

Level of Risk	
High	
Medium	
Low	

Ref	Risk Owner	Risk	Potential Impact	Mitigation	Probability	Impact	Risk Level
Pre-Construction Risks							
1	DIA	Integration of NLHF project with day-to-day working of Cemetery and Cemetery Team.	Access for survey works, meetings, research and other co-ordination made difficult course delay to programme.	1. Lead Consultant to ensure all sub-consultants follow protocol. (Lodge currently closed to public) 2. Continued dialogue between project team and Bereavement Services. 3. Notification and programme updates to staff at the lodge.	1	2	2
2	CB DIA	Changes in Stage 4 capital costs. Costs increase at technical design stage.	Budgets exceeded	1. Close partnership working with QS/LBL and Consultants 2. Regular cost and life cycle reviews throughout Stage 4	2	2	4
3	DIA	Survey and Site investigation works discover unexpected issues not previously allowed for in cost plan.	Delays to programme, Additional surveys may be required, Design amendment, financial impact	1. Carry out surveys asap. 2. Complete costing work to assess value/implication of any additional work envisaged.	2	2	4
4	LBL	Asbestos discovered.	Increased cost, delayed programme.	1. Asbestos survey to be commissioned by LBL	2	2	4
5	HDD	Discovery of sites of archaeological Interest.	Delays to programme, Increased Costs, Increased disturbance.	1. Minimal ground disturbance required to carry out works and in areas previously excavated - therefore an unlikely risk.	1	1	1
6	Con	Subsidence is diagnosed at St Stephen's and repair works exceeded funding envelope.	Increase in project cost. Repair works not able to go ahead.	1. Continue monitoring works (Conisbee have been appointed) 2. Conisbee have reviewed design and have confirmed that in excess of £50k rather than £20k will be required for proposed works. 3. Design to be developed to provide better cost certainty. 4. CB and LBL have been notified of increase in cost	3	2	6
7	HDD	Faculties are not granted by Southwark Diocese	Work relating to Faculties (memorials, Hubbard and Robson Roads and access to St Stephen's)	HDD are progressing.	1	1	1
		8.1 Hubbard Road Faculty drawings out of date	Permission not granted or change of design required.	DAC has confirmed that revised design is acceptable	0	0	0
		8.2 Monument Faculty condition requires a separating layer.	Unable to infill vaults as designed.	Faculty consent has been given. Confirmation that current infill strategy is acceptable.	0	0	0
		8.3 Objection to Faculty at Hubbard Road	Design change or omission of this section of the works.	HDD are progressing.	1	1	1
		8.4 Robson Road Faculty	Permission not granted	HDD are progressing.	1	1	1
8	LBL	Objection by grave owners at Hubbard Road and St Stephen's Access.	Legal challenge, political challenge, inability to deliver scheme Significant risk at Hubbard Road if owners of vital graves object. Extinguishment of rights not achieve before signing a contract with a contractor.	1. Ensure cancellation processes graves undertaken as soon as possible 2. Unable to mitigate risk for Hubbard Road - in case of objection from owner, funds would be redirected to other parts of the project.	2	3	6
9	LBL	Cancellation of the rights of burial at Hubbard Road and St Stephen's Access.	Delays to programme if notices are not put up in time to fulfil the notification period (Minimum of 6 months but ideally 12 months to allow for a full grave visiting cycle)	1. LBL to appoint consultant to put up notices as soon as possible. Notices were put up	2	3	6
10	LBL	Section 278 - works to existing highways	Potential delays to the Hubbard Road and Robson Road programmes	1. Highways work to be carried out by LBL contractors, removing the need for a Section 278	2	2	4

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11	LBL	Notices served to owners of the 16 Monuments for repair work raises objections or new requirements.	Potential delays to Monuments repair works.	1. To begin process of notification as soon as possible. 2. HDD to liaise with FoWNC regarding tracking descendants	1	2	2
12	DIA	Adverse weather conditions effects surveys, enabling works and construction.	Delays to programme, Increased Costs, Increased disturbance.	1. Surveys being carried out in spring and summer months. 2. Works programmed to start in summer months.	1	1	1
13	LBL	Decantation of Bereavement Services not progressed to allow proposed works to go ahead.	Disruption to works programme, bereavement services, PR issues, cost.	1. Decantation options appraisal to be carried out. Bereavement Services have confirmed need for minimal on site presence in form of a porta cabin on the parking spaces opposite the Lodge. 2. Detailed preliminary requirements sent to contractors at tender 3. Detailed RAMS from contractors at tender/contract stage 4. Site notices, careful communication and PR	2	3	6
14	DIA LBL	Concern/bad publicity raised by upset grave owners in/near works area.	PR, legal challenges, political challenges, disruption to works programme, inability to access works.	1. Identify potentially affected graves 2. Buildability reviews and options appraisal on methods pre-tender 3. Detailed preliminary requirements at tender 4. Detailed RAMS from contractors at tender/contract 5. Site notification, careful communication and PR	2	3	6
15	DIA	Bats	Disruption to programme, increased costs.	1. Early involvement with licenced ecologist to set out survey programme and discovery strategy for bats 2. Surveys may need to be carried out twice if works not started within same year.	1	2	2
16	DIA	Trees adjacent to Visitor Centre	Impact of roots leading to programme and cost implications.	1. Early excavations to ensure roots not present and appropriate foundation design in accordance with arboriculturalist method statement 2. Proposed foundation design to allow for flexibility around major roots. 3. Brief for trial holes has been issued to LBL.	2	2	4
17	DIA	Greek Enclosure Boundary Wall and the paths within.	Works to boundary wall are required.	1. Works to boundary wall for the access ramp and drainage solution have been confirmed. Cost implications of this are being confirmed. 2. LBL have confirmed that general repair works to the Greek Enclosure Boundary are not within the scope of NLHF works. 3. Works are desirable to be achieved and has been discussed with Lambeth	3	1	3
18	Con LBL	East Boundary Wall	Risk due to instability, work may have to be carried out to stabilise the	1. Any new works package should be coordinated with current works in	2	1	2
19	DIA LBL	Nettlefold Hall Boundary Wall (Air Source Heat Pump)	Noise pollution from pump could disturb activities in the Lodge -	1. LBL to confirm if design needs to change to mitigate noise and visual	2	2	4

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20	DIA	Nettlefold Hall Boundary Wall (Structure)	Party Wall agreement may be required, potential additional cost and delay to programme. Wall may need to be rebuilt. New planning permission may be required.	1. Enter discussions with Nettlefold Hall to come to an agreement 2. Appoint party wall surveyor to assist with any agreements that may be required 3. Agree a plan with LBL regarding the work required to the wall	3	2	6
21	LBL	Friends of West Norwood Cemetery not agreeing to the proposals.	Risk of bad PR and political challenges if FoWNC are not happy with the proposals.	1. Keep the FoWNC up to date with the project, especially any changes. Considered to be low risk assuming the outcomes remain the same.	1	2	2
22		Brexit	Disruption to supply of materials and goods required on site. Increased cost for materials.	1. Monitor situation and adapt programme where necessary to mitigate delays/costs	2	2	4
23		Covid-19	Unable to carry out surveys, site visits, impact on burial rights notifications and faculty notices, disruption to project meetings. Increased activity of burials and cremations over the coming months. Delay to programme. Consultants, sub-consultants and contractors staff on Furlough. Funding for project withdrawn.	1. Continue to carry out meetings remotely where possible. 2. Determine from sub-consultants if there will likely be delays in surveys etc and allow for this in programme 3. Proceed with programme as much as possible and adapt where necessary by following Government advice and continuity plans.	3	3	9
			Risk to works package B and reduced levels of interest for Tender	1. Proceed as much as possible and adapt where necessary in order to continue with the programme	2	2	4
24	LBL Cur	Lot 2 Contract Administration	No arrangement has been made for the contract administration for the	1. Discussions to be had between Curtins and LBL to resolve this.	1	1	1
25	HDD	Discovery of human remains during contract	Legal difficulties, financial, design amendments, delays	1. Work with LBL on a 'discovery' policy	2	3	6
		Discovery of human remains behind retaining wall			2	3	6
26	Cur LBL	Buildability of drainage	Drainage can't be delivered	1. Curtains have redesign the drainage.	1	1	1
27	LBL DIA	Bereavement Service requirements result in restricted working area for contractor, ability to manage public access, continued burial staff requirements and car parking.	Legal difficulties, complaints, bad PR, restricted ability for deliveries and storage of materials on site.	1. Construction Management Plan to be completed by contractor - Appointment of good contractor 2. Careful development and implementation of decantation plan and construction management plan	1	3	3
28	Con	Stevens monument has been filled in with debris. This will need to be removed.	Cost increase. Design unknown	1. Conisbee to confirm structural strategy	3	1	3
29	Cur	Impact of excavation works on surrounding graves.	Damage to archaeology, delay in programme, increase in project cost.	1. Temporary works and control on excavation requirements	2	3	6
30	DIA	Impact on crematorium	Crematorium not being able to function. Project not being able to progress.	1. BS noted that 2 weeks notice would be required for turning off gas and electricity. 2. Works Packages have been split to reduce potential impact. 3. Construction Management Plan will be agreed with contractor before works start on site to minimise impact. 4. Noted that Crem gas comes from the High Street not Robson Road.	1	2	2
31	DIA	St Stephen's Building Control items not within planning application requires change in lighting and services design.	Building might not be able to host public events or be insurable. Design change requires agreement from Steering Group.	1. New proposal for lighting and services better meet the brief. Proposal keep within £10k construction budget. 2. Dialog has started with Building Control. 3. DIA to begin dialog with Lambeth's Conservation Officer regarding new proposals.	1	2	2

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32	LBL	Delay to appointment of interpretation consultant.	Result in abortive work and variations to professional consultants appointments	1. LBL to appoint interpretation consultant as soon as possible.	3	2	6
33	Con	Risk of Monuments not having adequate space for temporary works (such as scaffolding) to carry out the work safely. Auffray, Grissell, Stevens and St Stephen's will require extensive and complex temporary works designs for the construction work to be carried out or have cramped working conditions such as Schillizzi and Dodd.	Cost implications and potential delay to programme.	1. Conisbee to investigate buildability of temporary works.	2	2	4
34	LBL	No Steering Group	Completed project is not expected by Stakeholders or public	1. LBL to confirm FoWNC, Bereavement Services and other stakeholders regular meetings and project updates. 2. Building Management Group to meet on 14th July. 3. SOMC met in June.	1	1	1
35	LBL	On site notices no being seen because of Covid 19	Risk that notices are not accepted as legal	1. LBL to confirm legal stance	1	2	2
36	LBL	Delay to Extinguishment of Burial Rights	Delay to programme.	1. LBL to progress as fast as possible with process. 2. Ron Dunn has been appointed.	2	3	6
37	LBL	St Stephen's South Portico rotation not being monitored.	H&S risk, design changes required, cost and programme increase.	1. LBL to appoint Conisbee to monitor	1	3	3
38	HDD	Protection of road and footpath services	Damage from construction vehicles to new road and footpath surfaces installed during Works Package B.	1. HDD have left out decorative gravel chip finish from Work Package B at crossroads. 2. HDD to incorporate protection of new tarmac and stone set surfaces in tender for Works Package A.	1	2	2
39	Cur	ACCESS: HGV entry into site	Damage to entrance gates.	1. Noted that Church Road gates will require significant dismantling to enable large vehicle access. Main entrance has arches that restrict entry. 2. Design team has requested trial of HGV entering the site. 3. Curtins to analyse programme and financial impact of using smaller vehicles to entre site.	3	2	6
40	Contractor	Large congregations to a burial or cremation during construction	Prevents access to site areas.	1. One contractor to control site to allow for alternative routes to work around large gatherings.	3	2	6
41	LBL	Decision to install air source heat pumps and other sustainability options to new lodge extension (dependant on funding availability)	Late decision could add delays to progamme and increase costs due to abortive work	1. LBL to confirm funding as soon as possible 2. Design team to assist in development of proposal as soon as funding decision is received.	2	2	4
42	LBL	Risk of collapse of Auffrey monument.	Collapse could cause significant impact to programme and cost. Significant damage to monument. Inconclusive GPR survey	1. Temporary support to be installed once GPR information is available. 2. Alternative means of establishing below ground information discussed	2	2	4
43	DIA	Robson Road retaining wall - Risk of collapse	1. Additional cost and potential delay to programme 2. See item 25	1. Conisbee to carry out survey and provide proposal 2. See item 25	2	3	6
44	Con	Underpinning to St Stephen's Portico	Risk of collapse - cracks have become significantly worse - additional costs, asethetic issues. This will require a different approach to repairs.	Additional survey of the portico made with alternative solutions	3	3	9

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45	HDD	Archaeology licence for St Stephen's	No planning condition relating to the chapel application - if a body is found, retrospectively bring archaeology in.	Trench for bridge in the immediate vicinity so this can be reviewed closer to the time. There is nothing to suggest that there are any burials in the area surrounding the steps.	1	2	2
46	Con	Vegetation on boundary wall	Vegetation is preventing survey of the wall and leading to unknown costs for this section of the wall.	Vegetation to be removed to allow for a survey to be taken and costed. Allowance within the boundary wall budget to be put aside for these works	2	1	2
47	LBL	Catacomb scaffolding	Existing scaffolding to catacombs likely to clash with works to King and Dodds monuments	Scaffolding to be assessed to allow for alterations to remove excess overhanging material (poles/sheeting)	2	2	4
48	LBL	Unable to make contact with grave owner at Hubbard Raod (Maragh)	Legal challenge, political challenge, inability to deliver scheme	Owner to be re-written to for the avoidance of doubt Notice to be placed on grave.	1	2	2
49	All	Items needed for tender information are not yet resolved: Tree roots, heat pump, soil investigations, Interpretation Designer (St Stephen's), CUMP (Lodge)	Delays to programme; additional costs	Items highlighted as risks and discussed as priority Decisions to be confirmed as soon as possible.	2	3	6
50	LBL	Landownership and party wall at Park Hall (Robson Road)	Party Wall agreement will be required for the main works. Legal challenge over land ownership.	1. Enter discussions with Park Hall to come to an agreement 2. Appoint party wall surveyor to assist with any agreements that may be required 3. LBL have engaged the legal team ahead of potential discussions	1	2	2
51	All	New railing for Grissell Monument	Delays to programme; additional costs; requirement for planning permission	Decision to be confirmed as soon as possible to allow for programming	2	3	6