

# SUR MKT Detailed Risk Register

Report Author: Jane Poulton  
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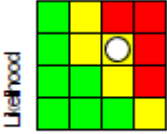
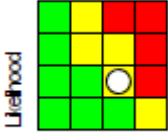



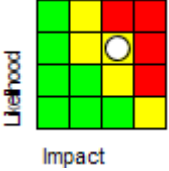
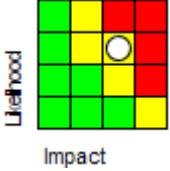
Rows are sorted by Risk Score

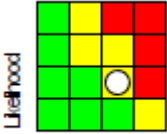
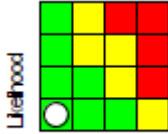

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>SUR SMT 017 Markets Parliamentary Bill.</b>  16-August-2024 Ben Milligan	<p><b>Cause:</b> The City of London Corporation have deposited a Bill in Parliament to de-marketize Smithfields and Billingsgate. However, should the Bill take longer than planned to pass, or be rejected, this could be operationally/financially injurious to the City Corporation.</p> <p><b>Event:</b> The City's wholesale food markets, Smithfield and Billingsgate staying longer/indefinitely on their current sites and finding themselves requiring short term investment to carry on temporarily, or major infrastructure investment to remain indefinitely.</p> <p><b>Effect:</b> Insufficient capital funding of investment works could lead to deterioration of market standards and unmet landlord obligations, adversely affecting relationships with tenants and possibly putting the City in breach of its legal responsibilities as a landlord.</p>	 Likelihood Impact	16	The City of London have deposited a Bill in Parliament to de-marketize Smithfield and Billingsgate but in the meantime a 3-4 year maintenance strategy that is proportional and appropriate needs to be drawn up to ensure the markets remain operational through to their closure.  7 January 2025	 Likelihood Impact	4	31-Dec-2026	
							Reduce	Decreasing

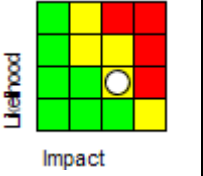
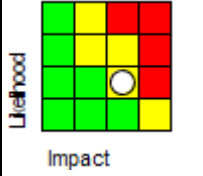
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date

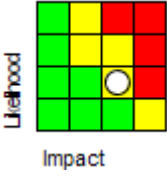
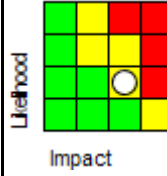
SUR SMT 017a	Maintain Infrastructure with a 3–4-year horizon:	Agree and implement a 3–4-year maintenance strategy to ensure there are appropriate and proportional levels of maintenance in place to ensure the markets remain operational through to de-marketization.	Ben Milligan	7 January 2025	31-Dec-2026
SUR SMT 017b	Market Refurb strategy	10 + 10-year refurbishment plan to be scoped proactively as contingency for if the Bill is not passed.	Ben Milligan	7 January 2025	31-Dec-2026

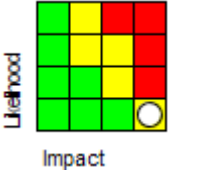
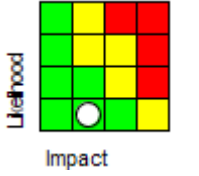
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR MKT BG 009 Billingsgate Transport Risk 10-Feb-2023 Daniel Ritchie	<b>Cause:</b> A lack of sufficient training and adequate management controls in relation to vehicle movements at Billingsgate Market. <b>Event:</b> There is a risk of a life changing injury to a pedestrian if vehicle movement including forklift trucks 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.	 Likelihood Impact	12	Creating a traffic Q shop management plan that will address the key points from the transport assessment report (reversing in compact areas) and consult the plan with tenants in January. <b>20 Dec 2024</b>	 Likelihood Impact	8	30-Jun-2025	 Constant
Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
SUR-MKT-BG 009a Billingsgate Transport Risk	To address the key concerns from the Transport Assessment Report that was carried by consultants on the Q Shop area.	Creating a traffic Q shop management plan that will address the key points from the transport assessment report (reversing in compact areas) and consult the plan with tenants in January.				Daniel Ritchie	20-Dec-2024	31-Mar-2025

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<p><b>SUR MKT WM 004 Health &amp; Safety Risk</b></p> <p>28-Apr-2023 Ben Milligan</p>	<p><b>Causes:</b> 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><b>Event:</b> Incident or accident with health and safety implications.</p> <p><b>Impact:</b> Potential life changing injury to a member of the public, staff and contractor.</p>	 <p>12</p>	<p>Due to the nature of our Markets and the types of activities carried out, many of the risks have potential health &amp; 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>Work is underway to build a safety culture. The Markets health&amp;safety policy is being embedded across all three markets.</p> <p><b>17 Sep 2024</b></p>	 <p>12</p>	<p>30-Jun-2025</p> <hr/> <p>Reduce</p>	<p>■</p> <hr/> <p>Constant</p>	
<p>Action no, Title,</p>	<p>Action description</p>	<p>Latest Note</p>			<p>Action owner</p>	<p>Latest Note Date</p>	<p>Due Date</p>
<p>SUR-MKT-WM-004a Keep Risk Under Review</p>	<p>The risk is being kept under review.</p>	<p>Health&amp;Safety Action Plan will include Safe365 actions and will be discussed at the Markets Health&amp;Safety Meetings.</p>			<p>Ben Milligan</p>	<p>30-Dec-2024</p>	<p>30-Mar-2025</p>

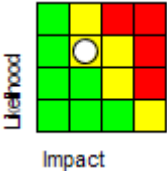
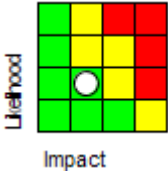
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<b>SUR MKT NS 003 Building maintenance-management</b> 29-Sep-2020 Emma Beard	<b>Cause:</b> The deterioration of physical assets due to the lack of adequate maintenance <b>Event:</b> Partial collapse or failure of structure. <b>Effect:</b> Serious harm 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.	 L1/L2/L3/L4 Impact	<b>8</b>	Roof glazing panels being replace and will start 20th January and the work will take 4 weeks to complete.  <b>30 Dec 2024</b>	 L1/L2/L3/L4 Impact	<b>1</b>	31-Dec-2025	 Increasing
							Reduce	
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
SUR-MKT-NS-003c Monitor and Review	Continue to monitor and review findings of Planned Preventative Maintenance and Servicing and amend the forward maintenance plan to reflect new changes.	Continue to monitor and review findings of Planned Preventative Maintenance and Servicing and amend the forward maintenance plan to reflect new changes.			Emma Beard	05-Jun-2024	05-Dec-2025	
SUR-MKT-NS-003d Roof Glazing Project	Replacing of roof glazing panels.	Roof glazing panels inspected by specialist external provider following an incident where a section of a glass panel broke away and fell to the floor.  One pane of glass identified as "dangerous" has been made safe immediately.  The remaining panels requiring remedial actions was not deemed as unsafe.  Remedial actions identified and to be completed shortly.			Emma Beard	11-Nov-2024	31-Jan-2025	

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SUR MKT NS 008 New Spitalfields Transport Risk 10-Feb-2023 Emma Beard	<p><b>Cause:</b> Over 200 forklift trucks operate on the New Spitalfields Market Site.</p> <p><b>Event:</b> 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.</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>		8	Traffic management plan is up to date with no current changes required. This will continue to be reviewed regularly.  21 Feb 2024		8	30-Dec-2025	Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
SUR-MKT-NS 008a Keep Risk Under Review	All actions from the Traffic Management Plan are now complete. The risk is being kept under review.	Additional HGV signage re: unloading/loading times have been ordered, to be installed along the marsh side and rail side of the market hall, to assist in traffic flow and safety.			Emma Beard	07-Nov-2024	28-Feb-2025	

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<b>SUR MKT SM 006 Smithfield Transport Risk</b> 10-Feb-2023 Mark Sherlock	<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. <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. <b>Effect:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.		8	The risk has been reviewed and remains the same.  <b>05 Sep 2024</b>		8	30-Dec-2025	Constant
							Accept	
Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
SUR-MKT-SM-006a Smithfield Transport Risk	Keep the risk under review and undertake regular audits of HGV movements.	The HGV SOP will be invoked w/c 13th January with a review the following week, with monthly reviews thereafter.				Mark Sherlock	27-Dec-2024	31-Mar-2025

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>SUR 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.		8	The risk has been reviewed and remains the same.  <b>14 Jun 2024</b>		2	31-Dec-2025	Constant
							Reduce	
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
SUR-MKT-SM 012a 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.	Approval is being sought for the release of £80k in initial funds to facilitate a scope of works and design proposals for the 1st phase of enabling works.			Mark Sherlock	27-Dec-2024	30-Sep-2025	
SUR-MKT-SM 012b Agree Timelines and Deliver works	Agree project start/completion dates in consultation with CSD.	A structural survey report has been received after an inspection of the concrete canopy above East Poultry Avenue. The Superintendent is working with colleagues in the surveyor's team to progress a 1-4 Gateway report and instruct cost consultants to price up works recommended in the report and to re-instate the pavement canopy on the West elevation. Scaffold proposals and RAMS are currently awaited from the project team in order that the tenants' association can be consulted on the initial works. The central CSD are seeking funds through Chamberlain.			Mark Sherlock	27-Dec-2024	30-Sep-2025	



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SUR MKT SM 004 Cooling water failure  30-Jun-2015 Mark Sherlock	<b>cause:</b> Failed condenser water supply. <b>Event:</b> Shutdown of essential water supply to market. <b>Impact:</b> Realisation of this risk could result in a prosecution, fine and reputational damage for the City.		6	MoL have carried out further works to the roof slab above the cooling towers. This has involved capping off old storm water pipes and where required, running new pipework to existing floor drain gullies. The roof has also been fully treated with a high-grade bitumen compound to permanently seal the area.  15 Nov 2024		4		↓
							Accept	
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
SUR-MKT-SM 004f Replace pipework	There are works being arranged by the projects team to replace the pipework to the cooling condenser. An update will be added once these works are scheduled and again when completed. These works should further eliminate the risk of a cooling water failure.	Pipework replacement complete on the East Market. Funding being sourced for replacement of pipework on the West Market. If seeking of funds is successful, the project may take place in the financial years 24/5. The Superintendent is in discussions with City Surveyor colleagues on the priority of CWP works allocated to the Market as this item is a high priority.			Mark Sherlock	02-Jul-2024	30-Jun-2025	
SUR-MKT-SM 004g Risk review	Risk will be regularly reviewed.	Risk continues to be at target level and will be kept under review.			Mark Sherlock	27-Dec-2024	31-Mar-2025	
SUR-MKT-SM 004h Additional Mitigation Measures Required		Additional inspections and preventative measures are being undertaken. This involves increased frequency by the local maintenance team to daily checks of the tower stream filters, plantroom basket strainers and plantroom stream filters with replacement of filter socks as necessary. The FM service provider Socotec is attending and cleaning all cooling tower screens, this has now increased this to weekly. Trader refrigeration contractors are cleaning in-line pre-filters and are chemically flushing refrigeration equipment if required. The City has also recently engaged with CityGen to ascertain the viability of a temporary additional chilled water supply to assist with the current on-going issues. The Market is also increasing it's holding of critical spares. It's anticipated that the Museum demolition work (which generates the fine dust particles) will continue for approximately another 4 months, after which there should be a considerable reduction of dust ingest.			Mark Sherlock	04-Sep-2024	31-Mar-2025	

