

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, whilst developing a pioneering Market site on which we can co-locate our Markets and which will become London's wholesale food destination; a wholesale hub that covers all foods and food industry commodities.

What changed during 2022/2023

- The Markets Targeting Operating Model was implemented.
- Markets begin operating without covid restrictions.
- Smithfield Market is in the five best performing City of London sites for reducing energy consumption.
- New suite of Key Performance Indicators developed in collaboration with the Corporate Strategy Performance Team with implementation anticipated by April 2023
- Risk Management deep dive and a training refresh carried out.

Aims and Objectives

- To provide an exemplary trading environment for our staff, tenants, and market users that is safe and efficient.
- To provide high quality services to our tenants that are value for money.
- To operate our markets in a manner that is compatible with our Climate Action Strategy commitments.

Our Strategic Commitments

Climate Action Strategy – We will implement a Climate Resilience Plan for the Markets in collaboration with the colleagues in the Environment Department.

There will be tactical improvements on existing sites focussed on energy efficiency and waste management, pending the move to a new Market facility. Strategic improvements will be focussed on the new facility which is planned to be BREEAM Excellent .

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

Outcome 10 – We inspire enterprise, excellence, creativity and collaboration.

Operational Property Requirements.

The Markets' Operational property holdings were reviewed with the City Surveyor in accordance with SO56. The Poultry Market at Smithfield has already been declared as surplus. The remaining properties are required for Markets operations until the move to a new market is completed.

Our major workstreams this year are

Transparency

<p>Priority 1. Review the implementation of the interim maintenance strategy to ensure the existing markets remain safe and fit for purpose as we transition to a new site. Update forward maintenance plans around asset condition and relocation timelines. Continue to focus on harmonising Health and Safety systems across the three sites.</p>	<p>Effective forward maintenance plans are essential to ensure that we continue to deliver safe environments in which to operate, while focussing on making the correct investment decisions for the existing infrastructure as we move towards a colocated Market.</p> <p>During this transitional period Health and safety management of our sites is a key priority.</p>
<p>Priority 2. Introduce a comprehensive set of robust Key Performance Indicators as part of a Markets performance pack.</p>	<p>We will look to introduce a comprehensive suite of KPIs by April 2023 that will, among other things, focus on delivering value for money services to our tenants, maintaining health and safety and effective debt management.</p>
<p>Priority 3. Comprehensive review of Health & Safety policies and procedures and alignment of Markets' Working Manuals / Codes of Practice.</p>	<p>Robust and consistent Health and Safety Policies/ procedures and alignment of the Markets enforcement policies.</p>

Partnership

<p>Priority 10. Carry out a customer satisfaction survey of market tenants.</p>	<p>Work with our tenants to understand how we can improve our service. Obtain an indicative measure of how our customers view our performance.</p>
<p>Priority 11. Continue to build links with the National Association of British Market Authorities (NABMA) and the World Union of Wholesale Markets (WUWM).</p>	<p>Work with national and international partner organisations to ensure we remain relevant as a Market Authority as we work towards colocation of the markets onto a world class facility at Barking Reach.</p>

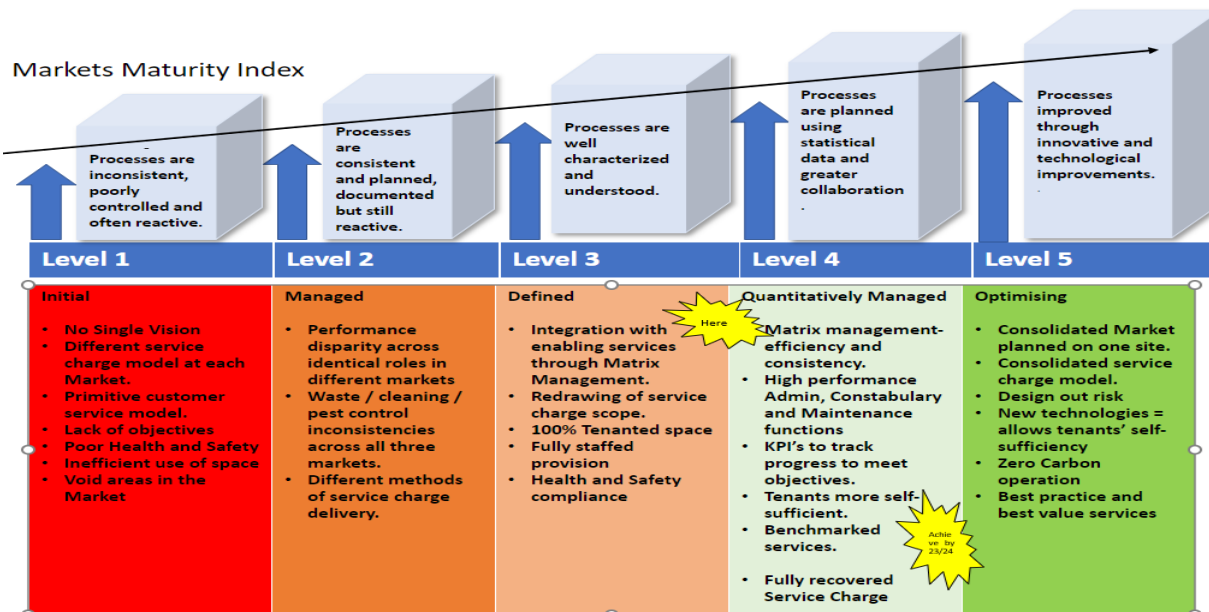
Enablement

<p>Priority 4. Work with our tenants to contribute to the detailed design brief for the new Wholesale Market</p>	<p>Ensure that as the detailed design process progresses, post bill submission, the tenants' views are heard and taken into consideration.</p>
<p>Major workstreams for 2024/25</p>	
<p>Inbound logistics trial (BG)</p>	<p>Consolidating inbound delivery journeys we can reduce carbon emissions, improve air quality, and provide a better customer experience.</p>

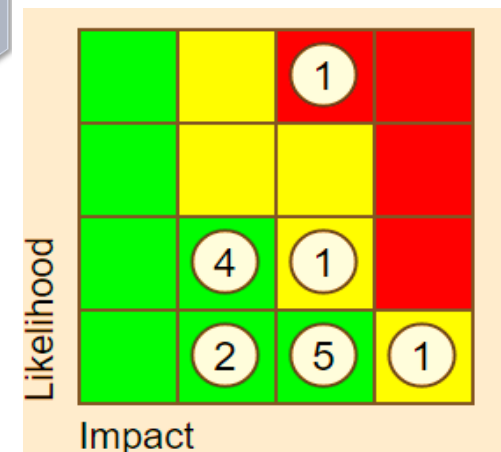
Credibility

<p>Priority 5. Establish a Compliance Team to monitor food hygiene and health and safety across the three sites.</p>	<p>Team established and operational by April 2023 with outputs that support the safe and efficient operation of the Markets and maintains high standards of food hygiene.</p>
<p>Priority 6. Conclude the consolidation of maintenance and waste services operation to vacate the Poultry Market by August 2023 (SM).</p>	<p>The Poultry Market has been declared surplus to requirement. All CoL operation have to be moved of the Poultry Market at Smithfield by August 2023.</p>
<p>Priority 7. Cleaning project for high level structural steelwork to Market Pavilion (NSM).</p>	<p>Maintaining the food hygiene condition of the Market.</p>
<p>Priority 8. Build upon the first phase of work on our retail market offering by producing a detailed business case identifying the potential for development by December 2023.</p>	<p>Looking to develop a business case to Expand the City's offer with respect to retail markets.</p>
<p>Priority 9. Carry out intrusive survey of roof to establish extent of, and action, works required. (NSM).</p>	<p>Repairing the roof to a satisfactory and sustainable standard that will remain fit for purpose until the Market is relocated.</p>
<p>Major workstreams for 2024/25</p>	
<p>Resurfacing entry and exit lanes and market pavilion roadway at (NSM).</p>	<p>Major maintenance activity to ensure the site remains safe for market users.</p>

Markets Maturity Index



Markets Risk Heat Map



Markets Dept Level Key Risk

N.B. All Key Risk information was correct at 22 August 2022 but is subject to continual review and change.
N.B The heat map include both departmental and service level risks.

Wholesale Markets – Traffic Management	12
Smithfield Market – Building maintenance management	8
Wholesale Markets Consolidation Project	8
Brexit – Impact on traders	4
Smithfield Market – EPA Canopy Failure	4
New Spitalfields Market - Air Quality – Market Pavilion	4
Billingsgate Market – Building maintenance management	4
Smithfield Market – Glass Canopy Failure	2
Wholesale Markets – Food Hygiene	2

Markets KPI's

MKP1 Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 2% KPI.

Divert 90% of waste from landfill at the Markets.

Maintain a minimum 95% occupancy with the expectation to achieve 100%.

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.

New draft Markets KPI's N.B these are example KPI's that we can select from but a decision is yet to be made.

Reduce net spend on disposal of contaminated waste / animal by-product.

% penalty notices issued compared to accidents each month. Aim for a downward trend in accidents following an increase in penalty notices issued across all markets.

Loss of income due to unlet space. Maintained loss of income at £ 90,000 across all three markets.

Our People

Market Staff Engagement score 30%

Develop an action plan to address the concerns raised by staff from the staff survey.

Deliver the corporate EDI priorities.

Support staff progression from grades A-C through training and where possible staff shadowing.

Create a safe environment where staff feel comfortable about sharing information.

SMG's and managers to embed a culture that filters down where all staff have regular one to one's, and training needs / opportunities are discussed during appraisals.

Capital Project	Approved Budget £	Amount Unspent £
Billingsgate Market Additional Fish Handling Facility	112,000	18,605
Smithfield Market Car Park - Sprinkler and Fire Door Remedial Works	20,000	20,000
Poultry Market Canopy Deconstruction	382,000	50,632
Smithfield Replacement Glazing on Canopy	220,000	69,002.08
Smithfield Market – Water treatment Condenser Replacement	51,000	10,756.67
Billingsgate Action Plan CCTV	163,500	59,467.00
Grand Total	949,040.00	228,462.75