

2016-2017 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 2016/17 (April– July inclusive).

To end of Period 1 (April - July)			Period 1 days lost (April- July)	
			Period 1 Target	Period 1 Actual
MKPI 1	Achieve an overall sickness level of no more than 6 days per person by 31 March 2016, and a total of no more than 678 days across all markets ¹ .	Billingsgate	80	181
		Smithfield	76	98
		Spitalfields	60	77
		Directorate	10	0
		Total	226	356
Comments: Billingsgate above target sickness has been caused by four long-term cases. New Spitalfields above target sickness has been caused by two long-term cases, with planned operations. Smithfield above target sickness has been caused by two long-term cases.				
MKP2	90% of debts to be settled within 60 days and 100% of debts settled within 90 days.		60days	90days
		Billingsgate	100%	100%
		Smithfield	100%	100%
		Spitalfields	99%	100%
MKP3	Divert 90% of waste from landfill at the Markets	90%	Billingsgate	100%
			Smithfield	100%
			Spitalfields	100%
MKP4	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	Billingsgate	98.5%
			Smithfield	88%
			Spitalfields	98%
Comments: The underperformance at Smithfield Market during Period 1 is due to vacant space in the Poultry Market Building remaining unlet while the proposed lettings are on hold pending progress on the Poultry Market refurbishment project.				
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.		Billingsgate	100%
			Smithfield	25%
			Spitalfields	100%
Comments: The underperformance at Smithfield Market during Period 1 is due to 3 accident reports being submitted late, one in May, and two in June.				

¹. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 March 2015 (no. 120).

1	<p><u>Customer and Stakeholder Focus.</u> <i>Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.</i></p>	
	<p><u>Billingsgate Market</u> Refresh the Code of Practice at Billingsgate to include all areas that require compliance. <ul style="list-style-type: none"> ●The Code of Practice will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities. ●This will assist with ensuring that food hygiene standards and safety are maintained. </p>	<ul style="list-style-type: none"> ●The completion of the refresh of the code of practice has been delayed from June 2016 due to lack of local resource, and is now scheduled to be completed by Oct 2016. ●Early trading is an emerging problem which will be addressed in the revised Code of Practice.
	<p><u>New Spitalfields Market</u> Complete and implement the Working Manual for New Spitalfields Market in consultation with the tenants. <ul style="list-style-type: none"> ●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities. </p>	<ul style="list-style-type: none"> ●The working manual is finished and signed off by both parties.
	<p><u>Smithfield Market</u> Review the Working Manual and have an updated copy agreed and signed by the tenants. <ul style="list-style-type: none"> ●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to-day market activities. </p>	<ul style="list-style-type: none"> ●The Superintendent is working with the Comptroller and City Solicitor to review options for proceeding towards a final, agreed, version of the Working Manual.
	<p>Initiate a comprehensive strategic review of the City's three wholesale markets – including transport needs and location. <ul style="list-style-type: none"> ●A report to Markets Committee on the proposed way ahead for the City's Markets. </p>	<ul style="list-style-type: none"> ●The City's review will follow the wider London Plan review being undertaken by the GLA.

2	<p><u>Finance.</u> <i>Achieve greater value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.</i></p>	
	<p><u>New Spitalfields Market</u> Manage the lease renewals in collaboration with City Surveyor's department. ●Successful completion of the lease negotiation process.</p>	<ul style="list-style-type: none"> ●As part of the lease negotiations, rent for stands, cafes (now split into ground and first floor cafes), full-height catering supply units, and offices has been provisionally agreed, on a 'without prejudice' basis. ●Compounds and low height catering supply units are subject to further negotiations and agreement. Evidence for comparative rents has been produced by City Surveyors to support the proposed rent level.
	<p><u>Smithfield Market</u> Agree service specifications with the SMTA under the terms of the current leases. ●The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants including: Security, Cleaning, Maintenance, Administration, Condenser Water, Waste and Electricity (common parts).</p>	<ul style="list-style-type: none"> ●The Joint Specification Committee (JSC) have agreed and implemented specifications for the following operational areas: <ul style="list-style-type: none"> ●Security ●Cleaning ●Maintenance ●<u>Condenser Water Cooling System:</u> Following an exchange of correspondence between the Comptroller and City Solicitor and the Smithfield Tenants Association's solicitors, the SMTA agreed to a trial to increase the temperature of the condenser water. ●Under the agreement the City increased the temperature to 21°C on 20 June 2016, and to 22°C on 20 July 2016, however, due to the hot weather the trial has been suspended and the temperature reverted back to 20°C. Once colder weather returns the trial will continue with the aim to raise the temperature of the condenser water, in one degree increments, to 25°C, in order to reduce operating costs and strain on the cooling towers. ●The SMTA are satisfied with the trial, provided that condensers receive a sufficient flow of water and that should material problems occur, the process will be stopped.

Billingsgate & Smithfield Markets

Implement Service Based Review (SBR) proposals.

- Billingsgate – Pursue opportunities to increase income from commercial car parking
- Smithfield – The seven vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised.

● Billingsgate: The projected income from the car park, based on the car park being full throughout the year, is £450,900; this is a 9.7 % increase from last year.

● Advertising hoarding income is a significant income generator and the current agreement with Clearchannel produces a minimum guaranteed annual income of £350k with a potential additional profit share. In recent months Clearchannel have requested to change all their advertising boards to digital format.

● Revised terms, which will produce a minimum guaranteed annual income of £475k, and further potential profit share, have now been agreed with Clearchannel.

● Smithfield: City Surveyors technical surveys demonstrated that, due to the period of time that has elapsed since they were last occupied, the vacant meat trading premises in Smithfield Poultry Market would require a considerable amount of refurbishment work, including the replacement of lifts, before they could be 'Approved' by the Food Standards Agency (FSA) as meat trading premises.

● The refurbishment work on these premises will not commence until there is further progress on the Poultry Market refurbishment project. The premises are expected to be let during financial year 2016/17, so the projected saving of £173,000 in Service Charge voids should be achieved in 2017/18.

3	<p>Operations and Business Processes. <i>Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.</i></p>	
	<p><u>Billingsgate Market</u> Renew the metal roof and adjacent balcony. ●Safer roof and compliance with the food hygiene regulations.</p> <p><u>Billingsgate Market</u> Additional Fish Handling facilities, modernisation works. ●Increased capacity for fish handling transit areas. Tenants will have adequate temperature controlled building space to safely handle each day's fish volumes.</p>	<ul style="list-style-type: none"> ●The renewal of the metal roof and adjacent balcony project has been put on hold at the request of the tenants. In the meantime, short term solutions to address the corrosion problem on the roof are being sought from City Surveyors. ●The additional Fish Handling facilities project has been put on hold at the request of the tenants. <p>Each of these projects was to be funded by the Billingsgate Sinking Fund and Fishing Industry grants. The tenants' view is that, due to uncertainty over the duration of occupation of the current site, they would prefer that the Sinking Fund is used to fund essential, lower cost, rebuilding or replacement works which would otherwise have been funded by the service charge, rather than make long-term investments in the current infrastructure.</p>
	<p><u>New Spitalfields Market</u> Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres. ●The Pedestrian Segregation Action will be fully implemented, reducing the risk of accidents and near misses.</p>	<ul style="list-style-type: none"> ●Members have approved the proposal to install a segregation barrier within New Spitalfields Market to separate Fork Lift Trucks (FLT) from pedestrians. There will be a full, waist height barrier on one side of the market "fire path" to stop FLT coming into contact with pedestrians, and a low level barrier on the other side to prevent FLT hitting the fences surrounding the market stands. Funds of £118,000, the cost to install the segregation barrier, will come solely from New Spitalfields Market resources. Work is scheduled to begin in September once Procurement has completed the tender process of attaining competitive quotes prior to award of contract.
	<p><u>Smithfield Market</u> Continue with the project to refurbish the Poultry Market roof. ●Roof repairs complete and all historic repairs for the building completed.</p>	<ul style="list-style-type: none"> ●Members will see a separate 'Issues Report' from the City Surveyor on the agenda for this meeting.

	<p><u>Smithfield Market</u> Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksmen duties.</p> <ul style="list-style-type: none"> ●The, currently 'amber', health and safety risk associated with Banksmen duties will be controlled and the target risk status achieved. 	<p>Unloading operations, which are an Amber risk on the Department's Risk Register, are being addressed by an action plan agreed with the SMTA. The following actions have been completed or are awaiting installation:</p> <p>Currently installed on the loading bays:</p> <ul style="list-style-type: none"> ●Vehicle chocks ●Signal Lights ●Signage ●Extendable barriers <p>Awaiting installation:</p> <ul style="list-style-type: none"> ●Bollards being installed as an anchor point for the retractable barriers to prevent the general public from walking in the path of a reversing lorry when docking onto a loading bay. ●Location signage for signal light control switches. <ul style="list-style-type: none"> ●Once all equipment has been installed, training for tenants' staff on the use of the safety equipment will be delivered by the Market Management.
	<p>Review our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.</p> <ul style="list-style-type: none"> ● That our property holdings are appropriate for our operational needs and future needs. 	<ul style="list-style-type: none"> ●Markets property holdings are reviewed annually with the City Surveyor and were subject to an in depth review in 2014 as part of the Service Based Review (SBR), from which property-related income opportunities were identified. The department's property holdings were also included in the City's Operational Property Review in 2015.
	<p>Provide input to the renewal of the corporate BRM contract. Work with the City Surveyor, through end-user workshops, to develop the technical specification and individual Site Data Packs for each of our sites.</p> <ul style="list-style-type: none"> ● A specification for the new BRM contract that meets the requirements of the three Market sites. 	<ul style="list-style-type: none"> ●The Heads of Maintenance at each Market have been attending the Building Repairs and Maintenance (BRM) working group, and contributing to the preparation of site data packs, to ensure that the specification for the next BRM Contract meets the Markets' operational requirements.
	<p>Risk Management</p> <ul style="list-style-type: none"> ●Complete transition of all M&CP business risks on to the Covalent database. All risks, both departmental and local, to be migrated on to the system and Risk and Action Owners to be able to update the system as necessary. ●Populate the Covalent system with M&CP Top X risks. 	<ul style="list-style-type: none"> ●All relevant Markets Business risks and Top X risks have been entered onto the Covalent database. ●The department's Covalent Superuser is the only person with access to enter new risks onto the system, but once risks have been added, the individual Risk Managers can then amend and update them as necessary. ●All Risk Managers have been trained on the use of the Covalent browser system.

	Top X risks to be migrated on to the system and Risk Owners to be able to update the system as necessary.	
	<p><u>New Spitalfields Market</u> Investigate options for a multi barrier entry system to the market.</p> <ul style="list-style-type: none"> ● Improve access and traffic management into the Market. Income from entry charge to offset 20 year plan. 	<ul style="list-style-type: none"> ● The report for a multi barrier entry system to the Market has been through Gateway 1&2 and signed off by Project Committee, Project Sub, and Market Committee. ● Soft market testing is underway. ● Site visit for soft market test was completed on the 11th Aug and deadline for questionnaires 26th Aug. ● IT requirements to be developed.
4	<p>People and Innovation. <i>Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, and Trust”. Instil a greater sense of responsibility in our middle management cadre.</i></p>	
	<p>Implement the priorities outlined in the Departmental Workforce Plan.</p> <ul style="list-style-type: none"> ● Our workforce will have both the capability and resources to meet the markets' business objectives. 	<ul style="list-style-type: none"> ● The Working Group's latest task is to identify critical roles within individual teams. The group will meet again in September to discuss these.
	<p>Senior managers to review and implement all relevant actions in the M&CP liP Business Improvement Plan and work towards providing evidence for the relevant indicators to achieve the Gold liP Standard.</p> <ul style="list-style-type: none"> ● The markets will contribute towards the corporate stretch target of attaining the Gold liP Standard in 2016. 	<ul style="list-style-type: none"> ● It was decided by the Summit Group to put working towards attaining the Investors in People Gold level on hold until 2018. The City of London's Silver accreditation will stand until September 2018.
	<p>Work with IT Department to identify options for mobile working at the markets.</p> <ul style="list-style-type: none"> ● Greater efficiency and effectiveness of security operations in monitoring Health and Safety incidents and breaches of local operational rules. 	<ul style="list-style-type: none"> ● Following on from the progress achieved on mobile working with the Ports and Environmental Health teams, the feasibility of a project to investigate the use of mobile working for incident logging by security staff at the Markets is being explored.
	<p>Deliver a Leadership Development Programme for a cohort of 10-12 current and future managers. (Linked to Corporate Equalities priority within the Equalities and Inclusion Action Plan 2016)</p> <ul style="list-style-type: none"> - Delegates will be able to: - Lead effectively in times of constant change. 	<ul style="list-style-type: none"> ● The inaugural M&CP Leadership Development Programme is coming to a close. Four one day sessions have been delivered since February and a final review session is being held in October.

<ul style="list-style-type: none">-Think strategically and see how strategies can be actioned through effective planning and implementation.-Develop their skills as flexible, agile and resilient managers.-Recognise issues key to the City and adapt team priorities and performance to address them.	
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