

Board(s): Market Board	Dated: 17/01/2024
Subject: Markets High-Level Business Plan 2024/5 - Markets Division	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4,7
Does this proposal require extra revenue and/or capital spending?	No
Report of: Ben Milligan, Director of Markets	For Decision
Report author: Damian Coffey, Markets Department	

## Summary

This report presents for approval the high-level Business Plan for the City Surveyor Department – Markets Division for 2024/25.

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Markets Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Board, the departmental Business Plan 2024/25.

## 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 for the 2018/19 year. 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 2023/24, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

### Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix A, the draft final high-level Business Plan for 2024/25 for the Markets Department.

- a. **Member Involvement:** The Director of Markets meets the Markets Board chairman and deputy chairman each week to consult on market matters.
- b. **Prioritisation:** Through a workshop with SMG members the group focused on the key disciplines that span and impact across each market: security / maintenance / admin & finance and health&safety and the plan has workstreams that cover these areas.
- c. **Synergies and combatting silos:** Following the Markets Target Operating Model (TOM) the department adopted a Matrix Management model that gave each General Manager a specialism (on behalf of each Market) in the following areas – maintenance, finance & administration, and security. This new way of working increases consistency, transparency, accountability, and utilisation of skills, while allowing best practice to flow more freely across the three markets.
- d. **Resources utilised:** Our resources are split evenly across the three markets as agreed with tenants, with an appropriate focus on security, maintenance and cleaning at Billingsgate and Smithfield, Spitalfields waste and cleaning is contracted out. A small central team includes dedicated resource recruited to support the MCP.
- e. **Performance Measurement:** Progress made against workstreams is measured by KPI's and reviewed by the Director and the Management Team.
- f. **Measuring Impact and Value for Money (VfM):** The Director of Markets engages regularly with the tenant's associations, prioritising how to provide tenants with a good level of service that is also VfM.

A tenant's survey was sent out in January 2023 and the results have been summarised in the plan; going forward we have a baseline figure that we can score against when the survey goes out again in January 2024.

### **Departmental Operational Property Assets Utilisation Assessment**

4. The Market Division is based across 4 sites, New Spitalfields, Billingsgate, and Smithfield Market and we have 9 staff based at the Guildhall.
5. There is a commitment to re-locate Smithfield and Billingsgate Market to a purpose-built facility in Dagenham Dock area.
6. The poultry Market at Smithfield Market was declared surplus to requirement and vacated on 31<sup>st</sup> August 2023.

**Corporate & Strategic Implications** -We are working to align to the developing Corporate Plan, the Director of Markets attends the Strategy Forum, and the Performance Officer attends the Planning Forums. Our future Business Plan will be fully aligned with the mission, aims and outcomes in the 2024 -29 Corporate Plan.

**Security implications** - None

**Financial implications** - The high-level Business Plan has been produced in liaison with Chamberlain's Department.

**Public sector equality duty** – The Department has established a Wellbeing Group, made up of Wellbeing Champions from across the three markets. The Champions share and address wellbeing issues and have a remit of keeping wellbeing a priority. The department's equality representative is part of this group and links equalities work with wellbeing as well as ensuring compliance with the PSED.

**Resourcing implications** -Any changes to resources will be brought to the Board.

### **Conclusion**

This report presents the high-level Business Plan for 2024/25 for the Market Division for Members to consider and approve.

### Appendices

- Appendix A – Markets high-level Business Plan 2024/25

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