



Markets Committee

Date: WEDNESDAY, 25 NOVEMBER 2020

Time: 11.30 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)
<https://youtu.be/h7ZjgSZnx90>

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/h7ZjgSZnx90>

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

Part 1 - 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 11th September 2020

For Decision
(Pages 1 - 8)

4. **OUTSTANDING ACTIONS LOG**

Report of the Town Clerk

For Information
(Pages 9 - 12)

5. **MARKETS SUPERINTENDENTS UPDATES**

The Market Superintendents for Billingsgate, New Spitalfields and Smithfield Markets to be heard

6. **MARKETS COMMITTEE RISK UPDATE - NOVEMBER 2020**

Report of the Director of Markets & Consumer Protection

For Information
(Pages 13 - 32)

7. **CONCESSIONARY PARKING AT SMITHFIELD MARKET DURING THE CHRISTMAS PERIOD 2020**

Report of the Director of Markets & Consumer Protection

For Decision
(Pages 33 - 36)

8. **CONCESSIONARY PARKING AT SMITHFIELD IN JANUARY 2021 IN THE EVENT OF A NO DEAL EU EXIT**

Report of the Director of Markets & Consumer Protection

For Decision
(Pages 37 - 40)

9. **CAR PARK & ON-STREET PARKING BAY TARIFFS**

Report of the Director of the Built Environment

For Decision
(Pages 41 - 48)

10. **REPORT OF ACTION TAKEN: SMITHFIELD CONCESSIONARY PARKING**

Report of the Town Clerk

For Information
(Pages 49 - 50)

11. **UPDATE ON SMITHFIELD CANOPIES AND SUBSEQUENT REMEDIAL WORK**

Report of the City Surveyor

For Information
(Pages 51 - 58)

12. **LINDSEY STREET BRIDGE STRENGTHENING**

Report of the Director of the Built Environment

For Information
(Pages 59 - 72)

13. **MCP WORKING PARTY UPDATES**

The Director of Markets & Consumer Protection and the City Surveyor to be heard

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

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

16. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-public items

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 11th September 2020

For Decision
(Pages 73 - 74)

18. **MARKETS DEBT ARREARS - PERIOD ENDING 31ST OCTOBER 2020**

Report of the Chamberlain

For Information
(Pages 75 - 94)

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

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

This page is intentionally left blank

MARKETS COMMITTEE

Friday, 11 September 2020

Minutes of the meeting of the Markets Committee held at Committee Rooms 3 & 4 -
2nd Floor, West Wing, Guildhall on Friday, 11 September 2020 at 9.30 am

Present

Members:

John Chapman (Chairman)	Deputy Tom Hoffman
James Tumbridge (Deputy Chairman)	Michael Hudson
Matthew Bell	Gregory Lawrence
Peter Bennett	Deputy Edward Lord
Nicholas Bensted-Smith	Wendy Mead
Mark Bostock	Deputy Robert Merrett
Deputy David Bradshaw	Deputy Brian Mooney (Chief Commoner)
Simon Duckworth	Deputy Hugh Morris
John Edwards	Stephen Quilter
Deputy Kevin Everett	Deputy Elizabeth Rogula
Helen Fentimen	Deputy Philip Woodhouse
Alderman Alison Gowman	Dawn Wright
Alderman David Graves	

In Attendance

Officers:

Jon Averbs	- Director of Markets & Consumer Protection
Daniel Ritchie	- Billingsgate Market Superintendent
Debbie Howard	- New Spitalfields Market Superintendent
Peter Young	- City Surveyor's Department
Anna Dunne	- City Surveyor's Department
Leyla Dervish	- Chamberlain's Department
Andrew Fothergill	- Comptroller & City Solicitor's Department
Antoinette Duhaney	- Town Clerk's Department
	-

1. APOLOGIES

Apologies for absence were received from Deputy Joyce Nash, Ian Seaton and Mark Wheatley.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

RESOLVED – That the Order of the Court of Common Council Is received.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order 29(4), the Town Clerk sought expressions of interest from Members willing and eligible for appointment as Chairman. John Chapman and Deputy Hugh Morris indicated their wish to stand for election as Chairman and a secret ballot took place with ballot papers being sent to all committee members present. The results of the ballot were as follows:

John Chapman – 18 votes

Hugh Morris – 10 votes

John Chapman was thereby elected as Chairman for the ensuing year.

John Chapman in the Chair

Mr Chapman thanked Members for their support.

5. **ELECTION OF DEPUTY CHAIRMAN**

In accordance with Standing Order 30(3)(a), the Town Clerk sought expressions of interest from Members willing and eligible for appointment as Deputy Chairman. The outgoing Chairman James Tumbridge expressed his wish to seek appointment as Deputy Chairman. This being the case, James Tumbridge was thereby duly elected as Deputy Chairman for the ensuing year.

Mr Tumbridge thanked Members for their support.

6. **VOTE OF THANKS**

RESOLVED – That a Vote of Thanks be presented to James Tumbridge, outgoing Chairman for his tenure as Markets Committee Chairman.

7. **ESTABLISHMENT OF THE MARKETS REFERENCE SUB-COMMITTEE**

RESOLVED – That the Members listed below be appointed to the Markets Reference Sub Committee:

John Chapman (Chairman)

James Tumbridge (Deputy Chairman)

Peter Bennett

Mark Bostock

Simon Duckworth

Michael Hudson

Greg Lawrence

Deputy Edward Lord

Deputy Robert Merrett

Stephen Quilter

John Scott

8. **PUBLIC MINUTES**

RESOLVED – That the public minutes of the meeting held on 15th July 2020 be agreed as a correct record.

Matters arising

Alderman Gowman requested a copy of the letters referred to under item 3 – Energy costs (page 6)

9. **OUTSTANDING ACTIONS LOG - SEPTEMBER 2020**

- Energy Costs - Officers advised that correspondence had now been sent. It was also reported that the Court of Common Council had approved the appointment of a preferred supplier for a Power Purchase Agreement (PPA) for off-site renewable electricity for the City of London Corporation. Advanced energy purchase would achieve savings and also reduce the volatility in energy pricing. The appointment of a new Energy Engineer would support this process along with energy surveys and dedicated workshops for the three wholesale markets. Members noted that the PPA would accrue substantial savings alongside other measures aimed at reducing energy consumption.
- New Spitalfields Market entry barrier – Officers reported that correspondence had been circulated to Members outlining action to seek recompense for delays in completing the installation.

10. **SUPERINTENDENTS UPDATES (ORAL REPORT)**

Billingsgate

It was reported that

- Although a number of requests for permits had been made, this was less than the number of permits being surrendered.
- Several enquiries regarding filming had been received.
- COVID-19 Testing Centres were being hosted every three days until the end of September 2020. The impact on the market was minimal and tenants had been very co-operative
- The Annual Harvest Festival would take place on 11th October 2020 at St Mary's Up Hill at 11am

New Spitalfields

It was reported that

- Following Counsel's advice, a letter had been sent to the contractor regarding the delays in the installation of the car park entry barrier. Officers flagged that there was a risk that there would be a breach of contract and the outstanding works would not be completed.
- Part of the site was being used to store decommissioned mortuary equipment including storage containers and refrigeration units which had no impact on the day to day market operations.

- Trade was steady but there were issues with catering suppliers and two catering businesses had closed and were in the process of assigning leases.

Smithfield

- Officers reported that following the collapse of sections of guttering and canopy on the north east side of East Poultry Avenue at 11.50pm on Saturday 15 August 2020, Structural Engineers had inspected the remaining guttering and canopy and advised that this should be removed before East Poultry Avenue could be re-opened to pedestrians and vehicles. De-construction had commenced on 7th September and once completed, further investigation and surveys of the remaining roof structures and coverings in East Poultry Avenue would be undertaken along with an assessment of the gutters and canopies in West Poultry Avenue to identify whether any further remedial works were necessary.

In response to observations and questions from Members, Officers advised that scaffolding was being constructed to facilitate roof repairs over a period of approximately 13 months and that delivery times had been altered to minimise disruption. The Deputy Chairman commended officers for their prompt action and concerns were also raised regarding the impact of road closures. In response Officers stated that following discussions with the Highways Team, traffic signals had been re-phased to ease congestion and improve traffic flow until East Poultry re-opened on 21 September 2020.

Mr Lawrence highlighted the increase in congestion and stated that Smithfield Tenants felt that earlier action would have prevented the collapse of the gutters and canopy. He stated that road closures had seriously impacted on Traders and questioned the rationale for not opening Giltspur Street temporarily. He also stated that Smithfield Tenants did not feel supported and the closure of the main entrance gates for seven weeks was damaging businesses at what was already a very worrying time for Traders.

In response, Officers stated that opening Giltspur Street was not an option due to infrastructure issues. However, it was anticipated that East Poultry would reopen on 21st September.

11. MARKETS BUSINESS PLAN UPDATE PERIOD 1 2020/21 (APRIL-JULY)

The Committee considered a report of the Director of Markets & Consumer Protection updating Members on progress made during Period 1 (April-July) of 2020/21 against the key performance indicators (KPIs) and key improvement objectives outlined in the Markets' Business Plan 2020/21.

Mr Lawrence drew the Committee's attention to incorrect references within the report to Smithfield Markets as a poultry market which was not the case. Mr Lawrence requested that vacant space should be let now so that they could be fitted out ready for occupation once the roof repairs were completed. Mr Lawrence reiterated comments at previous meetings that the market was not surplus to requirements.

RESOLVED – That the report be noted.

12. **MARKETS COMMITTEE RISK UPDATE - SEPTEMBER 2020**

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.

The Director of Markets & Consumer Protection highlighted an error in the report, stating that the Brexit risk should be ranked at Level 2. Officers also reported that the East Poultry incident had a reduced ranking due to the action taken/measures in place. Mr Lawrence stated that there were early warning signs before the gutters and canopy collapses as masonry had fallen from Gate 16. and urged Officers to remove the road closures as soon as possible.

Officers also reported that the Brexit negotiations were being monitored closely and the Risk Register would be updated as necessary.

RESOLVED – That the report be noted.

13. **SMITHFIELD MARKET CAR PARK UTILISATION: FEBRUARY 2020 - JULY 2020**

RESOLVED – That the report be noted.

14. **MARKETS CO-LOCATION PROGRAMME: FOOD SCHOOL**

The Committee considered a joint report of the City Surveyor and the Director of Markets and Consumer Protection in respect of the establishment of an on-site food school as part of the Markets Consolidation Programme (MCP).

In introducing the report, the Director of Markets & Consumer Protection paid tribute to the Deputy Chairman for the tenacity with which he had driven this element of the MCP. Steady progress was being made and governance matters were currently under consideration.

A member referred to concerns he had raised in respect of the CoL relationship with Be First and Counterculture Partnership LLP. Officers had responded with assurances that Counterculture was the only body who could demonstrate the breadth of experience to provide the specialist services required.

The Committee echoed the sentiments of the Director of Markets & Consumer Protection on the invaluable input of the Deputy Chairman and unanimously supported the Deputy Chairman's wish to continue as the Committee's Lead Member to drive forward progress with the Food School. Members also agreed that oversight for management of the proposed Food school should lie within the remit of the Markets Committee and agreed to send a recommendation to this effect to the Policy & Resources Committee.

Members also made the following points:

- Rent charges should be on the basis of an educational establishment rather than as a trader;
- The scope for fishmongers and livery companies providing funding should be explored

RESOLVED –

- (1) That the report be noted.
- (2) That officers explore whether rent charges should be on the basis of an educational establishment rather than as a trader.
- (3) That Officers explore the feasibility of fishmongers and livery companies providing funding.
- (4) That a recommendation be made to the Policy & Resources Committee that the Markets Committee unanimously endorses the Deputy Chairman continuing to act as the Markets Committee's Lead Member for driving forward with the Food School element of the MCP.
- (5) That the Policy and Resources Committee be recommended to revise the Markets Committee's Terms of Reference as follows (insertion in *italics*):

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) oversight of the management of all matters relating to the proposed onsite Food School at Dagenham Dock as part of the Markets Consolidation Programme;

(c) the appointment of the Director of Markets and Consumer Protection (acting jointly with the Port Health and Environmental Services and Licensing Committees).

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

17. **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
18 - 24	3

18. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15th July 2020 be agreed as a correct record.

19. **TENANCIES AT WILL AND ASSIGNMENTS**

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

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

There were no non-public questions.

At this point, Mr Lawrence left the meeting.

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

There were no urgent items.

22. **MARKETS CONSOLIDATION PROGRAMME UPDATE**

The Committee considered a report joint report of the City Surveyor and Director of Markets and Consumer Protection providing an overview of progress on the main elements of the Markets Consolidation Programme.

23. **PROMOTION OF CITY OF LONDON (MARKETS) BILL**

The Committee considered a report of the Rememberancer promoting a private Bill in Parliament to facilitate the re-location of the City's Wholesale Markets.

24. **COVID 19 - PROPOSALS FOR ADDITIONAL SUPPORT FOR TENANTS**

The Committee considered a joint report of the Director of Markets & Consumer Protection and the City Surveyor in respect of proposals for additional support for tenants during the continuing COVID-19 pandemic.

The meeting ended at 11.49am

Chairman

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

MARKETS COMMITTEE – OUTSTANDING ACTIONS

Meeting date	Agenda item	Action	Officer(s) responsible	Comment/Update
16.07.20	3	Energy costs – 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	
16.07.20	3	Smithfield Market Parabolic Dome – The Chairman requested an update on the justification for appointing a particular contractor to undertake this work.	City Surveyor's	Contractors were appointed in 2017 on a two stage Design & Building basis using a City approved framework. Engie completed the first stage of the process by finalising the Pre-Construction Services Agreement (PCSA) and providing a tender offer. These works were then placed on hold until the MOL project resurrected the scheme. On the basis that appointed contractor had already completed the detailed design

				works listed under the PCSA and pricing of the project, it was agreed that for expediency reasons the tender offer should be accepted and their second stage appointment progressed.
16.07.20	4	New Spitalfields Market Barrier - 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.
16.07.20	16 (NP)	Smithfield Market Tenants That Officers provide an update on negotiations with Smithfield tenants to the next Markets Committee meeting on 11th September.	Director of Markets & Consumer Protection/ City Surveyor's	
11.09.20	15	Markets Co-location Programme: Food School That P&R Committee be recommended to add the following to the Markets Committee Terms of Reference <i>"oversight of the management of all matters</i>	Town Clerk	The recommendation was considered by P&R but was not agreed.

		<i>relating to the proposed onsite Food School at Dagenham Dock as part of the Markets Consolidation Programme”</i>		
--	--	---	--	--

This page is intentionally left blank

Committee(s)		Dated:
Markets Committee		25.11.2020
Subject: Markets Committee Risk Update – November 2020		Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?		1. People are safe and feel safe. 7. We are a global hub for innovation in finance and professional services, commerce and culture.
Does this proposal require extra revenue and/or capital spending?		N
Report of: Director of Markets & Consumer Protection		For Information
Report author: Donald Perry, Markets & Consumer Protection		

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-BG 001– Workplace Traffic Management, Billingsgate (Current Risk: AMBER)
- MCP-BG 002 Building maintenance-management, Billingsgate (Current Risk: AMBER)
- MCP-NS 001 – Workplace Traffic Management, New Spitalfields (Current Risk: AMBER)
- MCP-NS 003 Building maintenance-management, New Spitalfields (Current Risk: AMBER)
- MCP-SM 012 Building maintenance-management, Smithfield (Current Risk: Amber)
- MCP-SM 001 – HGV Unloading Operations, Smithfield (Current Risk: AMBER)
- MCP-SM 011 Brexit - impact of no-deal Brexit on traders and imports, Smithfield (Current Risk: AMBER)

- MCP-WM 001 Wholesale Markets Consolidation Project (Current Risk: AMBER)
- MCP-SM 014 Glass Canopy Failure, Smithfield (Current Risk: AMBER)
- MCP-SM 013 East Poultry Avenue Canopy Failure, Smithfield (Current Risk: GREEN constant)

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

Identification of New Risks

6. New and emerging risks are identified through a number of channels, the main being:
 - Directly by SMG as part of the 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.

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

7. 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 on-going situation.

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.

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.

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

8. The Department of Markets and Consumer Protection's Risk Register for Markets, attached as Appendix A to this report, contains ten risks, nine AMBER and one GREEN risk.

MCP-BG 001– Workplace Traffic Management, Billingsgate (Current Risk: AMBER)

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.

As all of these activities are undertaken in an area under the direct control of the City, 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.

This risk has been reviewed and is being temporarily increased to Amber as there is a perception by City staff that there has been a recent increase in non-compliance with our traffic management policies.

MCP-BG 002 Building maintenance-management, Billingsgate (Current Risk: AMBER)

The deterioration of physical assets due to the lack of adequate maintenance could cause partial collapse or failure of building structures.

This could result in the following:

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.

MCP-NS 001 – Workplace Traffic Management, New Spitalfields (Current Risk: AMBER)

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

An accident involving a pedestrian and a vehicle which resulted in a serious 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.

As all of these activities are undertaken in an area under the direct control of the City, 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.

MCP-NS 003 Building maintenance-management, New Spitalfields (Current Risk: AMBER)

The deterioration of physical assets due to the lack of adequate maintenance could cause partial collapse or failure of building structures.

This could result in the following:

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.

MCP-SM 012 Building maintenance-management, Smithfield (Current Risk: Amber)

The deterioration of physical assets due to the lack of adequate maintenance could cause partial collapse or failure of building structures.

This could result in the following:

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.

MCP-SM 001 – HGV Unloading Operations, Smithfield (Current Risk: AMBER)

A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities, undertaken by staff employed by Smithfield Market tenants, on an area under the overall control of the City, could result in a serious or life changing injury to pedestrians, caused by uncontrolled or unguided reversing vehicles.

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.

MCP-SM 011 Brexit - impact of no-deal Brexit on traders and imports, Smithfield (Current Risk: AMBER)

The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains.

If the market tenants fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020, this could lead to delays and disruption in the food supply chain, and shortages of product over a prolonged period. There is 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.

MCP-WM 001 Wholesale Markets Consolidation Project (Current Risk: AMBER)

Should the City of London Corporation be unable or decide not to complete the markets consolidation project or, determines an alternative use for proposed location on the Barking site, three wholesale food markets, New Spitalfields, Smithfield and Billingsgate would be unable to relocate to the Barking site.

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.

MCP-SM 014 Glass Canopy Failure, Smithfield (Current Risk: AMBER)

A spontaneous failure of overhead glazing panel could result in lacerations, fractures and/or impact injuries to pedestrians who may be showered with glass fragments.

MCP-SM 013 East Poultry Avenue Canopy Failure, Smithfield (Current Risk: GREEN)

A lack of condition survey and maintenance could result in sections of concrete canopy failing and collapsing following extreme weather.

This could lead to the following:

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.

A combination of extreme weather and lack of maintenance inspections could result in a failure of overhead masonry or structures at Smithfield Market.

An adverse impact on the operation and sustainability of the service.

Conclusion

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

Appendices

- Appendix A – Markets Risk Register Summary
- Appendix B – Markets Covid-19 Risk Summary

Background Papers

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

Contacts:

Donald Perry (*Report author*)
Head of Business Performance
T: 020 7332 3221
E: donald.perry@cityoflondon.gov.uk

Smithfield Market:
Superintendent – Mark Sherlock

T: 020 7332 3747

E: mark.sherlock@cityoflondon.gov.uk

New Spitalfields Market:

Superintendent – Debbie Howard

T: 020 8518 7670

E: debbie.howard@cityoflondon.gov.uk

Billingsgate Market:

Superintendent – Daniel Ritchie

T: 020 7332 3067

E: daniel.ritchie@cityoflondon.gov.uk

Markets Committee Risk Report Appendix A

Report Author: Donald Perry

Generated on: 05 November 2020






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
MCP-BG 001 Workplace Transport 26-Apr-2017 Daniel Ritchie	Cause: A lack of suitable and sufficient training and adequate management controls in relation vehicle movements at Billingsgate Market. Event: There is a risk of a life changing injury to a pedestrian if vehicle movements including forklift trucks are not appropriately managed and controlled. Effect: 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.	Likelihood Impact	12	This risk has been reviewed and is being held at Amber until we have total compliance with our traffic management policies 05 Nov 2020	Likelihood Impact	8	31-Dec-2020	 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	05-Nov-2020	31-Dec-2020
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	05-Nov-2020	31-Dec-2020

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-BG 002 Building maintenance-management 29-Sep-2020 Jon Avern	Cause: The deterioration of physical assets due to the lack of adequate maintenance Event: Partial collapse or failure of structure. Effect: 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	12	The Superintendent will liaise with the City Surveyor's department to arrange for a condition survey to be carried out. 05 Nov 2020	 Likelihood	1	31-Dec-2020	 Constant

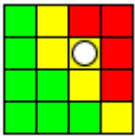
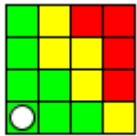

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-BG 002a	Condition survey to be carried out.	The Superintendent is liaising with the City Surveyor's department to arrange for a condition survey to be carried out.			Daniel Ritchie	05-Nov-2020	31-Dec-2020

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 001 Workplace Traffic Management 24-Feb-2015 Sean Benton; Debbie Howard	Cause: Over 200 forklift trucks operate on the New Spitalfields Market site. Event: 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. Effect: 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	12	Barrier works are still not complete. An upgrade to software is planned for 15 November which it is anticipated will enable the barrier to be fully operational by the end of December 2020. 05 Nov 2020	 Likelihood	8	31-Dec-2020	 Constant

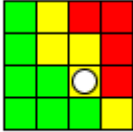
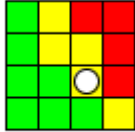

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
MCP NS-001m	Risk will be reviewed on a monthly basis.	This risk will be kept under review until the project is completed.		Debbie Howard	05-Nov-2020	31-Dec-2020
MCP-NS 001i	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	All but four have complied and taken the training. These tenants will receive an enforcement notice under the enforcement policy until they are compliant		Sean Benton; Debbie Howard	05-Nov-2020	31-Dec-2020

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 Building maintenance-management 29-Sep-2020 Jon Avern	Cause: The deterioration of physical assets due to the lack of adequate maintenance Event: Partial collapse or failure of structure. Effect: 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	The Superintendent will liaise with the City Surveyor's department to arrange for a condition survey to be carried out. 05 Nov 2020	 Likelihood Impact	1	31-Dec-2020	Constant

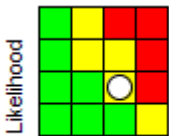
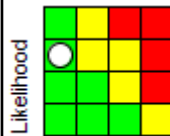

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-NS 003a	Condition survey to be carried out.	Liaise with the City Surveyor's department to arrange for a condition survey to be carried out.			Debbie Howard	05-Nov-2020	31-Dec-2020

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 012 Building maintenance-management 29-Sep-2020 Tim Avern	Cause: The deterioration of physical assets due to the lack of adequate maintenance Event: Partial collapse or failure of structure. Effect: 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	12	No change to current rating. This will be reviewed upon receipt of condition surveys. New condition surveys are currently being scoped and contracts placed by CSD. The funding will come from the MCP programme budget. It is expected that the surveys and recommendations will be available in the Spring of 2020 and they will form the basis of revised and accelerated CWP programmes where appropriate. 05 Nov 2020	 Likelihood	1	30-Apr-2021	 Constant

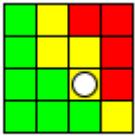
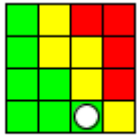

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-SM 012a	Condition survey to be carried out.	Liaise with the City Surveyor's department to arrange for a condition survey to be carried out.			Mark Sherlock	05-Nov-2020	31-Dec-2020

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 001 HGV Unloading Operations 24-Feb-2015 Mark Sherlock	Cause: 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. Event: Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles. Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.	 Likelihood Impact	8	Assessment reviewed and unchanged. 05 Nov 2020	 Likelihood Impact	8	31-Dec-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
MCP-SM 001k	Keep the risk under review.	This risk is being kept under review and monitored by means of regular HGV audits			Mark Sherlock	05-Nov-2020	31-Dec-2020

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 Brexit - impact of Brexit on traders and imports 06-Sep-2019 Mark Sherlock	Cause: The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains. Event: 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. Effect: 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.	 Likelihood Impact	8	The risk remains unchanged pending outcomes of ongoing trade talks running currently until the 6th November. Mitigation measures are still being progressed. 05 Nov 2020	 Likelihood Impact	3	31-Dec-2020	 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 an contractors compound, and Giltspur Street, which is apparently used for parking buses overnight at present.	A review of bays currently suspended due to MoL works and the Poultry Market roof project is underway in consultation with DBE. 8 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	05-Nov-2020	31-Dec-2020
MCP-SM 011b	Reschedule working hours for market staff to cover possible extended trading hours.	There is now an annual leave moratorium in place for all staff for at least the whole of January. This will be reviewed once the outcome of current trade negotiations is known and removed or extended where necessary. Rosta and staffing levels are also reviewed regularly. Additional 3rd party resource is available on a man-hour basis.		Mark Sherlock	05-Nov-2020	31-Dec-2020
MCP-SM 011c	Extend parking 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 DBE. The Superintendent has also written a Markets Committee paper for November committee advocating concessionary parking in the rotunda car park during Market hours for the month of January as a mitigation measure to control traffic volumes on-street.		Mark Sherlock	05-Nov-2020	31-Dec-2020
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 Superintendent has also recently made representation to DBE for the temporary removal of the 'ring of steel' barrier in Giltspur St to enable HGVs to access the Market from an additional route.		Mark Sherlock	05-Nov-2020	31-Dec-2020

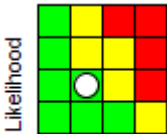
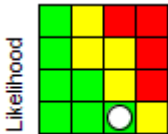

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-WM 001 Wholesale Markets Consolidation Project 17-Mar-2020 Jon Avern	<p>Cause: The City 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</p> <p>Event: The City's three wholesale food markets, New Spitalfields, Smithfield and Billingsgate are unable relocate to the Barking site.</p> <p>Effect: 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.</p>	 <p>Likelihood</p> <p>Impact</p>	8	M&CP is working with the City Surveyor to progress building condition surveys. 05 Nov 2020	 <p>Likelihood</p> <p>Impact</p>	4	31-Dec-2026	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCO-WM 001b	A maintenance strategy has been agreed to ensure that appropriate levels of maintenance will ensure 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	Jon Avern	05-Nov-2020	17-Dec-2026
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	05-Nov-2020	31-Dec-2026

[illegible]

							9
--	--	--	--	--	--	--	---

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.	Decision taken by MCP & CSD on 4th November to install a crash deck on the south west elevation of Market. This is to enable the safe re-opening of the pavement and loading/access bays as soon as possible. It is estimated the deck will take 1 week to install and that the elevation will be fully operational on the 15th November. Further mitigation works are then planned to install a safety containment net underneath the entire remaining Market glass canopy. This currently has a lead and install date of 6 weeks from order. Current estimation installation completion 18th December.	Mark Sherlock	05-Nov-2020	30-Nov-2020

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 013 EPA Canopy Failure 17-Aug-2020 Mark Sherlock	Cause: Lack of condition survey and maintenance. Event: Sections of concrete canopy fail and collapse following extreme weather. Effect: 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	4	Demolition works have been completed and preventative further works are in progress. Access control measures around the site are maintained. It is currently expected that EPA will safely and fully re-open on the 29th November 2020. 05 Nov 2020	 Likelihood Impact	4	31-Dec-2020	 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 & West Poultry Ave. Erect crash mats and support props to secure remaining structure.	To date AKTII have undertaken a condition report and have found further investigation is required. Keltbray are currently onsite and have successfully removed the existing concrete canopy.		Mark Sherlock	02-Nov-2020	31-Dec-2020

M&CP Covid-19 Silver - Appendix B

Report Author: Donald Perry

Generated on: 16 November 2020



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
CVD19 SGPS Wholesale Markets (M&CP) 09-Apr-2020 Jon Avern	Cause: The spread of COVID-19 continues to escalate affecting staff, businesses and stakeholders. Event: 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 Effect: 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 and damage to the City and public health risks may be realised due to overcrowding. 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.		8	Trading is currently at a steady state and will be kept under review. The latest lockdown is likely to impact on this risk. 04 Nov 2020		4	31-Mar-2021	 Constant

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.	A standard operating procedure has been produced with Public Health England and is now in place.			Jon Avern	04-Nov-2020	31-Dec-2020

CVD19 SG BE 03b Review plans	Review and revise emergency and business continuity plans	Plans are being constantly reviewed as the situation develops. Including, developing Standard Operating Procedures with Public Health England which is now in place.	Jon Avern	04-Nov-2020	31-Dec-2020
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 social distancing and public information measures. The following.</p> <p>The constabulary are visible on the market floor and advising the public to stay apart.</p> <p>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. We are currently following UK Government guidance on track & trace (QR codes have been installed) and the wearing of face masks.</p>	Jon Avern	04-Nov-2020	31-Dec-2020
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 Avern	04-Nov-2020	31-Dec-2020

Committee(s)	Dated:
Markets Committee	25.11.2020
Subject: Concessionary Parking at Smithfield Market during the Christmas Period 2020	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Support a thriving economy. Shape outstanding environments.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Markets & Consumer Protection	For Decision
Report author: Mark Sherlock, Markets & Consumer Protection	

Summary

The Smithfield Market Tenants' Association (SMTA) has submitted a request to the Superintendent Smithfield Market, similar to that of 2019, for a temporary reduction in the car park tariffs from 9pm 1st December 2020 until 10am 31st December (30 days) to encourage the use of the car park to alleviate parking pressures around the Market during the busiest period of the year and to assist Market trade.

In addition, this year, due to Covid-19 mitigation measures and government directives on controlling the increasing spread of the virus, more customers may drive to the Market rather than use public transport.

In considering this request, officers have compiled three options for Members consideration, taking into account the current and continuing Covid-19 impact to the Market and the importance of increased traffic calming measures over the Christmas period:

- Agree the SMTA request in total (maximum 30 days).
- Reduce the concessionary period to 14 days from Thursday 10th December to Thursday 24th December (compared to 9 days approved in 2019).
- Not give any concession

Recommendation(s)

In order to boost trade to the Market in difficult times, and support the public in using safer modes of transport getting to the Market, the recommendation is to grant an increased concessionary period of 14 days, compared to 9 days granted in 2019.

It is recommended that the current tariff be reduced to free for all visitors to the Rotunda car park from 9.00pm on Thursday 10th December until 10am on Thursday 24th December 2020 (14 days).

This option would still enable the car park operator to leave the barriers raised during the period of the proposed Traffic Management Plan, which significantly aided the flow of vehicles in and out of the Rotunda car park in 2019, thereby helping to ease the flow of traffic around the Market and surrounding roads.

Main Report

Background

1. In previous years, similar car parking concessions for the month of December have been made to help alleviate traffic congestion around the Market buildings and to encourage customers to shop at the Market.
2. It is estimated that the SMTA proposed concession under option a) could reduce revenue for the car park by up to £18,000 (based upon previous Christmas usage of the Rotunda Car Park during a similar period) and declining car park income due to Covid-19 impacts.
3. Should Members wish to approve a similar concession to Christmas 2019 but widen it to 14 days, it is estimated that such a concession for December 2020 (option b) could reduce revenue for the car park over the 14 night/day period by some £8,500.

Current Position

4. On 19th October 2020, the Smithfield Market Tenants' Association (SMTA) submitted a request that free parking in the Rotunda car park should be approved for December 2020 from 9pm on Tuesday 1st December to 10am on Thursday 31st December for all workers and customers arriving after 9pm and leaving before 10am the following day.
5. The concession, therefore, would be offered to vehicles between the hours of 9pm and 10am, vehicles parking outside of these hours will be deemed to be unrelated to Market operations and so will be charged the normal hourly rate of £3.50 per hour or part thereof for the full duration of their stay.
6. The SMTA request includes every day so that any Saturday/Sunday that the Market is open will be covered. The maximum impact of this request would be over a period of 30 nights, but this would be reduced to 24 trading nights as the Market will not be open on the weekend of 5th December, Friday 25th, Saturday 26th, Sunday 27th and Monday 28th December respectively. The Market will be

open on Tuesday 29th December, closing again on Friday 1st January 2021 to reopen as normal on Monday 4th January.

Options

7. Officers have identified three options for Members consideration:

a) Agree the SMTA proposal requested on the 19th October 2020, that the current tariff, be reduced to free for all visitors to the Rotunda car park from 9pm on Tuesday 1st December to 10am on Thursday 31st December (30 days), for all workers and customers arriving after 9pm and leaving before 10am the following day.

b) Reduce the concessionary period requested by the SMTA to 9.00pm on Thursday 10th December until 10am on Thursday 24th December 2020, 14 days/nights (compared to the 9 days approved in 2019).

This option would still enable the car park operator to leave the barriers raised during the period of the proposed Traffic Management Plan which was seen last year as significantly aiding the flow of vehicles in and out of the Rotunda car park. It also widens the period of the concession to 2 weeks prior to Christmas to assist members of the public who may wish to use their cars as opposed to public transport as a safer method of transport to the Market as the virus transmission and risk increases.

c) Not give any concession.

Financial Implications

8. From revised calculations due to declining car park revenue created by Covid-19 and impacts from increases to the Congestion Zone charges and area, it is estimated that the SMTA proposed concession under option a) could reduce revenue for the car park by up to £18,000.

9. Should Members wish to approve a similar concession to Christmas 2019 but widen it to 14 days, it is estimated that such a concession for December 2020 (option b) could reduce revenue for the car park over the night/day period by some £8,500.

10. Members may wish to consider not approving any concessionary period for Christmas 2020 in order to maximise income streams for the car park and to recover the cost of the additional traffic management measures proposed from other sources. As a result of Covid 19 and increases to the congestion charge, revenue from the car park has declined by £91,000 to the end of October compared to last year and is currently £97,000 behind budget.

Conclusion

11. Officers have identified three options for Members' consideration in response to the SMTA's request for temporary concessionary car parking rates over the 2020

Christmas period. The recommended option b) would provide for concessionary rates during the Market's busiest period of trading activity over Christmas and assist in the implementation of the Traffic Management Plan designed to reduce traffic gridlock around the Market and associated arterial roads.

Report author

Mark Sherlock, Superintendent, Smithfield Market

E: mark.sherlock@cityoflondon.gov.uk

T: 020 7332 3747

Committee(s)	Dated:
Markets Committee	25.11.2020
Subject: Concessionary Parking at Smithfield in January 2021 in the event of a No Deal EU Exit	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Support A Thriving Economy Shape Outstanding Environments
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Markets & Consumer Protection	For Decision
Report author: Mark Sherlock, Markets & Consumer Protection	

Summary

In the event of a no-deal UK exit from the EU, it is anticipated that traffic volumes have the potential to be significant; this is explained in more detail in the Main Report. During EU exit planning meetings between the Superintendent of Smithfield Market and Smithfield Market Tenants' Association (SMTA), the SMTA has requested a temporary reduction in the car park tariffs from 9pm Sunday 3rd January 2021 until 10am Monday 1st February 2021 (29 days between the hours of 2100-1000hrs). This is to encourage the use of the car park to alleviate parking pressures around the Market due to increased road and traffic congestion as a result of a no-deal EU exit.

In considering this request, officers have compiled three options for Members consideration in the event of a no-deal EU exit, taking into account the current decline in car park income as a result of Covid 19 controls; increased Congestion Charge coverage; hours of operation and car park charges:

- a) Agree to the SMTA request in total (maximum 29 days of night-time hours).
- b) Reduce the concessionary period to Market trading days/nights only from Sunday 3rd January 2021 until Monday 1st February 2021 (21 nights) between the hours of 2100hrs and 1000hrs. (Officers recommend this option)
- c) No concession.

Recommendation(s)

It is recommended that the current tariff be reduced to free for all visitors to the Rotunda car park from 9.00pm on Sunday 3rd January 2021 until 10am on Monday 1st February on trading days only (21 nights) as set out in option b) above.

This option would enable the car park operator to leave the barriers raised during this period which will significantly aid the flow of vehicles in and out of the Rotunda car park, thereby helping to ease the flow of traffic around the Market and surrounding roads.

Main Report

Background

1. Since September 2019, the challenges that Smithfield could face as a result of a no deal EU exit have been registered on Pentana as a medium risk with a score of 12. As government negotiations have continued with the EU in the current transition period, the risk score has been regularly reviewed and reduced to 8. In recent months the likelihood of a trade deal has varied up until the recent deadline of 17th October that the Prime Minister set. As no deal had been agreed at that date, the risk increased. There subsequently started an intense period of negotiations for an additional fourteen days (this report is written in the middle of these talks) between the Government and the EU with the hope that a deal can be agreed.
2. Initial meetings with the SMTA in September 2019 identified a number of mitigation measures that could be implemented to reduce the impact of anticipated substantially increased traffic levels at the Market in a no-deal scenario.
3. In such a case, trade tariffs would be introduced which will have a significant impact on the volumes of product and times of trade at the Market. Currently, 40% of lamb carcass produced in the UK goes to Europe. Should European demand for British lamb reduce due to the additional costs of tariffs and border controls, the excess carcass product could end up at Smithfield as the final point of consolidation in the food supply chain. This alone will generate higher numbers of Heavy Goods Vehicles (HGVs) at the Market (and thereby more collection and delivery vans), stretching carcass delivery operations to the limit in processing much higher quantities of carcass meat.
4. A number of larger traders at the Market also import significant volumes of boxed meat, primarily poultry. Transport companies currently endeavour to utilise their HGVs on a 24 hour cycle, completing a delivery to the UK (Smithfield) with return product to the EU within this cycle, before utilising the same vehicle for a return journey. Should a tariff regime be in place, it is highly likely that the volume and spread of vehicles that currently come to Smithfield could change dramatically.

5. There are some additional traffic improvement measures that officers plan to progress and implement where possible to help ease congestion around the Market. The Market has lost eight designated loading bays in West Smithfield for long term project work relating to the Museum of London and the Poultry Market domed roof replacement. These bays had the capacity to park up to fourteen HGVs or twenty eight vans. A review of the utilisation of these bays is being conducted in consultation with the Department for the Built Environment (DBE) to ensure they are being properly utilised by project works and that any spare capacity is returned to the Market for EU exit planning purposes.
6. A review of the current permissible on-street parking provision and hours of operation is also being undertaken in consultation with DBE. In addition to this, representation has also been made to DBE for a temporary relaxation of the 'ring of steel' measures in place between Giltspur Street and West Smithfield in order to afford additional lorry waiting areas and improve access routes to the Market and ease potential congestion. This request is currently pending decision.

Current Position

7. On 20th October 2020, the Smithfield Market Tenants' Association (SMTA) submitted a request that free parking in the Rotunda car park should be approved for January 2021 from 9pm on the 3rd January to 10am on Monday 1st February for all workers and customers arriving after 9pm and leaving before 10am the following day.
8. The concession, therefore, would be offered to vehicles between the hours of 9pm and 10am. Vehicles parking outside of these hours will be deemed to be unrelated to Market operations and so will be charged the normal hourly rate of £3.50 per hour or part thereof for the full duration of their stay.

Options

9. Officers have identified three options for Members consideration:
 - a) Agree to the SMTA proposal requested on the 20th October 2020, that the current tariff, be reduced to free for all visitors to the Rotunda car park from 9pm on Sunday 3rd January 2021 to 10am on Monday 1st February (29 days), for all workers and customers arriving after 9pm and leaving before 10am the following day.
 - b) Reduce the concessionary period requested by the SMTA to 9.00pm on Sunday 3rd January until 10am on Monday 1st February 2021 for Market trading nights only (21 nights).
 - c) No concession.

Financial Implications

10. From revised calculations, due to declining car park revenue created by Covid-19 and impacts from increases to the Congestion Zone charges and area, it is estimated that the SMTA proposed concession under option a) could reduce revenue for the car park by up to £18,000.

11. Should Members wish to approve a concession for Market trading nights only for the month of January under option b, this could reduce car park income by up to £12,600.
12. Members may wish to consider not approving any concessionary period in order to maximise and protect income streams for the car park. As a result of Covid 19 and increases to the congestion charge, revenue from the car park has declined by £91,000 to the end of October compared to last year and is currently £97,000 behind budget.

Conclusion

13. Officers have identified three options for Members' consideration in response to the SMTA's request for temporary concessionary car parking rates in January 2021, one of a number of mitigation measures in response to a no deal EU exit scenario. The recommended option b) would provide for concessionary rates during an anticipated period of substantially increased trading activity at the Market in January 2021.

Report author

Mark Sherlock, Superintendent, Smithfield Market

E: mark.sherlock@cityoflondon.gov.uk

T: 020 7332 3747

Committee(s)	Dated:
Planning & Transportation Committee (For Decision) Markets Committee (For Decision)	6 October 2020 25 November 2020
Subject: Car Park & On-Street Parking Bay Tariffs	Public
Report of: Director of the Built Environment	For Decision
Report Author: Ian Hughes Deputy Director (Transportation & Public Realm)	

Summary

It has been over three years since the last full-scale parking tariff review, and with demand for parking places increasing as the City moves towards recovery from Covid-19, it appears timely to review both our on-street and off-street parking tariffs.

The changes recommended in this report take into account various key considerations, namely:

- The pivotal role parking still plays in delivering key service amenities to enable the Square Mile to function effectively, including recovery from Covid-19;
- How tariffs should remain in line with the direction of both the Transport Strategy & Air Quality Strategy, in particular discouraging unnecessary car usage in general, and supporting the use of zero emission vehicles where other modes of transport are not possible;
- That tariffs should be competitive with our neighbouring authorities & commercial competitors;
- That car parks represent an important income stream for both DBE and the Department of Markets & Consumer Protection;
- That on-street parking bay income contributes to the On-Street Parking Account that funds major highway-related projects and highway maintenance.

In response to these key policy and economic drivers, this report recommends a three-year pricing strategy of annual changes to both the car park and on-street parking tariffs, with the first of those recommended to be implemented in January 2021. Adopting a three-year pricing strategy allows the impact of the respective year-on-year changes to be monitored and then subsequently adjusted as necessary.

Recommendations

Planning & Transportation Committee are asked to approve the three-year pricing strategy for on-street parking bays as set out in paragraph 19 of this report from January 2021

Planning & Transportation Committee (in relation to Baynard House, London Wall, Minories and Tower Hill car parks) and **Markets Committee** (in relation to Smithfield car park) are asked to approve the three-year pricing strategy for parking charges in these public car parks as set out in paragraph 19 of this report from January / February 2021

Main Report

Background

Responsibilities

1. Excluding the Barbican Centre, the City Corporation operates five public car parks in the Square Mile, four of which (Baynard House, London Wall, Minories and Tower Hill) fall under the responsibility of the Planning & Transportation Committee, with the fifth at Smithfield being the responsibility of the Markets Committee.
2. In parallel, DBE and Markets & Consumer Protection are the responsible departments for the two Committees and their respective car parks, albeit DBE employs the contractor who manages all five facilities together for the public.
3. Given to all intents and purposes that both sets of car parks function in the same way and are aligned to the same overall corporate policies, hourly parking tariffs and residential parking rates in all five facilities have been aligned for several years, with the exception of specific tariffs offered at Smithfield for market traders, customers & commercial season tickets.
4. In terms of on-street parking bays, these are the responsibility of the Planning & Transportation Committee alone and authority for setting tariffs for those bays lies solely with that Committee.

Policy

5. The City's car parks and on-street parking bays provide essential facilities for those who need to service the Square Mile, and the City's long-standing policy of actively discouraging commuting by car was reiterated as a core element of its long-term Transport Strategy. That Strategy also reflected the City's Air Quality Strategy by emphasising that where other modes of transport were not possible, zero emission vehicles should be encouraged over high polluting diesel and petrol vehicles.
6. A review of the use of the City's kerbside space is currently being undertaken in accordance with Proposal 14 of the Transport Strategy, and alongside the actions in this report, further measures may be proposed to encourage longer stay parking to take place off-street and to reduce private vehicle traffic levels. A report detailing an action plan to complete the review is expected for the next meeting of the Planning & Transportation Committee to consider.

7. In terms of the relationship between car park and on-street tariffs, the balance remains to encourage longer-term parking off-street, recognising that on-street bays may be located more conveniently for individual users but typically require a higher turnover of vehicles to meet these needs. As a result, hourly tariffs in the City's car parks are lower with unlimited durations of stay, whereas on-street parking bays are higher with a four-hour maximum stay period.

Current Position

On-Street Parking Bays

8. Members may recall that the City introduced one of the very first emissions-based tariffs for on street parking in August 2017 with the aim of encouraging the use of more environmentally friendly vehicles and to help improve air quality in the Square Mile. The tariff set a lower charge for zero emission capable vehicles (£4 per hour), a medium charge for newer petrol and diesel vehicles (£5.20) and a higher charge for more polluting older petrol and diesel vehicles (£6.80).
9. This approach was recognised by an innovation Award from the European Parking Association and recent analysis suggests that the number of higher polluting vehicles parking in the City since the tariff was introduced has fallen by 150 a day. Whilst this success cannot be wholly attributed to the City's emissions-based tariff, it is likely to have contributed to this shift in behaviour.

Car Parks

10. The City's public car park tariffs were last reviewed in November 2016, when Members approved a two-stage pricing strategy that first harmonised and then increased the tariffs in each of the facilities. The second of those two increases was implemented in April 2019, with the hourly rate set at £3.50 per hour at all five car parks.
11. As a result of those tariff changes, total car park income (prior to Covid-19) increased by around £350k pa for DBE's four car parks, helping to move those car parks into operational profit. However, benchmarking against the car parks run by the City's commercial competitors in the Square Mile as well as those across the rest of central London suggest that the City's tariffs remain well below those offered elsewhere (see Appendix 1), making them a relatively attractive parking option somewhat in conflict with the City's wider transport objectives.
12. In terms of the potential for emission-based tariffs in the car parks, the current barrier equipment, CCTV and 'pay on foot' machines are not sufficiently integrated with on-line information regarding vehicle emissions to deliver this proposal just yet. However, as part of the upcoming process to tender for a new car park management contractor by April 2022, the successful bidder will be expected to install new equipment that will have the sophistication to introduce variable charges linked to vehicle emissions.

Occupancy & Usage

13. Prior to the start of the Covid health emergency, the City's car parks operated at around 65% occupancy, predicted to generate an annual operational profit of £430k in total across the four DBE car parks. This reduced the need to draw down on the On-Street Parking Account to cover the overheads of running the facilities and was a considerable improvement on the position prior to the last tariff change. However, a contribution from the OSPA was still expected, meaning that a further tariff increase would be appropriate to continue this trend toward generating a net profit.
14. During the lockdown period for Covid-19, demand for both on and off-street parking fell away considerably, but now both are recovering well as a proportion of the City's working population continue to avoid public transport and prefer to drive in.
15. In the short term, that makes our parking facilities more attractive, with some of the City's car parks now full and parking bays running at over 90% occupancy during peak times.
16. However, as the City moves towards a return to 'normal', there is simply not enough parking spaces for that recovery to be led by car travel, meaning the City's overarching Transport Strategy objective of encouraging travel by public transport (taking appropriate safety precautions) must return to the fore. It also suggests it is now appropriate to reconsider pricing as a means of managing demand.

Options

17. For both on-street bays and car parks, three general options are possible:
 - a. Reduce Tariffs – This might seem an attractive option during the Covid-19 recovery period but given that demand for parking is already reaching capacity, such incentives do not appear necessary and would not be aligned to the Transport Strategy. Given the loss in income during the lockdown period, this would also result in further unsustainable losses for the car parks in particular, and as a result, this is not recommended.
 - b. Do Nothing (retain the current tariff structures) - This would not help manage the increasing level of demand for our parking facilities, nor would it be aligned to the direction of the Transport Strategy. It would also fail to address the need to cover the net cost of running the City's car parks, and as a result, this is not recommended.
 - c. Increase Tariffs – Setting a three-year pricing strategy to gradually raise tariffs will serve to manage demand over the medium term in line with the objectives of the Transport Strategy, as well as move the car park operation further towards a net profit. In terms of the on-street parking bays, increasing the differentiation between clean & polluting vehicle tariffs will also help meet the City's air quality objectives. As a result, this option is recommended.

Proposals

18. The proposal is to adopt a three-year pricing strategy, allowing the impact of the respective year-on-year changes to be monitored and then subsequently adjusted if necessary. The first step could be implemented from January / February 2021, with the intention that by 2023 parking for zero emission vehicles on-street would be half the cost of high polluting vehicles, whilst parking in our car parks would remain the cheaper option throughout.
19. On this basis, the following tariff structure is proposed:

Car Parks rates (£)	Current	Jan 2021	Jan 2022	Jan 2023
Hourly rate	3.50	4.00	4.20	4.50
Commercial Season Tickets*	1,865.50	1,980	2,200	2,500
Coach Parking (Tower Hill)	10	11	12	14

*Commercial season tickets are based on the hourly tariff, scaled up to a full year basis.

Parking Bay Hourly rates (£)	Current	Jan 2021	Jan 2022	Jan 2023
Zero Emission Capable	4.00	4.40	4.80	5.00
Petrol post-2005	5.20	6.00	6.60	7.20
Diesel post-2015	5.20	6.00	6.60	7.20
Other	6.80	8.00	9.00	10.00
Coaches	6.00	8.00	9.00	10.00

20. Whilst the car park tariffs are not subject to formal Traffic Management Orders, they are required for on-street parking & coach bays. These can be made under the Director of the Built Environment's existing delegated authority subject to a public advertisement & notification exercise. If any major objections or significant concerns emerge, this proposal would then be brought back to the Planning & Transportation Committee for Members to decide whether to continue to make the Order or to amend the proposal.
21. In terms of financial implications, it is difficult to predict income levels because changes in tariffs can lead to changes in demand plus there is obvious uncertainty regarding the long-term demand for parking spaces as the City recovers from Covid-19. Nevertheless, based on previous experience, it is thought that such changes are likely to result in an additional £575k pa contribution towards the On-Street Parking Reserve in the first year and approximately half that amount being recovered in additional income from car parks. This estimate factors in the recovery of parking activity during recent months as well as the potential for a continued shift away from higher polluting vehicles paying the highest on-street tariff band.

22. Otherwise, to make these changes there will be minor costs of approx. £10k incurred to cover advertising, publicity, signage and IT system alterations, but these will be met from the additional income derived from the tariff changes.

Corporate & Strategic Implications

23. The City is authorised to operate and set parking charges under Section 46 of the Road Traffic Regulation Act 1984. In exercising its functions under the Road Traffic Regulations Act 1984 the City, as traffic authority must have regard to amongst other things, the provision of adequate parking facilities and securing the expeditious, convenient and safe movement of vehicles and other traffic (including pedestrians) having regard to the amenity, the national air quality strategy and any other relevant matters. The environmental benefits of the proposals are consistent with these considerations.
24. In accordance with s55 of the Road Traffic Regulation Act 1984, income received from on-street parking charges is held in the On-Street Parking Account, which can only be used by the City for highway improvements and other traffic related or environmental measures. Additional costs associated with the introduction of emissions-based tariff and removal of the convenience fee can be legitimately covered by this surplus.
25. There is a requirement to publish proposals on changes to on-street parking charges prior to changes made to the Traffic Management Orders. This requirement will be met through publication of the proposals in the local press in accordance with the Local Authorities Traffic Order (Procedure) (England & Wales) Regulations 1996 as well as a coordinated communication strategy to include signage, posting on social media, website information and leaflet distribution.

Conclusion

26. The above proposals enable the continued provision of reliable and effectively managed on & off-street parking places in accordance with the City's Transport & Air Quality Strategies to reduce traffic, encourage motorists to opt for low emission vehicles and improve air quality in the City.

Appendices

Appendix 1	Car Park Tariff Benchmarking
Appendix 2	On-Street Parking Tariff Benchmarking

Contact

Report Author	Ian Hughes
Email Address	ian.hughes@cityoflondon.gov.uk
Telephone Number	020 7332 1977

Appendix 1 – Car Park Tariff Benchmarking (Feb 2020)

Location	Capacity (no.)	2 hours (£)	8 hours (£)
EC1			
Charterhouse Square (Euro Car Park)	14	£4	£11
Farringdon (NCP)	294	£12	£34
Saffron Hill (NCP)	353	£16	£22.50
Aldersgate (NCP)	670	£12	£24
Smithfield (CoL)	581	£7	£41.50
EC2			
Finsbury Square (NCP)	258	£18	£26
Barbican (CoL)	326	£7.50	£24
London Wall (CoL)	218	£7	£31.50
EC3			
Minories (CoL)	321	£7	£31.50
Tower Hill (CoL)	110	£7	£31.50
EC4			
Baynard House (CoL)	233	£7	£31.50
Vintry, Bell Wharf Lane (NCP)	466	£9.60	£28.80
E1			
Whitechapel High Street (NCP)	90	£16	£28
SE1			
London Bridge (NCP)	460	£9.60	£28.80
Gainsford Street (Q Park)	502	£10	£30
SW1			
Spring Gardens (Q Park)	205	£16	£48
WC1			
Judd Street (NCP)	35	£10	£25
WC2			
Covent Garden (NCP)	330	£24	£30

Appendix 2 – On-Street Parking Tariff Benchmarking (Feb 2020)*

City of London

- Electric or hydrogen or hybrid: £4 per hour
- Petrol vehicles registered from 2005: £5.20
- Diesel vehicles registered from 2015: £5.20
- All other vehicles: £6.80

Westminster

- Pre-2015 Diesel vehicles between £3.75 & £7.35 per hour depending on zone
- Other vehicles between £2.50 and £4.90

Camden

- Diesel vehicles between £2.49 and £6.93 per hour depending on zone
- Non-diesel vehicles between £2.05 and £5.70
- Malet St Zone: £7.20 (all vehicles)

Islington

- All vehicles between £2.40 and £6.20 per hour depending on zone

Southwark

- All vehicles (cash payment): £3.20 to £6.50 per hour depending on zone
- All vehicles (phone payment): £2.75 to £6

Tower Hamlets

- Diesel vehicles between £6 and £7.50 per hour depending on zone
- Non-diesel vehicles between £4 and £5

Hackney

- All vehicles between £1.20 and £4.80 per hour depending on zone

Hammersmith & Fulham

- All vehicles between £2.50 and £3.20 per hour depending on zone

*Note the above figures relate to hourly tariffs Monday to Friday. Different tariffs or free parking often applies at weekends but this is excluded from the above benchmarking for simplicity.

Committee(s) Markets Committee	Dated: 25 th November 2020
Subject: Report of Action Taken: Smithfield Market Concessionary Parking	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Support a thriving economy
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of Town Clerk	For Information
Report author: Antoinette Duhaney, Committee & Members Services	

Summary

The Town Clerk has considered a request from the Smithfield Market Tenants' Association for concessionary parking and a temporary reduction in car park tariffs for Market users from 10pm on Sunday 1st November 2020 until further notice. The request was made in order to ease parking stress and traffic congestion around the Market caused by the closure of East Poultry Avenue on the 15th August 2020 and subsequently on the 26th October 2020, the closure of the south elevation of the West Market due to the collapse of overhead glass canopies.

Recommendation(s)

That the action taken by the Town Clerk in consultation with the Markets Committee Chairman and Deputy Chairman as set out in paragraph 4 of this report be noted.

Main Report

Background

- On 15th August 2020, a concrete gutter collapsed in East Poultry Avenue (EPA) which necessitated the immediate Health & Safety closure of the road and surrounding pavements. The closure of EPA has had a significant impact on trade at the Market. This has been further exacerbated by an overhead glass canopy collapse on 5th of October 2020, and two subsequent canopy collapses over the two following weeks to the south elevation of the West Market (all glass panels were located in the same Market elevation). There were no injuries to any Market workers or members of the public.

2. After the third glass panel collapse, following consultation with the Corporate Health & Safety Team and City Surveyors Departments, the Market Superintendent took the decision to close the south west Market delivery bays, parking bays and pavements on 26th October 2020 until further notice. However, the closure of EPA and the south elevation of the West Market has created major operational challenges to the Market in respect of parking and traffic flow/management.
3. The closure of 3 trading elevations of the Market has suspended the operation and use of 8 loading bays in close proximity. This is in addition to 7 further loading bays in West Smithfield suspended long-term to facilitate project works for the Museum of London and the Poultry Market domed roof. This has consequentially dispersed vehicles that would normally use these bays to the remaining Market bays, thereby generating immense parking and traffic congestion.

Action taken

4. In consultation with the Chairman and Deputy Chairman of the Markets Committee, the Town Clerk has approved a reduction in the current car park tariff to provide free parking for all visitors to the rotunda car park between 2200 hrs and 0800hrs on Market trading days from 1st - 30th November 2022, or until both the south elevation of the West Market and East Poultry Avenue, whichever is sooner. This action will
 - provide for concessionary rates for the Market's busiest hours,
 - help alleviate significant and disruptive traffic congestion and operational pressures the Market is currently suffering
 - reduce health and safety risks as a result of the west Market pavement and loading bays being suspended.

Report author

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

Committee(s)	Dated:
Audit and Risk Management Committee Markets Committee	3 November 2020 25 November 2020
Subject: Update on Smithfield Canopies and Subsequent Remedial Work	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 & 12
Does this proposal require extra revenue and/or capital spending?	N
Report of: the City Surveyor	For Information
Report author: Jessica Lees	

Summary

Following the recent canopy collapse at London Central Market's East Poultry Avenue and two glass panes shattering from the glass canopy on the south elevation to the West Market a review of the current risk attached to the building condition at all three markets - London Central Market (LCM), Billingsgate and New Spitalfields has been reviewed, urgent remedial work and medium-term actions identified.

The review has found that although a number of cyclical projects both fabric and mechanical & electrical have taken place over the last 10 years, projects from the LCM's Poultry Market were removed from the forward maintenance plan in 2013/14 to form a capital project on Major Historical Repairs. There is also a percentage of projects that remain within the forward maintenance plans for all three markets which have been deferred due either being capital size projects, or have not met the short listing criteria for the Cyclical Works Programme and have therefore been deferred to allow the City to get the most out of its assets.

Recommendation(s)

Members are asked to:

1. Note the content of this report

Main Report

1. Background

- 1.1** Recent incidents at LCM; the collapse of part of the East Poultry Market canopy and three incidents with glass shattering from the glass canopy has prompted a review of the maintenance for primarily LCM but also Billingsgate and New Spitalfields Markets.
- 1.2** This report advises on the current position of the forward cyclical maintenance plans (FMP), the background and immediate action taken to address East Poultry Avenue and the glass canopy plus any future medium-term actions.

2. Forward Maintenance Plans

2.1 Forward maintenance plans for each market set out 20-year cyclical works, covering building fabric, mechanical, electrical and plumbing (MEP) services.

2.2 Cyclical work programme (CWP) projects for London Central Market are reviewed each year, Capital sized projects are removed to be put forward in the Capital Bid process and the remaining are reviewed by the CWP Peer Group who utilise a scoring matrix to select projects within the budget allocated for that particular fund to be included in the bid for funds process.

2.3 With regards to Billingsgate and New Spitalfields, cyclical projects are financially 'ring-fenced' and recoverable from the tenants under the service charge. As a result any cyclical projects are subject to affordability through the service charge.

2.4 The CWP position for 2020/21 is

London Central Market (Smithfield)

- Agreed funding – 7 projects, estimated total of £430k. Main works include roof works, BMS replacement, water storage tanks, AHU replacement, and chilled water pipework replacement.
- Reserve List (to be called upon if funds allow) – 13 projects, estimated total £615k. Main works cover stone-work restoration, roller shutter replacement and luminaries replacement.
- Deferred - 12 projects, estimated total of £295k. Main works include brickwork overhaul and stone cleaning, trace heating replacement.
- Capital size – 10 projects, estimated total of £2m. Main works are ductwork clean, condenser pipework replacement, heating pipework replacement, electrical replacement and sprinkler works. Two capital bids have been submitted for 2021/22; sprinkler works and condenser pipework replacement with estimated total of £1.1m.

New Spitalfields Market

- Deferred - 37 projects, estimated total of £528k. Main works include glazing and window replacement, PA replacement, internal refurbishments.

Billingsgate Market

- Deferred – 37 projects, estimated total of £1.3m. Main works include cladding panel replacement, decoration works, car park resurfacing and replacement lighting.

3. Specifically in relation to East Poultry Avenue;

3.1 A number of cyclical works projects for the Poultry Market at LCM, including the East Poultry Avenue Canopy were due in 2012/13, however in 2013/14 they were removed from the forward maintenance plan for the LCM as a Major Repairs project was set up to address the majority of the agreed Historic Repairs. The project was suspended, and the budget transferred to Capital Buildings Committee due to the proposed strategy by the Museum of London to annex the Poultry Market noting that further negotiation would be required with the Smithfield Market Tenant Association to avoid legal proceedings and the associated costs would likely to remain unrecoverable due to service charge caps. Only works relating to the Museum of London are being progressed.

3.2 Historically various condition surveys were undertaken in 2012, 2016 and 2017;

- A facade survey to stonework above each of the vehicle bays (below the canopies) was carried out in 2012 by stone restoration specialists Szeremely. The report categorised three types of works – type 1 which were serious/ essential defects which require immediate remedial works, type 2 – non urgent works and then type 3 which were basic and just cosmetic. Type 1 were few and far between and urgent remedial works were carried out and completed.
- A structural survey, including BIM modelling was carried out by Plowman Craven in 2016 to the Poultry Market building only. The report noted that condition was poor relating to lack of maintenance There was evidence of movement but no substantial remedials raised within the report. Work was approved to be carried out to the dome structure and the remainder of the works was included in the Major Historical Works programme which was suspended due to the Museum of London project.
- A facade survey was carried out in 2017 by Chamberlains Consulting to all three buildings at LCM, the outline findings was that there were no visual substantial defects.

3.3 Following the collapse of three sections of gutter and canopy on the north east side of East Poultry Avenue on 15 August 2020, the remaining structures were inspected by AKT II (structural engineers) which identified that the remaining concrete gutters and canopy needed to be deconstructed and removed before East Poultry Avenue was to re-open.

3.4 Demolition specialists Keltbray were appointed by the City to carry out this deconstruction exercise.

3.5 Following completion of the deconstruction works, AKT II are now carrying out further investigation and surveys of the remaining roof structures and coverings in both East Poultry Avenue and West Poultry Avenue to assess their structural stability and to identify any further remedial works.

4. In relation to London Central Market Glass Canopy;

4.1 The glass canopy around West and East Markets was installed in the 1990's. There have been reported failures of the glass panels since construction, specifically in 2016 and 2017 with three recent failures occurring on 5, 19 and 24 October 2020.

4.2 Following the two failures in 2016 and 2017 a working group was created by Markets internal operations team. The group's aim was to try and identify a reason as to why these sudden failures occurred in toughened panes of the glass canopies and find solution options. The following list of possible causes were examined:

- **Thermal stress/ Fixing related breakage** - dates of incidents were mapped with weather conditions and ambient outdoor temperatures and no pattern could be found. The planar bolts grommets on the pane that broke were in place in place and felt adequate to allow for seasonal expansion and contraction.
- **Physical Damage** - Birds dropping stones, etc - there was no evidence of nesting around the market at the time of the 2017 incident and market representatives did not feel that this was the most likely cause.
- **Vibration** - The 2017 and previous canopy incidents, occurred near the junction of East Poultry Avenue/ Charterhouse Street. At the time there was a lot of Crossrail work taking place and increased traffic in the area. A vibration survey was commissioned but the results indicated that this was not the cause.
- **Nickel sulphite impurities** - Nickel sulphite impurities were considered to be the most likely reason for the sudden uncontrolled failure of the panes. However, all the glass had been swept up and removed from site so could not be sent to a lab for analysis. It was decided that should another break the Market's staff would bag the squares of glass and send for analysis.

4.3 As there is a legal requirement to provide a canopy the option of removal without replacement is not possible. Replacement of the canopy was investigated, the planning department was consulted and advised that any replacement canopy would have to be sympathetic to the listed historic market and therefore, it was considered that any replacement was likely to be an expensive option. With draft proposals for the Culture Mile that placed a question mark on LCM's future, it was felt unlikely that funding would be provided for a complete replacement solution so attention turned to what could be done to control the risks from any future pane failures.

4.4 The working group identified two control measures:

- **Protective film** - the Markets team approached the Glass and Glazing Federation who offered a new technique of filming the panes which involved securing the film within the fixings, so it would act as a bag should a pane break.
- **Wire mesh** - as the panes shattered into small squares of glass the risk of serious injury to someone standing below was considered low. However, shock, cuts and possible bruising were anticipated outcomes and considered poor PR. Thought was given to fine mesh netting of the canopy.

4.5 On 5 October 2020 the Markets maintenance team reported that a pane of glass unexpectedly shattered and fell from the glass canopy on the south elevation of West Market. Based upon likelihood of a recurrence in the future and the view that the market remains operational for another 8 to 10 years it was advised that safety measures should be implemented to mitigate the risk.

4.6 The two main control measures identified in 2017 have been reviewed by the Markets team, H&S and FM. A film coating was ruled out as this had only been tested on vertical not horizontal glass, could put unnecessary pressure on the design/ fixtures and likely that further panes would fail whilst installing; as a result it was agreed that the best solution is to proceed with the wire mesh as the most effective and quickest measure.

4.7 Unfortunately, whilst arranging the wire mesh solution, another two panels have shattered on the 19 and 24 October 2020. This has called for an urgent mitigation of this risk and therefore the City Surveyor has instructed Engie who are currently onsite completing work to the Dome at the Poultry Market to design and install a wire mesh/netting to the underside of the canopy. The brief is to ensure safe attachment, loading and a clear methodology on future inspections and clearance measures if another panel were to fail.

4.8 Following the third failure, the footpath to the south elevation of the West Market, the location of the three recent failures, has been cordoned off as a safety precaution pending installation of the wire mesh. This closure has resulted in a 25% reduction in operational space for the Market. Engie has reported a three week lead time for the manufacture of the wire mesh, therefore the City Surveyor has submitted a proposal for Market consideration to install a crash deck to run the length of this elevation so that the footpath and vehicle bays can safely be reopened in the interim.

4.9 BRE have been approached to assist with the glass analysis of the most recent failure to determine whether nickel sulphite impurities are present within the glass; we will be receiving a cost proposal for this shortly.

5. Future (medium term) approach

5.1 Based upon the recent incidents and a review of the current position of the forward maintenance plans a future medium-term (8 to 10 years) approach is required to be implemented. To achieve this the following measures are to be put in place;

- **Poultry Market Condition Survey** - Arup have been instructed to carry out an updated condition survey of the Poultry Market only. The draft scope which is currently being reviewed by the City covers both the building structure and services provided to this building.
- **Full condition surveys (all sites, excluding Poultry Market at LCM)** - In addition to the Arup survey for the Poultry Market, all 3 markets require a full condition survey. There is opportunity to create a synergy with the Poultry Market survey which will be explored.
- **Mechanical and Electrical review** – The Technical Advisory team within the City Surveyors Operations Group have been instructed to carry out a review of all M&E across the 3 market sites with the objective to review and draw up a 10 year forward maintenance plan for mechanical and electrical assets.. This work will be in conjunction with the full condition surveys to provide a complete a comprehensive forward maintenance plan in the context of a 8 to 10 year shelf life for the current Markets operation.
- **Smithfield Commercial Units** – The FM team are assisting the Asset Management team to review and formulate a focussed forward maintenance plan for the Smithfield Commercial units to assist with service charge recovery.

6. Corporate & Strategic Implications

6.1 Strategic asset management: We will develop asset management strategies that align Corporate Property Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' objectives.

6.2 Property assets and facilities management: We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and soft services (cleaning, security, etc), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and new builds.

7. Conclusion

- 7.1** From the review it is paramount that a clear strategy is required for the medium-term maintenance and upkeep of the markets. The condition surveys with associated cost estimates for each Market will create a 10-year planned and forward maintenance schedule for each market. This will provide key information with regards to service charge contributions and for the City to make an informed decisions with regard to funding levels required to keep sites operational until completion of the Market Consolidation Project.
- 7.2** The recent canopy failure on East Poultry Avenue has also identified the urgency to review and progress the immediate/ urgent repairs/ remedial works identified by the Major Historical Project at Poultry Market to ensure safety and business as usual.

Jessica Lees

Deputy Head of Facilities Management, City Surveyor's Department

E: jessica.lees@cityoflondon.gov.uk
T: 07872114059

Appendices:

None

This page is intentionally left blank

Committees: Corporate Projects Board [for decision] Projects Sub [for decision] Planning and Transportation Committee [for decision] Markets Committee [for information]	Dates: 11 November 2020 30 November 2020 17 November 2020 25 November 2020
Subject: Lindsey Street Bridge Strengthening Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2: Project Proposal Regular
Report of: Director of the Built Environment Report Author: Jagdeep Bilkhu	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: Strengthening of the structure to meet the load carrying capacity of current standards and to undertake any other remedial works that would benefit the structural integrity and longevity.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: Options study to be completed presenting solutions for strengthening and any further recommendations. Carry out any surveys or investigations to fill any “gaps” in information still required.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That a budget of £100,000, of which £25,000 has been secured from LOBEG, is approved to reach the next Gateway; 2. Note the total project budget of £2,500,000 (excluding risk);
--	--

2. Resource requirements to reach next Gateway				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Consultant Fees	Develop options for strengthening	London Bridges Engineering Group (LoBEG)	40,000*
	Staff Costs	Project Management of consultants and further investigations/ surveys. Liaisons with internal stakeholders.	LoBEG	10,000*
	Investigations, surveys etc.	Provide information that is still missing or ambiguous for the options study and ultimate the design of these works.	LoBEG	50,000 Not confirmed.
	Total			100,000
<p>* The sum of £25k (£24k fees and £1k staff cost) has been awarded by LOBEG to fund this scheme and an additional £75k has been bid for, the outcome of this bid will be known shortly.</p> <p>If the bid to LOBEG for £75k, which is required to reach the next Gateway, is unsuccessful a drawn-down from the On-Street Parking Reserve is proposed and has already been discussed with the Chamberlain's department. The funding has been agreed in principle subject to Resource Allocation Sub Committee approval in December 2020.</p>				
3. Governance arrangements	<ul style="list-style-type: none"> • Service Committee responsible for this project shall be Transportation and Planning Committee. This report will also be presented to Projects Sub Committee. • The Senior Responsible Officer is Paul Monaghan (Assistant Director Engineering). • A project board is not required for this project. 			

Project Summary

4. Context	<p>4.1 This structure has undergone major structural modification as a result of the Crossrail Farringdon East Station escalator tunnel barrel which is now situated within a few metres of the bridge foundations at the closest points. Crossrail undertook compensation grouting around the escalator tunnel to improve the ground conditions and constructed a reinforced concrete raft slab under some of the arches so the bridge could be raised on jacks as a settlement prevention measure. This was a complex operation and is now completed on site. There are however, some remaining issues that have been brought to the attention of Crossrail with respect to the work that they carried out which are not the subject of this report.</p> <p>4.2 During the Crossrail works, it was confirmed that the structure is not a series traditional backfilled masonry arches. In the structures current state, load from the jack-arch structure is transferred to the masonry arches by virtue of 'spinal' walls, also constructed of masonry under each of the jack-arch girders bearing on the spine walls and in turn these walls on to the main masonry arch.</p> <p>4.3 A diagrammatic representation of the elevation showing jack-arch girders above the new masonry arch in two of the spans is shown in Appendix 2.</p> <p>4.4 As a consequence of the above, a bid for funding was made to Transport for London through the London Bridges Engineering Group (LoBEG) to allow a structural assessment to be commissioned along with intrusive investigations to current highway standards.</p> <p>4.5 It was found that one of the spans had jack-arches replaced with precast concrete planks spanning between the jack-arch girders over a limited area of that particular span. It is not known why these concrete planks were installed but it is suspected to be repair from bomb damage of WWII.</p> <p>4.6 In 2018 funding was awarded by LoBEG and a structural assessment completed and reported in August 2019. The results of this assessment confirmed that the structure was not capable of carrying full Assessment Live Loading (ALL) to current standards, limited by the strength of the precast concrete planks to vehicles of gross weight 7.5 tonnes only.</p> <p>4.7 The structure has since been the subject of close visual inspection for any changes in condition. Both the highways division and Markets have been made aware of the current situation.</p>
-------------------	---

	4.8 A further award of limited funded was granted by LoBEG, to commence an options study for strengthening in June 2020.
5. Brief description of project	5.1 Strengthening of a multi-span (non-traditional) masonry arch structure over various property, including London Underground railway.
6. Consequences if project not approved	<p>6.1 The clear and obvious consequence from the structural assessment of 2019 is that weak elements have been identified and that there is the potential for these to collapse if they continue to be overloaded. If these elements do collapse, it will mean that the entire highway would need to be closed to vehicular traffic due to the location of these elements within the carriageway.</p> <p>6.2 Should any failure of the weak elements affect the main masonry arch structure, there is the potential that operation of railway services or whatever activity is currently being undertaken underneath the arches could be affected and ultimately need to be stopped.</p> <p>6.3 The new Farringdon East Station and new office building on the oversight of the station have resulted in new public realm works, including footway improvement and kerb realignment. There could be disruption to this building and station.</p>
7. SMART project objectives	<p>7.1 Meeting statutory obligations by strengthening/replacing the failing elements of the structure to meet current loading standards.</p> <p>7.2 Removal of any increased management and/or interim measures that may be required.</p> <p>7.3 Removal of Corporate liabilities associated with being an asset owner and manager.</p>
8. Key benefits	<p>8.1 Potential to remove the inability to inspect non-visible elements, depending on the options selected, either by backfilling completely or by introducing inspection chambers.</p> <p>8.2 Enabling the structure to be able to sustain loading to current highway standards.</p>
9. Project category	2. Statutory
10. Project priority	A. Essential
11. Notable exclusions	11.1 This scheme does not involve any remedial work to Span 1 of the multi-span structure. Span 1 carries Lindsey Street over the London Underground, Metropolitan and Circles Lines. The form of construction of Span 1 is thought to be a traditional backfilled

	masonry arch, different to the other non-traditional arches of spans 2, 3 and 4, which were originally constructed using jack-arches supported on steel columns.
--	--

Options Appraisal

12. Overview of options	<p>12.1 The 'Do Nothing' option is not feasible. Physical interim measures (to avoid loading the understrength parts of the structure) cannot be implemented due the location of the understrength elements which are across the middle of the existing carriageway, strengthening of the structure is a necessity.</p> <p>12.2 Replace the elements that are under capacity, in that one span only and undertake localised strengthening and reinstatement, including localised waterproofing.</p> <p>12.3 Strengthen the entire span with the understrength elements and re-waterproofing of that span only.</p> <p>12.4 Strengthen spans 2, 3 and 4, including re-waterproofing of the entire structure.</p>
--------------------------------	---

Project Planning

13. Delivery period and key dates	<p>Overall project: 6-12 months depending on the option selected for construction.</p> <p>Key dates:</p> <p>G3-4 Spring/Summer 2021</p> <p>G5 late 2021</p> <p>G6 late 2022 (provided this report can be presented to Members before the contractual requirement of the end of the defects correction period or equivalent).</p> <p>Other works dates to coordinate: This scheme is not planned to be coordinated with any other works however it is known that Farringdon East Station is not currently open to the general public and is anticipated to be opening late 2021 provided there are no further delays to Crossrail.</p> <p>As part of the new station works there is a project to improve the public realm in this area, including re-surfacing of the highway. Lindsey Street Bridge Strengthening scheme is already working in liaison with the team coordinating the Farringdon East (Crossrail) Highway Reinstatement scheme.</p> <p>We are also aware that works on the new Museum of London will be commencing in the Smithfield area from the start of 2021.</p>
--	--

	There is likely to be construction activity from this scheme in the area too.
14. Risk implications	<p>Overall project risk: Medium</p> <p>Some of the envisaged risks are:</p> <ul style="list-style-type: none"> • Potentially finding that the structural arrangement is different to that assumed during construction. Consequently, elements that have been assumed to be capable of carrying 40 tonnes assessment live load may need strengthening/replacement. • Unknown services and buried plant or the aforementioned not being in the envisaged location. <p>Risk Provision is not required to reach the next gateway. A risk register showing Costed Risk Provision is currently under development.</p>
15. Stakeholders and consultees	<p>Internal</p> <p>15.1 Smithfield Market</p> <p>15.2 City Surveyor's Department</p> <p>15.3 Finance</p> <p>15.4 Procurement</p> <p>External</p> <p>15.5 Transport for London</p> <p>15.6 Crossrail</p> <p>15.7 London Bridges Engineering Group (LoBEG)</p> <p>15.8 Market traders</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk):</p> <p>£500,000 - £2,500,000 depending on the option selected for strengthening.</p> <p>Likely cost range (including risk):</p> <p>A risk register is currently being developed in conjunction with our consultant and will be presented with the G3/4 report. At the present time, no risk allowance is required to reach the next gateway.</p>	
17. Funding strategy	<p>Choose 1:</p> <p>Partial funding confirmed</p>	<p>Choose 1:</p> <p>Mixture - some internal and some external funding</p>

	Funds/Sources of Funding	Cost (£)
	External – LoBEG (confirmed funding) for the options study	25,000
	External – LoBEG (unconfirmed funding that has been bid for in FY20/21) for the options study	45,000
	External – LoBEG (unconfirmed funding that has been bid for in FY21/22) for the options study	30,000
	Internal - City Fund On-Street Parking Reserve For the construction stage of the strengthening works, including consultant design fees.	2,400,000
	Total	2,500,000
18. Investment appraisal	N/A	
19. Procurement strategy/route to market	<p>19.1 We would recommend that design services are carried out by out term consultant for engineering services, Arcadis. They have also conducted the structural load assessment as well as coordinated the intrusive investigations and have therefore accrued some intimate knowledge of the structure.</p> <p>19.2 The appointment of a main contractor for the construction of the strengthening works is likely to come through a tender process. Once the design is complete and a better indication of the estimated cost is known, we will consult with procurement for the best route to market.</p> <p>19.3 All appointments will be made in line with the City's Procurement code.</p>	
20. Legal implications	<p>20.1 The City of London Corporation have a duty of care to maintain the highway. As highway authority and owner of this structure that supports the highway, there is also a duty to keep the supporting structure in a good state of repair.</p>	
21. Corporate property implications	<p>21.1 Loading bays on Lindsey Street would not be in service during the construction stage to strengthen the structure. There is a high probability that all the bays will be taken out of service and therefore Smithfield Market would not be able to use them for loading/unloading.</p> <p>21.2 The proposals in this report meet key objectives of the Corporate Property Asset Management Strategy;</p>	

	<ul style="list-style-type: none"> Operational assets remain in a good, safe and statutory compliant condition. Operational assets are fit for purpose and meet service delivery needs.
22. Traffic implications	<p>22.1 This will be assessed as part of the selection process as the implications will be different for each option, It should be noted that all options will have some implications but the worst case scenario of no works and weight restrictions to protect the bridge is the worst case.</p> <p>22.2 There may be an effect of serving the new Farringdon East Station and office building with taxis etc.</p>
23. Sustainability and energy implications	None.
24. IS implications	None.
25. Equality Impact Assessment	An equality impact assessment will not be undertaken.
26. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Plan and Elevations of the Structure

Contact

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

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	Not Applicable
[2] Core Project Name	Lindsey Street Bridge Strengthening		
[3] Programme Affiliation (if applicable)	No affiliate programme at the present time. (However, it should be noted that this work could coincide with the construction phase of the Museum of London Relocation which is also in the vicinity).		

Ownership	
[4] Chief Officer has signed off on this document	Gordon Roy (on behalf of Carolyn Dwyer as CO)
[5] Senior Responsible Officer	Paul Monaghan
[6] Project Manager	Jagdeep Bilkhu

Description and purpose	
[7] Project Description	
Strengthening of a multi-span (non-traditional) masonry arch structure over various property, including London Underground railway.	
[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)?	
Specific elements of the structure have been found to be non-compliant with current highway loading standards. These need to be strengthened/replaced. If these works are not undertaken, there is the possibility that the highway may need to be weight restricted which will in turn have significant impact on the operation of Smithfield Market.	
[9] What is the link to the City of London Corporate plan outcomes?	
<p><Delete those which don't apply, leave in those outcomes that do ></p> <p>[1] People are safe and feel safe.</p> <p>[2] People enjoy good health and wellbeing.</p> <p>[3] People have equal opportunities to enrich their lives and those of others and reach their full-potential.</p> <p>[4] Communities are cohesive and have suitable housing and facilities.</p> <p>[5] Businesses are trusted and socially and environmentally responsible.</p> <p>[6] We have the world's best regulatory framework and access to global markets.</p> <p>[7] We are a global hub for innovation and enterprise.</p> <p>[8] We attract and nurture relevant skills and talent.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity and collaboration.</p> <p>[13 COLP] To make the City of London the safest city area in the world.</p> <p>[14 COLP] To deliver a policing service that is valued.</p> <p>[15 COLP] To be a police force with global influence and impact.</p> <p>[16 COLP] To build new ethical economic partnerships.</p> <p>[17 COLP] To have an innovative, skilled and agile workforce in a culture that supports and empowers our people.</p>	
[10] What is the link to the departmental business plan objectives?	
<p><Objectives this project is linked to, and a short narrative (max 4 lines) on how will it help us achieve them. ></p> <ul style="list-style-type: none"> Improving quality and safety of the environment for workers, residents and visitors. Nature, heritage and place are valued and understood. 	

<ul style="list-style-type: none"> London's natural capital and heritage assets are enhanced through leadership, influence, investment, collaboration and innovation. 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	N

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1)	Meeting statutory obligations by strengthening/replacing the failing elements of the structure to meet current loading standards.
2)	Removal of any increased management and/or interim measures that may be required.
3)	Removal of Corporate liabilities associated with being an asset owner and manager.
[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.)	
Not applicable.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £1,000,000 Upper Range estimate: £5,000,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
<ul style="list-style-type: none"> Continued regime of visual inspections every 2 years with a Principal Inspection (within touching distance) every 6th year. 	
[16] What are the expected sources of funding for this project?	
Not yet confirmed but this is likely to be from the On-Street Parking Reserve. A bid for funding from the London Bridges Engineering Group (LoBEG) will also be made but initial discussions have indicated that funding is unlikely to be available through them but there is a possibility that some smaller values of funding for a options study could be available.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
At the present time the structure is being managed based on its visual condition. It should be strengthening as soon as practically possible as there is the possibility that elements that did not pass the structural assessment could fail and collapse. It is anticipated that construction would commence second half of 2020 or first half of 2021.	

Project Impact:
[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?
Unlikely, but communications with Smithfield Market will need to be carefully managed as will those with the Museum of London Relocation project (also being undertaken by the City of London). In

addition to this, the construction phase of the work will be adjacent to the newly developed site of the Crossrail Farringdon East Station (between Lindsey Street on the west and Hayne Street on the east).

[19] Who has been actively consulted to develop this project to this stage?

<(Add additional internal or external stakeholders where required) >

Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	Officer Name: TBC
IT	Officer Name: Not applicable
HR	Officer Name: Not applicable
Communications	Officer Name: TBC
Corporate Property	Officer Name: TBC
External	TBC

[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:

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:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

This page is intentionally left blank

Lindsey Street Bridge Strengthening – G2

Appendix 2 – Plan and Elevations of the Structure

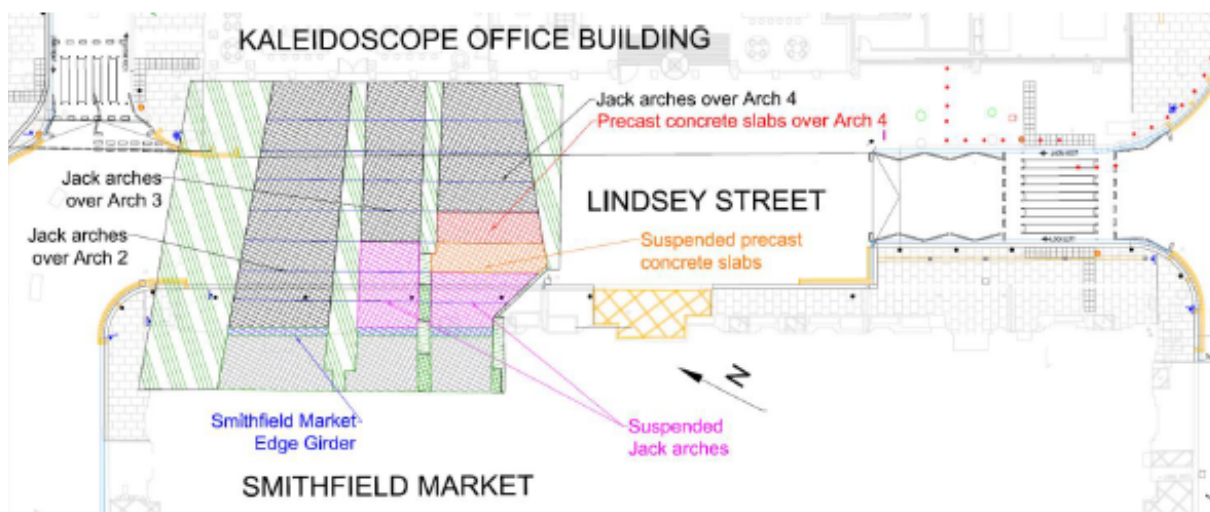


Plate 1 Schematic plan view of Lindsey Street Bridge (Structural arrangement under western footway is inferred from limited available information).



Plate 2 View of East Elevation of Lindsey Street Bridge (looking west).

Lindsey Street Bridge Strengthening – G2

Appendix 2 – Plan and Elevations of the Structure

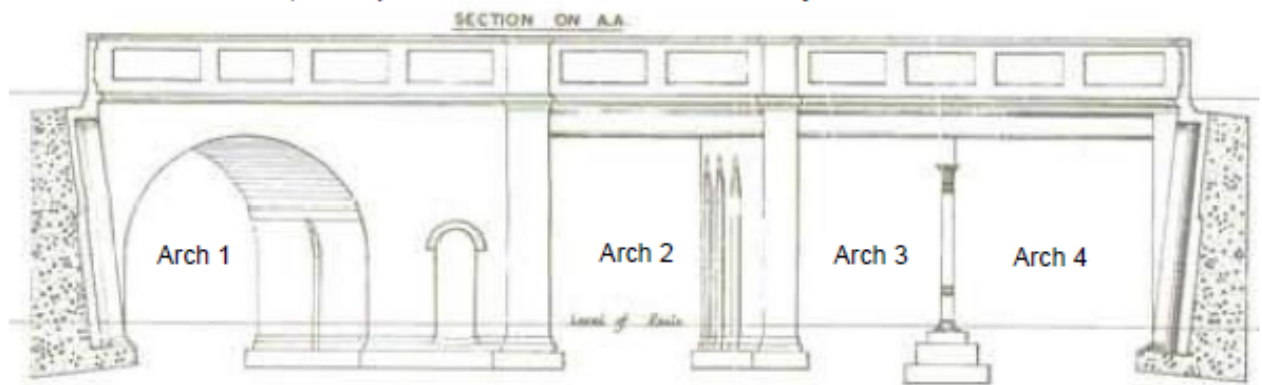


Plate 3 View on west elevation of original bridge (looking east). Arch 5 not shown in above illustration.

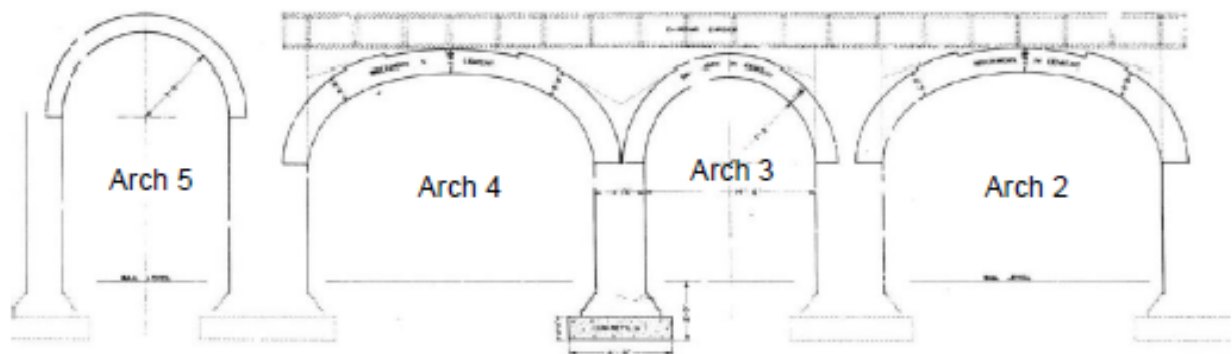


Plate 4 View on east elevation of current bridge form (looking west). Arch 1 not shown in above illustration.

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank