vacating and then disposing/retaining those sites as part of the Market Co-location Programme ("Major Project").

Proposals

25. We recommend that the Committee approves the COO Department and Markets Business Plans for 2023/24.

Appendices

- **Appendix 1** – Department of the Chief Operating Officer Business Plan 2023/24
- **Appendix 2** – Markets Business Plan 2023/24

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