

**Progress against Key Performance Indicators 2023-24**  
**Period Three: 1<sup>st</sup> December – 31<sup>st</sup> March 2024**

MKP 1	Target 2023/24	Period 1		Period 2**		Period 3	
<b>Target</b>	Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 1.5%* KPI target.	Including Covid Debt	Excluding Covid Debt	Including Covid Debt	Excluding Covid Debt	Including Covid Debt	Excluding Covid Debt
Billingsgate		16.58%	12.79%	19%	15%	20.02%	17.95%
Smithfield		16.13%	3.72%	9.6%	1.1%	1.32%	1.30%
Spitalfields		9.44%	8.35%	14%	13%	6.37%	6.30%
<p><b>Comments:</b></p> <p><b>All:</b> *To be consistent with the investment property KPI we have changed to 1.5% KPI from 2%. ** Period 2 will only cover average of debts from August to Oct due to the downtime period of AR system.</p> <p><b>Smithfield Market:</b> All debts related to covid have now all been paid.</p> <p><b>New Spitalfields Market:</b> Most of the debt relates to 10 tenants but as of the 1<sup>st</sup> May there is one tenant. One tenant is on a covid payment plan until October 2025 and is on target to pay. All current debt is chased regularly using the escalation channels available to the local team.</p> <p><b>Billingsgate:</b> Most of this debt relates to one tenant, and steps have been made to progress these payments. All current debt is chased regularly using the escalation channels available to the local team.</p>							

MKP 2	Target 2023/24					Period 1			Period 2			Period 3		
	Divert 100% waste from landfill, increase recycling and reduce recoverable at the Markets.					L	R	Re	L	R	Re	L	R	Re
Target / Year End Position	0% L	< R Waste		>Re Waste		L	R	Re	L	R	Re	L	R	Re
Billingsgate	0%	<85%	<b>80%</b>	>15%	<b>20%</b>	0%	81%	19%	0%	81%	19%	0%	77%	23%
Smithfield	0%	<94%	<b>66%</b>	>6%	<b>34%</b>	0%	91%	9%	0%	89%	11%	0%	51%	49%
Spitalfields	0%	<70%	<b>68%</b>	>30%	<b>32%</b>	0%	70%	30%	0%	69%	31%	0%	66%	34%
<p><b>Comments: Smithfield:</b> Due to the waste information not being available in time from Veolia, Smithfield waste figures from January – March are based on average. Since collecting this information, Veolia have started (Sept 2023) collecting pallets from Smithfield which has enabled us to illustrate this as recycling and recoverable %.</p> <p><b>Landfill (L)</b>  <b>Recoverable (R)</b> – waste that is repurposed for another use e.g. energy.  <b>Recyclable (Re)</b> – waste that can be re-used to create a similar material e.g. paper or plastic.</p>														

	Target 2023/24		Period 1	Period 2	Period 3
MKP 3	Maintain a minimum 95% occupancy with the expectation to achieve 100%.	<b>Billingsgate</b>	99.6%	99.6%	99.6%
		<b>Smithfield</b>	100%	100%	100%
		<b>Spitalfields</b>	99%	99%	100%

## Progress against key improvement objectives 2023-2024

### Period two: 1<sup>st</sup> December – 31<sup>st</sup> March 2024

Ref:	Objective	Progress to date
MKT01	Review the implementation of the interim maintenance strategy to ensure the existing markets remain safe and fit for purpose as we transition to a new site.	Period 1: April – July 2023 <ul style="list-style-type: none"> <li>• Monthly client FM meetings running which cover reactive works, hard services provision, compliance PPM, project work and shared risk registers.</li> </ul>
		Period 2: August – November 2023 <ul style="list-style-type: none"> <li>• On-going.</li> </ul>
		<b>Period 3: December – March 2024</b> <ul style="list-style-type: none"> <li>• On-going. Scheduled meetings with CSD now in the diary to focus on project work for 2024/5 to ensure timely delivery on agreed local priorities.</li> </ul>
MKT02	Introduce a comprehensive set of robust key performance indicators as part of the Markets performance pack.	Period 1: April – July 2023 <ul style="list-style-type: none"> <li>• Markets KPI initial focus will be on waste and debt data and agreeing the best format for display on the dashboard.</li> </ul>
		Period 2: August – November 2023 <ul style="list-style-type: none"> <li>• Markets waste data now broken into landfill, recycled and recoverable wastes.</li> <li>• Debt KPI aligned with CS investment property KPI of 1.5%.</li> <li>• The Business Intelligence forum have started a project to develop a data modelling system whereby data sets will be created so that users can access live data to create reports. Once this has been developed the dashboard can be fully set-up.</li> </ul>
		<b>Period 3: December – March 2024</b> <ul style="list-style-type: none"> <li>• Insurance framework being developed and will be available at SMG meetings, the dashboard will allow managers to make informed decisions.</li> </ul>
MKT03	Continue to focus on harmonising health and safety systems across the three market sites.	Period 1: April – July 2023 <ul style="list-style-type: none"> <li>• New Health&amp;Safety Policy is now in final draft and will be aligned with the Corporate Health&amp;Safety Policy.</li> </ul>

Ref:	Objective	Progress to date
		<p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• The Health&amp;Safety Policy is being embedded across all three markets and this will support the department to create a safety culture.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• The Markets health&amp;safety policy is being embedded and an action plan addressing the main health and safety concerns at each Market has been developed.</li> </ul>
MKT04	Work with our tenants to contribute to the detailed design brief for the new Wholesale Market.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• A new Market Design Workshop happened 17.04.23.</li> <li>• MCP away day was held 18.05.23.</li> <li>• Minimum requirement agreed with tenants through the Agreement for Lease (AFL) process.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Workshop with tenants and design team to be organised.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• Workshops on hold.</li> </ul>
MKT05	Implement Martyn's Law (Protect Duty) that is pending.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• All Markets are developing a counter-terrorism action plan.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• All plans to be aligned with central CoL planning to ensure consistency and best use of resources.</li> </ul> <p><b>Period 3: December – April 2024</b></p> <ul style="list-style-type: none"> <li>• Plans being drafted and amended according to ongoing updates from Col Police Counter-terrorism Advisors.</li> </ul>
MKT06	Contribute to the most appropriate 5 CoL Equality Objectives.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• The Department now has a team of Wellbeing Champions and a Wellbeing Group that will encourage and promote wellbeing.</li> <li>• Safeguarding Representative leads within the Security team.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• The Wellbeing Champions have worked on a staff survey, that will be issued in January, the results will help shape and prioritise the groups work.</li> </ul>
		<p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• The Wellbeing Survey response rate was good, 66 responses (57%).</li> </ul>

Ref:	Objective	Progress to date
		<ul style="list-style-type: none"> <li>○ 52% of staff were satisfied with their work / life balance.</li> <li>○ 50% of staff feel stressed or overwhelmed by workload occasionally, 18% rarely or never, and 28% often.</li> <li>○ 59% of staff felt supported by their manager and colleagues.</li> <li>● From the responses the Wellbeing Champions have produced a Wellbeing Newsletter and,</li> <li>● Each Market is to organise an 'open house' event, the invitation will be extended to all staff.</li> <li>● Wellbeing Survey will be issued again next year.</li> </ul>
MKT07	<p>Analyse responses from tenants' satisfaction survey and produce actions.</p> <p>Carry out follow-up tenants survey In January 2024 and compare against baseline results of 2023.</p>	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>● A tenants survey went out in January 2023, and this gives us the ability to define a baseline upon which we can centre our services against.</li> <li>● The question that scored the most 'disagrees' was Col provide value for money in the delivery of its services.</li> <li>● Tenants have benefitted from the power purchase agreement relating to the City of London Solar Farm.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>● The tenants survey will go out again in January 2024.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>● The tenant's survey was sent out in January 2024, but the response rate was low at 27 (17 New Spitalfields, 5 Billingsgate, 5 Smithfield), last year the response rate was 51.</li> <li>● Overall, the results were similar to last years (2023), most agreed that CoL employees are polite (85%), trustworthy (70%) and helpful (59%).</li> <li>● The question that scored the most 'disagrees' was CoL provide value for money in the delivery of its services (44%), The Col Is reliable (41%), and Col employees understand your needs (42%).</li> <li>● The same survey will be issued in January 2025, but we will look to collect responses differently to get a larger response.</li> </ul>
5	<p>Produce an HGV and banksman policy to ensure that the current Health&amp;Safety</p>	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>● HGV carcass delivery policy in final draft with Operations team before onward consultation with tenant association.</li> </ul>

Ref:	Objective	Progress to date
	compliance and tenant lease obligations are met and upheld.	<p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Consultation with the SMTA has now started on proposals to improve the carcass delivery process with tenant banksmen, in line with their obligations under the lease. The proposals include an improved audit trail of deliveries and trader declarations around health and safety obligations and deliveries made. The proposal will allow closer monitoring of compliance of traders and the ability to 'target audit' specific areas of developing concern. The penalty for not complying could lead to deliveries being rejected and in extreme circumstances lease forfeiture.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• Superintendent in consultation with the association Chairman with a draft SOP to enhance and improve the carcass delivery process and associated risk.</li> </ul>
MKTSM09	Poultry Market to be vacated.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• Transition meetings held every 2 weeks with tenants' association and relevant officers. Action plan developed and being managed through to completion.</li> <li>• Animal by-product facility works progressing, current facility will be maintained in poultry market after vacant possession until the new facility is ready, currently estimated as being mid-October.</li> <li>• Pending relocation of CoL welfare facilities to Charterhouse Street and stores and workshops to car park, subject to building control conditions.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Poultry Market was vacated on 31<sup>st</sup> August 2023.</li> <li>• The GM is awaiting proposals from the project team on the final re-provision of maintenance stores and workshops in the car park which are critical to the effective, efficient, and cost balanced service offered to the Market. The facilities are currently temporarily in the Annexe building which is not conducive to maintenance service and workload provision for a Market of this size and nature of maintenance need.</li> </ul>

Ref:	Objective	Progress to date
		<p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>•The Market is still yet to receive an alternative store and workshop to conclude the CoL move out of the Poultry Market. Works with the CSD property programmes director should conclude by mid-May.</li> </ul>
MKTSM10	Completion of approved Capital Works Projects (CWP)	<p>Period 1: April – July 2023 Completed project works: -</p> <ul style="list-style-type: none"> <li>• Shutter refurbishments across the Market (£19k).</li> <li>• East Market smoke curtain replacement (£24k).</li> <li>• Air Handling Unit replacements (£50k).</li> <li>• East Market chilled water pipework replacement (£50k).</li> <li>• Condenser water pumps replacement (£34k).</li> <li>• West Market BMS upgrades (£60k).</li> <li>• Glass canopy funding of £174k approved and final works to North elevation planned for January to March 2024.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Funding sought and approved for additional works required.</li> <li>• Repairs to Lift 5 (£7.4k)</li> <li>• Repair/replacement of Grand Ave barrier (£8.5k)</li> <li>• Floor degradation in service corridors (£28k)</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• Some CWP works for the remainder of the year remain outstanding with CSD subject to funding approvals.</li> <li>• This relates to a replacement car park sump pump, secondary floor degradation in the service corridors and external lighting. These projects are currently subject to peer review approvals.</li> <li>• Works to the external glass canopy north façade are nearing completion which is scheduled for the 25<sup>th</sup> April.</li> </ul>
MKTSp11	Carry out intrusive survey of roof at New Spitalfields Market to establish extent of, and action, works required.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• Roof Survey report complete, awaiting remedial works quote.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Remedial works began November 2023 and are expected to take 6 weeks for works to complete.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• All remedial works completed.</li> </ul>

Ref:	Objective	Progress to date
MKTSp12	Cleaning project for high level structural steelwork to Market Pavilion at New Spitalfields Market.	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• Agency staff being used as resource not available within current team.</li> <li>• High-level cleaning will begin mid-September with an estimated timescale of 12 weeks.</li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Cleaning began 2<sup>nd</sup> October and was due to complete 22<sup>nd</sup> December however, this is likely to overrun due to labour and equipment availability.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• All high-level cleaning now completed.</li> </ul>
MKTBG13	Deliver Billingsgate Action Plan	<p>Period 1: April – July 2023</p> <ul style="list-style-type: none"> <li>• Billingsgate Action Plan. <ul style="list-style-type: none"> <li>➢ Cold Store Roof Project – started 19<sup>th</sup> June, works progressing well, completion expected 19<sup>th</sup> September.</li> <li>➢ Racking – Completion certificate received 4<sup>th</sup> August.</li> </ul> </li> </ul> <p>Period 2: August – November 2023</p> <ul style="list-style-type: none"> <li>• Cold Store Roof Project completed.</li> </ul> <p><b>Period 3: December – March 2024</b></p> <ul style="list-style-type: none"> <li>• Complete.</li> </ul>