

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage & Libraries	22 October 2018
<b>Subject:</b> Tower Bridge (registered charity number 1035628) and Monument Risk Management	<b>Public</b>
<b>Report of:</b> Director Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Gerry Kiefer, Business Manager	

### Summary

This report provides your Committee with an update on the management of risks faced by the Open Spaces Department and Tower Bridge & Monument in particular. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team for Tower Bridge and the Monument.

The Department has previously reported on seven Departmental Risks. On 16 July 2018 The Open Spaces and City Gardens Committee received and agreed the Departmental risk management report which identified nine Departmental Risks

There are nine risks managed by the Head of Tower Bridge and Monument. Five are currently reported as amber and four as green. None of the risks are reported red.

Your Committee is responsible for Tower Bridge, a registered charity, part of the Bridge House estate (number 1035628). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

### Recommendation

Members are asked to:

- Note the Corporate risk scoring grid at Appendix 1
- Approve the Tower Bridge & Monument risk register included within Appendix 2.
- Note the Tower Bridge and Monument current and target risk grid at Appendix 3
- Approve the removal of the 'green' risks from future risk reports to this committee as proposed in paragraphs 7 and 8.

## **Main Report**

### **Background**

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) and Divisional Risks by Divisional Management Teams on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Committee to which the Open Spaces Department reports is presented with relevant risk registers to fulfil this requirement.

### **Current Position**

#### **Tower Bridge & Monument**

4. There are nine risks identified across Tower Bridge and the Monument. These are:
  - OSD TBM 001: The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument (amber, score 12)
  - OSD TBM 002: Loss of IT Systems at Tower Bridge and The Monument (green, score 2)
  - OSD TBM 003: Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure (green, score 1)
  - OSD TBM 004: Bridge Lifting Operation may fail or become unreliable (amber, score 6)
  - OSD TBM 005: Ability to Host School Groups (green, score 1)
  - OSD TBM 006: Facilities Management Maintenance Response Times (amber, score 6)
  - OSD TBM 007: Closure of Tower Bridge to Vehicle and Pedestrian Access (amber, score 6)
  - OSD TBM 008: Income and Service Delivery Affected by Pandemics e.g. flu (green, score 4)
  - OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 6)
5. There are currently five amber risks and four green risks. There are no red risks. None of the current risk scores have increased or decreased since last reported.
6. The target score for five of the risks is amber and for the remaining four they are green. None of the target scores have increased or decreased.

### **Proposal**

7. It is proposed that the following four risks are removed from future Committee reports. The current risk score for all of these is 'green' and the target risk score

is green. In three of the four risks the current and target score are the same. Details regarding these risks are included in appendix 2.

8. These risks will continue to be monitored and assessed by the Tower Bridge and Monument management team. If there are any changes which result in an amber or red assessment their reporting will be reinstated.

<b>Risk</b>	<b>Reason for removal from reported risk register</b>
OSD TBM 008 <b>Income and service delivery affected by pandemics e.g. flu</b>	Current risk is green (4) Target risk green (4). The service is unlikely to be able to further reduce the current score as the risk, even though low, is constantly present and as such the target risk score is the same as the current score
OSD TBM 002 <b>Loss of IT systems at Tower Bridge and Monument</b>	Current risk is green (2) Target risk green (1). A new cloud-based Epos system went live in 2018 which will significantly improve resilience and reliability for sales and admissions moving forward.
OSD CC 003 <b>Main Towers passenger Lifts – Prolonged unavailability due to mechanical failure</b>	Current risk is green (1) Target risk green (1). The Towers lifts are part of the planned maintenance programme managed by the City Surveyor. The current and target scores are the lowest possible on the risk matrix and no identified additional actions will reduce this risk further.
OSD CC 003 <b>Ability to Host school groups</b>	Current risk is green (1) Target risk green (1). Works are due to commence shortly to create additional space for school groups. The current and target scores are the lowest possible on the risk matrix and no identified additional actions will reduce this risk further.

### **Corporate & Strategic Implications**

9. The Departmental and Tower Bridge & Monument risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:
  - Contribute to a flourishing society
  - Shape outstanding environments
10. Within which they will help deliver the outcomes:
  - People are safe and feel safe
  - People have equal opportunity to enrich their lives and reach their full potential
  - We inspire enterprise, excellence, creativity and collaboration
  - Our spaces are secure, resilient and well maintained
11. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business Plan's top line objectives and associated outcomes:
  - A. Open spaces and historic sites are thriving and accessible.
  - B. Spaces enrich people's lives.
  - C. Business practices are responsible and sustainable.

## **Conclusion**

12. The need to systematically manage risk across the Department and at a Divisional level for Tower Bridge & Monument is addressed by the production of this Risk Register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

## **Appendices**

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Tower Bridge and Monument risk register
- Appendix 3 – Matrix to show current and target risks using the Corporate Risk Scoring Grid

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## Appendix 1:

## City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example, a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that

### Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
<b>Criteria</b>	Less than 10%	10 – 40%	40 – 75%	More than 75%
<b>Probability</b>	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
<b>Time Period</b>	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
<b>Numerical</b>	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### Impact Criteria

Impact Title	Definitions
<b>Minor (1)</b>	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
<b>Serious (2)</b>	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
<b>Major (4)</b>	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
<b>Extreme (8)</b>	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g.

mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

### Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### Risk Definitions

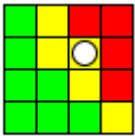
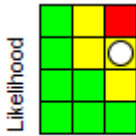

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

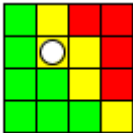
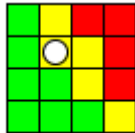

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

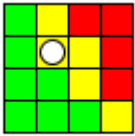
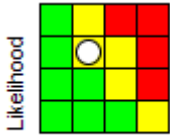

## Appendix 2 - OSD Tower Bridge and Monument

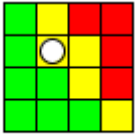


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Rows are sorted by Risk Score

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	Current Risk score change indicator
<b>OSD TBM 001</b> <b>The Effect of Terrorism on the Tourism Business at Tower Bridge &amp; Monument</b> 09-Mar-2015 Chris Earlie	<b>Cause:</b> An act of terrorism in the heart of London. <b>Event:</b> Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). <b>Impact:</b> Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	12	No change to current position and Tower Bridge reacts to any events/ threats as necessary and in consultation with the City's Security Advisory Board.  18 Sep 2018	 Likelihood	12	31-Mar-2019	  Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.				Chris Earlie	19-Sep-2018	31-Dec-2018
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board.				Chris Earlie	19-Sep-2018	31-Dec-2018
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues. Security Awareness Training provided to all staff on site.				Chris Earlie	19-Sep-2018	31-Dec-2018

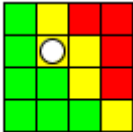
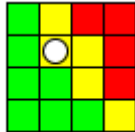

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TBM 004 Bridge Lifting Operation may fail or become unreliable</b>  10-Mar-2017 Chris Earlie	<b>Cause:</b> Operational machinery failure. <b>Event:</b> Inability to raise or lower Tower Bridge. <b>Impact:</b> Severe road traffic congestion if bridge cannot be lowered. Unable to fulfil statutory duty to raise bridge to booked vessels.	Likelihood  Impact	6	Planned maintenance regimes are in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors.  <b>19 Sep 2018</b>	Likelihood  Impact	6	31-Dec-2018	  Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 004a Maintenance Regimes	Maintain existing controls with increased maintenance inspections on lifting machinery and hydraulic systems. Replacement of certain components have been delivered in 2016/17.	An agreed programme of bridge closures for essential maintenance has been put in place with DBE which occurs quarterly and allows for detailed inspections/ condition surveys to be undertaken. This further informs the planned maintenance programme and identifies any significant issues with the bridge operational components which cannot be inspected without the necessary closure.  Planned maintenance regimes are also in place.				Chris Earlie	19-Sep-2018	31-Dec-2018

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
<b>OSD TBM 006 Facilities Management Maintenance Response Times</b> 10-Jun-2016 Chris Earlie	<b>Cause:</b> Slow response times to FM service requests. <b>Event:</b> Assets not repaired or replaced in a timely manner. <b>Impact:</b> Lack of timely repairs could affect income generation through having to close or inability to hold events due to issues with heating as an example.	 Likelihood Impact	6	New contract in place with Skanska managed by City Surveyor and any issues fed back to the service desk and investigated by PFM.  <b>19 Sep 2018</b>	 Likelihood Impact	6	31-Dec-2018	  Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 006a Updated Asset Registers	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset Registers have not been uploaded onto MICAD.					19-Sep-2018	31-Dec-2018
OSD TBM 006b Engagement with FM processes	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	Open Spaces has reps on the BRM Working Group and Client Liaison Meetings held regularly with City Surveyors.					19-Sep-2018	31-Dec-2018
OSD TBM 006c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	Staff liaise with the City Surveyor's Property Service Desk and raise any urgent issues with their Property Facilities Manager.					19-Sep-2018	31-Dec-2018

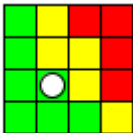
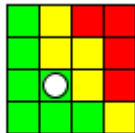
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access</b> 13-Mar-2017 Chris Earlie	<b>Cause:</b> Incident on or around Tower Bridge. <b>Event:</b> Closure of bridge to staff, public and vehicles. <b>Impact:</b> Unable to open exhibition, hold events, no bridge lifts and closure to road traffic.	 Likelihood Impact	6	Continued liaison with all authorities and 24/ 7 control room monitors all activities on the Bridge. Unforeseen closures are dealt with as they occur and contact immediately made with Police/ TfL as necessary in order to limit impact on operations  <b>19 Sep 2018</b>	 Likelihood Impact	6	31-Dec-2018	  Constant

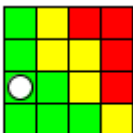
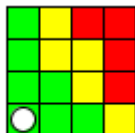


Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 007a Close Liaison with Police and PLA	Continued communication/ liaison with Police and PLA is maintained during any closure or any proposed planned closures.	Regular contact is maintained with all authorities as part of business as usual.				Chris Earlie	19-Sep-2018	31-Dec-2018

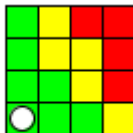
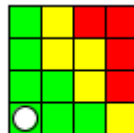
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets</b> 13-Mar-2017 Chris Earlie	<b>Cause:</b> Any event or incident which may affect the economy abroad or at home. <b>Effect:</b> Lack of foreign visitors to the UK. <b>Impact:</b> Loss of income and possible impact on events business.		6	Tower Bridge will respond as necessary based upon information from the tourism industry, however, as a visitor attraction we are dependant on customers and our marketing activities will be targeted accordingly. <b>19 Sep 2018</b>		6	31-Dec-2018	  Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 009a Monitor Related Industry Sources	Maintain communications within the industry and trade associations who report trends and areas of any concern.	Maintain communications within the industry and trade associations who report trends and areas of any concern.				Chris Earlie	19-Sep-2018	31-Dec-2018

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
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<b>OSD TBM 008</b> <b>Income and Service Delivery Affected by Pandemics eg. flu</b> 13-Mar-2017 Chris Earlie	<b>Cause:</b> Pandemic (flu etc). <b>Effect:</b> May affect staff attendance as well as visitor numbers to the exhibition and private events. <b>Impact:</b> Closure of exhibition, unable to hold events or carry out bridge lifts resulting in reputational and financial damage.	 Likelihood Impact	4	No change.  19 Sep 2018	 Likelihood Impact	4	31-Dec-2018	Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 008a Ensure Updates of any potential pandemics are received	Maintain network of communication within the industry and also with City of London Emergency Management Team.	There would need to be an assessment made on the availability of the workforce to be able to open the exhibition and non exhibition staff would be used to supplement short fall.				Chris Earlie	19-Sep-2018	31-Dec-2018

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
<b>OSD TBM 002</b> <b>Loss of IT Systems at Tower Bridge and The Monument</b> 31-Mar-2016 Chris Earlie	<b>Cause:</b> City of London network of wi-fi failure. <b>Effect:</b> Loss of electronic processing systems. <b>Impact:</b> Possible closure of exhibition and loss of information for exhibition/ event/ security and operations.	 Likelihood Impact	2	No change.  18 Sep 2018	 Likelihood Impact	1	31-Dec-2018	Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 002a Continuous Improvement	Introduction of a new EPOS system which is cloud based which will improve resilience and reliability.	The new EPOS system has gone live and improved reliability afforded through connectivity to the cloud.				Chris Earlie	19-Sep-2018	31-Dec-2018
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

<b>OSD TBM 003</b> <b>Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure</b> 10-Mar-2017 Chris Earlie	<b>Cause:</b> Complete failure of one of both lifts. <b>Event:</b> Lifts are taken out of service. <b>Impact:</b> Visitors and event clients as well as contractors would have to use the stairs which could dissuade use of Tower Bridge and affect income.	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	<b>1</b>	Both lifts within the Tower are included within the Bridges maintenance plan and receive regular servicing as well as replacement parts as per agreed programme managed by the City Surveyor.  <b>18 Sep 2018</b>	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	<b>1</b>	31-Dec-2018	<div><div></div></div>  
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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
<b>OSD TBM 005</b> <b>Ability to Host School Groups</b>  01-Apr-2016 Chris Earlie	<b>Cause:</b> High demand for school group visits. <b>Effect:</b> Unable to accommodate due to adequate space/facilities. <b>Impact:</b> Tower Bridge unable to meet its education provision and therefore reputation and image likely to be affected.	<div><div>Likelihood</div><div>Impact</div></div>	<b>1</b>	The project to provide a new floor for an improved facility in the south tower commenced in August and is likely to be completed in December.  <b>19 Sep 2018</b>	<div><div>Likelihood</div><div>Impact</div></div>	<b>1</b>	31-Dec-2018	<div><div></div></div>  Constant
Action no, Title,	Description	Latest Note				Action owner	Latest Note Date	Due Date
OSD TBM 005a Investigate Alternatives	Investigate possibility of introducing additional floor within north or south tower.	The project to provide a new and improved facility in the south tower to accommodate school groups commenced in August and is scheduled to be completed in December.				Chris Earlie	19-Sep-2018	31-Dec-2018

### Appendix 3 - Matrix to show current and target risk scores on Corporate risk scoring grid

### Tower Bridge and Monument Current Risk Scores

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