

**Progress against Key Performance Indicators 2018-19**  
**Period Three: 1 December – 31st March 2019**

	Target 2018/19		Period 1	Period 2	Period 3
MKP 1	a) 90% of debts to be settled within 60 days.	Billingsgate	80%	76%	65%
		Smithfield	92%	100%	86%
		Spitalfields	86%	75%	61%
	b) 100% of debts settled within 90 days.	Billingsgate	96%	97%	78%
		Smithfield	100%	100%	100%
		Spitalfields	88%	84%	74%
<p><b>Comments: Smithfield:</b> The debt older than 61+ days relates to 3 debtors, 2 of which have been paid and the other is being chased.  <b>Billingsgate:</b> 12 debtors owed aged debt of 61+days totalling £73,077, £47,104 of this debt has been received. 9 debtors now owe debt of 61+days, 6 debtors owe less than £550 and 2 of are being disputed.  <b>Spitalfields:</b> Outstanding debts relates predominantly to 15 debtors, 1 is on a payment plan, 3 are undergoing lease negotiations, 1 is with City Solicitor and the remaining are being chased locally.</p>					
	Target 2018/19		Period 1	Period 2	Period 3
MKP 2	Divert 90% of waste from landfill at the Markets	Billingsgate	100%	100%	100%
		Smithfield	100%	100%	100%
		Spitalfields	100%	100%	100%
	Target 2018/19		Period 1	Period 2	Period 3
MKP 3	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	97%	97%	97%
		Smithfield	94%	94%	100%*
		Spitalfields	99%	99%	99%
<p><b>Comments:</b> * Smithfield reporting against lettable space only; previous reporting has included non-lettable space within the Poultry Market.</p>					
	Target 2018/19		Period 1	Period 2	Period 3
MKP4	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%	100%	100%
		Smithfield	100%	100%	100%
		Spitalfields	100%	100%	100%

**Progress against key improvement objectives 2018-19**  
**Period three: 1 December – 31 March 2019**

Ref:	Objective	Progress to date
MCP01	<u>Billingsgate Market</u> <b>Continue to improve cleaning standards at Billingsgate Market.</b> To provide a market site with a high level cleanliness which meets hygiene requirements and is satisfactory to all stakeholders, particularly our tenants.	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>●No written complaints received. Met with London Fish Merchants Association Chair and others to identify cleaning priorities.</li> <li>●All merchants written to regarding the return of polystyrene boxes from their trade customers that are being dumped.</li> <li>●Increased pest control provision has brought about a steady decline in sightings, the removal of the dockside barge a probable factor too.</li> </ul>
		<b>Period 2: August – November 2018</b> <ul style="list-style-type: none"> <li>●No written complaints received.</li> <li>●An audit on waste and recycling processes was undertaken and the recommendations will be implemented once the full report is received.</li> <li>●H&amp;S audit undertaken, and improved housekeeping procedures identified and implemented.</li> <li>●Tower Hamlets EHO meet each month with a view to improve communications and information sharing.</li> </ul>
		<b>Period 3: December – March 2019</b> <ul style="list-style-type: none"> <li>●No written complaints received.</li> <li>●Bio-acoustic bird deterrent installed. This will work out more cost effective than the monthly visit by falconer.</li> <li>●Waste &amp; Recycling Audit recommendations being implemented. Polystyrene box returns no longer permitted which should have positive impact on cleaning and maintenance.</li> </ul>
MCP02	<u>Smithfield Market</u> <b>Maximise the usage of Rotunda car park to increase income.</b>	<b>Period 1: April – July 2018</b> <ul style="list-style-type: none"> <li>●Rotunda carpark income £52k ahead of profile budget at end of July 2018.</li> </ul>
		<b>Period 2: August – November 2018</b> <ul style="list-style-type: none"> <li>●Rotunda carpark income £68k ahead of profile budget.</li> </ul>
		<b>Period 3: December – March 2019</b> <ul style="list-style-type: none"> <li>●Car Park income £81k ahead of budget.</li> </ul>

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Ref:	Objective	Progress to date
MCP03	<p><u>Billingsgate Market</u> Generate additional income at Billingsgate Market.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>●Parking income slightly below budget. Proximity of alternative, more bespoke parking locations at competitive rates a factor. Parking packages and office accommodation are being advertised to attract new customers.</li> <li>●All filming requests that generate an income have been facilitated resulting in this activity being ahead of budget.</li> <li>●New agreement with a waste contractor has resulted in 60% increase in payments for our recycled polystyrene.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>●Parking income continues to slightly underperform against budget despite marginally improved gains since end of period one.</li> <li>● All filming requests are being facilitated and this activity is ahead of budget.</li> <li>●As filming activities are generating income at the market the Superintendent met with the Film Office to make sure Billingsgate can make the most of these opportunities.</li> </ul> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>●Parking income is currently below budget. The installation of Rapid EV charge points will make the market competitive and in line with other local car parks.</li> <li>●Filming income substantially ahead of budget despite one or two last minute withdrawals from the location crews. Only one opportunity has been turned down by the market team throughout the year, this was owing to the size and lack of flexibility shown by the proposed location crew.</li> </ul>
MCP04	<p><u>Strategic review of markets</u> Build on the findings of the strategic review of markets by carrying out a full feasibility study and preparing an implementation plan, leading to a Bill being presented to Parliament in November 2019.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>●A Programme Board and Member’s Working Group have been established and terms of reference agreed. A Programme Director has been appointed and work is underway on feasibility studies. A key element of work will be to identify and, subject to the business case, acquire a suitable site of up to 100 acres. Lambert Smith Hampton (LSH) have been engaged to undertake the search for a site. Consultation with key stakeholders has begun.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>●On the 18th December the City of London Corporation acquired the company, Barking Power Ltd which includes the Barking Reach Power Station site. The 42-acre site in the London Borough of Barking and Dagenham will now be considered as part of the potential options for the City Corporation’s proposals to consolidate its three wholesale food markets onto a single site. The site’s suitability will be considered alongside several other potential locations and</li> </ul>

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		<p>sites of varying sizes, which continue to be explored. A decision on a preferred option will be made following feedback from a public consultation in 2019.</p> <p><b>Period 3: December – March 2019</b> The Outline Options Report went to Markets Committee on 3 April 2019 and to the Policy and Resources Committee on 11 April 2019. It will go the Court of Common Council for approval on 25 April 2019.</p>
MCP05	<p><u>New Spitalfields Market followed with Billingsgate and Smithfield Market</u> <b>Complete CCTV review across all three markets and prepare specifications for procurement.</b> Each site has its own specific requirement for a CCTV system, and different timescales for procuring new systems, but we wish to define a common standard for CCTV across all three markets before we go to procurement. It should result in higher levels of compliance with site rules as well as fewer accidents and associated damage and personal injury claims.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>•The CCTV design and costs are being finalised by the contractor for the New Spitalfields system.</li> <li>•The installation for the system to come under the Police CCTV contract pending final approval.</li> <li>•A separate joint procurement exercise will be undertaken at the other two markets pending further analysis of their requirements.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>•The Superintendent has been advised by procurement that the Market CCTV system cannot be procured as a variation to the current COL Police contract.</li> <li>•A complete tender exercise for Market CCTV system has been approved and signed off by the Chief Officer and will commence early January, with the intention of being completed by end of January.</li> </ul> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>•The tender exercise has been completed for New Spitalfields Market. Six submissions were received and are currently being evaluated. Score moderation is scheduled for 24 April.</li> </ul>
MCP06	<p><u>New Spitalfields Market</u> <b>Procure and install a controlled barrier entry system at New Spitalfields Market.</b> The system will enable control over who enters the site, and when, which will improve security and compliance with site rules. It will also enable the introduction of an entry charge which will offset the cost of the 20 year plan.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>•Tender awarded to install a controlled barrier entry system. Contract pending.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>•Contract awarded.</li> <li>•Design completed and approved, and entry barrier plans are now with Waltham Forest planning department for approval.</li> </ul>

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Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>• Planning permission approved. Work to commence by 23rd April</li> </ul>
MCP07	<p><u>Billingsgate Market</u>  <b>Continue to deliver the Billingsgate Market Modernisation Project.</b>            To ensure the Market and its operations remain viable.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>• Meeting held with members of the LFMA regarding priorities for site maintenance. They are keen to involve now-retired members of the Fishmongers company to identify projects. A further meeting will be arranged for early September once the LFMA have confirmed their priorities.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>• Regular meetings have been held with LFMA. Priorities for 2019/20 to be provided by year end which can then be sourced, costed and agreed prior to beginning of financial year.</li> </ul> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>• The Superintendent met with the LFMA regarding site maintenance proposals for the forthcoming year, but tenants are reluctant to spend any money on maintenance projects due to the future move and consolidation of the markets.</li> </ul>
MCP08	<p><u>Smithfield Market</u>  <b>Obtain agreement and sign-off by the SMTA of the final version of Smithfield Market's Working Manual.</b>            The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers.</p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>• Only one outstanding responsibility remains to be agreed with the tenants' Association and that is the responsibility for presentation of unfit product to the Animal Bi-Product (ABP) facility. This should be resolved by the end of August.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <p>The final issue which remains to be resolved is the responsibility for the presentation of unfit product to the ABP facility. The SMTA made a further request to the Superintendent for additional concessions to traders on this matter, but this request has been declined. The Working Manual was issued for signature to the SMTA on the 25<sup>th</sup> October. The SMTA have subsequently requested a further meeting, which has proved difficult to arrange. A meeting was set for 8 January, but this was cancelled by the SMTA. CoL have offered 3 final further dates to resolve and sign-off.</p> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>• The working manual has now been agreed.</li> </ul>

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MCP09	<p>Smithfield Market</p> <p><b>Continue to control the risk associated with the HGV Banksmen duties at Smithfield Market and monitor compliance with operating procedure.</b></p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>•Risk status remains at Amber.</li> <li>•The June audit revealed 100% usage of banksmen by delivering vehicles. However, in three cases the supplier's employee acted as banksmen rather than the tenant's trained member of staff. Letters have been sent to the transport companies reminding them of Smithfield site compliance requirement.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>•A meeting was convened by CoL on the 18<sup>th</sup> October to bring to the attention of the SMTA three instances of unsafe unloading practices witnessed on CCTV during the earlier part of the month. The SMTA agreed to speak to the relevant traders to improve their controls and standards.</li> <li>•An audit of the HGV unloading operation is scheduled for the second week of January and the results will be shared with Committee by the Superintendent's oral update at January Committee.</li> </ul> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>•Bi-monthly HGV unloading audits continue plus a member of the Constabulary team reviews deliveries every night and reports any deficiencies, any necessary action is followed up.</li> <li>•The next 4-night CCTV audit is planned for the 15<sup>th</sup> May.</li> </ul>
MCP10	<p>All</p> <p><b>Ensure that the Departmental Workforce Plan is maintained, remains relevant and actions are implemented.</b></p>	<p><b>Period 1: April – July 2018</b></p> <ul style="list-style-type: none"> <li>•The group will meet again on 25 September to review progress on actions to begin a refresh of the plan.</li> </ul> <p><b>Period 2: August – November 2018</b></p> <ul style="list-style-type: none"> <li>•The group is working on refreshing the existing plan and reviewing the format. The group will meet 15<sup>th</sup> January to go through the new plan for 2019/20.</li> </ul> <p><b>Period 3: December – March 2019</b></p> <ul style="list-style-type: none"> <li>•The Work Force Plan 2019/20 has been finalised and will be updated and presented to SMG members periodically.</li> </ul>