

Education Reveller Risk Register

DRAFT



ID	Type	Project	Stage	Reveller Strip Out Risks	Description	Impact	Project KPI's	Risk Category	Risk probability Likelihood	Risk impact	Qualitative Risk Score	Quantitative risk score	Risk Response	Mitigation Plan	Risk Probability post mitigation	Risk impact post mitigation	Post mitigation risk score	Post Mitigation Quantitative risk score	Control actions/ diary	Action Owner	Required action date	Pre/Post risk gain	Status	Most likely cost	Most likely time impact	Risk Response last updated	Check box to raise for sponsor
1	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	Not placing the visitor at the heart of the new experience		Quality	Technical/operational/infrastructure	1	5	5	0.08	Reduce	Unlikely but impact would be high if we failed to do so. Need to consult widely with community group and bring in for cocreation as we can	1	5	5	0.08		AL/Architects	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
2	Risk	Education Reveller	Overall Project Risks	<input checked="" type="checkbox"/>	Opposition to permanent changes by our external stakeholders (Tower Hamlets, Met Police etc)		Time Cost	Strategic/commence	1	5	5	0.08		Unlikely	1	5	5	0.08		JM-G	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
3	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	Handrail between Reveller external area and moat is not compliant from building regulations perspective. Risk to children using this space			H&S	2	5	10	0.24		Specify a planter with evergreen shrubs to mitigate anyone getting close to the handrail.	1	5	5	0.08		HRP, Landscape architect	Ongoing	-5	Open			24/07/25	<input type="checkbox"/>
4	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	Visitor flow into the main entrance poses security risks.		Quality		2	5	10	0.24		Ensure coordination and early dialogue with HRP / TOL security teams and MEP engineer to ensure the correct mitigations / equipment is put in place	2	4	8	0.12		Architects, MEP, Project Team, Security Contractor	Ongoing	-2	Open			24/07/25	<input type="checkbox"/>
5	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	Adding complexity to the visitor journey and operations		Quality	Technical/operational/infrastructure	2	4	8	0.12	Reduce	Mitigation using Tower customer journey map to ensure hygiene factors carefully considered and factored in	2	4	8	0.12		AL/CA/CB	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
6	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	Disjointed/difficult operation/visitor flow with education and community groups especially on the wharf		Quality	Technical/operational/infrastructure	2	4	8	0.12		Testing to be undertaken. If necessary trial some changes in meeting points / engage a crowd management consultant	2	3	6	0.06		AL/CA/CB/JM-G	Ongoing	-2	Open			25/06/25	<input type="checkbox"/>
7	Risk	Education Reveller	Completion Risks	<input type="checkbox"/>	HRP creates a space that is not accessible to visitors (through time constraints/interests/don't meet expectations/needs)		Quality	H&S	2	4	8	0.12		Physical accessibility best practice approach to be adopted by Design team	2	4	8	0.12		AL/CA/CB/JM-G	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
8	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Cost of scheme exceeds anticipated budget and significant design changes required		Time Cost Quality	Technical/operational/infrastructure	2	5	10	0.24	Reduce Monitor	Undertake early necessary survey and investigations to confirm costs of different components of scheme.	2	5	10	0.24	Pending Stage 4 Cost Plan	Architects and Project Team	Ongoing	0	Open			06/08/25	<input type="checkbox"/>
9	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Uncconfirmed whether project needs to target BREEM or subject to SUDs policy		Cost	Legal and regulatory	2	3	6	0.06	Monitor	Planning Lab to continue to liaise with LBTH to ascertain feedback.	2	2	4	0.03		Planning Consultant	Complete	-2	Open			24/07/25	<input type="checkbox"/>
10	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	The practical challenges of operating within the overall Tower visitor experience.		Quality	Technical/operational/infrastructure	2	4	8	0.12		Ops to be on core team to ensure that practical challenges are met	2	3	6	0.06		CA/CB/JM-G	Ongoing	-2	Open			25/06/25	<input type="checkbox"/>
11	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Removal of water tank in moat arch 03. May require specialist lifting or dismantling input.		Cost	Construction Methodology	2	2	4			Contractor to assess tank as part of tender analysis to determine whether specialist is required.	1	1	1					-3	Open			26/09/25	<input type="checkbox"/>
12	Risk	Education Reveller		<input type="checkbox"/>	Lack of internal expertise / capacity to deliver the project		Time Quality		2	5	10	0.24		New Palaces and Collections Project manager to be assigned and existing team specialists to be used. Consultants to be brought on as required.	1	5	5	0.08	Aug-23	JMcD, RG, AL	Ongoing	-5	Open			24/07/25	<input type="checkbox"/>
13	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Fire Strategy complex and not approved		Quality	Historic Buildings Legal and regulatory	3	4	12	0.2	Reduce Monitor	Early engagement with HRP Fire, Health & Safety Manager. Employ services of external Fire Engineer as required/requested by HRP Fire, Health & Safety Manager	2	4	8	0.12	Initial advice sought from internal Advisor to inform Stage 2 proposals	Architects and Project Team	Ongoing	-4	Open			25/06/25	<input type="checkbox"/>
14	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Statutory Approvals delayed/not granted - Planning, SMC, Listed Building Consent (Reveller), Building Control		Time Quality	Legal and regulatory	3	4	12	0.2	Avoid Monitor	Early engagement. Regular consultation through the development phase. Appoint Planning consultants and Approved Inspectors during development phase.	2	4	8	0.12		Architects, Planning Consultant and Project Team	Ongoing	-4	Open			06/08/25	<input type="checkbox"/>
15	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	IS & Security Strategy not approved		Time Cost Quality	Strategic/commence	3	4	12	0.2	Reduce Monitor	Early engagement with MEP and Design Team with HRP internal IS and Security Teams to understand networking requirements. Obtain clear briefing information for consultants	3	3	9	0.1	Review at each RIBA Design Stage	Architects, MEP consultants and Project Team	Ongoing	-3	Open			24/07/25	<input type="checkbox"/>
16	Risk	Education Reveller	Design/ Pre-implementation Risks	<input checked="" type="checkbox"/>	Legal agreements not agreed (Reveller)		Time Cost Quality	Legal and regulatory	3	4	12	0.2	Avoid Contingency	Early engagement and sharing of plans. Regular consultation through the development phase. HRP legal resource allocation to agree terms with City Bridge Foundation. Explore alternative Plan B design if not approved	3	3	9	0.1		Client Project Team, HRP Legal Advisors	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
17	Risk	Education Reveller	Design/ Pre-implementation Risks	<input checked="" type="checkbox"/>	That the vision changes again after the design period (RIBA 2), if the trailing period (RIBA 3/4) manifests a need for change		Time Cost Quality	Organisational/mangement/an factors	3	4	12	0.2	Reduce Monitor	Keep scope tight and agree details of outline plans with stakeholders	3	4	12	0.2		Architects and Project Team	Ongoing	0	Open			06/08/25	<input type="checkbox"/>
18	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Strategic accessibility objectives not met (lift evac, level changes etc.)		Quality	Technical/operational/infrastructure	3	3	9	0.1	Avoid Monitor	Detailed surveys and investigations. Appoint Access consultant during development phase	2	3	6	0.06	Review at each RIBA Design Stage	Architects, Access Consultant and Project Team	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
19	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Sustainability objectives not met		Quality	Technical/operational/infrastructure	3	3	9	0.1	Avoid Monitor	Clear sustainability brief to be prepared. Advice/consultation from internal Sustainability Programme Manager and integration into project team and decision making	2	3	6	0.06	Review at each RIBA Design Stage	Architects, MEP consultants, HRP Sustainability / Project	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
20	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Acoustic attenuation objectives not met		Quality	Technical/operational/infrastructure	3	3	9	0.1	Reduce	Appoint Acoustic consultant during development phase. Surveys and design calculations to be carried out during development phase	2	3	6	0.06	Review at each RIBA Design Stage	Architects, Acoustic Consultants and Project Team	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
21	Risk	Education Reveller	Design/ Pre-implementation Risks	<input checked="" type="checkbox"/>	Failure by consultants to meet deliverables		Time Quality	Strategic/commence	3	3	9	0.1	Avoid Enhance Monitor	Clear brief and agreed Design Programme and Design Responsibilities Matrix. Project Manager to monitor performance and escalation/ action as required	2	2	4	0.03		JMcD, MR, RB	Ongoing	-5	Open			06/08/25	<input type="checkbox"/>
22	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Significant corbelling found outside moat arches via trial pit investigation; could also be present internally where lift pit required and could clash.		Time Cost		3	3	9	0.1		Trial pit for lift pit area once Col. negotiations are completed.	3	3	9	0.1		PM	Ongoing	0	Open			25/07/25	<input type="checkbox"/>
23	Risk	Education Reveller	Design/ Pre-implementation Risks	<input checked="" type="checkbox"/>	Ground conditions/contaminants		Time Cost Quality	Historic Buildings H&S	3	3	9	0.1	Reduce Monitor	Trial pits/investigations as part of development phase. Analysis of existing record data from previous investigations (Most for bridge ramp)	3	3	9	0.1	Q3 /Q4 2024	Architects, Structural Engineers and Project Team	Complete	0	Open			06/08/25	<input type="checkbox"/>
24	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	HE have expressed preference for mesh under ramp to reduce visual impact of posts; mesh coordination with security requirements, maintenance requirements and landscaping requirements needs to be considered carefully		Cost	H&S	3	2	6	0.06		Design team to produce proposals for review	2	2	4	0.03		Design Team	Complete	-2	Open			25/07/25	<input type="checkbox"/>
25	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Closure of key routes/visitor attractions (East Gate)		Cost Quality	Technical/operational/infrastructure	3	5	15	0.4		Review options for temporary plant/infrastructure/logistics to ensure key visitor attractions can stay open. Engage with delivery Contractor early for advice on logistics, H&S, programming. Likely to be require some time for switchovers. A traffic management plan, whether ascertained by HRP or by external consultant should be created. During early contractor liaison a Construction Phase plan should be created in close collaboration with design team.	3	4	12	0.2	Ridge PM to understand and coordinate the traffic management plan with initial liaison with Internal HRP and design team, later delivery Contractor.	SLT, Project Board, RG, JMcD, MR, Contractor	Ongoing	-3	Open			26/09/25	<input type="checkbox"/>
26	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Unforeseen major incident - fire, flood, terrorist incident, bridge event		Cost	Strategic/commence	3	4	12	0.2		Work closely with Operations and Security teams during delivery phase with any intelligence. Build resilience into project/phase set up for security in line with TOL requirements. Monitor ongoing National Security Threat levels	3	4	12	0.2		All HRP Teams including Major Incident Planning Team	Ongoing	0	Open			06/08/25	<input type="checkbox"/>
27	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Programme unachievable		Time Cost Quality	Organisational/mangement/an factors	3	4	12	0.2		Continued review of programme as design develops. Benchmark against experience of other similar internal and external projects. Seek advice from Constructing Excellence Framework Contractor during Development Phase	3	3	9	0.1		Architects, Project Team, Contractor	Review at each RIBA Design Stage	-3	Open			06/08/25	<input type="checkbox"/>
28	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Contractor / sub contractor goes into administration/liquidation (recent examples on HRP Major Capital Projects)		Time Cost Quality	Strategic/commence	3	4	12	0.2		Use of HRP approved framework contractors and approved Sub Contractors. Ensure contracts are tight and have a Plan B which can be enacted in the event the risk is realised	3	3	9	0.1		JMcD, MR, CW	Ongoing	-3	Open			25/06/25	<input type="checkbox"/>
29	Risk	Education Reveller	Implementation Risks	<input type="checkbox"/>	Changes to project team (internal and external)		Time Quality	Organisational/mangement/an factors	3	3	9	0.1		Good record keeping, filing, project diaries and stakeholder updates to ensure handovers (if required) are manageable	3	2	6	0.06		All teams, all disciplines	Ongoing	-3	Open			25/06/25	<input type="checkbox"/>
30	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Hazardous materials - asbestos, plaster, lead paint		Time Cost	Historic Buildings H&S	3	3	9	0.1		Carry out intrusive surveys (including Asbestos Refurbishment and Demolition survey) during Development Phase. Allow provisional costs for associated removal within project delivery timeline and costs	3	3	9	0.1		Architects and Project Team	Q3 /Q4 2024	0	Open			06/08/25	<input type="checkbox"/>
31	Risk	Education Reveller	Implementation Risks	<input checked="" type="checkbox"/>	Material availability/sourcing. Long lead in time of specialist/ bespoke items		Time Cost Quality	Economical/financial	3	3	9	0.1		Early engagement with Measured Term Contractor and suppliers. Early placement of orders/deliveries of items if necessary. Allow in programming and project planning	3	3	9	0.1		Architects, Project Team, Contractor	Ongoing	0	Open			06/08/25	<input type="checkbox"/>
32	Risk	Education Reveller	Implementation Risks	<input type="checkbox"/>	Archaeological discoveries		Time Cost Quality	Historic Buildings	3	3	9	0.1	Reduce	Analysis of existing record information. Curatorial to provide Statement of Significance (Impact) and Written Scheme of Investigations for any Archaeological sensitive areas. Carry out trial pits during development phase	3	3	9	0.1		JMcD, MR, HRP Curatorial	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
33	Risk	Education Reveller	Implementation Risks	<input type="checkbox"/>	Design Team performance		Time Cost Quality	Technical/operational/infrastructure	3	3	9	0.1		Briefs and roles and responsibilities matrix to be clear from early design stages i.e. expectations. Do Contract Administration, Design co-ordination, Project Management etc.	2	3	6	0.06		JMcD, MR, CW	Ongoing	-3	Open			25/06/25	<input type="checkbox"/>
34	Risk	Education Reveller	Overall Project Risks	<input type="checkbox"/>	Unsuccessful planning permission - Critical rising to Likely if we add the closing of the wharf		Time Cost Quality	Legal and regulatory	3	5	15	0.4		Plans do not include closing the wharf which is the biggest risk. Will also need support of HE (see below).	2	5	10	0.24	Further workshop with A&H and other design team members to understand the closing of the wharf implications.	JMcDRG	Ongoing	-5	Open			27/06/25	<input type="checkbox"/>
35	Risk	Education Reveller	Overall Project Risks	<input checked="" type="checkbox"/>	SMC refusal - especially if changes are required to the more historic areas of the Reveller		Time Cost Quality	Historic Buildings Legal and regulatory	3	5	15	0.4		On going dialogue with HE. Further understand timeframes for consent approval to define in programme.	2	5	10	0.24	Aiden to define risks of design failing to obtain SMC consent and likelihood of positive outcome and negative outcome with remediation. Safe to check if approval received	JMcD/ARGG	Complete	-5	Open			15/09/25	<input type="checkbox"/>
36	Risk	Education Reveller	Overall Project Risks	<input type="checkbox"/>	Scope of the project continually changes as the vision changes		Time Cost	Organisational/mangement/an factors	3	4	12	0.2		Decide significant changes during RIBA stage 1. To lock in the scope after RIBA stage 2.	3	4	12	0.2	May 24	Project Board	Ongoing	0	Open			24/07/25	<input type="checkbox"/>
37	Risk	Education Reveller	Overall Project Risks	<input type="checkbox"/>	Project vision change endangers donor funding secured/ ongoing		Time Cost	Organisational/mangement/an factors	3	4	12	0.2		Lock-down 'essence' of project by end of RIBA stage 2 in order to provide certainty for fund-raising	3	4	12	0.2	May 24	RGIA Newman /NW	Ongoing	0	Open			24/07/25	<input type="checkbox"/>
38	Risk	Education Reveller	Overall Project Risks	<input type="checkbox"/>	Crossover of unplanned maintenance projects - wasted money on developing areas which fall under scope of Education proposals		Cost	Organisational/mangement/an factors	3	3	9	0.1		Develop a comprehensive plan that outlines the benefits of combining refurbishment with planned maintenance. Showcase cost savings, improved efficiency, and reduced disruption to operations.	3	3	9	0.1		RG/JMcD, PL, Project Board	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
39	Risk	Education Reveller	Overall Project Risks	<input type="checkbox"/>	Loss of key environmental stakeholders (i.e. Buglife, Bumblebee Trust) due to separation of project from landscape project	Reputational damage for not delivering a environmentally beneficial project when this is one of the stated aims.	Quality	Strategic/commence	3	3	9	0.1		Continued stakeholder engagement and presentation of funding package as part of Tower 2030 future plan	3	3	9	0.1		RGIA/ AN /NW	Ongoing	0	Open			25/06/25	<input type="checkbox"/>
40	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Complexity of removing MEP equipment from the building and arches may require specialist input		Time Cost		3	4	12	0.2		MEP consultant to advise early whether any existing kit in the Reveller or arches requires specialist input.	2	2	4	0.03				-8	Open			26/09/25	<input type="checkbox"/>
41	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Strip out works may reveal concealed conditions, necessitating remedial works which could extend the programme and delay commencement of main works		Time Cost		3	4	12	0.2		Delays to the main works are unlikely due to the programme float between strip out completion and main contract start, with some intrusive investigations already undertaken. The contractor may be able to sequence strip out to prioritise higher risk areas, allowing sufficient time to respond to any findings.	2	2	4	0.03				-8	Open			26/09/25	<input type="checkbox"/>
42	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Unknown dimensions for site post strip out, current proposal is based on existing survey information		Cost Quality		3	3	9	0.1		Measured building survey post strip out to be undertaken	1	2	2	0.01				-7	Open			26/09/25	<input type="checkbox"/>
43	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Removal of spread in TB Arches 01 and 02. Difficult removing without potential damage to historic floor fabric beneath		Time Cost Quality	Historic Buildings	3	4	12			Trial pits/investigations completed as part of development phase, refer to reports. Carefully assess the existing spread and historic floor conditions prior to removal. Contractor to use non-invasive removal techniques and test areas before full removal.	2	2	4					-8	Open			26/09/25	<input type="checkbox"/>
44	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Removal of existing linings and membranes to underside of soffit. Risk of damage to historic arches or associated structural elements		Time Cost Quality	Historic Buildings	3	4	12			Investigations completed as part of development phase, refer to reports. Carefully assess the linings and frange prior to removal. Contractor to use non-invasive removal techniques and test areas before full removal.	2	3	6					-6	Open			26/09/25	<input type="checkbox"/>
45	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Removing existing waterproofing membranes without full knowledge of their current performance risks allowing water ingress into the historic arches.		Time Cost Quality	Historic Buildings	3	4	12			Waterproofing strategies to be incorporated as part of the main works. Contractor to assess water behind existing membranes and report any concerns regarding removal to the heritage architect and design team	3	3	9					-3	Open			26/09/25	<input type="checkbox"/>
46	Risk	Education Reveller	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Evidence of mice above suspended ceiling in TB Arch 02 may indicate a wider infestation; pest control measures could delay the project.		Time Cost	Technical/operational/infrastructure	3	3	9			Contractor to inform HRP of any concerns regarding infestation. A pest control assessment to be engaged early in the strip-out works to minimise delays and implement any necessary treatment measures.	2	3	6					-3	Open			26/09/25	<input type="checkbox"/>
47	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Reveller - fixing into Tower bridge in arches to support proposed feature stair could cause complications with City of London Bridge foundations regarding approval.	Cannot fix stair into walls; impacts design, cost etc.	Cost Quality	Historic Buildings Legal and regulatory Construction Methodology	4	5	20	0.56		Andrew Jackson and Adrian Phillips to meet with City of London Bridge foundation to discuss, amongst an number of other Col. items.	3	3	9	0.1	Andrew Jackson and Adrian Phillips to meet with City of London Bridge foundation to discuss, amongst an number of other Col. items.		16/09/25	-11	Open			08/09/25	<input type="checkbox"/>
48	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Bridge interface with Develin Tower - unconfirmed whether Develin Tower wall contains medieval fabric.		Time Quality	Historic Buildings	4	5	20	0.56		Investigations required to ascertain fabric content	3	3	9	0.1		JMcD, MR, RB	Complete	-11	Closed			24/07/25	<input type="checkbox"/>
49	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Thrust forces on walls of Develin Tower and Tower Bridge to accommodate bridge design could impact existing and significant fabric.		Quality		4	4	16	0.28		Alternative bridge designs to be considered to reduce impact on walls	2	2	4	0.03		Architects, MEP consultants and Project Team	Ongoing	-12	Closed			28/08/24	<input type="checkbox"/>
50	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Design development delayed due to lack of curatorial input due to lack of resource to curatorial department		Time Cost Quality		4	4	16	0.28		Team to raise issue regarding lack of resource at director level. Potential to outsource work to Heritage Architect to relieve internal resource pressure.	2	2	4	0.03		PM	Ongoing	-12	Open			25/07/25	<input type="checkbox"/>
51	Risk	Education Reveller	Design/ Pre-implementation Risks	<input type="checkbox"/>	Funding meeting date -																						

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59	Education Reveler - Risk - 2.4 - 479	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Unknown location of south culvert in Moat could clash with propose screw pile locations for ramp. Structural capacity of arched culvert and therefore acceptable proximity unknown		Time Cost	H&S	4	4	16	0.28		Survey of culvert proposed.	3	3	9	0.1		Project Manager	Ongoing	-7	Open			25/07/25	<input type="checkbox"/>
60	Education Reveler - Risk - 2.43 - 483	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Delay to planning submission - awaiting confirmation on red line boundary and permitted development rights from planning consultant		Time Cost		4	4	16	0.28		PM to continue chasing for response	3	3	9	0.1		PM	Complete	-7	Open			25/07/25	<input type="checkbox"/>
61	Education Reveler - Risk - 2.24 - 023	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Risk of Archaeology present in the moat where drainage trench is required		Time Quality	Historic Buildings	4	4	16	0.28	Reduce Monitor	Investigations required to ascertain fabric content	3	4	12	0.2	Engagement with MOLA or similar organisation? TBC	JMcD, MR, RB	Ongoing	-4	Open			27/06/25	<input type="checkbox"/>
62	Education Reveler - Risk - 2.14 - 023	Risk	Education Reveler	Design/ Pre-implementation Risks	<input checked="" type="checkbox"/>	Lack of availability / competence of specialist contractors		Time Quality	Economic/financial market	4	4	16	0.28	Reduce Monitor	Early engagement with specialist and framework Contractors (PQQ). Review procurement options for early appointment (Constructing Excellence contract)	4	4	16	0.28	During PQQ, Ridge to understand contractor availability from initial EOs and track.	JMcD, MR, CW	Ongoing	0	Open			22/07/25	<input type="checkbox"/>
63	Education Reveler - Risk - 2.2 - 012	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Budget pressure, due to scope creep during RIBA 2		Cost	Economic/financial market	4	4	16	0.28	Reduce Monitor	Project change control / rigour - able to identify/accept/ reject potential changes. Clear communications with Project Board and Trustees on development of project and scope changes.	4	4	16	0.28	With the assistance of Akhil, implementation of a change control process via the Project Execution Plan. Sara to update on status	TO/LRG	Complete	0	Open			15/09/25	<input type="checkbox"/>
64	Education Reveler - Risk - 2.26 - 412	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Risk of overcomplicated AV controls BSO B58		Quality		4	3	12	0.14		AV consultant to engage regularly with education team in order to ensure appropriate controls are agreed and incorporated into the design.	1	2	2	0.01	Review at each RIBA Design Stage	Consultant, Client	Ongoing	-10	Open			24/07/25	<input type="checkbox"/>
65	Education Reveler - Risk - 2.25 - 034	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Wind lobby design interface with heritage elements is a key risk		Quality		4	3	12	0.14		Alternative strategies to be discussed with Education team	2	2	4	0.03		Architects, MEP consultants and Project Team	Ongoing	-8	Closed			25/06/25	<input checked="" type="checkbox"/>
66	Education Reveler - Risk - 2.16 - 025	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Value Engineering means project falls short of vision/aspiration		Cost Quality	Strategic/communal risks Organisational/management factors	4	3	12	0.14	Reduce Monitor	Review cost estimates at each RIBA design stage and report to Project Board as required. Where Value Engineering is required, seek stakeholder input on alternatives and ensure approval obtained to proceed with any changes to design	3	3	9	0.1		JMcD, RG MR, CW, RB, Project Board	Ongoing	-3	Open			22/07/25	<input type="checkbox"/>
67	Education Reveler - Risk - 2.39 - 478	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Layout changes triggered by movement analysis and subsequent response from education team		Time Cost		4	3	12	0.14		Updated brief requirements relayed to design team as soon as agreed to enable early incorporation.	3	3	9	0.1		Project Manager	Complete	-3	Open			25/07/25	<input type="checkbox"/>
68	Education Reveler - Risk - 2.5 - 015	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Services - existing utilities capacity insufficient (drainage, power). Particularly for decontamination works		Time Cost	Technical/operational infrastructure	4	3	12	0.14	Reduce	Utilities surveys/searches completed as part of development phase.	4	3	12	0.14	AB to ascertain if risk closed and if further surveys required.	Architects, MEP consultants and Project Team	Complete	0	Open			15/09/25	<input type="checkbox"/>
69	Education Reveler - Risk - 2.6 - 016	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Condition of existing structures (roof timbers dry/wet rot, damp/condensation)		Time Cost Quality	Historic Buildings H&S	4	3	12	0.14	Reduce Monitor	Surveys/investigations as part of development phase. Most completed - measured building survey post strip out to be undertaken	4	3	12	0.14	Sara to check if this is a risk for Reveler.	Architects and Project Team	Complete	0	Open			15/09/25	<input type="checkbox"/>
70	Education Reveler - Risk - 2.2 - 029	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	MEP distribution in the Reveler - limited areas of soffit mounted MEP in order to preserve historic quality of spaces and express original features.		Quality	Historic Buildings Technical/operational infrastructure	4	2	8	0.07	Avoid Reduce Enhance	Provision for additional MEP to ensure routes avoid historically significant areas	2	2	4	0.03		Architects, MEP consultants and Project Team	Ongoing	-4	Open			06/08/25	<input type="checkbox"/>
71	Education Reveler - Risk - 2.32 - 488	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	East drawbridge - once visitors and children are allowed into the moat via the ramp, there is a clear access route under east drawbridge which needs to be closed off to prevent accidents.		Cost		4	2	8	0.07		JFA team to design a way to block off access under east drawbridge but still allow residents, staff and vehicles through (John Deere lawn mower)	2	2	4	0.03		Architect	Complete	-4	Open			25/07/25	<input type="checkbox"/>
72	Education Reveler - Risk - 2.21 - 030	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Air Source Heat Pump - difficult to find suitable location that is visually obscured but does not penetrate historic fabric when entering the building.		Cost Quality	Historic Buildings Technical/operational infrastructure	4	2	8	0.07	Reduce Enhance Monitor	Locations to be workshoped and agreed with wider design team to mitigate impact	3	2	6	0.05		Architects, MEP consultants and Project Team	Complete	-2	Open			06/08/25	<input type="checkbox"/>
73	Education Reveler - Risk - 3.4 - 040	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Impact on Tower of London Operations, Events, Visitor Experience, other projects		Time Quality	Economic/financial market	4	4	16	0.28		Engage Framework Contractor early to review logistics/impacts plans. Early consultation and planning with Operations and TOL SLT teams. Build in out of hours working and restricted noisy works timings into project programme and costs. Ascertain traffic management plan from internal HSP team and external team if agreed with HSP.	4	3	12	0.14	Ridge PM to understand design and then coordinate with Contractor during early involvement (PCSA) to ascertain risks and implications.	SLT, Project Board, RG, JMcD, MR, Contractor	Ongoing	-4	Open			26/09/25	<input type="checkbox"/>
74	Education Reveler - Risk - 3.6 - 042	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Contractor performance		Time Quality	Strategic/communal risks Organisational/management factors	4	4	16	0.28		1) Select the correct procurement route, one that prioritises quality as design sensitivity with historic fabric is paramount (Traditional procurement where design responsibility remains with design team) 2) Engage in early involvement with contractor (PCSA) to understand the buildability of the project before construction begins 3) Define CDP items clearly where applicable to ensure misunderstandings and loss of quality control does not occur 4) Ensure a robust set of Employers Requirements with clearly defined documents, drawings and specifications that rely upon prescriptive and performance based specification as relevant to ensure contractors are held accountable to the highest possible design, materials and workmanship requirements 5) Ensure construction contract clauses and amendments are favourable to ensuring a high quality design under given cost and time requirements so that when administering the contract, the client's requirements must be met by the contractor.	4	4	16	0.28	A first action for Ridge PM is to agree the procurement route and programme implications with HSP.	JMcD, MR, CW	11th July to ascertain procurement route. Ongoing during delivery phase	0	Open			26/09/25	<input type="checkbox"/>
75	Education Reveler - Risk - 3.12 - 048	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Contractor space limited on site (logistics/compound)		Time Cost	Technical/operational infrastructure H&S	4	3	12	0.14		Early engagement with Measured Term Contractor and TOL operational teams. Ensure co-ordination as part of wider Tower 2030 programme of projects to identify and deconflict	3	3	9	0.1		Project Team, Contractor, Project Board	Ongoing	-3	Open			22/07/25	<input type="checkbox"/>
76	Education Reveler - Risk - 3.13 - 049	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Multiple Contractors on site - clash regarding access, availability of welfare facilities etc.		Time Cost	H&S	4	3	12	0.14		Ensure co-ordination as part of wider Tower 2030 programme of projects to identify and deconflict. Close liaison and early engagement with TOL operational teams.	3	3	9	0.1		Project Team, Contractor, Project Board	Ongoing	-3	Open			25/06/25	<input type="checkbox"/>
77	Education Reveler - Risk - 3.15 - 051	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Delays to surveys due to CoL lack of engagement		Time Cost		4	3	12	0.14		Client team to continue to foster relationship with CoL and provide transparency regarding design proposals and programme	3	3	9	0.1		JMcD, MR, RB	Ongoing	-3	Open			25/06/25	<input type="checkbox"/>
78	Education Reveler - Risk - 3.9 - 045	Risk	Education Reveler	Implementation Risks	<input checked="" type="checkbox"/>	Construction work interrupts mains services to other parts of buildings/site areas		Time Cost	Organisational/management factors Technical/operational infrastructure	4	3	12	0.14		Build in temporary services and resilience into proposals. Engage Maintenance and Facilities Teams throughout development and delivery phases	3	3	9	0.1		Architects, MEP, Project Team, Contractor	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
79	Education Reveler - Risk - 1.8 - 007	Risk	Education Reveler	Overall Project Risks	<input checked="" type="checkbox"/>	Inflation / Cost of Living crisis - may increase costs further		Cost	Economic/financial market	4	4	16	0.28		Inflation and risk to be added to project plans and business case	3	4	12	0.2	Inflation slowing and is added into costs. Projection of mid construction inflation allowance factored into build cost?	RG/CW/HD	Ongoing	-4	Open			22/07/25	<input type="checkbox"/>
80	Education Reveler - Risk - 1.11 - 010	Risk	Education Reveler	Overall Project Risks	<input checked="" type="checkbox"/>	Continuous disruption to visitors - lack of engagement from visitors if projects are continuous and cause disruption to multiple visits		Quality	Organisational/management factors Technical/operational infrastructure	4	3	12	0.14		Develop phasing / logistics plans which minimise impact to the visitor. Where site compounds are required, ensure they are well designed with good screening and interpretation	3	3	9	0.1		RG,JMcD, MR, RB	Ongoing	-3	Open			06/08/25	<input type="checkbox"/>
81	Education Reveler - Risk - - 535	Risk	Education Reveler	Strip Out Specific Risks	<input checked="" type="checkbox"/>	Disrupted and difficult visitor flow may occur with visitors using the wharf. The pavement outside the Reveler could may be closed and hoarded off for contractor use only while strip out is happening - reducing space through East Gate for both entrance and exit. As this gate is also used by vehicles, congestion and safety risks may increase.		Quality		4	3	12	0.14		Engage ops team early to address practical challenges around around space and access. Security hut is located directly opposite Reveler so can monitor and manage visitor flow and vehicles at peak times.	3	2	6	0.05				-6	Open			26/09/25	<input type="checkbox"/>
82	Education Reveler - Risk - 2.27 - 473	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Removal of columns in Ground Floor Reception Space - creates significant structural modifications to roof in order to address redistributed loads.		Cost Quality		5	4	20	0.36		JFA to produce layouts showing columns retained for team to assess whether this is a more feasible solution	3	3	9	0.1		Architect	Complete	-11	Open			25/07/25	<input type="checkbox"/>
83	Education Reveler - Risk - 2.35 - 474	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Late engagement of landscape architect.		Time Cost		5	4	20	0.36		Programme has to be constantly reviewed.	3	3	9	0.1		Project Manager	Complete	-11	Open			25/07/25	<input type="checkbox"/>
84	Education Reveler - Risk - 2.3 - 486	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Acoustics - Acoustician has confirmed that presentation space in Reveler is not equipped to take additional noise of children queue.		Cost Quality		5	4	20	0.36		Acoustician to release report to design team, design team to assess recommendations and provide proposals to be reviewed and costed	4	4	16	0.28	Confirm if inclusion of sound dampening (bi-fold door) is agreed and included in scope with associated cost? Sara to confirm status	www.rebulet@tp.org.uk	Complete	-4	Open			15/09/25	<input type="checkbox"/>
85	Education Reveler - Risk - 2.18 - 485	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	In Reveler we may not get permission from City to make the penetrations through to the arches		Time Quality	Historic Buildings Legal and regulatory	5	4	20	0.36	Reduce Enhance Monitor	Collaborate closely with the City authorities, providing detailed plans and justifications for the proposed changes. Explore alternative designs or modifications that align with City regulations.	4	4	16	0.28		JMcD, MR, RB	Ongoing	-4	Open			27/08/25	<input type="checkbox"/>
86	Education Reveler - Risk - 2.44 - 485	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Presence of Jersey Cotweed - a Fully protected plant under Schedule 8 of the WCA - which means Natural England licensing to address it! We will need to create a space for it in the scheme.		Time Cost		5	2	10	0.09		Ecologist to recommend inclusion in design, which is to be captured in landscape.	2	2	4	0.03		Ecologist	Ongoing	-6	Open			25/07/25	<input type="checkbox"/>
87	Education Reveler - Risk - 2.36 - 475	Risk	Education Reveler	Design/ Pre-implementation Risks	<input type="checkbox"/>	Repair of glazed bricks - difficult to repair glazed bricks in damp areas; current condition is poor due to previous attempts to render and tile walls.		Time Cost Quality		5	2	10	0.09		Specialist has been appointed to undertake site review, report and on-site trials.	3	3	9	0.1		Project Manager	Ongoing	-1	Open			25/07/25	<input type="checkbox"/>
88	Education Reveler - Risk - 3.18 - 492	Risk	Education Reveler	Implementation Risks	<input type="checkbox"/>	Single vs Two Stage Tendering - due to PCR 2015, may no longer be able to undertake single stage tendering due to impact on programme. However, Two Stage tendering has potential impact on cost due to earlier design information behind used.		Cost		5	4	20	0.36		Project team to agree design information being utilised and prepare Trustees for potential impact on estimated construction budget.	4	4	16	0.28		JMcD, CW, RB	Ongoing	-4	Open			24/07/25	<input type="checkbox"/>
89	Education Reveler - Risk - 3.17 - 491	Risk	Education Reveler	Implementation Risks	<input type="checkbox"/>	Unable to investigate existing gully in Reveler to confirm if reusable for drainage routes due to CoL negotiations/ownership		Time Cost		5	3	15	0.18		Design team to propose alternative survey methodology as well as alternative design strategies if gully is not reusable to enable costing and assessment against current design and budget.	4	2	8	0.07		RB, Design Team	Ongoing	-7	Open			24/07/25	<input type="checkbox"/>
90	Education Reveler - Risk - 1.5 - 004	Risk	Education Reveler	Overall Project Risks	<input checked="" type="checkbox"/>	Lack of buy in from Tower residents.		Time	Organisational/management factors	5	3	15	0.18		Unlikely as shouldn't impact residents as is about refurbishing existing spaces and improving quality of education and community programmes. Residents should be seen as one of the communities the project will benefit	4	3	12	0.14	TBC	AUR/G/ JMcD	Ongoing	-3	Open			27/06/25	<input type="checkbox"/>
91	Education Reveler - Risk - - 538	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
92	Education Reveler - Risk - - 539	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
93	Education Reveler - Risk - - 540	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
94	Education Reveler - Risk - - 541	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
95	Education Reveler - Risk - - 542	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
96	Education Reveler - Risk - - 543	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
97	Education Reveler - Risk - - 544	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>
98	Education Reveler - Risk - - 547	Risk	Education Reveler		<input type="checkbox"/>							0						0					0	Placeholder				<input type="checkbox"/>