

<b>Committee:</b>	<b>Date:</b>
Culture, Heritage & Libraries	13 July 2020
<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 Tower Bridge & Monument within the Open Spaces Department. 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 Open Spaces Department reports on nine departmental risks. These were last reviewed at Open Spaces and City Gardens Committee on 9 December 2019. A decision paper reporting on these risks will be sent to Open Spaces and City Gardens Committee on 14 July 2020.

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

- OSD TBM 001: The effect of a major event in central London on the tourism business at Tower Bridge and 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 008: Income and Service Delivery Affected by Pandemics eg. Flu (red, score 16)
- OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 12)
- OSD TBM 010: Health and Safety – Working at Height (amber, score 6)

Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 5 for information.

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 report and:

- Approve the Tower Bridge & Monument risk register included within Appendix 2.
- Approve the reactivation and increased risk score of OSD TBM 008 – Income and Service Delivery Affected by Pandemics eg. Flu within Appendix 2.
- Approve the addition of OSD TBM 010 – Health and Safety – Working at Height within Appendix 2.

## **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 seven risks identified across Tower Bridge and the Monument. These are:
  - OSD TBM 001: The effect of a major event in central London on the tourism business at Tower Bridge and 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 008: Income and Service Delivery Affected by Pandemics eg. Flu (red, score 16) (Reactivated, increased)
  - OSD TBM 009: Economic Downturn in the City, UK and Foreign Markets (amber, score 12)
  - OSD TBM 010: Health and Safety – Working at Height (amber, score 6) (New risk)
5. There are currently six amber risks. There is one red risk. Five of the risks remain at the same level since the previous report.

6. OSD TBM 001 has previously been escalated to the Departmental risk register, given its high potential impact. It remains a high-level risk for the Open Spaces Department, and will be reported to the Open Spaces & City Gardens Committee for approval on 14 July 2020.
7. OSD TBM 008 is a historic risk which was previously deactivated. This risk has been reactivated and escalated in response to COVID-19. While most COVID-19 risks are being held corporately, as explained in paragraph 9, this risk tracks actions which had previously been identified to address possible pandemic situations, and will be maintained after the COVID-19 risk has subsided, in readiness for future events.
8. OSD TBM 010 is a proposed new risk regarding working at height at Tower Bridge & the Monument. A significant piece of work is being undertaken involving a specialist consultant, the Tower Bridge Technical Team, and central Health & Safety. We aim to complete this piece of work and reduce this risk to green by 2021. Full details of this risk can be found at Appendix 2.
9. Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 5 for information.
10. The target score for five of the risks is amber. The target score for two of the risks is green. Details on the actions taken to meet these target scores can be found at Appendix 2.
11. Three of the risks are reporting the same target score as current score. This indicates that we accept the current level of risk, although we may still be reporting actions in order to maintain the risk at the current level.

### **Corporate & Strategic Implications**

12. 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
13. 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
14. 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**

15. 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
- Appendix 5 – COVID-19 Risks Relevant to Tower Bridge & Monument

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