

**Progress against Key Performance Indicators 2022-23**  
**Period Three: 1<sup>st</sup> December**  
**– 31<sup>st</sup> March 2023**

	Target 2022/23		Period 1	Period 2		Period 3	
				Excluding Covid	Including Covid	Excluding Covid	Including Covid
<b>MKP 1</b>	Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 2% KPI target.	Billingsgate	6.87%	17.58%	23.23%	12.30%	18.99%
		Smithfield	17.30%	3.63%	38.48%	-1.47%*	26.77%
		Spitalfields	4.26%	8.05%	10.39%	5.61%	8.89%
<p><b>Comments:</b> The debt is based on annual invoiced income from April 2022 to February 2023 and has been split into covid and non-covid debt and exclude debts which were less than 30 days old.</p> <p><b>Billingsgate Market:</b> 'debt-chasing' continues. Of the four Letters Before Action issued in the early part of 2023, two tenants have cleared their debt, one has agreed a repayment plan, and one debt has been escalated. Elsewhere, three repayment plans have been agreed and are being satisfied. Two debtors are in advanced discussions regarding the terms of repayment with a further debtor yet to commit to terms.</p> <p><b>Smithfield Market:</b> The debt management plan with the Smithfield traders is on target and debt will continue to fall in line with that, expecting full recovery to be achieved by the end of March 2024.</p> <p><b>New Spitalfields Market:</b> 'debt chasing' continues. Most of the debt relates to two tenants, one of which is on a payment plan and is on target to pay, the other is currently being dealt with by C&amp;CS after forfeiture of their lease for non-payment. All current debt is chased regularly using the escalation channels available to the local team.</p> <p>*due to overpayment on payment plan.</p>							
	Target 2022/23		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%		

## Appendix A

	Target 2022/23		Period 1	Period 2	Period 3
<b>MKP 3</b>	Maintain a minimum 95% occupancy with the expectation to achieve 100%.	Billingsgate	99.6%	94.5%	99.6%
		Smithfield	100%	100%	100%
		Spitalfields	99%	99%	99%
<p><b>Comments:</b> <b>Billingsgate Market:</b> Reporting against overall square footage available. All shops, stands, units 100% let. Period 2 incorrectly failed to account for Cold Store occupancy.  <b>Smithfield Market:</b> Reporting against lettable space only; previous reporting has included non-lettable space within the Poultry Market.</p>					
	Target 2022/23		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%
<p>Please note, as mentioned in the KPI report in January, the KPI's will be presented in a different format for the next reporting period 2023/24. The KPI themes will align with the strategic commitments, objectives and workstreams and will cover Health, Safety and Security, Operations and Value for Money.</p>					

**Progress against key improvement objectives 2022-2023****Period Three: 1<sup>st</sup> December – 31st March 2023**

<b>Ref:</b>	<b>Objective</b>	<b>Progress to date</b>
MKT01	To submit a private bill to Parliament for the colocation of the three wholesale markets in November 2022.	<b>Period 1: April – July 2022</b> <ul style="list-style-type: none"> <li>Discussions are ongoing between officers and Tenants' Associations and their representatives. It is anticipated that a private bill will be submitted to Parliament in November 2022.</li> </ul>
		<b>Period 2: August – November 2022</b> <ul style="list-style-type: none"> <li>Approval at Court of the proposal to co-locate Billingsgate and Smithfield Markets to Dagenham Dock.</li> </ul>
		<b>Period 3: December – March 2023</b> <ul style="list-style-type: none"> <li>Private Bill submitted to Parliament to co-locate Billingsgate and Smithfield to Dagenham Dock. Programme has moved from feasibility study to project status. Project structure has been approved and recruitment to the new structure is underway.</li> </ul>
MKT02	Expand the City's offer with respect to retail markets.	<b>Period 1: April – July 2022</b> <ul style="list-style-type: none"> <li>Investigating the ability to expand into retail markets. More work is needed to understand the opportunities that exist under current legislation, including the investment and resources required, and opportunities for collaborative working.</li> <li>Report into this to be provided in the January Board Meeting.</li> </ul>
		<b>Period 2: August – November 2022</b> <ul style="list-style-type: none"> <li>On further investigation the challenges presented by existing legislation, particularly on adopting new legislation will make it difficult to expand into retail markets and make them commercially viable. Report will now be submitted to March Markets Board.</li> </ul>

## Appendix A

Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• The 1987 CoL (Various Powers) Act does not afford the CoL the opportunity to take a more commercial approach to street trading/retail markets. The reason being, unlike other Local Authorities that have abandoned street trading legislation in favour of adopting part 111 of the Food Act, the CoL is not defined as a local authority in Part 111, so this is not an option unless legislative changes were made, but given the small-scale activities of our retail markets, this is not a viable option.</li> </ul>
MKT03	Make reductions in energy consumption and help to reduce our tenants' carbon footprint, working in collaboration with the City Surveyor's Energy Team.	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>• The Energy Team are working with the Markets' management to deliver Climate Action Strategy actions. This includes site level energy surveys and the procurement of consultancy resource to manage and deliver the programme. The surveys are now nearing completion for the largest fifteen operational sites, including the Markets. A capital project delivery plan is currently in development. and interventions that have a payback of &lt; 5 years will be prioritised.</li> <li>• Measures for the markets have been identified from the surveys and will be assessed for inclusion within the Corporate Property and Housing Landlord Project Plan (NZ1) delivery plan.</li> <li>• A report from the Energy Team for quarter 4 of 2021/22 shows that Smithfield Market is in the five best performing City of London sites in terms of reduction in energy consumption, showing a 38% reduction relative to the 2018/19 baseline data.</li> </ul> <p><b>Period 2: August – November 2022</b></p> <p><b>Smithfield</b></p> <ul style="list-style-type: none"> <li>• The Power Purchase agreement is expected to begin from the 1<sup>st</sup> of January, providing some relief from the current high prices. Earlier this month the solar farm was finally connected to the grid.</li> <li>• We anticipate this will reduce electricity prices from approximately 34p per kWh with EBRS support to around 25p per kWh. This benefit is taken as an average across the year and subject to confirmation of related non-commodity costs.</li> <li>• We are reviewing the option of capital investment via the Climate Action Strategy at the Markets. Where investment meets criteria around payback, level of carbon saving and site longevity these opportunities will be taken forward.</li> </ul> <p>An energy team presentation to the Smithfield tenants to be arranged for the latter part of January 2023.</p>

## Appendix A

Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2023</b>  <b>Smithfield</b></p> <ul style="list-style-type: none"> <li>• Energy workshop held for tenants by the energy team on 7<sup>th</sup> February to explain their core function of focusing on energy procurement, managing, and supporting building controls via building management systems, retrofit projects, reporting &amp; compliance and delivering energy saving initiatives. Additional subjects covered factors influencing energy bills, historic consumption at Smithfield, charging validation, the power purchase agreement (PPA) and how this is now live and directly benefiting traders.</li> </ul>
MKT04	Target recruitment and source new recruits from London's most deprived Boroughs.	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>• Contact with Tower Hamlets and Waltham Forest recruitment Dept made in order for Market jobs to be advertised through their websites – this will widen the pool of applicants applying for Market jobs. No jobs have been advertised to-date but the plan going forward is to advertise more widely.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• Looking to advertise market jobs through these links when they arise and work with a charity 'Connecting Communities' which is a 12-borough employability programme that supports adults who are not in full time work, training, or education, to get into work.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• Two recent vacancies (constabulary and cleaner driver) have been advertised on the job section of Tower Hamlets website.</li> </ul>
MKT05	Carry-out a tenant satisfaction questionnaire. Use the same questions that were used in the Tenants Survey that was carried out at New Spitalfields Market 2018.	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>• The questionnaire to be sent out in January 2023, before that time questions will be reviewed and the best electronic platform for tenants to access the questionnaire decided.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• The questionnaire that was issued to New Spitalfields Market tenants in 2019 will be reissued to all tenants across all three Markets in January 2023. There are 22 questions split into 5 categories – Tangibles, Reliability, Responsiveness, Assurance and Empathy.</li> </ul>

## Appendix A

Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>The questionnaire went out in January, whilst the categories stayed the same, the questions were adapted and shortened. 51 responses (36 Spitalfields, 9 Smithfield, 6 Billingsgate). Overall, the results were positive, most agreed that CoL employees are polite (73%) and helpful (57%). The question that scored the most ‘disagrees’ (43%) was CoL provide value for money in the delivery of its services. The same survey will be issued in January 2024 so going forward comparisons with the 2023 baseline results can be made.</li> </ul>
MKTSM06	HGV Unloading Compliance Work	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>A report reviewing HGV movement over the past 3 years has been drafted and keeping a log of daily HGV operations has been introduced. The purpose is to measure the level of compliance and implement the right controls based on the findings.</li> <li>An HGV policy is being worked on and will be an appendix to the working manual.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>HGV policy in final draft stage. To be reviewed in Dec 22 / Jan 23 and included in the Working Manual along with a revised forklift truck policy. Consultation with the tenants’ association on from Jan 23 onwards.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>Revised forklift truck policy issued to the tenants’ association on the 14<sup>th</sup> April for consultation. The policy is fully aligned to those in place at New Spitalfields and Billingsgate. HGV policy for consultation to follow imminently and an audit of HGV carcass deliveries will be carried out at the end of April.</li> </ul>
MKTSM07	Completion of approved Capital Works Projects	<p><b>Period 1: April – July 2022</b></p> <p>Smithfield - Projects completed in the last 6 months:</p> <ul style="list-style-type: none"> <li>East Market side stream filter.</li> <li>25year sprinkler inspection (remedials to follow).</li> <li>Glazed canopy remedials/replacement to the south and east elevations (a further gateway for the remaining north elevation has just commenced).</li> <li>Replacement of high-level lighting in Grand Avenue, fixed wire test remedials.</li> </ul> <p>Projects currently in progress: -</p> <ul style="list-style-type: none"> <li>Smoke curtain replacement, fire alarm full survey (remedials to follow).</li> <li>Replacement and upgrading of lighting and selective cable and distribution boards in the car park.</li> </ul>

## Appendix A

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>• Replacement of cold-water tanks in the east and west markets, and a survey of the condenser water pipework. 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>• CWP works that align with the Edge survey reports are also planned for 2022/23 namely – condenser water pipework replacement, pumps replacement, fume extract ductwork replacement and trace heating replacement. These are in addition to projects running from 2021/22 – BMS replacement, and selective pumps replacement and Air Handling Unit (AHU) works.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• Replacement of high-level lighting in Grand Avenue, fixed wire test remedials. Both completed.</li> </ul> <p>Projects currently in progress: -</p> <ul style="list-style-type: none"> <li>• Smoke curtain replacement, fire alarm full survey (remedials to follow). Smoke curtains replaced; fire alarm survey completed (some recommendations made).</li> <li>• Replacement and upgrading of lighting and selective cable and distribution boards in the car park. Now reported as completed</li> <li>• Replacement of cold-water tanks in the east and west markets, and a survey of the condenser water pipework. 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. Water tank works partially delivered, PM to seek additional funding. Project for the replacement of the condenser water pipe works on the fridge decks has commenced – due for completion January '23. Still awaiting final approval around the projects impacted by the Capital review. If approved these will then progress via the GATEWAY process.</li> <li>• CWP works that align with the Edge survey reports are also planned for 2022/23 namely – condenser water pipework replacement, pumps replacement, fume extract ductwork replacement and trace heating replacement. These are in addition to projects running from 2021/22 – BMS replacement, and selective pumps replacement and Air Handling</li> </ul>

## Appendix A

Ref:	Objective	Progress to date
		<p>Unit (AHU) works. Most of these are due to commence in January '23 , all bar the condenser pipe work project, are being delivered via the minor works team.</p> <ul style="list-style-type: none"> <li>• New condensing boiler installed East Market.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• Condenser water pipework replacement completed for the East Market.</li> <li>• West Market chilled water pumps replaced.</li> <li>• Air handling units replaced.</li> </ul>
MKTBG08	Deliver the agreed works from Billingsgate Plan.	<p><b>Period 1: April – July 2022</b>            Actions agreed for 2022</p> <ul style="list-style-type: none"> <li>• CCTV system: Installed and handed over. Over 100 4K cameras now installed across the site. This will be an invaluable resource and ensure better compliance of site rules.</li> <li>• Additional Fish Handling Unit: Further meetings with tenants to consider design and a final meeting likely to take place in September to agree structure before works progress.</li> <li>• Cold Store roof: Difficulty in finding a contractor to undertake works continue.</li> <li>• Trade buyer permit system in place.</li> <li>• Reconfiguration of trade car park part complete.</li> </ul> <p>Actions agreed for 2023</p> <ul style="list-style-type: none"> <li>• Outbound Logistics trial: 12-week trial saw 20,000 boxes of product delivered with an estimated reduction in CO<sub>2</sub> emissions of 37% This trial was delivered a year ahead of schedule.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• Additional Fish Handling Unit – Agreed building specification with tenants. Planning permission submitted. Groundwork surveys being undertaken in January 2023.</li> <li>• Cold Store Roof – Project works went to tender in December 2022. Several different contractors have attended site to price works.</li> <li>• Outbound Logistics Trial – Deadline for tender submissions 16 December 2022 to turn trial into a more permanent facility for the tenants at Billingsgate.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• Additional Fish Handling Unit – Tenants have decided to pause this project.</li> </ul>



## Appendix A

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>• The Cold Store Roof and racking are to take priority. LFMA to explore grant funding options. Cold Store Roof – Tenders submitted. Final stages of process before tender awarded.</li> <li>• Reconfiguration of trade car park. Further progress made. Anticipated that old units will be removed by mid-May to facilitate end stages of this project.</li> </ul>
MKTNS09	An intrusive survey of the roof will be commissioned 2022/23 to establish the full extent of the works required.	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>• A quote for the survey has been agreed but some preliminary works are required to repair the roofs access system before the survey can commence. These repairs are currently being assessed and quoted for.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• A new quote is being issued for the access system repairs and the roof survey to be carried out as part of one project. It is still expected that worked will be carried out in 2022/23.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• Quotation received and approved. The survey has been booked in with the contract to begin May 2023. Following the survey, a review of the finding can take place and inform any amendments to the forward maintenance plan.</li> </ul>
MKTNS10	Monitoring air quality in the Market Hall following the introduction of biofuel only in FLT's.	<p><b>Period 1: April – July 2022</b></p> <ul style="list-style-type: none"> <li>• From 1st April red diesel for use in forklift trucks was banned, and only biofuel is being sold at the Market. Tenants have been allowed to use up any white fuel they have but once used up, biofuel will be used exclusively to operate forklifts trucks.</li> <li>• The air quality statistics with be monitored regularly, at present it is too early to notice any changes. Tenants have been using up their white fuel but going forward we expect to see the impact from biofuel only being used.</li> </ul>
		<p><b>Period 2: August – November 2022</b></p> <ul style="list-style-type: none"> <li>• The results from our air quality monitoring have not shown any significant reduction in NO2 levels.</li> </ul>
		<p><b>Period 3: December – March 2023</b></p> <ul style="list-style-type: none"> <li>• The results from our air quality monitoring have not shown any significant reduction in NO2 levels.</li> </ul>