

APPENDIX A: Wholesale Markets Risks

Report Author: Joanne Hill

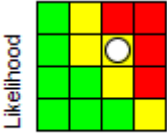
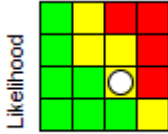

Generated on: 17 February 2021



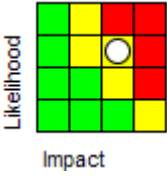
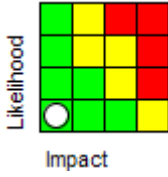

Rows are sorted by Risk Score

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-SM 012 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	16	A full condition survey will start at Smithfield Market on 1 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 9 April with the final Maintenance Plan presented to the City Surveyor's Department by 30 April. The scope of works will then be developed in the first week of May with funding approvals sought thereafter before a full programme of works is developed. 17 Feb 2021	 Likelihood Impact	1	30-Jun-2021	 Increasing

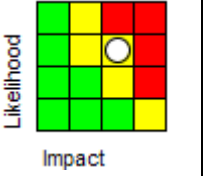
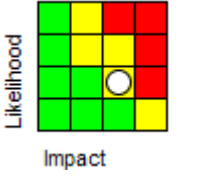

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-SM 012a	Condition survey to be carried out.	The appointed contractor is due to attend the site on 1 March to commence the condition survey.	Mark Sherlock	17-Feb-2021	30-Jun-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-BG 001 Workplace Transport 26-Apr-2017 Daniel Ritchie	<p>Cause: A lack of suitable and sufficient training and adequate management controls in relation to vehicle movements at Billingsgate Market.</p> <p>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.</p> <p>Effect: An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, and/or reputational damage for the City.</p>	 <p>Likelihood</p>	12	This risk has been reviewed and is being held at Amber until we have total compliance with our traffic management policies. 17 Feb 2021	 <p>Likelihood</p>	8	30-Jun-2021	 Constant

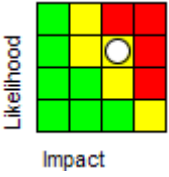
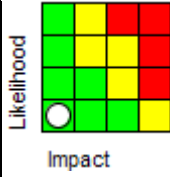

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-BG 001e	Respond to recommendations and agree an action plan.	An action plan has been put in place to deal with the highest risk factors.	Daniel Ritchie	17-Feb-2021	30-Jun-2021
MCP-BG 001f	Complete actions and record evidence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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-BG 002 Building maintenance-management 29-Sep-2020 Jon Averbs	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.		12	A full condition survey will commence at Billingsgate Market on 29 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 16 April with the final Maintenance Plan presented to City Surveyor's Department by 7 May. The scope of works is due to be agreed by 14 May 2021. 17 Feb 2021		1	30-Jun-2021	 Constant

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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-NS 001 Workplace Traffic Management 24-Feb-2015 Emma Beard; 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 Impact	12	Minor technical issues are still in need of action. The project will not be signed off until these are rectified. The pedestrian gate software has been tested and will go live when access cards have been issued. This is likely to be at the beginning of March 2021. There are some programming issues with season tickets which will be resolved by the end of February 2021. 17 Feb 2021	 Likelihood Impact	8	31-Mar-2021	 Constant

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

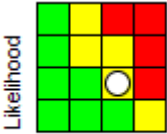
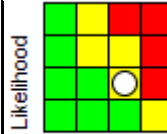

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-NS 003 Building maintenance-management 29-Sep-2020 Jon Averbs	Cause: The deterioration 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.		12	A full condition survey will commence at New Spitalfields Market on 15 March and last 4 weeks. The report and recommended 10 Year Maintenance Plan will be compiled by 23 April with the final Maintenance Plan presented to City Surveyor's Department by 14 May. The scope of works is due to be agreed by 21 May 2021. 17 Feb 2021		1	30-Jun-2021	 Constant

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

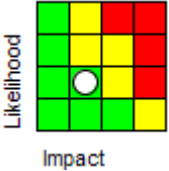
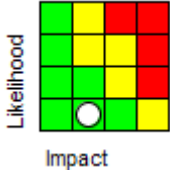

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-NS 004 Brexit - impact of Brexit on tenants 23-Dec-2020 Emma Beard; Debbie Howard	<p>Cause: The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains.</p> <p>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.</p> <p>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.</p>	 Likelihood Impact	8	<p>The outcome of the trade agreement between the UK government has had an adverse effect on the supply chain of goods into the market. The full impact of the new import regulations will not be fully known until July 2021.</p> <p>The availability of parking for delivery vehicles and waiting times for unloading may cause disruption to parking and unloading operations.</p> <p>The ability to create additional delivery vehicle parking will be explored.</p> <p>17 Feb 2021</p>	 Likelihood Impact	2	31-Jul-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-NS-004a	Review HGV parking/unloading areas to provide additional spaces for the anticipated increased numbers of vehicles on site. These numbers may cause traffic management issues if arriving en masse, so a contingency plan for additional unloading areas will be developed.	The HGV area at the rear of the market hall has been enlarged and further areas at the sides of the market hall are being considered.	Debbie Howard	17-Feb-2021	31-Jul-2021
MCP-NS-004b	Consult with the SpMTA to agree parking charges.	Consultation with SpMTA has commenced.	Debbie Howard	17-Feb-2021	31-Jul-2021
MCP-NS-004c	Consult with the SpMTA on the potential impact of the new import rules which are due to be fully implemented from 1 July 2021.	It is highly unlikely that any tenant has been adversely affected by Brexit. Consultation with the SpMTA has commenced and will continue until July 2021 as the impact of the new import rules on market tenants becomes clearer.	Debbie Howard	17-Feb-2021	31-Jul-2021

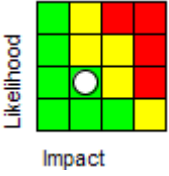
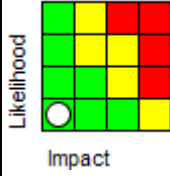

MCP-NS-004d	Identify additional areas on the market site for the storage of produce.	Work has commenced to identify suitable areas for additional storage of produce, should that become necessary.	Debbie Howard	17-Feb-2021	31-Jul-2021
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 001 HGV Unloading Operations 24-Feb-2015 Mark Sherlock	<p>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.</p> <p>Event: Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p>Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>A four night audit was carried out from 17 January. Non-compliance was 4% and the relevant traders and transport companies have been informed of the need to follow Smithfield site rules for HGV carcass deliveries.</p> <p>11 Feb 2021</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Dec-2021	 Constant

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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 013 EPA Canopy Failure 17-Aug-2020 Mark Sherlock	<p>Cause: Lack of condition survey and maintenance.</p> <p>Event: Sections of concrete canopy fail and collapse following extreme weather.</p> <p>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.</p>		4	<p>High priority H&S works were completed in East Poultry Avenue and the road, remaining pavement and three Market access gates were fully re-opened on 30 November 2020. There are additional recommended works planned for early 2021 as part of the structural survey contractor recommendations. City Surveyor's Department will programme these works in consultation with the Superintendent around the Market operation.</p> <p>11 Feb 2021</p>		2	31-May-2021	 Decreasing

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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 014 Glass Canopy Failure 07-Oct-2020	Cause: Spontaneous failure of overhead glazing panel. Event: Failure of the toughened glass overhead canopy panel/s. Effect: Lacerations, fractures and/or impact injuries to pedestrians who may be showered with glass fragments.		4	Work to safely return the full use of loading bays and pavements to the south west elevation continues according to plan and are due to complete at the end of February. Further works to the remaining canopies (all currently netted) are being planned by City Surveyor's Department in consultation with the Superintendent and works scope and quotations are in progress. The current risk score has been reviewed and is considered correct in line with Corporation guidance standards. 11 Feb 2021		1	30-Jun-2021	 Increasing

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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 011 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	2	There has been no impact to the Market currently with either a build-up of carcass meat (not going for export) or inbound delays with boxed product from the continent. The Market is aware of only one 24 hour delay which was handled during normal Market hours the following day. The situation will need to be assessed on a day by day basis and more actively as full import checks are implemented at the ports. The target date for this risk has been amended to 1 July 2021 which is the date when all of the new UK border controls will have been implemented. 08 Feb 2021	 Likelihood Impact	1	01-Jul-2021	 Constant

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

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