



## Markets Committee

**Date:** WEDNESDAY, 27 JANUARY 2016  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

John Scott (Chairman)	Edward Lord
James Tumbridge (Deputy Chairman)	Professor John Lumley
Alex Bain-Stewart	Alderman Julian Malins
Deputy John Barker	Wendy Mead
Nicholas Bensted-Smith	Deputy Robert Merrett
Chris Boden	Deputy Joyce Nash
Revd Dr William Campbell-Taylor	Graham Packham
Deputy John Chapman	Chris Punter
Karina Dostalova	Elizabeth Rogula
Alderman John Garbutt	James de Sausmarez
Deputy Stanley Ginsburg	Ian Seaton
Deputy Brian Harris	Deputy Dr Giles Shilson
Tom Hoffman	Angela Starling
Michael Hudson	Patrick Streeter
Deputy Jamie Ingham Clark	David Thompson
Ann Holmes	Mark Wheatley
Deputy Alastair King	

**Enquiries:** Gemma Stokley  
tel. no.: 020 7332 1407  
gemma.stokley@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or visual recording

John Barradell  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **PUBLIC MINUTES**  
To agree the public minutes of the meeting held on 30 November 2015.  
**For Decision**  
(Pages 1 - 8)
4. **FREQUENCY OF MEETINGS AND TERMS OF REFERENCE**  
Report of the Town Clerk.  
**For Decision**  
(Pages 9 - 10)
5. **COMMUNITY SAFETY ACCREDITATION SCHEME**  
To receive the minutes of the meeting held on 14 January 2016.  
**For Information**  
(Pages 11 - 12)
6. **MARKETS BUSINESS PLAN UPDATE PERIOD 2 2015/16 (AUGUST - NOVEMBER)**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 13 - 32)
7. **SMITHFIELD MARKET CHRISTMAS TRAFFIC PLAN REVIEW**  
Report of the Director of Markets & Consumer Protection  
**For Information**  
(Pages 33 - 34)
8. **RISK REGISTER**  
Report of the Director of Markets & Consumer Protection.  
**For Information**  
(Pages 35 - 50)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**  
**MOTION** - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

## Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 30 November 2015.  
**For Decision**  
(Pages 51 - 54)
13. **GATEWAY 5 - POULTRY MARKET (ASBESTOS REMOVAL WORKS)**  
Report of the City Surveyor.  
**For Decision**  
(Pages 55 - 64)
14. **SMITHFIELD MARKET - POULTRY MARKET LETTING OF FIRST FLOOR OFFICES**  
Report of the City Surveyor.  
**For Decision**  
(Pages 65 - 70)
15. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE**  
The City Surveyor to be heard.  
**For Information**
16. **DEBT ARREARS MARKETS - PERIOD ENDING 31ST DECEMBER 2015**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 71 - 80)
17. **TENANCIES AT WILL AND ASSIGNMENTS**  
Report of the Director of Markets and Consumer Protection.  
**For Information**  
(Pages 81 - 84)
18. **SUPERINTENDENTS' ORAL UPDATES**  
The Superintendents to be heard.  
**For Information**
19. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

## MARKETS COMMITTEE

**Monday, 30 November 2015**

Minutes of the meeting of the Markets Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 30 November 2015 at 11.30 am

### **Present**

#### **Members:**

James Tumbridge (Deputy Chairman)	Professor John Lumley
Alex Bain-Stewart	Wendy Mead
Deputy John Barker	Deputy Joyce Nash
Deputy John Chapman	Graham Packham
Deputy Stanley Ginsburg	Chris Punter
Tom Hoffman	Elizabeth Rogula
Michael Hudson	James de Sausmarez
Deputy Jamie Ingham Clark	Ian Seaton
Ann Holmes	Patrick Streeter
Edward Lord	David Thompson

### **In Attendance**

#### **Officers:**

Caroline Al-Beyerty	- Chamberlain's Department
Steven Chandler	- City Surveyor's Department
Andrew Crafter	- City Surveyor's Department
Paul Hickson	- Comptroller and City Solicitor's Department
Matthew Hill	- Superintendent, Smithfield Market
Richard Jeffrey	- Comptroller and City Solicitor's Department
Malcolm Macleod	- Superintendent, Billingsgate Market
Donald Perry	- Department of Markets and Consumer Protection
Julie Smith	- Chamberlain's Department
Gemma Stokley	- Town Clerk's Department
Robert Wilson	- Superintendent, New Spitalfields Market

The Deputy Chairman welcomed the Chief Commoner to the meeting and also welcomed Mr de Sausmarez to his first meeting following his recent appointment to the Markets Committee.

#### **1. APOLOGIES**

Apologies were received from John Scott (Chairman), Karina Dostalova, Deputy Brian Harris, Alderman Julian Malins, Deputy Dr Giles Shilson, Angela Starling and Mark Wheatley.

Apologies were also received from the Director of Markets and Consumer Protection.

**2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

**3. PUBLIC MINUTES**

The public minutes of the meeting held on 29 October 2015 were considered and approved as a correct record.

**4. REVENUE AND CAPITAL BUDGETS - 2015/16 AND 2016/17**

The Committee considered a joint report of the Chamberlain and the Director of Markets and Consumer Protection detailing the revenue and capital budgets overseen by the Markets Committee.

The Deputy Chairman drew Members' attention to two typographical errors within the report, one on page 19 of the agenda pack where the heading should read Forecast Outturn 2015/16 as opposed to 2017/18 and a further error in the heading of Appendix 4A which should read 'Original 2015-16 to LAB 2015-16'.

**RESOLVED:** That, the Committee:

1. are content that the latest 2015/16 revenue budget reflects their objectives and approve the budget for submission to the Finance Committee;
  2. are content that the provisional 2016/17 revenue budget reflects their objectives and approve the budget for submission to the Finance Committee;
  3. approve the draft capital budget; and
  4. authorise the Chamberlain to revise these budgets to allow for changes to the Additional Works Programme and in respect of recharges as well as any changes from Markets Service Reviews, City of London Procurement initiative savings and Carbon Trading Allowances. If the revisions vary by more than 10% of total expenditure a further report will be submitted to the Markets Committee for approval.
- 5. FUTURE PRESENTATION OF REVENUE OUTTURN REPORTS**
- The Chamberlain was heard relative to a recent request from this Committee to alter the future presentation of their Revenue Outturn Reports.

The Chamberlain made reference to the fact that this Committee had made the point that they were more commercially focused (where income was key) and that this was accepted and acknowledged by the Chamberlain's Department. The same also applied to other areas such as the three City School Boards and the Barbican Centre Board. The Chamberlain assured Members that, in these areas, officers were happy to assist in providing Members with management information in the most understandable and useful format practicable. However, there were some 'red lines' in terms of the budget approval procedures and the

financial systems currently used to generate this information. The Chamberlain reported that these systems adopted a Local Authority format with expenditure as 'king'. She explained that this was a statutory responsibility and was necessary in terms of the setting of council tax. She explained that the local government regulations and CIPFA definitions dictated how the budget books appeared.

The Chamberlain went on to state that whilst there was much that could be done around managing information and that work was already taking place in terms of looking at how budgets were presented to both the Finance Committee and the Court of Common Council going forwards, this process was not straightforward and would take some time. Members were informed that the City Corporation had already purchased a data interrogation tool and officers were currently exploring what this tool was capable of. She added that, until this had been explored in full, data interrogation was very manually intensive.

A Member stated that the accounts for three statutory funds were already produced in separate formats each year and questioned why this was not therefore possible to do throughout the year. The Chamberlain explained that this process was extremely time consuming and labour intensive process and that the information was collated over a period of months.

In response to further questions, the Chamberlain reported that, despite some initial issues, the core 'Oracle' system was now fully operational. Members were assured that the Markets Committee debt reporting was now therefore up to date. The Chamberlain added that, with regard to the Oracle Financial System, the City Corporation was at the tail end of those Local Authorities who had upgraded to version 12. The reason for this had been that the organisation had been keen to await some outcomes from others due to the number of balance sheets and functions they managed and their complexities.

## **RECEIVED.**

### **6. SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE**

The Committee received a report of the City Surveyor providing a summary of three operating incidents that occurred on the Smithfield Market condenser water cooling system in July, August and September 2015.

In response to a question regarding the current, artificially low, operating temperature of the system, the City Surveyor reported that he had discussed this matter with the SMTA at a meeting in August 2015. Since this meeting, he had put together a schedule of the system's performance over the summer months and the Superintendent would be writing to the SMTA with this information explaining the City's plans to raise the operating temperature of the system. He stated that he did not envisage these plans being problematic.

In response to questions around the replacement and routine inspection of fridge and freezer equipment, the City Surveyor reported that there were plans to replace key components of the operating system (pump and pipes)

beginning next year, He added that the maintenance and replacement of tenants' equipment was, however, their responsibility. He acknowledged that not all tenants' equipment was functioning as well as officers would like.

With regard to the current operating temperature of 20 degrees centigrade, the City Surveyor stated that there had been no formal agreement on this but that it had become the 'norm' for some time. He clarified that the system was originally designed to operate at 28 degrees centigrade and that current plans were to slowly increase the temperature to approximately 25 degrees as a reasonable compromise.

The Superintendent of Smithfield Market reported that his staff were currently discussing obligations with tenants and had sought a clear steer on their servicing and regular maintenance cycles. The matter was also being discussed with the Comptroller & City Solicitor to ensure that the City Corporation were fulfilling their obligations.

In response to a question, the City Surveyor confirmed that the system required more power, water and chemicals to operate at 20 degrees as opposed to a higher temperature and that it was the City Corporation who paid for this. If the operating temperature were to be elevated as planned, the tenants' equipment would be required to work harder.

A Member expressed his concerns at the wear on tear on the operating system whilst it was operating outside of specifications.

**RESOLVED** – That Members note the contents of the report.

**7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

**Proposal to move Smithfield Market**

Mr Streeter questioned whether thought could be given to moving Smithfield Market from the City to the suburbs. He argued that the market had outgrown its current site, that the pollution from lorries was unacceptable and that a development of the market could further regenerate the area. He concluded by stating that he felt that this issue had been the 'elephant in the room' in the City for some time.

The Deputy Chairman reminded Members that a Strategic Review of the Markets would be progressed in the near future and was intended to look at issues such as these. The review would involve wholesale reviews of how the markets operate including things such as transport needs and location.

Mr Streeter thanked the Deputy Chairman for his response and stated that he awaited with anticipation a timetable for this future review.

**Superintendents' updates**

A Member questioned if the Committee could receive Superintendent's reports/updates at each future meeting. Others agreed that this would be a useful addition to each agenda. It was suggested that each of the



Superintendents be asked to give brief oral updates on current issues at their Market at every Committee meeting going forwards. Members were satisfied that oral updates versus written would provide them with the most up to date information possible.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**Markets Committee Risk**

The Committee received a report (tabled) of the Director of Markets and Consumer Protection to provide Members with assurance that risk management procedures in place within the Department of Markets and Consumer Protection are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

A Member questioned some of the risks with target dates of 31 December 2015 stating that this was just a month away and it appeared that there was still much to be done to meet the target risk scores in this time.

With regard to the Risk entitled 'East Poultry Avenue', the Superintendent of Smithfield Market provided the Committee with some historical background to the issue. He reported that he had now met with colleagues from the Department of Built Environment to examine how the risks here could be addressed and lowered. He added that this matter was still subject to an overall review. The immediate past Superintendent of Smithfield Market confirmed that a great deal of work had already been undertaken against this risk including the installation of signage and the defining of certain areas in terms of things such as right of way. However, people obeying the regulations that were now in place, was an ongoing issue.

The immediate past Superintendent went on to report that a number of traffic calming measures had been explored in this area including the installation of speed humps and mini roundabouts however, due to forklift truck use and their small wheel base these had subsequently been dismissed.

The Member thanked Officers for the update on this matter but highlighted that this sort of information should be summarised within the risk update column of the report. He went on to point out that some of the risks listed were also without any target date.

The Committee requested that a further, updated, Risk Register be submitted to the next meeting.

A Member questioned the target date of 2 January 2017 against the risk entitled 'Workplace Traffic Management' and questioned whether this should be brought forward given the potential severity of an event relating to this risk as set out within the report. The Superintendent of Spitalfields Market highlighted that there had been short, medium and long term proposals set out to mitigate this risk and that the January 2017 date represented the implementation of the long term proposal. He informed the Committee that Officers had now received a report from an independent logistics expert which contained 35 recommendations. It was clear that, at present, there was not adequate

segregation between forklifts, customers and pedestrians but an Action Plan could now be formulated on the basis of these recommendations with some points able to be addressed immediately and others in the longer term.

The Superintendent of Spitalfields Market went on to report that officers had met with the Tenants Association last week to discuss this matter and that further meetings would take place this week where the logistics team would be giving a presentation on their findings and recommendations. All tenants had been invited to attend the presentation. In addition to this, communications had now gone out to each tenant from the Tenants Association highlighting the seriousness of this matter and each individual tenant's responsibilities in relation to this.

The Deputy Chairman highlighted that he had raised the issue of forklift trucks more generally with the Director of Markets and Consumer Protection earlier this year with a view to beginning to acquire electric vehicles going forward. He hoped that a broader update on what the plans were here would therefore be forthcoming at future meetings of this Committee.

The Superintendent of Spitalfields Market stated that this proposal had already been discussed with the Tenants Association and it was something that they were looking at positively. In response to a question, the City Surveyor stated that there was a working manual to accompany each lease and that consideration could be given to including the use of electric vehicles within this manual and including this within lease negotiations in future.

**RESOLVED** – That, Members note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from its operations.

**Resolution to the Police Committee regarding the City of London's participation in the Community Accreditation Scheme (CSAS)**

The Deputy Chairman reported that, at the request of this Committee, a resolution had been sent to the Police Committee questioning the City Corporation's participation in the Community Accreditation Scheme (CSAS). He went on to report that he and the Chairman would now be meeting with the Commander of Operations together with the Chairman and Deputy Chairman of the Police Committee to discuss the current position of the scheme in terms of the benefits and impacts of its delivery.

9. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item	Paragraph
10	1, 2, 3, 5 & 7
11	3

12	1 & 5
13	3

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 29 October 2015 were considered and approved as a correct record.

11. **RECOVERING THE COSTS OF ADMINISTERING DEBT AT THE MARKETS**

The Committee considered a joint report of the Chamberlain and the Comptroller and City Solicitor considering the feasibility of introducing and levying an additional administration charge whenever administrative or legal action is taken to pursue a debt owed by market traders or to deal with a breach of the lease.

12. **SMITHFIELD MARKET - CONDENSER WATER COOLING SYSTEM - UPDATE - NON PUBLIC APPENDIX**

The Committee received a non-public appendix to Item 6 on the agenda.

13. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE CHRISTMAS PERIOD 2015 - SMTA SECOND REQUEST**

The Committee considered and approved a report of the Superintendent of Smithfield Market regarding a request from the Chairman of the SMTA for an extension on the agreed concessionary period for parking at Smithfield Market during the Christmas Period 2015.

14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions raised in the non-public session.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Items concerning interim rent settings at Spitalfields Market and lease terms for a property at the Poultry Market were raised.

**The meeting ended at 1.00 pm**

-----  
Chairman

**Contact Officer: Gemma Stokley**  
**tel. no.: 020 7332 1427**  
**gemma.stokley@cityoflondon.gov.uk**

This page is intentionally left blank

<b>Committee:</b> Markets	<b>Date:</b> 27 January 2016
<b>Subject:</b> Terms of Reference of the Markets Committee and Frequency of Meetings	Public
<b>Report of:</b> Town Clerk	For Decision
<b>Report Author:</b> Gemma Stokley, Town Clerk's Department	
<b><u>Summary</u></b>	
<ol style="list-style-type: none"><li>1. As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees should review their terms of reference. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.</li><li>2. The terms of reference of the Markets Committee are set out at Appendix A for your consideration. It is proposed that the approval of any further changes to the Committee's terms of reference be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.</li><li>3. The Committee is also required to review the frequency of its Committee meetings. It should be noted that at the Markets Committee meeting on 4 September 2013 it was agreed that the number of meetings per annum be arranged in consultation with the Chairman, Deputy Chairman and the Director of Markets &amp; Consumer Protection, in order for them to aligned with the anticipated work programme for the year.</li></ol>	
<b><u>Recommendations</u></b>	
<ol style="list-style-type: none"><li>a) That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court, as set out at Appendix A, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and</li><li>b) Members agree that the frequency of meetings per annum be arranged in consultation with the Chairman, Deputy Chairman and the Director of Markets &amp; Consumer Protection, in order for them to align with the anticipated work programme for the year.</li></ol>	

**Contact:**

Gemma Stokley

Telephone: 020 7332 1407

Email: [gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk)

**MARKETS COMMITTEE**

**Terms of Reference**

To be responsible for:-

- (a) oversight of the management of all matters relating to Smithfield Market, Billingsgate Market and Spitalfields Market and the letting of all premises therein;
- (b) the appointment of the Director of Markets and Consumer Protection (in consultation with the Port Health and Environmental Services and Licensing Committees).

## **Community Safety Accreditation Scheme - Thursday, 14 January 2015 at 3pm**

### **Attendees**

#### **Members**

John Scott (Chairman, Markets Committee)  
James Tumbridge (Deputy Chairman, Markets Committee)  
Henry Pollard (Chairman, Police Committee)  
Deputy Doug Barrow (Deputy Chairman, Police Committee)

#### **Officers**

T/Assistant Commissioner – Wayne Chance  
T/Commander, Operations – Richard Woolford  
Director of Markets and Consumer Protection – David Smith  
Town Clerks Department – Katie Odling

## **Response to the Markets and Consumer Protection Committee in relation to the City of London's participation in the Community Accreditation Scheme**

### **Background**

At the Markets Committee meeting on 30 November 2015 a report was considered regarding the Smithfield Market Traffic Management Plan. As part of this report, the Markets Committee highlighted that the City of London was not part of the Community Safety Accreditation Scheme (CSAS) although a commitment was previously made in 2014 to review the position. The Markets Committee therefore highlighted that the advice had not changed since 2014 and therefore the Police Committee were asked to consider the matter and respond on progress.

### **Notes of the meeting**

The T/Assistant Commissioner informed Members that the Force had actively reviewed the position upon receipt of the resolution from the Markets Committee. Members were advised that whilst there were clear business benefits for the CSAS in places within the jurisdiction of the Metropolitan Police, there were no identifiable business needs or benefits for the scheme in the City of London. Members were informed that traffic management around the Market over the Christmas period had improved significantly over the past 2 years.

Members noted that the CSAS would require significant police input and given that Smithfield Market was not an area of concern as regards anti-social behaviour or crime this was further justification for not implementing the scheme. The T/Assistant Commissioner advised Members that the Force takes a clear view to deploy its resources based on the risk of harm.

To conclude, the Force confirmed given there were no business needs for the scheme, they would not be reviewing their position.

The meeting closed at 3:20pm.

This page is intentionally left blank



<b>Committee(s):</b>	<b>Date(s):</b>
Markets	27 January 2016
<b>Subject:</b> Markets Business Plan Update Period 2 2015/16 (August – November)	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>

### Summary

This report provides an update on progress for Period 2 (August-November) of 2015-16 against key performance indicators (KPIs) and objectives outlined in the Markets' Business Plan.

**The report consists of:**

- Performance against the key performance indicators (KPIs) and progress report on the business plan – Appendix A
- Matters of general interest to the Committee – Appendix B
- Financial information – Appendix C
- Sickness statistics – Appendix D

**Key points from the appendices to the report are:**

**Billingsgate.**

- SBR (Service Based Review) commitments:
  - Billingsgate car park is running at capacity and on target to produce an income in excess of £400,000 in 2015/16; the target is £305,000.
  - The reduction of the administration team by 1 FTE, which was to be delivered by the start of 2016/17, has already been achieved, ahead of schedule.
- Additional Facilities project; the City's appointed Architects and City Staff are engaged in ongoing discussions with individual tenants over drafts of the plans.
- The roof project has been temporarily shelved until the cost of the Additional Facilities project is known.
- All Mission Critical assets have been identified and a preventative maintenance programme is in place.

**Smithfield.**

- The work of the Joint Specification Committee (JSC) has agreed and implemented specifications for the Constabulary, Cleaning, and Maintenance teams.
- Various campaigns to increase the use of the Rotunda car park are underway:-
  - Continue use of social media; the car park features on Parkopedia.
  - Leaflets being distributed within neighbourhood over Christmas and in the New Year.
- There was a very successful meeting with the SMTA on 26 November to address the problems with unloading activities (banksmen) at the market, where the FTA (Freight Transport Association) gave a presentation on its findings and proposed recommended actions. The SMTA acknowledged that tenants have a duty to manage actions of their staff regarding safety on site.

●**Spitalfields.** ●The latest draft Working Manual has been cleared by the Comptroller & City Solicitor, and the draft is now ready to be issued to the SpMTA for consultation.

●Initial negotiations led by the City Surveyor did not reach agreement on renewal lease terms or the market rent payable at renewal. Deloitte has now been engaged as the City's expert witness to act in future negotiations and any Court related proceedings.

●Labyrinth Logistics Consulting Limited has completed its work to review Fork Lift Truck movement and usage at the Market and have produced a set of practical recommendation for improving the overall safety of this activity.

●**Sickness MKPI 1.**The underperformance at all Markets to the end of period 2 (April - November) was due to exceptionally high cases of sickness in period 1 (April –July), even though sickness absence has reduced in period 2 (Appendix D).

●**90% of debts to be settled within 60 days MKPI 2.** The underperformance at Smithfield is due predominately to 1 debtor who was chased and payment has now been received. A note at paragraph 11 explains the underperformance at New Spitalfields Market.

●**HR** The second Workforce Planning Group meeting was held on 8<sup>th</sup> December and the group will be working on the Investors in People improvement plan.

●**Finance.** The end of November 2015 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix C. This reveals a net underspend to date for the Department of £232k (19.4%) against the overall net local risk budget to date of £1.2m for 2015/16.

**Recommendation(s):**

It is recommended that your Committee notes the content of this Report and its appendices.

## **Main Report**

### **Background**

1. The 2015-16 Markets Business Plan sets out six Key Performance Indicators (KPIs) and 14 Key Improvement Objectives against which the Markets performance will be measured throughout the year.
2. The KPIs and objectives are updated in Appendix A.

### **Current Position**

3. To ensure that your Committee is kept informed of progress against the current business plan, progress against KPIs (Appendix A) and matters of general interest (Appendix B), financial summary (Appendix C) are reported on a periodic (four-monthly) basis, along with sickness statistics (Appendix D). This approach allows Members to ask questions and have a timely input on areas of particular importance to them. Members are also encouraged to ask the Directors for information throughout the year.
4. Periodic progress is also discussed by Senior Management Groups (SMG) to ensure any issues are resolved at an early stage.

## Financial and Risk Implications

5. The end of November 2015 monitoring position for Department of Markets & Consumer Protection services covered by Markets Committee is provided at Appendix C. This reveals a net underspend to date for the Department of £232k (19.4%) against the overall local risk budget to date of £1.2m for 2015/16.
6. Overall the Director of Markets & Consumer Protection is currently forecasting a year end underspend position of £56k (3.1%) for his City Fund and City Cash services under his control. The table below details the summary position by Fund.

Local Risk Summary by Fund	Latest Approved Budget £'000	Forecast Outturn £'000	Variance from Budget +Deficit/(Surplus)	
			£'000	%
City Fund	48	48	0	0%
City Cash	1,743	1,687	(56)	(3.2%)
<b>Total Markets Services Local Risk</b>	<b>1,791</b>	<b>1,735</b>	<b>(56)</b>	<b>(3.1%)</b>

7. The reasons for the significant budget variations are detailed in Appendix C, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Markets & Consumer Protection supports.
8. The better than budget position at the end of November 2015 relates mostly to underspends at Smithfield Market for salary savings on vacant security posts deleted a year early for the Service Based Review; savings on the water and Citigen budgets due to lower anticipated seasonal usage; and underspends against the agreed carry forward budgets as these works will be completed later in the year by the City Surveyor.
9. These favourable variances are partly offset by increased charges at Smithfield Market for the new VINCI car park contract. Additional income will need to be generated or cost savings made elsewhere to offset these costs.
10. The Director of Markets & Consumer Protection anticipates this current better than budget position will continue to year end, subject to income activity achieving projected levels.
11. New Spitalfields Market Debt: The 61-90 day debt amount of £91,369.10 shown as outstanding as at 30 November relates principally to non-paid rent and service charge, that was due 1st July 2015, involving predominantly 8 tenants, with one tenant owing £32,904.60. This was unusual as these tenants are usually prompt payers and, despite reminders, no reasons for late payment on this occasion were forthcoming. All these amounts have now been paid. Due to the number of these late payments a more rigorous regime of chasing outstanding amounts, particularly in relation to these 8 tenants, has been instigated at the Market to ensure this does not occur again.

## Strategic Implications

12. The monitoring of performance indicators across the Division links to all three Corporate Plan Strategic Aims (To support and promote 'The City', To provide modern, efficient and high quality local services for the Square Mile; and, To provide valued services to London and the nation).

## Consultees

13. The Town Clerk and the Chamberlain have been consulted in the preparation of this report.

## Background Papers

Appendix A - Performance against the key performance indicators (KPIs) and progress reports on the business plan

Appendix B - Matters of general interest to the Committee.

Appendix C – Financial Information

Appendix D – Sickness statistics

## Contacts:

Donald Perry (*Report author*)

T: 020 7332 3221

E: [donald.perry@cityoflondon.gov.uk](mailto:donald.perry@cityoflondon.gov.uk)

Smithfield Market:

Superintendent – Matthew Hill

T: 020 7332 3747

E: [matthew.hill@cityoflondon.gov.uk](mailto:matthew.hill@cityoflondon.gov.uk)

New Spitalfields Market:

Superintendent – Robert Wilson

T: 020 8518 7670

E: [robert.wilson@cityoflondon.gov.uk](mailto:robert.wilson@cityoflondon.gov.uk)

Billingsgate Market:

Superintendent – Malcolm Macleod

T: 020 7332 3067

E: [malcolm.macleod@cityoflondon.gov.uk](mailto:malcolm.macleod@cityoflondon.gov.uk)

Simon Owen (*Financial information*)

Chamberlain's Department

T: 020 7332 1358

E: [simon.owen@cityoflondon.gov.uk](mailto:simon.owen@cityoflondon.gov.uk)

## 2015-2016 Progress against Markets Business Plan

This Report aims to bring Members up to date on progress in achieving the objectives set out in the annual Business Plan for the 2nd period in 2015/16 (August– November inclusive).

To end of Period 2 (April - November)			Period Target (April- November)	Actual days lost (April- November)
<b>MKPI 1</b>	Achieve an overall sickness level of no more than 6 days per person by 31 March 2016, and a total of no more than 720 days across all markets <sup>1</sup> .	<b>Billingsgate</b>	160	184
		<b>Smithfield</b>	184	325
		<b>Spitalfields</b>	112	265
		<b>Directorate</b>	24	3
		<b>Total</b>	480	777
<p><b>Comments:</b> The number of days lost to sickness is high and exceeds the end of Period 2 target of 480, but the number of days lost to sickness in period 2 (August – November) is less than in period 1 (April –July). In period 1 there were an exceptionally high number of sickness cases and 455 days lost to sickness, in period 2, 322 days were lost to sickness. Return to work interviews, referrals to Occupational Health and formal action where sickness trigger points have been reached are being applied to manage sickness absence. Further details are given in Appendix D.</p> <p><b>Billingsgate Market.</b> There has been a hike in short-term sickness cases, but the sickness in period 2 is 4 days less than in period 1.</p> <p><b>Smithfield Market.</b> There has been a combination of short term and long term sickness cases, predominantly within the Constabulary team, but sickness in period 2 is 83 days less than in period 1.</p> <p><b>Spitalfields Market.</b> A small number of Maintenance staff have been off on long-term sickness for planned surgical procedures, but the sickness in period 2 is 47 days less than in period 1 and the individuals have now returned to work.</p>				

Page 17

		Target	Period 2 Result	
<b>MKP 2a</b>	90% of debts to be settled within 60 days.	90%	<b>Billingsgate</b>	99%
			<b>Smithfield</b>	83%
			<b>Spitalfields</b>	54%

<sup>1</sup>. Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 March 2015 (no. 166.22).

<b>Comments: Smithfield Market.</b> 83% of debts settled by 60 days relates predominately to 1 debtor which was chased and payment has now been received. <b>Spitalfields Market.</b> 54% of debts settled by 60 days was due to insufficiently rigorous chasing of late payment; a more robust regime of following up overdue payments has been instigated. All overdue amounts have now been paid.				
<b>MKP 2b</b>	100% of debts settled within 120 days.	100%	<b>Billingsgate</b>	100%
			<b>Smithfield</b>	96%
			<b>Spitalfields</b>	98%
<b>Comments: Smithfield.</b> 121 plus days aged debt of £7,000.10 relates to 1 debtor. This debt is currently under investigation. <b>Spitalfields.</b> 121 plus days aged debt of £4,742.33 relates to 21 debtors, all of which are being chased.				
<b>MKP 3</b>	Divert 90% of waste from landfill at the Markets	90%	<b>Billingsgate</b>	100%
			<b>Smithfield</b>	100%
			<b>Spitalfields</b>	100%
<b>MKP 4</b>	Achieve 95% occupancy of all lettable space at Billingsgate, Smithfield and New Spitalfields Markets.	95%	<b>Billingsgate</b>	98.5%
			<b>Smithfield</b>	88%
			<b>Spitalfields</b>	98%
<b>Comments:</b> The underperformance at Smithfield Market during Period 2 is due to vacant space in the Poultry Market Building remaining unlet while the City awaits tenants' fit out proposals.				
<b>MKP 5</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.		<b>Billingsgate</b>	100%
			<b>Smithfield</b>	100%
			<b>Spitalfields</b>	100%

1	<p><b><u>Customer and Stakeholder Focus.</u></b>  <i>Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.</i></p>	<p><b><u>August – November 2015/16</u></b></p>
	<p><u>Billingsgate Market</u>  <b>Refresh the Code of Practice at Billingsgate to include all areas that require compliance.</b></p> <ul style="list-style-type: none"> <li>●The Code of Practice will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities.</li> <li>●This will assist with ensuring that food hygiene standards and safety are maintained.</li> </ul>	<ul style="list-style-type: none"> <li>●The Chief Inspector from the London Fishmonger Company has provided an update to the food hygiene legislation points for inclusion in the Code of Practice. Once the Code of Practice is complete it will be circulated to the Tenants Association for their comment.</li> <li>●The £50 charge for encroachment that was implemented in August 2015, continues to be effective in tackling the problem of produce obstructing walkways in the Market Hall.</li> </ul>
	<p><u>New Spitalfields Market</u>  <b>Draft a Working Manual for New Spitalfields Market in consultation with the tenants.</b></p> <ul style="list-style-type: none"> <li>●The Working Manual will clearly set out the responsibilities of the landlord, tenants and market workers in terms of day-to day market activities.</li> </ul>	<ul style="list-style-type: none"> <li>●The latest draft Working Manual has been cleared by the Comptroller &amp; City Solicitor, and the draft is now ready to be issued to the SpMTA for consultation.</li> </ul>

2	<p><b><u>Finance.</u></b>  <b><i>Achieve greater value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.</i></b></p>	<p><b>August – November 2015/16</b></p>
	<p><u>New Spitalfields Market</u>  <b>Manage the lease renewals in collaboration with City Surveyor's.</b>          ●Successful completion of the lease negotiation process.</p>	<ul style="list-style-type: none"> <li>●Initial negotiations led by the City Surveyor did not reach agreement on renewal lease terms or the market rent payable at renewal.</li> <li>●Deloitte has now been engaged as the City's expert witness to act in future negotiations and any Court related proceedings.</li> <li>●In accordance with Court Directions, in August the Comptroller &amp; City Solicitor issued a draft lease to the Tenant's solicitor. The draft lease was returned with amendments, mostly relating to the service charge provisions, but at a meeting of solicitors good progress was made in narrowing down the contentious areas. A further meeting of solicitors and surveyors is being arranged for 21<sup>st</sup> or 22<sup>nd</sup> January.</li> <li>●A further Directions hearing had been scheduled to take place on 5<sup>th</sup> January. However, both Parties have agreed that it would be beneficial to hold a further meeting to try and narrow the differences before serving formal schedules as required by the Directions, confirming which amendments are accepted/rejected.</li> <li>●Therefore, both the City, as defendant, and Solicitors for the tenants, as Claimant, have sought an adjournment of this hearing, which will be held 22<sup>nd</sup> February 2016. At that hearing the court will determine further Directions for trial or arbitration.</li> <li>●Negotiation regarding rent are ongoing but will not be finalised until lease terms are settled.</li> <li>●It is currently anticipated that either through negotiation or a Court approved dispute resolution process, terms for new leases will be settled by Summer 2016.</li> </ul>
	<p><u>Smithfield Market</u>  <b>Agree service specifications with the SMTA under the terms of the new leases.</b>          ●The work of the Joint Specification Committee will be completed, with specification agreed for all services that are provided to our tenants.          ●Terms of new leases become embedded as 'business as usual'.</p>	<ul style="list-style-type: none"> <li>●The work of the Joint Specification Committee (JSC) have agreed and implemented specifications for the following operational areas:             <ul style="list-style-type: none"> <li>●Constabulary team</li> <li>●Cleaning team</li> <li>●Maintenance team</li> </ul> </li> <li>●The Superintendent through the Joint Review Group (JRG) is working cost apportionment for the cleaning specification, once resolved the JRG will focus on the cost proportions of the maintenance specification.</li> <li>●The new lease 'terms' will be subject of a new monitoring process, with all tenants</li> </ul>



		<p>being subject of monitoring in all areas including lease 'commitments' and Health&amp;Safety issues. This process will be subject of regular review by the Superintendent who will record all deficiencies and actions taken to address them.</p>
	<p><u>Billingsgate &amp; Smithfield Markets</u>  <b>Implement Service Based Review (SBR) proposals.</b></p> <ul style="list-style-type: none"> <li>●Car park usage at Billingsgate and Smithfield Markets, and associated income streams, will be increased in line with SBR commitments.</li> <li>●The 7 vacant meat trading premises in the Smithfield Poultry Market will be let, and income opportunities maximised.</li> </ul>	<p><b>Billingsgate.</b> ●Car parking is running at capacity, with a waiting list, and on target to produce an income in excess of £400k in 2015/16. The income required for the SBR (Service Based Review) target is £305,000.</p> <ul style="list-style-type: none"> <li>●The commitment made under the SBR was to reduce the administration team from 4 persons to 3 persons by the start of 2016/17. This is being achieved ahead of schedule as a member of the administration team is taking up a full time position within the City Surveyor's department from January 2016.</li> </ul> <p><b>Smithfield.</b> ●A report seeking approval for changes to current tariff arrangements will be submitted separately to this Committee in March.</p> <ul style="list-style-type: none"> <li>●Vinci Park Services UK Ltd took over the City wide contract on the 1st April 2015.</li> <li>●Replacement equipment is now in place at Smithfield; however, due to existing tariff variations unique to Smithfield, the 'payment on foot' machines are unable to deal with the price variables and so customers will continue to use the kiosk. This will be remedied for the new financial year when 'validation' machines will be in place, used by VINCI on site staff to validate tickets manually.</li> <li>●Various campaigns to increase the use of the Rotunda car park are underway:- <ul style="list-style-type: none"> <li>-Continued use of social media - car park features on 'Parkopedia'.</li> <li>-Leaflets being distributed within neighbourhood over Christmas and in the New Year.</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>●The commitment made under the SBR was to increase the income from the car park by £31,000 by 2015/16.</li> <li>●Income has increased between 2013/14 to 2014/15, from £660,453 to £674,020 – an increase of £13,567, however, the sizable increase in the cost of the VINCI contract (£47,000) will negatively impact on the income generated. This increase has resulted from additional grounds works required to the new contract installations, and the spreading of these across all City car parks to ensure equitable costs. The Superintendent is in discussion with the Chamberlain as it is understood that there may be an opportunity for this to be reduced on the grounds that there was a corporate cost reduction of circa £300k.</li> </ul>

		<ul style="list-style-type: none"> <li>●Work continues with The City Surveyors and progress is being made with the letting of units in the Poultry Market, part of this is the progression and evaluation of the tenants' fitting out costs for the units. The Tenants' more detailed plans are still awaited.</li> <li>●The letting of office units 207,211,213 and 213A in the Poultry Market, as well as the now vacant 202/203 offices, is also underway, 202/203 is with Kinney Green to progress.</li> </ul>
3	<p><b>Operations and Business Processes.</b>  <i>Actively manage both operational and health &amp; safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.</i></p>	<p><b>August – November 2015/16</b></p>
	<p><u>Billingsgate Market</u>  <b>Renew the metal roof and adjacent balcony.</b>  <ul style="list-style-type: none"> <li>●Safer roof and compliance with the food hygiene regulations.</li> </ul> </p> <p><u>Billingsgate Market</u>  <b>Additional Fish Handling facilities, modernisation works.</b>  <ul style="list-style-type: none"> <li>●Increased capacity for fish handling transit areas. Tenants will have adequate temperature controlled building space to safely handle each day's fish volumes.</li> </ul> </p>	<ul style="list-style-type: none"> <li>●Additional Facilities Project - EPR Architects and City Staff have discussed drafts of the plans and revisions with individual tenants. In view of the desire to satisfy the varying requirements of 40 individual tenants the project continues to make slow progress but it is hoped the gateway 3/ 4 report will be ready in early 2016.</li> <li>●The building works would hopefully start in Spring 2017 and as the Market would need to keep operating during the construction works the works programme will need to be phased in.</li> <li>●The roof project has been temporarily shelved until the cost of the Additional Facilities project is known. As the Sinking Fund needs to fund both projects we need to know the financial demands of the Additional Facilities project first. Although the roof project is at present paused, the City Surveyor continues to look for cheaper roof solutions.</li> </ul>
	<p><u>Billingsgate Market</u>  <b>Resolve internal market cleaning.</b>  <ul style="list-style-type: none"> <li>●An improvement in the overall standard of cleaning will be apparent, to all stakeholders.</li> </ul> </p>	<ul style="list-style-type: none"> <li>●Improving cleaning standards continues. In order to effect this improvement, a new way of working was trialled where certain staff worked longer hours on Saturday instead of working Monday.</li> <li>●The trial was not deemed a success, as there was no noticeable improved cleaning standard on the Saturday, and so has been brought to a close as there was a backlog of deep cleaning work caused by having a reduced complement on the Monday.</li> <li>●The local Billingsgate management team continually look at how improvements to cleaning standards can be made and in recent months have contracted out waste bin washing duties, a task previously carried out by the cleaning team.</li> </ul>

New Spitalfields Market

**Improve safety in relation to workplace transport operations in and around the Market Hall with a focus on forklift truck manoeuvres.**

● Recommendations from the short/medium/long term Traffic Management Plans and associated procedures will be put in place, reducing the risk of accidents and near misses.

Since the current Traffic Management Plan was implemented in early 2015, the following actions have been taken

● **S1. Mark FLT crossing points on pedestrian walkway from stands to roadways.**

Crossing points have been painted on all road ways and are in use. 80 penalty notices for failing to use the points have been issued since July 2015. In general, very little resistance received from tenants and good compliance.

● **S2. Increase in targets for constabulary.**

Market Management have increased the Constabulary presence in the Market Hall during trading hours in order to monitor FLT activity and increase the number of interventions. To help effect this increase, tenants have been advised that until accident rates begin to reduce, priority will be given to this activity over other tasks such as tracing lost produce.

● **S3. To nominate/appoint one approved training body for all FLT training.**

With input from the Corporate Health and Safety team, this has been advertised and final date for submissions was 11th December. Following assessment of the submissions four companies have been invited to give a presentation to the SpMTA.

● **S4. FLT operators to have their permits to operate readily available at all times.**

Three campaigns have been carried out to highlight the requirement for permits to be displayed at all times or risk being issued with a 2 point penalty notice.

● **S5. All staff and customers to wear high vis vests.**

From the 1<sup>st</sup> May it became compulsory to wear high viz vests in and around the Market. Despite many campaigns to encourage compliance, the last was on 28th November, long term use is proving difficult to maintain without any means of penalty. Approx. 3500 vests have been sold to-date.

● **S6 To enforce speed restrictions to what is deemed appropriate for the operating conditions.** From 1<sup>st</sup> April a new FLT breach for speeding was introduced. To date, three breaches have been identified.

● **S7 Impose financial penalty on tenants when FLT operators are suspended/ allocated points.** This is to be an item in the working manual.

● **S8 A member of staff from all tenants to be nominated and trained in FLT safety procedures.** Tenants to be consulted and suitable tenant's managers identified.

● Concurrently with the above plan, Labyrinth Logistics Consulting Limited was commissioned to review FLT movements and usage at the Market with a view to producing a set of practical recommendation for improving the overall safety of this activity. Tenants were consulted for their input as part of this work. Labyrinth presented their findings to a series of open meetings with the tenants in December 2015, and have produced an action plan for the implementation of these recommendations.

<p><u>Smithfield Market</u>  <b>Put measures in place to control the risks associated with HGV Banksmen duties.</b></p> <ul style="list-style-type: none"> <li>●The, currently 'red', health and safety risk associated with Banksmen duties will be controlled and the target risk of 'amber' achieved.</li> </ul>	<ul style="list-style-type: none"> <li>●Unloading operations, which are a Red risk on the Department's Risk Register, are being addressed and the following measures have been implemented:- <ul style="list-style-type: none"> <li>●There was a very successful meeting with the SMTA on 26th November where the FTA (Freight Transport Association) gave a presentation on its findings and recommended actions. The SMTA acknowledged that tenants have a duty to manage actions of their staff regarding safety on site.</li> <li>●It has been agreed that a meeting with a wider SMTA audience will be held in early January and that an action plan will be agreed by the end of January. The Superintendent met with the sole non-SMTA member on 8th December and discussed and agreed the principles in line with the SMTA discussion.</li> <li>●The Working Manual continues to be progressed with the FSA/SMTA. This will include Banksmen duties and FLT procedures.</li> <li>●Local measures resulting from H&amp;S Audit by COL H&amp;S are now in place and will be implemented in line with allocated actions from the above.</li> <li>●The maintenance team have installed the recommended equipment and carried out all the recommendations made by internal City of London Health and Safety experts.</li> </ul> </li> </ul>
<p><b>Work with the City Surveyor to agree Mission Critical assets at each of our sites as part of the BRM (Building Repairs and Maintenance) Asset Verification Process</b></p> <ul style="list-style-type: none"> <li>●A definitive list of Mission Critical assets for M&amp;CP properties, with an agreed Planned Preventative Maintenance schedule in place for each, which will facilitate the improved performance of the BRM contract (MITIE).</li> </ul>	<ul style="list-style-type: none"> <li>●<b>Billingsgate.</b> All Mission Critical assets have been identified and are being maintained by a combination of the centrally managed Mitie or Apex (lift maintenance) contracts, and by a number of locally managed contracts. There are local contracts in place for items such as all cleaning equipment and all refrigeration systems. Each mission critical asset has a preventative maintenance programme in place.</li> <li>●There are continuing concerns over the time taken by Mitie to respond to requests for rectification work.</li> <li>●<b>Smithfield.</b> The asset register was reviewed by the City Surveyor's team and is more accurate, although there is still work to be done.</li> <li>●The Head of Maintenance is working with the City Surveyors Facilities Management team to ascertain what should be in and out of the contract and has furnished them with information about the Market's own maintenance schedule to ensure that everything is covered. Anything missing is being added as an ad hoc job and then being varied into the contract; some examples of equipment that is being treated in this manner are smoke vents, shutters and generator maintenance.</li> <li>●Due to the sheer volume of equipment on site this will be an ongoing project and will take a while to consolidate and get accurate usable records.</li> </ul>

		<p><b>Spitalfields.</b></p> <ul style="list-style-type: none"> <li>●The asset register has been received and the Head of Maintenance is satisfied with its content.</li> <li>●High Voltage maintenance has not been carried out this year and there are no maintenance contracts in place for the generators. These are to be included into the Building Repair Maintenance contract, which is being dealt with by City Surveyors team.</li> </ul>
--	--	--

4	<p><b>People and Innovation.</b>  <i>Enhance the quality of our leadership and people-management in line with the corporate values of “Lead, Empower, and Trust”. Instil a greater sense of responsibility in our middle management cadre.</i></p>	<b>August – November 2015/16</b>
	<p>Smithfield Market</p> <p><b>Complete the restructure of the security team.</b></p> <ul style="list-style-type: none"> <li>●Security service meets the agreed specification and produces the required cost reductions as identified in the SBR measures.</li> </ul>	<ul style="list-style-type: none"> <li>●The work of the Joint Specification Committee (JSC) continues with reviews progressing in all areas. The new Constabulary team structure will be in place from the 1<sup>st</sup> January 2016.</li> </ul>
	<p><b>Develop and implement a workforce plan which ensures that our workforce has both the capability and resources to meet the Division’s business objectives.</b></p> <ul style="list-style-type: none"> <li>●A Departmental Workforce Plan will be published and the actions within it will have begun to be carried out.</li> </ul>	<ul style="list-style-type: none"> <li>●The second Workforce Planning Group meeting was held on 8<sup>th</sup> December and from that meeting the group will be involved in developing a comprehensive skills matrix for the department.</li> </ul>
	<p><b>M&amp;CP senior managers review and implement all relevant actions from the Business improvement plan to address any gaps identified through the liP (Investment in People) assessment.</b></p> <ul style="list-style-type: none"> <li>●Contributing to achieving the stretch target of Silver in September 2015.</li> </ul>	<ul style="list-style-type: none"> <li>●The City of London Corporation has achieved the ‘Silver’ liP level award with many improvements noted by the assessors.</li> <li>●The Workforce Planning Group will be responsible for leading the work on the liP Business Improvement Plan.</li> </ul>

This page is intentionally left blank

**Matters of General Interest to the Committee**

**Billingsgate Market**

**Visitors**

October 2015

No visits

November 2015

Wednesday 11 – Remembrance Service conducted by Rev. Fiona Stewart Darling

December 2015

No visits

**Filming/photography**

October 2015

Thursday 1 – Documentary filming for personal use

Saturday 3 – Seafood School Blog Filming

Saturday 17-18 – 11<sup>th</sup> Hour Film Ltd – £1200 +VAT

Friday 23 – Photography for personal use

November 2015

Saturday 7 – Monday 9 – 11<sup>th</sup> Hour Film Ltd -£1800 +VAT

Wednesday 11 & Thursday 12 – University Student Project - Filming – no fee

Sunday 15 – Apple Tree Movies- £465 +VAT

Tuesday 17 – Life in Balance Charity - Filming - £50 +VAT

Wednesday 25 – Marine Conservation Society – Filming - no fee

December 2015

Thursday 3 – Small Business Strategy UK – Filming - no Fee

Friday 18 – Fisherman’s Mission – Charity Collection

### **Smithfield Market**

#### **Visitors**

Friday 31 October - Group tour from New Zealand

Friday 6 November 2015 - Basque Country delegation visit

Tuesday 24 November - Jamie Oliver Fifteen Apprentices

#### **Filming/photography**

Wednesday 14 September - student photography – Emily Barton

Monday 19 October - photography and drawing - Xanthe Mosley – permitted to take photographs on Saturday Nov 28/Sunday Nov 29 /Thurs Dec 3rd/Mon Dec 7th and Wed 16th Dec

Wednesday 28 October - student photography – Tom Donnelly

### **New Spitalfields Market**

#### **Visitors**

##### September

No visitors

##### October

No visitors

##### November

Tuesday 17 - delegation from the Ministry of Agriculture, Japan

Tuesday 24 – group of student and lecturers from Hadlow College, Tonbridge, Kent

##### December

Friday 4 – Mayor of Waltham Forest, Councillor Saima Mahmud on their annual visit to the market to light the Market's Christmas tree



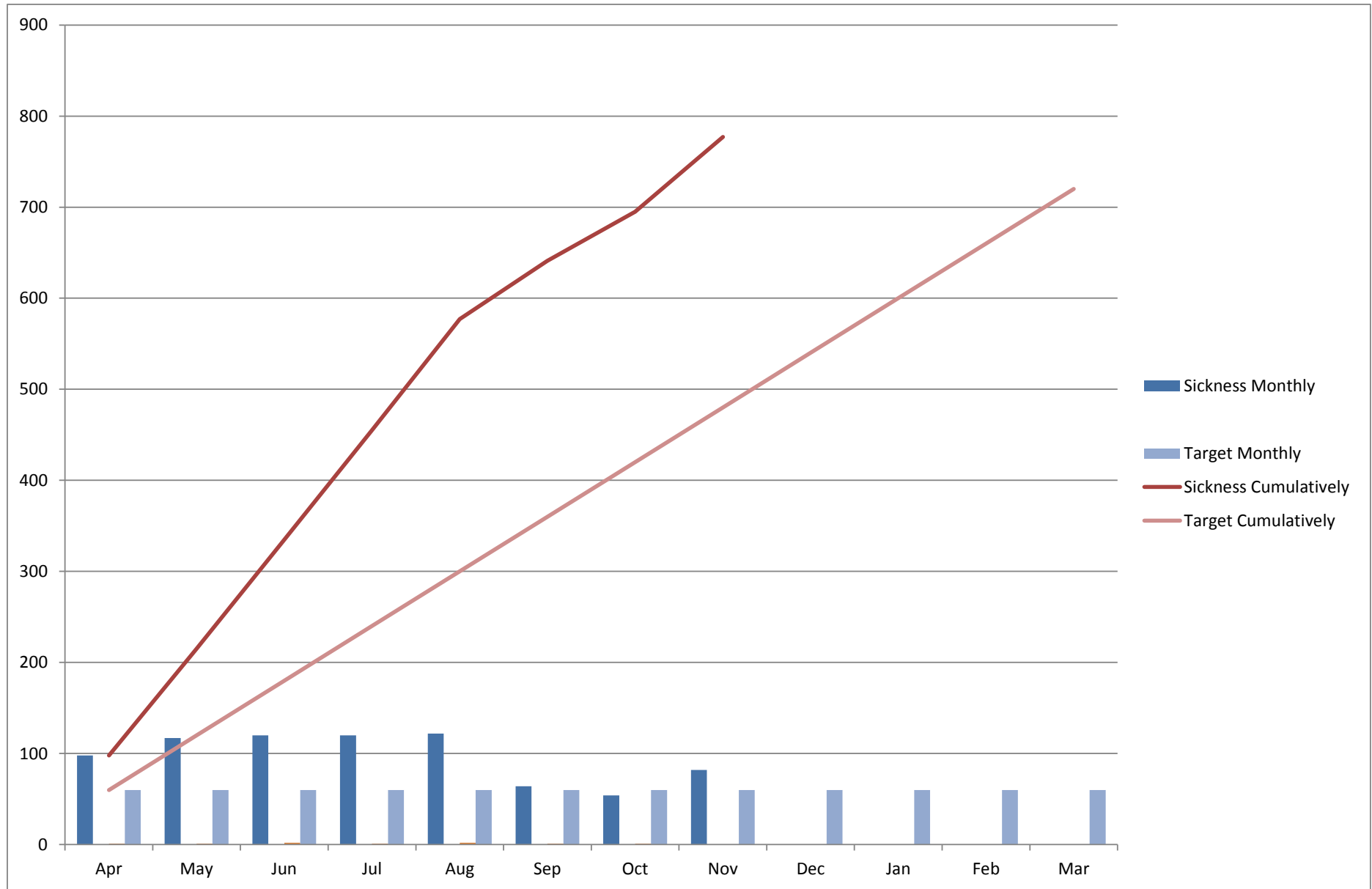
**Department of Markets & Consumer Protection Local Risk Revenue Budget - 1st April to 30th November 2015**  
**(Income and favourable variances are shown in brackets)**

	Latest Approved Budget 2015/16 £'000	Budget to Date Net Expenditure £'000	Actual to Date Net Expenditure £'000	Variance to Date +Deficit / (Surplus) £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2015/16		Note
						£'000	%	
<b>Markets (City Cash)</b>								
Directorate	423	282	275	(7)	427	4	1%	
Billingsgate - Corporate Account	166	111	105	(6)	166	0	0%	
Billingsgate - Service Charge	0	0	0	0	0	0	0%	
Billingsgate - Repainting and Special Works	0	0	0	0	0	0	0%	
Smithfield - Service Charge	938	625	481	(144)	836	(102)	-11%	1
Smithfield - Corporate and Direct Recovered	264	176	42	(134)	264	0	0%	2
Smithfield - Other (Including Car Park)	(48)	(32)	(24)	8	(6)	42	88%	3
	<b>1,743</b>	<b>1,162</b>	<b>879</b>	<b>(283)</b>	<b>1,687</b>	<b>(56)</b>	<b>-3%</b>	
<b>Markets (City Fund)</b>								
Smithfields - Corporate Account	22	15	48	33	22	0	0%	
Smithfields - Service Charge	26	17	35	18	26	0	0%	
Smithfields - Repair and Repainting	0	0	0	0	0	0	0%	
	<b>48</b>	<b>32</b>	<b>83</b>	<b>51</b>	<b>48</b>	<b>0</b>	<b>0%</b>	
<b>TOTAL MARKETS COMMITTEE LOCAL RISK</b>	<b>1,791</b>	<b>1,194</b>	<b>962</b>	<b>(232)</b>	<b>1,735</b>	<b>(56)</b>	<b>-3%</b>	

**Notes:**

- 1. Smithfield Service Charge** - favourable variance is due to salary savings on vacant security posts deleted a year early for the Service Based Review and savings on the water and Citigen budgets due to lower anticipated usage.
- 2. Smithfield Corporate & Direct Recovered** - favourable variance to date relates to the delay in works for £189K of carry forwards agreed. These will be completed at a later date during the year by City Surveyors.
- 3. Smithfield Other** - projected overspend due to increase in the new VINCI car park contract costs. Additional income will be need to be generated or cost savings made elsewhere to offset these costs.

This page is intentionally left blank



Appendix D

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Sickness Monthly</b>	98	117	120	120	122	64	54	82				
<b>Sickness Cumulatively</b>	98	215	335	455	577	641	695	777				
No of persons that make up self certificated	12	14	10	19	15	21	20	21				
No of persons that make up certificated	7	6	6	7	5	2	2	6				
No of persons that make up over 20 days	1	1	2	1	2	1	1	0				
<b>Target Monthly</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>
<b>Target Cumulatively</b>	<b>60</b>	<b>120</b>	<b>180</b>	<b>240</b>	<b>300</b>	<b>360</b>	<b>420</b>	<b>480</b>	<b>540</b>	<b>600</b>	<b>660</b>	<b>720</b>
<b>COL Target (average working day lost per FTE member of staff)</b>	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>COL Average (average working day lost per FTE member of staff)</b>	0.45	0.44	0.44	0.36	0.34	0.46	0.56	0.61				
<b>Markets Average (average working day lost per FTE member of staff)</b>	0.84	1	1.03	1.03	1.04	0.55	0.46	0.7				

<b>Committee(s):</b>	<b>Date(s):</b>
Markets Committee	27 <sup>th</sup> January 2016
<b>Subject:</b> Smithfield Market Christmas Traffic Plan Review	<b>Public</b>
<b>Report of:</b> Director of Markets & Consumer Protection	<b>For Information</b>
<p><b>Summary</b></p> <p>In September of 2014, a report to Members drew attention to a proposal to implement a comprehensive Traffic Management Plan at Smithfield Market for the Christmas period 2015 following the success of a similar Plan initiated in 2014. The final details of the Plan were presented to Committee in September 2015. The report gave detail of plans to alleviate the congestion of traffic around the Market which had been experienced during Christmas periods prior to the implementation of the 2014 Plan.</p> <p>After Committee approval, the plan was implemented for the period 17/18 December 2015 (Thursday/Friday), 20/21 December 2015 (Sunday/Monday), 21/22 December 2015 (Monday/Tuesday) and 22/23 December 2015 (Tuesday/Wednesday) from 2200 hours to 0700 hours.</p> <p>The Smithfield Market Christmas Traffic Management Plan was a success, with much improved traffic flow due to comprehensive and timely planning with a joined up, positive approach by all concerned. This should be taken forward to 2016, with due cognizance of any lessons learned.</p>	

**Main Report**

**Retrospective Position**

The following gives a brief sample of feedback received including some of the partnership representatives who worked with the Corporation on developing and implementing the Smithfield Christmas Traffic Plan.

1. On the 24th December a message from Hugh Morris CC offered the following observations; *“I made my customary visit to Smithfield at about 4:45am today. I wish to pass on my congratulations to you and all the team for the outstanding job of traffic management being delivered there. On my way in, there was remarkably little traffic on Long Lane and I was able pretty much to drive straight in to the rotunda car park - on one of the peak days at a peak time. I also spoke to Paul Martinelli and Greg Lawrence who both confirmed that the traffic management was working very well from the traders' perspective too”.*
  
2. Lis Batteson, Smithfield Market Tenants Association.  
*“the general feeling is that it went well...I have already mentioned to Matthew that it might be worth considering a phased reduction of stewarding activity for next year...*  
 Ian Dorling, Head of Constabulary, Smithfield Market.

*“All of the agencies involved worked well together and the experience gained from Christmas 2014 was evident in the effectiveness of the campaign. With the benefit of two years’ experience and retaining the present staffing levels I would anticipate Christmas 2016 will be even smoother.”*

3. Sergeant John Zuber, City of London Police.  
*“From a police perspective I felt that the plan ran very well this year. There was good co-ordination between SFM (traffic marshals), Market Constables, Parking Services and police. This can be evidenced by the number of people who attended the market and by the way the roads around the market for the most part were clear. Feedback given to me from Market traders and members of the public was all very positive.”*
4. Mike Perry, SFM Security Consultants, comments echoed those above.
5. Michael Winning, Contract Manager, Indigo Car Parking.  
*“My recommendation to keep the barriers working was agreed...the operation went well and it assisted all (particularly the marshals) to control the traffic flow outside the car park... the barriers (could be) raised at any time if they deemed it necessary. By keeping the barriers down the congestion was kept to a minimum and also assisted with any Health and Safety issues there may have been if we could not control traffic in and out of the car park.”*

### **Going forward**

6. Thorough debriefing sessions have been held to consult with both internal and external partners. Overall, it has been agreed that the Plan improved significantly traffic flow around the Market, benefiting from lessons learned in 2014.
7. Likewise, going forward, consideration will be given to some areas that could be improved upon e.g.
  - The number of articulated vehicles around the Market at crucial times that conflicted with the number of clubs and pubs which were open, and with increasing public footfall. Whilst it is difficult to change this, it will be looked at again this year with our partners at Islington local authority, business owners and Market tenants. At no point did the traffic develop into to a gridlock.
  - The car park signage particularly that above the kiosk at West Smithfield car park could be improved upon.
  - Despite an agreement between the City Police and Tesco’s to avoid their usual delivery times, which conflict with Market trading (between 2100hrs and 0400hrs), Tesco deliveries continued as normal. This will be discussed with Tesco management.

### **Conclusions**

8. The Smithfield Market Christmas Traffic Management Plan should be considered a success, with much improved traffic flow due to comprehensive and timely planning with a joined up, positive approach by all concerned. This should be taken forward to 2016, with due cognizance to lessons learned from 2015.

**Matthew Hill**  
**Superintendent Smithfield Market**  
T: 020 7332 3747  
E: [matthew.hill@cityoflondon.gov.uk](mailto:matthew.hill@cityoflondon.gov.uk)

# Agenda Item 8

<b>Committee(s)</b>	<b>Dated:</b> 27 January 2016
Markets Committee	
<b>Subject:</b> Markets Committee Risk	<b>Public</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Information</b>

## Summary

This report has been produced to provide the Markets Committee with assurance that risk management procedures in place within the Department of Markets and Consumer Protection are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

Risk is reviewed regularly by the departmental Senior Management Team as part of the on-going management of operations within the Department of Markets and Consumer Protection. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

The Department of Markets and Consumer Protection have identified a number of departmental risks. Of these, the most significant risks are for this Committee to consider are:

- MCP-NS 001 – Workplace Traffic Management (Current Risk: RED)
- MCP-SM 001 – HGV Unloading Operations (Current Risk: AMBER)
- MCP-SM 002 – Cooling Towers (Current Risk: AMBER)
- MCP-SM 003 – East Poultry Avenue (Current Risk: AMBER)
- MCP-SM 004 – Cooling Water Failure (Current Risk: AMBER)

## Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from our operations.

## Main Report

### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Audit and Risk Management Committee has requested that such risks should be reported at a Committee level.

### Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the Department of Markets and Consumer Protection. The report also outlines the processes adopted for the on-going review of risk and mitigating actions.

### **Risk Management Process**

3. The Department of Markets and Consumer Protection risk management is a standing agenda item at the monthly Departmental Senior Management Group (SMG) meeting, over and above the suggested quarterly review. SMG receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Superintendents and Assistant Directors, ensuring that adequate consideration is given to operational risk.
4. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
5. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

### **Identification of New Risks**

6. New and emerging risks are identified through a number of channels, the main being:
  - Directly by SMG as part of the monthly review process.
  - In response to regular review of delivery of the departmental Business Plan; slippage against key deliverables, for example.
  - Annual, fundamental, risk register review, undertaken by the tier of management below SMG.

The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

### **Summary of Key Risks**

7. The Department of Markets and Consumer Protection's risk Register for markets, attached as Appendix 1 to this report, includes two RED risks and Four AMBER risks:

#### **MCP-NS 001 – Workplace Traffic Management (Current Risk: RED)**

Over 200 forklift trucks are in operation on the New Spitalfields Market site.

An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

#### **MCP-SM 001 – HGV Unloading Operations (Current Risk: AMBER)**



A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants could result in a serious or fatal injury to pedestrians caused by uncontrolled or unguided reversing vehicles.

An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.

#### **MCP-SM 002 – Cooling Towers (Current Risk: AMBER)**

Failure to adequately manage or maintain the cooling towers at Smithfield Market could result in an outbreak of Legionellosis. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons.

If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.

#### **MCP-SM 003 – East Poultry Avenue (Current Risk: AMBER)**

Vehicular traffic streams enter East Poultry Avenue at Smithfield Market from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. Vehicles speeding through this junction vying for road space could cause an accident resulting in fatality or serious injury to pedestrians crossing between market buildings on East Poultry Avenue.

This crossing point between market buildings would be considered as part of the workplace under current health & safety legislation which could result in prosecution, a fine and reputational damage for the City following a serious accident or fatality.

#### **MCP-SM 004 – Cooling Water failure (Current Risk: AMBER)**

Failure to maintain the required temperature or flow rate of the condenser water supply at Smithfield Market could result in failure of tenants' refrigeration equipment and the City's ability to operate the service corridors due to a lack of temperature control in these areas.

If this risk were to be realised it could result in prosecution, civil litigation for lost produce and reputational damage for the City.

### **Conclusion**

8. Members are asked to note that risk management processes within the Department of Markets and Consumer Protection adhere to the requirements of the City Corporation's Risk Management Framework. Risks identified within the operational and strategic responsibilities of the Department of Markets and Consumer Protection are proactively managed.

### **Appendices**

- Appendix A – Markets Risk Register Summary
- Appendix B – Risk Matrix

### **Background Papers**

Department Business Plan  
Department Risk Review  
Department Business Plan Progress Report  
Risk Management Strategy

# MCP Markets Committee Risk Report Appendix A

Generated on: 12 January 2016 16:02



<b>Code</b>	MCP-NS 001	<b>Title</b>	Workplace Traffic Management
-------------	------------	--------------	------------------------------

<b>Description</b>	<p><b>Cause:</b> Over 200 forklift trucks operate on the New Spitalfields Market site.</p> <p><b>Event:</b> There is a serious risk of injury or death of a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled.</p> <p><b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious injury or fatality could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.</p>
--------------------	--

<b>Category</b>	Top X H&S
<b>Risk Level</b>	Departmental

<b>Approach</b>	Reduce ( By appropriate remedial action)
<b>Risk Owner</b>	Robert Wilson

<b>Strategic Aim</b>	SA3
<b>Department</b>	Department of Markets and Consumer Protection

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	Markets Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>	<p>24 ↑ Increased Risk Score</p>
<b>Likelihood</b>	Possible
<b>Impact</b>	Extreme
<b>Risk Score</b>	24
<b>Review Date</b>	11-Jan-2016

<b>Target Risk Assessment &amp; Score</b>	<p>8</p>
<b>Likelihood</b>	Unlikely
<b>Impact</b>	Major
<b>Risk Score</b>	8
<b>Target Date</b>	02-Jan-2017

<b>Latest Note</b>	<p>The new Superintendent has reviewed the evidence of incidents since his arrival at the Market and considers that the impact rating should be changed to “extreme” in view of the likelihood of a serious injury or death of a pedestrian from current fork lift truck movements.</p> <p>There have been two recent presentations to all tenants in the Market by Labyrinth Logistics Consulting, an external Health and Safety logistics expert, to present their recommendations on possible methods of segregating pedestrians and fork lift truck movements within the Market. From these presentations and the views expressed we are now in the process of preparing an action plan, to be agreed with the tenants and Tenants’ Association, on how these recommendations can be implemented at the earliest opportunity to significantly reduce the risk to pedestrians from fork lift truck movements.</p>
--------------------	--

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
MCP-NS 001a	Develop plan	Formulate develop and agree a short, medium and long term plan to improve the management of workplace transport at New Spitalfields Market.	Nigel Shepherd	30-Apr-2015	100%	This action has been completed.
MCP-NS 001b	Mark Forklift Crossing Points	Marked Fork lift truck crossing points on pedestrian walkway from stands to roadways.	Sidney Brewer	30-Sep-2015	100%	N. Shepherd reports: Roadways 1 and 2 written to as of 15/5/2015 to finalise location/number/size.
MCP-NS 001c	Increase Constabulary Targets	Increase in targets for constabulary.	Nigel Shepherd	01-May-2015	100%	This action has been completed.
MCP-NS 001d	Nominate Training Body	To nominate/Appoint one approved induction/training body for all FLT training activities.	Robert Wilson	05-Feb-2016	75%	Expressions of interest have been received and from these four training providers have been selected to 'pitch' to the tenants ant the end of January 2016.
MCP-NS 001e	Ensure Permits are carried	Fork lift truck operators to have their permits to operate readily available at all times.	Nigel Shepherd	01-Jun-2015	100%	N. Shepherd reports that: Implemented and now part of routine operational enforcement activity
MCP-NS 001f	All Visitors in Hi Vis	All staff and customers to wear hi-vis vests.	Nigel Shepherd	01-May-2015	100%	N. Shepherd reports that: Implemented and now part of routine operations. Comment – still selling high number of Hi-Vis to visitors routinely in a high profile campaign

MCP-NS 001g	Increase Forklift Sanctions	Increase specified breaches of non-compliance with H&S policies	Nigel Shepherd	01-Jun-2015	100%	This action has been completed.
MCP-NS 001h	Impose Financial Penalties	Impose financial penalty on tenants when FLT operators are suspended/allocated points	Robert Wilson	29-Jan-2016	10%	N. Shepherd reports that: Agreement is reached on the principle, but this will need to be included in the lease to enable the market to act upon. Needs new lease in place with a working manual clause and the work manual itself agreed and signed off.
MCP-NS 001i	Train Managers In Forklift Safety	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	Robert Wilson	29-Jan-2016	10%	N. Shepherd stated that: Agreement is reached on the principle, but this needs to be in the lease to be meaningful. C&CS have said this should be possible to achieve under renewal process
MCP-NS 001j	Create Time Segregation	Artic Time Segregation and No Tolerance in market hall.	Robert Wilson	01-Feb-2016	5%	This is part of the longer term plan which will be implemented in 2016.
MCP-NS 001k	Install Barrier System	Controlled barriers entry system for pedestrians and vehicles.	Robert Wilson	01-Oct-2018	5%	This is part of the long term plan to be implemented in 2018.
MCP-NS 001l	Segregate Walkways	Create segregated walkways in crossroads.	Robert Wilson	01-Feb-2016	5%	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.
MCP-NS 001m	Segregate Main Walkways	Segregated walkways outside tenants stands.	Robert Wilson	01-Mar-2016	5%	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.
MCP-NS 001n	Prohibit Forklifts	No fork lift truck movements in market pavilion during trading hours.	Robert Wilson	02-Oct-2017	5%	N. Shepherd has stated that: Consultant engaged for study into all areas as preamble to long term actions.

<b>Code</b>	MCP-SM 001	<b>Title</b>	HGV Unloading Operations
-------------	------------	--------------	--------------------------

<b>Description</b>	<p><b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p><b>Event:</b> Serious or fatal injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p><b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>		
--------------------	--	--	--

<b>Category</b>	Top X H&S	<b>Approach</b>	Reduce ( By appropriate remedial action)
<b>Risk Level</b>	Departmental	<b>Risk Owner</b>	Matthew Hill

<b>Strategic Aim</b>	SA3	<b>Key Policy Priority</b>	KPP4
<b>Department</b>	Department of Markets and Consumer Protection	<b>Committee</b>	Markets Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>		12	↔	No change
	<b>Likelihood</b>	Possible		
	<b>Impact</b>	Major		
	<b>Risk Score</b>	12		
	<b>Review Date</b>	08-Jan-2016		

<b>Target Risk Assessment &amp; Score</b>		4		
	<b>Likelihood</b>	Rare		
	<b>Impact</b>	Major		
	<b>Risk Score</b>	4		
	<b>Target Date</b>	31-Dec-2015		

<b>Latest Note</b>	Reviewed by M. Hill 26/10/15 The market constabulary are currently monitoring these areas as part of their routine patrols and are halting any unsafe acts they observe.
--------------------	--

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
MCP-SM 001a	Traffic management audit	Commission Freight Transport Association to conduct audit and	Matthew Hill	15-Dec-2015	100%	The FTA have now completed their work and delivered the

		prepare a risk assessment relating to whole site traffic management and unloading issues.				findings which were broadly accepted and understood by the SMTA.
MCP-SM 001b	Loading bay risk assessment	Loading bay risk assessment to be reviewed and issued to market tenants.	Robert Wilson	02-Mar-2015	100%	P. Spooner reports: All risk assessments have been revised and updated. The tenants have been provided with the H&S report finalized in June 2014.
MCP-SM 001c	Action Plan	Develop and implement an action plan.		30-Dec-2016	75%	An action plan has been developed and the SMTA have agreed to finalise this by the end of January 2016. It is envisaged that the plan will be fully implemented by the end of December 2016.

<b>Code</b>	MCP-SM 002	<b>Title</b>	Cooling Towers
-------------	------------	--------------	----------------

<b>Description</b>	<p><b>Cause:</b> Inadequate management and maintenance of the cooling towers at Smithfield Market.</p> <p><b>Event:</b> An outbreak of Legionellosis associated with these towers. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons.</p> <p><b>Effect:</b> If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.</p>		
--------------------	--	--	--

<b>Category</b>	Financial
<b>Risk Level</b>	Departmental

<b>Approach</b>	Reduce ( By appropriate remedial action)
<b>Risk Owner</b>	David Smith

<b>Strategic Aim</b>	SA3
<b>Department</b>	Department of Markets and Consumer Protection

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	Markets Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b> P 009 14		8	↔	No change
	<b>Likelihood</b>	Unlikely		
	<b>Impact</b>	Major		
	<b>Risk Score</b>	8		
	<b>Review Date</b>	08-Jan-2016		

<b>Target Risk Assessment &amp; Score</b>		4		
	<b>Likelihood</b>	Rare		
	<b>Impact</b>	Major		
	<b>Risk Score</b>	4		
	<b>Target Date</b>	31-Dec-2015		

<b>Latest Note</b>	Actions are currently being formulated for this risk.
--------------------	---

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note



<b>Code</b>	MCP-SM 003	<b>Title</b>	East Poultry Avenue
-------------	------------	--------------	---------------------

<b>Description</b>	<p><b>Cause:</b> Vehicular traffic streams enter East Poultry Avenue at Smithfield Market from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. This forces vehicles to speed through this junction vying for road space.</p> <p><b>Event:</b> Road Traffic Accident resulting in fatality or serious injury to pedestrians crossing between market buildings on East Poultry Avenue.</p> <p><b>Effect:</b> This crossing point between market buildings would be considered as part of the workplace under current health &amp; safety legislation which could result in prosecution, a fine and reputational damage for the City following a serious accident or fatality.</p>
--------------------	---

<b>Category</b>	Health and Safety	<b>Approach</b>	Transfer (To a third party or insurer)
<b>Risk Level</b>	Departmental	<b>Risk Owner</b>	Matthew Hill

<b>Strategic Aim</b>	SA3	<b>Key Policy Priority</b>	KPP4
<b>Department</b>	Department of Markets and Consumer Protection	<b>Committee</b>	Markets Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>		
	<b>Likelihood</b>	Possible
	<b>Impact</b>	Major
	<b>Risk Score</b>	12
	<b>Review Date</b>	08-Jan-2016

<b>Target Risk Assessment &amp; Score</b>		
	<b>Likelihood</b>	Rare
	<b>Impact</b>	Serious
	<b>Risk Score</b>	2
	<b>Target Date</b>	31-Dec-2015

<b>Latest Note</b>	Superintendent will progress this with DBE
--------------------	--

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
MCP-SM 003a	Traffic Calming	The Director of the Built Environment has been tasked by	Robert Wilson	30-Dec-2016	50%	The Superintendent has asked whether CIL money could be

		the Town Clerk to take the appropriate action on this issue and consequently the Transportation & Public Realm department have agreed to examine the viability of a 'step' traffic calming road installation. This action is to be followed up by Robert Wilson.				made available for these improvements and will chase DBE for an update to get this moving.
MCP-SM 003b	Repaint road markings	Repaint road markings in East Poultry Avenue.	Robert Wilson	31-Dec-2014	100%	
MCP-SM 003c	Improve signage	Improve traffic signage.	Robert Wilson	30-Jun-2015	100%	P. Spooner reports: The Transportation & Public Realm department have installed 'Give Way' signs at this junction as an interim measure.

<b>Code</b>	MCP-SM 004	<b>Title</b>	Cooling water failure.
-------------	------------	--------------	------------------------

<b>Description</b>	<b>cause:</b> Failed condenser water supply. <b>Event:</b> Shutdown of essential water supply to market. <b>Impact:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.		
--------------------	--	--	--

<b>Category</b>	Reputation
<b>Risk Level</b>	Departmental

<b>Approach</b>	Reduce ( By appropriate remedial action)
<b>Risk Owner</b>	Matthew Hill

<b>Strategic Aim</b>	SA3
<b>Department</b>	Department of Markets and Consumer Protection

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	Markets Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>	
<b>Likelihood</b>	Possible
<b>Impact</b>	Major
<b>Risk Score</b>	12
<b>Review Date</b>	08-Jan-2016

<b>Target Risk Assessment &amp; Score</b>	
<b>Likelihood</b>	Unlikely
<b>Impact</b>	Major
<b>Risk Score</b>	8
<b>Target Date</b>	30-Sep-2016

<b>Latest Note</b>	Reviewed by M. Hill
--------------------	---------------------

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
MCP-SM 004a	Replace valves.	Replace non return valves East & West Market.	Robert Wilson	01-Jul-2015	100%	S. Groves reports: Non return valves now replaced on condenser water pumps.
MCP-SM 004b	Renew filters.	Renew filters, apply scheduled maintenance.	Robert Wilson	01-Jul-2015	100%	S. Groves reports: Filters changed and on maintenance

						schedule.
MCP-SM 004c	Replace East pumps.	Replace East Market Condenser Pumps.	Matthew Hill	01-Sep-2016	0%	Replacement schedule added to additional works programme (AWP) for financial year 2016/17.
MCP-SM 004d	Replace West pumps.	Replace West Market Condenser Pumps.	Matthew Hill	01-Sep-2016	0%	Replacement schedule added to additional works programme (AWP) for financial year 2016/17.

---

# City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

## MCP Markets Committee Risk Report Appendix B

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Impact title	Definitions
Minor (1)	Minor (1)	<p><b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> Financial loss up to 5% of budget. <b>Reputation:</b> Adverse national or international coverage between £500 and £50,000. <b>Legal/statutory:</b> Litigation claim or fine contained within business unit/division of £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.</p>
Serious (2)	Serious (2)	<p><b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse national or international coverage between £5000 and £50,000. <b>Legal/statutory:</b> Litigation claim or fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness/disease causing short-term disability to one or more people. <b>Objectives:</b> Failure to achieve one or more service plan objectives.</p>
Major (4)	Major (4)	<p><b>Service delivery/performance:</b> Service disruption &gt; 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national or international coverage &gt; £50,000. <b>Legal/statutory:</b> Major litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people. <b>Objectives:</b> Failure to achieve a strategic plan objective.</p>
Extreme (8)	Extreme (8)	<p><b>Service delivery/performance:</b> Service disruption &gt; 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National or international coverage in three days. Possible national or international media coverage. <b>Legal/statutory:</b> Multiple civil or criminal suits. <b>Safety/health:</b> Real or threatening illness/disease or find in excess of £500,000. <b>Safety/health:</b> Real or threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.</p>

(C) Risk scoring grid

Likelihood	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likely (4)	4 Green	8 Amber	16 Red	32 Red	
Possible (3)	3 Green	6 Amber	12 Amber	24 Red	
Unlikely (2)	2 Green	4 Green	8 Amber	16 Red	
Rare (1)	1 Green	2 Green	4 Green	8 Amber	

(D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014. Contact the Corporate Risk Advisor for further information. Ext 1297 Version date: December 2015

This page is intentionally left blank

By virtue of paragraph(s) 1, 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5, 7 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank