

Progress against Key Performance Indicators 2021-22
Period One: 1 April – 31 July 2021

	Target 2021/22		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	7.09% ¹		
		Smithfields	21.87% ²		
		Spitalfields	4.85% ³		
<p>Comments: The reported percentages of outstanding debt exclude debts which were less than 30 days old on 31 July 2021. The high level of outstanding debt across all three markets largely relates to the impact of COVID-19 on tenants (but the level of debt has reduced across all three Markets since the last report in July): <u>government-imposed constraint on the recovery of outstanding monies has been extended to 25th March 2022.</u></p> <p>¹ At Billingsgate Market, 'debt-chasing' has continued and with the gradual easing of restrictions there has been an increased ability for tenants to pay their outstanding aged debt and this has helped reduce the level of debt since the last update was given. Payment plans have been agreed with some tenants to support them in clearing their debt.</p> <p>² Smithfield Market, 'debt-chasing' is being pursued and aged debt is slowly declining. Several traders have settled their aged debt in full and others (as all restrictions are eased) are started to repay.</p> <p>³ New Spitalfields Market, 'debt-chasing' has continued and in cases that merit the need payment plans have been set-up and monitored and in cases where debts are mounting and no payment or communication has been received from tenants a Money Claim Order has been threatened against them. Both are helping to reduce debts.</p>					
	Target 2021/22		Period 1	Period 2	Period 3
MKP 2	Divert 90% of waste from landfill at the Markets	Billingsgate	100%		
		Smithfield	100%		
		Spitalfields	100%		


Appendix A

	Target 2021/22		Period 1	Period 2	Period 3
MKP 3	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	Billingsgate	99.4%		
		Smithfield	100%		
		Spitalfields	99%		
Comments: * Smithfield reporting against lettable space only; previous reporting has included non-lettable space within the Poultry Market.					
	Target 2021/22		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 2021-2022
Period One: 1 April – 30 July 2021

Ref:	Objective	Progress to date
MKT01	Collaborate with the Markets Colocation Project Team to ensure that the requirements of Markets' stakeholders are considered as the programme progresses.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • Billingsgate Market: Various meetings have been facilitated with tenants, Officers and Members. Regular meetings are held with the relocation team. • Smithfield Market: Local evidence gathering continues to support the private Bill submission. The new transport planning consultant spent a night at Smithfield in July, the next MCP update meeting is with the Superintendents on the 31st August. • New Spitalfields Market: The Chair of Policy and Resource Committee spoke to tenants on 2nd August. Design Meeting was held on 11th August.
MKT02	Implement actions arising from the condition surveys that are to be carried out at each of the markets.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • Billingsgate Market: Working through the findings from the survey reports with City Surveyors with the main priority being to facilitate works to ensure a safe, compliant trading environment for tenants. • Smithfield Market: The survey reports have been received from City Surveyors and further site visits have taken place with MACE who are advising on the practical solutions to the initial recommendations made by EDGE on their survey reports. Meetings have taken place with City Surveyors to agree works and funding priorities and they are now drafting initial Project Initiation Documents for review and submission for funding approvals. • New Spitalfields Market: Working with City Surveyors to identify essential works to be carried out or mitigation to reduce works from the survey reports.
MKT03	Implement alternative, more efficient methods of delivery across all the services we provide to make the required savings, by reducing expenditure and increasing income.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • To be considered under Target Operating Model but work is underway with City Surveyors to fully utilise, where possible, the Market Buildings.
MKT04	Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • Billingsgate Market: Staff informed regularly and encourage to put forward ideas. A staff drop-in session with new Director and Superintendent was held 27th July. • Smithfields Market: Local staff consultation initiated, and workshops planned. Key staff timeline document created 17th July. • New Spitalfields Market: Staff have been kept informed through written communication (17th March 20th April, 27th May & 8th July). Staff drop-in session with new Director and Superintendent held 2nd August.

Appendix A

Ref:	Objective	Progress to date
MKT05	Support tenants' businesses through the continuing challenges presented by the COVID-19 pandemic.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • Billingsgate Market: The Market has been kept safe and clean, and trade is slowly return to 'pre-pandemic' levels. Payment plans have been agreed with some tenants to support them in clearing their debt. • Smithfield Market: Market trade has returned to approximately 80% of 'pre-pandemic' levels, albeit there is still a marked decline in retail trade. • New Spitalfields Market: Tenants have access to Lateral Flow Test kits and following the easing of restrictions new signage recommending face coverings and maintaining social distance in enclosed areas at busy times is being displayed. Payment plans have been agreed with some tenants to support them in clearing their debts.
MKT06	Work with our tenants to help mitigate the impact of Brexit challenges.	<p>Period 1: April – July 2021</p> <ul style="list-style-type: none"> • Billingsgate Market: The Superintendent has met with officers from Port Health to understand if there is a way that City Corporation can provide export certification. To-date few tenants have raised concerns regarding Brexit. • Smithfield Market: A set of Risk Actions in consultation with the SMTA was developed to mitigate perceived outcomes of changing import paperwork and tariffs. This Risks will be reviewed pending the October 2021 documentary checks and January 2022 deadline, and these will be kept under review. • New Spitalfields Market: Brexit to-date has had minimal impact; some tenants are experiencing 2-3-day delays in deliveries and this might worsen when regulations come into force so the situation will be monitored.
MKT07	Procure and deliver a new waste contract at New Spitalfields Market.	<p>Period 1: April – July 2020</p> <ul style="list-style-type: none"> • The contract with Countrystyle Recycling Ltd expires in September 2022. An extension has been agreed by the Procurement Board to extend the contract for two years until September 2024 and a Deed of Variation is in progress by Comptroller and City Solicitor. There will be savings of £420,000 over three years to the tenant's service charge. The minutes of the approved outcome is attached. <div style="text-align: center;">  <p>FS Category board meeting 12 July 21 ((</p> </div>

Appendix A

Ref:	Objective	Progress to date
MKT08	Expand the HGV unloading area at New Spitalfields Market.	<p>Period 1: April – July 2020</p> <ul style="list-style-type: none"> • This activity has been completed.
MKT09	Undertake the actions identified in the Department’s Equality, Diversity and Inclusion Action Plan.	<p>Period 1: April – July 2020</p> <ul style="list-style-type: none"> • The Department's Equality Improvement Plan has been updated and the main area for improvement is to consider equalities in the procurement process. • Work on advancing trans-equality is being undertaken corporately and the Markets will input into the process where it can.
MKT10	<p>Implement measures to support the Climate Action Strategy.</p> <p>Work with the City Surveyor’s Energy Team and our tenants to reduce the Markets’ carbon footprint</p>	<p>Period 1: April – July 2020</p> <ul style="list-style-type: none"> • Energy workshops for tenants at each of our markets have been scheduled for week commencing 1 November 2021. These are planned to cover best practice, focusing on low cost / no cost measures to reduce utility usage, managing energy performance and energy purchasing.