



Appendix A: Markets Business Plan 2013-2016

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Key Achievements 2012-2013

- Brought lease negotiations with the Smithfield Market tenants to a successful conclusion.
- New Spitalfields Market was named Best Wholesale Market 2013 in the National Association of British Market Authorities (NABMA) Awards in January.
- All three wholesale markets operated without major disruption throughout the Olympic and Paralympic period.
- Following the successful conclusion of the Billingsgate Porter's working practices, 100% of units in the Market Hall are now let.

Key Challenges 2013-2014

- Continue to provide a high level of service, both in our City Fund and City's Cash (mainly service charge) activities within the reduced resource allocation.
- Work with Smithfield tenants to implement the terms of the new leases to provide best value to tenants while ensuring the Market operates in a safe and hygienic manner.
- Review our operations to ensure that services to tenants are delivered cost-effectively and without placing an undue burden on businesses.
- Work to reduce both the markets' and tenants' energy usage and to improve the sustainability of our operations.
- Support the 'Procurement and Procure to Pay' (PP2P) initiative in order to deliver savings through improved procurement.
- Work with our tenants (Small and Medium sized Enterprises (SMEs)) at all three markets to help them survive the recession and prosper in the future.
- Make use of the Byelaws Working Party Group to consider new Byelaws that will discourage offending behaviour by users of the three wholesale markets which is not covered by the terms of tenants' leases or national legislation.
- Continue to investigate opportunities for reducing waste sent to landfill and increasing recycling as part of the sustainability agenda.
- Continue to reduce sickness absence levels.

- Continue to manage all markets risks.
- Continue developments and discussions on Crossrail including the need to ensure continued safe, uninterrupted operations at both Billingsgate and Smithfield Markets.
- Investigate options for dealing with breaches of local enforcement policies.
- Investigate all possible options for generating more income.

Key Performance Indicators 2013-2014

KPI 1 Achieve 90% occupancy of all lettable space at Billingsgate and Spitalfields Markets.

KPI 2 85% of debts to be settled within 60 days.

KPI 3 Divert 90% of waste from landfill at the Markets.

KPI 4 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.

Objectives 2013–2014 (1 April 2013 – 31 March 2014)

Perspective 1 – Customer and Stakeholder Focus			
To maintain a strong positive relationship with the tenants and other stakeholders by providing good customer service, capturing business development opportunities, and promoting the markets externally.			
Action	Task	Outcome	Responsibilities
Promote the markets.	<ul style="list-style-type: none"> Promote the markets through CoL communication channels. Continue to participate with the World Union of Wholesale Markets (WUWM) and NABMA. 	<ul style="list-style-type: none"> Profile enhancement and promotion of the markets. 	<ul style="list-style-type: none"> Director of Markets Market Superintendents Performance Management Officer
Improve communication between the markets, all the tenants and stakeholders.	<ul style="list-style-type: none"> Regular meetings with the Tenants' Associations, keeping them fully informed of developments. Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food markets in the country. Host an Open day in association with the London Fish Merchants Association (LFMA) and the Seafood school at Billingsgate Market before Dec 2013. 	<ul style="list-style-type: none"> Improved dialogue, engagement, and co-operation with the tenants and stakeholders. Good relationships with local community and other stakeholders. Increase popularity of Billingsgate Market and potential increase in trade. 	<ul style="list-style-type: none"> Director of Markets Market Superintendents Performance Management Officer
Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.	<ul style="list-style-type: none"> Ensure stakeholder involvement by attending all relevant meetings regarding Crossrail and cascading information to staff and tenants. Work in unison with the LFMA and Smithfield Market Tenants' Association (SMTA) in Crossrail developments. Monitor Crossrail proposals with relevant CoL staff. 	<ul style="list-style-type: none"> Minimum disruption to the markets. Normal, or near normal, day-to-day operation of both markets throughout construction period. 	<ul style="list-style-type: none"> Director of Markets Billingsgate Superintendent Smithfield Superintendent

Perspective 2 – Operations and Finance			
Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
Better management of business risks and improved contingency plans.	<ul style="list-style-type: none"> • Improve analysis of business and Health & Safety (H&S) risks and develop improved contingency plans by March 2014. • Review effectiveness of current safety management and assurance systems. • Risk management workshop (New Spitalfields). 	<ul style="list-style-type: none"> • Reduced risks to the markets' business. • Improved ability to manage crises. • Reduced risk of enforcement action against the City. 	<ul style="list-style-type: none"> • Head of Business Performance • Market Superintendents • Technical Officer
Continue with the improvement of the markets' health & safety performance and accident reductions. <i>Linked to KPI 4</i>	<ul style="list-style-type: none"> • Raise safety awareness amongst staff in relation to forklift truck operator behaviour. • Continue to implement effective workplace traffic management controls. • Provide advice on H&S issues to local management, including compliance with applicable legislation and industry best practice. • Further improve the quality of accident investigation and reporting by ensuring that all information and evidence is gathered thoroughly and documented. All reports are to be completed within 3 days following the reporting of an incident. 	<ul style="list-style-type: none"> • Raised health and safety standards at all three markets. • Safer environment. • Fewer H&S incidents compared to 2012/13 total of 36. • Reduced risk of enforcement action against the City. • Reduced risk of successful litigation against the City following an accident. 	<ul style="list-style-type: none"> • Technical Officer • Market Superintendents • Heads of Constabulary

Perspective 2 – Operations and Finance			
Ensure safety and security of tenants and property, optimise efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
<p>Work more efficiently and achieve greater value for money. <i>Linked to KPI 2</i></p>	<ul style="list-style-type: none"> Review main areas of activity at each market and assess if still fit for purpose or could be adapted to be done differently. Work to ensure that tenants are being provided with a good service and investigate ways of reducing running costs. Explore variation to cleaning contract with Countrystyle to establish if options to save tenants money are possible. Staff at the Markets to liaise with Chamberlain's department over outstanding debts to ensure the problem is managed effectively. 	<ul style="list-style-type: none"> Demonstrable value for money for stakeholders. Potential time and money saving. Manage and bring outstanding debts down. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Finance Officer
<p>Generate more income. <i>Linked to KPI 1</i></p>	<ul style="list-style-type: none"> Investigate ways in which the markets could increase their income streams. Fully maximise car parking usage at Billingsgate and Smithfield. Review charges outside of service charge regime at New Spitalfields: increase waste dumping charges; increase light vehicle permit parking fee. Let all vacant office premises by end September 2013 at Billingsgate Market. 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services. Full Market letting to ensure rent income is maximised / void costs minimised or eliminated. 	<ul style="list-style-type: none"> Head of Business Performance Market Superintendents at Billingsgate, Smithfield and New Spitalfields Market
<p>Investigate options for dealing with continuing breaches of local enforcement policies.</p>	<ul style="list-style-type: none"> Byelaw working party to continue to review the best options for enforcement. 	<ul style="list-style-type: none"> Better management of the markets. 	<ul style="list-style-type: none"> Market Superintendents

Perspective 3 – Sustainability and Site Optimisation			
To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.			
Action	Task	Outcome	Responsibilities
In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy, consumption in line with the City's Carbon Descent Plan (CDP), in areas which are under the control of CoL.	<ul style="list-style-type: none"> • Work with the Energy team to enable City energy use to be identified separately from tenants' usage and addressed discretely within the CDP. • Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise. • Use Systemslink and the new Energy Dashboard to their full potential and identify the big users of utilities. • Investigate the possibility of installing more Smart meters. • Review of water heating requirements and ad hoc changes to systems at New Spitalfields Market. 	<ul style="list-style-type: none"> • Improved knowledge of actual major consumption areas and the potential for efficiency reductions. • Achieve a total 15% reduction in energy usage across the Department by March 2015 against the baseline year of 2008/09 (7% reduction already achieved by March 2013). 	<ul style="list-style-type: none"> • Market Superintendents • Head of Business Performance • Performance Management Officer • CoL Energy Manager
Reduce landfill waste and increase recycling. <i>Linked to KPI 3</i>	<ul style="list-style-type: none"> • Review waste handling at Billingsgate Market. • Work with tenants at Smithfield and New Spitalfields market to incentivise them to segregate recyclable waste. • Recycling to be maintained at or above 70% at New Spitalfields Market. • Increase waste dumping fees at New Spitalfields Market. 	<ul style="list-style-type: none"> • Divert 90% of waste from landfill. • Reduced incineration costs at Smithfield against the 2012/13 outturn figures. • Increased sustainability. • Improved waste management at the markets. 	<ul style="list-style-type: none"> • Head of Business Performance • Market Superintendents • Heads of Maintenance
HGV Vehicle Management.	<ul style="list-style-type: none"> • Creation of a dedicated unloading area for HGVs delivering to Catering Supply Buildings (CSBs) at New Spitalfields Markets. 	<ul style="list-style-type: none"> • Reduction in HGV accidents. 	<ul style="list-style-type: none"> • New Spitalfields Market Management

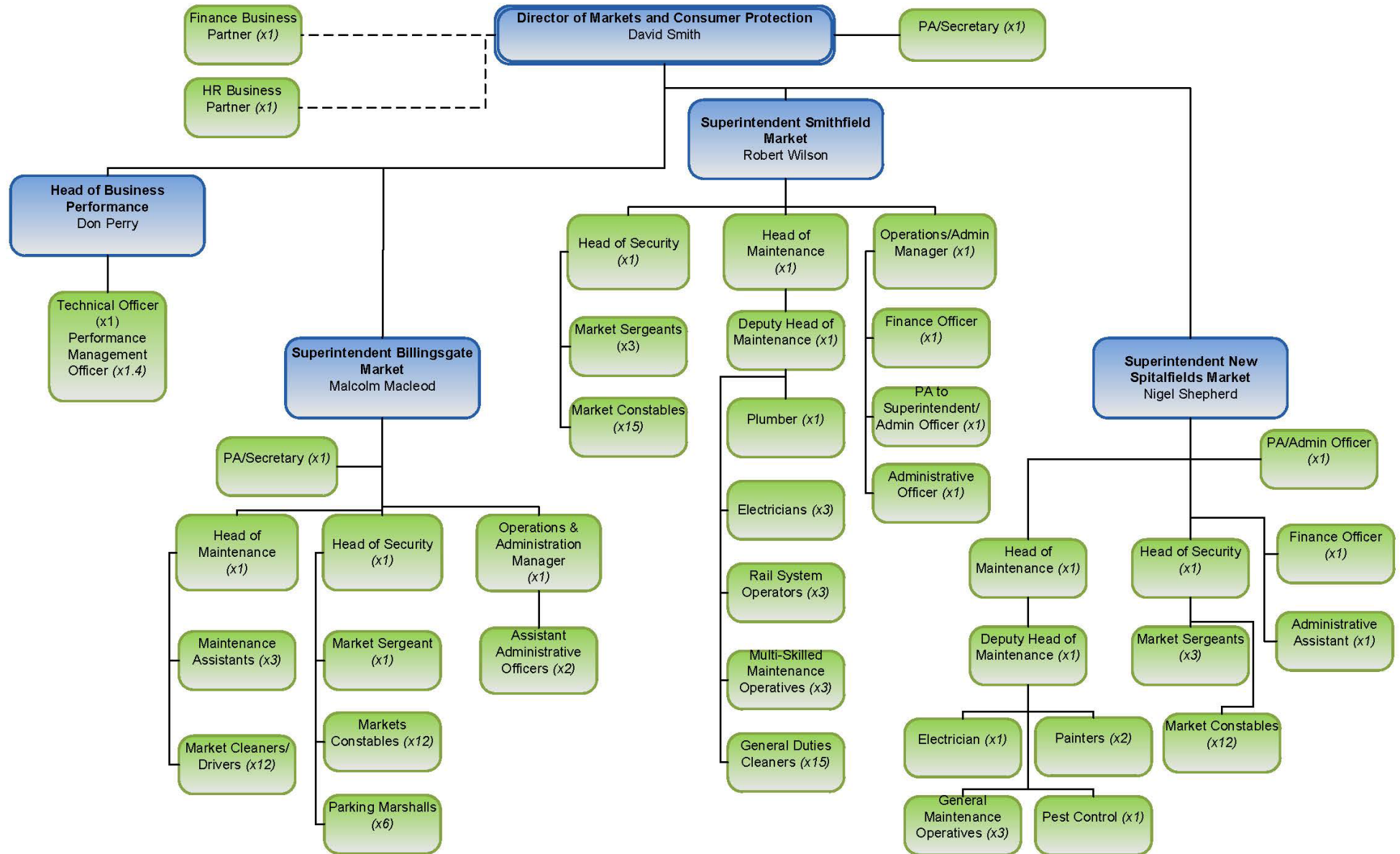
Perspective 3 – Sustainability and Site Optimisation**To provide well-maintained markets, fit for purpose, within budget and demonstrate environmental responsibility in the way we manage waste and use resources while being financially viable.**

Action	Task	Outcome	Responsibilities
Improve the material state of the markets.	<ul style="list-style-type: none">• In conjunction with the City Surveyor, ensure that each market’s 20 year maintenance plan is fully up to date and properly costed.• Ensure that regular liaison meetings with the City Surveyor’s Department at all three markets are effective in making progress, and that the agreed level of maintenance work is carried out to time and cost.• Monitor at Senior Management Group. <p><u>Billingsgate</u></p> <ul style="list-style-type: none">• Continue to work on the ‘Billingsgate Modernisation Plan’ to improve the overall condition of the Market.• Roof Renewal Project (Part A). With the assistance of the City Surveyors, ensure that the outer roof renewal project is progressed and completed.• Roof Renewal Project (Part B) Ceiling & Solar Panels. With the assistance of the City Surveyors:<ul style="list-style-type: none">o Evaluate the installation of a ceiling in the Market Hall.o Evaluate the installation of solar panels on the outer roof.o Complete the evaluation stage of the Additional project.	<ul style="list-style-type: none">• Property is well maintained and asset values protected. <ul style="list-style-type: none">• Billingsgate has an integrated programme to deal with significant improvement works that will be required during the period of this Business Plan.• Roof renewal project will resolve the leaking roof issue.• Improve the material state of Billingsgate Market.	<ul style="list-style-type: none">• Market Superintendents• Head of Business Performance

Perspective 4 – People and Innovation			
To improve the quality of leadership and management throughout the department and ensure that all staff have a chance to maximise their potential and job satisfaction.			
Action	Task	Outcome	Responsibilities
Continue to manage sickness absence. <i>Linked to KPI</i>	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across all markets of no more than 7 days per person by 31 March 2014¹, with a total number of days at each market of no more than: <ul style="list-style-type: none"> Billingsgate: 265 New Spitalfields: 189 Smithfield: 357 Directorate: 38 	<ul style="list-style-type: none"> Market Superintendents Line Management
Continue to use the internal communication channels and investigate using social media to externally promote activities within the markets.	<ul style="list-style-type: none"> Provide regular articles on activities happening at the Markets to the PR department. Contribute news stories to the quarterly M&CP newsletter. Utilise our Smithfield Market Twitter account and depending on the success of this, encourage the other two markets to set up their own accounts on Twitter and/or other appropriate social media. 	<ul style="list-style-type: none"> More effective promotion of the achievements and diversity of our markets and their staff to the wider CoL and externally. More effective use of social media. 	<ul style="list-style-type: none"> Performance Management Officer PA to Director

¹ Target based upon Full Time Equivalent (FTE) members of staff at 31 December 2012.

Markets Organisation Structure



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams. We make effective use of the corporate Management Information Money Dashboard initiative to further improve the financial management information available to the Senior Management Team.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

Financial Information - Markets & Consumer Protection (Markets Committee)

	2011/12	2012/13	2012/13	2012/13		2013/14	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	4,725	4,977	5,092	4,953	97.3%	5,105	
Premises	4,064	4,344	4,125	4,236	102.7%	4,173	
Transport	39	46	47	47	100.0%	39	
Supplies & Services	1,286	955	980	963	98.3%	823	
Third Party Payments	1,648	1,734	1,732	1,706	98.5%	1,780	
Transfer to Reserve	252	0	0	0	0.0%	4	
Contingencies	0	0	0	0	0.0%	0	
Unidentified Savings	0	0	0	0	0.0%	0	
Total Expenditure	12,014	12,056	11,976	11,905	99.4%	11,924	
Total Income	(8,369)	(8,687)	(8,618)	(8,574)	99.5%	(8,580)	
Total Local Risk	3,645	3,369	3,358	3,331	99.2%	3,344	1
Central Risk	(5,083)	(5,878)	(4,816)	(4,864)	101.0%	(5,604)	
Recharges	6,155	5,998	6,295	6,295	100.0%	6,164	
Total Expenditure (All Risk)	4,717	3,489	4,837	4,762	98.4%	3,904	2

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor.
2. Forecast outturn 2012/13 based on monitoring at period 10 (31/01/2013).