



*Appendix A:
Markets Business Plan 2012-2015*

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Markets Key Challenges 2012-2015

Our key challenges for 2012 -15 can be summarised as:

- Working to reduce both the markets' and tenants' energy usage and the improve sustainability of our operations.
- Preparations in the New Spitalfields area (Leyton/Stratford) for the 2012 Olympic Games and the need to ensure the operations of the Market continue in a safe, secure and uninterrupted manner and, where possible, tenants have the opportunity to supply fruit and vegetables for the Games.
- Working with our tenants (Small and Medium sized Enterprises, SMEs) at all three markets to help them survive the recession and prosper in the future.
- Implementation of the London Food Strategy and associated activities, especially work on increasing the supply of UK produced fresh food into the capital.
- Continuing to investigate opportunities for reducing waste sent to landfill and increasing recycling as part of the sustainability agenda.
- Completion of the lease renewal process at Smithfield.
- Continuing to reduce the Markets' sickness absence levels.
- Continuing to manage all Markets risks.
- The continuing developments and discussions on Crossrail and the need to ensure continued safe, uninterrupted operations at both Billingsgate and Smithfield Markets.

Markets Objectives 2012–2013 (1 April 2012 – 31 March 2013)

Perspective 1 – Customer and Stakeholder Focus		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
Promote the Markets	<ul style="list-style-type: none"> • Support the work of Business Development Managers (BDMs) at the Markets. • Encourage tenants to exhibit at appropriate trade fairs and shows. • Work with Tenants Associations to improve PR/Marketing. • Promote the Markets through CoL communication channels. 	<ul style="list-style-type: none"> • Greater trade through the Markets. • Profile enhancement and promotion of the Markets. 	<ul style="list-style-type: none"> • Director of Markets • Market Superintendents • Performance Management Officer
Improve Communication between the markets, all the tenants and stakeholders	<ul style="list-style-type: none"> • Regular meetings with the Tenants Associations, keeping them fully informed of developments. • Maintaining a good relationship and channels of communication between the City of London Markets and all other wholesale food Markets in the country. 	<ul style="list-style-type: none"> • Improved dialogue, engagement, and co-operation with the tenants and stakeholders. • Good relationships with local community and other stakeholders. 	<ul style="list-style-type: none"> • Director of Markets • Market Superintendents • Performance Management Officer
Ensure that the Crossrail project does not prejudice the continued uninterrupted, safe, effective, and hygienic operations at Billingsgate and Smithfield.	<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 LFMA and SMTA in Crossrail developments. • Monitor Crossrail proposals with relevant CoL staff. 	<ul style="list-style-type: none"> • Minimum disruption to the Markets. Normal, or near normal, day-to-day operation of both Markets throughout construction period. 	<ul style="list-style-type: none"> • Director of Markets • Billingsgate Superintendent • Smithfield Superintendent

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Action	Task	Outcome	Responsibilities
Olympics: maximise benefit and minimise risks	<ul style="list-style-type: none"> • Liaise with the Olympics security/traffic organisations to minimise traffic disruption in the local area and ensure security risks are kept to a minimum. 	<ul style="list-style-type: none"> • Disruption from construction activities, Games security requirements and restrictions imposed by the ORN to have been minimised. 	<ul style="list-style-type: none"> • Director of Markets • New Spitalfields Superintendent • Billingsgate Superintendent
Manage lease renewals at Smithfield	<ul style="list-style-type: none"> • To maintain the momentum of Smithfield lease negotiations and achieve aims set out by Members. 	<ul style="list-style-type: none"> • To have the terms agreed Smithfield tenants by summer 2013. 	<ul style="list-style-type: none"> • Director of Markets • Smithfield Superintendent

Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure safety and security of tenants and property, optimize efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
Better Management of Business risks and improved contingency plans	<ul style="list-style-type: none"> • Improve analysis of business and H&S risks and develop improved contingency plans by March 2013. • Improve internal 'Top X' H&S methodology and implement by 30 Nov 2012. • Review effectiveness of current safety management and assurance systems. 	<ul style="list-style-type: none"> • Reduced risks to the Markets' business. • Improved ability to manage crises. • Reduced risk of enforcement action against the City. 	<ul style="list-style-type: none"> • Head of Business Performance • Market Superintendents • Technical Officer
Continue with the improvement of the Markets Health and Safety performance and accident reductions	<ul style="list-style-type: none"> • Raise safety awareness amongst staff in relation to forklift truck operator behaviour. • Continue to implement effective workplace traffic management controls. • Provide advice on H&S issues to local management, including compliance with applicable legislation and industry best practice. • Further improve the quality of accidents investigation and reporting. 	<ul style="list-style-type: none"> • Raised Health and Safety standards at all three Markets. • Safer environment. • Fewer H&S incidents compared to 2011/12 total. • Accident reduction across all Markets compared to 2011/12 total. • Reduced risk of enforcement action against the City. • Reduced risk of successful litigation following an accident. 	<ul style="list-style-type: none"> • Technical Officer • Market Superintendents • Heads of Constabulary

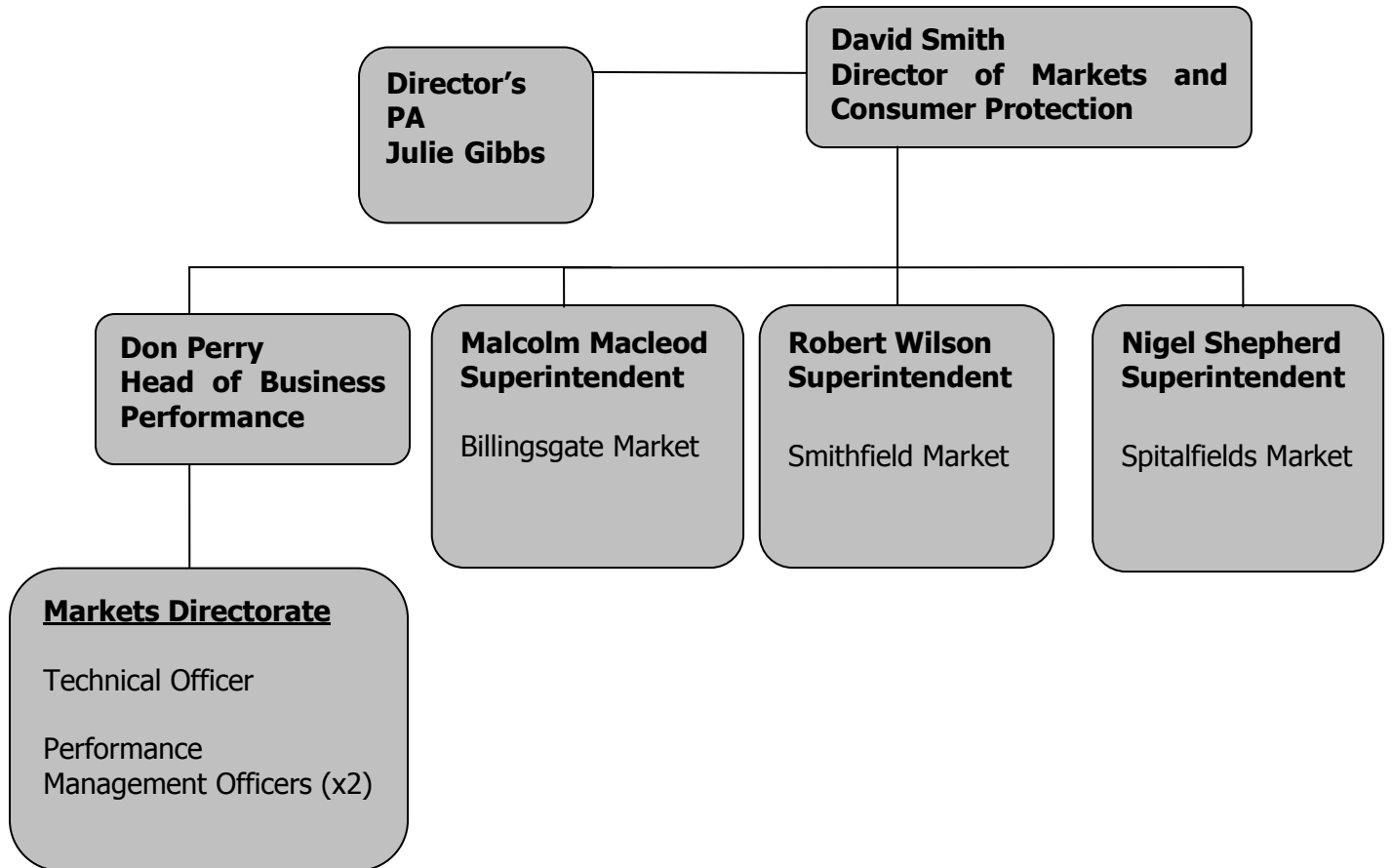
Perspective 2 – Operations and Finance		Co-ordinator: Head of Business Performance, Technical Officer and Finance Officer	
Ensure safety and security of tenants and property, optimize efforts when carrying out operations and ensure the markets are financially viable to the City while minimising costs for the tenants.			
Action	Task	Outcome	Responsibilities
Work more efficiently and achieve greater value for money	<ul style="list-style-type: none"> Review main areas of activity at each market and assess if still fit for purpose or could be adapted to be done differently. 	<ul style="list-style-type: none"> Demonstrable VFM for stakeholders. Potential time and money saving. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Finance Officer
Continue to benchmark against other wholesale and similar markets.	<ul style="list-style-type: none"> Attend relevant bench marking meetings. Visit other markets where appropriate. Use NABMA and other relevant websites to bench mark against. 	<ul style="list-style-type: none"> Minimize impact on front-line service. Shared ideas and best practice in similar working areas and improved efficiency. 	<ul style="list-style-type: none"> Head of Business Performance Performance Management Officer
Generate more income	<ul style="list-style-type: none"> Investigate ways in which the Markets could increase their income streams. Fully maximise car parking usage at Billingsgate and Smithfield. 	<ul style="list-style-type: none"> Increased revenue to reduce risk of having to cut front-line services. 	<ul style="list-style-type: none"> Head of Business Performance Markets Superintendents at Billingsgate and Smithfield Market.

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
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.			
Action	Task	Outcome	Responsibilities
In line with the Corporation's objectives, and in consultation with the Energy Management Team, reduce energy consumption by 5% year on year in areas which are under the control of CoL.	<ul style="list-style-type: none"> • Add additional metering if necessary to clearly identify separate CoL (common parts) and tenants' consumption, and target high use areas. • Encourage tenants to consider reducing their utility usage – illustrating the potential cost saving to incentivise the tenants. • Use Systemslink to its full potential and identify the big users of utilities. 	<ul style="list-style-type: none"> • Improved knowledge of actual major consumption areas and the potential for efficiency reductions. • Reduction in utilities usage. 	<ul style="list-style-type: none"> • Market Superintendents • Head of Business Performance • Performance Management Officer • CoL Energy Manager
Reduce landfill waste and increase recycling	<ul style="list-style-type: none"> • Review waste handling at Billingsgate Market. • Work with tenants at Smithfield market to incentivise them to segregate recyclable waste. 	<ul style="list-style-type: none"> • Reduced landfill waste costs against the 2011/12 outturn figures. • Reduced incineration costs at Smithfield against the 2011/12 outturn figures. • Increased sustainability. • Improve waste management at the Markets. 	<ul style="list-style-type: none"> • Head of Business Performance • Market Superintendents • Heads of Maintenance
Work with tenants to improve sustainability of Markets' operations.	<ul style="list-style-type: none"> • Work closely with City Surveyors, the Sustainability unit and the Energy Team to identify potential sustainability improvements. • Continue to brief the tenants on the benefits of sustainability and energy management. • Complete the rain water harvesting project at New Spitalfields Market by March 2013. 	<ul style="list-style-type: none"> • Increased sustainability. • Tenants are aware of their responsibilities in helping to ensure that Markets are run in a sustainable way. • Reduction of both the tenants and common parts energy usage levels against the 2011/12 outturn figures. • Reduce water usage at New Spitalfields Market against the 2011/12 outturn figures. 	<ul style="list-style-type: none"> • Market Superintendents • Head of Business Performance • Performance Management Officer • Heads of Maintenance

Perspective 3 – Sustainability and Site Optimisation		Co-ordinator: Head of Business Performance	
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Action	Task	Outcome	Responsibilities
Improve the material state of the Markets	<ul style="list-style-type: none"> • Develop a 'Billingsgate Modernisation Plan' to improve the overall condition of the Market, seeking grant funding where appropriate, by March 2013. • In conjunction with the City Surveyor (PSD), ensure that each Market's 20 year maintenance plan is fully up-to-date and properly costed. • Ensure that quarterly liaison meetings with PSD at Billingsgate and New Spitalfields, and monthly at Smithfield, 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. 	<ul style="list-style-type: none"> • Property is well maintained and asset values protected. • Billingsgate has an integrated programme to deal with significant improvement works that will be required during the period of this Business Plan. 	<ul style="list-style-type: none"> • Superintendents • Head of Business Performance

Perspective 4 – People and Innovation		Co-ordinator: Human Resource Officer	
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.			
Action	Task	Outcome	Responsibilities
Continue to tackle sickness absence	<ul style="list-style-type: none"> Rigorous application of the Absence Management Policy. 	<ul style="list-style-type: none"> Achieve an overall sickness level across all Markets to no more than 7 days per person by 31 March 2012, with a total number of days at each Market as follows: <ul style="list-style-type: none"> Billingsgate: 252 New Spitalfields: 203 Smithfield: 329 Directorate: 37 	<ul style="list-style-type: none"> Market Superintendents Line Management
Further encourage and increase cross-market working	<ul style="list-style-type: none"> Set up regular visits between sub-departments to tackle similar issues. Staff shadowing opportunities. Joint training exercises. Regular meetings between Line Managers with their counterparts at other Markets. 	<ul style="list-style-type: none"> Sharing of working practices, solving problems collectively. Greater efficiency. 	<ul style="list-style-type: none"> Market Superintendents Head of Business Performance Performance Management Officer
Continue to use the internal communication channels to promote activities within the Markets	<ul style="list-style-type: none"> Providing regular articles on activities happening at the Markets to the PR department. 	<ul style="list-style-type: none"> More effective promotion of the achievements and diversity of our Markets and their staff to the wider CoL and externally. 	<ul style="list-style-type: none"> Performance Management Officer PA to Director
Develop a workforce skills matrix table	<ul style="list-style-type: none"> To recognise the skills of the entire workforce as a means of utilising skills more efficiently and deploying them as necessary. 	<ul style="list-style-type: none"> Greater efficiency and better use of deploying skills in-house where possible. 	<ul style="list-style-type: none"> HR Business Partner Performance Management Officer

Markets Organisational Chart



Financial Summary

Strong financial management is critical to the delivery of high quality services at a reduced cost. Our strategy is to continually review our ways of working to generate further efficiencies whilst maximising our income streams.

The department is committed to producing timely monthly budget information and to proactively monitor our key cost drivers and any external factors that could impact on our ability to remain within budget. This will allow projected outturn information to be calculated and agreed with the Senior Management Group, in order to meet any future efficiency reviews and help plan the future direction of front line service provision.

There are also key pressures to be resolved in 2012/13 in relation to Smithfield lease renewal negotiations and Porter buyout agreements at Billingsgate.

Department of Markets and Consumer Protection (Markets Committee) – Finance Information

	2010/11	2011/12	2011/12	2011/12		2012/13	N.B.
	Actual	Original Budget	Revised Budget	Projected Outturn		Original Budget	
	£'000	£'000	£'000	£'000	%	£000	
Employees	5,016	5,252	4,973	4,792	96.4	4,977	
Premises	3,236	3,954	3,803	3,848	101.2	4,344	
Transport	37	49	46	53	115.2	46	
Supplies & Services	1,100	1,010	1,220	1,221	100.1	955	
Third Party Payments	1,657	1,686	1,686	1,686	100.0	1,734	
Transfer to Reserve	38	41	41	41	100.0	0	
Contingencies	0	0	0	0	0.0	0	
Unidentified Savings	0	(234)	0	0	0.0	0	
Total Expenditure	11,084	11,758	11,769	11,641	98.9	12,056	
Total Income	(7,299)	(8,112)	(7,898)	(7,909)	100.1	(8,687)	
Total Local Risk	3,785	3,646	3,871	3,732	96.4	3,369	1
Central Risk	(5,198)	(5,205)	(5,128)	-5,128	100.0	(5,348)	
Recharges	6,207	6,114	6,069	6,069	100.0	6,001	
Total Expenditure (All Risk)	4,794	4,555	4,812	4,673	97.1	4,022	

Notes:

1. Excludes Local Risk amounts spent by the City Surveyor.