

2014-2015 Progress against Markets Business Plan

This Report aims to bring Members up to date on progress against the key performance indicators and objectives set out in the annual Business Plan for the 2nd period of 2014/15 (August– November inclusive).

Key Performance Indicators

To end of Period 2 (August–November 2014)		Target days	Total days lost		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 ¹ .	186	Billingsgate	181	4.5
		229	Smithfield	284	5.7
		135	Spitalfields	29	1
		28	Directorate	0	0
Comments: The underperformance at Smithfield Market during Period 2 was due to 4 long-term sickness cases within the Constabulary team.					
		Target	Period 2 Result		
MKP 2a	90% of debts to be settled within 60 days.	90%	Billingsgate	95%	
			Smithfield	100%	
			Spitalfields	85%	
Comments: The underperformance at Spitalfields Market during Period 2 is due to small debts arising from one-off enforcement charges applied to tenants to encourage them to reach compliance on a range of issues. These are being chased locally and are individually mainly below the threshold set for C&CS for action to be taken.					
MKP 2b	100% of debts settled within 120 days.	100%	Billingsgate	100%	
			Smithfield	100%	
			Spitalfields	97%	
Comments: The underperformance at Spitalfields Market during Period 2 is due to small debts arising from one-off enforcement charges applied to tenants to encourage them to reach compliance on a range of issues. These are being chased locally and most are individually below the threshold set for C&CS for action to be taken.					
MKP 3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%	
			Smithfield	100%	
			Spitalfields	95%	

¹. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2013 (no. 124).

Appendix A

MKP 4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate 99%
			Smithfield 88%
			Spitalfields 100%
			Comments: The underperformance at Smithfield Market during Period 2 is due to vacant space in the Poultry Market Building remaining unlet while the City awaits tenants fit out proposals.
MKP 5	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.		Billingsgate 71.4%
			Smithfield 100%
			Spitalfields 100%
			Comments: The underperformance at Billingsgate Market during Period 2 was due to two reports being submitted late.

Key Objectives

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>August – November 2014 progress update</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</p> <ul style="list-style-type: none"> • The National Association of British Market Authorities (NABMA) launched a "Mission for Markets" project at its Annual Conference in London in September. Six issues were identified as being vitally important to the markets industry: <ul style="list-style-type: none"> • The next generation of market trader • Adapting to new technology/new trading skills • New skills for the management of markets • Structural change to local government • Legislation • Markets at the centre of our high street • To support and promote "Mission for Markets", NABMA and the National Market Traders Federation (NMTF) are holding a joint conference in Birmingham on 29 January. The conference will be a major "stepping stone" in the progress towards a completed Mission for Markets publication. The conference will include the Great British Market Awards ceremony. <p>Billingsgate</p> <ul style="list-style-type: none"> • The Code of Practice, covering Food Hygiene compliance requirements for tenants and the City, as well as good working practices for the whole of the Billingsgate Market site, is undergoing a review that will be completed by the end of March 2015. The Fishmongers' Company and The London Fish Merchants Association (LFMA) are being consulted. • Billingsgate Seafood School hosted festive breakfasts and tours of the market between 13-19 December. • The Border Force conducted an enforcement exercise at Billingsgate Market on 29 October to check for illegal immigrants being employed by tenants. None were identified.

		<p>Smithfield</p> <ul style="list-style-type: none"> The Smithfield Management Team has attended regular meetings with the SMTA and the Food Standards Agency to update the Working Manual and review food hygiene training for the self-employed. The revised Working Manual has now been agreed with the SMTA. <p>Spitalfields</p> <ul style="list-style-type: none"> The New Spitalfields Market stand won the award of runner up for the Presentation of Small Stand at the National Fruit Show 2014, which was run by the tenants. The Superintendent attended the National Fruit Show and the Restaurant Show as part of the Spitalfields stand team. Delegates at the World Union of Wholesale Markets (WUWM) conference were given a tour of the market, which was very well received, followed by breakfast. Feedback from WUWM and the delegates was that the visit was the highlight of the conference. Market tenants are being consulted on whether to retain or sell the emergency electrical generators which were initially installed to provide cover during the construction phase of the Olympic Park.
	<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</p> <ul style="list-style-type: none"> The works continue with no impact on the Market. <p>Smithfield</p> <ul style="list-style-type: none"> Six monthly meetings (last held 18 November 2014) continue to take place with Crossrail Farringdon senior project managers to receive updates on progress. Continued attendance at two weekly meetings of the Crossrail Traffic Liaison Group at the Guildhall: SMTA and other partners such as TfL also attend. The Maintenance Department has been assisting Crossrail engineers as required to enable them to undertake work on their dust monitoring equipment and use the Rotunda car park work site.

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 2014 progress update</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</p> <ul style="list-style-type: none"> • The Business Risk Register is up to date. • Constabulary staff have been fully trained in dealing with emergency events. <p>Smithfield</p> <ul style="list-style-type: none"> • Business Continuity Plans are in place for all areas. • Risk registers are updated quarterly. • All Constabulary risk assessments are current and all members of the Constabulary have been briefed on the contingency plans. • Risk assessments for the Maintenance Team are reviewed annually. Following the transfer of responsibility for operation of the rail system to the tenants, the team is now carrying out additional inspections of essential equipment on the system to ensure it is fit for purpose. • Contingency plans have been updated and new arrangements put in place following the recent power shutdown of the West Market. • Liaison meetings with City Police continue for public reassurance and to discuss enforcement issues around criminal damage, traffic, rough sleepers and public order. • Work continues with partnership agencies (City Police, Islington, Highways, DBE and other areas of M&CP) to tackle issues occurring from the lively night-time economy. • The Christmas Traffic Plan was presented to the SMTA principals on 25 November and received widespread support. The plan was successfully implemented throughout the busy Christmas trading period. Positive feedback was received from traders, delivery drivers and customers and a meeting will take place in January to discuss what worked well and identify further improvements. • Fire Risks are under review, improvement actions that are being taken include: <ol style="list-style-type: none"> 1. Assessment by CoL Fire Officer and tasks identified being progressed. 2. Training review e.g. fire marshals. 3. Review of previous/future visits by London Fire Brigade and Single Point of Contact to be identified. 4. Commercial and Market tenants to provide Risk Assessments.

		<ol style="list-style-type: none"> 5. Budget secured to enable on site improvements, repair & signage. 6. Comprehensive Fire Log being progressed. 7. The Maintenance Team is undertaking some of the recommended alterations as specified by the CoL Fire Officer following his site visit. <p>Spitalfields</p> <ul style="list-style-type: none"> • Contingency plans were reviewed and completed in December 2014. • Training on contingency planning for members of staff is scheduled for 2015. • Regular fire inspections of tenants' stands are now in place, and a charging regime has been introduced. If tenants do not pass an initial fire inspection, they have 28 days to make the necessary changes; if they fail to do this a £100 re-inspection fee is charged.
	<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</p> <ul style="list-style-type: none"> • The three main Top X issues are: <ul style="list-style-type: none"> • Traffic management • Fire safety • Saturday trading • Working at Height was identified as a further risk during a safety audit carried out by the Corporate Health & Safety team. <p>Smithfield</p> <ul style="list-style-type: none"> • The three main Top X issues are: <ul style="list-style-type: none"> • Working at height • Traffic management • Fire safety • The Top X action plan, Risk Register and Annual Certificate of Assurance documents are monitored as business as usual, being reviewed quarterly and annually where necessary, and in line with Corporate Policies. • Banksmen duties, which are currently a Red risk on the Departmental Risk Register, are under review. This has included a site visit by The Freight Transport Association on 31 October, which has now been commissioned to prepare an Audit and Risk Assessment report on traffic management around the market. • To reduce traffic risks in East Poultry Avenue, 'Give Way' lines have been painted and DBE (Highways Team) are considering installation of 'speed bumps' and pedestrian crossings.

		<p>Spitalfields</p> <p>There are two main Top X issues at Spitalfields:</p> <ul style="list-style-type: none"> • Traffic management • Fire safety • Several health and Safety campaigns were carried out during the period: <ul style="list-style-type: none"> • No smoking awareness campaign (August). • Fork lift truck survey (August). • Review of HGV parking/movements (September). • Campaign targeting fork lift truck speed (October). • Fire Safety Inspections: most tenants are fully compliant and being checked less frequently. Two tenants have ignored advice and are involved in Comptroller & City Solicitor Court processes to encourage compliance. Approximately £13k has been levied in costs to date. A further 4 months of funding (now a total of £61K) has been approved by the City's Insurance Section and Royal Sun Alliance to support this work.
	<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"> • Occasional complaints have been received from tenants about the standard of cleaning of the Market. • To follow up on a previous Fish Inspector's audit, a CoL Environmental Health Officer carried out a cleaning audit throughout the Market complex after trading hours on 6 November. In general, the cleaning of the internal structure of the Market Hall, East Canopy and Cold Store was found to be of a satisfactory standard with some non-compliances. In contrast, the external areas were found to be in a less than satisfactory condition with litter being blown across the complex and seagulls competing for scraps of seafood that had been littered. Cleaning was in progress at the time of the audit and the cleanliness of external areas improved as the audit progressed. • The following recommendations were made: <ul style="list-style-type: none"> • A general litter picker should be allocated to the external areas on all trade days, preferably commencing duties before the market closes. • Whilst there is a shelter around the polystyrene crushing machine and compactor, additional protection should be erected around this area to help prevent packaging being blown from there. The City Surveyors Department is already looking into this matter. • The concrete pillars in the market hall should be metal clad to the floor to reduce the risk of impact damage and facilitate cleaning. • All damaged partitions between the market stands should be repaired or renewed to make good so that they can be easily cleaned.

		<p>Smithfield</p> <ul style="list-style-type: none"> • Cleaning schedules are continuously reviewed, particularly in light of recent discussions at JSC (Joint Specification Committee) regarding the cleaning function at the Market. All cleaning schedules are up to date and have recently been audited by the Head of Maintenance to allow for lower staffing levels to be considered. <p>Spitalfields</p> <ul style="list-style-type: none"> • Daily inspections and audits are carried out to ensure that the cleaning contractor, Countrystyle, is actively engaged in rubbish clearance. In general Countrystyle's performance is very good; any failures are reported to them immediately to be addressed. • New bins and "know your bin" signs are being introduced in order to encourage tenants to segregate their waste for recycling. Countrystyle is to launch a campaign on this issue in March 2015.
	<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"> • The Service Charge increased by 8.4% in 2014/15. The need to ensure sufficient finance to fund cyclical works such as the £150,000 fire alarm replacement project was the main reason for such a significant increase. <p>Smithfield</p> <ul style="list-style-type: none"> • The work of the JSC continues with reviews progressing in the following operational areas: <ul style="list-style-type: none"> • Possible restructuring of the constabulary is currently being considered by a dedicated Project Board. • Current cleaning schedules have been audited by the Head of Maintenance and staffing levels reviewed. • The general waste contract and other services are being reviewed in an effort to achieve best value. • A reduction in general waste going to incineration has been achieved by separating cardboard, wood and plastic pallets into separate waste streams for a more cost effective means of disposal. However, with recent changes in legislation requiring higher standards for cardboard recycling this may change.

		<ul style="list-style-type: none"> The Superintendent and Finance Officer continue to represent the Market at corporate meetings on the implementation of the Oracle R12 system in order to raise issues specific to Smithfield Market. It is hoped that this will result in the Oracle R12 team addressing the issues and ensuring that the system works effectively for the Market when it is introduced. <p>Spitalfields</p> <ul style="list-style-type: none"> Low value debt is becoming a problem. Tenants often ignore reminders, the number of debtor days is increasing and there are higher costs involved in taking legal action to recover money at levels of debt between £200-£500.
	<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"> Security, Cleaning and Waste services are being reviewed through the Joint Specification Committee (JSC). The revised Working Manual has now been agreed.
	<p>Increase income generation. <i>(Links to MKPI 4</i></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"> Overall, commercial car parking in 2014/15 is on schedule to have increased to £375,000 for the year, a year on year increase of some £115,000. Included in the figures is payment by mobile phone which is producing car parking income of up to £10k per month. IS has been asked to provide an on-line payment facility for customers. The following factors have contributed to increased car park usage: <ul style="list-style-type: none"> A higher number of people working in Canary Wharf The introduction of facility to pay by mobile phone Additional internet advertising; an advert features on 'Parkopedia' A dedicated email address for car park enquiries. Filming income for 2014/15 is estimated to be £30k. Confirmation is expected in early 2015 as to whether Clearchannel achieve planning permission from Tower Hamlets to amend their advertising panels on site. Planning success will produce additional income of £100k per annum. <p>Smithfield</p> <ul style="list-style-type: none"> Work continues, in conjunction with DBE and external businesses, to examine opportunities to increase use of the car park: <ul style="list-style-type: none"> Two commercial delivery companies outlined their proposals to use space in

CoL car park in a presentation to the COL on the 27 October. The Smithfield car park was found to be unsuitable for the purpose, but DBE and City Surveyor's are to review the feasibility of other City car parks for this purpose.

- Smithfield continues to be represented on the working party developing the Corporate Car Park Strategy and contract bid document. This will tender for the management of all off-street car parks in the City including Smithfield.
- A tariff review of the Smithfield Rotunda car park has been undertaken by the Operations Manager. Proposals for revised parking charges will be put to Members late in 2015.
- Contact has been made with neighbouring interested parties e.g. Bart's Hospital, to promote greater usage of the car park.
- Work on a communication strategy to increase car park usage has continued. Completion of a strategy document is anticipated by the end of February 2015.
- The City Surveyor has concluded the initial exercise of evaluating the tenants' budget fitting out costs for units in the Poultry Market. The tenants' more detailed plans are still awaited.
- Progress is being made towards vacating unit 224 in the Poultry Market to release it for letting. A letting agent has been appointed for the now vacant 202/203 offices. Tenancies at will are being converted to full leases and demised areas are being varied for office units 207, 211, 213 and 213A in the Poultry Market, in order to increase the total let space. City Surveyor's Department are drawing up Heads of Terms for these changes.

Spitalfields

- It has been a record year for the self-surrender of unsellable fruit and vegetables. Work is being undertaken in conjunction with Internal Audit, the waste contractor and the SpMTA to reduce this method of disposal. The solution will be an increase in the price charged to tenants for self surrender of waste, to a level equal to, or higher than, the contractor's charge for dealing with higher than anticipated volumes of waste.
- The Superintendent and SpMTA have met with Defra (Department for Environment, Food and Rural Affairs) to discuss the increased volume of low grade produce entering the market.

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>August – November 2014 progress update</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</p> <ul style="list-style-type: none"> • The provision of more sub-metering within the common areas of the market is being investigated as a large section cannot be broken down to show detailed individual consumption figures. • CoL electricity usage stayed the same for the same period as last year, but had reduced considerably for the previous four years. <p>Smithfield</p> <ul style="list-style-type: none"> • Considerable work has already been undertaken to install check meters to identify specific tenants' electricity consumption and sub divide common part areas, such as the exterior of the buildings, to identify levels of electricity used to illuminate the public highway. • The installation of energy saving fittings in all common part areas, such as the exterior of the Market buildings, buyers' walks, service corridors, Grand Avenue and fridge decks, as well as car park lighting is now complete. • Members of market staff continue to encourage tenants to reduce energy consumption, making them aware of the potential cost savings they could achieve and offering further assistance to interested parties. To date, however, this has been met with little interest. • CoL electricity usage was 6% lower than the same period last year. <p>Spitalfields</p> <ul style="list-style-type: none"> • Meters have been installed in all common part areas of the site so that tenants' electricity usage can be distinguished from that of the City. • Solar thermal water heating systems will be introduced when existing units need replacing; this is included in the 20 year plan. • Tenants' lights will be replaced with either LED or low energy replacement lamps in the future. Some tenants are reluctant to change lighting types, despite the potential for savings, because of the initial monetary outlay. • Installation of smart meters is being carried out.

		<ul style="list-style-type: none"> • The water consumption of tenants in the catering supply units is now being monitored. • The CoL's electricity usage was 7% lower than the same period last year.
	<p>Reduce landfill and incineration of waste and increase recycling. <i>(Links to MKPI 3)</i></p> <ul style="list-style-type: none"> • Continue to apply charges for services and or issue waste dumping fines at the Markets. • Work with tenants to incentivise them to segregate recyclable waste. 	<p>Billingsgate</p> <ul style="list-style-type: none"> • No waste is being sent to landfill. <p>Smithfield</p> <ul style="list-style-type: none"> • Work continues, in close liaison with City Procurement and Cleansing Services, on progressing options for waste management to deal with the disposal of wooden and plastic pallets and cardboard. Options include agreeing a single contract for the removal of wooden and plastic pallets, both usable and broken. • The JSC continues to consider potential measures to increase recycling, particularly of cardboard where the current contractor is continuing with their cardboard compactor trial. <p>Spitalfields</p> <ul style="list-style-type: none"> • During period 2 (August-November) 95.9% of waste was recycled and 96.4% of waste was diverted from landfill. • During the period April-September 2014, 41 non-tenant fly tippers were identified and action taken to recover a total of £1300 in waste disposal fees.
	<p>Improve the material state of the markets.</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>General</p> <ul style="list-style-type: none"> • Heads of Security across all three markets are working on a CCTV review project with the aim of producing a common specification. <p>Billingsgate</p> <ul style="list-style-type: none"> • The replacement of the flat roof is complete with only snagging to be done. The new roof has not leaked despite many periods of heavy rain. • A report on the Metal Roof is scheduled to be submitted for Gateway 2 approval in March 2015. • All tenants have completed questionnaires on options for Additional Facilities. Results indicate that 15 tenants would like private facilities to be provided. Consultants have been appointed to produce a proposal with options to make best use of the additional space. Once the Consultant's findings are received, a report will be submitted for Gateway 4 approval in the summer.

	<p><u>New Spitalfields</u></p> <ul style="list-style-type: none">• Establish outline business case for photovoltaic cells on Market Hall roof.	<p>Smithfield</p> <ul style="list-style-type: none">• 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 date and fit for purpose.• The Poultry Market Re-roofing and Rewiring Project is at Gateway 3 stage and is proceeding for Gateway 4 approval following an Issues Report being presented to a Markets Committee Reference Sub Committee meeting on 4 November. The Gateway 4 report is due to be presented to the Projects Sub and Markets Committees in April 2015. <p>Spitalfields</p> <ul style="list-style-type: none">• The Constabulary and Maintenance Teams have met to discuss local requirements and options for a new CCTV system. As stated above, this is the subject of a joint project across all three markets.
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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>August – November 2014 progress update</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>General</p> <ul style="list-style-type: none"> At the end of period 2 the total number of working days lost due to sickness absence across all market sites was 494 days. This is 84 days below the maximum of 578 days at this point of the year (based upon a target of no more than 7 working days lost per full time equivalent employee during the 2014/15 financial year). This is illustrated in Appendix E. <p>Billingsgate</p> <ul style="list-style-type: none"> At the end of period 2, the number of working days lost due to sickness absence at Billingsgate Market was 181 days; 5 days below the maximum of 186 days. <p>Smithfield</p> <ul style="list-style-type: none"> At the end of period 2, the number of working days lost due to sickness absence at Smithfield Market was 284 days; 55 days above the target for the maximum of 229 days. All cases of sickness absence were dealt with in line with CoL policies. 'Back to work' interviews for all staff in the Maintenance Team were completed on time. Sickness absence levels for the team are currently low. Sickness absence within the Constabulary Team, particularly long term absence, rose considerably between March and October of this year but has now returned to a manageable level. <p>Spitalfields</p> <ul style="list-style-type: none"> At the end of period 2, the number of working days lost due to sickness absence at Spitalfields Market was 29 days; 106 days below the maximum of 135 days.

	<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>Billingsgate</p> <ul style="list-style-type: none"> • The Billingsgate Seafood Training School's festive breakfasts and tours of the market were mentioned in TimeOut Magazine. • Roger Barton, a well-known Billingsgate tenant whose three part "World Food Markets" television documentary series was recently shown on BBC2, decided to retire from the Market at Christmas time. Roger had been at Billingsgate for 55 years. Roger assigned the lease of his stands at the Market to another tenant: Polydor Seafoods. <p>Smithfield</p> <ul style="list-style-type: none"> • A disability review of the market site has been carried out and a new accessibility map is being produced for publication on the website. The tenants were informed and invited to comment on the draft version. • Further work to utilise Twitter for the Christmas Traffic Plan, parking, and cyclists will continue.
	<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</p> <ul style="list-style-type: none"> • Training needs are discussed as part of individual performance management meetings and all members of staff and managers are encouraged to raise training issues at any time. <p>Smithfield</p> <ul style="list-style-type: none"> • Additional Fire Marshal training has been identified as a result of the recent Fire Audit. • A start date for asbestos awareness training and confirmation of course availability on the new electrical regulations are awaited for maintenance staff. • IPAF training (specialist training for scissor lift and 'cherry pickers') is up to date for all relevant staff. • All members of Constabulary staff have completed officer safety training this year. • Market Sergeants have attended a variety of management modules to improve their skill levels. • 'Tool Box Talks' on the emergency and contingency plans have been held at team meetings. <p>Spitalfields</p> <ul style="list-style-type: none"> • Training plans are produced and implemented especially within the Maintenance and Constabulary Teams where there is a need for staff to be updated on health and safety and enforcement issues.

	<p><i>Develop the leadership and management skills of existing and potential managers.</i></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</p> <ul style="list-style-type: none"> Two potential managers/supervisors are undertaking the Institute of Leadership and Management (ILM) course. The Head of Maintenance and a Market Sergeant have attended an in-house 'Role of the Manager' course. <p>Smithfield</p> <ul style="list-style-type: none"> Market Sergeants have attended a variety of management modules to improve their skill level. The Head of Security has also attended some of these modules to refresh his knowledge on the procedures. <p>Spitalfields</p> <ul style="list-style-type: none"> Two Constables have enrolled on the ILM course to aid their development for future promotion to a supervisory level within the Constabulary.
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