

Markets Division

Our aims and objectives are... 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's changed since last year..

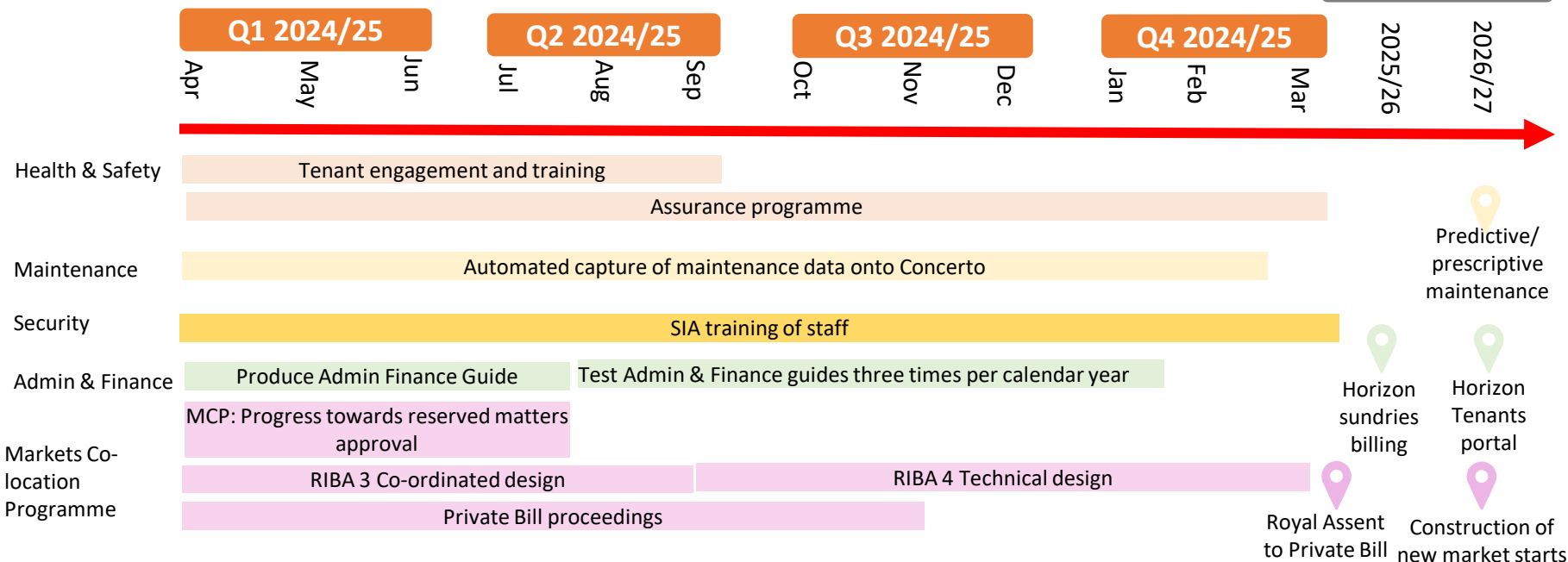
- Poultry Market Closed August 2023.
- Markets Co-location Project Team formed.
- High-level cleaning at Spitalfields and Billingsgate completes.
- Billingsgate Store Roof & Racking project completed.
- NABMA AWARDS for Wholesale Market Manager of the Year (Ben Milligan) and Wholesale Market Team of the Year (New Spitalfields Market).

Our Work Locations (table)

Total people resource is 116 FTE

Guildhall complex	9 FTE
Spitalfields MKT	32 FTE
Billingsgate MKT	40 FTE
Smithfield MKT	35 FTE

Our 2024/25 timeline planner priority workstreams and key milestones



Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	23/24 Baseline
<ul style="list-style-type: none"> MCP: Progress towards reserved matters approval 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Corporate Political 	<ul style="list-style-type: none"> Dependency on progression of the Private Bill Assumption that scope remains as per current programme (to be decided by Members) 	<ul style="list-style-type: none"> Keeping within planning approval deadlines and internal time dependencies Providing assurance to the planning authority. Finalising the design will benefit external engagement with the programme. 	<ul style="list-style-type: none"> Working to budget / programme and mitigating risks. RIBA 3 and 4 completed. 		<ul style="list-style-type: none"> Reserved Matters application submitted by 2024. 	
<ul style="list-style-type: none"> Markets Health & Safety Refresh 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 7% across all staff 	<ul style="list-style-type: none"> Health & Safety Power & Mandatory 	<ul style="list-style-type: none"> Aligned to corporate Health and Safety policy 	<ul style="list-style-type: none"> Tenants and staff aware of responsibilities Enforceable assurance programme (Safety & Operations) in place 	<ul style="list-style-type: none"> Assurance checks complete to schedule 		<ul style="list-style-type: none"> Site-level assurance plans and improvement plans in place 	<ul style="list-style-type: none"> H&S Policy drafted
<ul style="list-style-type: none"> Efficient use of maintenance data to improve services delivered to tenants. 	<ul style="list-style-type: none"> £2k for handheld devices 	<ul style="list-style-type: none"> Maintenance staff 18% 	<ul style="list-style-type: none"> Priority Outcome (Dept) 	<ul style="list-style-type: none"> Purchase handheld devices so staff can input data that will synchronise to concerto Provide training for staff Automatically capturing maintenance data onto concerto. 	<ul style="list-style-type: none"> Use data from Concerto to influence work plans and priorities, and to improve service 	<ul style="list-style-type: none"> All maintenance recorded on Concerto % reduction in reactive maintenance 		<ul style="list-style-type: none"> Reactive maintenance loaded onto concerto 	<ul style="list-style-type: none"> In-house PPM loaded onto concerto
<ul style="list-style-type: none"> Effective admin to build resilience across the admin discipline 	<ul style="list-style-type: none"> £2k per course 	<ul style="list-style-type: none"> Admin staff 7% 	<ul style="list-style-type: none"> Priority Outcome (Dept) 	<ul style="list-style-type: none"> Alignment of admin & finance activities into one guide 	<ul style="list-style-type: none"> Increase resilience across the Admin and Finance discipline 	<ul style="list-style-type: none"> Improvement in tasks during staff absences Admin & Finance procedure guides tested three times per calendar year 		<ul style="list-style-type: none"> Market experts within the admin & finance discipline (Nabma diploma) 	<ul style="list-style-type: none"> 2 members of staff undertook Nabma Diploma in Markets Administration
<ul style="list-style-type: none"> Security Risk Management 	<ul style="list-style-type: none"> £7k per Market 	<ul style="list-style-type: none"> Security staff 46% 	<ul style="list-style-type: none"> Priority Outcome (Dept) 	<ul style="list-style-type: none"> Getting staff SIA trained 	<ul style="list-style-type: none"> Consistent standards in security at each Market 	<ul style="list-style-type: none"> 100% of staff hold SIA licence by end of probationary period 		<ul style="list-style-type: none"> All new joiners SIA trained Head of Security and sergeants SIA trained 	<ul style="list-style-type: none"> 0% SIA trained

Our People

Your voice matters Staff Survey 2022

Our staff views of the organisation

Favourable 42%

Neutral 21%

Negative 37%

Participation level: **30%**

Key themes highlighted by staff

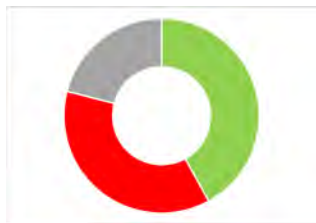
- Improve pay and awards
- Staff to feel valued
- Timing and delivery of TOM

Themes to address concerns

- Market Dep have designated wellbeing group
- Pay and awards being addressed through People Strategy

Plans to increase staff engagement

Allow staff within their working day to complete survey who don't have access to a laptop



Tenants Survey 2023

Participation level: **21%**

Category	Favourable	Neutral	Negative
Tangibles	54%	23%	23%
Reliability	41%	24%	35%
Responsiveness	54%	24%	22%
Assurance	50%	24%	26%
Empathy	33.7%	26.7%	39.6%

Key: Favourable Neutral Negative

Tenants key concerns	Addressing concerns
<ul style="list-style-type: none"> ✓ Value for Money (VfM). ✓ Not understanding tenants needs. 	<ul style="list-style-type: none"> ✓ Power Purchase Agreement. ✓ English as a Foreign Language (ESOL) offered. ✓ Fish preparation & cooking tuition offered. ✓ Climate workshops for SMEs offered.

Equality Diversity & Inclusion

- Wellbeing Group and Action plan set-up with aims
 - ✓ Create connection between A-J grades
 - ✓ Improve and embed wellbeing culture within the dept.
 - ✓ Through a staff survey learn how staff feel and what they would like to see from the group.
- Encourage **Social Mobility**: staff to engage in training opportunities, opportunities to learn from each other and ascertain progress through 1-2-1's and against appraisal objectives
 - ✓ Staff have completed NABMA Diploma in Markets Administration, one awarded *highly commended Award*.
- Target recruitment – look to advertise suitable posts within London Boroughs
- Number of Equality Impact Assessment Completed: **2**

Health and Safety Business Plan - top 3 priorities

- Safety policy embedded, with tenants and staff aware of responsibilities
- Enforceable Assurance (Safety & Operation) Programme in place
- SLA in place

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
MCP – main works procurement	X		Funded
MCP - begin construction of new market building		X	Funded
Horizon expansion - sundries invoicing (25/26) and tenants' portal (26/27)	X	X	
Predictive/Prescriptive maintenance model and systems introduced		X	
Business case for New Spitalfields move / refurbishment	X		
MCP - Kent Avenue upgrade (25/26) and Breach Lane connection (26/27, tbc)	X	X	Part-funded

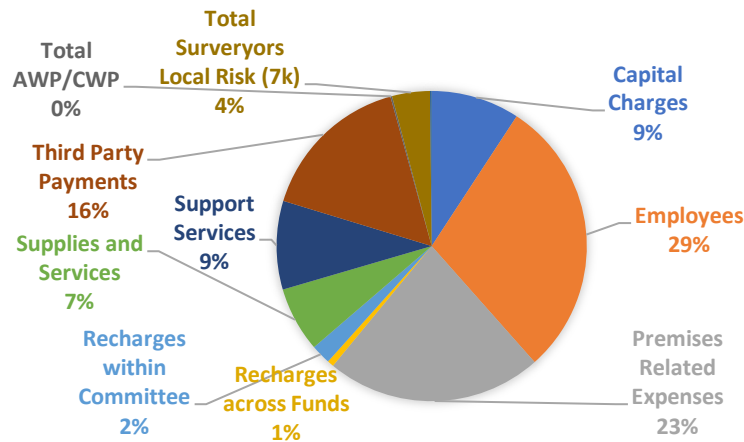
Our Strategy and Cross-cutting strategic commitments

Climate Action (CAS)
SMEs
People Strategy

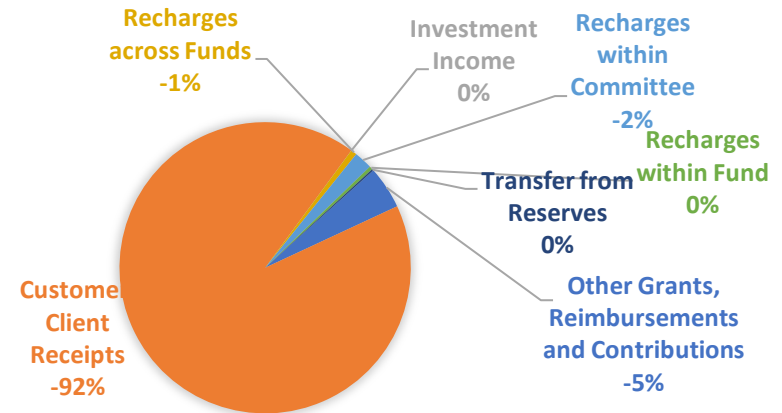


Where our money comes from and what we spend it on

Expenditure



Income



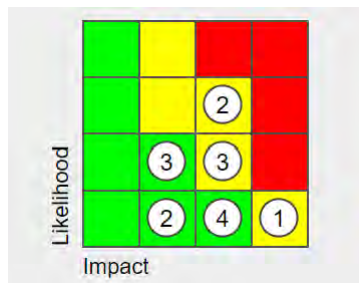
Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall NW 3 rd Floor	8 Desks	August 2023
	1 Office	
Smithfield Market	Poultry MKT vacated end August 2023	August 2023
	East & West MKT in operation	
New Spitalfields Market	In operation	August 2023
Billingsgate Market	In operation	August 2023

Capital Project	Approved Budget £	Amount Unspent £
Markets Co Location Project		
Program envelope	£841m	£631.24m
Approved	£327.78m	£118.02m
Spend to date	£209.76m	

Key Risks

Risk Title	Score
Billingsgate Transport Risk	12
Health & Safety Risk	12
Smithfield Transport Risk	8
New Spitalfields Transport Risk	8
Building Maintenance Management	8
Wholesale Markets – Consolidation Project	8



Our Impacts

City Harvest London rescues food from New Spitalfields Market that otherwise would go to waste and redistributes it to London communities in need. From April 2022 to March 2023 the following was achieved:

370,000 meals delivered to charities feeding their communities



155.397 tonnes food provided to City Harvest London

105 tonnes GHG emissions prevented by rescuing food for human consumption



Our Partners



The Market Dept is an active member of NABMA. Officers host Nabma members around their Markets and attend regular meetings, conferences -including the annual conference.



The Market Dept is an active member of WUWM. Officers host WUWM members from around the world, and the Markets Director attends the WUWM annual conference to learn and share best practice of running wholesale markets.