

# Appendix A: Wholesale Markets Risks

Report Author: Joanne Hill


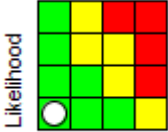

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Rows are grouped by subject

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/Risk Approach	Current Risk score change indicator
<b>MCP-BG 002 Building maintenance-management</b>  29-Sep-2020 Jon Aaverns	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.	 Likelihood Impact	<b>12</b>	A full condition survey has been completed by the appointed contractor and the results shared with the City Surveyor's Department. City Surveyor's and the local Market team plan to meet in mid-July to discuss the outcomes and agree the pathway forward.  <b>22 Jun 2021</b>	 Likelihood Impact	<b>1</b>	31-Jul-2021	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-BG 002a	Condition survey to be carried out.	A full condition survey has been completed by the appointed contractor and the results shared with the City Surveyor's Department. City Surveyor's and the local Market team plan to meet in mid-July to discuss the outcomes and agree the pathway forward.	Daniel Ritchie	22-Jun-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/Risk Approach	Current Risk score change indicator
<b>MCP-NS 003 Building maintenance-management</b> 29-Sep-2020 Jon Averns	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.	 Likelihood	<b>12</b>	A full condition survey took place during the week commencing 15 March. We are awaiting consultation on the Surveyor's report to enable a programme of works to be produced. <b>18 Jun 2021</b>	 Likelihood	<b>1</b>	01-Sep-2021	 Constant
							Reduce	

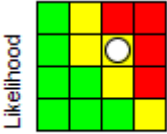
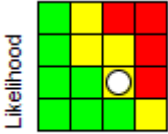

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-NS 003a	Condition survey to be carried out.	The appointed contractor has completed the survey and we are awaiting consultation on the report to enable a programme of works to be produced.	Emma Beard; Debbie Howard	18-Jun-2021	01-Sep-2021



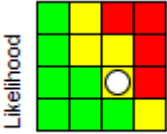
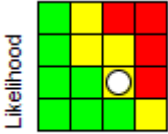
		and recommendations from the audit will take place during the week commencing 21 June 2021. The risk rating will be reviewed again once more detail of the recommended actions is known and the timeframes and funding for completion are agreed.			
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Risk 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/Risk Approach	Current Risk score change indicator
MCP-BG 001 Workplace Transport  26-Apr-2017 Daniel Ritchie	<p><b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation vehicle movements at Billingsgate Market.</p> <p><b>Event:</b> There is a risk of a life changing injury to a pedestrian if vehicle movements including forklift trucks are not appropriately managed and controlled.</p> <p><b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City.</p>	 Likelihood	12	This risk has been reviewed and is being held at Amber until we have total compliance with our traffic management policies.  <b>22 Jun 2021</b>	 Likelihood	8	30-Sep-2021	Constant
							Reduce	

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	22-Jun-2021	30-Sep-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	22-Jun-2021	30-Sep-2021

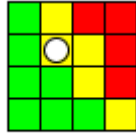
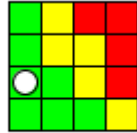

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p><b>MCP-NS 001 Workplace Traffic Management</b></p> <p>24-Feb-2015 Emma Beard; Sean Benton; Debbie Howard</p>	<p><b>Cause:</b> Over 200 forklift trucks operate on the New Spitalfields Market site. <b>Event:</b> There is a serious risk of life changing injury to a pedestrian if vehicle movements in this constrained space are not appropriately managed and controlled. <b>Effect:</b> An accident involving a pedestrian and a vehicle which resulted in a serious or life changing injury could result in prosecution, a fine, reputational damage for the City and have an adverse impact on the operation and sustainability of the service.</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>12</b></p>	<p>This risk is under constant review and further work is being carried out to assess whether forklift trucks (FLT) can be subjected to further restrictions within the Market Hall, such as elimination of use, battery powered FLT) and/or using pedestrian controlled equipment such as hand-drawn pumper trucks.</p> <p>The entrance/exit barrier is now operational and is supporting the reduction of risk by controlling access to the site. The new system can also be programmed to automatically refuse entry to the vehicles of individuals who have breached site rules.</p> <p>The technical problem with the pedestrian gate/turnstile has been resolved and the gate is being used to control pedestrian access outside of trading hours. A zero tolerance approach to produce in the roadways during trading hours has been introduced and is being enforced.</p> <p><b>18 Jun 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>8</b></p>	<p>01-Sep-2021</p> <p>Reduce</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP NS-001m	Risk will be reviewed on a monthly basis.	The pedestrian gate is now in operation and is being used to control pedestrian access outside of trading hours.	Emma Beard; Debbie Howard	18-Jun-2021	01-Sep-2021

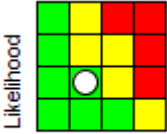
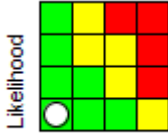
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
MCP-SM 001 HGV Unloading Operations  24-Feb-2015 Mark Sherlock	<p><b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <p><b>Event:</b> Serious or life changing injury to members of the public, market staff and other service users caused by uncontrolled or unguided reversing vehicles.</p> <p><b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>A 4-night HGV carcass delivery audit was carried out from the 3 May. There was 8% non-compliance (no attending tenant's banksman) across 107 deliveries during the audit. Letters to the delivery companies have been sent, re-iterating site rules, as well as the audit outcome details sent to the SMTA for review and improvement discussion with members at their next council meeting.</p> <p><b>18 Jun 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Dec-2021	Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-SM 001k	Keep the risk under review.	A 4-night HGV carcass delivery audit was carried out from the 3 May. There was 8% non-compliance (no attending tenant's banksman) across 107 deliveries during the audit. Letters to the delivery companies have been sent, re-iterating site rules, as well as the audit outcome details sent to the SMTA for review and improvement discussion with members at their next council meeting.	Mark Sherlock	18-Jun-2021	30-Sep-2021

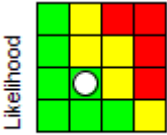
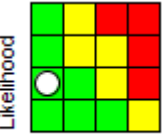


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>MCP-SM 011</b> <b>Brexit - impact of Brexit on traders and imports</b>  06-Sep-2019 Mark Sherlock	<b>Cause:</b> The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains. <b>Event:</b> The market tenants fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react. <b>Effect:</b> Delays and disruption in the food supply chain, and shortages of product over a prolonged period. There is also a risk, albeit unlikely, that this could impact the financial viability of some tenants' businesses. This in turn could lead to business failures and vacant premises at the markets but given the current position this seems highly unlikely.		6	Post-Brexit checks on some EU goods coming into Great Britain have been delayed by six months in order to give businesses more time to prepare. The government stated that the new timetable would help firms recovering in the wake of the COVID-19 pandemic.  On 11 March 2021, the government announced a new timetable for border checks with full processes for some imports not required until January 2022.  <ul style="list-style-type: none"> <li>• Pre-notification requirements for Products of Animal Origin (POAO), certain animal by-products (ABP), and High Risk Food Not Of Animal Origin (HRFNAO) will not be required until 1 October 2021.</li> <li>• Full checks and import declarations will now commence in January 2022.</li> </ul> The current situation and circumstances are under regular and constant review and the risk will be reviewed and amended appropriately as time progresses.  <b>18 Jun 2021</b>		2	31-Jan-2022	
		Likelihood Impact			Likelihood Impact		Reduce	

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 which are currently suspended due to Museum of London works and the Poultry Market roof project is underway in consultation with the 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. The Superintendent is meeting with the Project Director and principal contractor (BuroFour) on 18 June to assess and discuss the best impact mitigation measures going forward. This impact will be more regularly reviewed going forward.	Mark Sherlock	18-Jun-2021	31-Jan-2022
MCP-SM 011b	Reschedule working hours for market staff to cover possible extended trading hours.	The recent annual leave moratorium that was in place for staff, has now been reviewed and cancelled, due to no impact on Market operations. All staff have been made aware and encouraged to use any remaining leave. Staffing levels and flexibility will be reviewed prior to the pending full import checks and resource plans will be amended depending upon advance impact information advised through CoL Brexit briefing groups or trader feedback.	Mark Sherlock	18-Jun-2021	31-Jan-2022
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 the Department of the Built Environment. Markets Committee approved the principal of concessionary parking during Market hours on a needs necessitates basis under delegated authority between the Superintendent and the Chairman for January only. However due to the last minute trade deal between the UK and EU, the anticipated congestion around the Market did not materialise and the concession was not required.	Mark Sherlock	18-Jun-2021	31-Jan-2022
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	18-Jun-2021	31-Jan-2022

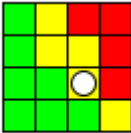
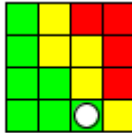

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
MCP-BG 003 Brexit - Impact  04-May-2021	<p><b>Cause:</b> The outcome of Brexit negotiations between UK Government and EU fails to secure continuity of contracts and/or security of supply chains.</p> <p><b>Event:</b> Market tenants fail to prepare appropriately.</p> <p><b>Impact:</b> Delays and disruption in the food supply chain create shortages of product over a sustained period placing businesses under threat of viability, with small risk of failure and vacant market premises.</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Currently consulting with LFMA, tenants and industry bodies on impact of the new import and export rules to ensure business preparedness. Progress being kept under constant review.</p> <p><b>22 Jun 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	1	30-Sep-2021	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-BG 003A	Consult with LFMA, tenants and industry bodies on impact of the new import and export rules to ensure business preparedness.	The Superintendent has met with colleagues from Port Health and Environmental Health to understand whether an 'in house' production of Export Health Certificates can be achieved in the medium term.		22-Jun-2021	30-Sep-2021

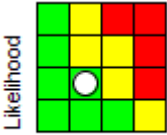
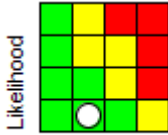
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
MCP-NS 004 Brexit - impact of Brexit on tenants  23-Dec-2020 Emma Beard; Debbie Howard	<p><b>Cause:</b> The outcome of Brexit negotiations between the UK government and the EU fails to secure continuity of contracts and/or security of supply chains.</p> <p><b>Event:</b> The market tenants fail to prepare appropriately for the end of the Brexit transition period on 31 December 2020. Uncertainty around the potential outcomes until it is too late to react.</p> <p><b>Effect:</b> Delays and disruption in the food supply chain, and shortages of product over a prolonged period. There is also a risk, albeit unlikely, that this could impact the financial viability of some tenants' businesses. This in turn could lead to business failures and vacant premises at the markets but given the current position this seems highly unlikely.</p>	 Likelihood Impact	4	<p>The outcome of the trade agreement between the UK government and the EU had a minor adverse effect on the supply chain of goods into the market. However, normal deliveries have since resumed. Implementation of the new border checks has now been delayed. Currently there appears to have been no visible effect on trade.</p> <p>The availability of parking for delivery vehicles and waiting times for unloading may cause disruption to parking and unloading operations. These operations are being reviewed as part of the HGV management plan.</p>	 Likelihood Impact	2	01-Jan-2022	Constant
							Reduce	

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. This remains under review as part of the Traffic Management Plan.	Debbie Howard	18-Jun-2021	01-Jan-2022
MCP-NS-004b	Consult with the SpMTA to agree parking charges.	Consultation with the SpMTA is ongoing.	Debbie Howard	18-Jun-2021	01-Jan-2022
MCP-NS-004c	Consult with the SpMTA on the potential impact of the new import rules which are due to be fully implemented	It is highly unlikely that any tenant has been adversely affected by Brexit to date.	Debbie Howard	18-Jun-2021	01-Jan-2022

	from 1 July 2021.	Consultation with the SpMTA will continue until the impact, if any, of the new import rules on market tenants becomes clearer.			
MCP-NS-004d	Identify additional areas on the market site for the storage of produce.	Work is continuing to identify suitable areas for additional storage of produce and 'click and collect', as this has now been identified as a necessary requirement by some tenants. Costs are being obtained to remove concrete plinths at the ends of the market pavilion to provide additional parking.	Debbie Howard	18-Jun-2021	01-Jan-2022

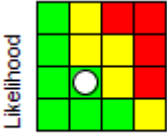
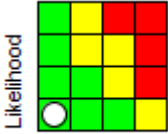
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<b>MCP-WM 001 Wholesale Markets Consolidation Project</b>  17-Mar-2020 Jon Averns	<p><b>Cause:</b> The Markets Co-location Project (MCP) team are leading a project to move the City’s Wholesale Markets to a single site in Barking &amp; Dagenham. This proposed move may influence decisions on maintenance at the existing markets to ensure resources are not invested in works whose life will exceed the anticipated occupation of the respective market site. However, should the City of London Corporation be unable to, or decide not to, complete the MCP or determines an alternative use for the Barking site, the markets may not move and this could have an injurious effect on the continued operation of the markets on their existing sites.</p> <p><b>Event:</b> The City’s three wholesale food markets, New Spitalfields, Smithfield and Billingsgate are unable relocate to the Barking site and find themselves with seriously dilapidated infrastructure due to the investment decisions taken in anticipation of the proposed move to the Barking site.</p> <p><b>Effect:</b> This could result in a major programme of works at the existing markets sites to catch up with the deferred maintenance in order to ensure the markets are fit for purpose. This could require significant additional capital investment. Relationships with tenants may be adversely affected due to the impact on normal operation of the refurbishment works, which could result in adverse publicity, possibly leading to reputational damage to the City and tenant claims against City of London Corporation for loss of earnings and other incurred costs Should the capital investment required be cost prohibitive, or the impact of the refurbishment cause severe disruption to tenants’ businesses, this could trigger a decline in the markets, possibly to the point where they are irrecoverable.</p>	 <p>Likelihood</p>	8	<p>An Interim Maintenance Strategy for the Markets has been formulated and adopted.</p> <p>Site survey work for all three market sites is complete and the surveyor’s preliminary findings have been received by the City Surveyor's Department. There will be used to inform forward maintenance plans in line with the strategy.</p>	 <p>Likelihood</p>	4	31-Dec-2026	
		<p>Impact</p>	<p><b>22 June 2021</b></p>	<p>Impact</p>	Reduce	Constant		

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
MCP-WM 001a	Keep risk under regular review	This risk has been reviewed in the light of recent actions on condition surveys and the likely update of forward maintenance plans. The risk will continue to be kept under review to ensure it reflects the developing circumstances that will impact the future operation of the markets.	Jon Averns	22 June 2021	31-Dec-2026
MCP-WM 001b	Agree and implement a maintenance strategy to ensure there are appropriate levels of maintenance such that the markets will not be forced to close due to failing infrastructure.	<p>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 in the short term.</p> <p>Conditions surveys have been completed. Their findings will inform forward maintenance plans that will ensure that the markets continue to be maintained to a compliant level while striking a balance with the anticipated occupation of the existing sites.</p> <p>The City will continue to ensure it meets its lease commitments with regard to maintenance through a combination of local maintenance teams and the City Surveyor's Facilities Management Team. The Cyclical Works Programme and major project works will also continue as normal at the markets, subject to the terms of the interim maintenance strategy.</p>	Jon Averns	24 June 2021	31-Dec-2026

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MCP-SM 013 EPA Canopy Failure  17-Aug-2020 Mark Sherlock	<p><b>Cause:</b> Lack of condition survey and maintenance.</p> <p><b>Event:</b> Sections of concrete canopy fail and collapse following extreme weather.</p> <p><b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>All safety and maintenance work has been completed in order to reopen East Poultry Ave and commence safe trading. Further rectification work will be identified by a wider condition survey. When we have sight of the initial findings of the wider condition surveys it is intended that any further work will be carried out as quickly as possible, noting the listed facade.</p> <p><b>18 Jun 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	2	31-Oct-2021	Constant
							Reduce	

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.	All safety and maintenance work has been completed in order to reopen East Poultry Ave and commence safe trading. Further rectification work will be identified by a wider condition survey. When we have sight of the initial findings of the wider condition surveys it is intended that any further work will be carried out as quickly as possible, noting the listed facade.	Mark Sherlock	18-Jun-2021	31-Oct-2021



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MCP-SM 014 Glass Canopy Failure  07-Oct-2020	<b>Cause:</b> Spontaneous failure of overhead glazing panel. <b>Event:</b> Failure of the toughened glass overhead canopy panel/s. <b>Effect:</b> Lacerations, fractures and/or impact injuries to pedestrians who may be showered with glass fragments.	 Likelihood Impact	4	All remedial work on the SW Elevation is now complete and all scaffolding and netting has been removed. Pavements and loading bays are back in operation.  Any potential works to the remaining elevations are now under consideration by City Surveyor's Department (CSD) as part of the building condition audits and contractor recommendations.  <b>18 Jun 2021</b>	 Likelihood Impact	1	30-Sep-2021	Constant
							Reduce	

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.	All remedial work on the SW Elevation is now complete and all scaffolding and netting has been removed. Pavements and loading bays are back in operation.  Any potential works to the remaining elevations are now under consideration by CSD as part of the building condition audits and contractor recommendations.			Mark Sherlock	18-Jun-2021	31-Oct-2021