

2013-2014 Progress against Markets Business Plan

This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Business Plan for the 2nd period in 2013/14 (August– November inclusive).

		Target	Period 2 (August – November)	
KPI 1	Achieve 90% occupancy of all lettable space at Billingsgate and New Spitalfields Markets.	90%	Billingsgate	96%
			(excluding Satellite Unit)	
			New Spitalfields	100%
KPI 2	85% of debt to be less than 60 days. ¹	85%	Billingsgate	88%
			Smithfield	99%
			New Spitalfields	98%
KPI 3	Divert 90% of waste from landfill at the Markets.	90%	Billingsgate	100%
			Smithfield	100%
			New Spitalfields	95%
KPI 4	All accidents reports to be completed within 3 days following the notification of an incident.	100%	Billingsgate	100%
			Smithfield	100%
			New Spitalfields	100%

Notes on KPIs

KPI 1 – expressed as a percentage of total space at each market by area (m² or ft²) occupied over the reporting period.

KPI 2 – expressed as the percentage of total debt outstanding that is settled within 60 days.

KPI 3 – expressed as a percentage of total waste from each market by weight that is diverted from landfill.

KPI 4 - when City of London staff are first notified of an accident, this must be reported to the City's Health & Safety Incident Helpline at the earliest opportunity and, in any case, must also be reported to the M&CP Safety Manager not more than three days after first notification. This indicator expresses the percentage of accident reports that have met these criteria.

¹ Source – Chamberlain's Debt Report

1	Customer and Stakeholder Focus. <i>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.</i>	August – November 2013 progress update
	Promote the markets.	<ul style="list-style-type: none"> ● The Director of Markets and Consumer Protection, David Smith, attended the National Fruit Show that is dedicated to showcasing the best of British fruit with tenants from Spitalfields market in October; he also gave a presentation to delegates at the National Fruit Show Dinner that was well received. <p>Billingsgate</p> <ul style="list-style-type: none"> ●The BBC have commissioned a 3 part documentary series to be shown on BBC2 in Summer or Autumn 2014 featuring Billingsgate trader, Roger Barton, visiting and working in three of the world’s largest wholesale markets. The programmes will look at how each Market functions and their relative importance to their local economy. Mexico City was the first Market visited and filming took place over 3 weeks in October/November; the documentary will have Roger being hands on, undertaking the range of different roles at each Market. The other two Markets are likely to be from a pool of 3 - Fulton Market New York City, a Market in India and also China. Filming of these other 2 markets will take place early in 2014 with again Roger spending up to 3 weeks working in each Market. Billingsgate should gain good collateral publicity form this series. ●The London Fish Merchants Association have a new website www.billingsgatefishmarket.org which it is hoped will become a useful communications tool for Billingsgate traders. <p>New Spitalfields</p> <ul style="list-style-type: none"> ●The Superintendent and the Director of Markets and Consumer Protection attended the NABMA Summer Forum that was held in Bradford this year. The Superintendent attended the National Fruit and Restaurant Show in support of the markets tenants. The Market was the venue of the launch event for Popadeli’s website, which entailed 30 school children attending the market hall and conference room for games and presentation of a prize. Reporters from the local press and Dame Kelly Holmes attended the event to help launch the website and children’s healthy eating campaign. ●The Superintendent received the Governor from a second region of Kenya in continued support of SACOMA to increase throughput of produce from small subsistence farmers to help reduce poverty.

1	<p>Customer and Stakeholder Focus. <i>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.</i></p>	<p>August – November 2013 progress update</p>
	<p>Improve communication between the markets, all the tenants and stakeholders.</p>	<p>Smithfield</p> <ul style="list-style-type: none"> • The Superintendent and Chairman of the Smithfield Market Tenants' Association are continuing their weekly early morning "walk rounds" of the Market to monitor compliance with the Commitments entered into under the terms of their new leases. There is a continuing improvement in the removal of litter and general waste from common part areas of the Market and greater use of refuse bins and recycling cages. For example, in the case of the latter 4 double size recycling cages have been distributed to tenants on a trial basis which are proving to be a success and will now be offered to other tenants to compliment the 19 single sized cages. These measures have resulted in an increase in volume of recycled waste being extracted from the general waste stream. Overall these measures are continuing to improve the material state and visual appearance of the Market. <p>Members will recall from the previous periodical up-date report that there has been an overall reduction in the level of obstructions within the Buyers Walks, pavements and public highways around the perimeter of the Market buildings and this still continues to be the case. However, it became necessary to serve a Section 146 Notice under the Law of Property Act 1925 against one tenant for persistent obstruction of the pavement and public highway adjoining their premises which has resulted in a marked improvement in the company's compliance with their lease terms, as well as a personal apology from their managing director. However, recently the Superintendent has issued verbal warnings to two traders for obstructions and these will be escalated to written warnings if required.</p> <p>New Spitalfields</p> <ul style="list-style-type: none"> • A health and safety newsletter is produced quarterly to inform tenants and traders of key issues. Various consultation meetings with the SpMTA have taken place to discuss, Fork Lift Truck operations, fire risk, waste management, and finance .The Public Address (PA) system is also used to inform tenants and users of the market of current issues. The Superintendent has engaged with other markets (Covent Garden, Bradford and Manchester) over issues concerned with FLT operations and public roads, and waste management.

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	<p>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.</p>	<p>Billingsgate</p> <ul style="list-style-type: none"> • There continues to be no significant issues at Billingsgate during the Crossrail construction project. It is anticipated that the Canary Wharf development on top of the Crossrail station, comprising of shops and restaurants, will open late spring 2014. Upper Bank Street, which has been closed for most of the last 2 years, will re-open at the same time. <p>Smithfield</p> <ul style="list-style-type: none"> • Construction work is continuing 24 hours a day 7 days a week on the Eastern Ticket Hall to the east of Lindsey Street and the main contractor continues to utilise part of the lower level of the Rotunda car park. Continuing areas of concern are the long term closure to northbound traffic of St Johns Street, which will continue into 2014, and trench works which have closed half of the northern carriageway of Grand Avenue at its junction with Charterhouse Street, Crossrail have recently submitted a proposal to completely close Charterhouse Street at that junction for approximately one month in early 2014 to complete repairs to Thames Water's 12 and 16 inch water mains. Meetings have already been held between Crossrail and their main contractor with representatives from the City and the SMTA in order to look at possible alternatives to a complete road closure.

2	<p>Operations and Finance. <i>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.</i></p>	
		<p>August – November 2013 progress update</p>
	<p>Better Management of business risks and improved contingency plans.</p>	<ul style="list-style-type: none"> •The Markets are engaged in an on-going process of risk identification and analysis which feeds into our departmental risk tracker. Emergency and Contingency plans are also currently under review. Risk management will have a higher profile in 2014/15. Key Risks are shown in Appendix C.
	<p>Continue with the improvement of the markets' health and safety performance and accident reductions.</p>	<p>Billingsgate</p> <ul style="list-style-type: none"> •Billingsgate Market starts trading at 4am and ahead of that there is a dedicated site unloading team employed by the London Fish Merchants Association who commence work at 8pm the previous evening. The unloading operation which involves fork lifts and other handling equipment takes place in an area close to the Market Hall and the East & North Canopy bulk storage areas. With minor exceptions traders and their staff commence work from 2am onwards while the unloading operation continues often until 4am due mainly to vehicles carrying supplies from the North of Scotland being unable to arrive any earlier given the traders desire to source the freshest possible fish. From 2 am until the unloading operation is complete there is a risk of a serious accident due to other staff entering the unloading area to check fish supplies rather than waiting for the unloading team to place these supplies within each trader's bulk storage areas in the East or North Canopy buildings. •To address this risk, the unloading team will be required to "down tools" and stop work should anybody other than unloading team members enter the unloading area during vehicle unloading operations. This is in response to recommendations arising from a safety audit carried out by the Fishmongers Company. Any unauthorised entry to the unloading area will result in delaying the unloading operations, which will inconvenience the majority of tenants. It is hoped that this will discourage further offending behaviour. The Market Constabulary will be on hand during unloading operations to help monitor and manage the unloading area.

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	<p>August – November 2013 progress update</p> <p>Smithfield</p> <ul style="list-style-type: none"> ●Members will recall from the report to the November 2013 Committee on progress and improvements at Smithfield Market following completion of the new leases, that following the transfer of banksmen duties from the City to the tenants in July 2013, there were serious safety concerns about the performance of the tenants' shopmen carrying out these duties. ●To address these concerns a meeting was arranged in the autumn between the Corporate H&S Manager and the SMTA, following which guidance was issued to the SMTA on how these operations should be managed. ●The Corporate Health & Safety Manager then carried out an audit at the market during the night of the 17 December 2013, after which he requested that the SMTA provide information on safe management systems and risk assessments for the banksman operations, and evidence of the training that has been given to tenants' staff in order to carry out these operations. <p>New Spitalfields</p> <ul style="list-style-type: none"> ●Throughout this period the prevention of accidents caused by slips, trips and falls has been a priority. The Superintendent has met with the SpMTA and the waste contractor, Countrystyle, as well as making improvements to management systems and carrying out audits. ●Following further consultation with the SpMTA, an agreement on numerous fire risk related matters such as charging electric fork lift trucks, fire extinguishers, fire detection systems & alarms and smoking within the market building was reached. A new management approach will be adopted within the coming period to educate tenants in understanding the risks fire can pose. This will happen after further consultation with all the tenants throughout December and January. ●Visitors to the Market are reminded by staff that smoking is not allowed and are advised on pedestrian safety through leaflets and PA announcements.

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	<p>Work more efficiently and achieve greater value for money.</p>	<p>Smithfield</p> <ul style="list-style-type: none"> •Several meetings of the Joint Specification Committee (JSC) have been held which has culminated in a bench-marking document being agreed with the SMTA relating to security services at the Market. It has also been agreed that cleaning and maintenance functions will be the next services to be reviewed by the JSC. Similarly, meetings of the Joint Review Group (JRG) have also been held to consider service charge budgets and the next meeting is scheduled for January 2014. <p>New Spitalfields</p> <ul style="list-style-type: none"> •The Head of Maintenance and the Superintendent have secured a further payback of £8,600 through management of the waste contract. This has resulted in a total payback of £38,554 to date credited to the service charge account.
	<p>Generate more income.</p>	<p>Billingsgate</p> <ul style="list-style-type: none"> •Due to a reduction in Mirror Group usage overall parking income for 2013/14 is forecast to be £252k, some £29k lower than budget. Parking customers range from people who pay on the day to customers on annual permits. Payment by mobile phone is now an option. •As Members will see from Appendix B to this report, there is a continuing flow of filming income generated at Billingsgate. <p>Smithfield</p> <ul style="list-style-type: none"> •In addition to the recently reported proposed lettings to meat traders, the management team is currently investigating opportunities to let further vacant space in the Poultry Market building. A marketing campaign for increased usage of the Rotunda car park has also been initiated, together with a review of the current pricing structure.

3	Sustainability and Site Optimisation. <i>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.</i>	
	April – November 2013 progress update	
	<p>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.</p>	<p>Smithfield</p> <ul style="list-style-type: none"> •The scheme to replace 90 floodlights around the exterior of the East and West Market buildings and 26 high level fittings in Grand Avenue with lower wattage LED fittings has been completed. The programme to replace high wattage fluorescent tubes with lower wattage LED fittings in the East and West service corridors and first floor refrigeration decks is continuing. <p>New Spitalfields Market</p> <ul style="list-style-type: none"> •There is a project underway to obtain accurate measurement of landlord's energy usage by direct meter readings (landlord's usage is currently assessed by deducting the tenants' metered usage from the gross meter reading for the site). •In order to achieve this there is a degree of reconfiguration of the landlords supply network required together with the fitting of additional meters. It is hoped that the current 'smart ready' meters that are being fitted at the Market will be able to be configured as full smart meters during the course of the coming year. <p>All Markets</p> <p>City of London energy consumption across all three markets for the first two quarters of 2013-14 has fallen by 7.5% when compared to the same period in 2012-13.</p>

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	Reduce Landfill waste and increase recycling.	<p>Billingsgate</p> <ul style="list-style-type: none"> • No Billingsgate waste is sent to landfill. <p>Smithfield</p> <ul style="list-style-type: none"> • Wood and Cardboard are being recycled and removed from the general waste stream and a cardboard crusher will be trialled to further increase the amount of cardboard that can be recycled. For the current period, 25.78% of wood was recycled and 13.25% of cardboard. <p>New Spitalfields Market</p> <ul style="list-style-type: none"> • Through combined recycling and RDF (refuse derived fuel); recycling levels are averaging at 95%. During the period from July to October (the Market's busy period), recycling alone averaged 73%.
	HGV Vehicle Management.	<p>New Spitalfields Market</p> <ul style="list-style-type: none"> • The newly finished HGV unloading area situated adjacent to Allen & Horner Houses is operating well. This new approach prevents HGVs from reversing in this busy area, thereby improving the safety of the unloading operation for Market users. This initiative has received only positive feedback from tenants and hauliers alike.
	Improve the material state of the markets	<p>Billingsgate</p> <ul style="list-style-type: none"> • The Billingsgate flat roof renewal project has now completed the works tender stage. The works are scheduled to commence in late spring 2014 and estimated to take up to 28 weeks to complete. The overall cost of the project is approximately £700k with up to 50% of the funding being in the form of a grant from the European Fisheries Fund (EFF), the remainder of capital funding being from the Billingsgate Sinking Fund. The pre tender estimates for the flat roof renewal works costs were up to £1.8 million, the actual tender results, as can be seen were significantly lower.

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		<ul style="list-style-type: none"> • Following the flat roof renewal project the second priority project for Billingsgate is to replace the metal profile roof that mostly overhangs the first floor offices. With the flat roof tender process complete and the monetary impact on the Sinking Fund now known the metal profile roof renewal project which had been on hold can now proceed through the approval stages to at least to tender stage. • The viability of installing solar panels on the Billingsgate flat roof, consideration of which was shelved due to the high pre tender estimates for the flat roof renewal, will now be considered alongside the metal profile roof project. • Following the two roof renewal and solar panel projects the next priority for Billingsgate is the additional facilities project which aims to create sufficiently sized permanent temperature controlled fish storage and handling facilities. By having such facilities the need for the many temporary storage containers which have littered the Billingsgate landscape for too long is removed. The evaluation stage, which had been halted due to the high pre tender cost estimates for the flat roof renewal, making it uncertain as to whether there would be any remaining Sinking Fund balance for other projects, can now proceed.

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	Improve the material state of the markets.	<ul style="list-style-type: none"> ● The Billingsgate Sinking Fund is no longer receiving contributions, therefore, the £2.1 million Sinking Fund balance and matched funding from the EFF is all that currently exists to fund capital projects. So although there can be some concurrent activity on evaluating and progressing projects, care has to be taken that evaluation funds are not needlessly being spent on projects that, due to a lack of capital funding, have little chance of coming to fruition. <p>Smithfield</p> <ul style="list-style-type: none"> ● As well as looking at opportunities to let current vacant space in the Poultry Market, the Management Team is investigating possibilities of consolidating its Market operations to release further space for letting. All these measures will create an attractive row of open shop fronts rather than the current dull chequer plate elevations.

4	People and Innovation. <i>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.</i>	
		April – November 2013
	Continue to manage sickness absence.	<ul style="list-style-type: none"> •At the end of the 2nd period, the department's overall sickness absence level is 7% above the target figure. This is illustrated in Appendix E. •The 7% increase over the target sickness figure is due to a spike in sickness absence during the months August and October, which is due to a long-term case at Smithfield Market and an increase in self-certificated sickness in October at Billingsgate Market due to a run of seasonal infections. Each of these cases has been actively managed in accordance with the City's Sickness Absence Management Policy and in the individual case at Smithfield Market, this has now been resolved.
	Continue to use the internal communication channels and investigate using social media to externally promote activities within the markets.	<p>New Spitalfields Market</p> <ul style="list-style-type: none"> •Spitalfields continues to use various communication mechanisms with tenants (newsletters, PA, consultation, circulation letters) and has submitted articles and updates to the M&CP departmental newsletter and Member's briefing notes. •Providing a secure portal is being investigated by the IS Division to help share information with the tenants and Spitalfields will explore other electronic media and formats to help improve communication. <p>Smithfield</p> <ul style="list-style-type: none"> •Smithfield Market twitter page has been set up to advertise the Rotunda car park and promote details of events at the Market. For example, this included details of the Christmas opening times and concessionary car park rates.

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