

**Progress against Key Performance Indicators 2020-21**  
**Period three: 1 December 2020 – 31 March 2021**

	Target 2020/21		Period 1	Period 2	Period 3
<b>MKP 1</b>	Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 2% KPI target.	Billingsgate	6.07%	6.50%	11.07% *1
		Smithfield	6.37%	13.49% *2	23.29% *2
		Spitalfields	3.99%	4.63%	5.79%
<p><b>Comments:</b>            The reported percentages of outstanding debt exclude debts which were less than 30 days old on 31 March 2021. The high level of outstanding debt across all three markets 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.</p> <p>*1 At Billingsgate Market, debt in relation to rent payments has been unenforceable during COVID-19. However, service charge and sundry debts are subject to enforcement and tenants were warned in October 2020 that the CoL would start proceedings if such debts were not settled. This had a sizeable impact on recovery and is reflected in the consistent KPI results of Periods One and Two. A similar 'debt-chasing' exercise was not carried out during Period Three, hence the increase in the KPI result for that period. Debts will be actively pursued during 2021/22.</p> <p>*2 Smithfield Market debt has been continually building each month since April 2020. Traders began to pay rent and service charges in April 2021 and more formal recovery procedures will be undertaken.</p>					
	Target 2020/21		Period 1	Period 2	Period 3
<b>MKP 2</b>	Divert 90% of waste from landfill at the Markets	Billingsgate	100%	100%	100%
		Smithfield	100%	100%	100%
		Spitalfields	100%	100%	100%

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	Target 2020/21		Period 1	Period 2	Period 3
<b>MKP 3</b>	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	95%	95%	95%
		Smithfield	100%	100%	100%
		Spitalfields	99%	99%	99%
<b>Comments:</b> 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
<b>MKP 4</b>	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 2020-21**  
**Period Three: 1 December 2020 – 31 March 2021**

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 considered as the programme progresses.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• A new website has been launched for the Markets Programme to provide information to all stakeholders (<a href="http://www.wholesalemarkets.co.uk">www.wholesalemarkets.co.uk</a>)</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• Negotiations over Heads of Terms are ongoing with Tenants' Associations at Billingsgate and New Spitalfields Markets</li> <li>• Further engagement meetings have been scheduled with Tenants' Associations for January 2021</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• Negotiations over Heads of Terms are continuing with Tenants' Associations at Billingsgate and New Spitalfields Markets.</li> <li>• Further engagement meetings were held with Tenants' Associations in April.</li> </ul>
MKT02	Ensure that the Wholesale Markets continue to be managed to deliver safe, compliant trading environments for our tenants.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• Condition surveys of all three markets are to be undertaken to inform the forward maintenance plans. The City Surveyor's Department will soon be in a position to instruct contractors for these works with an anticipated start date in early January 2021.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• Full condition surveys of all three markets commenced in March 2021 and are now complete. Reports are being written up by the surveyors.</li> <li>• City Surveyor's Department expects to receive the results of all surveys during May 2021. A maintenance plan and programme of works for each site will then be developed and agreed.</li> <li>• The survey of Smithfield Market ran slightly behind schedule due to a recommendation during the audit that roof access be suspended pending further clarification on the safety glass standard above Grand Avenue. Roof access is still</li> </ul>

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Ref:	Objective	Progress to date
		suspended. A further minor delay occurred as CAD floor plans, which were not held locally, had to be obtained from the Guildhall drawing office.
MKT03	<p><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.</p>	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• A corporate risk has been identified with the standard of lithium batteries in certain cars and the installation of EV points in underground car parks.</li> <li>• A trial fire alert system has been placed in Banyard House to see if this improves response speeds. There are capital fire mitigation works planned for the car park in 2021. These are subject to a Gateway 2 report managed by the City Surveyor's Department. Once the works are complete the Corporation Fire Advisor will then advise if the car park has enough control measures in place to enable more charge points to be installed.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• As reported to March Markets Committee by the City Surveyor, the project to carry out essential fire door and sprinkler head replacement work in Smithfield Market's car park is now proceeding to Gateway 3/4 for options appraisal.</li> <li>• The City Surveyor also detailed key project timelines within the 'Project Planning' section (para 13) of the report: <a href="#">Smithfield Market Car Park – Sprinkler and fire door remedial works (Markets Committee, March 2021)</a>.</li> </ul>
MKT04	<p><u>Smithfield Market</u> Participate and contribute towards a new Car Park Management operating model with membership of a Corporate review board.</p>	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• The procurement process continues and has passed through all relevant Committees for approval. Soft Market Testing will take place early in 2021 with a planned implementation period of six months due to large data file transitions and potential TUPE of staff.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• Final tender submissions are expected by the end of July 2021 with the contract awarded in September.</li> <li>• The 'go-live' date is expected to be 1 April 2022. The extended lead-in time is due to the IT back-office solutions and data migration that will be required beforehand.</li> </ul>

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Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>The contract tender and award is managed centrally by DBE and not locally by Smithfield. The current contract was extended by DBE and there should be no loss of revenue.</li> </ul>
MKT05	<u>Smithfield Market</u> Manage and control the risk associated with HGV duties	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>A 4-night audit carried out on the 9<sup>th</sup> November resulted in 96 HGV carcass deliveries and a 7% non-compliance. Both tenants and transport companies have been informed of the results. The Superintendent will re-issue the Smithfield delivery site rules to all traders and transport operators to remind them of the H&amp;S controls in place to safely manage deliveries. The Superintendent has also requested the matter be raised at the next tenant association meeting.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>An audit of HGV operation on 21 March 2021 found unguided movements to be occurring at a rate of 13%. The matter has been raised with the Tenants' Association for them to address and action at the next Association meeting.</li> <li>A follow-on audit will take place in early May when a marked improvement is expected to be seen.</li> </ul>
MKT06	<u>New Spitalfields Market and Smithfield Market</u> Work with the Energy team to optimise the Building Management System and realise cost saving from reduced energy consumption.	<p><b>Period 1: April – July 2020</b></p> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>£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.</li> </ul> <p><b>New Spitalfields</b></p> <ul style="list-style-type: none"> <li>A meeting with the energy team took place 28.7.2020 and the outcomes from the meeting were:             <ul style="list-style-type: none"> <li>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.</li> <li>Energy team will write an advisory tenant report and do a site presentation to SpMTA end of October 2020.</li> </ul> </li> </ul>

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>• Current projections for year-end indicate continuing energy cost savings with a projected year-end saving of up to £100k against budget. This includes the £31k reverse-accrual reported in Period 1. Water services currently project a £20k underspend.</li> </ul> <p><b>New Spitalfields</b></p> <ul style="list-style-type: none"> <li>• The Energy Team's engineer visited the market on 21<sup>st</sup> October 2020 and after an extensive tour they found everything that could be done to reduce energy consumption in the common areas had already been done by the local team. Energy workshops for tenants or speaking to the SpMTA were suggested to see if they could be persuaded to reduce their own consumption and costs within their control. A meeting to discuss arrangements is scheduled 14<sup>th</sup> January 2021.</li> <li>• There has been on average a 7% reduction in consumption for the 6 months April to September 2020 compared to the same period for 2019.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>• Current projections for year-end indicate a £160k saving to the energy budget. This includes a £31k reverse accrual reported in Period 1 and is subject to final actual invoice reconciliation. Citygen services anticipate a £17k underspend.</li> </ul> <p><b>New Spitalfields</b></p> <ul style="list-style-type: none"> <li>• Energy consumption has fallen on average by 7% due to the energy saving measures within the common areas, including the replacement of light fixtures in the car parks.</li> <li>• Energy workshops with the tenants will be arranged.</li> </ul>
MKT07	<p><u>New Spitalfields Market</u> Maintain and enhance the controlled barrier entry system and pedestrian gateway.</p>	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• An action plan has been devised with the contractors to complete works by end of August 2020. System training commenced on 27 July 2020.</li> <li>• A draft letter was resent to the Comptroller for comment on 16 July in relation to</li> </ul>

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		<p>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.</p> <ul style="list-style-type: none"> <li>• Superintendent is awaiting advice from Comptroller as of 28 July 2020.</li> </ul>
		<p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• The barrier was relaunched with new software on 15<sup>th</sup> November 2020.</li> <li>• Some minor challenges are still being addressed but it is currently operating within industry standards and this has increased revenue by 40% to date.</li> <li>• The City is in correspondence with the contractor regarding compensation for the delay in installation. The Director of M&amp;CP and Superintendent have held two meetings with the contractor in order to negotiate a settlement.</li> <li>• Comptroller and City Solicitor are advising officers.</li> <li>• The pedestrian gate software installation project has commenced with the IT team and this should be completed by end of January 2021.</li> </ul>
		<p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• The barrier is now established as a working system and is generating revenue. Benefit is also being derived by promoting better behaviours from customers and visitors regarding dumping, fly-tipping and other adverse issues: the system enables management to ban vehicles from entering the market if poor behaviours are evidenced.</li> <li>• The City continues to negotiate with the contractor to agree a possible compensation settlement; there have been three meetings since November, the most recent of which was on 9 April 2021.</li> <li>• The Comptroller and City solicitor are advising officers on this matter.</li> <li>• The City rejected the most recent offer made by the contractor and will be making a counter-offer before the end of April 2021. Depending upon the outcome of negotiations, approval on a possible settlement or further action will be discussed with the Markets Committee Chairman.</li> <li>• Due to the City's claim and the ongoing negotiations, sign-off of the project has not been completed and ownership of the system has not passed from the contractor to the City of London. This in turn, has led to delays in signing the maintenance agreement for the barrier system.</li> <li>• There has been a delay in completing the work on the turnstile and pedestrian gate. The contractor is working with the City of London's IT department to address the complex software issues within this part of the barrier project. It is expected that this will be resolved by June 2021.</li> </ul>

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Ref:	Objective	Progress to date
MKT08	<u>New Spitalfields Market</u> Improve communication with tenants and customers.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• In the last quarter eleven liaison meetings with the SpMTA have been arranged and these include:               <ul style="list-style-type: none"> <li>○ One barrier-specific meeting,</li> <li>○ Three relocation/consolidation meetings,</li> <li>○ Two service charge finance specific meetings,</li> <li>○ One Health and Safety specific meeting.</li> </ul> </li> <li>• There have been twenty written communications (letters and leaflets) to tenants and customers mainly, but not solely, in relation to Covid 19.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• In the last quarter the following meetings have been arranged and these include:               <ul style="list-style-type: none"> <li>○ Five catering tenants and 1 café owner regarding further support measures.</li> <li>○ 10 tenants regarding disregard for regulatory issues within the working manual.</li> <li>○ 4 liaison meetings with the SpMTA and 2 finance meetings.</li> <li>○ 2 letters to all tenants and 1 leaflet to all customers and visitors.</li> </ul> </li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• The Superintendent has continued to improve communications with tenants and with the Tenants Association, both face-to-face and in writing, as follows:               <ul style="list-style-type: none"> <li>○ Six liaison meetings with the Tenants Association</li> <li>○ Twelve meetings with individual tenants to discuss debt repayment, further support that the City can offer due to hardship caused by the pandemic, allegations of sub-letting and adverse behaviours.</li> <li>○ Two COVID-19 updates have been circulated.</li> <li>○ Three letters reminding tenants of existing site rules, changes to those rules and/or notification of new rules.</li> </ul> </li> </ul>
MKT09	<u>Billingsgate Market</u> Support Tenant Businesses	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• Continue to work with Seafish, the Centre for Environment, Fisheries and Aquaculture Science (CEFAS) and other industry organisations to ensure flow of information to tenants. Information has been provided throughout lockdown to tenants regarding rates, grants, furlough and other business information.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>• Local management has continued to act as conduit for Seafish and CEFAS so that tenants are provided with latest information on industry best practice and BREXIT preparations.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"> <li>• Worked with colleagues in the wider Department of Markets and Consumer Protection to share evolving information with tenants on Health Certificates and export requirements in light of the Brexit agreement.</li> <li>• Periodic advice provided to tenants regarding COVID-19 testing and compliance.</li> </ul>

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Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>Met with tenants to agree five key areas of focus for the 2021/22 financial year with a view to making the most efficient use of the resources we have over the remainder of time at the site.</li> </ul>
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.	<p><b>Period 1: April – July 2020</b></p> <p><b>Billingsgate</b></p> <ul style="list-style-type: none"> <li>Impact of Covid-19 and the passing of Head of Security has meant that there has been limited progress with this objective.</li> </ul> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>CCTV is fit for purpose and no further review is intended.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>The newly appointed Head of Security will start mid-January 2021 and one objective will be to review the current CCTV provision. The review will see some progress made by financial year end but may not be fully complete until summer 2021.</li> </ul> <p><b>Period 3: December 2020 – March 2021</b></p> <p><b>Billingsgate</b></p> <ul style="list-style-type: none"> <li>Tenants have identified that better CCTV coverage is a key objective for the remainder of life at the current site.</li> <li>Currently working on site requirements with a view to engaging with City Procurement early in 2021/22 and aiming to complete the project by Summer 2021.</li> </ul> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>As reported at the end of Period 1, the CCTV system at Smithfield Market has been deemed fit for purpose and no further review is intended.</li> </ul>
MKT11	<u>Billingsgate Market</u> Generate additional income at Billingsgate Market.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul> <p><b>Period 2: August – November 2020</b></p> <ul style="list-style-type: none"> <li>Ongoing impact of Covid related lockdowns and restrictions has meant that filming requests have been very limited. All that we can safely accommodate have been facilitated.</li> <li>Substantial number of permit holder places remain vacant as neighbouring Canary Wharf has seen sizeable fall in numbers working from offices. Other options</li> </ul>

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<b>Ref:</b>	<b>Objective</b>	<b>Progress to date</b>
		<p>are being considered to utilise market facilities that will mean less reliance on parking income.</p> <p><b>Period 3: December 2020 – March 2021</b></p> <ul style="list-style-type: none"><li>• Some small actual recovery has been seen during this period with an increase in filming and parking unit-based requests. It would appear that this trend is likely to continue as we have been receiving significantly more enquiries about late spring and summer.</li><li>• Have received enquiries from UKPN, various contractors and City of London Police with a view to utilising our site for their benefit. None of these have yet to translate into firm agreements but negotiations remain ongoing.</li><li>• There has been a marginal increase in parking permit holder numbers but the lockdown that has been in effect since the beginning of the calendar year has meant that office workers in neighbouring Canary Wharf have yet to return in any numbers.</li></ul>