

2014-2015 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 1st period in 2014/15 (April– July inclusive).

		Target	Period 1(April – July)	Cumulative Total	Average Days per FTE
MKPI 1	Achieve an overall sickness level of no more than 7 days per person by 31 March 2015, and a total of no more than 868 days across all markets and the Directorate.	93 days	Billingsgate	63 days	1.5
		68 days	Spitalfields	12 days	0.4
		114 days	Smithfield	167 days	3.4
		14 days	Directorate	0 days	0
MKP2a	90% of debts to be settled within 60 days.	90%	Billingsgate 93%		
			Smithfield 100%		
			Spitalfields 98%		
MKP2b	100% of debts settled within 120 days.	100%	Billingsgate 98%		
			Smithfield 100%		
			Spitalfields 100%		
MKP3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate 100%		
			Smithfield 100%		
			Spitalfields 97%		
MKP4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate 98.5%		
			Smithfield 88.47%		
			Spitalfields 99.8%		
MKP5	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.	100%	Billingsgate 100%		
			Smithfield 100%		
			Spitalfields 100%		

1	<p>Customer and Stakeholder. <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>April – July 2014 progress up-date</p>
	<p>Maintain regular communication between the markets, the tenants, and other stakeholders.</p> <ul style="list-style-type: none"> • Regular meetings with the Tenants' Associations maintaining a two-way flow of information. • In consultation with the tenants, complete the review of the Working Manual at Smithfield Market and the Billingsgate Market code of practice; and create a Working Manual for New Spitalfields Market. • Maintain a good relationship and channels of communication between the City of London Markets and all other wholesale food markets in the country. 	<p>General. • LOVE Your Local Market (LYLM), the campaign to celebrate the UK's markets, has gone global with countries from Europe and beyond signing up to endorse the initiative and to emulate its success.</p> <ul style="list-style-type: none"> • This year Love Your Local Market 2014 (LYLM2014) was held over the 14th – 28th May and activities to celebrate local markets were held up and down the country. • The LYLM campaign was launched in 2012 to encourage people to support their local markets and to get young people interested in trading and shopping on markets. • Although Love Your Local Market is principally aimed at retail markets, as retail markets are important customers to wholesale markets, LYLM campaign helps boost trade at wholesale markets too. • Contact maintained with members of NABMA through attendance at Wholesale Forum meetings and participation in Market benchmarking surveys. <p>Billingsgate. • Billingsgate Code of Practice is being reviewed and likely to be re-issued without alteration; Fishmongers Company and the LFMA are being consulted.</p> <p>Smithfield. • Meetings of the Joint Review Group (JRG) have been scheduled into 2015.</p> <ul style="list-style-type: none"> • The Operations and Administration Manager has arranged to meet with the SMTA's Association Executive on a monthly basis and the Superintendent continues his weekly early morning walk round with the chairman of the SMTA.

		<p>Spitalfields. ●The Superintendent schedules regular meetings with the SpMTA.</p> <ul style="list-style-type: none"> ●The Superintendent, Heads of Maintenance, Security, Cleaning Contractor and SpMTA representative visited Western International Market on 25 June 14 to share information and experiences of market operation. <p>The Superintendent visited:</p> <ul style="list-style-type: none"> ●Fruit Focus ●Fresh Produce Show ●WUWM Greece
	<p>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield Markets.</p> <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 London Fish Market Association (LFMA) and Smithfield Market Tenants' Association (SMTA) over Crossrail developments. • Monitor Crossrail proposals with relevant CoL staff. 	<p>Billingsgate. ●Regular meetings with Crossrail were discontinued some time ago and there have been no issues for some time. The Superintendent maintains contact with Crossrail through telephone and email.</p> <p>Smithfield. ●The Superintendent attends the 6 monthly meetings (June and November) with Crossrail Farringdon senior project managers and the Cross Traffic Liaison meeting Group, held at the Guildhall, which the SMTA attend.</p> <ul style="list-style-type: none"> ●Additional constabulary manpower was required during the period when the road layout was changed at the north end of Grand Avenue; otherwise the impact on the market has been minimal.

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>April – July 2014 progress up-date</p>
	<p>Actively manage business risks and improve contingency plans.</p> <ul style="list-style-type: none"> • Review effectiveness of current safety management and assurance systems. • Review and update risk registers on a quarterly basis. • Update contingency plans. • Train staff on emergency plans, and conduct test exercises. • Implement agreed multiple fire inspections regime with costs applied for non-compliance (New Spitalfields Market). 	<p>Billingsgate • Business Risk Tracker has been updated following sessions with staff addressing the Markets main business risks.</p> <p>Smithfield. •The Operations & Administration Manager is attending regular meetings with City Police to address enforcement issues around traffic, rough sleepers and public order issues.</p> <ul style="list-style-type: none"> •A night-time sweep took place on the 19th July to assess what impact the night-time economy is having on public disorder around Smithfield; this was a partnership approach involving City Police, M&CP, DBE, Highways, TFL, Taxicab enforcement, various local authorities including Islington. The general feedback was the night was fairly quiet and another sweep would take place on a Sunday night/ Monday morning when illegal cabs are known to operate. • Risk registers and business plans are monitored as business as usual and reviewed annually/quarterly where necessary and in line with Corporate Policies. •Fire Safety regime currently under review by COL Fire Safety Officer including working with SMTA on a review of tenants' risk assessments and electrical testing. •Market Sergeants have conducted dry runs of the emergency plans, educating staff in what to do during an emergency. •A Business Continuity Plan has been drafted for administration; the plan for the Constabulary is being drafted by the Head of Security. <p>Spitalfields. •All safety management and assurance systems are completed and items are discussed at Local Management Group (LMG).</p> <ul style="list-style-type: none"> •Business risk registers are updated quarterly. •Meeting held June 2014 between Heads of Security/Maintenance and Sergeants to consider CCTV requirements and a visit to Billingsgate Market

		<p>to consider their system is being planned.</p> <ul style="list-style-type: none"> ●At a meeting on 20 May to discuss preparation of Contingency Plans, 16 key risks were identified and draft plans for 10 areas completed. Other plans being prepared by planning group. ●Exercises to test readiness in the event of a major diesel spillage & incident on site are planned for later in 2014. ●As of 17th July, 4 ½ months into the Fire Safety programme, 62% of firms have reached 100% compliance and 33% have work in progress. The remaining 5% that have not shown any significant signs of addressing the issues will be re inspected every 28days and billed £100 each time to encourage them to comply. ● A further 4 months of funding has been approved by the City's Insurance Section and RSA to support and fund the fire safety education project to those businesses that comply.
	<p>Continue to monitor and actively manage health and safety performance. (Links to MKPI 5)</p> <ul style="list-style-type: none"> ● Identify 'Top X' risks to health and safety across the Department of Markets and Consumer Protection. ● Continue to monitor and impose effective workplace traffic management controls. 	<p>Billingsgate. ●Top X risks are managed.</p> <ul style="list-style-type: none"> ●A recent corporate H&S audit was a useful "outsider" view of H&S at the site. Identified were four areas where action is required, two of which are critical and these are: -. <ol style="list-style-type: none"> 1. Risk assessments for some high risk areas are lacking & there does not appear to be a safe system of work for traffic management even though this was identified as a key risk. 2. Polystyrene machine operators observed not to be wearing the correct ear protection and other staff were observed working without the required PPE for the tasks also; working at height PPE (harnesses etc.) appears to be unused and not locally inspected. <ul style="list-style-type: none"> ● Action are being taken to address these risks. ●A high risk traffic issue has been resolved at Feng Sushi. An automated gate has been put in place near Feng Sushi providing a quick exit from the Market for moped drivers rather than driving through the market at busy times.

		<p>Smithfield.</p> <ul style="list-style-type: none"> ●At the Corporate Health and Safety Committee Meeting on 7 May, the Director of the Built Environment was directed to review the East Poultry Avenue area of Smithfield from a Road Safety Point of view. This action is linked to the red risk related to this matter that is on the departmental risk tracker. ●It has been agreed that an independent expert will be appointed to carry out a traffic survey of the entire Market area, including the loading bays. An expert has been identified and will be appointed once the Superintendent arranges the funding. <p>Spitalfields.</p> <ul style="list-style-type: none"> ●Top X items are on agenda for Local Management Group and are kept relevant. ●Three campaigns undertaken throughout May/June to target fork lift drivers without a full (approved) driving licence. ●Flyer prepared and distributed in May detailing on-site vehicle parking requirements. ●Flyer prepared & distributed in June focussing on trip/slip hazard awareness. ●The City's Corporate Health & Safety team carried out a traffic management audit at the market in May 2014. The audit found that significant work had been completed to date to improve the safety of pedestrians; however, overall there was cause for concern identified over FLT-related accidents. Subsequently a meeting was held, facilitated by an external health & safety expert, which resulted in an outline action plan to resolve the situation.
	<p>Ensure the Markets are cleaned to a high standard.</p> <ul style="list-style-type: none"> ● Regular monitoring of general cleanliness of markets. ● Ensure that cleaning schedules are kept up to date and regular inspections are carried out to maintain standards. 	<p>Billingsgate.</p> <ul style="list-style-type: none"> ●Superintendent inspects site weekly and sends an email to the Head of Maintenance with issues found and follows up with checks. ●Cleaning Supervisor and Head of Maintenance inspect daily and weekly respectively. ●Tower Hamlets EHO's, Tenants or Fishmonger Inspectors comments are actioned upon. <p>Smithfield.</p> <ul style="list-style-type: none"> ●The Market passed its recent FSA audit on 24 & 26 June and retained its 8 month audit period. ●Continued review of cleaning schedules following discussions at Joint

		<p>Specification Committee regarding cleaning function at the Market.</p> <ul style="list-style-type: none"> ● Superintendent continues regular inspections in addition to walk round with chairman of the SMTA. <p>Spitalfields.</p> <ul style="list-style-type: none"> ● Daily audit sheets are completed by maintenance team and Country style and then checked by the Head of Maintenance and improvements required are conveyed to Countrystyle. ● Daily Market Hall Checks undertaken by night shift sergeant. ● Waste dumping campaign completed 29 June targeting vehicles bringing waste on site. 29 non tenants and 21 tenants waste dumpers identified during period and action taken against them. ● New bins and signs up, Countrystyle will promote the campaign to users.
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	<p>Work more efficiently to achieve greater value for money, especially via the Service Based Review and, in conjunction with City Surveyors, the implementation of the new property management system, Oracle R12. (Links to MKPI 2)</p> <ul style="list-style-type: none"> ● Review main areas of activity at each market and assess whether still fit for purpose or identify changes that could be made. ● Work to ensure that tenants are being provided with a good service and investigate ways of reducing running costs. ● Actively manage outstanding debts in line with corporate policy and in accordance with MKPI 2. ● Develop/enhance current business partnering relationships. ● Review systems and processes for raising invoices for rent and service charges to make effective use of the integrated property management and finance system, Oracle R12, when it is introduced. 	<p>Billingsgate.</p> <ul style="list-style-type: none"> ● Service Charge has been increased by 8.4% year on year and provides more funds for the RSWF (Repainting and Special Work Funds) to fund the many minor modernisation works that require to be carried out. ● Sinking Fund plus grants are the funding source for the major modernisation works of the completion of the roof and the additional facilities buildings. ● The cost/benefit of solar panels will be evaluated as part of the roof works. ● Debts are managed in line with corporate policy and are the subject of a separate report to Markets Committee. <p>Smithfield.</p> <ul style="list-style-type: none"> ● The security service has undergone a benchmarking exercise and are presently being reviewed as part of a Project Board to consider possible restructuring, and to achieve savings as part of the Service Based Review. This is being achieved through the JSC and JRG committees set up as part of the new lease arrangements. ● Outstanding debts are rigorously pursued at Smithfield and promptly referred to the C&CS when necessary. ● The Superintendent and Finance Officer have attended meetings to raise issues where necessary in relation to the implementation of the proposed Oracle R12 system. <p>Spitalfields.</p> <ul style="list-style-type: none"> ● Due to the ongoing costs involved in maintaining the two generators, tenants have been consulted on the possibility of selling them. The general consensus is that the tenants want to keep the generators
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		<p>despite the ongoing costs to the service charge, but this will be confirmed at a Council meeting. The generators were purchased as a backup for the Olympic period.</p> <ul style="list-style-type: none"> • Legal proceedings have commenced against one tenant with long-term debts. • The Superintendent has engaged with IS over a specific project to gain some efficiency and better support. • Fork Lift Truck database is now split into four separate batches as the current technology unable to cope with the amount of data that is being stored. • The market is seeking business analysis advice to buy an off the shelf package or develop an SQL (Structured Query Language) database that apparently has greater capacity/less restrictions than MS Access.
	<p>Implement the lease schedule 3 (part 4) and service charge arrangements at Smithfield Market.</p> <ul style="list-style-type: none"> • Actively manage the Joint Specification Committee and Joint Review Group regarding services and service charge budgets at Smithfield Market. • Update the Working Manual. 	<p>Smithfield.</p> <ul style="list-style-type: none"> • The next JSC is in the process of being rearranged and JRG meetings are scheduled into 2015. • A meeting is being scheduled to finalise revisions to the Working Manual.
	<p>Increase income generation. (Links to MKPI 4)</p> <ul style="list-style-type: none"> • Investigate ways in which the markets could increase their income streams. • Promote car parking usage at Billingsgate and Smithfield Markets. • Review car park tariffs at Smithfield Market. • Let all vacant office premises at Billingsgate and Smithfield Markets. • Renew the advertising hoardings lease at Billingsgate Market. • Complete letting of vacant premises in the Smithfield Poultry Market. 	<p>Billingsgate.</p> <ul style="list-style-type: none"> • Main additional income streams are from car parking and advertising hoardings. • Market research has been carried out on car park users and this indicates that the vast majority of new car parking permit holders become aware of parking at Billingsgate by word of mouth. • Banners, signs at the gate and direct contact with Canary Wharf tenants continue to attract new customers. • We are updating the City website with Billingsgate parking information. • Pay on the day options through the pay & display machines exist, pay by mobile phone is generating approx £4k per month. • A number of building contractors working on contracts in the Canary Wharf area use our site for parking on a daily basis • There are 9 lettable offices with either nil or partial income; the target is that all of them should produce full income. The total offices service charge

voids impact is approximately £45,000 per annum.

- There are 4 vacant offices; office 52, 69, 72 and 76/77. Oceanfleet are using 76/77 and only paying the running costs (electricity/gas).
- There are a further 4 offices (office 16 Leleu & Morris, office 50 Chamberlain & Thelwell, office 64 RAO and office 70 Polydor) which these tenants use in addition to their main site offices on a casual letting basis.
- Office 25 is let to Capital Vehicles Sales on a stepped charging basis dependent on number of staff employed, at present only generating a 60% service charge contribution and nil rent.
- A 5 year lease for an "as is" advertising hoarding lease and a 10 year lease for an enhanced £100k per annum modified hoarding set up (subject to planning permission) has been agreed with Clearchannel and will be submitted for approval to the September 2014 Markets Committee.

Smithfield.

- Operations and Administration Manager along with Department of the Built Environment is following up with two companies who have shown an interest in using the car park. The two companies (TNT and Gnewt) have put proposals forwards, which are currently being considered.
- A representative from Smithfield attends the working party in developing the Corporate Car Park strategy and contract bid document. This will tender for the management of off street car parks including Smithfield.
- The City Surveyor has concluded the initial exercise of evaluating the tenants' budget fitting out costs and urgent meetings will now be arranged with each tenant to progress their proposals.
- As reported in a separate report to this Committee, the approval of a new lease for the basement, ground and first floors of stall 224 Poultry Market building to Finclass Limited.
- Progressing letting office units 207,211,213 and 213A in the Poultry Market as well as vacating 202/203 offices for letting.

3	<p>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></p>	<p>April – July 2014 progress up-date</p>
	<p><i>In accordance with the Corporation's objectives, and in consultation with the City Surveyor's Energy Team, reduce energy usage, in our control, in line with the City's Carbon Descent Plan (CDP).</i></p> <ul style="list-style-type: none"> • Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy usage from that of the City at each site. • Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise. 	<p>Billingsgate.• Common and tenant usage areas are separately recorded. •Some electricity usage monitoring of individual elements of the common areas is possible with the sub metering that exists. However a large part of common usage is not sub metered and more sub meters have been purchased to enable as much of the common area to be further split and monitored by element.</p> <p>Smithfield.• Considerable work has already been undertaken to install check meters to identify not only specific tenants electricity consumption, but in certain areas to sub divide common part areas, such as the exterior of buildings, to be able to identify electrical consumption of the lighting the public highway.</p> <ul style="list-style-type: none"> • Major works to install energy saving light fittings to all common part areas such as the exterior of the 3 Market buildings, buyers' walks, service corridors, Grand Avenue and fridge decks, as well as car park lighting are all now complete. <p>Spitalfields.• Discussions are ongoing with the Energy Manager (City Surveyors) on the installation of Photo Voltaic (PV) cells.</p> <ul style="list-style-type: none"> •Meetings have been held with tenants and their advisors on funding opportunities for PV and other energy saving mechanisms. • One tenant is electing to change to LED light fittings, based on recommendations given by the Market staff.
	<p><i>Reduce landfill and incineration of waste and increase recycling.</i> <i>(Links to MKPI 3)</i></p> <ul style="list-style-type: none"> • Work with the City Surveyor's Energy Team to clearly identify and separate tenants' energy 	<p>Smithfield. •In close liaison with City Procurement and Cleansing Services the potential to extend waste contracts to include all waste streams under one single contract is being progressed, including discussions with two waste contractors.</p> <ul style="list-style-type: none"> • Discussions at the JSC on possible additional measures to increase recycling, particularly of cardboard, where an existing waste contractor,

	<p>usage from that of the City at each site.</p> <ul style="list-style-type: none"> Encourage tenants to consider reducing their utility usage, illustrating the potential cost saving to incentivise. 	<p>Edwards, is continuing with their cardboard crusher trial.</p> <ul style="list-style-type: none"> Discussions are also taken place on the possible removal of pallets, both usable and broken. <p>Spitalfields •Through the use of combined recycling and RDF (refuse derived fuel), recycling levels are running at an average of 95%. In June combined recycling was 97%, the highest in the four month period.</p>
	<p><i>Improve the material state of the markets.</i></p> <ul style="list-style-type: none"> In conjunction with the City Surveyor, ensure that each market's 20 year maintenance plan is brought up to date. Ensure that quarterly 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"> Replace the flat roof (priority 1) work commencing April 2014. Replace the metal roof (priority 2). Additional facilities project (priority 3). <p><u>Smithfield</u></p> <ul style="list-style-type: none"> Replace or repair the Poultry Market roof. <p><u>New Spitalfields</u></p> <ul style="list-style-type: none"> Establish outline business case for photovoltaic cells on Market Hall roof. 	<p>Billingsgate. •A review of the 20 year plan has been carried out by the City Surveyors but no end product has been seen as yet. The plan, when produced, will need to be checked by market staff to ensure that all site assets are included.</p> <ul style="list-style-type: none"> Replace the flat roof: Works Completed July 2014 – some minor snagging issues. Metal Roof: A report will be submitted to Markets Committee is due course seeking approval for these works. City Surveyors are dealing with the proposal, which is to include the installation of solar panels on the new roof. Additional facilities project: Further evaluation work is required. The aim is to commence this in August/September 2014. The timing of the gateway 3/4 report cannot be stated until the further evaluation work has progressed. <p>Smithfield. •The Market's 20 year maintenance plan is currently the subject of discussion with the City Surveyor's Senior Corporate Property Facility Manager and Assistant Director Building Services to ensure it is up to date and fit for purpose. Liaison meetings with the City Surveyors department are held every two months. Maintenance and repair is a regular SMT agenda item.</p> <ul style="list-style-type: none"> The Poultry Market Reroofing and Rewiring Project is at Gateway 3 stage and is proceeding towards Gateway 4 approval. An Issues Report will be submitted to Property Sub and Markets Committee in September 2014. <p>Spitalfields.</p> <ul style="list-style-type: none"> Market management continue to work closely with City Surveyor's on the 20 year plan to ensure that it more accurately reflects maintenance requirements and costs.

4	<p>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></p>	<p>April – July 2014</p>
	<p>Continue to effectively manage sickness absence. (Links to MKPI 1)</p> <ul style="list-style-type: none"> • Rigorous application of the Absence Management Policy. 	<p>All•At the end of period 1, the department's overall sickness absence level is 242 days, 47 days below the target of 289 days. This is illustrated in Appendix E.</p> <p>Billingsgate• At the end of period 1, sickness absence level is 63 days, 30 days below the target for the reporting period of 93 days.</p> <p>Smithfield• At the end of period 1, sickness absence level is 167 days, 53 days above the target for the reporting period of 114 days. The 53 days over the target sickness figure is mainly due to a spike in sickness absence within the security team, one member of the team broke a thumb and another had a knee operation. Each of these cases has been actively managed in accordance with the City's Sickness Absence Management Policy and the former has now been resolved.</p> <p>Spitalfields Market • At the end of period 1, sickness absence level is 12 days, 56 days below the target for the reporting period of 68 days.</p>
	<p>Continue to use internal communication channels and investigate using social media to promote activities at the markets.</p> <ul style="list-style-type: none"> • Provide regular articles on activities at the Markets to the PR Department. • Contribute news stories to the quarterly M&CP newsletter. • Utilise Smithfield Market Twitter account and, depending upon the success of this, encourage the other two markets to set up their own accounts on Twitter and/or other appropriate social media. 	<p>Smithfield •The Market continues to promote its business and events using both internal and external methods. Recent examples are the Nocturne annual cycle event and the visit by EBLEX Agriculture and Horticulture Development Board of Australian and New Zealand butchers.</p> <ul style="list-style-type: none"> •Work is ongoing on the Market's Access Policy document in relation to disability access which includes a web page update. •Further work to utilise Twitter is underway. A specific session will be held at management meetings to discuss twitter and the Christmas traffic plan, parking and cycling. <p>Spitalfields Market •The market is seeking business analysis advice to buy an off the shelf package or develop an SQL(Structured Query Language) database that apparently has greater capacity/less restrictions than MS Access.</p>

	<p>Maintain the skills base of the workforce.</p> <ul style="list-style-type: none"> • Where appropriate, all staff to undertake relevant training to be kept up to date in their area of expertise. • Staff to be trained in emergency response. • Create and maintain a training needs analysis/skills matrix. 	<p>Billingsgate •Market Constables have had training in issuing Penalty Charge Notices.</p> <ul style="list-style-type: none"> •All constables are first aid trained and also trained in how to use the defibrillator equipment. •Fire Drills are carried out twice per annum. •All members of the constabulary are trained in what to do in the event of an emergency. <p>Smithfield •Work is ongoing to produce a Health &Safety training matrix in liaison with the department's Technical Officer.</p> <ul style="list-style-type: none"> •Emergency procedures have been discussed at team meetings and the sergeants have held dry runs to ensure that staff are conversant with the plans. <p>Spitalfields• Two Constables have been signed up for ILM NVQ Leadership and Management training.</p>
	<p>Develop the leadership and management skills of existing and potential managers.</p> <ul style="list-style-type: none"> • All existing and potential managers to undertake a Leadership and Management Development training event and pass any associated assessments by the end of March 2015. 	<p>Billingsgate. •The Head of Maintenance and Market Sergeant are part way through completion of the COL managers course. The Cleaning Supervisor has undertaken the COL supervisors course.</p> <p>Smithfield. •The Smithfield Superintendent attended an external one day effective leadership course on 14 July.</p> <ul style="list-style-type: none"> •The three market sergeants have attended a number of management training modules. •Head of Security has attended a disciplinary procedure course to refresh his knowledge.