

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage & Libraries	13 May 2019
<b>Subject:</b>	<b>Public</b>
Tower Bridge and Monument Risk Management	
<b>Report of:</b>	<b>For Decision</b>
Director Open Spaces	
<b>Report Author:</b>	
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### 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 nine Departmental Risks. On 8 April 2019 The Open Spaces and City Gardens Committee received and agreed the Departmental risk management report which identified ten Departmental Risks.

There are five risks managed by the Head of Tower Bridge and Monument:

- OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument (Amber)
- OSD TBM 004 Bridge Lifting Operation may fail or become unreliable (Amber)
- OSD TBM 006 Facilities Management Maintenance Response Times (Amber)
- OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access (Amber)
- OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets (Amber – upgraded from 6 to 12)

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.
- Approve the increased risk score of OSD TBM 009 – Economic Downturn in the City within Appendix 2.
- Note the Tower Bridge and Monument current and target risk grid at Appendix 3.
- Note the Tower Bridge and Monument risk history report at Appendix 4.

## **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 five 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 004: Bridge Lifting Operation may fail or become unreliable (amber, score 6)
  - 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 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 12)
5. There are currently five amber risks. There are no red risks. Four of the risks remain at the same level since the previous report.

6. OSD TBM 009 is reporting an increased risk score. This is due to the impact of the 2% efficiencies, a downturn in visitors to the Monument, and the projected impact of the Fundamental Review on the Monument Visitor Centre project. Actions being taken to mitigate this increasing financial risk are outlined in Appendix 2.
7. The target score for five of the risks is amber. None of the target scores have increased or decreased.
8. The target and risk scores for all five risks are the same as their current position. This reflects our position of Accepting these risks, although we continue to take mitigating actions where possible to prevent further escalation.

### **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 of current and target risks
- Appendix 4 – Risk History Report

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