

COO MKT- Markets Committee Risk Report (Detailed Risk Register)

Report Author: Jane Poulton

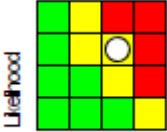
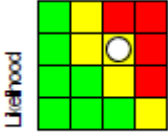
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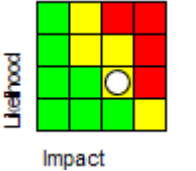
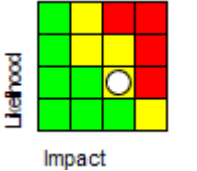
Rows are sorted by Risk Score

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/Risk Approach	Current Risk score change indicator
COO -MKT-BG 009 Billingsgate Transport Risk 10-Feb-2023 Daniel Ritchie	Cause: A lack of sufficient training and adequate management controls in relation to vehicle movements at Billingsgate Market. Event: There is a risk of a life changing injury to a pedestrian if vehicle movement 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.		12	Creating a traffic management plan and safe system of work addressing the most intensively used areas of site that all market users will be required to adhere to. Further pedestrian restrictions and segregation measures introduced. 14 Jun 2023		8	12-Feb-2024	 Constant

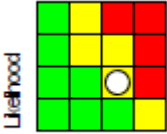
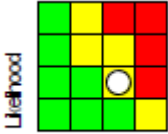

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
COO-MKT-BG 009a	Re-engage consultant to provide assurance that essential recommendations have been actioned and that the risk has been reduced.	Enhanced number of pedestrian restrictions now in place in the Q shop area after consultation with the LFMA.			Daniel Ritchie	25-Aug-2023	10-Nov-2023

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COO -MKT- WM 004 Health & Safety Risk 28-Apr-2023 Ben Milligan	<p>Causes: The operation of three large, semi-industrial sites with extensive traffic movements and accessible by large numbers of pedestrians carries a range of potential health and safety implications for members of the public, staff, and contractors.</p> <p>Event: Incident or accident with health and safety implications.</p> <p>Impact: Potential life changing injury to a member of the public, staff and contractor.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Due to the nature of our Markets and the types of activities carried out, many of the risks have potential health & safety impacts, for example, vehicle movements, loading and unloading goods, waste collection, repair and maintenance of buildings. There are also ongoing health and safety risks associated with contractors adopting safe working practices and members of the public disregarding safety advice.</p> <p>This consolidated, cross-departmental risk has been assessed and scored as 12 due to the wide range of health and safety related risks across the Markets.</p> <p>Whilst some factors are beyond our direct control, for example, behaviour of members of the public and adjacent/surrounding busy highways, each site has appropriate actions in place to mitigate health and safety impacts of their risks as far as reasonably practicable.</p> <p>09 Jun 2023</p>	 <p>Likelihood</p> <p>Impact</p>	12	15-Apr-2024	<p>Reduce</p> <p>Constant</p>

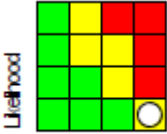
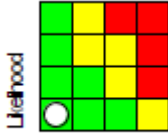
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004a	The risk is being kept under review.	This Risk is being kept under review.	Ben Milligan	22-Aug-2023	24-Oct-2023

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C00-MKT-SM 006 Smithfield Transport Risk 10-Feb-2023 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.		8	Risk remains the same. 14 Aug 2023		8	10-Feb-2024	Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
COO-MKT-SM-006a	Keep the risk under review and undertake regular audits of HGV movements.	A revised HGV operations plan is in progress and will be appended to the Market Working Manual after consultation with the tenants' association.	Mark Sherlock	14-Aug-2023	26-Oct-2023

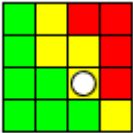
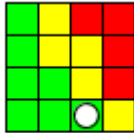

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COO-MKT-NS 008 New Spitalfields Transport Risk 10-Feb-2023 Emma Beard;	Cause: Over 200 forklift trucks operate on the New Spitalfields Market Site. Event: There is a serious risk of life changing injury to a pedestrian if vehicle movements in the constrained 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	8	Traffic management plan is up to date with no current changes required. This will continue to be review regularly. 12 Jun 2023	 Likelihood Impact	8	10-Feb-2023	 Constant

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COO-MKT-NS 008a	All actions from the Traffic Management Plan are now complete. The risk is being kept under review.	All identified actions have now been completed. The risk is to remain under constant review.	Emma Beard	23-Aug-2023	26-Oct-2023

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COO-MKT-SM 012 Building maintenance management 29-Sep-2020 Mark Sherlock	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	8	Reviewed and the risk remains the same. 10 Aug 2023	 Likelihood Impact	1	30-Jun-2023	Constant
							Reduce	

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COO-MKT-SM 012a	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.	<p>East Poultry Avenue canopy works – two elements to the project, (i) replacement pavement canopy (permanent or temporary) (ii) repairs to concrete purlins. CSD are currently arranging for a survey/inspection of purlins to monitor their structure and recommend any repairs and/or additional strengthening works that are required to maintain their conditions since the original survey and remedial works in 2020. This survey will necessitate a weekend road closure of East Poultry Avenue and a road closure application is imminent. The survey outcome will inform the works required and funding will then be sought through the gateway process. Current estimate for necessary work commencement is Q1-2 2024 dependent on approvals and alignment with the Poultry Market redevelopment for the London Museum.</p> <p>Glazed canopy works – two thirds of remedial works already completed with CWP funding. Further CWP funding of £174k has now been approved for the remaining North elevation and the GM has requested a project start date of January 2024 so as not to impact on the operational transition after the closure of Poultry Market and allow for a quieter period of Market operation post-Christmas.</p> <p>Further works to upgrade the fire doors and sprinkler system in the car park and ceiling remedials in the car park are currently either between a Gateway 1-2 or PID stage as part of an ongoing capital projects review by Members.</p> <p>Completed project works (i) shutter refurbishments across the Market (£19k), East Market smoke curtain replacement (£24k), Air Handling Unit replacements (£50k), chilled water</p>	Mark Sherlock	14-Aug-2023	31-Dec-2023

		pipework replacement (£50k) condenser water pumps replacement (£34k) West Market BMS upgrades (£60k).			
COO-MKT-SM 012b	Agree project start/completion dates in consultation with CSD.	As of the 15th April, funding of £174k has been approved to complete works to the north elevation glazing canopy. CSD to agree programme with contractor and then the Market to fit with operational needs. This is planned for the first quarter of 2024	Mark Sherlock	14-Aug- 2023	31-Mar- 2024

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COO-MKT-WM 001 Wholesale Markets Consolidation Project 17-Mar-2020 Ben Milligan	<p>Cause: The Markets Co-location Project (MCP) team are leading a project to move the City’s Wholesale Markets to a single site in Barking & 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>Event: 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>Effect: 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>		8	The submission of a private bill to Parliament in November 2022 to relocate two markets was a major step forwards in reducing the likelihood of this risk, however it is not enough in itself to reduce the risk score at this stage. It is still very much the steer to move three markets. Should this not be achieved, this risk will be realised at New Spitalfields and that will involve a major programme of works and require capital investment by the tenants.		4	31-Dec-2026	
				22 Aug 2023			Reduce	Constant

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COO-MKT-WM 001a	Keep risk under regular review	This risk has been reviewed in the light of the submission in November 2022 of the private Bill to Parliament to relocate the Markets, and recent actions on remedial works arising from the condition surveys. 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	22-Aug-2023	31-Dec-2026
COO-MKT-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>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 works (Racking and Cold store roof) underway. Roof survey completed at Spitalfields, awaiting remedial works quote.</p>	Ben Milligan	22-Aug-2023	31-Dec-2026