

Committee: Markets Committee	Date: 10 May 2017
Subject: Markets Committee Risk	Public
Report of: David Smith Director of Markets and Consumer Protection	For Information
Report author: John Smith Department of Markets and Consumer Protection	

Summary

This report has been produced to provide the Markets Committee with assurance that risk management procedures in place within the Department of Markets and Consumer Protection are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

Risk is reviewed regularly by the departmental Senior Management Team as part of the on-going management of operations within the Department of Markets and Consumer Protection. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

The Department of Markets and Consumer Protection have identified a number of departmental risks. Of these, the most significant risks for this Committee to consider are:

- MCP-NS 001 – Workplace Traffic Management (Current Risk: AMBER)
- MCP-BG 001 – Workplace Transport (Current Risk: AMBER)
- MCP-SM 001 – HGV Unloading Operations (Current Risk: RED)

Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Department of Markets and Consumer Protection to monitor and manage effectively risks arising from our operations.

Main Report

Background

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

Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the wholesale markets within the Department of Markets and Consumer Protection. The report also outlines the processes adopted for the on-going review of risk and mitigating actions.

Risk Management Process

3. The Department of Markets and Consumer Protection risk management is a standing agenda item at the regular Departmental Senior Management Group (SMG) meeting, over and above the suggested quarterly review. SMG receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Superintendents and Assistant Directors, ensuring that adequate consideration is given to operational risk.
4. Between each SMG meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.
5. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework.

Identification of New Risks

6. New and emerging risks are identified through a number of channels, the main being:
 - Directly by SMG as part of the regular review process.
 - In response to regular review of delivery of the departmental Business Plan; slippage against key deliverables, for example.
 - Annual, fundamental, risk register review, undertaken by the tier of management below SMG.

The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

Summary of Key Risks

7. The Department of Markets and Consumer Protection's Risk Register for Markets, attached as Appendix 1 to this report, has one RED risk and two AMBER risks:

MCP-NS 001 – Workplace Traffic Management (Current Risk: AMBER)

Over 200 forklift trucks are in operation on the New Spitalfields Market site.

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.

MCP-BG 001 – Workplace Transport (Current Risk: AMBER)

Following receipt of the findings of a recent audit of forklift truck controls at Billingsgate Market, the Workplace Transport risk has been reviewed and assessed as Amber. All of these activities are undertaken in an area under the direct control of the City. An action plan is being formulated by the Superintendent to address the recommendations arising from the audit.

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.

MCP-SM 001 – HGV Unloading Operations (Current Risk: RED)

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, on an area under the overall control of the City, could result in a serious or life changing injury to pedestrians, caused by uncontrolled or unguided reversing vehicles.

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.

This risk is still rated as RED as although some safety improvements have been made, as yet, we do not have the full support of the market tenants and their co-operation is key to reducing this risk.

Conclusion

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

Appendices

- Appendix A – Markets Risk Register Summary

Background Papers

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

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MCP Markets Committee Risk Report Appendix A

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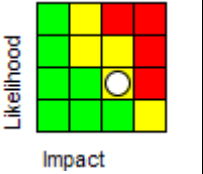
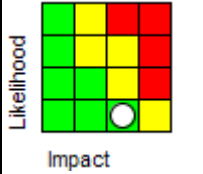

Rows are sorted by Risk Score

Code & Title: MCP-NS New Spitalfields Risk Register 1 MCP-SM Smithfield Risk Register 1


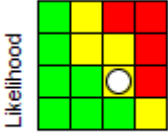

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
MCP-SM 001 HGV Unloading Operations 24-Feb-2015 Mark Sherlock	<p>Cause: A lack of suitable and sufficient training and adequate management controls in relation to Heavy Goods Vehicle banksman activities undertaken by staff employed by Smithfield Market tenants.</p> <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>	<p>Likelihood</p> <p>Impact</p>	16	<p>The target risk score has been increased from a medium to high Amber as this is what we believe can be reasonably achieved in a short time frame. Once we get to this level we will develop actions to reduce the risk further.</p> <p>25 Apr 2017</p>	<p>Likelihood</p> <p>Impact</p>	12	30-Jun-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
MCP-SM 001e Review infrastructure	Review signage, barriers and pedestrian crossing points and make improvements where required.	The signage audit has been the subject of a recent meeting with the DBE. Updates are planned together with a revised schedule for repainting.	Mark Sherlock	06-Apr-2017	30-Jun-2017
MCP-SM 001f Review delivery practices	Work with the Market Tenants' Association to review sender delivery practices.	The SMTA have agreed a meeting to discuss progress before the January Freight Transport Association visit.	Mark Sherlock	06-Jan-2017	30-Jun-2017
MCP-SM 001g Produce guidance for drivers	Produce a pamphlet containing site rules and a map showing delivery points for each stand.	The FTA been completed and a revised action plan produced. Further meetings are planned with the SMTA to progress.	Mark Sherlock	06-Apr-2017	30-Jun-2017

MCP-SM 001h Monitor traffic routes.	Monitor market traffic routes.	Regular checks of pallets in loading bays are conducted by the constabulary and a fall in the amount of loading bays blocked by produce has been recorded. As a result, The Market Superintendent has addressed this by writing to identified transport delivery companies. As a result there has been significant improvement.	Mark Sherlock	06-Apr-2017	30-Jun-2017
MCP-SM 001i Review unloading practices	Work with the Market Tenants' Association to review unloading practices.	The COL has made clear to the SMTA that its current level of training is unacceptable. The SMTA have agreed to commission suitable refresher training with the Freight Transport Association and this will be implemented by the end of April 2017, holding sessions on a quadrant by quadrant basis as before. In addition local training by the Head of Maintenance in new barriers and equipment has been completed. Loading bay equipment training took place on the 11th October and tenants have been supplied with a handbook explaining how to operate the equipment.	Mark Sherlock	06-Jan-2017	30-Jun-2017
MCP-SM 001j Review forklift management.	Review and implement the local forklift truck management scheme.	The current FLT scheme policy and procedure has been reviewed and a couple of minor amendments made. The revised policy and procedure has been issued to the market constabulary. The market constabulary have also been briefed this morning on the importance of overseeing safe FLT operations and speaking to and recording all those operators who fail to comply.	Mark Sherlock	11-Apr-2017	30-Jun-2017

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	Current Risk score change indicator
MCP-BG 001 Workplace Transport 26-Apr-2017	Cause: A lack of suitable and sufficient training and adequate management controls in relation vehicle movements at Billingsgate Market. Event: There is a risk of a life changing injury to a pedestrian if vehicle movements 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.		8			4	29-Dec-2017	 Increased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
MCO-BG 001a Produce action plan	Formulate develop and agree a short, medium and long term plan to improve the management of workplace transport at Billingsgate Market.	We intend to utilise the policy and system currently in use at Spitalfields Market with some minor changes. This will be fully implemented by the end May 2017.			31-May-2017

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	Current Risk score change indicator
MCP-NS 001 Workplace Traffic Management 24-Feb-2015 Ben Milligan	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 this 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	12	Target date moved to allow more time for changes to parking and unloading operations. 08 Feb 2017	 Likelihood	8	29-Dec-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
MCP-NS 001i Train Managers In Forklift Safety	A member of staff from all tenants to be nominated and trained in FLT safety procedures.	Meeting held with Morgan Training Solutions. They will build a training scheme now to deliver to 15-20 managers at a time. COL will sign off course content and the SpMTA will facilitate the booking/promotion.	Ben Milligan	08-Feb-2017	29-Dec-2017
MCP-NS 001j Create Time Segregation	Artic Time Segregation and No Tolerance in market hall.	A parking policy has now been implemented that encompasses HGV parking. Penalty charge notices have been implemented to ensure that vehicles park in their respective areas. Curtain side trucks now have special provision for their parking and unloading. An offence has been created for forklift drivers unloading HGVs outside loading times allowable around the market. HGVs onsite must not unload around the market beyond 3am up until 8am. Once the car park at the far end of the market has been reviewed and the parking changed, as required, these HGVs will not be allowed to unload around the market between 12 midnight and 8am. This is the next step in the process.	Ben Milligan	08-Feb-2017	29-Dec-2017
MCP-NS 001k Install Barrier System	Controlled barriers entry system for pedestrians and vehicles.	Project, Project Sub, and Markets Committees all passed with no issues. Procurement are now inviting potential installation companies in to show the level of technical solution they believe should be installed. Once this has occurred, a detailed gateway 5 report will be created for final sign off at the Markets Committee.	Ben Milligan	07-Sep-2016	01-Oct-2018