

# OSD Tower Bridge and Monument

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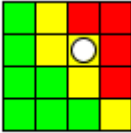
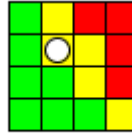



Rows are sorted by Risk Score

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	Assessed by Senior Leadership Team and Divisional Management Team. To be maintained as a departmental risk.  18 Apr 2019	 Likelihood	12	01-Apr-2020	 Constant

Action no	Action 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. Ongoing action.	Chris Earlie	19-Mar-2019	01-Apr-2020

OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	The on site team continue to be proactive through CCTV surveillance, physical patrols and regular liaison with the statutory authorities. Recognition has been received from the City Police in respect of identifying and reporting crimes such as pick pocketing and anti-social behaviour resulting in successful prosecutions. Development of the team and services is ongoing with an identified learning and development programme to ensure the safety and security of the Bridge.	Chris Earlie	18-Apr-2019	01-Apr-2020
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 front of house staff have completed ACT (Action Counters Terrorism) E-Learning. The short SCAN (See Check Action Notify) workshops have also been delivered by the City Police with the longer workshops (12; day) to be scheduled for 2019. Daily briefings also highlight any on going/ current issues. Ongoing action	Chris Earlie	23-Apr-2019	01-Apr-2020
OSD TBM 001d	To progress a secure entrance/ exit facility for the Bridge's south tower lift, addressing current vulnerabilities to the satisfaction of C of L and Historic England.	This has been identified as a project in the Bridge's 2019/ 20 Business Plan, with the aim of carrying out a specialist consultancy exercise and progressing through the corporate gateway process by December 2019.	Chris Earlie	18-Apr-2019	01-Apr-2020

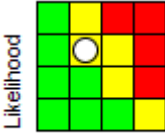
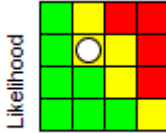

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<b>OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets</b>          13-Mar-2017 Chris Earlie	<b>Cause:</b> Any event or incident which may affect the economy abroad or at home. <b>Effect:</b> Lack of foreign visitors to the UK. <b>Impact:</b> Loss of income and possible impact on events business.	 Likelihood	12	The Monument experienced a downturn in visitors following the London Bridge terror attack, which continues to have a negative impact in meeting Corp savings as part of the period of 2% efficiencies and will be impacted further to a greater degree by the effect of the Fundamental Review (pending). As a result, revenue budgets have been greatly reduced to a number of areas but most importantly standard marketing activities and education provision have been stood-down entirely.  <b>18 Apr 2019</b>	 Likelihood	6	01-Apr-2020	          Increasing

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OSD TBM 009a Monitor Related Industry Sources	Maintain communications within the industry and trade associations who report trends and areas of any concern.	TBM staff maintain communications within the industry and trade associations who report trends and areas of any concern.	Chris Earlie	12-Apr-2019	01-Apr-2020
OSD TBM 009b	Design and deploy a number of low-cost improvements to enhance facilities and promotional activity.	A number of small scale improvements were implemented in 2018/ 19, including new card payment technologies and the implementation of highly visible signage on London Bridge, which resulted in a positive impact on visitors and income in March 2019. This will continue into 2019/ 20, with a number of additional promotional activities planned for later in the year.	Chris Earlie	18-Apr-2019	01-Apr-2020
OSD TBM 009c	Progress a dedicated visitor centre for The Monument.	This will generate more income from less visitors by increasing dwell time, improving the visitor offer and including a retail facility and venue hire provision. The business case currently states a 3.5 year payback period and also meets the City's outcomes for education, as	Chris Earlie	18-Apr-2019	31-Mar-2023

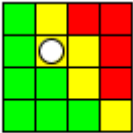
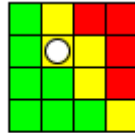

		<p>well as presenting significant improvements regarding accessibility and security.</p> <p>The project, currently at Gateway 3 in the corporation's projects cycle, has been deferred and deemed desirable pending the Fundamental Review.</p>			
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<b>OSD 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>12 Apr 2019</b>	 Likelihood Impact	6	01-Apr-2020	  Constant

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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.	Planned maintenance is undertaken for the Bridge operational machinery as well as the infrastructure. Additionally, quarterly closures of the Bridge enable further works to take place, such as external artistic lighting repairs, as well as any other works which require road or pavement closures.			Chris Earlie	24-Apr-2019	01-Apr-2020

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<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.	 Impact	6	The contract with Skanska is managed by the City Surveyor and officers continue to liaise with colleagues in that department on a regular basis with regards to any performance issues.  <b>12 Apr 2019</b>	 Impact	6	01-Apr-2020	  Constant

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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 been added to MICAD and planned maintenance is currently being delivered.			Jamie Bottono	18-Apr-2019	01-Apr-2020
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.	Regular client liaison meetings are held with City Surveyors as well as progress meetings to discuss reactive works delivery and status.			Jamie Bottono	24-Apr-2019	01-Apr-2020
OSD TBM 006c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	All issues are reported via MICAD with any requiring urgent action via the City Surveyors PFM.			Jamie Bottono	18-Apr-2019	01-Apr-2020

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<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>12 Apr 2019</b>	Likelihood  Impact	6	01-Apr-2020	  Constant

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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.	In the event of any incidents on the Bridge or river, security control are in regular contact with the authorities.			Chris Earlie	24-Apr-2019	01-Apr-2020