



## Markets Committee

**Date:** WEDNESDAY, 10 MARCH 2021

**Time:** 11.30am

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

John Chapman, Langbourn (Chairman)	Gregory Lawrence, Farringdon Without North Side
James Tumbridge, Tower (Deputy Chairman)	Deputy Edward Lord, Farringdon Without
Matthew Bell, Farringdon Within	Wendy Mead, Farringdon Without North Side
Peter Bennett, Wallbrook	Deputy Robert Merrett, Bassishaw
Nicholas Bensted-Smith, Cheap	Deputy Brian Mooney (Chief Commoner), Queenhithe
Mark Bostock, Cripplegate	Hugh Morris
Deputy David Bradshaw, Cripplegate Within	Deputy Joyce Nash, Aldersgate
Simon Duckworth, Bishopsgate Without	John Petrie, Billingsgate
John Edwards, Farringdon Within	Stephen Quilter, Cripplegate Without
Deputy Kevin Everett, Candlewick	Deputy Elizabeth Rogula
Helen Fentimen	John Scott, Broad Street
Alderman Alison Gowman	Ian Seaton, Cornhill
Alderman David Graves	Deputy Dr Giles Shilson, Bread Street
Deputy Tom Hoffman	Mark Wheatley, Dowgate
Michael Hudson	Deputy Philip Woodhouse
Deputy Henry Jones, Portsoken	Dawn Wright
Angus Knowles-Cutler, Castle Baynard	

**Enquiries:** Antoinette Duhaney, 020 7332 1408,  
antoinette.duhaney@cityoflondon.gov.uk

### **Accessing the virtual public meeting**

**Members of the public can observe this virtual public meeting at the below link:**

<https://youtu.be/kl60l8XiWIY>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell  
Town Clerk and Chief Executive**

# **AGENDA**

## **Public Items**

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 13.01.21.

**For Decision**  
(Pages 1 - 8)

4. **OUTSTANDING ACTIONS LOG**

Report of the Town Clerk.

**For Information**  
(Pages 9 - 10)

5. **MARKETS COMMITTEE REVIEW OF TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

Report of the Town Clerk

**For Decision**  
(Pages 11 - 14)

6. **SUPERINTENDENT UPDATES**

The Superintendents to be heard.

**For Information**

7. **MARKETS COMMITTEE RISK UPDATE**

Report of the Director of Markets & Consumer Protection

**For Information**  
(Pages 15 - 34)

8. **SMITHFIELD MARKET TENANTS' ASSOCIATION: REQUEST FOR CONCESSIONARY PARKING DURING THE EASTER PERIOD 2021**

Report of the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 35 - 38)

9. **SMITHFIELD MARKET CAR PARK - SPRINKLER AND FIRE DOOR REMEDIAL WORKS (CS REF - 045/21)**

Report of the City Surveyor.

**For Decision**  
(Pages 39 - 52)

10. **WEST SMITHFIELD & CHARTERHOUSE STREET (THAMESLINK) BRIDGES REMEDIAL WORKS**

Report of the City Surveyor.

**For Information**  
(Pages 53 - 68)

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

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

13. **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.

**For Decision**

**Non-Public Items**

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13.01.21.

**For Decision**  
(Pages 69 - 70)

15. **SUPERINTENDENT UPDATES**

The Superintendents to be heard.

**For Information**

16. **DEBT ARREARS - MARKETS PERIOD ENDING 31ST JANUARY 2021**

Report of the Director of Markets and Consumer Protection

**For Information**  
(Pages 71 - 86)

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Confidential Items**

19. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 13.01.21.

**For Decision**

20. **MARKETS CO-LOCATION UPDATE**

The City Surveyor to be heard.

**For Information**

21. **MARKET TENANTS AND COVID 19 - PROPOSAL FOR ADDITIONAL SUPPORT (APRIL QUARTER 2021)**

Joint report of the Director of Markets and Consumer Protection and the City Surveyor.

**For Decision**

22. **REPORT OF ACTION TAKEN: COVID-19 SUPPORT TO TENANTS (DECEMBER QUARTER 2020)**

Report of the Town Clerk

**For Information**

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## MARKETS COMMITTEE

Wednesday, 13 January 2021

Minutes of the virtual meeting of the Markets Committee held on  
Wednesday, 13 January 2021 at 11.30 am

### Present

#### Members:

John Chapman (Chairman)	Wendy Mead
James Tumbridge (Deputy Chairman)	Deputy Robert Merrett
Matthew Bell	Deputy Brian Mooney (Chief Commoner)
Peter Bennett	Hugh Morris
Mark Bostock	John Petrie
Deputy David Bradshaw	Stephen Quilter
Simon Duckworth	Deputy Elizabeth Rogula
John Edwards	John Scott
Helen Fentimen	Ian Seaton
Alderman Alison Gowman	Deputy Dr Giles Shilson
Deputy Tom Hoffman	Mark Wheatley
Michael Hudson	Deputy Philip Woodhouse
Deputy Edward Lord	Dawn Wright

### In Attendance

#### Officers:

Jon Averbs	- Director of Markets and Consumer Protection
Donald Perry	- Markets and Consumer Protection Department
Daniel Ritchie	- Markets and Consumer Protection Department
Mark Sherlock	- Markets and Consumer Protection Department
Debbie Howard	- Markets and Consumer Protection Department
Peter Young	- City Surveyor's Department
Anna Dunne	- City Surveyor's Department
Steven Chandler	- City Surveyor's Department
Julie Smith	- Chamberlain's Department
Simon Owen	- Chamberlain's Department
Leyla Dervish	- Chamberlain's Department
Andrew Fothergill	- Comptroller & City Solicitor's Department
Julie Gibbs	- Markets and Consumer Protection Department
Shani Annand-Baron	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
James Gibson	- Chamberlain's Department
Graeme Low	- City Surveyor's Department
Antoinette Duhaney	- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Nicholas Bensted-Smith, Alderman David Graves and Deputy Joyce Nash.

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

There were no declarations.

3. **PUBLIC MINUTES**  
**RESOLVED**

That the public minutes of the meeting held on 25 November 2020 be approved as a correct record.

4. **OUTSTANDING ACTIONS LOG**

The Committee considered a report of the Town Clerk tracking actions outstanding from previous meetings.

Officers reported that in respect of Energy Costs, a copy of correspondence to the Chairman of Spitalfields Market Tenants Association had been circulated to Markets Committee Members prior to this meeting. Members were also advised that gas and electricity charges had fallen significantly and that energy workshops would be arranged for all wholesale markets. Energy costs would also be reduced further once the new solar farm was operating as part of the Power Purchase Agreement.

**RESOLVED**

That the report be noted.

5. **MARKETS SUPERINTENDENT UPDATES**

The Committee heard oral reports from the Market Superintendents as set out below.

**New Spitalfields**

- Deliveries -There is currently approximately a 24 hour delay in the delivery of produce to the market which featured in an Evening Standard news article on 4<sup>th</sup> January 2021. Larger traders were purchasing multiple pallets for resale to smaller businesses.
- Covid-19 - A few traders had tested positive for Covid-19 and this was being monitored closely. Face coverings were required indoors and posters were displayed and flyers circulated to remind traders and visitors of this requirement. Scope for issuing fines/introducing new bylaws for non-compliance were being explored and advice was being sought from the Comptroller, CoL Police and Public Health to see what powers were available. The Deputy Chairman requested that this be pursued after the meeting to ensure full compliance with Public Health Guidance and Covid-19 Regulations.



- Refrigerated mortuary containers – These containers had now been moved but stretchers and body bags were still being stored onsite.
- Entrance barrier – without prejudice meetings with the supplier took place on 2<sup>nd</sup> Dec 2020 and 5<sup>th</sup> Jan 2021 and a follow up offer of compensation from the supplier was imminent. (an earlier offer was refused)
- A fire safety audit had scored 91% for fire safety compliance.

### **Smithfield**

- Christmas trade – trade had been fair to good and a Covid-19 queuing system had been used to control the maximum allowable number of 50 people at any one time in Buyers Walks from 13<sup>th</sup> December. A peak of 6,300 visitors was reached on 21<sup>st</sup> December 2020 and the Market welcomed just over 30,000 visitors in the 10 days prior to Christmas. There was a 20% decline in vehicles using the car park compared to the same Christmas period in 2019. The current lockdown and severely impacted on trade and since Christmas, trade was only reaching 40% of usual levels expected for this time of year.
- Covid-19 – there had been a small increase in the number of cases among CoL staff and traders and this was being closely monitored with CoL staff tested fortnightly. Risk assessments were also under constant review.
- Brexit – although there had been no noticeable impact on market operations, trade was noticeably quieter during the current lockdown.
- Glass canopy – further repairs were due to start on 21st January 2021 whilst maintaining access and egress for deliveries, customers and contractor servicing. It was expected that this phase of works would be completed by the end of February 2021. (East Poultry Avenue had reopened on 30<sup>th</sup> November 2020). Funding for the glass works to the south west elevation was estimated at £75,000 and would be met from the cyclical works budget through the City Surveyor.

### **Billingsgate**

- Tenants Meeting – a meeting was planned for the following week to discuss Heads of Terms and an action plan of projects/schemes of work for prioritisation during the remaining time at the current site.
- Christmas trading – trading took place without incident, despite reduced traffic management support from the Metropolitan Police. Trade buyers were allowed access to the market two hours earlier than normal, in part to manage traffic congestion and social distancing on the market. Trading continued for many tenants much later than usual in the fortnight before Christmas, due to restricted access to the public.

- Covid-19 – in response to a request from the London Borough of Tower Hamlets, there had been an increase in use of the site for mobile testing. Face coverings were required in all communal indoor spaces and this was being monitored in consultation with Environmental Health and Public Health Officials.

The Chairman emphasised the need for consistency across all markets in following the Covid-19 Regulations and Public Health Guidance and in response, Officers stated that written advice/guidance had been provided to traders in respect of Covid-19 and also EU imports.

RESOLVED -

That the oral updates be noted.

#### 6. **MARKETS COMMITTEE RISK UPDATE**

The Committee considered a report of the Director of Markets & Consumer Protection outlining management procedures in place to meet the requirements of the Corporate Risk Management Framework.

It was also confirmed that the general public were not being refused admission to New Spitalfields Market but visitors were not permitted entry in large groups to maintain social distancing.

Officers advised that the rating for MCP-SMO13 & MCP-SMO14 was green as mitigation measures had now been put in place. Members remained concerned regarding ratings for MCP-SMO13 & MCP-SMO14 and Officers reiterated that as a mitigation measure (netting) was in place, the level of risk had been reduced. However, Officers would consider whether the netting should be retained in the medium term, in consultation with City Surveyor and the outcome of the Markets building conditions surveys in the coming weeks would be reported to the Committee in due course.

Given the continuing concerns of Members that ratings were over-generous, Officers agreed to further review the MCP-SMO13 & MCP-SMO14 risk ratings.

RESOLVED -

That the report be noted.

#### 7. **REVENUE AND CAPITAL BUDGETS 2021/22**

The Committee considered a report of the Chamberlain and the Director of Markets & Consumer Protection presenting the proposed revenue and capital budgets for 2021/22. Officers stated that a savings envelope of 12% had been agreed across all budgets and consequently expenditure needed to be reduced or income increased in order to retain spending within cash limits. Officers requested that any questions relating to specifics of the Target Operating Model should be raised under non-public/confidential businesses.

In response to questions and comments from Members, Officers advised that

- Discussions were ongoing with the supplier regarding compensation for delays in installation of the entry barrier for New Spitalfields Market. The claim for compensation was only up to March 2020 and a claim beyond March 2020 had yet to be submitted.
- The shortfall in business rates income at Smithfield Market had been met by the CoL underspends from 2019/20 and also the Covid-19 contingency fund.
- The increased employment costs were attributed in part to a 5% increase in London Weighting.
- The additional costs at Smithfield and Billingsgate Markets for repairs and maintenance related to the Skanska contract managed by the City Surveyor's Department

The Chairman suggested that future reports should present a high level summary and in response, Officers stated that detail had been provided to give assurances to Members. However, going forward, reconciliation tables could be provided if this was acceptable to Members, rather than duplicating the operating table.

#### RESOLVED

1. That the proposed Markets Committee revenue budget for 2021/22 be approved for submission to the Finance Committee.
2. That the proposed Markets Committee capital and supplementary revenue projects budgets for 2021/22 be approved for submission to the Finance Committee.
3. That the Chamberlain, in consultation with the Director of Markets & Consumer Protection be authorised to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme and capital charges.

#### 8. **MARKETS & CONSUMER PROTECTION DEPARTMENT 2021/22 BUSINESS PLAN: MARKETS**

The Committee considered a report of the Director of Markets & Consumer Protection seeking approval of the Business Plan for the Markets & Consumer Protection Department: Markets for 2021/22.

Officers advised that in preparation for new reporting lines arising from the Target Operating Model, only the Markets element of the Business Plan was being reported to the Committee.

A member requested that additional text be included to illustrate how the Climate Action Strategy was being supported through measures such as reducing energy consumption and eco-friendly considerations for the Market Co-location Programme and Officers accepted this suggestion.

RESOLVED

1. That the factors taken into consideration in compiling the Markets & Consumer Protection Department: Markets Business Plan be noted.
2. That subject to the incorporation of any changes requested by this Committee, including Climate Action Strategy considerations as referred to above, the departmental Business Plan for Markets & Consumer Protection Department: Markets for 2021/22 (or the elements therein that fall within this Committee's Terms of Reference) be approved.

9. **MARKETS BUSINESS PLAN UPDATE PERIOD 2 2020/21 (AUGUST-NOVEMBER)**

The Committee considered a report of Director of Markets and Consumer Protection providing an update on progress made during Period 2 (August-November) of 2020/21 against the key performance indicators (KPIs) and key improvement objectives outlined in the Markets Business Plan 2020/21.

In response to questions from Members, Officers advised that debt levels for Smithfield Market were historically low prior to the Covid-19 Pandemic. However, some traders were seeking financial support and decisions on the nature of this support had yet to be made.

RESOLVED

That the report be noted.

10. **MAINTENANCE REPORT**

The Committee considered a report of Director of Markets and Consumer Protection providing an overview of the maintenance arrangements at Smithfield, New Spitalfields and Billingsgate Markets.

Officers reported that full building surveys would be undertaken and a report from Internal Audit would be presented to the Committee in March 2021.

A Member was concerned that there appeared to be no urgency in completing surveys and concerns were also raised regarding the potential for apportioning blame. Officers stated that the tender process for appointing surveyors to carry out the building audit had taken some time because of the nature of CoL requirements. It was also expected the Internal Audit would clarify responsibilities which would prevent apportionment of blame and highlight risk ownership.

RESOLVED

That the report be noted.

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

There were no questions.

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

There were no urgent items.

**13. 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(s)	Paragraph
14 - 9	3

**14. NON-PUBLIC MINUTES**

RESOLVED

That the non-public minutes of the meeting held on 25 November 2020 be approved as a correct record.

**15. TENANCY AT WILL AND ASSIGNMENTS**

The Committee considered a report of the Director of Markets and Consumer Protection on Tenancies at Will that have been granted and lease assignments at the City of London's Wholesale Markets.

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

There were no questions.

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

There were no urgent items.

**18. CONFIDENTIAL MINUTES**

RESOLVED

That the confidential minutes of the meeting held on 25 November 2020 be approved as a correct record.

**19. MARKET TENANTS AND COVID-19 - PROPOSALS FOR ADDITIONAL SUPPORT**

The Director of Markets & Consumer Protection and City Surveyor reported on further proposals for tenant support.

**The meeting ended at 1.21 pm**

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Chairman

**Contact Officer:**

**Antoinette Duhaney, 020 7332 1408,  
antoinette.duhaney@cityoflondon.gov.uk**

## MARKETS COMMITTEE – OUTSTANDING ACTIONS (March 2021)

Meeting date	Agenda item	Action	Officer(s) responsible	Comment/Update
16.07.20	3	<b>Energy costs</b> – The Chairman referred to concerns raised at previous meetings in respect of energy costs for market traders. Despite the lengthy delay in sending correspondence to traders, the Chairman gave assurances that this matter was being monitored closely and further updates would be provided to the Committee in due course. A copy of the letter sent to traders would also be circulated to Committee Members for information.	Director of Markets & Consumer Protection/ City Surveyor's	A copy of a letter sent to the Chairman of SMTA has been circulated to Markets Committee Members.  We continue to take steps across the Corporation to ensure we are able to manage energy costs in a way which seeks to mitigate costs, without increasing our exposure to markets. These steps tackle commodity prices but also consumption, as both of these elements impact the final cost of energy to tenants.
16.07.20	4	<b>New Spitalfields Market Barrier</b> - There were a few outstanding technical issues and the payment machine had been converted to accept cash. There were also technical issues with the pedestrian gate and turnstile and it was anticipated that this would be operational by early autumn. Officers were liaising with the Comptroller's Department to draft a letter making a case for compensation from the contractors in lieu of delays in supplying/fitting equipment. <i>(The Chairman requested that a copy of the letter be circulated to Committee Members)</i>	Director of Markets & Consumer Protection/ Comptroller's	Further advice being sought regarding delay in completing works in reasonable time and to the expected standard.

13.01.20	8	<b>Business Plan 2021/22</b> - additional text be included to illustrate how the Climate Action Strategy is being supported through measures such as reducing energy consumption and eco-friendly considerations for the Market Co-location Programme	Director of Markets & Consumer Protection	<p>The Director of Markets &amp; Consumer Protection has confirmed that the wording below has been included:</p> <p><i>Climate Action Strategy – We will work with the City Surveyor’s Energy Team to reduce the City’s energy consumption at the Markets and support SMEs (tenants) to reduce their carbon footprint. We will continue to operate as a vital link in the food supply chain for London and the South East.</i></p>
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<b>Committee(s):</b> Markets Committee – For decision	<b>Dated:</b> 10.03.2021
<b>Subject:</b> Markets Committee Review of Terms of Reference and Frequency of Meetings	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> John Barradell, Town Clerk	<b>For Decision</b>
<b>Report author:</b> Antoinette Duhaney, Town Clerk's Department	

## Summary

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 regularly 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.
2. The terms of reference of the Markets Committee are set out in the Court Order attached as Appendix 1 for your consideration.
3. The Committee is also required to review the frequency of their Committee meetings. At present, the Markets Committee meet six times a year – in January, March, May, July, September and November.
4. The Markets Committee meeting on 4 September 2013 agreed that the number of meetings per annum be arranged in consultation with the Chairman, Deputy Chairman and the Director of Markets & Consumer Protection, in order for them to align with the anticipated work programme for the year

## Recommendation(s)

- A. That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court of Common Council, as set out at the Appendix to the report, 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

- B. That Members agree that the frequency of meetings per annum remain at six meetings per year, arranged in consultation with the Chairman, Deputy Chairman and the Director of Markets & Consumer Protection, in order for meetings to align with the anticipated work programme for the year.

## **Appendices**

Appendix 1 - Order of the Court of Common Council, July 2020.

## **Background Papers**

None

**Antoinette Duhaney**

Town Clerk's Department

T: 020 7332 1408

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## APPENDIX 1

RUSSELL, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 <sup>th</sup> July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
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### MARKETS COMMITTEE

- Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 31 Commoners representing each Ward or Side of Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides).
- Quorum**  
The quorum consists of any nine Members.
- Membership 2020/21**

#### ALDERMEN

- 4 David Andrew Graves
- 1 Alison Gowman

#### COMMONERS

18	Joyce Carruthers Nash, O.B.E., Deputy.....	Aldersgate
1	Helen Lesley Fentimen.....	Aldersgate
8	Hugh Fenton Morris, Deputy.....	Aldgate
12	Robert Allan Merrett, Deputy.....	Bassishaw
2	John Petrie.....	Billingsgate
1	Simon D'Olier Duckworth, O.B.E., D.L.....	Bishopsgate
10	Dr Giles Robert Evelyn Shilson, Deputy.....	Bread Street
11	John George Stewart Scott, J.P.....	Broad Street
5	Kevin Malcolm Everett, Deputy.....	Candlewick
13	Michael Hudson.....	Castle Baynard
4	Angus Knowles-Cutler.....	Castle Baynard
7	Nicholas Michael Bensted-Smith, J.P.....	Cheap
2	Dawn Lindsay Wright.....	Coleman Street
8	Ian Christopher Norman Seaton.....	Cornhill
9	Stephen Douglas Quilter.....	Cripplegate
3	Mark Bostock.....	Cripplegate
7	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
4	John Ernest Edwards.....	Farringdon Within
4	Matthew Bell.....	Farringdon Within
4	Gregory Alfred Lawrence.....	Farringdon Without
8	Edward Lord, O.B.E., J.P., Deputy.....	Farringdon Without
14	John Douglas Chapman.....	Langbourn
1	Elizabeth Rogula, Deputy.....	Lime Street
12	Henry Llewellyn Michael Jones, Deputy.....	Portsoken
4	Brian Desmond Francis Mooney, Deputy.....	Queenhithe
12	James Richard Tumbridge.....	Tower
8	Tom Hoffman, M.B.E., Deputy.....	Vintry
4	Peter Gordon Bennett.....	Wallbrook

Together with following Members to be appointed in place of the two Wards (Bridge and Bridge Without and Cordwainer) not making appointments on this occasion, as well as the one Ward (Bishopsgate) making only one of their two permitted appointments:

David John Bradshaw, Deputy.....

Wendy Mead, O.B.E.....

Philip Woodhouse, Deputy.....

4. **Terms of Reference**

To be responsible for:-

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

# Agenda Item 7

<b>Committee(s)</b>  Markets Committee	<b>Dated:</b>  10 March 2021
<b>Subject: Wholesale Market Risks Update Report</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1. People are safe and feel safe. 7. We are a global hub for innovation in finance and professional services, commerce and culture.</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>Report of: Director of Markets &amp; Consumer Protection</b>	<b>For Information</b>
<b>Report author: Donald Perry, Department of Markets &amp; Consumer Protection</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 has identified a number of departmental risks. Of these, the most significant risks for this Committee to consider are:

- MCP-SM 012 – Building maintenance-management, Smithfield (RED)
- MCP-BG 001 – Workplace Transport, Billingsgate (AMBER)
- MCP-BG 002 – Building maintenance-management, Billingsgate (AMBER)
- MCP-NS 001 – Workplace Traffic Management, New Spitalfields (AMBER)
- MCP-NS 003 – Building maintenance-management, New Spitalfields (AMBER)
- MCP-NS 004 – Brexit – impact of Brexit on tenants (AMBER)
- MCP-SM 001 – HGV Unloading Operations, Smithfield (AMBER)
- MCP-WM 001 – Wholesale Markets Consolidation Project (AMBER)
- MCP-SM 013 – East Poultry Avenue Canopy Failure, Smithfield (GREEN)
- MCP-SM 014 – Glass Canopy Failure, Smithfield (GREEN)
- MCP-SM 011 – Brexit - impact of Brexit on traders and imports, Smithfield (GREEN)

## **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 its operations.

## **Main Report**

### **Background**

1. The Risk Management Framework of the City of London Corporation (the City) requires each Chief Officer to report regularly to Committee the key risks faced in their department.

### **Current Position**

2. This report provides an update on the key risks that exist in relation to the operations of the wholesale markets within 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. Risk Management is a standing agenda item at the regular Departmental Senior Management Group (SMG) meetings, over and above the suggested quarterly review. The 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 addition to the risk register as part of 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 regular 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.
7. The risk register (attached at Appendix A) may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

8. As part of the City Corporation's response to the threat of the COVID-19 virus affecting the operation of services and support for its stakeholders, a command and control structure has been implemented with Gold, Silver and Bronze levels to manage the ongoing situation.
9. Gold requested that all Silver Groups should develop COVID-19 risks that may affect the departments that report to these groups. These risks are now recorded on the Pentana Risk system.
10. Guidance has been issued to all Chief Officers to report relevant Silver Group risks to their appropriate service/Grand Committee with the regular risk update reports that committee would receive. These risks are attached as Appendix B. Members are asked to note that no target date has been included for the mitigation of each risk given the current uncertainty of the duration of this pandemic.
11. This approach enables Members to question and seek assurance that departmental COVID-19 risks, held at Silver Group, are being managed and mitigated effectively.

### **Summary of Key Risks**

12. The Department of Markets and Consumer Protection's Risk Register for Markets (Appendix A) contains ten risks, listed here with their current rating:
  - MCP-SM 012 – Building maintenance-management, Smithfield (Red, 16)
  - MCP-BG 001 – Workplace Transport, Billingsgate (Amber, 12)
  - MCP-BG 002 – Building maintenance-management, Billingsgate (Amber, 12)
  - MCP-NS 001 – Workplace Traffic Management, New Spitalfields (Amber, 12)
  - MCP-NS 003 – Building maintenance-management, New Spitalfields (Amber, 12)
  - MCP-NS 004 – Brexit – impact of Brexit on tenants, New Spitalfields (Amber, 8)
  - MCP-SM 001 – HGV Unloading Operations, Smithfield (Amber, 8)
  - MCP-WM 001 – Wholesale Markets Consolidation Project (Amber, 8)
  - MCP-SM 013 – East Poultry Avenue Canopy Failure, Smithfield (Green, 4)
  - MCP-SM 014 – Glass Canopy Failure, Smithfield (Green, 4)
  - MCP-SM 011 – Brexit - impact of Brexit on traders and imports, Smithfield (Green, 2)
13. The Department of Markets and Consumer Protection's COVID-19 Risk Register for Markets (Appendix B) includes one risk:
  - CVD19 SPGS 03 – Wholesale Markets (Amber, 8)

### **Conclusion**

14. 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: Wholesale Markets Risks
- Appendix B: Wholesale Markets COVID-19 Silver Group Risks

## Background Papers

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

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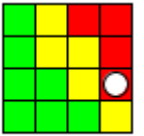
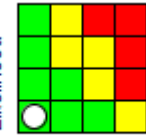

## APPENDIX A: Wholesale Markets Risks

**Report Author:** Joanne Hill

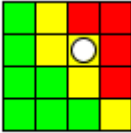
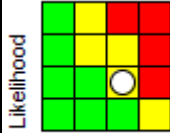

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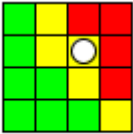
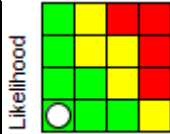

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MMP-SM 012</b> <b>Building</b> <b>Maintenance-</b> <b>management</b>  29-Sep-2020 Jon Avern	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance. <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.	 Likelihood Impact	16	A full condition survey will start at Smithfield Market on 1 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 9 April with the final Maintenance Plan presented to the City Surveyor's Department by 30 April. The scope of works will then be developed in the first week of May with funding approvals sought thereafter before a full programme of works is developed.	 Likelihood Impact	1	30-Jun-2021	 Increasing

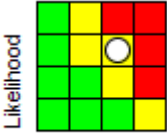
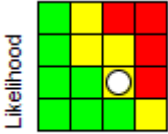

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-SM 012a	Condition survey to be carried out.	The appointed contractor is due to attend the site on 1 March to commence the condition survey.	Mark Sherlock	17-Feb-2021	30-Jun-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-BG 001 Workplace Transport</b>  26-Apr-2017 Daniel Ritchie	<b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation to vehicle movements at Billingsgate Market. <b>Event:</b> There is a risk of a life changing injury to a pedestrian if vehicle movements, including forklift trucks, are not appropriately managed and controlled. <b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, and/or reputational damage for the City.	 Likelihood	12	This risk has been reviewed and is being held at Amber until we have total compliance with our traffic management policies.  <b>17 Feb 2021</b>	 Likelihood	8	30-Jun-2021	  Constant

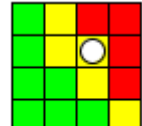

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-BG 001e	Respond to recommendations and agree an action plan.	An action plan has been put in place to deal with the highest risk factors.			Daniel Ritchie	17-Feb-2021	30-Jun-2021
MCP-BG 001f	Complete actions and record evidence with a view to reducing the risk rating (if appropriate).	Actions are currently being addressed in order of priority.			Daniel Ritchie	17-Feb-2021	30-Jun-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-BG 002</b> <b>Building maintenance-management</b>  29-Sep-2020 Jon Avern	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance. <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.	Likelihood  Impact	12	A full condition survey will commence at Billingsgate Market on 29 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 16 April with the final Maintenance Plan presented to City Surveyor's Department by 7 May. The scope of works is due to be agreed by 14 May 2021.  <b>17 Feb 2021</b>	Likelihood  Impact	1	30-Jun-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-BG 002a	Condition survey to be carried out.	The appointed contractor is due to attend site on 29 March to commence the 4-week condition survey.			Daniel Ritchie	17-Feb-2021	30-Jun-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-NS 001 Workplace Traffic Management</b>  24-Feb-2015 Emma Beard; Sean Benton; Debbie Howard	<b>Cause:</b> Over 200 forklift trucks operate on the New Spitalfields Market site. <b>Event:</b> There is a serious risk of life changing injury to a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled. <b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.	 Likelihood Impact	12	Minor technical issues are still in need of action. The project will not be signed off until these are rectified. The pedestrian gate software has been tested and will go live when access cards have been issued. This is likely to be at the beginning of March 2021.  There are some programming issues with season tickets which will be resolved by the end of February 2021.  <b>17 Feb 2021</b>	 Likelihood Impact	8	31-Mar-2021	  Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
MCP NS-001m	Risk will be reviewed on a monthly basis.	Minor technical issues are still in need of action. The project will not be signed off until these are rectified. The pedestrian gate software has been tested and will go live when access cards have been issued. This is likely to be at the beginning of March 2021.  There are some programming issues with season tickets which will be resolved by the end of February 2021.		Emma Beard; Debbie Howard	17-Feb-2021	31-Mar-2021
MCP-NS 001i	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	Further courses are being arranged by the SpMTA and the remaining tenants should be trained by the end of July 2021.		Emma Beard; Sean Benton; Debbie Howard	17-Feb-2021	31-Jul-2021

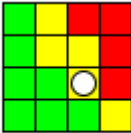
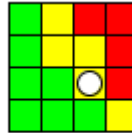

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-NS 003 <b>Building maintenance- management</b>      29-Sep-2020 Jon Averns Pa	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance. <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.		12	A full condition survey will commence at New Spitalfields Market on 15 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 23 April with the final Maintenance Plan presented to City Surveyor's Department by 14 May. The scope of works is due to be agreed by 21 May 2021.  <b>17 Feb 2021</b>		1	30-Jun-2021	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-NS 003a	Condition survey to be carried out.	The appointed contractor is due to attend site on 15 March to commence the four-week condition survey	Emma Beard; Debbie Howard	17-Feb-2021	30-Jun-2021

23-Dec-2020  
Emma Beard;  
Debbie Howard

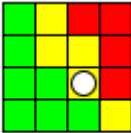
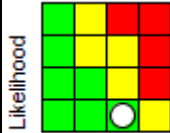
23-Dec-2020  
Emma Beard;  
Debbie Howard

MCP-NS-004d	Identify additional areas on the market site for the storage of produce.	Work has commenced to identify suitable areas for additional storage of produce, should that become necessary.	Debbie Howard	17-Feb-2021	31-Jul-2021
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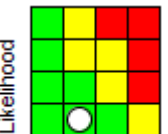

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-SM 001</b> <b>HGV Unloading Operations</b>  24-Feb-2015 Mark Sherlock	<b>Cause:</b> 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. <b>Event:</b> Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles. <b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.	Likelihood  Impact	8	A four night audit was carried out from 17 January. Non-compliance was 4% and the relevant traders and transport companies have been informed of the need to follow Smithfield site rules for HGV carcass deliveries.  <b>11 Feb 2021</b>	Likelihood  Impact	8	31-Dec-2021	  Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-SM 001k	Keep the risk under review.	A four night audit was carried out from 17 January. Non-compliance was 4% and the relevant traders and transport companies have been informed of the need to follow Smithfield site rules for HGV carcass deliveries.			Mark Sherlock	17-Feb-2021	30-Jun-2021



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-WM 001 Wholesale Markets Consolidation Project</b>  17-Mar-2020 Jon Avern Page 27	<b>Cause:</b> The City of London Corporation is unable or decides not to complete the markets consolidation project or, determines an alternative use for proposed location on the Barking site. <b>Event:</b> The City's three wholesale food markets, New Spitalfields, Smithfield and Billingsgate are unable relocate to the Barking site. <b>Effect:</b> This could result in the following: Tenant claims against City of London Corporation for loss of earnings and other incurred costs. Continuing losses from market operations affecting departmental budget. Relationships with tenants being adversely affected resulting in adverse publicity and possibly leading to reputational damage to the City. Markets begin to decline possibly to the point where they are irrecoverable.	Likelihood  Impact	8	M&CP is working with the City Surveyor to progress building condition surveys.  Surveys are due to commence at the beginning of March at Smithfield Market and be concluded for all three markets by early April.  <b>17 Feb 2021</b>	Likelihood  Impact	4	31-Dec-2026	Constant


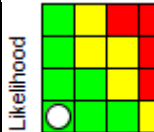
Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
MCP-WM 001a	Keep risk under regular review	This risk will be reviewed and updated on a quarterly basis until such a time that more frequent reviews are required.		Jon Avern	17-Feb-2021	31-Dec-2026
MCP-WM 001b	Agree and implement a maintenance strategy to ensure there are appropriate levels of maintenance such that the markets will not be forced to close due to failing infrastructure.	A maintenance strategy has been agreed to ensure that appropriate levels of maintenance continue to be carried out until there is more certainty about the markets' move. This will cover the risk that the markets cannot operate due to failing infrastructure. Surveys are due to commence at the beginning of March at Smithfield Market and be concluded in early April at Billingsgate Market.		Jon Avern	17-Feb-2021	31-Dec-2026

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-SM 013</b> <b>EPA Canopy Failure</b>  <div> <div>Aug-2020</div> <div>Mark Sherlock</div> <div>Page 28</div> </div>	<b>Cause:</b> Lack of condition survey and maintenance. <b>Event:</b> Sections of concrete canopy fail and collapse following extreme weather. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.	 <div> <div>Likelihood</div> <div>Impact</div> </div>	4	High priority H&S works were completed in East Poultry Avenue and the road, remaining pavement and three Market access gates were fully re-opened on 30 November 2020. There are additional recommended works planned for early 2021 as part of the structural survey contractor recommendations. City Surveyor's Department will programme these works in consultation with the Superintendent around the Market operation.  <b>11 Feb 2021</b>	 <div> <div>Likelihood</div> <div>Impact</div> </div>	2	31-May-2021	  Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP -SM 013a	Survey and review all existing canopies in East Poultry and West Poultry Avenue. Erect crash mats and support props to secure remaining structure.	High priority H&S works were completed in East Poultry Avenue and the road, remaining pavement and three Market access gates were fully re-opened on 30 November 2020. There are additional recommended works planned for early 2021 as part of the structural survey contractor recommendations. City Surveyor's Department will programme these works in consultation with the Superintendent around the Market operation			Mark Sherlock	11-Feb-2021	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>MCP-SM 014 Glass Canopy Failure</b>  <div>Page 29</div> <div>Oct-2020</div>	<b>Cause:</b> Spontaneous failure of overhead glazing panel. <b>Event:</b> Failure of the toughened glass overhead canopy panel/s. <b>Effect:</b> Lacerations, fractures and/or impact injuries to pedestrians who may be showered with glass fragments.	<div> <div>Likelihood</div> <div>Impact</div> </div>	4	Work to safely return the full use of loading bays and pavements to the south west elevation continues according to plan and are due to complete at the end of February. Further works to the remaining canopies (all currently netted) are being planned by City Surveyor's Department in consultation with the Superintendent and works scope and quotations are in progress. The current risk score has been reviewed and is considered correct in line with Corporation guidance standards.  <b>11 Feb 2021</b>	<div> <div>Likelihood</div> <div>Impact</div> </div>	1	30-Jun-2021	<div>↑</div>  Increasing

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
MCP-SM 014a	Condition survey to be carried out and mitigation plans agreed for safe return of glass canopy to operational uses.	Works commenced on 1 February 2021 and are due to be completed by 24 February 2021.  A clear timeline has been produced by Skanska to co-ordinate the two contractors onsite to strike the scaffolding and remedy the glass and frame. Each section will be under review and handed back to the Corporation, once H&S has been completed. Works will see Heras fencing surround the working area and then removed once completed. Regular update meetings are held between Smithfield and City Surveyor's to keep abreast of progress. To date, the contractors are on target to finish, with a few snags with curing of mastic due to cold weather.		Mark Sherlock	17-Feb-2021	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 011 <b>Brexit - impact of Brexit on traders and imports</b>  Page 30 6 Sep-2019 Mark Sherlock	<p><b>Cause:</b> The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains.</p> <p><b>Event:</b> The market tenants fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react.</p> <p><b>Effect:</b> Delays and disruption in the food supply chain, and shortages of product over a prolonged period. There is also a risk, albeit unlikely, that this could impact the financial viability of some tenants' businesses. This in turn could lead to business failures and vacant premises at the markets but given the current position this seems highly unlikely.</p>	 <p>Likelihood</p> <p>Impact</p>	2	<p>There has been no impact to the Market currently with either a build-up of carcass meat (not going for export) or inbound delays with boxed product from the continent. The Market is aware of only one 24 hour delay which was handled during normal Market hours the following day. The situation will need to be assessed on a day by day basis and more actively as full import checks are implemented at the ports.</p> <p>The target date for this risk has been amended to 1 July 2021 which is the date when all of the new UK border controls will have been implemented.</p> <p><b>08 Feb 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	1	01-Jul-2021	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-SM 011a	Review the possibility of establishing HGV parking / holding areas in the vicinity of the market to cope with the anticipated increased volume of traffic, including the suspension of some on-street parking bays for this purpose. Other suggestions were West Poultry Avenue, where there is currently a contractors' compound, and Giltspur Street, which is apparently used for parking buses overnight at present.	A review of bays which are currently suspended due to Museum of London works and the Poultry Market roof project is underway in consultation with Department of the Built Environment. Eight bays are currently fully suspended which removes the opportunity for 12 HGVs to park. The aim is to get some of these reviewed and, where at all possible, returned to Market use.	Mark Sherlock	17-Feb-2021	01-Jul-2021
MCP-SM 011b	Reschedule working hours for market staff to cover	The recent annual leave moratorium that was in place for staff, has now been reviewed and	Mark	17-Feb-	01-Jul-2021

	possible extended trading hours.	cancelled, due to no impact on Market operations. All staff have been made aware and encouraged to use any remaining leave.	Sherlock	2021	
MCP-SM 011c	Extend permissible on-street parking periods. Be prepared to be flexible in response to demand possibly up to 1pm each day.	A review of the extension of the enforcement hours for on-street parking is in progress with Department of the Built Environment. Markets Committee has also approved the principal of concessionary parking during Market hours on a needs necessitates basis under delegated authority between the Superintendent and the Chairman.	Mark Sherlock	17-Feb-2021	01-Jul-2021
MCP-SM 011d	Open Charterhouse Street and Long Lane to two-way traffic.	Long Lane is now two-way from the junction of Lindsey Street. The Department of the Built Environment has declined the Superintendent's request for an additional access route to the Market via Giltspur Street.	Mark Sherlock	17-Feb-2021	01-Jul-2021

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## Appendix B: Wholesale Markets COVID-19 Silver Group Risks

Report Author: Joanne Hill

Generated on: 17 February 2021



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>COVID19 SGPS 03 Wholesale Markets (W&amp;CP)</p> <p>09-Apr-2020</p> <p>Jon Avern</p>	<p><b>Cause:</b> The spread of COVID-19 continues to escalate affecting staff, businesses and stakeholders.</p> <p><b>Event:</b> Trading at the markets reduces to a point where businesses will begin to close, either temporarily or cease trading permanently. Absence levels of CoL staff increase to a point where we are unable to provide critical services. This includes maintaining regulatory compliance</p> <p><b>Effect:</b> The spread of COVID-19 impacts on the City's ability to safely operate the three wholesale food markets leading to partial or full closure which may lead to permanent business closures and affect the future viability of the markets. Reputational damage to the City and public health risks may be realised due to overcrowding and failure of market users to follow COVID-Secure guidance. The City may also be unable to recover debts if businesses are not sufficiently able to mitigate the threat of coronavirus to enable them to reopen post lockdown.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>Trading is currently at a steady state and will be kept under review. The current lockdown is likely to impact trade at the market.</p> <p>Working with relevant local authorities to ensure COVID-Secure guidelines are followed.</p> <p>On 12 February 2021, the London Borough of Waltham Forest took formal enforcement action against eight tenants at New Spitalfields Market who were found to be non-compliant with the relevant COVID Regulations.</p> <p><b>15 Feb 2021</b></p>	<p>Likelihood</p> <p>Impact</p>	4	01-Jun-2021	<p>Constant</p>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG BE 03a Planning	Prepare and implement plans that will be deployed based upon the continuing /evolving situation.	<p>A standard operating procedure has been produced with Public Health England and is in place at Smithfield Market.</p> <p>Discussions are ongoing with the London Borough of Waltham Forest with a view to preparing a standard operating procedure for New Spitalfields Market.</p>	Jon Averbs	15-Feb-2021	01-Jun-2021
CVD19 SG BE 03c Market operations	Review market operations to evaluate the possibility of implementing social distancing, PPE and delivery of orders to reduce the need for collection and other measures to keep people safe.	<p>All three markets have implemented the following social distancing and public information measures:</p> <p>The constabulary are visible on the market floor and advising the public to stay apart. Posters are in place and visitors are given flyers reminding them of social distancing guidelines.</p> <p>During trading hours there are regular public address system announcements reminding market users of social distancing guidelines.</p> <p>Entry is refused to non-wholesale customers and groups of people. One member of the group will be admitted access.</p> <p>The Superintendents will speak with tenants whose businesses attract more public sales and instruct them to do more to manage their customers.</p> <p>It has been decided that line marking is not an option as the tape will not stick to market flooring and coloured lines would fade quickly. These measures compare favourably with the steps taken by other UK wholesale markets.</p> <p>We continue to follow UK Government COVID-Secure guidance and are working with the relevant local authorities to ensure market users follow recommended guidelines.</p>	Jon Averbs	15-Feb-2021	01-Jun-2021
CVD19 SG BE 03d Financial considerations	Evaluate the implementation of temporary financial help for market tenants if packages provided by Central Government prove to be insufficient.	Letters offering financial support have been issued and we are considering responses as they are received.	Jon Averbs	15-Feb-2021	01-Jun-2021



<b>Committee(s)</b>	<b>Dated:</b>
Markets Committee	10th March 2021
<b>Subject:</b> Smithfield Market Tenants' Association: Request for Concessionary Parking during the Easter Period 2021	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Support a thriving economy. Shape outstanding environments.
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>Loss of revenue up to £2,400 depending on option approved</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Markets and Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Mark Sherlock	

## Summary

The Smithfield Market Tenants' Association (SMTA) has submitted a request to the Superintendent for a period of free parking for all workers and customers for four nights from 9pm from Sunday 28<sup>th</sup> March until 10am Thursday 1st April 2021.

In reviewing this request, officers have compiled three options for Members consideration:

- A. Agree the SMTA request in total (four nights/mornings).
- B. Reduce the concessionary period to one night; Wednesday/Thursday 31<sup>st</sup> March/1<sup>st</sup> April 2021. (Officers recommend this option)
- C. No concessionary period.

## Recommendation(s)

It is recommended that Members approve Option B for one night of concession on Wednesday/Thursday 8/9<sup>th</sup> April.

## Main Report

### Background

1. In previous years car parking concessions for Easter have been made to help alleviate traffic congestion around the Market buildings and to encourage customers to shop at the Market. The general rise in car park volumes at Easter and Christmas would manifest naturally and there is no indication that a waiver

of the current £1.50 tariff for three hours has any associated contribution to higher parking volumes.

2. Members will be aware of the tariff changes implemented at the Smithfield Rotunda Car Park in January 2021. To summarise, the following tariff structure applies to all visitors, including Market workers and customers for this Easter.
  - a. £1.50 per visit for up to three hours parking between 9pm and 10am each night, seven days a week for workers and customers. No increase.
  - b. £3.00 per visit for three hours or more parking between 9pm and 10am each night, seven days a week. No increase.
  - c. £4.00 per hour or part thereof at all other times.

### **Current Position**

3. On the 2nd February 2021, the Smithfield Market Tenants' Association (SMTA) submitted a request similar to that made for Easter 2020, that free parking in the Rotunda car park should be approved for 4 nights from Sunday 28<sup>th</sup> March to Thursday 1<sup>st</sup> April for all workers and customers arriving after 9pm and leaving before 10am the following day.
4. The concession would be offered to vehicles between the hours of 9pm and 10am and vehicles parking outside of these hours will be deemed to be unrelated to Market operations and so charged the current normal hourly rate of £4.00 per hour or part thereof for the full duration of their stay.
5. The Market Constabulary resource base has been planned to deliver maximum staff availability for the Easter 2021 period to assist with traffic management.

### **Options**

6. Officers have identified three options for Members consideration: -
  1. Agree the SMTA proposal of 2nd February, that the current tariff (shown above) be reduced to free for the Rotunda car park from Sunday 28<sup>th</sup> March to Thursday 1st April (four nights/mornings) for all workers and customers arriving after 9pm and leaving before 10am the following day.
  2. Reduce the concessionary period to one night from Wednesday 31<sup>st</sup> March.
  3. No concessionary period.

### **Proposal**

7. It is proposed that members approve option B, similar to their decision for one night of concession for Easter 2020. The recommendation is made with reference to declining car volumes at the Market this financial year and a

20% decline during the Christmas 2020 concession period compared to the previous Christmas concession period.

### **Financial Implications**

8. It is estimated that the SMTA proposed four night concession under option A) could reduce car park revenue by £2,400 which is unbudgeted.
9. Should Members wish to approve option B), this could reduce revenue for the car park over the one night/day period by approximately £600.
10. Members may wish to consider not approving any concessionary period for Easter 2021 in order to maximise income streams for the car park. Income from April 2020 to January 2021 is £107k below the same period last financial year and £116k behind the current year budget profile. Covid-19 restrictions and ULEZ charges are the two main contributing factors to this decline.

### **Conclusion**

11. Officers have identified three options for Members consideration in response to the SMTA request for temporary concessionary car parking rates over the 2021 Easter period. Members are asked to approve Option B.

### **Report author**

Mark Sherlock, Superintendent

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T: 020 7332 3747

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# Agenda Item 9

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<b>Committees:</b> Corporate Projects Board - for decision Project Sub Committee – for decision Markets Committee – for decision	<b>Dates:</b> Delegated Authority 23 February 2021 10 March 2021
<b>Subject:</b> Smithfield Market Car Park – Sprinkler and fire door remedial works (CS Ref – 045/21) <b>Unique Project Identifier:</b> <i>PV ID: 12259</i>	<b>Gateway 2:</b> <b>Project Proposal</b> Light
<b>Report of:</b> City Surveyor <b>Report Author:</b> Jessica Lees	<b>For Decision</b>
<b>PUBLIC</b>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> <i>This project will carry out essential fire door and sprinkler head replacement at Smithfield Market Car Park.</i></p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b> <i>To get a detailed survey to provide options at gateway 3/4</i></p> <p><b>Funding Source:</b> 'In principle' funding of up to £150,000 was approved by Resource Allocation Sub and Policy and Resources Committees in December 2019 as part of the 2020/21 annual capital bid round to be met from City's Cash Reserves.</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. That a budget of <b>£20,000</b> is approved to carry out detailed surveys to reach the next Gateway.</li><li>2. To note the total estimated cost of the project of <b>£120,000</b> (excluding risk).</li></ol>
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	<div>3. To note that there is a Costed Risk of <b>£30,000</b> (post-mitigation).</div> <div>4. To note that the total estimated cost of the project of £150,000 (including risk).</div> <div>5. To note that ‘in principle’ central funding from City Cash reserves was agreed as part of the 2020/21 annual capital bids.</div>																												
<div>2. Resource requirements to reach next Gateway</div>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Consultant services engineer</td><td>To carry out detailed inspection and surveys</td><td>City Cash Reserves</td><td>£12,000</td></tr><tr><td>Fire consultant</td><td>To carry out fire compartment/ fire door survey</td><td>City Cash Reserves</td><td>£3,000</td></tr><tr><td>R&amp;D asbestos survey</td><td>Survey to locate and identify all asbestos-containing materials (ACMs)</td><td>City Cash Reserves</td><td>£2,000</td></tr><tr><td>Other</td><td>Planning/ building control</td><td>City Cash Reserve</td><td>£1,500</td></tr><tr><td>Staff costs</td><td>Project management</td><td>City Cash Reserve</td><td>£1,500</td></tr><tr><td>Total</td><td></td><td></td><td>£20,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Consultant services engineer	To carry out detailed inspection and surveys	City Cash Reserves	£12,000	Fire consultant	To carry out fire compartment/ fire door survey	City Cash Reserves	£3,000	R&D asbestos survey	Survey to locate and identify all asbestos-containing materials (ACMs)	City Cash Reserves	£2,000	Other	Planning/ building control	City Cash Reserve	£1,500	Staff costs	Project management	City Cash Reserve	£1,500	Total			£20,000
Item	Reason	Funds/ Source of Funding	Cost (£)																										
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Other	Planning/ building control	City Cash Reserve	£1,500																										
Staff costs	Project management	City Cash Reserve	£1,500																										
Total			£20,000																										
<div>3. Governance arrangements</div>	<div><div>• Markets Committee</div><div>• Senior Responsible Officer – Mark Sherlock, Superintendent, Smithfield Market</div><div>• A project board is not required as this is a regular project and works are not considered complex or to impact on a high number of stakeholders</div></div>																												

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	<ul style="list-style-type: none"> <li>• Project Manager to be allocated once the gateway 2 report has been approved</li> <li>• The project will be progressed by the City Surveyor's Department (CSD) in conjunction with the Department of Built Environment.</li> </ul>
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### **Project Summary**

<b>4. Context</b>	<p>4.1 Most recent fire risk assessment for Smithfield car park has identified several fire risks where fabric and mechanical and electrical remedial actions are required to be carried out.</p> <p>4.2 The car park contains several electrical vehicle charge points, which are deemed higher risk with recent guidance on installation of fast, rapid and super vehicle charging units it is essential that fire actions are addressed to ensure the safety within the car park.</p> <p>4.3 The work identified is in line with the forward maintenance plan for the property.</p> <p>4.4 If the work is not carried out, then the car park is at risk of closure.</p>
<b>5. Brief description of project</b>	<p>5.1 The project will replace fire doors where required.</p> <p>5.2 The project will also replace sprinkler heads to be identified within a statutory 25 year inspection .</p> <p>5.3 These works are currently not covered by existing projects.</p>
<b>6. Consequences if project not approved</b>	<p>6.1 If deferred the site will continue to be an increased risk that a fire would have significant consequences. Given the public awareness of the Grenfell Tower fire as well as the King's Dock car park fire next to the Echo Arena in Liverpool in 2017, there is a public expectation that local authorities are doing all they can to mitigate fire risk in their buildings</p> <p>6.2 The current installations have been identified as actions on the car park risk assessments which links into the car parks life care plans.</p>

	<p>6.3 Local authorities are required to ensure their premises are fundamentally safe and fit for purpose. The review of the Echo Arena fire highlighted the implications of a fire spreading rapidly from vehicle to vehicle &amp; floor to floor, accelerated by the failure of plastic fuel tanks. This re-emphasised the need for effective sprinkler systems, ventilation and fire management procedures to underpin an integrated risk management plan.</p> <p>6.4 If Smithfield car park was closed due to not meeting the required standards identified, the City could lose a projected £752,000 per annum based upon 2021/22 budgeted income.</p>
<b>7. SMART project objectives</b>	<p><b><i>What is the project required to achieve? Highlight a few objectives. These may be derived from your measures of success as described in your Project Briefing.</i></b></p> <ul style="list-style-type: none"> <li>- <i>This project aligns to two key themes within DBE's Business Plan, namely:</i> <ul style="list-style-type: none"> <li>• <i>Creating a welcoming seven-day City that is inclusive, safe, clean and easy to move around</i></li> <li>• <i>Improving the quality and safety of the environment for businesses, workers, residents and visitors</i></li> </ul> </li> <li>- <i>Safe off-street facilities, whether for public parking, consolidation or other uses, remain a key element of the Transport Strategy</i></li> <li>- <i>To increase fire safety with the installation of a new fire doors and sprinkler heads</i></li> <li>- <i>Ensuring that our spaces are secure, resilient and well-maintained – Corporate Plan 2018 - 2023</i></li> </ul>
<b>8. Key benefits</b>	<ul style="list-style-type: none"> <li>- <i>To reduce maintenance charges incurred</i></li> <li>- <i>To provide a compliant building and removal of risk from risk registers</i></li> <li>- <i>To provide a safe environment for staff, contractors and the general public.</i></li> </ul>
<b>9. Project category</b>	1. Health and safety
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	<p><i>This project has remained separate from the car park fire remedial works due to shorter period works due to take place on site, separate funding envelop and the focus on the sprinkler system at Smithfield Market.</i></p>



## **Options Appraisal**

<b>12. Overview of options</b>	<p><b><u>Numbered list format</u></b></p> <p><i>Option1 – Closure of the car park due to not meeting the required standards identified and high risk to the public</i></p> <p><i>Option 2 Replacement of sprinkler heads, replace and repair fire doors where applicable</i></p> <p><i>Option 3 – Replace the car parks sprinkler set in its entirety and replace all fire doors that require replacement</i></p>
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## **Project Planning**

<b>13. Delivery period and key dates</b>	<p><b>Overall project:</b> <i>Four months from start work on site/ estimated completion date October 2022.</i></p> <p>The project briefing previously estimated a completion date of between June and August 2021, this was on the basis that the project would start on site between May – July 2020. Due to Covid-19 and realignment of priorities during this time, the start on site date is now estimated May 2022 with an estimated completion date of August 2022.</p> <p><b>Key dates:</b></p> <table border="1"> <tr> <td>Gateway 2 approval</td><td>March 2021</td></tr> <tr> <td>Produce brief for the survey works</td><td>April 2021</td></tr> <tr> <td>Appoint consultants</td><td>June 2021</td></tr> <tr> <td>Undertake asbestos R&amp;D survey</td><td>June 2021</td></tr> <tr> <td>Gateway 3 - 4 report for approval</td><td>September 2021</td></tr> <tr> <td>Finalise tender documents</td><td>October 2021</td></tr> <tr> <td>Tender project</td><td>November 2021</td></tr> <tr> <td>Tender return</td><td>December 2021</td></tr> </table>	Gateway 2 approval	March 2021	Produce brief for the survey works	April 2021	Appoint consultants	June 2021	Undertake asbestos R&D survey	June 2021	Gateway 3 - 4 report for approval	September 2021	Finalise tender documents	October 2021	Tender project	November 2021	Tender return	December 2021
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	Gateway 5 report for approval	February 2022
	Place order with contractor	March 2022
	Start work on site	May 2022
	Project completion	August 2022
	Gateway 6 outcome report for approval	February 2023
<b>Other works dates to coordinate: None</b>		
<b>14. Risk implications</b>	<p><b>Overall project risk: Low</b></p> <p><i>Project risk is low as at early stages of the gateway process.</i></p> <p>The overall project risk may change once detailed surveys are carried out as part of the gateway 2.</p> <p>Please note the current total costed risk (post-mitigation) for the project of £130,000 and covers items such as asbestos.</p> <p>Further information available within the Risk Register (Appendix 2).</p> <p>We are closely monitoring the state of these facilities to ensure the delay to the intended programme does not materially affect their safety and risk to the public.</p>	
<b>15. Stakeholders and consultees</b>	<p><b>15.1 Department of Built Environment (DBE) – Highways</b></p> <p><b>15.2 Smithfield Market Superintendent – Mark Sherlock</b></p> <p><b>15.3 DBE District Surveyors – Gordon Roy</b></p> <p><b>15.4 Terence Short – Fire Officer, CSD</b></p> <p><b>15.5 DBE parking contractor – SABA</b></p>	

### Resource Implications

<b>16. Total estimated cost</b>	<p><b>Likely cost range (excluding risk): £100,000 - £120,000</b></p> <p><b>Likely cost range (including risk): £120,000 - £150,000</b></p>	
<b>17. Funding strategy</b>	<p>Choose 1:</p> <p>All funding fully guaranteed</p>	<p>Choose 1:</p> <p>Internal - Funded wholly by City's own resource</p>

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	<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>
	City's Cash Reserves*	£150,000
	<b>Total</b>	
	<i>*'In principle' funding of up to £150,000 from City's Cash Reserves was approved by Resource Allocation Sub and Policy and Resources Committees in December 2019 as part of the 2020/21 annual capital bid round.</i>	
<b>18. Investment appraisal</b>	Annual loss of income if Smithfield were to close is £752,000 (based on 2021/22 budgeted income)	
<b>19. Procurement strategy/route to market</b>	<p><i>The procurement of the Consultants will be run in line with the City of London's procurement code and liaising with the City Procurement Team if necessary.</i></p> <p><i>The works for this project proposed at the next gateway, will at this time be run via the Intermediate Works Framework as a competition to all parties through City Procurement.</i></p>	
<b>20. Legal implications</b>	<i>We have a legal duty of care to ensure that the car park is safely managed and maintained from a fire risk perspective.</i>	
<b>21. Corporate property implications</b>	<i>This project aligns with the Corporate Property Asset Management Strategy 2020-2025 to ensure that operational assets are maintained in good, safe and statutory compliant condition.</i>	
<b>22. Traffic implications</b>	<i>Parking bays will need to temporarily be closed off to enable plant replacement above</i>	
<b>23. Sustainability and energy implications</b>	<b>None</b>	
<b>24. IS implications</b>	<b>None</b>	
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li><i>An equality impact assessment will not be undertaken</i></li> </ul>	
<b>26. Data Protection Impact Assessment</b>	<ul style="list-style-type: none"> <li><i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i></li> </ul>	

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## **Appendices**

<b>Appendix 1</b>	Project Briefing – Fire Safety in Public Car Parks
<b>Appendix 2</b>	Risk Register

## **Contact**

<b>Report Author</b>	Jessica Lees
<b>Email Address</b>	<a href="mailto:jessica.lees@cityoflondon.gov.uk">jessica.lees@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	07872114059

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## Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>		<b>[1b] Departmental Reference Number</b>	<An internal department reference (if applicable)>
<b>[2] Core Project Name</b>	Fire Safety in Public Car Parks.		
<b>[3] Programme Affiliation (if applicable)</b>	Affiliated to projects put forward by: <ul style="list-style-type: none"> <li>City Surveyor (London Wall Car Park Ventilation, Lighting and Fire Alarm Project)</li> <li>DBE various works at Baynard House, London Wall, Minorities &amp; Tower Hill car parks replacing ventilation equipment, fire doors, sprinkler systems &amp; emergency lighting.</li> </ul>		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Jon Avern – Director Markets & Consumer Protection
<b>[5] Senior Responsible Officer</b>	Mark Sherlock - Superintendent
<b>[6] Project Manager</b>	Karyn Burnham, Deputy Head of FM, City Surveyors

Description and purpose
<b>[7] Project Description</b>
Replacement of various fire doors and replacement of sprinkler heads in the Smithfield car park.
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>
<p>A major review of fire safety in the car parks managed by DBE &amp; Markets Dept has resulted in a series of safety-related recommendations, with a number of items over &amp; above the standard cyclical works programme budget.</p> <p>As a result, these works are essential to ensuring the risk of fire in these facilities is mitigated. DBE, Markets Dept and City Surveyors are working together to deliver three connected projects to address fire risk, with parallel bids being made of £150k at Smithfield (Markets) and a separate £1.2m bid for major works in London Wall (being made by City Surveyors) which will also include carbon monoxide detection systems.</p> <p>If deferred, these systems will potentially reach the point of critical failure &amp; increase the risk that a fire would have significant consequences. Given the public awareness of the Grenfell Tower fire as well as the King's Dock car park fire next to the Echo Area in Liverpool in 2017, there is a public expectation that local authorities are doing all they can to mitigate fire risk in their buildings</p> <p>Local authorities are required to ensure their premises are fundamentally safe and fit for purpose. The review of the Echo Area fire highlighted the implications of a fire spreading rapidly from vehicle to vehicle &amp; floor to floor, accelerated by the failure of plastic fuel tanks. This re-emphasised the need for effective sprinkler systems, ventilation and fire management procedures to underpin an integrated risk management plan.</p>

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<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
People are safe and feel safe. People enjoy good health and wellbeing. Our spaces are secure, resilient and well-maintained. Businesses are trusted and are socially and environmentally responsible. To make the City of London the safest city area in the world.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
1. This project will allow Smithfield (CoL) to complete actions from the car park fire risk assessment, thereby meeting Corporate fire risk management objectives. 2. Ensure that assets are fit for purpose and meet the necessary H&S legislation requirements. 3. Safe off-street facilities, whether for public parking, consolidation or other uses, remain a key element of the DBE Transport Strategy					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Compliant sprinkler system in the car park.
2) All fire doors compliant with legislation
3) Improved fire safety in the car park for staff and members of the public.
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
A fire safety compliant car park and reduced actions from future fire risk assessments.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £150k Upper Range estimate: £165k
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Ongoing servicing (PPM) and repairs will be covered by existing and future budgets from either the CSD or Smithfield depts.
<b>[16] What are the expected sources of funding for this project?</b>
CWP ** NB this is still subject to confirmation from City Sureveyors Dept.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: May 2020 to June 2021

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Upper Range estimate: July 2020 to August 2021
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<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Simon Owen, Dipti Patel
Chamberlains: Procurement	Officer Name:
IT	Officer Name:
HR	Officer Name:
Communications	Officer Name:
DBE	Officer Name: Ian Hughes
CSD – FM	Karyn Burnham
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b>	
Please note the Client supplier departments.	
Who will be the Officer responsible for the designing of the project?	
If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: M&CP
Supplier	Department: CSD - Projects
Supplier	Department:
Project Design Manager	Department: CSD Projects
Design/Delivery handover to Supplier	Project will be designed, managed & delivered by the City Surveyor's Dept

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City of London: Projects Procedure Corporate Risks Register

Project Name:			Smithfield Car Park Sprinkler and Fire Door Remed							PM's overall risk rating:		Low		CRP requested this gateway		Average unmitigated risk		7.3		Open Risks		6					
Unique project identifier:			PV12345							Total estimated cost (exc risk):		£150,000		Total CRP used to date		£-		Average mitigated		5.0		Closed Risks		0			
General risk classification												Mitigation actions										Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)				
R1	2	(2) Financial	More asbestos has been identified by the R&D survey	Cost of removal/ encapsulating of asbestos is more costly than estimate provided	Possible	Serious	6	£30,000.00	N	C – Uncomfortable	Commission a detailed asbestos survey and remove all asbestos identified in the report	£2,000.00	Unlikely	Serious	£10,000.00	4	£0.00		09/02/21	Ian Hughes	Carmel McGowan						
R2	5	(1) Compliance/Regulatory	Building regulations for fire safety are updated after gateway 3/4 but before gateway 5	Changes to design and scope of work will delay start of project	Likely	Serious	8	£80,000.00	N	C – Uncomfortable	Continuous engagement with the Fire officer and blinding Control	£4,500.00	possible	Serious	£10,000.00	6	£0.00		09/02/21	Ian Hughes	Carmel McGowan						
R3	4	(5) H&S/Wellbeing	Failure to complete the project	Health & Safety Risks and non Compliances are not addressed	Possible	major	12	£0.00	N		Submit gateway 3 - 4 report for approval	£0.00	Unlikely	major	£0.00	8	£0.00		09/02/21	Ian Hughes	Neil Hawkins						
R4	4	(3) Reputation	The car park contractor refuses to operate from the car park due to the poor condition	Lack of income from car park	unlikely	serious	4	£0.00	N		Replace M&E and fabric as required	£0.00	Rare	Serious	£0.00	2	£0.00		09/02/21	Ian Hughes	Carmel McGowan						
R5	4	(2) Financial	Extensive changes to scope of works	Risk of cost increase as design is developed	Possible	Serious	6	£200,000.00	N		Appoint design team to undertake survey and develop design	£12,000.00	Unlikely	Serious	£10,000.00	4	£0.00		09/02/21	Ian Hughes	Carmel McGowan						
R6	4	(1) Compliance/Regulatory	Decision is made to install rapid EV chargers	Risk design does not meet requirements	Likely	Serious	8	£500,000.00	N		Consult with DBE and any adaptions to be incorporated within EV protect	£0.00	Possible	Serious	£0.00	6	£0.00		09/02/21	Ian Hughes	Neil Hawkins						
R7								£0.00				£0.00			£0.00		£0.00										
R8								£0.00				£0.00			£0.00		£0.00										
R9								£0.00				£0.00			£0.00		£0.00										
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R25								£0.00				£0.00			£0.00		£0.00										
R26								£0.00				£0.00			£0.00		£0.00										
R27								£0.00				£0.00			£0.00		£0.00										
R28								£0.00				£0.00			£0.00		£0.00										
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R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
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R85								£0.00				£0.00			£0.00		£0.00						
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R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

<b>Committees:</b> Planning & Transportation Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i> Markets Committee <i>[for information]</i> Capital Buildings Committee <i>[for information]</i>	<b>Dates:</b> 16 February 2021 23 February 2021 10 March 2021 23 March 2021
<b>Subject:</b> West Smithfield & Charterhouse Street (Thameslink) Bridges Remedial Works  <b>Unique Project Identifier:</b> 12021	<b>Gateway 5:</b> <b>Regular</b> <b>Authority to start work</b>
<b>Report of:</b> Director of the Built Environment  <b>Report Author:</b> Jagdeep Bilkhu	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status Update</b>	<b>Project Description:</b> Essential refurbishment/maintenance at three highway structures over railway near Smithfield Market to extend the life of the existing structures and to mitigate the Corporation's risk from third party claims.  <b>RAG Status:</b> Amber (Amber at last report to Committee) <b>Risk Status:</b> Medium (Medium at last report to committee) <b>Total Estimated Cost of Project (excluding risk):</b> £645,500  <b>Change in Total Estimated Cost of Project (excluding risk):</b> Decrease of <b>£198,500</b> since last report to Committee. <b>Spend to Date:</b> £50,877.61 <b>Costed Risk Provision Utilised:</b> Zero <b>Slippage:</b> A delay in approving this report could have an impact on the programme of the new Museum of London project as the above ground works of this project are scheduled to be undertaken between March and April 2021 at the time of writing this report.
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<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 6: Outcome Report</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• If the requested decisions are agreed the next steps would be to confirm these decisions to Buro Four, to issue a formal instruction to the main contractor, Dyer &amp; Butler to commence the works.</li> <li>• Furthermore, with the main contractor formally on-board, supporting documentation for access and methodology agreement with Network Rail will be discussed and formalised.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Members to agree the total revised project budget of <b>£645,000</b> (excluding risk);</li> <li>2. Approve the appointment of Dyer &amp; Butler (incumbent Tunnel Lids contractor) by means of a variation to their currently approved works order in the total value of £390,000.</li> <li>3. That a Costed Risk Provision of <b>£150,000</b> is approved over and above the £645,000 (to be drawn down via delegation to Chief Officer).</li> </ol>
<p><b>3. Budget</b></p>	<p>3.1 The total cost of the project is £645,000.</p> <p>3.2 The total cost of the construction works was estimated in the previous G1-4 report of September 2018. The G4 Issue Report of September 2019 included a change in scope to include similar work adjacent to the original two bridges. For this report the total construction cost has been estimated by the proposed main contractor as £390,000, which is £17,000 less than we estimated at £407,000 in the G4 Issue Report (incl. the change in scope). There are some notable assumptions that the contractor has made which do mean that it would be prudent to keep monies within the budget for further investigations, e.g. more trial pits at highway level and also for an asbestos survey, which the contractor has not allowed for in his estimate.</p> <p>3.3 It should be noted that in the cost build up below, £80,000 that was set aside for investigations has been placed in the risk provision. Any investigations that are still deemed required by the contractor have been itemed as an item in the risk register.</p>

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff Costs	Site Supervision (Part-time)	CWP	10,500
Consultants Fees	Design and detailing	CWP	55,000
Consultant Fees	CDM Principal Designer	CWP	5,000
Consultant Fees	Quantity Surveyor & Network Rail Planner	CWP	18,000
Consultant Fees	Estimated site supervision at weekends and night time	CWP	20,000
Network Rail Management Costs	Project Management	CWP	27,000
Network Rail	Advance access booking	CWP	120,000
Main contractor	Works cost	Split between CWP & Additional Capital Funds for City Fund Properties Programme	390,000
<b>Total</b>			<b>645,500</b>

**Costed Risk Provision requested for this Gateway: £150,000** which is also likely to be met from the Additional Capital Funds for City Properties Programme or CWP.  
(as detailed in the Risk Register – Appendix 4)

<p><b>4. Design summary</b></p>	<p><u>Key Features of the Project Design</u></p> <p>4.1 The work in this project has broadly been spilt into that which (i) is proposed to be undertaken to the bridges from ground level, i.e. from the highway and (ii) work to the soffits which will require access from the railway.</p> <p>4.2 The above ground works comprise a new spray applied waterproofing system and re-surfacing. The key point to note is that the bridges on Charterhouse House Street have numerous services, in the form of ducts and cables above the bridge deck. The proposal on Charterhouse Street is to undertake waterproofing above the services. Ordinarily, waterproofing would be applied to the top of the bridge deck but in this instance undertaking such a task would be significantly more expensive as well as logistically more complex and prohibitive. There is the potential that utilities companies will need access to their apparatus and therefore the waterproofing may need to be breached. Should this be the case, the utility company is responsible for reinstating the waterproofing as part of any future work and this to be managed by virtue of the fact that all works on Charterhouse Street and West Smithfield should be notified to the City Corporation as both highways are designated the status of Special Engineering Difficulty (SED) as described by the New Roads and Street Works Act 1991.</p> <p>The bridge on West Smithfield has service troughs in the footways. Some (possibly all) of the services on West Smithfield are being diverted as part of the new Museum of London works. On West Smithfield the current proposal is to install a new spray applied waterproofing system in the traditional manner, i.e. on the bridge deck itself. The new system shall also line the troughs in footways on both sides of the bridge.</p> <p>4.3 The work from the railway entails various refurbishment, including repair to spalled concrete, cleaning and treating any corroding reinforcement and other metallic elements, replacing loss of pointing and brick repairs to masonry elements and in the case of West Smithfield, repairing cracked concrete cladding encasing iron girders. The condition of the girders within the encasing is not known.</p> <p><u>Stakeholder Engagement</u></p> <p>4.4 All works from the railway will require access platforms and agreement with Network Rail. This process has commenced however no definitive methodology has been</p>
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	agreed as this will be completed in collaboration with the main contractor.
<b>5. Delivery team</b>	<p>As reported previously and separately to Capital Buildings Committee, this scheme is to be incorporated into the contract of the new Museum of London's permanent works contractor, as a variation to that contract. Consequently, the proposed team are as follows:</p> <p>5.1 <u>Main Contractor</u>: Dyer &amp; Butler (appointed by the new Museum of London Relocation project team).</p> <p>5.2 <u>Project Management Consultant</u>: Buro Four (appointed by the new Museum of London Relocation project team).</p> <p>5.3 <u>Designer</u>: Arcadis (the City of London Corporation's incumbent contractor for engineering services).</p> <p>There are numerous other members of the wider team that form part of the new Museum team however, the above are the core team for this project.</p>
<b>6. Programme and key dates</b>	<p>6.1 Some of the works of this scheme have been programmed between March and April 2021 by the new Museum of London team. At the time of writing this report, this is the key date for the bridges covered by this report.</p> <p>6.2 The date above is subject to other conditions and approvals by the museum team. As a result, the work proposed to the bridges in this report will be phased according to the logistical planning requirements of the museum project and may not be undertaken in one continuous standalone programme.</p> <p>6.3 Appendix 3 is attached for information and shows (highlighted in blue) the proposed planned phasing of the highway structures work in relation to other ground level works that the new Museum of London team are undertaking over the railway and over the basement structures of the market.</p>
<b>7. Risks</b>	<p>7.1 The largest risk to the project remains the potential financial impact of damage to railway infrastructure from the refurbishment work, either from above or to the soffits, resulting in disruption to the service on this section of railway. This same risk would also result in delays to the delivery of the project to programme. This risk is mitigated by the appointment of an experienced railway contractor who will carry that risk. The main contractor is also experienced on working on this specific section of railway on other projects (not related to this one).</p>

	<p>7.2 Other major risks involved with this scheme remain primarily from unknown plant and services buried in the highways as well as the potential extent of repairs, i.e. they could reveal a worse condition than expected when preparing for repair.</p> <p>Costed Risk Provision Utilised at Last Gateway: <b>Zero</b> Change in Costed Risk: <b>Increase of £80,000</b> to £150,000 from £70,000 in the G4 Issue Report of September 2019.</p> <p>Further information available in the Risk Register (Appendix 4) and options appraisal matrix.</p>
<b>8. Success criteria</b>	<p>8.1 To complete the works:</p> <ul style="list-style-type: none"> <li>i) in accordance with the specification</li> <li>ii) in collaborations with the adjacent works that are part of the new Museum of London from a logistical and design perspective as far as practically possible</li> <li>iii) within the budget</li> <li>iv) reduce the City of London Corporation's potential risk of litigation arising from third parties such as Network Rail.</li> </ul>
<b>9. Progress reporting</b>	<p>9.1 Monthly progress report will be prepared via Project Vision and an Issue Report prepared for members should it be required.</p>

## Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Plan showing extent and location of Highway Structures
<b>Appendix 3</b>	Plan showing extent of Highway Structures (highlighted in blue) relative to other works of the museum.
<b>Appendix 4</b>	Risk Register

## Contact

<b>Report Author</b>	Jagdeep Bilkhu
<b>Email Address</b>	jagdeep.bilkhu@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 1544



# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 12021  
**Core Project Name:** West Smithfield and Charterhouse Street  
 (Thameslink) Bridges Remedial Works  
**Programme Affiliation** (if applicable):  
**Project Manager:** Jagdeep Bilkhu  
**Next Gateway to be passed:** GW5

## [2] Project Brief

**Project Description:** Undertaking maintenance work mainly to the underside and waterproofing the structures, all of which are over the railway.  
**Definition of need:** Refurbish/maintain to extend the life of existing structures and to mitigate the Corporation's risk from third party claims.  
**Key measures of success:**

- Reduction of the Corporation's risks.
- Completion of works to minimise disruption (if possible) ahead of the opening of the newly relocated Museum of London.

## [3] Progress Status

**Expected timeframe for the project delivery:** Expected to reach construction stage in 2020 or 2021, depending on available railway access and other construction works in the vicinity, e.g. MoL Relocation Project.  
**Key Milestones:**  
**Are we on track for completing the project against the expected timeframe for project delivery?** Y  
**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**  
 No.

## [4] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

### Since G1-4 Report (PSC Approval on 12/09/2018):

- Total Estimated Cost (excluding risk): £684,000
- Resources to reach next Gateway (excluding risk): £230,000
- Spend to date: £39,723.61
- Costed Risk Against the Project: £4,670,000 (post-mitigation)
- CRP Requested: £70,000
- CRP Drawn Down: Zero

### Scope/Design Change and Impact:

### Since 'Authority to start Work' G5 report (PSC Approval xx/yy/zz):

- Total Estimated Cost (excluding risk):

*This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.*

- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:** Continuing with undertaking a programme of inspections and maintenance identified from these inspections.

**Programme Affiliation [£]:** <(If applicable) What is the estimated total programme cost including this project:>

**Top risk:** <threat that has not come to pass>

<i>Risk description</i>	Undertaking and managing construction work above a railway without causing damage to, or affecting the running of trains.
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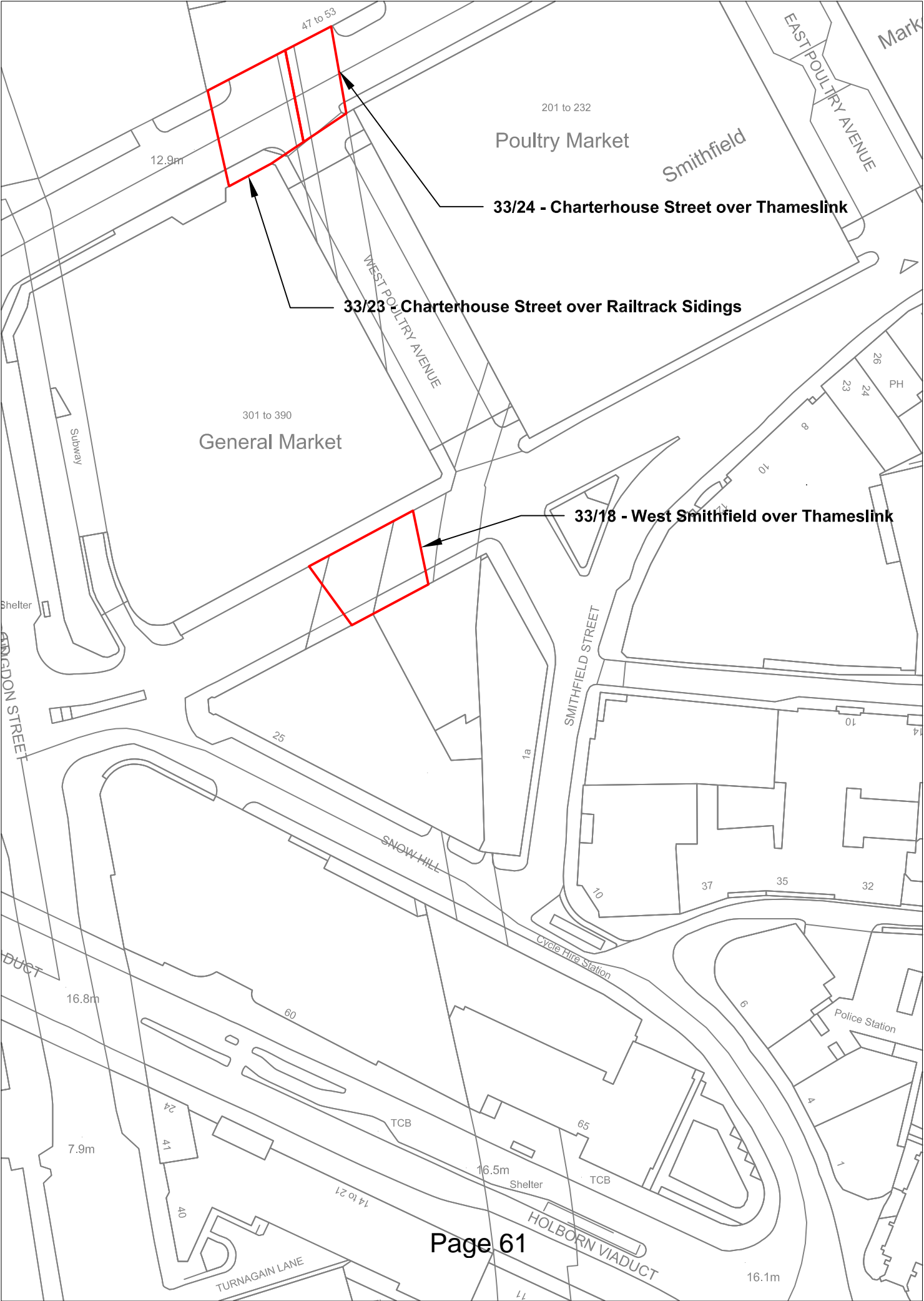
**Top issue realised** <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>

#### **[5] Member Decisions and Delegated Authority**

<Key decisions taken in Service or other Committees relevant to this project's development and delivery (where decision is an addition or change from a gateway paper as presented at the time).> <Key decisions taken outside of Committee, since last report. (If applicable)>

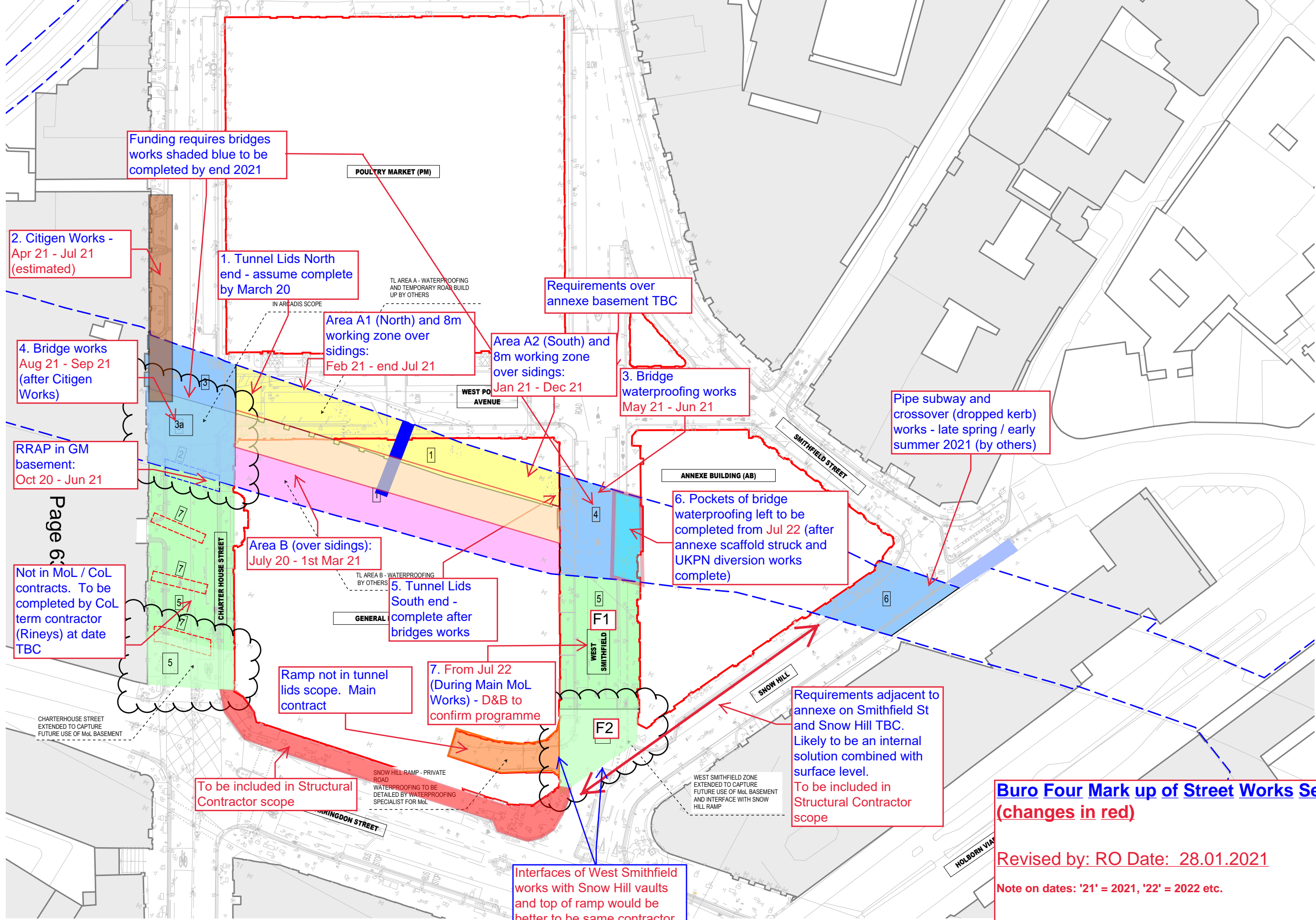
Appendix 2 - Plan showing extent and location of structures



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- GENERAL NOTES
- DO NOT SCALE FROM THIS DRAWING.
  - ALL DIMENSIONS ARE IN MILLIMETRES AND ALL LEVEL ARE IN METERS. FIGURES IN BRACKETS INDICATE THE IMPERIAL EQUIVALENT.
  - THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS AND ENGINEERS DRAWINGS AND SPECIFICATIONS.
  - THESE DRAWINGS ARE BASED ON HISTORIC RECORD DRAWINGS, VISUAL INSPECTIONS AND SURVEYS OF THE BUILDINGS. THIS INFORMATION IS SUBJECT TO CONFIRMATION AS THE SURVEYS ARE EXPANDED AND COMPLETED.
  - THIS DRAWING CANNOT BE CONSIDERED TO BE AN EXHAUSTIVE DESCRIPTION OF EXISTING STRUCTURAL ELEMENTS OR DEFECTS.
  - ANY DISCREPANCIES BETWEEN THIS DRAWING AND EXISTING SITE CONDITION SHOULD BE BROUGHT TO THE ATTENTION OF THE STRUCTURAL ENGINEER.

LEGEND	
	1 AREA ABOVE NETWORK RAIL RUNNING TUNNELS (AREA A)
	1 AREA ABOVE NETWORK RAIL SIDINGS (AREA B)
	2 NEW NETWORK RAIL ACCESS WORKS IN BASEMENT
	3 CHARTERHOUSE STREET BRIDGE
	4 WEST SMITHFIELD BRIDGE
	5 FURTHER WATERPROOFING AREAS
	6 SNOW HILL BRIDGE
	7 CHARTERHOUSE PLACE ACCESS RAMP WORKS IN BASEMENT
	NETWORK RAIL DEMISE LINE



## Buro Four Mark up of Street Works Sequencing (changes in red)

Revised by: RO Date: 28.01.2021

Note on dates: '21' = 2021, '22' = 2022 etc.



MUSEUM OF LONDON WEST SMITHFIELD		TUNNEL LID - KEY PLAN	
PROJECT		TITLE	
DATE	APRIL 2019	SCALE	NTS
CAD FILENAME	-	STATUS	PRELIMINARY
DRAWN	VG	CHECKED	-
PROJECT No.	3899	DRAWING No.	3899-S-HSK-TL-503
REV	P1		

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City of London: Projects Procedure Corporate Risks Register

Project Name: West Smithfield and Charterhouse Street (Thameslink) Bridges Remedial Works

Unique project identifier:

Total budget estimate £645,500.00

PM's Overall risk rating

Avg unmitigated risk

Avg mitigated risk score

Red risks (open)

Amber risks (open)

Green risks (open)

Medium

10.2

5.6

2

8

2

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed Risks Identified (All)	£5,460,000.00	846%	% risk total against budget estimate
Costed Pre-Mitigation (Live)	£5,460,000.00	846%	" "
Costed Risk Post-Mitigation (Live)	£4,670,000.00	723%	" "
CRP Requested	£70,000.00	11%	" "

- (1) Service Delivery/ Performance
- (2) Financial
- (3) Reputation

Num Risks	Avg Score	Costed impact	Red	Amber	Green
7	9.4	£2,850,000.00	1	5	1
3	13.3	£2,350,000.00	1	2	0
2	8.0	£260,000.00	0	1	1

Issues (open)	1	Open Issues	Extreme	Major	Serious	Minor
			0	0	0	1
All Issues	1	All Issues	0	0	0	1
Cost to resolve all issues (on completion)		£0.00				

City of London: Projects Procedure Corporate Risks Register

Project Name:		West Smithfield and Charterhouse Street (Thameslink) Bridges Remedial Works						PM's Overall risk rating		Medium		Average unmitigated risk		10.2		Open Risks		12				
Unique project identifier:		12021										Average mitigated risk		5.6		Closed Risks		0				
General risk classification										Mitigation actions						Ownership & Action						
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Costed impact (£)	Risk score	Confidence in the estimation		Mitigating actions	Mitigation cost (£)	Likelihood Classification after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	CRP requested Y/N	Mitigated Risk score	Date raised	Risk owner (Department)	Risk owner (Officer/ External)	Action dependencies	Date Closed/ realised moved to issues	Comment(s)
R1	(1) Service Delivery/ Performance	Failure to secure timely possessions to the rail network to facilitate the remedial works	Project delay and possible increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable		Early consultation with Network Rail Consideration of shared rail possessions with Museum of London relocation and Holborn pipe subway projects	£0.00	Possible	Serious	£50,000.00	N	6	27/07/18	DBE	Paul Monaghan			
R2	(1) Service Delivery/ Performance	Failure to obtain Network Rail consent for works	Project delay and possible increases in cost.	Unlikely	Major	£250,000.00	8	C – Uncomfortable		Early consultation with Network Rail Appointment of consultant team experienced in Network Rail technical requirements	£0.00	Unlikely	Serious	£250,000.00	N	4	27/07/18	DBE	Paul Monaghan			
R3	(1) Service Delivery/ Performance	Failure to reinstate Overhead Line Equipment (if lowered) at the end of rail possessions, leading to delays to rail network and punitive costs from Network Rail	Project delay and significant increases in cost may be likely. Reputational damage.	Unlikely	Extreme	£2,000,000.00	16	D – Very Uncomfortable		Design measures to implement works without the need to lower equipment. Temporary protection measures to be approved by Network Rail. Contractor likely to add a premium to tender to cover this as an insured risk	£0.00	Possible	Serious	£2,000,000.00	N	6	27/07/18	Contractor	External			
R4	(2) Financial	Damage to rail infrastructure during works, leading to delays to rail network and punitive costs from TfL	Project delay and possible increases in cost.	Unlikely	Extreme	£2,000,000.00	16	D – Very Uncomfortable		To be made Contractor risk under contract. Risks limited by selection process for contractors experienced in rail work	£0.00	Possible	Serious	£2,000,000.00	N	6	27/07/18	Contractor	External			
R5	(2) Financial	Unforeseen conditions during construction, potentially leading to increased rail possessions required to complete works (at approximately £30,000 per weekend possession)	Project delay and possible increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable		Mitigated by scheduled inspections and investigations in advance of construction	£0.00	Possible	Major	£40,000.00	N	12	27/07/18	DBE (potentially shared under the contract)	Potentially shared under the contract.			
R6	(1) Service Delivery/ Performance	Adverse weather during construction	Project delay and possible increases in cost.	Unlikely	Serious	£100,000.00	4	B – Fairly Confident		Only relates to waterproofing works and removal of cobbles/setts to top of bridge. Most works are under cover at track level. Further investigations	£0.00	Unlikely	Minor	£50,000.00	N	2	27/07/18	DBE (potentially shared under the contract)	Potentially shared under the contract.			
R7	(3) Reputation	Local public dissatisfaction at works and road closures	Reputation damage.	Unlikely	Serious	£10,000.00	4	B – Fairly Confident		Most of works at track level and limited effect at road level. Residual risks managed by adequate planning of traffic management during phased waterproofing works	£0.00	Possible	Serious	£10,000.00	N	6	27/07/18	DBE	Paul Monaghan			
R8	(1) Service Delivery/ Performance	Limited contractors/competition due to specialist nature of works	Quality of workmanship, delays to project and increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable		Early consultation with market Simplification of design Balanced/shared risk profile in contracts	£0.00	Possible	Minor	£50,000.00	N	3	27/07/18	DBE	Paul Monaghan			
R9	(2) Financial	Project/tender costs exceed early estimates	Increase in cost and delay in commencing to secure additional funds.	Possible	Major	£250,000.00	12	C – Uncomfortable		Early engagement with contractors/consultants to consider how the logistical challenges will affect costs. Risk allowance in project budget at early stage	£0.00	Unlikely	Major	£150,000.00	N	8	27/07/18	DBE	Paul Monaghan			
R10	(3) Reputation	Impact of project on Museum of London redevelopment (and vice versa)	Project delay and reputational damage.	Possible	Major	£250,000.00	12	C – Uncomfortable		Mitigated by early and ongoing coordination	£0.00	Unlikely	Major	£20,000.00	Y	8	27/07/18	DBE	Paul Monaghan			CPR is likely to be consultant fees should protracted coordinations be required.
R11	(1) Service Delivery/ Performance	Changes in design scope or increases in coordination with other projects.	Increases in our suppliers' costs, e.g. consultants fees.	Possible	Serious	£50,000.00	6	B – Fairly Confident		Close scrutiny of all tasks provided by suppliers.	£0.00	Possible	Minor	£50,000.00	Y	3	15/07/19	DBE	Paul Monaghan			CPR is likely to be consultant fees resulting in design changes from coordination with MoL.
R12	(1) Service Delivery/ Performance	Discovery of unknown apparatus, plant or hazardous material, e.g. asbestos in the highway or buried in the soffits which affect the construction works.	Project and increases to costs.	Likely	Serious	£250,000.00	8	B – Fairly Confident		Carry additional trial pits and surveys.	£80,000.00	Possible	Minor	£0.00	Y	3	07/01/21	DBE	Paul Monaghan			
R13						£0.00					£0.00			£0.00								
R14						£0.00					£0.00			£0.00								
R15						£0.00					£0.00			£0.00								
R16						£0.00					£0.00			£0.00								
R17						£0.00					£0.00			£0.00								
R18						£0.00					£0.00			£0.00								
R19						£0.00					£0.00			£0.00								
R20						£0.00					£0.00			£0.00								
R21						£0.00					£0.00			£0.00								
R22						£0.00					£0.00			£0.00								
R23						£0.00					£0.00			£0.00								
R24						£0.00					£0.00			£0.00								
R25						£0.00					£0.00			£0.00								
R26						£0.00					£0.00			£0.00								
R27						£0.00					£0.00			£0.00								
R28						£0.00					£0.00			£0.00								
R29						£0.00					£0.00			£0.00								
R30						£0.00					£0.00			£0.00								
R31						£0.00					£0.00			£0.00								
R32						£0.00					£0.00			£0.00								
R33						£0.00					£0.00			£0.00								
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R35						£0.00			£0.00			£0.00							
R36						£0.00			£0.00			£0.00							
R37						£0.00			£0.00			£0.00							
R38						£0.00			£0.00			£0.00							
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R40						£0.00			£0.00			£0.00							
R41						£0.00			£0.00			£0.00							
R42						£0.00			£0.00			£0.00							
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R71						£0.00			£0.00			£0.00							
R72						£0.00			£0.00			£0.00							
R73						£0.00			£0.00			£0.00							
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R87						£0.00			£0.00			£0.00							
R88						£0.00			£0.00			£0.00							
R89						£0.00			£0.00			£0.00							
R90						£0.00			£0.00			£0.00							
R91						£0.00			£0.00			£0.00							
R92						£0.00			£0.00			£0.00							
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R95						£0.00			£0.00			£0.00							
R96						£0.00			£0.00			£0.00							
R97						£0.00			£0.00			£0.00							
R98						£0.00			£0.00			£0.00							
R99						£0.00			£0.00			£0.00							
R100						£0.00			£0.00			£0.00							

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