

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 3rd period of 2014/15 (December– March inclusive).

Key Performance Indicators

To end of Period 3 (December - March)		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 .		Billingsgate	311	7.7
			Smithfield	497	10.1
			Spitalfields	86	2.9
			Directorate	1.5	0.3
Comments: The underperformance at Smithfield Market during Period 3 was due to 9 long-term sickness cases. Billingsgate Market had a spike in sickness cases during the period from January to March.					

		Target	Period 3 Result	
MKP 2a	90% of debts to be settled within 60 days.	90%	Billingsgate	90%
			Smithfield	63%
			Spitalfields	91%
Comments: The increase in under 60 day debt at Smithfield is due to the late payment of two large individual invoices. These are being followed up as a matter of urgency and payment is expected imminently.				
MKP 2b	100% of debts settled within 120 days.	100%	Billingsgate	96%
			Smithfield	90%
			Spitalfields	99%
Comments: The failure to meet the target here is due to debt previously shown as being managed by the City solicitor now being shown as managed by the spending department following the recent change in the property management system (Oracle R12 OPN).				
MKP 3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%
			Smithfield	100%
			Spitalfields	96%
MKP 4	Achieve 95% occupancy of all lettable space at Billingsgate,	95%	Billingsgate	98%
			Smithfield	92%

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

Appendix A

	Smithfield and New Spitalfields Markets.		Spitalfields 100%						
Comments: 11% of Poultry Market is vacant, work to let the space is continuing.									
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.		<table border="1"> <tr> <td data-bbox="1426 300 1624 339">Billingsgate</td> <td data-bbox="1624 300 1995 339">100%</td> </tr> <tr> <td data-bbox="1426 339 1624 379">Smithfield</td> <td data-bbox="1624 339 1995 379">100%</td> </tr> <tr> <td data-bbox="1426 379 1624 443">Spitalfields</td> <td data-bbox="1624 379 1995 443">100%</td> </tr> </table>	Billingsgate	100%	Smithfield	100%	Spitalfields	100%
Billingsgate	100%								
Smithfield	100%								
Spitalfields	100%								

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>December – April 2014/15 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 Sustainable Urban Markets</p> <ul style="list-style-type: none"> •The Greater London Authority (GLA) is in the process of setting up a London Markets Board (LMB) in 2016 to bring together London markets sector and whilst the LMB will be predominantly retail and street markets, the City's involvement will be to highlight that the wholesale markets have a pivotal role in supporting all the retail and street markets. •The preparatory work for this is underway and a project to collate data on and map London's markets is pending a funding decision of £30k on 2 June. •The Markets Committee will be kept informed. <p>Billingsgate</p> <ul style="list-style-type: none"> • The work on 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 progressing well with meetings taking place within each department to note procedures and processes. A meeting was held with managers and the LFMA /Fishmongers Company to agree the final list of issues. •Work is underway on writing a revised draft of the code of practice document for agreement before issue to all tenants.

		<p>Smithfield</p> <ul style="list-style-type: none"> •The Smithfield Management Team continues to attend regular meetings with the Smithfield Market Tenants Association (SMTA) and the Food Standards Agency (FSA), maintaining a two-way flow of information allowing the progression of operational issues impacting on the Market. •An unannounced inspection visit by the FSA on 13 January was successful and the FSA were satisfied that the recommendation of cleaning the outside canopy was being carried out. •Joint Specification Committee (JSC) meetings continue with the SMTA to discuss security, waste issues, and administration duties/best value. •Heads of Security across all three markets are undertaking a CCTV review project with the aim of producing a common specification, an up-date on this project is provided under objective 3. <p>Spitalfields</p> <ul style="list-style-type: none"> •Consultation with tenants continues and the most recent Health & Safety meeting was well attended by tenants' representatives. • The short, medium and long-term Health&Safety plan was discussed with actions being agreed. •The work with the SMTA on Fire Safety inspections continues, the inspection regime has been changed and is now called the Premise Inspection. • •Work on the working manual has started and to date the document includes 34 pages with additional material in appendices. •A visit to Western International Market took place to exchange ideas on property/operational issues.
	<p><i>Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield Markets.</i></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"> •Nothing to report on Crossrail as no issues arising. <p>Smithfield</p> <ul style="list-style-type: none"> •Maintenance Department have been assisting Crossrail's engineers to undertake works on dust monitoring equipment. Use of the Rotunda car park is required as a 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>December – April 2014/15 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"> • Working at Height was identified as a risk during a safety audit carried out in December by besafety Limited, a company specialising in working at height. • besafety Limited revisited the market in January and of the four actions required to be addressed, two of the actions are central issues concerning the working at height training course and contractor competence. The two local issues which are being addressed are the need for a rescue plan for persons on the roof and additional safety measures required for a fixed ladder within one of the plant rooms. • The Business Risk register is reviewed each month at a management team meeting. <p>Smithfield</p> <ul style="list-style-type: none"> • Annual certificate of assurance and business risk registers are up to date. • All business continuity/contingency and emergency plans have been reviewed and all members of staff have received training. A recent constabulary exercise was conducted where radio communication was unavailable. The next planned business continuity exercise will be based around communication. • The Christmas traffic plan de-brief was held at Smithfield with all interested parties on 26 January 2015. It was agreed that the traffic plan will be implemented next Christmas with a few matters being further discussed. • Fire evacuation drills for all three buildings took place in October and were successfully completed. The next test evacuation is planned 23 April. • Smithfield fire risks have been reviewed and updated. These have been viewed by the CoL Fire Officer, Terrance Short, who has used Smithfield as an example of good practice. • <u>Improvement actions that have been taken include:</u> <ol style="list-style-type: none"> 1. Training of additional fire marshals. 2. A visit by London Fire Brigade Commercial 3. Market tenants requested to provide updated fire Risk Assessments. 4. Budget secured to enable on site improvements e.g. repair & signage. 5. Comprehensive Fire Log progressed.

		<ul style="list-style-type: none"> ●Currently the Maintenance Department are 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"> ●Fire emergency evacuation plan tested in February and two small matters are being addressed as part of the learning outcomes exercise. ●Premises safety inspections commenced in February replacing previous stand inspections and multiple fire inspections. ●The Health and Safety short/ medium / long-term action plan has been produced and includes solutions for issues from the Top x action plan.
	<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 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. ●Segregating person from traffic at the gatehouse entry point of site is being managed. Pedestrian walkways are being painted to and from the west pedestrian gate and leaflets/emails will be sent to customers that use the car park. <p>Smithfield</p> <ul style="list-style-type: none"> ●The main Top X issues are: <ul style="list-style-type: none"> ●Banksman duties ●Fire Safety ●Traffic Management ●Banksmen duties, which are a Red risk on the Department Risk Register, is being addressed and the following measures have been implemented:- <ul style="list-style-type: none"> ●Replacement of fork lift truck signage at entrances. ●Signage on emergency stop buttons on loading bays. ●Signage fitted to the loading bays stating 'Caution do not reverse into loading bay without authorised banksman' ●Signage stating 'Caution wheels must be chocked when loading or unloading' and a pair of HGV vehicle chocks have been installed at each loading bay. ●Traffic signal lighting is currently being installed on the loading bays and is awaiting sensors and supply gear to complete. ●Pull-out 'Tensator' wall mount barriers are being installed each side of the

		<p>loading bays to prevent persons walking into the path of a reversing lorry.</p> <ul style="list-style-type: none"> ●Awaiting delivery of two barriers to complete works. ●Hatching at loading bays to be repainted. <ul style="list-style-type: none"> ●City Surveyors are liaising with Highways over the work to repaint crossing lines in East Poultry Avenue between the west and poultry market main entrances. ●The FTA (Freight Transport Association) attended site at the end of March to witness the loading procedures and provide recommendations with a risk assessment to improve the process where required. <p>Spitalfields</p> <ul style="list-style-type: none"> ●There are two main Top X issues at Spitalfields: <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"> ●Campaign to encourage the use of footways. ●Operation focussing on sender's drivers who operate fork lifts on site to ensure they have permits. ●Focused campaign targeting waste being dumped at the market. ●Operation targeting safe HGV movements on site. ●Large no smoking signs have been placed in the market hall. ● Premises safety inspections take place every 4 months. 26% of stands failed the most recent inspection. ●Roadway 3 inspected.
	<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"> ● Regular Inspections take place. <p>Smithfield</p> <ul style="list-style-type: none"> ●Recommendations issued by the Food Standard Agency on cleaning the outside canopy are being carried out. ●Cleaning specifications have been agreed with tenants under the JSC framework and this will now move onto the Joint Review Group (JRG) to establish allocation of costs. ●The Smithfield Superintendent continues regular inspections in addition to walk round with Chairman of the SMTA.

		<p>Spitalfields</p> <ul style="list-style-type: none"> ●Countrystyle continue to provide a good quality service, and the final condition following the cleaning operation is the best it has ever been. ●Reports of slips and trips have reduced.
	<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>Smithfield</p> <ul style="list-style-type: none"> ●The work of the Joint Specification Committee (JSC) continues with reviews progressing in the following operational areas: <ol style="list-style-type: none"> 1. The possible restructuring of the Constabulary. 2. Current cleaning schedules have been agreed by the SMTA and the Head of Maintenance and the level of staffing needed has been agreed and implemented. 3. City Procurement is assisting in finding the best solution for collecting wood/ cardboard and whole pallets from the market. This will keep down the amount of waste going to incineration. ●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"> ●The new Finance Officer is to review the stock control software system at Smithfield to determine if efficiency and effectiveness can be gained over current system. ●The maintenance team to continue to operate with one unfilled position. ●Increased coaching and delegation of works is showing increased efficiency. ●Replacing doors to the catering supply building area proved a successful exercise. With the assistance of City Procurement it was possible to place a bulk order and obtain a 50% saving. ●Identification of the correct material to fill the roadway expansion joints and adding this to the PPM programme has provided cost savings, and reduced trip risks. ●Oracle system has been implemented. System 2000 data on quarterly rent and service charge and ad hoc invoices have been migrated. Further training needs to be considered.

	<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"> Continued Joint Specification Committee (JSC) meetings attended by Head of Maintenance and cleaning specification agreed, resulting in an agreed reduction in staff levels by three posts. Security and Waste services being progressed through the JSC. The Working Manual is still subject to some minor clarification actions relating to the self-employed, and this has had an impact on any final agreement and publication.
	<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"> Three main income generating activities are: <ul style="list-style-type: none"> Advertising Hoardings. Car Parking. Filming. Filming income achieved for 2014/15 is high, being in excess of £40,000. Filming income is irregular and is dependent on what filming activities are taking place in the area. Car park is full with a waiting list of over 30 persons wishing to have permits. Car Parking income for 2014/15 is likely to be in the £380,000 to £400,000 range. Budget for the year was £287,000. There have been occasional complaints from some permit holders of being unable to find parking spaces. The number of pay on the day parkers will need to be managed in future by putting "car park full" signage outside the gatehouse entry to ensure that we do not upset permit holders and also to ensure there is adequate parking space for fish market customers. There are 4 vacant offices. A further small number of occupied offices are not let on full rent/full service charge. Except for offices all other premises remain fully let. New 10 year advertising hoarding lease in place, minimum £100,000 per annum increase in income. <p>Smithfield</p> <ul style="list-style-type: none"> Various campaigns to increase the use of the Rotunda car park have been conducted:- <ul style="list-style-type: none"> The communication strategy to increase public awareness of the Rotunda car park was recently featured in the City Resident magazine (Spring 2015). The car park is being advertised on the 'How to find us' web page of St Bartholomew's Hospital web site. The car park features on Parkopedia. The Operations and Administration Manager represents Smithfield on the working

party developing the corporate car park strategy and contract bid document. The tender for the management of off street car parks including Smithfield is now complete, with the new contract being in place from April 2015.

- A strategy document and pricing review document is being considered by the Superintendent and reviewed by Department of Built Environment.
- The City Surveyor has concluded the exercise of evaluating the tenants' budget fitting out costs for units in the Poultry Market. The Tenants' more detailed plans are still awaited.
- The letting of office units 207,211,213 and 213A in the Poultry Market, as well as the now vacant 202/203 offices, is also underway, 202/203 is with Kinney Green (property management team) to progress.

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 additional self-surrender pricing mechanism has been completed and summarised in a report to the SpMTA. For Apr-Dec 2014, additional contractors cost of £98k will be covered by additional cost to tenants of £103k. Agreement needed by Internal Audit and variation noticed signed by C&CS to progress to billing tenants and paying Countrystyle.

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>December – April 2014/15 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 latest electricity figures show that CoL electricity is down 6% for the same period as last year. <p>Smithfield</p> <ul style="list-style-type: none"> • The latest electricity figures show that CoL electricity is down 4% for the same period as last year. •Considerable work has been undertaken to install check meters to identify not only specifically tenants' electricity consumptions, but also sub divide common part areas such as the exterior part of the building to identify electrical consumption in lighting the public highway. <p>Spitalfields</p> <ul style="list-style-type: none"> •The latest electricity figures show that CoL electricity is down 8% for the same period as last year.
	<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"> • 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"> •Smithfield management, with City Procurement and Cleansing Services are working on options for waste management to include a possible single contract for the removal of wooden and plastic pallets, both usable and broken. <p>Spitalfields</p> <ul style="list-style-type: none"> •End of year 96% of waste was recycled. •100% diversion from landfill achieved in March 2015 by moving small percentage of liquid/sludge waste to a treated waste stream. •Countrystyle installed picking station in Jan 2015 to maximise recycling rate even further. •Generators are to remain and in conjunction with City procurement a new maintenance contract will be arranged.

Improve the material state of the markets.

- 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.

Billingsgate

- Replace the flat roof (priority 1) work commencing April 2014.
- Replace the metal roof (priority 2).
- Additional facilities project (priority 3).

Smithfield

- Replace or repair the Poultry Market roof.

New Spitalfields

- Establish outline business case for photovoltaic cells on Market Hall roof.

General

- Heads of Security across all three markets are working on a CCTV review project with the aim of producing a common specification. To date all consultation has been completed, comments have been received from the Superintendents and added to the report. The report has been returned for final formatting and will be available shortly.

Billingsgate

- The 20 year maintenance plan for cyclical works produced by the City Surveyor is reviewed during the quarterly meetings that take place between City Surveyor and Billingsgate staff.
- Flat roof project complete.

Smithfield

- Surveyors on site undertaking asbestos and structural tests on Poultry Market building prior to commencement of roof repairs. This initial work is expected to last in the region of 3 months, with a September 2015 start on the main roof repairs. This is expected to last a further 18 months.
- The Market's 20 Year Maintenance Plan is still being progressed with the City Surveyor's Senior Corporate Property Facility Manager and Assistant Director Building Service.

Spitalfields

- A visit to Billingsgate Market to find out some details on CCTV requirements was held and what is required now is a detailed brief to enable funds to be allocated and a specification to be prepared. As stated above, this is the subject of a joint project across all three markets.

<p>4</p>	<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>December – April 2014/15 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 3 the total number of working days lost due to sickness absence across all market sites was 895 days. This is 27 days above the maximum of 868 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 D. <p>Billingsgate</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Billingsgate Market was 311 days; 31 days over the maximum of 280 days. Sickness spiked in the periods January to March and caused by a combination of a few lost term cases and several short term sickness cases. The absence policy is being applied and managed rigorously. <p>Smithfield</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Smithfield Market was 497 days; 154 days above the maximum of 343 days. Seven members of staff have had periods of long term absence during the 2014-15. All of these have been managed in line with CoL policies and all SARG reports submitted on time. All Maintenance staff back to work meetings completed on time and sickness at a currently low level. <p>Spitalfields</p> <ul style="list-style-type: none"> At the end of period 3, the number of working days lost due to sickness absence at Spitalfields Market was 86 days; 117 days below the maximum of 203 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>Smithfield</p> <ul style="list-style-type: none"> •The Market published an article in the spring 2015 City Resident magazine in relation to its Rotunda Car Park, including a brief summary of its history. It is hoped to increase visitors and customers as a result. •Social media usage continues to expand, and to promote Smithfield Market with over 200 new followers since Christmas 2015. •Twitter communications has included:- <ul style="list-style-type: none"> •Promoting the car park and the electric vehicle charging bays open 24. •Hours traffic up-dates. •Historical facts.
	<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>General</p> <ul style="list-style-type: none"> •Everyone in the department as part of a corporate wide mandatory training programme has either completed or in the process of completing – Responsible for Information course. This training aims to raise awareness of the importance of protecting our data assets and compliments the compulsory training courses undertaken last year – Fraud awareness and data protection Act. <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"> •The Constabulary training matrix for 2015 is current and up to date. Any further training identified in year-end/beginning appraisals will be added to it. •The Constabulary team received refresher training in October from Maybo (personal safety). •Several constables have attended H&S training, particularly the Fire Risk Assessors course. •All staff currently completing asbestos awareness training. •Additional staff members have been trained as fire marshals. <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 up-dated 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"> The Head of Maintenance and the Market Sergeant have completed the City Corporation Manager training course modules. One cleaner and one Constable are undertaking ILM training to support their development for future promotion. <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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