

Markets Strategic Links Matrix

		M&CP Strategic Aims		Corporate Plan 2015-19		
		To operate the three wholesale food markets in a manner that provides an exemplary trading environment which is environmentally sustainable, well maintained, safe, hygienic, and financially viable.	At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.	To support and promote The City as the world leader in international finance and business services.	To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors.	To provide valued services, such as education, employment, culture and leisure, to London and the nation.
N.B. Some Markets Key Objectives and Performance Indicators have been abridged in this table.						
Markets Key Improvement Objectives 2016-2017	Billingsgate Market: Refresh the Code of Practice.	✓				✓
	New Spitalfields Market: Complete and implement the Working Manual in consultation with tenants.	✓				✓
	Smithfield Market: Review the Working Manual and have an updated copy agreed and signed by the tenants.	✓				✓
	Initiate a comprehensive strategic review of the City's three wholesale markets – including transport needs and location.	✓	✓			✓
	New Spitalfields Market: Manage the lease renewals in collaboration with City Surveyor's.	✓	✓			✓
	Smithfield Market: Agree service specifications with the SMTA under the terms of the current leases.	✓	✓			
	Smithfield and Billingsgate Markets: Implement Service Based Review (SBR) proposals.	✓	✓			✓
	Billingsgate Market: Renew the metal roof and adjacent balcony.	✓	✓			✓
	Billingsgate Market: Additional Fish Handling facilities, modernisation works.	✓	✓			✓
	New Spitalfields Market: Improve safety in relation to workplace transport operations in and around the Market Hall, especially FLT's.	✓				✓
	Smithfield Market: Continue with the project to refurbish the Poultry Market roof	✓	✓		✓	
	Smithfield Market: Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksmen duties.	✓			✓	

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Markets Key Improvement Objectives 2016-2017	Review our property holdings with City Surveyors Department in accordance with Standing Order 55.		✓		✓	✓
	Provide input to the renewal of the corporate BRM contract.		✓		✓	✓
	Complete transition of all M&CP business risks on to the Covalent database. Populate the Covalent system with M&CP Top X risks.	✓			✓	✓
	New Spitalfields Market: Investigate options for a multi barrier entry system to the market.	✓				✓
	Implement the priorities outlined in the Departmental Workforce Plan.	✓	✓		✓	✓
	Senior managers will review and implement all relevant actions in the M&CP liP Business Improvement Plan	✓			✓	✓
	Work with IT Department to identify options for mobile working at the markets.	✓	✓		✓	✓
	Deliver a Leadership Development Programme for current and future managers.		✓		✓	✓

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Markets Operational Performance Indicators 2016-2017	MKPI 1. Achieve an overall sickness level of no more than 6 days per person by 31 March 2017.		✓		✓	✓
	MKPI 2. 90% of debts to be settled within 60 days and 100% of debts settled within 120 days.		✓			✓
	MKPI 3. Divert 90% of waste from landfill.		✓		✓	✓
	MKPI 4. Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.		✓		✓	✓
	MKPI 5. Improve the standard of accident 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.	✓			✓	✓