

Appendix A

**Progress against Business Plan & KPI's 2024-25**

| MKP 1               | Target 2024/25  | 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. |          |          |          |
| <b>All</b>          |   | 7.55%    | *8.90%   |          |
| <b>Billingsgate</b> |   | 15.97%   | *21.35%  |          |
| <b>Smithfield</b>   |   | 3.59%    | *2.20%   |          |
| <b>Spitalfields</b> |   | 5.11%    | *6.50%   |          |

**Comments:** \* Arrears as at 31/10/2024. The high debt at Billingsgate is predominantly the result of a single debtor. At New Spitalfields, there is an active Covid debt repayment plan in place and that is expected to be resolved by October 2025. Since this report payments of £350K (Spits) & £85K (Smithfield) have been received and this would lower the overall KPI to 5.64%

The department follows rigorous credit control processes, using appropriate escalation channels in collaboration with Chamberlain's and Comptroller's Departments to ensure the payment of arrears.

| MKP 2               | Target 2024/25   |                      |                       | Period 1 |     |     | Period 2 |      |      | Period 3 |    |   |
|---------------------|--|----------------------|-----------------------|----------|-----|-----|----------|------|------|----------|----|---|
|                     | Divert 100% waste from landfill, increase recycling and reduce recoverable at the Markets. |                      |                       |          |     |     |          |      |      |          |    |   |
| <b>Target</b>       | 0% Landfill  | >Recyclable Waste Re | < Recoverable Waste R | L        | Re  | R   | L        | Re   | R    | L        | Re | R |
| <b>All</b>          | 0%   | 32%                  | 68%                   | 0%       | 35% | 65% | 0%       | 37%  | 63%  |          |    |   |
| <b>Billingsgate</b> | 0%   | 20%                  | 80%                   | 0%       | 18% | 82% | 0%       | 19%  | 81%  |          |    |   |
| <b>Smithfield</b>   | 0%   | 34%                  | 66%                   | 0%       | 46% | 54% | 0%       | *45% | *55% |          |    |   |
| <b>Spitalfields</b> | 0%   | 32%                  | 68%                   | 0%       | 35% | 65% | 0%       | 37%  | 63%  |          |    |   |

**Comments:** \*Arrears as at 31/10/2024. Due to recently changing the pallet contract an estimated figure for period 2 has been used, reliable data is expected with the new contract.

**Landfill (L), Recyclable (Re) –** waste that can be re-used to create a similar material e.g. paper or plastic., **Recoverable (R) –** waste that is repurposed for another use e.g. energy.

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|   | Target 2024/25   |                     | Period 1 | Period 2 | Period 3 |
|---|--|---------------------|----------|----------|----------|
| <b>MKP 3</b>  | Maintain a minimum 95% occupancy with the expectation to achieve 100%. | <b>Billingsgate</b> | 91%*     | 91%*     |          |
|   |  | <b>Smithfield</b>   | 100%     | 100%     |          |
|   |  | <b>Spitalfields</b> | 100%     | 100%     |          |
| <p><b>Comments:</b> *There are 12 vacant offices out of 59 rentable offices at Billingsgate Market. Following covid and the trend towards hybrid working it has been harder to rent out all the offices, but the department is actively trying to lease out all available rental space.</p> |  |                     |          |          |          |

**Progress against key objectives 2024-2025**

| Ref:  | Objective   | Progress Up- date   |
|-------|---|---|
| MKT01 | <p>Markets Health &amp; Safety Refresh.</p> <ul style="list-style-type: none"> <li>➤ Tenants and staff aware of responsibilities.</li> <li>➤ Assurance Programme in place</li> <li>➤ Health&amp;Safety Action Plan</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Exploring our Culture workshop delivered.</li> <li>➤ Zero tolerance policy approved and being embedded.</li> <li>➤ Health&amp;Safety Action Plan to included safe365 points.</li> <li>➤ Q Shop Action Plan in place to address keys concerns from the Transport Assessment Report at Billingsgate. Conway have provided draft plans to manage Q shop area. Tenant engagement to start in January.</li> <li>➤ Assurance template set-up that will assure and audit the key activities of the Market and support Safe365.</li> </ul> |
| MKT02 | <p>Efficient use of maintenance data to improve services delivered to tenants.</p> <ul style="list-style-type: none"> <li>➤ Uploading PPM and reactive Maintenance work onto Concerto.</li> <li>➤ Use data from Concerto to influence work plans and priorities, and to improve service.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Planned Preventative Maintenance schedules uploaded onto Concerto for Billingsgate and Smithfield on-going, further asset categories required to accurately reflect the differing nature of Market assets compared to the standard defaults on Concerto.</li> </ul>  |
| MKT03 | <p>Security Risk Management.</p> <ul style="list-style-type: none"> <li>➤ Getting staff SIA trained.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Currently all staff have received SIA training. Complete.</li> </ul>   |

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| Ref:  | Objective  | Progress Up- date   |
|-------|--|---|
| MKT04 | <p>Service Level Agreements (SLA) in place across the Markets.</p> <ul style="list-style-type: none"> <li>➤ Maintenance.</li> <li>➤ Security.</li> <li>➤ Finance and Admin.</li> </ul> | <ul style="list-style-type: none"> <li>➤ The Security SLA at Smithfield market is near completion and work is in progress to develop the cleaning &amp; maintenance SLA, and finance &amp; administration, that will reflect the closure of the Poultry Market.</li> <li>➤ Following Smithfields completion and roll out, similar agreements to start at Billingsgate and New Spitalfields Market.</li> </ul>   |
| MK05  | <p>Guardtech rolled out and used across all Markets.</p> <ul style="list-style-type: none"> <li>➤ Consistency in usage of Guardtech across the markets.</li> </ul>                     | <ul style="list-style-type: none"> <li>➤ Guardtech is now used across all three markets by the Constabulary. Complete</li> </ul>  |
| MK06  | <p>Build resilience across the admin &amp; Finance discipline.</p> <ul style="list-style-type: none"> <li>➤ Consistency in tasks.</li> <li>➤ Cross-market working.</li> </ul>          | <ul style="list-style-type: none"> <li>➤ The first of two yearly cross-market resilience exercises now complete and the next workshop will be in the early 2025.</li> <li>➤ The Market Administration leaders delivered the workshops and tested the procedure guides (specific to their site) to their admin colleagues. The exercise is to ensure colleagues can cover each other's work during periods of absences and other ad hoc situations.</li> </ul> |