

# COO MKT Detailed Risk Register

Report Author: Jane Poulton

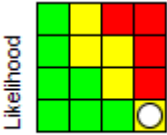
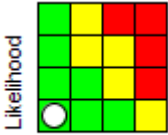


Rows are sorted by Risk Score

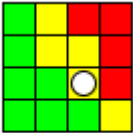
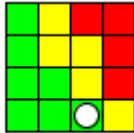

Code & Title: COO MKT NS New Spitalfields Market 3 COO MKT Markets 4 COO MKT SM Smithfield Market 6 COO MKT WM All Wholesale Markets 3 COO MKT WM Wholesale Markets 2

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
COO-MKT-WM 004 Wholesale Markets - Traffic Management  30-Dec-2021 Ben Milligan	<p><b>Cause:</b> A lack of suitable and sufficient training and adequate management controls in relation to vehicle movements at each of the Markets.</p> <p><b>Event:</b> There is a serious risk of life changing injury to a pedestrian if vehicle movements 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 and have an adverse impact on the operation and sustainability of the service.</p>	 Likelihood Impact	16	There was a serious fork lift truck accident between 2 employees of the same company on the 4th July at Smithfield Market. The first two phases of a comprehensive action plan have now been completed with one still to be delivered. The increased risk rating has been retained until all of the improvement measures that have been identified as being necessary to control the risk have been completed. Once these are in place the risk will be re-assessed.	 Likelihood Impact	8	30-Nov-2022	↑
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-WM 004a Billingsgate Market	Re-engage consultant to provide assurance that essential recommendations have been actioned and that the risk has reduced.	Met with Q shop tenants and LFMA , along with Constabulary management, to propose measures to be taken. Feedback from tenants to return by 21 October with final meeting and date of enforcement to be confirmed in November 2022. Other recommendations being worked through in order of priority.	Daniel Ritchie	17-Oct-2022	30-Nov-2022
COO-MKT-WM 004b New Spitalfields Market	Keep the risk under review.	All previously identified actions have been completed. A forklift vehicle struck a pedestrian on 18th October 2022, injuries sustained were minor (bruising) and the incident was caused in part by the pedestrian stepping backwards into the vehicle however, we are taking the opportunity to review the site for any further signs or road markings that may help to prevent any further incidents. Any improvements to be implemented by 30th November.	Emma Beard; Debbie Howard	24-Oct-2022	30-Nov-2022
COO-MKT-WM 004c Smithfield Market	Keep the risk under review and undertake regular audits of HGV movements.	Good progress has been made with delivering on the action plan and completing out necessary works. Pedestrian segregation barriers have been installed in the Poultry Market and a refresh of all line marking and pavement hazard warning indicators completed. Signage throughout the covered ways has been updated and improved. The final traffic management design layout plan is now being costed for implementation by the 15th November.	Shelley Ross-Harding; Mark Sherlock	18-Oct-2022	30-Nov-2022

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<b>COO-MKT-SM 012 Building maintenance management</b>  29-Sep-2020 Mark Sherlock	<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	8	Work with CSD to review Edge reports and agree priorities is ongoing. There is some funding agreed for works in 22/23 but the bulk of any necessary future works will come in 23/24 and beyond. A plan document should be available from CSD after consultation with the Market by the end of October with relevant PID's being raised for funding.  <b>17 Oct 2022</b>	 Likelihood Impact	1	31-Mar-2023	Constant
							Reduce	

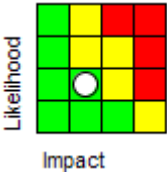
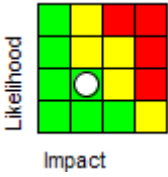

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-SM 012e Agree scope of works and phasing with CSD	Works priorities and phasing in progress to be agreed with City Surveyor's Department (CSD). CSD to raise PIDs to continue with further surveys and pricing exercises.	Work with CSD to review Edge reports and agree priorities is ongoing. There is some funding agreed for works in 22/23 but the bulk of any necessary future works will come in 23/24 and beyond. A plan document should be available from CSD after consultation with the Market by the end of September with relevant PID's being raised for funding.	Mark Sherlock	23-Aug-2022	30-Nov-2022

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<b>COO-MKT-WM 001 Wholesale Markets Consolidation Project</b> 17-Mar-2020 Ben Milligan	<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.</p> <p>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> <p>Impact</p>	8	The Markets Colocation Project (MCP) team are in active dialogue with each of the Markets Tenants' Associations. Regular design workshops and update meetings have been held.  <b>25 October 2022</b>	 <p>Likelihood</p> <p>Impact</p>	4	31-Dec-2026  Reduce	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-WM 001a Review risk	Keep risk under regular review	This risk has been reviewed in the light of recent actions on remedial works arising from the condition surveys and progress in dialogue with the Tenants' Associations. 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.	Ben Milligan	25 October 2022	31-Dec-2026
COO-MKT-WM 001b Maintain infrastructure	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>The interim maintenance strategy will ensure that appropriate levels of maintenance continue to be carried out until there is more certainty about the markets' move. This will address the risk that the markets cannot operate due to failing infrastructure in the short to medium term.</p> <p>Capital funding has been approved for three projects that will address the most significant findings of the condition survey at Smithfield. The Billingsgate Action Plan is progressing with projects to introduce new fish handling facilities, an outbound logistics trial and works to the Cold Store roof underway. Further intrusive survey work has been commissioned at New Spitalfields to establish in detail the works needed and provide an estimate of costs.</p>	Ben Milligan	25 October - 2022	31-Dec-2026

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COO-MKT-BG 002 Building maintenance-management  29-Sep-2020 Daniel Ritchie	<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	4	<p>The General Manager continues to meet regularly with City Surveyor's Department to consider the recommendations made in the report.</p> <p>A strategy has been developed to ensure that the market continues to be statutorily compliant, recommendations are addressed, and risks suitably mitigated.</p> <p>Further meetings have taken place with the Tenants' Association concerning the order recommendations are undertaken and the approach to sharing risk. These meetings will continue to take place throughout the remainder of the year.</p> <p><b>17 Oct 2022</b></p>	 Likelihood Impact	1	28-Feb-2022	 Constant
							Reduce	

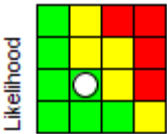
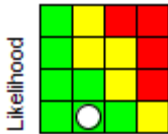
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COO-MKT-BG 002b Respond to recommendations in conditions survey	Work with City Surveyor's Department (CSD) to consider the recommendations made in the Conditions Survey and implement them as appropriate.	Actions identified to take place in 22/23 are now being progressed with the support of City Surveyors. Further actions for works identified for future years being considered, also with City Surveyors.	Daniel Ritchie	17-Oct-2022	30-Dec-2022

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<b>COO-MKT-NS 007 Air Quality - Market Pavilion</b>  16-Feb-2022 Emma Beard	<b>CAUSE:</b> Use of diesel operated FLT's and other mechanical equipment in the Market Pavilion cause high levels of NO2 and particulate matter. There is an existing policy that prohibits tenants from idling (running engines while stationary) which has seen some improvement to the air quality, but not nearly sufficient to reduce the level of pollution.		4	Awaiting on air quality results to measure the impact of forklift trucks operating on biofuel only in the market hall. The outcome of those results will depend on whether other measures will be needed to reduce the risk further.  <b>19 Oct 2022</b>		4	31-Dec-2022	  Decreasing
	<b>EVENT:</b> Individuals (CoL staff, tenants, market workers and members of the public) are exposed to high levels of NO2 and particulate matter over a long period of time.  <b>EFFECT:</b> Impaired lung function, cardiovascular disease or other serious health conditions are suffered by individual members of CoL and tenants' staff or members of the public. Potential financial and reputational damage to the Market and CoL as a result of legal action and/or negative publicity.							

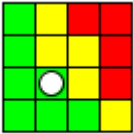
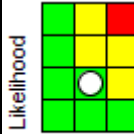
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-NS 007a Mandatory Use of Biofuel	From 1st April 2022 government legislation changes will prevent the use of rebated fuels (red diesel) at New Spitalfields Market. Currently, our tenants run their forklift trucks on this type of fuel, most of which is purchased from the onsite fuel supplier. The fuel supplier will begin selling HVO Biofuel from March 2022 and from 1st April 2022 tenants have been informed that they can use Biofuel only - this will initially need to be cut with white diesel while stocks are acquired.	It is understood that tenants are complying with the mandatory use of biofuel and our next quarters air quality monitoring results should support this. We are also considering further types of air testing and planning high level cleaning to remove dust and emissions matter.	Emma Beard	24 October 2022	01-Jun-2022

	<p>This will be a transitional period with the use of biofuel ONLY becoming mandatory from 1st June 2022. We shall continue to review the air quality monitoring results to record the expected improvement this change will allow for.</p>				
COO-MKT-NS 007c Effects of Bio-fuel on Air Quality	<p>Review the air quality monitoring results each month to assess the impact that bio-fuel is having on the air quality within the Market Pavilion.</p>	<p>The results will be reviewed in December when the data becomes available.</p>	<p>Emma Beard</p>	<p>17-Oct-2022</p>	<p>31-Dec-2022</p>

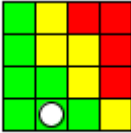
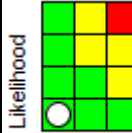


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COO-MKT-SM 013 EPA Canopy Failure  17-Aug-2020 Mark Sherlock	<b>Cause:</b> Lack of condition survey and maintenance. <b>Event:</b> Sections of concrete canopy fail and collapse following extreme weather. <b>Effect:</b> Serious harm to building occupiers and members of the public by exposure to various physical hazards. Loss of use of physical assets through accident investigations and enforcement authority prohibitions, etc. Financial losses through potential Health and Safety Executive (HSE) fees for intervention, prosecution, civil claims and reputational damage to the City.		4	Update from CSD 4th October : Undertake feasibility surveys. The first being an Architectural feasibility survey, with options and costs. The second being a structural survey with quantity, outline scope and budget for the concrete repairs to the concrete purlins over East Poultry Ave. Both of these surveys are critical to providing a holistic brief and budget for the larger capital project. The cost variables are quite extensive between the most basic canopy option and more extensive, hence the proposal for this piece of work in advance. Following confirmation from the food standards agency, this work now needs to progress as quickly as possible to minimise operational impact on the market. <b>17 Oct 2022</b>		2	31-Mar-2022	Constant
							Reduce	

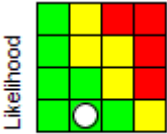
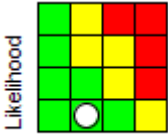
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-SM 013a EPA Canopy Review	Survey and review all existing canopies in East Poultry and West Poultry Avenue. Erect crash mats and support props to secure remaining structure.	Further mitigation works have been completed. A tap test of the facade was carried out on the 9th June and the area in question netted on the 17th June. Regular monthly inspections of the facade will take place or after heavy rain to ascertain continuing condition. A scope of works for the re-instatement of the canopy is now under way and a gateway process instigated by CSD. Works need to be fully completed by the end of financial year in March 2023.	Mark Sherlock	23-Jun-2022	31-Mar-2023

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COO-MKT-WM-005 Brexit - Impact  04-May-2021 Ben Milligan	<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. <b>Event:</b> Market tenants fail to prepare appropriately. <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.	Likelihood  Impact	4	Following the delay of the introduction to further controls on EU goods which was due to be phased in from July, but now not likely to happen until the end of 2023 the Market Brexit Risk has been amalgamated into one risk and will be reviewed regularly.  <b>21 Oct 2022</b>	Likelihood  Impact	4	30-Nov-2022	↓
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-WM-005a Keep Risk Under Review	Keep the risk under review.	Implementation of documentation checks have been delayed and are not anticipated to be implemented until late 2023. Risk currently at target level and government guidance will continue to be monitored.		21-Oct-2022	01-Feb-2023

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
COO-MKT-SM 014 Glass Canopy Failure 07-Oct-2020 Mark Sherlock	<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	2	The risk has been assessed and the rating remains. If works to the north elevation are agreed to conclusion the risk will be downgraded to the lowest score. <b>18 Oct 2022</b>	Likelihood  Impact	1	30-Sep-2022	Constant
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-SM 014a Conduct Investigation & Plan Mitigation Works	Condition survey to be carried out and mitigation plans agreed for safe return of glass canopy to operational use.	Update from CSD: <ul style="list-style-type: none"> <li><b>Glazed canopy cleaning and remedials and glazing replacement</b> – This was delivered across the Long Lane and Lindsey Street elevations (A PID was submitted for the remaining areas, this was approved and a GATEWAY submission is to be made through the Spring and Summer). Autumn Gateway approvals to be chased by CSD.</li> </ul>	Mark Sherlock	17-Oct-2022	31-Oct-2022

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COO-MKT-WM 003 Wholesale Markets Food Hygiene  15-Dec-2021 Ben Milligan	The City is responsible for providing cleaning, waste, and maintenance services to the common parts of the three wholesale markets. Tenants are responsible for the cleanliness and hygiene of their own demised areas within the markets. There is a risk to the City should conditions in the common parts fail to be kept to a satisfactory standard of hygiene. <b>Cause:</b> Cleaning and maintenance measures provided by the City at one or more of the markets fails to uphold satisfactory food hygiene conditions. <b>Event:</b> Regulatory body finds food hygiene conditions at one of the markets are inadequate, or a food poisoning event is linked to a Market, in areas where the City is responsible for maintaining food hygiene. <b>Effect:</b> Suspension of food hygiene accreditation with consequential impact on tenants' ability to trade, leading to reputational damage and possible financial impact from claims from tenants for lost trade. Possible legal action by regulatory body.	 Likelihood Impact	2	Each Market has robust measures in place to ensure food hygiene standards are maintained and these are regularly monitored by third party regulatory bodies. A dedicated departmental compliance team has now been established, which has food safety within its remit. A full programme of inspections is in place, the outputs from which will be used to inform the risk assessment going forwards.  The risk is currently at target. We will continue to monitor it closely.  <b>25 October 2022</b>	 Likelihood Impact	2	31-Dec-2021	Constant
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-WM 003a Review Risk	Keep risk under regular review.	This risk has been reviewed and remains at target. It will continue to be reviewed on a quarterly basis. Additional, interim reviews will be undertaken if it becomes necessary.	Donald Perry	25-Oct-2022	30-Dec-2022