

Progress against Business Plan & KPI's 2024-25

MKP 1	Target 2024/25			Period 1			Period 2			Period 3		
Target	Each Market's outstanding debt as a percentage of their total invoiced income. Maximum 1.5% KPI target.											
All				7.55%			8.90%			*5.18%		
Billingsgate				15.97%			21.35%			*11.24%		
Smithfield				3.59%			2.20%			3.03%		
Spitalfields				5.11%			6.50%			3.31%		
Comments: * Arrears as at 31/03/2025. The high debt at Billingsgate is predominantly the result of a single debtor and if that debtor was removed then the position at Billingsgate would be 0.67% and would lower all Markets debt to 2.58%. I can report that since the figures were published a payment from Billingsgate Market of £486K has been received so the overall debt position is 2.58%. At New Spitalfields, there is an active Covid debt repayment plan in place and that is expected to be resolved by October 2025.												
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.											
Target	0% Landfill	>Recyclable Waste Re	< Recoverable Waste R	L	Re	R	L	Re	R	L	Re	R
All	0%	32%	68%	0%	35%	65%	0%	37%	63%	0%	39%	61%
Billingsgate	0%	20%	80%	0%	18%	82%	0%	19%	81%	0%	15%	85%
Smithfield	0%	34%	66%	0%	46%	54%	0%	45%	55%	0%	*56%	*44%
Spitalfields	0%	32%	68%	0%	35%	65%	0%	37%	63%	0%	38%	62%
Comments: Of the 1 st April a new cleaning and Waste contract with Mitie in place at Billingsgate and New Spitalfields Market. *Due to changing the pallet contract mid-year at Smithfield the figures have varied.												
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.												

Appendix A

	Target 2024/25		Period 1	Period 2	Period 3
MKP 3	Maintain a minimum 95% occupancy with the expectation to achieve 100%.	Billingsgate	91%*	91%*	91%*
		Smithfield	100%	100%	100%
		Spitalfields	100%	100%	100%
Comments: *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.					

Progress against key objectives 2024-2025

Ref:	Objective	Progress Up- date
MKT01	Markets Health & Safety Refresh. <ul style="list-style-type: none"> ➤ Tenants and staff aware of responsibilities. ➤ Assurance Programme in place ➤ Health&Safety Action Plan 	<ul style="list-style-type: none"> ➤ Exploring our Culture workshop delivered. <i>Complete</i> ➤ Zero tolerance policy approved and being embedded. <i>Complete</i> ➤ Q Shop Update: Implementing layout changes, clearer signage and improved footpaths to streamline loading and enhance safety. Automatic Number Plate Recognition (ANPR) being considered to ensure efficient access and time management. The upgrade will transform the area into a secure and functional loading zone and the affected tenants have been consulted on. <i>In Progress</i> ➤ The Assurance Framework is up and running and now a live document. This framework will support the markets activities as well as the corporate business continuity requirements. It will also support the new Safe365 system, as everything now is held in one place. <i>Complete</i>
MKT02	Efficient use of maintenance data to improve services delivered to tenants. <ul style="list-style-type: none"> ➤ Uploading PPM and reactive Maintenance work onto Concerto. ➤ Use data from Concerto to influence work plans and priorities, and to improve service. 	<ul style="list-style-type: none"> ➤ Work is still ongoing to upload all maintenance jobs onto Concerto. <i>In progress</i>
MKT03	Security Risk Management. <ul style="list-style-type: none"> ➤ Getting staff SIA trained. 	<ul style="list-style-type: none"> ➤ Currently all staff have received SIA training. <i>Complete</i>

Appendix A

Ref:	Objective	Progress Up- date
MKT04	Service Level Agreements (SLA) in place across the Markets. <ul style="list-style-type: none"> ➤ Maintenance. ➤ Security. ➤ Finance and Admin. 	<ul style="list-style-type: none"> ➤ The Smithfield security service level agreement (SLA) will shortly be shared with tenants, and then the other two markets. The maintenance and finance & administration SLA's will then be rolled out. ➤ A separate cleaning SLA will be completed for Smithfield to reflect the in-house nature of the service provided. <i>In progress</i>
MK05	Guardtech rolled out and used across all Markets. <ul style="list-style-type: none"> ➤ Consistency in usage of Guardtech across the markets. 	<ul style="list-style-type: none"> ➤ Guardtech is now used across all three markets (by security teams) and is now set-up to be used across Smithfield Market. <i>Complete</i>
MK06	Build resilience across the admin & Finance discipline. <ul style="list-style-type: none"> ➤ Consistency in tasks. ➤ Cross-market working. 	<ul style="list-style-type: none"> ➤ The three yearly planned cross-market resilience exercises are now complete. ➤ The Market Administration leaders delivered the workshops and tested the procedure guides (specific to their site) to their admin colleagues. The exercise will ensure colleagues can cover each other's work during periods of absences and other ad hoc situations. <i>Complete.</i>