

Progress against Key Performance Indicators 2020-21
Period One: 1 April – 31 July 2020

	Target 2020/21		Period 1	Period 2	Period 3
MKP 1	Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 2% KPI target.	Billingsgate	6.07		
		Smithfields	6.37		
		Spitalfields	3.99		
Comments: The high level of outstanding debt across all three markets very largely relates to the impact of Covid-19 on tenants, uncertainty involving the process of obtaining concessions and government-imposed constraint on the recovery of outstanding monies.					
	Target 2020/21		Period 1	Period 2	Period 3
MKP 2	Divert 90% of waste from landfill at the Markets	Billingsgate	100%		
		Smithfield	100%		
		Spitalfields	100%		

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	Target 2020/21		Period 1	Period 2	Period 3
MKP 3	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	95%		
		Smithfield	100%		
		Spitalfields	99%		
Comments: * Smithfield reporting against lettable space only; previous reporting has included non-lettable space within the Poultry Market.					
	Target 2020/21		Period 1	Period 2	Period 3
MKP 4	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	100%		
		Spitalfields	100%		

Progress against key improvement objectives 2019-20

Period One: 1 April – 30 July 2020

Ref:	Objective	Progress to date
MKT01	The Markets will work with the Project Team to ensure that the Markets Consolidation Programme receives adequate, timely input and that the requirements of markets' stakeholders are taken into account as the programme progresses.	Period 1: April – July 2020 Engagement meetings have been held with the Spitalfields Market Tenants' Association and the London Fish Merchants Association and preparations are underway for the next round of design workshops. A new website has been launched for the Markets Programme to provide information to all stakeholders (www.wholesalemarkets.co.uk)
MKT02	Ensure that the Wholesale Markets continue to be managed to deliver safe, compliant trading environments for our tenants.	Period 1: April – July 2020 <ul style="list-style-type: none"> An interim maintenance strategy for the Markets has been approved and forward maintenance plans are being reviewed to ensure they align with the requirements of the strategy.
MKT03	<u>Smithfield Market</u> Investigate the opportunity to increase the number of vehicles charging points in the Car Park in line with the transport strategy.	Period 1: April – July 2020 <ul style="list-style-type: none"> Quotes have been received for the installation of additional charging points which this will potentially increase the number of points from 6 to 18. Currently consulting with procurement to ensure correct governance route.
MKT04	<u>Smithfield Market</u> Participate and contribute towards a new Car Park Management operating model with membership of a Corporate review board.	Period 1: April – July 2020 <ul style="list-style-type: none"> First draft tender submission detail from Smithfield sent to DBE. Invitation to tender currently planned for September 2020, award November 2020, Court approval March 2021, contract start September 2021.
MKT05	<u>Smithfield</u> Manage and control the risk associated with HGV duties	Period 1: April – July 2020 <ul style="list-style-type: none"> Quarterly operational audits continue. July audit highlighted a 7% non-compliance result. One transport company was responsible for half of this and has been written to along with the recipient traders.
MKT06	<u>New Spitalfields & Smithfield</u> Work with the Energy team to optimise the Building Management System and realise cost saving from reduced energy consumption.	Period 1: April – July 2020 Smithfield <ul style="list-style-type: none"> £9k saving was achieved on energy and a correction on energy costs for January to March resulted in a £31k reverse-accrual in April and therefore actual savings generated in the final quarter of 19/20; this is a combined saving of £40k. In addition, a £22k saving was achieved on water services (Citygen) as a result of amended running times to operational equipment. The underspend is expected to reduce as demand for cooling increases over the summer months.

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Ref:	Objective	Progress to date
		New Spitalfields <ul style="list-style-type: none"> A meeting with the energy team to discuss the next steps happened 28.7.2020 and the outcomes from the meeting are: <ul style="list-style-type: none"> The Energy team will arrange for their new engineer to carry out a site inspection at the end of September with a view to realising what other energy reduction measures can be explored, and these will include common parts, and the tenants' areas of the Market. Energy team will write an advisory tenant report and do a site presentation to SpMTA end of October 2020. Energy team will chart current ½ hourly usage to identify peaks and they will also load tenant readings kept locally onto Systemslink to reduce spreadsheet usage for meter data.
MKT07	<u>New Spitalfields</u> Maintain and enhance the controlled barrier entry system and pedestrian gateway.	Period 1: April – July 2020 <ul style="list-style-type: none"> A meeting was arranged with the contractor and sub-contractors to discuss the problems of completion and the outstanding tasks required. The barrier is not performing to its optimum level due to problems with the software, payment machine and lack of training due to Covid 19. An action plan has been devised with the contractors to complete works by end of August 2020. System training commenced on 27 July 2020. A draft letter was resent to the Comptroller for comment on 16 July in relation to compensation for this project. The Superintendent will brief the Chairman and Director on when this letter should be sent, as requested. Either the Chairman or the Director will be able to sign the letter. Superintendent is awaiting advice from Comptroller as of 28 July 2020.
MKT08	<u>New Spitalfields Market</u> Improve communication with tenants and customers.	Period 1: April – July 2020 <ul style="list-style-type: none"> In the last quarter eleven liaison meetings with the SpMTA have been arranged and these include: <ul style="list-style-type: none"> one barrier-specific meeting, Three relocation/consolidation meetings, Two service charge finance specific meetings, One Health and Safety specific meeting. There have been twenty written communications (letters and leaflets) to tenants and customers mainly, but not solely, in relation to Covid 19.
MKT09	<u>Billingsgate Market</u> Support Tenant Businesses	Period 1: April – July 2020 <ul style="list-style-type: none"> Continue to work with Seafish, the Centre for Environment, Fisheries and Aquaculture Science (CEFAS) and other industry organisations to ensure flow of

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		information to tenants. Information has been provided throughout lockdown to tenants regarding rates, grants, furlough and other business information.
MKT10	<u>Billingsgate Market and Smithfield Market</u> Review CCTV at Billingsgate and Smithfield Markets and prepare specifications for procurement based upon the review findings.	Period 1: April – July 2020 Billingsgate <ul style="list-style-type: none"> Impact of Covid-19 and the passing of Head of Security has meant that there has been limited progress with this objective. Smithfield <ul style="list-style-type: none"> CCTV is fit for purpose and no further review is intended.
MKT11	<u>Billingsgate Market</u> Generate additional income at Billingsgate Market.	Period 1: April – July 2020 <ul style="list-style-type: none"> An enquiry into filming was received in late July, the first since lockdown, and the aim is to facilitate as many enquiries as we can safely accommodate. Over 100 permit holders have resigned their car parking space since lockdown, and as a result the Superintendent is actively looking into all suitable alternative uses that can be made of our facility, but turned down the approach to be a drive-in cinema.