

**Progress against Key Performance Indicators 2021-22**  
**Period third: 1 December – 31st March 2022**

	Target 2021/22		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	7.09%	5.73%	6.12%
		Smithfield	21.87%	17.89%	16.82% <sup>1</sup>
		Spitalfields	4.85%	4.56%	2.83%

**Comments:**

The reported percentages of outstanding debt exclude debts which were less than 30 days old on 31 March 2022. 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 two of the Markets since the last report in January): government-imposed constraint on the recovery of outstanding monies ended on 25<sup>th</sup> March 2022.

<sup>1</sup> 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.

	Target 2021/22		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%

	Target 2021/22		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	99.4%	99.4%	99.4%
		Smithfield	100%	100%	100%

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		Spitalfields	99%	99%	98.95%
<b>Comments:</b> * Smithfield reporting against lettable space only; previous reporting has included non-lettable space within the Poultry Market.					
	<b>Target 2021/22</b>		<b>Period 1</b>	<b>Period 2</b>	<b>Period 3</b>
<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 2021-2022**  
**Period Third: 1 December – 31st March 2022**

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><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Various meetings have been facilitated with tenants, Officers and Members. Regular meetings are held with the relocation team.</li> <li>• 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 31<sup>st</sup> August.</li> <li>• New Spitalfields Market: The Chair of Policy and Resource Committee spoke to tenants on 2<sup>nd</sup> August. Design Meeting was held on 11<sup>th</sup> August.</li> </ul> <p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: MCP facilitate regular meetings with tenants, Remembrancer, and other relevant parties. The Superintendent had a visit to the proposed site at Dagenham Dock and reported back to tenants. Progress continues with the Billingsgate Action Plan (BAP) whilst letter in support of direction is awaited from properly constituted LFMA.</li> <li>• Smithfield Market: Discussions are on-going.</li> <li>• New Spitalfields Market: Facilitated a visit from MACE on 11 August 2021 which was organised by City Surveyors to address the condition survey that impacts on the MCP project. Facilitated a visit by Turner and Townsend Ltd for site visit on behalf of the MCP team - 7 October 2021. MCP team and Director visit to update staff on the co-location project, 14 December 2021.</li> </ul> <p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>• Progress continues to be made with the advisors for Billingsgate on the lease renewal, heads of terms for the relocation agreements and implementation of the action plan. Engagement continues with SpMTA to progress the outstanding rent review with further meetings scheduled with their advisors to progress the heads of terms. Constructive discussions have commenced with SMTA on design and operational matters for the potential new market.</li> <li>• Billingsgate: An outbound logistical trial is currently being facilitated in partnership with commercial stakeholders - this involves a small number of tenants consolidating their sales and deliveries made across London from one vehicle rather than many, as previously was the case. Design workshops are being held with tenants.</li> </ul>

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Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>• Smithfield. Consultation with the SMTA has begun with the Markets Director, General Manager, and design consultants. The next meeting is planned for 4<sup>th</sup> May where more detailed designs and trader requirements will be further developed.</li> <li>• New Spitalfields: There were 3 design workshops held during January and February 2022 with the SpMTA and they agreed in principle to a single storey design. The General Manager, Director and MCP Officer meet with the SpMTA to discuss colocation details and Heads of Terms. The most recent meeting was 21<sup>st</sup> April 2022.</li> </ul>
MKT02	Implement actions arising from the condition surveys that are to be carried out at each of the markets.	<p><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• New Spitalfields Market: Working with City Surveyors to identify essential works to be carried out or mitigation to reduce works from the survey reports.</li> </ul> <p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Works identified to keep Billingsgate operating in a safe and compliant environment. Will work with LFMA to ensure that an agreed risk-based approach is adopted for the remainder of time at the site.</li> <li>• Smithfield Market: Three Capital bid projects have been agreed in principle but are subject to approval at Finance Committee on 16th December. 1. Glass canopy. 2. Fire Doors. 3. East Poultry Canopy Repairs.</li> <li>• New Spitalfields Market: Essential works have been identified and a new 10-year plan in liaison with the FM team has been prepared. The roof works identified by Edge are a major concern and could require the highest spend. It has been agreed that an Intrusive survey of the roof will be commissioned April 2022 to establish the full extent of the works required. We will work to ensure best value is achieved in delivering the repairs which will be funded from the Service Charge.</li> </ul> <p><b>Period 3: December – March 2022</b></p>

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Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>• Billingsgate: Priority maintenance issues identified included replacement of sprinkler system. No further works identified prior to yearend 21/22 but working with City Surveyor to address other recommendations in Edge report.</li> <li>• Smithfield: Projects currently in progress - smoke curtain replacement, fire alarm full survey (remedials to follow), replacement and upgrading of lighting and selective cable and distribution boards in the car park, replacement of cold-water tanks in the east and west markets, and a survey of the condenser water pipework (started w/c 9th May). Additional works to the glass canopy on the south and east elevations have been completed with remaining works to the north elevation subject to a further business case. Recommendations from the Edge report are now progressing through the CWP and capital bid submissions. 3 PIDs have been successfully presented to Chamberlain and these are now starting the gateway process – East Poultry Ave structural remedials/reinstallation of the canopy, remedial works to the remaining north elevation glass canopy, ceiling covering and selective water ingress remedials in the car park. Funding of £1.9m allocated.</li> <li>• New Spitalfields: The intrusive survey for the Market Pavilion roof listed on the 10-year work plan will take place in May. This should identify repairs/replacements required and indicate accurate costs. There are no other works identified in the Edge report to be carried out by the financial year end.</li> </ul>
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><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• To be considered under Target Operating Model but work is underway with City Surveyors to fully utilise, where possible, the Market Buildings.</li> </ul> <p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Owing to the sharp decline in Billingsgate car parking usage since March 2020, alternative uses are being considered.</li> <li>• Smithfield: Carpark usage has recovered from previous year. April – December 2021 £600k. April - December 2020 £477k</li> <li>• Campaign to promote carpark to local businesses and local residences in progress. Carpark charges to increase in January 2022.</li> </ul>

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Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>• Billingsgate: Significant levels of filming and related parking has seen income increase against post and pre pandemic budgets. Income more than doubled original 21/22 budget.</li> <li>• Smithfield – car park income for the full year was £857k which was a 22% increase on the previous year and 9% above budget.</li> </ul>
MKT04	Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.	<p><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Staff informed regularly and encourage to put forward ideas. A staff drop-in session with new Director and Superintendent was held 27<sup>th</sup> July.</li> <li>• Smithfields Market: Local staff consultation initiated, and workshops planned. Key staff timeline document created 17<sup>th</sup> July.</li> <li>• New Spitalfields Market: Staff have been kept informed through written communication (17<sup>th</sup> March 20<sup>th</sup> April 27<sup>th</sup> May &amp; 8<sup>th</sup> July). Staff drop-in session with new Director and Superintendent held 2<sup>nd</sup> August.</li> </ul> <p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Regular staff briefings by e-mail from Superintendent on latest position regarding TOM. Standing item in 1:1 and team meetings. Market Director met with middle managers on site individually.</li> <li>• Smithfields Market: Director has met with all staff, and managers.</li> <li>• New Spitalfields Market: Staff survey was sent to staff (9<sup>th</sup> November 2021) asking them for suggestions on how things could be done differently. Email sent to all managers asking them to encourage staff to view the COO conference recording. Director and Superintendent met with staff 17 November 2021 and the Director has meetings planned with individual managers to discuss the TOM on 3 December 2021.</li> </ul> <p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>• New TOM structure went live on the 4<sup>th</sup> April 2022. We now enter the transition phase where staff are confirmed in post, or recruited.</li> <li>• Billingsgate: Consultation meetings held with staff throughout December and January prior to formal consultation launched in February.</li> <li>• Smithfield – all consultation meetings were completed in February and March 2022 with the new Market operating structure to be implemented from April 2022 onwards.</li> <li>• New Spitalfields Market: Individual meetings held during December 2021 by the Director of Markets. Email to all staff regarding approval of the TOM in January 2022. Meetings held with staff at risk in February and March 2022.</li> </ul>

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Ref:	Objective	Progress to date
MKT05	Support tenants' businesses through the continuing challenges presented by the COVID-19 pandemic.	<p><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Smithfield Market: Market trade has returned to approximately 80% of 'pre-pandemic' levels, albeit there is still a marked decline in retail trade.</li> <li>• 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</li> </ul> <hr/> <p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: Standard Operation Procedure developed with support from City and Hackney public health that has been shared with tenants. Worked with Tower Hamlets public health to arrange regular overnight pop-up vaccination clinics for tenants and their staff.</li> <li>• Smithfield Market: Provisional plans put in place in case Government advice changes last minute. Staff continue to do Lateral Flow Tests (LFT) and as a secondary measure the Operations Manager has been carrying out staff LFTs on a monthly basis. This data is communicated to NHS. Standard Operation Procedure in place.</li> <li>• New Spitalfields Market: Letter and email sent to tenants and SpMTA regarding wearing face covering in the market hall and to remind tenants to review their covid risk assessment. Leaflets and masks were distributed to visitors, customers, and tenants at the market on 30 November 2021.</li> </ul> <hr/> <p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>• Billingsgate: Pop up clinics and testing centres facilitated on behalf of Tower Hamlets in December and January. Controls and appropriate signage in place and revised in accordance with Government advice. Covid Risk Assessment continues to be reviewed regularly and updated as necessary.</li> <li>• Smithfield – all remaining Covid restrictions and controls were lifted on the 24<sup>th</sup> February in line with Government guidance. The wearing of face masks in the public areas of the Market is still recommended and signed accordingly at the Market entrances.</li> <li>• New Spitalfields Market: Standard Operating Procedure sent to all tenants December 2021. Covid Risk Assessments updated April 2022.</li> </ul>

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Ref:	Objective	Progress to date
MK06	Work with our tenants to help mitigate the impact of Brexit challenges.	<p><b>Period 1: April – July 2021</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
		<p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Billingsgate Market: With deadlines being pushed back, the immediate threat has dissolved but Brexit remains a concern to tenants so in regular liaison with MMO.</li> <li>• Smithfield Market: As deadline been put back, no changes noticed.</li> <li>• New Spitalfields Market: Minimal impact to date.</li> </ul>
		<p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>• All: On the 28<sup>th</sup> of April Government announced that the further import controls on EU goods which were due to be phased in from July, will not be introduced in 2022. The controls that have already been introduced will remain in place. The Government will publish a Target Operating Model in the Autumn that will set out the new regime of border import controls and will target the end of 2023 as the revised introduction date.</li> </ul>
MKT07	Procure and deliver a new waste contract at New Spitalfields Market.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
		<p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>• Working with Comptrollers on the legal changes to the contract due to the waste contract extension.</li> </ul>



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Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>The extension to the current contract has been negotiated and agreed and both parties will have signed off by 27 April 2022.</li> </ul>
MKT08	Expand the HGV unloading area at New Spitalfields Market.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>This activity has been completed.</li> </ul>
		<p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>This activity has been completed.</li> </ul>
		<p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>This activity has been completed.</li> </ul>
MKT09	Undertake the actions identified in the Department's Equality, Diversity and Inclusion Action Plan.	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>The Department's Equality Improvement Plan has been updated and the main area for improvement is to consider equalities in the procurement process.</li> <li>Work on advancing trans-equality is being undertaken corporately and the Markets will input into the process where it can.</li> </ul>
		<p><b>Period 2: August – November 2021</b></p> <ul style="list-style-type: none"> <li>Guidance on Transgender Equality has been written up.</li> <li>An equality representative network meeting took place (7<sup>th</sup> December) and the Equality and Inclusion Manager outlined the vision of her new Team and the roles of the equality reps, with a focus on providing more training for reps.</li> </ul>
		<p><b>Period 3: December – March 2022</b></p> <ul style="list-style-type: none"> <li>The Dept has 6 Equalities, Diversity &amp; Inclusion objectives outlined in the high-level plan, and these will be monitored and reported on going forward.</li> <li>Work is underway with Waltham Forest to be able to advertise Market vacancies, (especially at New Spitalfields Market) on their website. This will widen the recruitment pool and encourage applications from people living in and around the Markets.</li> </ul>
MKT10	Implement measures to support the Climate Action Strategy. Work with the City Surveyor's Energy Team and our tenants to reduce the Markets' carbon footprint	<p><b>Period 1: April – July 2020</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>

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Ref:	Objective	Progress to date
		<p data-bbox="936 180 1346 209"><b>Period 2: August – November 2021</b></p> <ul data-bbox="936 217 2018 427" style="list-style-type: none"><li data-bbox="936 217 1368 245">● Billingsgate: Visit planned for 2022.</li><li data-bbox="936 253 1357 282">● Smithfield: Visit planned for 2022.</li><li data-bbox="936 290 2018 357">● New Spitalfields Market: The Energy Team with Mitie visited three tenants that were big energy users and illustrated ways of reducing their carbon footprint</li><li data-bbox="936 365 2018 427">● The Energy Team also meet with SpMTA and have arranged another meeting in the New Year.</li></ul> <p data-bbox="936 435 1339 464"><b>Period 3: December – March 2022</b></p> <ul data-bbox="936 472 2018 646" style="list-style-type: none"><li data-bbox="936 472 1995 501">● Billingsgate: Energy workshop remains on offer to tenants but a date yet to be arranged.</li><li data-bbox="936 509 2018 576">● Smithfield. Workshops to be planned for 2022, dates to be confirmed once the SMTA has confirmed their topics requirements.</li><li data-bbox="936 584 2018 646">● New Spitalfields Market: Energy Team visited the market and met with the SpMTA to discuss site energy procurement.</li></ul>