

OSD Tower Bridge and Monument

Report Author: Esther Sumner

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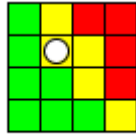
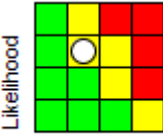

Rows are sorted by Risk Score

Code & Title: OSD TBM Tower Bridge and Monument 9

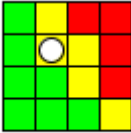
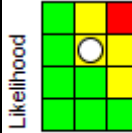

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Terrorism on the tourism business would have a devastating effect on visitors into the City of London, both financial and reputational. Cause; An act of terrorism in the heart of London. Event; Tourists avoiding visitor attractions in London including those owned/operated by the City of London Corporation (in particular The Monument and Tower Bridge) Impact; Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	Likelihood Impact	12	Recent events resulted in a heightened visible presence on Tower Bridge by security staff and police. All systems, policies and procedures were reviewed as well as providing reassurance to staff, visitor and events clients. Local internal discussions as well as corporately were held to review responses and to ensure 'business as usual'. 06 Apr 2017	Likelihood Impact	12	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date

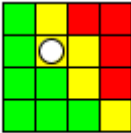
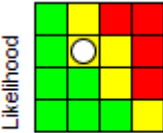

OSD TBM 001a CoLP Counter Terrorism Section liaison.	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.	Chris Earlie	10-Mar-2017	31-Mar-2017
OSD TBM 001b Site security.	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements as well as security staff learning and development is in place.	Chris Earlie	06-Apr-2017	31-Mar-2017
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.	Chris Earlie	10-Mar-2017	31-Mar-2017

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OSD TBM 004 Bridge Lifting Operation may fail or become unreliable 10-Mar-2017 Chris Earlie	Operational machinery failure resulting in being unable to carry out a scheduled bridge lift or total failure during a lift which can result in reputational as well as impact to the road infrastructure.	 Likelihood	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. 06 Apr 2017	 Likelihood	6	31-Mar-2017	 No change

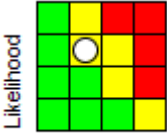
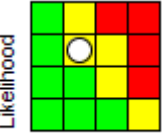

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OSD TBM 004a Maintenance Regimes	Maintain existing controls with increased maintenance inspections on lifting machinery and hydraulic systems. Replacement of certain components have been delivered in 2016/17.	Planned maintenance regimes in place.	Chris Earlie	06-Apr-2017	30-Apr-2017

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OSD TBM 006 Facilities Management Maintenance Response Times 10-Jun-2016 Chris Earlie	Cause: Slow response times to FM service requests. Event: Assets not repaired or replaced in a timely manner. Impact: Public services unavailable for use; income generation reduced; increase in H&S incidents and insurance claims.	 Likelihood Impact	6	Continuing liaison with City Surveyor's and attendance at FM Category Board by SMT member has further highlighted issues to be dealt with in a timely manner. 03 Oct 2016	 Likelihood Impact	6	31-Dec-2016	 Decreased Risk Score

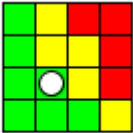
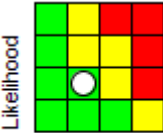

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DCHL 004a Updated Asset Registers	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset registers reviewed annually as part of the business planning process with City Surveyor's. All sites have been reviewed.	Margaret Jackson	29-Jun-2016	30-Jun-2016
DCHL 004b 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.	CHL has reps on the FM Category Board and relevant working groups underpinning the Category Board.	Margaret Jackson	28-Jun-2016	31-Mar-2017
DCHL 004c Issue reporting	Ensure all problems or maintenance issues are reported in a timely fashion.	Fault and issue reporting carried out regularly through the Property Service Desk and local FM liaison meetings (quarterly) with Property Facilities Managers.	Margaret Jackson	28-Jun-2016	31-Mar-2017

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OSD TBM 007 Closure of Tower Bridge to Vehicle and Pedestrian Access 13-Mar-2017 Chris Earlie	Closure of the Bridge by the authorities due to an incident will prevent staff accessing the Bridge and affect the exhibition, events and any scheduled Bridge lifts.	 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. 06 Apr 2017	 Likelihood Impact	6	31-Mar-2017	 No change

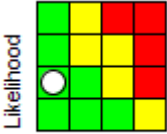
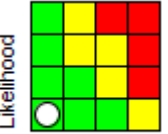

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OSD TBM 007a Close Liaison with Police and PLA	Continued communication/ liaison with Police and PLA is maintained during any closure or any proposed planned closures.	Regular contact is maintained with all authorities as part of business as usual.	Chris Earlie	06-Apr-2017	31-Aug-2017

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OSD TBM 009 Economic Downturn in the City, UK and Foreign Markets 13-Mar-2017 Chris Earlie	Anything which may affect the economy and deter visitors from the UK.	 Likelihood	6	Tower Bridge will respond as necessary based upon information from the tourism industry, however, as a visitor attraction we are dependent on customers and our marketing activities will be targeted accordingly. 06 Apr 2017	 Likelihood	6	31-Mar-2017	 No change

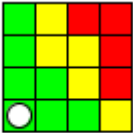
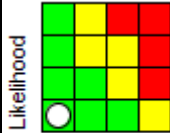

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OSD TBM 009a Monitor Related Industry Sources	Maintain communications within the industry and trade associations who report trends and areas of any concern.	As per main description.	Chris Earlie	06-Apr-2017	13-Mar-2017

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OSD TBM 008 Income and Service Delivery Affected by Pandemics eg. flu 13-Mar-2017 Chris Earlie	Pandemic which may affect staff attendance as well as visitor numbers to the exhibition and private events.	 Likelihood Impact	4	Reliance on alert mechanism in place via Town Clerk and our peers within the tourism industry. 06 Apr 2017	 Likelihood Impact	4	31-Mar-2017	 No change

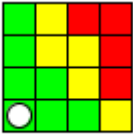
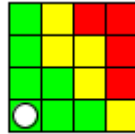

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OSD TBM 008a	Ensure Updates of any potential pandemics are received	Maintain network of communication within the industry and also with City of London Emergency Management Team.	There would need to be an assessment made on the availability of the workforce to be able to open the exhibition and non exhibition staff would be used to supplement short fall.	Chris Earlie	06-Apr-2017	31-Mar-2017

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OSD TBM 002 Loss of IT Systems at Tower Bridge and The Monument 31-Mar-2016 Chris Earlie	Not installing electronic systems to promote retail income growth and enhanced offer to visitors at Tower Bridge and The Monument	 Likelihood	2	There is currently a project for a new ticketing/ booking and retail software system which will be cloud based resulting in improved resilience as well as reducing the reliance on the IT infrastructure. 06 Apr 2017	 Likelihood	1	31-Oct-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	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 is due to go live on 25th April.	Chris Earlie	06-Apr-2017	30-Jun-2017

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OSD TBM 003 Main Towers Passenger Lifts - Prolonged Unavailability due to Mechanical Failure 10-Mar-2017 Chris Earlie	The failure of both lifts will result in visitors and events clients having to use the stairs. Events would also be affected as all food, drinks and catering equipment would have to manually handled up the stairs.	 Likelihood Impact	1	Both lifts within the Tower have undergone extensive planned maintenance in 2016/17 with most major components replaced. 06 Apr 2017	 Likelihood Impact	1	31-Oct-2017	 No change

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OSD TBM 003a Lift Maintenance	Lift maintenance agreement in place as well as recent replacement of main drive and traction motors.	All planned maintenance for 2016/ 17 has been completed.	Chris Earlie	06-Apr-2017	31-Mar-2018

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OSD TBM 005 Hosting of School Groups 01-Apr-2016 Chris Earlie	Hosting of school groups reaching capacity leading to adverse publicity on educational and social responsibility fronts.	Likelihood  Impact	1	No change 10 Mar 2017	Likelihood  Impact	1	31-Jan-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TBM 005a Investigate Alternatives	Investigate possibility of introducing additional floor within north or south tower.	Gateway 1/ 2 Report approved and detailed investigations currently taking place.	Chris Earlie	06-Apr-2017	31-Mar-2018