

Committee(s)	Dated:
Markets Board	25.05.22
Subject: Wholesale Market Risks Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 7
Does this proposal require extra revenue and/or capital spending?	N/A
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: Ben Milligan, Director of Markets	For Information
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Summary

This report has been produced to provide the Markets Board with assurance that risk management procedures in place within the Markets Division 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 Markets Division of the Chief Operating Officer's Department. A process exists for in-depth periodic review of the risk register and for emerging risks to be identified.

In accordance with the City of London's Risk Management Framework, and as agreed by Markets Committee in November 2021, this report only considers key departmental level risks with a current risk score of 6 or above (i.e., those classed as Red or Amber) and which fall within the remit of your Board:

- COO-MKT NS 007: Air Quality Pavilion, New Spitalfields (AMBER, 12)
- COO-MKT WM 004: Wholesale Markets – Traffic Management (AMBER, 12)
- COO-MKT SM 012: Building maintenance-management, Smithfield (AMBER, 8)
- COO-MKT WM 001: Wholesale Markets - Consolidation Project (AMBER, 8)
- COO-MKT BG 003: Brexit – Impact (AMBER, 6)
- COO-MKT SM 011: Brexit – Impact of Brexit on traders and imports, Smithfield (AMBER, 6)

Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Markets Division to monitor, and manage effectively, risks arising from its operations.

Main Report

Background

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

Current Position

2. This report provides an update on the key risks that exist in relation to the operations of the wholesale markets within the Chief Operating Officer's Department. The report also outlines the processes adopted for the ongoing review of risk and mitigating actions.

Risk Management Process

3. Risk Management is a standing agenda item at the regular Markets Division Senior Management Group (SMG) meetings, over and above the suggested quarterly review. At each meeting, the SMG reviews existing risks and considers whether there are any emerging ones for addition to the risk register.
4. Between each SMG meeting, risks are reviewed in consultation with risk and control owners, and updates are recorded in the corporate risk management system (Pentana).
5. Regular risk management update reports are provided to this Board 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 Business Plan; slippage against key deliverables, for example.
 - An annual, fundamental, risk register review, undertaken by the tier of management below SMG.
7. The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

Summary of Key Risks

8. The Risk Register for the Wholesale Markets contains five departmental level risks with a current rating of 6 or above (i.e. those classed as 'Red' or 'Amber' on the City of London Risk Matrix, a copy of which is provided at Appendix A).
9. A Summary Risk Register is attached at Appendix B and the detailed Register at Appendix C. Our approach to all these risks is to reduce their rating.

Transport Risk

10. The following summary provides commentary on external reviews and guidance that have been sought to address the transport risk on each site.
11. **Smithfield Market**
In early 2016 the City commissioned the Freight Transport Association (FTA) to carry out an audit of vehicle movements at the market. The audit report was published in April 2016 and was used as the basis of an action plan to reduce the risk. A follow up to the original audit was carried out by the FTA in January 2017. The FTA concluded that improvements in physical safety had been made but stressed that the management of vehicles onto and off of the loading bays was an area where focus was needed. Regular audits of banksman activities are carried out by Market management and the risk is reviewed in the light of the outcome of these audits.
12. **Billingsgate Market**
In 2019 the City commissioned a review of workplace transport safety at Billingsgate Market by FTA Operational Consultancy. The review was carried out during July 2019 and the FTA reported back the same month with recommendations for remedial actions. The high priority actions have been completed and the FTA were invited to re-visit their review findings in February 2022. They issued their report in April 2022 and the Market management are currently formulating an updated plan to address the key findings.
13. **New Spitalfields Market**
In 2015 the City Commissioned Labyrinth to carry out an assessment of the traffic movements at the market and to make recommendations for necessary actions to reduce the risk. Labyrinth completed their site and work and reported in October 2015, with a series of graded recommendations. The recommendations were built into an action plan that was delivered in collaboration with the Market tenants. All actions on the plan have been completed. The risk is at target and kept under regular review.

Corporate & Strategic Implications

Strategic implications: Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

Financial implications: None

Resource implications: None

Legal implications: None

Risk implications: The proactive management of risk, including the reporting process to Members, demonstrates that the Markets Division of the Chief Operating Officer's Department is adhering to the requirements of the City of London Corporation's Risk Management Policy and Strategy.

Equalities implications: There are no proposals in this report that would have an impact on people protected by existing equality legislation.

Climate implications: None

Security implications: None

Conclusion

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

Appendices

- Appendix A: City of London Corporation Risk Matrix
- Appendix B: Wholesale Markets Risks – Summary Risk Register
- Appendix C: Wholesale Markets Risks – Detailed Risk Register

Background Papers

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

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