



Markets Business Plan 2017-2020

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Director's Introduction

The Department of Markets and Consumer Protection (M&CP) has the widest span of all front-line service departments, employing some 262 staff with a combined local and central risk gross expenditure of £22,349,000 and an overall net local risk budget of £3,180,000 giving a total net budget including central risk and recharges of £1,404,000 for 2017-18. Spread across ten locations, the department ranges from the Heathrow Animal Reception Centre in the West, to Billingsgate and Spitalfields Markets in the East, with Tilbury and London Gateway Ports on the North side of the Thames, and Denton on the South side.

As the department reports to three separate Committees (Markets Committee; Port Health and Environmental Services Committee; Licensing Committee) for discrete aspects of its work, separate plans have been produced for each. This plan contains specific key information relating to the three wholesale food markets, covered by the Markets Committee. More detailed improvement objectives and performance measures are identified in the Local Business Plan of each market, and can be made available upon request.

The City has, in recent years, been going through a programme of unprecedented transformational change in the way we work, which is likely to continue for the foreseeable future. In delivering the business plan this year we need to ensure that the services we provide, and the way in which we provide them, are Relevant; Responsible; Reliable; and Radical.

As part of the Service Based Review (SBR), we have successfully continued the process of maximising income generation from our assets, and will need to exploit the benefits of modern technology. This will become increasingly important as we endeavour to deliver the high standards that our customers expect with pride, pace, passion, and professionalism. To ensure that we fulfil our obligations to our major customers, we need to satisfy the four perspectives shown on pages 9 to 13, our version of the Balanced Scorecard¹, while we endeavour to maintain our traditional standards and remain mindful of our corporate, environmental, and social responsibilities.

Implementing the SBR measures, and the associated work-streams, was a key element of our activities during the past two years. The department's planned SBR savings have been accomplished so far, and new, more flexible ways of working are underpinning progress in this area. The Mobile Technology project and the corporate Accommodation & Ways of Working project will be vital enablers for improving our efficiency and effectiveness, so that we can 'do more with less'.

As the City continues to transform the way it delivers its services, we recognise the vital importance of having a skilled and highly motivated workforce in order to support this change, and the role good leadership plays. We have shown our commitment to providing this through the inaugural Markets and Consumer Protection Leadership Development Programme for selected middle-rank and senior staff last year. We are running a second programme this year and I hope it will be adopted as a corporate initiative thereafter.

David A H McG Smith CBE, Director of Markets and Consumer Protection

¹ Kaplan R. S. and Norton D. P. (1992). "The Balanced Scorecard: measures that drive performance", *Harvard Business Review*, Jan – Feb pp. 71–80

Overview of our Services

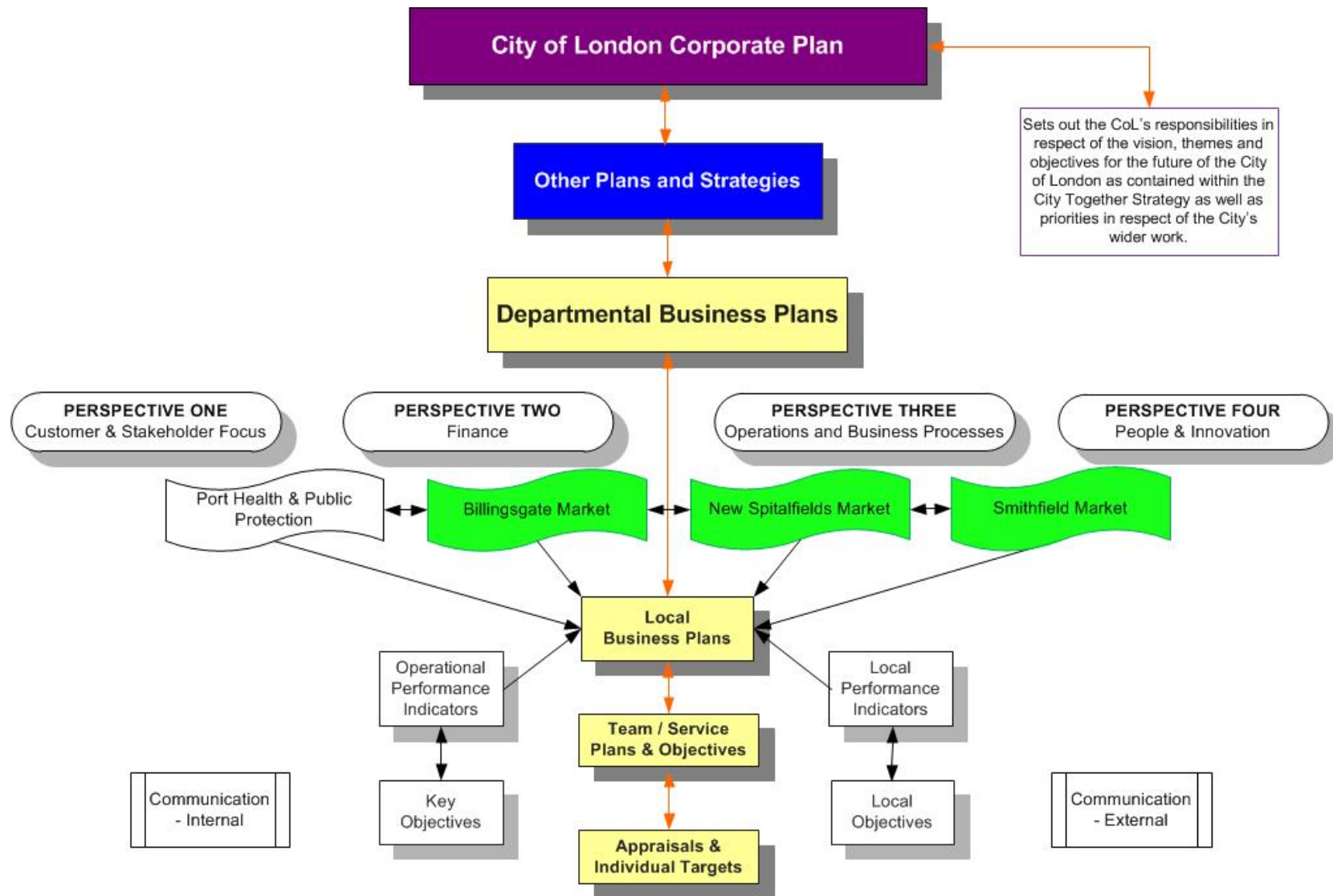
The City of London's wholesale markets play a central role in the economies of the communities in which they operate. Billingsgate, New Spitalfields and Smithfield supply fish, fruit, vegetables, flowers, and meat to a host of food service sectors within the South East and beyond. Customers range from catering companies, butchers, fishmongers, and greengrocers to restaurants, hotels, schools, street and retail markets and small local businesses. The markets have a combined estimated turnover of about £2 billion per year and more than 25,000 customers per week.

Billingsgate Market has 42 fish merchants and 9 businesses that service the fish merchants, and these include specialist and catering suppliers, potato and trade sundries suppliers, with an annual turnover of some 25,000 tonnes, valued at approximately £250 million. Although traditionally a wholesale market, retail trade has increased in recent years, especially on Saturdays.

Smithfield Market is a world-renowned wholesale meat and provisions market serving Greater London and southern England. There are 42 individual businesses with approximately 120,000 tonnes throughput, valued at approximately £500 million. As well as meat and poultry, products such as cheese, pies, and other delicatessen goods are available.

New Spitalfields Market has 115 trading stands for wholesalers in the market hall, 15 catering supplies units, 13 offices and 5 cafes. New Spitalfields Market houses the largest number of food wholesalers in the UK, with a turnover of some 750,000 tonnes, valued at approximately £750 million.

Business Planning Process



Departmental Vision

The overall vision of the Department of Markets and Consumer Protection is to provide high quality, efficient services to our customers and stakeholders by operating three thriving wholesale markets; and by advising, regulating and protecting communities for which we have responsibilities in the fields of Environmental Health, Port Health, Trading Standards, Animal Health and Licensing.

Ambitions

Our vision is reflected in the Department's ambitions which relate to the wholesale markets:

- Operate thriving markets, with modern infrastructure, that meet the needs of buyers, our tenants, and local communities.
- Complete the Strategic Review of Market and implement its findings.
- At all times to seek value for money in the activities we undertake so that the highest possible standards are achieved cost effectively.

Measuring Performance

We will measure our performance against five Operational Performance Indicators and twenty-three Key Improvement Objectives, as detailed on the following pages. Progress against these measures will be reported to the Markets Committee on a four monthly basis throughout the year.

Data Quality

We are satisfied that data collected for the monitoring and reporting of improvement objectives and performance indicators is accurate. Effective systems and procedures are in place to produce relevant and reliable information to support management decision-making and to manage performance.

The Department complies with the Corporate Data Quality Policy and Protocol and has its own Departmental Data Quality Policy (available upon request).

Operational Performance Indicators 2017-2018

The five **Operational Performance Indicators** for the wholesale markets for 2017-2018 are shown here.

MKPI 1 Achieve an overall sickness level of no more than 6 days per person by 31 March 2017, and a total of no more than 684 days across all markets² .

MKPI 2 90% of debts to be settled within 60 days and 100% of debts settled within 90 days.

MKPI 3 Divert 95% of waste from landfill.

MKPI 4 Achieve 98% occupancy of all lettable space at Billingsgate, Smithfield, and New Spitalfields Markets.

MKPI 5 Improve the standard of accident reports, ensuring all information and evidence is gathered thoroughly and documented. All reports to be completed within 3 days following the reporting of an incident.

². Target based upon Full Time Equivalent (FTE) members of Markets staff at 31 December 2016 (no. 114).

Key Improvement Objectives 2017-2018

The twenty-three **Key Improvement Objectives** for the wholesale markets for 2017-2018 are listed here under the four broad perspectives, or themes, which run across the whole of the Department of Markets and Consumer Protection.

Perspective 1 - Customer and Stakeholder Focus			
Deliver statutory and non-statutory services to a high quality with regulatory services being increasingly intelligence and risk-based, in line with the Government's Deregulation agenda and the risks accepted by Members in the Service Based Review.			
Action	Outcome	Measure	Responsibility
<u>Billingsgate Market</u> Improve cleaning standards.	A site where all stakeholders, particularly our tenants, have no cleaning complaints.	To receive less than 7 complaints regarding the cleanliness of the market.	Superintendent, Billingsgate Market
<u>Smithfield Market</u> Review the Working Manual and have an updated copy agreed and signed by the SMTA and CoL.	A fully implemented Working Manual that clearly sets out the responsibilities of the landlord, tenants and market workers in the safe and efficient running of the market.	The Working Manual to be updated and agreed by both CoL and Tenants by August 2017 and to be signed jointly by the Chairman of the SMTA and the Superintendent.	Superintendent, Smithfield Market
Carry out a comprehensive strategic review of the three wholesale markets, including transport needs and location.	A clear statement of the proposed way ahead for the City's Markets.	Review to begin in April 2017 and be completed by March 2018. Report to Market Committee on the findings of the review in May 2018.	Chief Officer Head of Business Performance Performance Management Officer

Perspective 2 – Finance

Achieve greater Value for Money for all our services, including developing and implementing Action Plans for the Service Based Reviews and rigorous reviews locally of Service Charge costs and increased income generation.

Action	Outcome	Measure	Responsibility
<u>New Spitalfields Market</u> Ensure the successful implementation of the new waste and cleaning contract.	Being more effective at segregating waste leading to improving recycling. Better standard of cleaning across the site. Introduce a 'polluter pays' policy.	Generation of income. Increased recycling. Reduction in slips and trips on site.	Superintendent, New Spitalfields Market
<u>New Spitalfields Market</u> Investigate opportunities for the installation of paid advertising hoardings.	An understanding of the feasibility of installing the advertising hoardings and the possible income that could be generated.	Decision to be made whether to proceed with the installation, based upon the feasibility study, by March 2018.	Superintendent, New Spitalfields Market
<u>Smithfield Market</u> Implement Service Based Review (SBR) proposals for: <ul style="list-style-type: none"> increased car park usage letting the 7 currently vacant premises in the Poultry Market. 	Increase in car park revenue. Reduction in cost to the City for the service charge voids on the premises.	Additional income will be realised in 2017-18 as follows: <ul style="list-style-type: none"> produce a strategy for increasing use of the Rotunda car park savings in Poultry Market service charge voids £173,000. 	Superintendent, Smithfield Market
<u>Smithfield Market</u> Being ready to implement the full service charge on 1 April 2018.	A smooth transition into the full service charge agreement with the SMTA.	Scheduled meetings with the SMTA. 11% monthly reduction in 16 outstanding expenditure lines agreed with the SMTA by December 2017.	Superintendent, Smithfield Market
<u>Billingsgate Market</u> Pursue opportunities to increase income from commercial car parking.	Current levels of income to be sustained and options for growth in income generation to be identified and evaluated.	Income from car parking to be maintained at 2016-17 levels. Other potential sources of income to be investigated by October 2017.	Superintendent, Billingsgate Market

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Action	Outcome	Measure	Responsibility
<p><u>Smithfield Market</u> Continue with the project to refurbish the Poultry Market roof.</p>	Roof repairs complete and all historic repairs for the building completed.	Milestones for the project met and overall project on schedule to be completed by March 2018.	Chief Officer Superintendent, Smithfield Market City Surveyor
<p><u>Smithfield Market</u> Implement the action plan, agreed with the SMTA, to control the risks associated with HGV Banksmen duties.</p>	The currently 'red', health and safety risk associated with Banksmen duties will be fully controlled and the target risk status 'amber' achieved.	Working with the FTA and SMTA, agree an action plan designed to implement best industry standards and mitigate risks identified. Risk downgraded to Amber by end April 2017 and will be maintained at that status for the remainder of the year.	Superintendent, Smithfield Market
Complete the formal annual review of our property holdings with City Surveyors Department to ensure that we do not occupy buildings and land in excess of our identified operational need, in accordance with Standing Order 55.	That our property holdings are appropriate for our operational needs and future needs.	Review to be completed by October 2017.	Market Superintendents Head of Business Performance Chief Officer
Review the CCTV requirements of each market site and assess whether current systems are sufficient and best value.	Fit-for-purpose, effective CCTV systems in place at all three markets.	CCTV review at each Market – May 2017. A report, with recommendations, will be produced from the findings of the review - September 2017.	Market Superintendents
Support the City Surveyor's Department with the mobilisation and implementation of the new BRM contract.	Influence and improve the standard of planned maintenance and the speed of reactive maintenance at the markets.	Regular meetings and feedback to City Surveyor's Department.	Market Superintendents

Perspective 3 - Operations and Business Processes

Actively manage both operational and health & safety risks in all aspects of our operations. Collaborate with the City Surveyor to improve the quality of maintenance at our real estate in the short and medium term and, where possible, to improve it.

Action	Outcome	Measure	Responsibility
Review current practices and produce a report recommending common principles for the management of fork lift trucks (FLT) at each of the three markets.	Consistent approach to FLT management across all three markets.	A common penalty point system for FLT offences will be in place at all three markets by October 2017.	Market Superintendents Head of Business Performance Technical Officer
<u>New Spitalfields Market</u> Procure an entry barrier system for the market.	Improved access and traffic management at the Market. Increased ability to enforce Market rules. Income generation.	Reconfigure the Market's Traffic Plans to accommodate the new entry barrier by July 2017. Install the Entry Barrier by July 2017.	Superintendent, New Spitalfields Market
<u>New Spitalfields Market</u> Explore opportunities for increased sustainability in our operations:- • Rainwater harvesting • A Biomass Boiler	Recycled water used to clean the site, thereby realising a reduction in water charges. Reduce wood waste through burning. Generation of electricity.	A feasibility study will be completed by December 2017. A feasibility study will be completed by December 2017.	Superintendent, New Spitalfields Market Head of Maintenance
<u>Billingsgate Market</u> In consultation with the Tenants' Association, identify and progress improvements to the market's facilities.	Market facilities that are judged by tenants to be fit for purpose for the medium to long term (10 years +).	Tenants' satisfaction.	Superintendent, Billingsgate Market
Support the corporate review of Asset Management and Facilities Management, led by the City Surveyor.	Completion of the review of Markets and Consumer Protection.	Active participation with the review process.	Chief Officer Market Superintendents Head of Business Performance

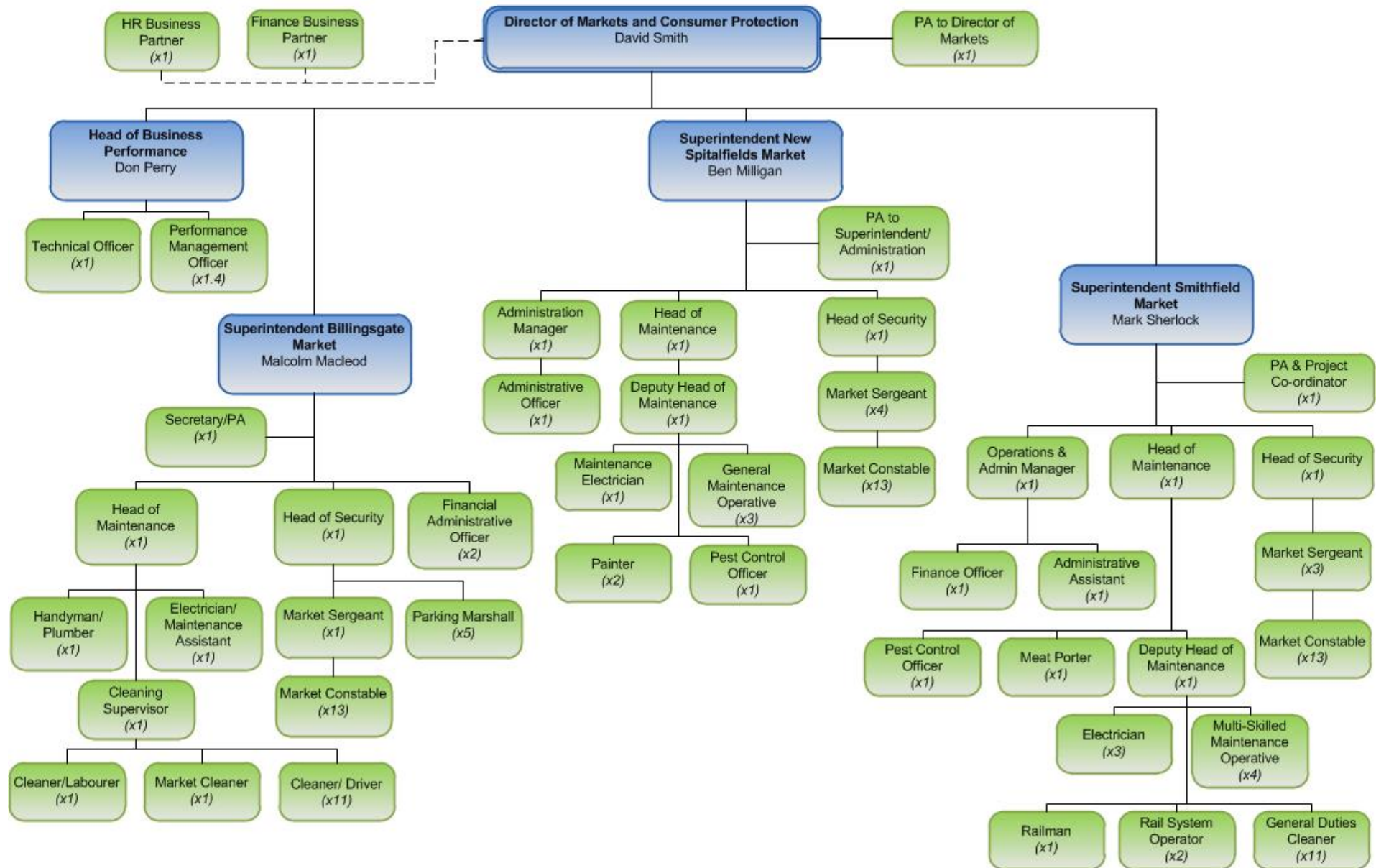
Perspective 4 - People and Innovation			
Enhance the quality of our leadership and management. Further embed the corporate values of "Lead, Empower, Trust". Encourage the development of all of our staff.			
Action	Outcome	Measure	Responsibility
Refresh the Departmental Workforce Plan and implement the priorities.	Our workforce will have both the capability and resources to meet the markets' business objectives and cope with future operational demand.	Progress in addressing the key priorities of the Workforce Plan by March 2018, including: <ul style="list-style-type: none"> • Leadership development • Mobile working • Succession planning • Development of a Skills Matrix for the department. 	Chief Officer Departmental Workforce Planning Group HR Business Partner
Investigate and identify options for mobile working at the markets to enable more effective enforcement work.	Greater efficiency and effectiveness of security operations in monitoring health and safety incidents and breaches of local operational rules.	Firm statement on the feasibility of using mobile devices to carry out inspection and monitoring work.	Market Superintendents IT Department
Deliver the second iteration of the M&CP Leadership Development Programme. <i>(Linked to the fourth Equalities priority within the Corporate Equality Objectives for 2016 - 2020')</i>	Improved leadership skills.	Leaders' / Managers' satisfaction as measured by post-course feedback.	Chief Officer Leaders / Managers delegates
<u>New Spitalfields Market</u> Explore opportunities for providing business coaching for market tenants: a training programme for start-ups, SMEs, Directors aged below 30, and those from more deprived areas.	Enable access to formal qualifications in business in liaison with local colleges/universities. More commercially aware tenants who are better informed in terms of business, governance, accounting etc.	Consultation with the Tenants' Association on coaching proposals to be completed by June 2017. Report on the outcome of a feasibility study to be completed by March 2018.	Superintendent, New Spitalfields Market
Participate in the Corporate Apprenticeship Scheme.	Benefit to the City and the Apprentices from participation in the scheme.	Allocated candidates in place by October 2017.	Markets Leads Performance Management Officer

Looking ahead

As part of our ongoing business planning process, it is essential that we remain aware of future events that may impact the department. Such forward thinking will help us to ensure that we allocate resources effectively in order to provide services that are relevant and meet the changing needs of our stakeholders. We will be able to make the most of opportunities to innovate, collaborate, work more efficiently, and, where appropriate, remain competitive and maximise income.

During 2017 we will carry out a comprehensive strategic review of the three wholesale markets, including transport needs and location, which will inform our discussions and recommendations to Members on the future direction of our markets in the medium to long term.

Department of Markets and Consumer Protection Markets Management Structure



Workforce Capability

Workforce planning

A departmental Workforce Plan was developed in 2015. A Workforce Planning Group was set up to be responsible for delivering the objectives set out within the Plan and to prepare for the future in relation to sourcing, developing and retaining knowledge and expertise. This year the Workforce Plan will be refreshed.

Learning and Development

Learning and Development is a priority for the department as a whole. In addition to mandatory training, the individual development needs of all members of staff are identified at performance appraisals and progress is monitored at review stages.

Improving the quality of our leadership and management is an ongoing departmental objective. During 2016/17 we initiated and successfully delivered a Leadership Development Programme for 16 people at the Assistant Director and Team Leader level with the specific aim of encouraging them to find different ways of thinking about leading their areas of business. The programme will be repeated in 2017/18 with a further group of staff, drawn from a wider range of Grades.

Investors in People

In September 2015, the City of London Corporation met 118 evidence requirements and achieved recognition as a SILVER Investor in People but it was decided by the Summit Group to put working towards attaining the Investors in People Gold level on hold until 2018. To maintain our 'Silver' accreditation a light touch review with one day on site and written evidence will take place in May 2017.

Equalities and Diversity

The Department supports the City of London's four Equality Objectives for 2016-2020, which are:

1. Increase community engagement and improve cohesion within our communities so that people feel safe.
2. Support the City's most disadvantaged groups and develop our understanding of our communities' needs.
3. Improve the way we listen to our communities and respond to their feedback to improve our services.
4. Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.

The Department provides services in line with the Public Sector Equality Duty (PSED) of the Equality Act 2010, which requires public authorities to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between those who share a protected characteristic and those who do not
- Foster good relations between those who share a protected characteristic and those who do not

We have named 'Departmental Equalities Representatives' who represent the Department and provide support and advice to colleagues on equality and diversity issues relating to service delivery.

Risk Management

Business Continuity and Emergency Planning

The City has an overarching Business Continuity Strategy and Framework, as well as a Corporate Business Continuity Plan for large scale disruptions that affect more than one business area or location. The Department also has its own business continuity arrangements aimed at dealing with localised disruptions.

Both corporate and departmental arrangements are regularly reviewed to ensure they align with the relevant risk registers and business objectives. The Department's Technical Officer shares best practice and attends the Resilience Steering Group, which meets on a quarterly basis.

Business Risks

The Department's key business risks are actively managed using the Covalent Risk Management software package in line with corporate policies and procedures. Risks and mitigating actions are identified, analysed, assessed and addressed on an ongoing basis by named representatives across the department.

The Departmental Risk Tracker is regularly updated and reported to the Markets Committee.

Health and Safety Risks

The Department's Top X Register comprises a list of our main Health and Safety risks. The Register is managed using the Covalent Risk Management software package and a report is presented to the Corporate Health and Safety Committee annually.

The Department complies with the Corporate Health and Safety Policy, including having its own Departmental Health and Safety Policy Statement. There is a Departmental Health & Safety Committee with a Markets sub-Committee, as well as local Health & Safety Groups at each market. Named individuals have specific health and safety responsibilities including carrying out risk assessments and accident/incident reporting.

A copy of the Summary Risk Register is at Appendix A along with a diagram showing the structure of health and safety management and reporting within the Department.

Property and asset management

I confirm, as Director of the Department of Markets and Consumer Protection, that the Department is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by the Department of Markets and Consumer Protection continues to be challenged appropriately.

Signed: David A. H. M. Smith
Director of the Department of Markets and Consumer Protection

Dated: 31.03.2017

Capital projects 2017-2022

The table below shows basic information about projects which may require over £50k of capital expenditure during the next five years.

Brief description of potential project	Approximate cost	Indicative source of funding	Indicative timetable for project
Smithfield Market: Poultry Market roof.	£11.7 million	Resource allocation from City's Cash.	Main works start July 2017 Works Complete Sep 2018
New Spitalfields Market: Renewed CCTV system	Not yet known	Repair and Repainting fund (20 year plan item)	At pre-Gateway Zero concept stage. Outline concept document to be produced and evaluated subject to cross Markets review of CCTV being conducted by Superintendent at New Spitalfields Market.
New Spitalfields Market: Multi barrier entry system to the market.	Not yet known	The Repair and Repainting fund.	Procurement ongoing via ESPO framework. Target for procurement of 1 st April 2017.
New Spitalfields Market: Photovoltaic Cells on the Market Hall roof	Not yet known	To be decided	Payback period was seen to be prohibitive (10 years) given the current review of markets. Solar thermal options for water heating in Pod buildings is now being evaluated. Subject to payback times.
New Spitalfields Window replacement, Market Pavilion	£120,000	Repair and Repainting fund (20 year plan item)	2016/17 Consultant to ascertain imminent need for replacement. (Managed on behalf of market by CSD, the asset managers)
New Spitalfields Market: Electrical distribution panel replacement	£90,000	Repair and Repainting fund (20 year plan item)	2017/18 (Managed on behalf of market by CSD, the asset managers)
New Spitalfields Market: HV switchgear replacement	£250,000	Repair and Repainting fund (20 year plan item)	2018/19 (Managed on behalf of market by CSD, the asset managers)

Financial summary

We will continue to build on the close working relationships that have been successfully developed between our budget managers and our finance partners in the Chamberlain's Department. The focus this year will be to automate the raising of service charge invoices through the Oracle Property Manager Service Charge Module by the end of the financial year for all markets. There will also be collaboration between Chamberlain's and budget managers to improve budget profiling and enter updated year end forecasts into Oracle in order to enable greater self-service of budget monitoring information. This will be supported through regular meetings between budget managers and accountants and our Head of Finance's attendance at Senior Management Group meetings.

Over the coming year we will continue our drive for efficiencies in support of the City's agreed efficiency plan from 2018/19. Additionally, we will liaise closely with the Chamberlain on the financials for the New Spitalfields Market lease, following negotiations with the Tenants Association, and the continuing discussions to establish the service charge budgets at Smithfield Market in the lead up to the finalisation of the service charge cap.

Financial Information - Markets & Consumer Protection Markets Committee

	2015/16	2016/17	2016/17	2016/17		2017/18	N.B.
	Actual	Original Budget	Revised Budget (latest approved)	Forecast	Outturn	Original Budget	
	£'000	£'000	£'000	£'000	%	£'000	
Employees	5,080	5,282	5,391	5,367	99.6%	5,600	
Premises	4,389	5,063	4,428	4,302	97.2%	5,012	
Transport	81	48	112	112	100.0%	60	
Supplies & Services	949	947	1,002	998	99.6%	972	
Third Party Payments	1,837	1,861	1,921	1,921	100.0%	1,900	
Transfer to Reserve	0	21	0	0	0	76	
Total Expenditure	12,336	13,222	12,854	12,700	98.8%	13,620	
Total Income	(11,181)	(11,716)	(11,289)	(11,433)	101.3%	(12,358)	
Total Local Risk	1,155	1,506	1,565	1,267	81.0%	1,262	1.
Central Risk	(4,775)	(5,020)	(6,461)	(6,542)	101.3%	(5,822)	
Recharges	1,916	2,025	2,096	2,096	100.0%	2,081	
Total Expenditure (All Risk)	(1,704)	(1,489)	(2,800)	(3,179)	113.5%	(2,479)	

N.B.

1. Excludes Local Risk amounts spent by the City Surveyor

Consultation

The following Corporate contacts have been consulted in the preparation of this plan:

- Town Clerk's Department – Human Resources Business Partner
- Chamberlain's Department – Finance Business Partner
- Chamberlain's Department – Information Systems Business Partner
- Corporate Project and Equality Manager
- City Surveyor's Department
- Corporate Programme Office
- Town Clerk's Policy Officer
- Corporate Risk Manager

In addition, members of staff at each market have been invited, via local team meetings and briefings, to make suggestions and comments as to the content of the plan, including the identification of Service Improvement Objectives and Operational Performance Indicators.

The final version of the Plan will be published on the Department's intranet pages and a link to this will be emailed to all members of staff. Line Managers will make hard copies available to those members of staff who do not have regular access to a computer.

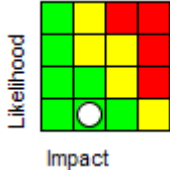
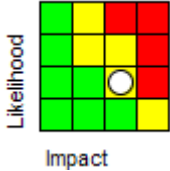
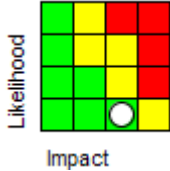
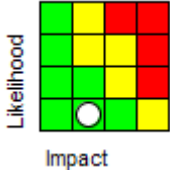
Markets Summary Risk Register

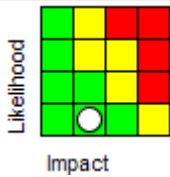
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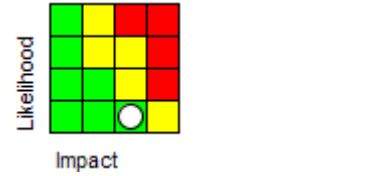
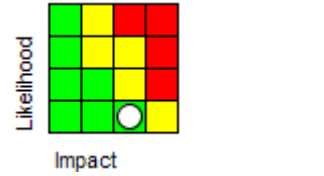
Report Author: John Smith

Generated on: 31 March 2017

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-NS 001	<p>Cause: Over 200 forklift trucks operate on the New Spitalfields Market site.</p> <p>Event: 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.</p> <p>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.</p>	Ben Milligan			29-Dec-2017
MCP-SM 001	<p>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.</p>	Mark Sherlock			31-Mar-2017

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	<p>Event: 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>Effect: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>				
MCP-SM 002	<p>Cause: Inadequate management and maintenance of the cooling towers at Smithfield Market.</p> <p>Event: An outbreak of Legionellosis associated with these towers. St Bartholomew's Hospital is within the drift area of these towers which exacerbates the impact of this risk due to the close proximity of susceptible persons.</p> <p>Effect: If this risk were to be realised it would result in prosecution, a fine and reputational damage for the City.</p>	Mark Sherlock			31-Jul-2016
MCP-SM 003	<p>Cause: Vehicular traffic streams enter East Poultry Avenue at Smithfield Market from opposing directions without physical traffic calming measures in place or a marked pedestrian crossing point. This forces vehicles to speed through this junction vying for</p>	Mark Sherlock			31-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	<p>road space.</p> <p>Event: Road Traffic Accident resulting in fatality or serious injury to pedestrians crossing between market buildings on East Poultry Avenue.</p> <p>Effect: This crossing point between market buildings would be considered as part of the workplace under current health & safety legislation which could result in prosecution, a fine and reputational damage for the City following a serious accident or fatality.</p>				
MCP-SM 004	<p>Cause: Failed condenser water supply.</p> <p>Event: Shutdown of essential water supply to Smithfield Market.</p> <p>Impact: Realisation of this risk could result in a prosecution, fine and reputational damage for the City.</p>	Mark Sherlock			30-Sep-2016
MCP-SM 005	<p>Cause: Failed electricity power supply.</p> <p>Event: Breakdown of essential electricity supply for Smithfield Market.</p> <p>Impact: If this risk were to be realised it would result in loss of</p>	Mark Sherlock			30-Dec-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
MCP-SM 006	<p>trade, reputational damage and civil litigation resulting from loss of trade and produce.</p> <p>Cause: Failure to achieve Food Hygiene accreditation.</p> <p>Event: Closure of the Market as a result of not retaining approval under Food Hygiene Regulations.</p> <p>Impact: Unable to facilitate operation of Market premises, reputational damage to Smithfield Market, City Corporation and Market traders. Possible civil litigation for loss of business and reputational damage.</p>	Mark Sherlock			30-Dec-2016

Departmental Health and Safety Management Structure

