

York Central Project | Delivery Coordination Board | Risk Register  
9 November 2020

DCB Risk Number	Risk Title	Risk Detail	Implications (Consequence)	Risk/ Owner Champion	YCP Category	CYC Category	Imminence/ status Current/ Future/ Closed	Pre-mitigation * CYC Scoring Matrix				Management Strategy/ Progress	Risk Management					Post-mitigation * CYC Scoring Matrix			
								Likelihood	Impact	Gross Score	Gross Rating		Controls / Management Actions Planned	Action Owner	Action Completion Date (or associated milestone)	Actions On Target	Likelihood	Impact	Net Score	Net Rating	
DCB 1	Development Funding	Inability to secure all/ some identified infrastructure funding due to: a) Delivery timescales b) Business case assessment	Scheme does not proceed Delayed and/ or disjointed development of the site. Increased costs attributed wider funding streams. Critical infrastructure becomes undeliverable in envelope of available funding. Reduced site viability Full benefits not realised Extended timescales for site delivery.	NR (SH) HE (MK) CYC (TC)	Cost/ Funding	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) £77.1m announced in Govt March Budget. Will not be HIF but will be funds from MHCLG. (2) Funding conditions to be confirmed.	NR / HE (IG/SH) CYC (TC)	18-Dec-20	Y	3	4	19	H	
DCB 2	Development market interest (B)a office led component)	There is a risk the YC does not present a clear and compelling delivery and marketing strategy and fails to attract Development market interest.	Failure to attract development market interest. Full benefits not realised or delayed. Risk to returns on some funding streams (LEP and EZ)	NR (SH) HE (MK) CYC (TC)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Project Team in regular conversations with a number of interested investors and occupiers. (2) Detail of funding terms awaited (3) CYC to identify target sectors in context of wider Economic Strategy (following on from the CYC occupier strategy). (4) Work with LEPs, Make It York and Department for International Trade to identify occupiers. (5) Potential for CYC to underwrite risk to allow more speculative schemes to proceed. (6) Creation of Development Delivery team under Project Director to ensure clear direction re strategy (7) Market facing Delivery Strategy in place which Project Team are delivering under direction of Landowners Board. (8) Central Government Levelling Up Agenda and suggestion of relocations from Whitehall has increased interest in York Central (Summer 2020). (9) Timing - short term Covid-19 impact is expected to have subsided by the time the first phase of commercial occupation is planned. (10) Develop a procurement approach to bring the right level of compulsion on development partners to build. (11) Strategy to secure occupier pre-lets. (12) Consideration of how different components of the scheme could come forward without others in order to avoid the whole scheme being slowed.	NR / HE (IG/SH) CYC (TC)	28-Feb-27	Y	2	4	18	H	
DCB 2 Cont'd	DCB 4 Cont'd	DCB 4 Cont'd	DCB 4 Cont'd	NR (SH) HE (MK) CYC (TC)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(13) Monitor and respond to Rail Sector forecasting - as of September 2020 LNER are forecasting the network being back to full capacity by Spring 2022. (14) City Investment Strategy development and targeting of key occupiers. (15) Expansion of the Strategic Partnership to create a business ambassador - national and international. (16) Working with local partners who have an immediate need for space. (17) Assistance from CYC and NRM with occupier strategy.	NR / HE (IG/SH) CYC (TC)	28-Feb-27	Y	2	4	18	H	
DCB 3	Economic / Property Cycles	Uncertainty/ downturns in the economic or property cycles lead to lack of progress/reduced pace of delivery of new commercial and residential floorspace / occupier demand. Macroeconomic change and impact on short/ medium/ long term growth.	Delayed delivery of development and benefits. EZ business rates delayed. Investor/ occupier confidence reduced. Residential considered to be resilient in York however Commercial, despite the quality of the scheme, occupiers, investors and developers are more likely to defer decisions on new space until they feel the market is coming back.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Feasibility/ Viability	Financial & Efficiency	Current	4	4	20	H	On-going	(1) Ongoing research and monitoring of market sentiment. (2) Maintain relationships with market specialists/contacts to maintain insight at a local/national/international level. (3) Secure focussed consultancy support to advise on strategy. (4) Consider that the Masterplan and OPA Parameter plans allow for plot development that is able to respond to the demands of the market over the lifetime of the development. There is also ability to flex the relative proportions of commercial and residential plots and their scale.	HE (IG) NR (SH) HE (MK) CYC (TC) NRM (CC)	18-Dec-35	Y	3	4	19	H	
DCB 4	ORR consent to new Level Crossings over NRM Rail Link	Failure to establish agreed Method of Work for NRM rail crossing to satisfaction of ORR.	Loss of certainty regarding key land plot availability. Comprehensive development of the site disrupted.	NRM (CC)	Feasibility/ Viability	Stakeholder	Current	3	3	14	M	On-going	(1) NRM developing MoW to be discussed with ORR in November - complete. (2) NRM have a risk assessment from TSP and are continuing dialogue with ORR. (3) ORR application submission target date prior to 31st January 2020. - Complete. (4) ORR has given approval in principle to pedestrian & cycle crossings: a further application is required for the road level crossing. (5) Ciara Wells at NRM leading work with Systra to submit detailed application for road level crossing in Autumn 2020. (6) Ensure NRM liaison with CYC Highways. (7) Respond to ORR comments on design solution.	NRM (CC)	28-Jan-21	Y	2	3	13	M	
DCB 5	License Condition 17 Consent (42 Acres)	Replacement rail route into NRM South Yard is not achievable as cannot secure ORR consent to NRM siding over highway crossings.	NR land cannot all be included in the development. Comprehensive development of the site disrupted.	NR (SH)	Feasibility/ Viability	Stakeholder	Current	2	3	13	M	On-going	(1) LC17 condition to be satisfied re satisfactory rail access to NRM South Yard. (2) NRM developing MoW to be discussed with ORR in November - complete. (3) Highway Authority will require a Highway Management Plan or equivalent. (4) NRM have a risk assessment from TSP and are continuing dialogue with ORR - Timescales for sign off are to be (5) Risk to be resolved once NRM have submitted [level crossing] applications to ORR. (6) ORR has given approval in principle to pedestrian & cycle crossings: a further application is required for the road level crossing. (7) NR to consider contingency plan for YC development if Licence 17 condition not met.	NRM (TD) NR (RS)	28-Jan-21	Y	2	3	13	M	

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DCB 6	Vacant Possession programme	Failure to secure vacant possession of the necessary land to deliver the York Central Project .	Vacant possession plans not aligning with phasing plan for development. Delivery sequencing/ phasing having to change.	NR (SH) HE (MK)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) NR and HE managing property assets to ensure no effect on programme.	NR / HE (IG/SH/RS)	Ongoing	Y	2	3	13	M
DCB 7	Vacant Possession – NRM Land Approvals	Delay or difficulty in taking the agreed IP1/IP2 design (including NRM fundamental/functional requirements and use of NRM land, whether for the road, rights of way, permissive paths or disposal for development) through Science Museum Group Board of Trustees for approval, DCMS approval, and (almost certainly) HM Treasury approval.	Delay to vacant possession for the start of the infrastructure works. (approval process is estimated as 3-4 months from having the 'agreed design' in place).	NRM (CC)	Programme	Stakeholder	Current	2	4	18	H	On-going	(1) Timely conclusion of the design pack basis for the commencement of the PSC (ECI) process to arrive at a pack of information on which NRM can base their approvals processes - Complete. (2) NRM interim review of ECI opportunities presented and their potential impact on NRM. (3) NRM attendance at IDB meetings and coordination of design elements as necessary in order to support NRM review/sign off process. (4) Approvals process to be completed between 1st March and 30th June 2020. (5) CYC decision July 2020 to only seek IP1 consents at this stage so limited to Concrete Works car park licence for NRM.	CYC (MH) NRM (TD/CC)	09-Nov-20	Y	1	3	6	L
DCB 8	Poor ongoing community and stakeholder engagement (YCP / Master Programme)	Perceived lack of transparency in York Central Delivery strategy triggers scheme opposition.	Full benefits not realised. Delay to delivery phase and potential loss of funding.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Stakeholder	Stakeholder	Current	3	4	19	H	On-going	(1) Project Team are engaged with local community groups and Members. (2) Work underway to identify potential community projects e.g. Community led Housing, archaeological dig, engagement with young people. (3) Agreement of coordinated comms strategy with Partners and supporting resources.	NR / HE (IG/SH)	18-Dec-20	Y	2	4	18	H
DCB 9	Members engagement	Lack of engagement and progress updates leads to loss of Members support.	Members do not support proposals put forward under the RMA. Delay in planning application submission, prolongation of determination and potential failure to gain planning permission. Heightened risk of challenge during JR period. Full benefits not realised. Delay to delivery phase and potential loss of funding.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Stakeholder	Stakeholder	Current	2	4	18	H	On-going	(1) Member briefings to be established in the approach to the next decision point around delivery of infrastructure (RMA submission and commitment of spend). (2) Benefit of Leader and Deputy Leader of CYC seat on Strategic Delivery Board to be considered as part of this process. (3) Project Director to maintain dialogue with Members	NR / HE (IG/SH) CYC (TC/ GW/ DW) NRM (CC)	18-Dec-20	Y	2	3	13	M
DCB 10	Risk Management	Inadequate risk register and management activity and poor awareness of risks across the wider project team. One coordinated risk register, relevant and up-to-date version not available.	Poor risk management will impact project momentum, prevent timely management of risk and identification/ implementation mitigation action. Project cost plan and contingency allowances will be inadequate leading to cost increase.	NR (SH) HE (MK)	Management	Governance & Management	Current	2	3	13	M	On-going	(1) Overarching Risk Register for DCB to be managed by York Central Project Team.	NR / HE (IG/SH)	Ongoing	Y	2	3	13	M
DCB 11	Operation and Management of Square and open spaces (public realm)	Inability to confirm long term ownership/ management responsibility for the square.	Potential impact on masterplan workstream and planning process and the long term management of these spaces.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Feasibility/ Viability	Governance & Management	Current	3	2	9	L	On-going	(1) Consideration of impact on the delivery strategy of the project and future RMA submissions. (2) Dialogue between IG/SH (YCP) and LA/CC (NRM) on going re Museum Square (3) Project Team developing strategy for the management, maintenance and funding of open spaces throughout development	NR / HE (IG/SH) NRM (CC)	05-Jul-21	Y	3	2	9	L
DCB 12	Design quality - Public Realm	Risk that design quality benchmarks required by City Planners and controlled by the OPA and Design Guide are not met by development through future RMAs.	Potential to delay planning application, prolonging determination periods and threaten securing planning approval(s)	NR (SH) HE (MK)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Design Guide agreed as part of the OPA. (2) Each RMA submitted will be required to be accompanied with a Design Guide Compliance Statement. (3) Linkage to and consideration of budget is to be maintained throughout - nothing contained in any compliance statement is to be unaffordable. (4) Design Review Panel to be appointed. (5) To be considered as part of all relevant IP packages and development plots.	NR / HE (IG/SH)	Ongoing	Y	2	2	8	L
DCB 13	Design quality - Buildings	Risk that design quality benchmarks required by City Planners and controlled by the OPA and Design Guide are not met by development through future RMAs.	Potential to delay planning application, prolonging determination period and threaten securing planning approval.	NR (SH) HE (MK)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Design Guide agreed as part of the OPA. (2) Each RMA submitted will be required to be accompanied with a Design Guide Compliance Statement. (3) Linkage to and consideration of budget is to be maintained throughout - nothing contained in any compliance statement is to be unaffordable. (4) Design Review Panel to be appointed. (5) To be considered as part of all development plots.	NR / HE (IG/SH)	Ongoing	Y	2	2	8	L
DCB 14	Site utilities	Risk that the information available around utilities across the site is not sufficiently coordinated through the design process and future strategy for plot development.	Delay to programme, submission dates and funding milestones.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Site	Stakeholder	Current	1	4	12	M	On-going	(1) Utilities workshops used as forum for confirming proposals for existing and proposed utilities. (2) Any outstanding survey work and actions with utility companies to be confirmed with actions to be implemented accordingly.	NR / HE (IG/SH)	30-Nov-20	Y	1	4	12	M
DCB 15	Sustainability Approach inconsistencies	Risk that the sustainability aspirations of the scheme driven by CYC are not met - exemplar sustainability aspirations not sufficient	Further to the submission of the OPA which provides control by through the Design Guide through future RMAs, potential changes due to revised thinking from the new administration and increased/revived scrutiny. Full Council Member identifying needs/demands which are not met. Prolongation of period leading up to submission of RMA, prolonged determination period and threat to securing RMA planning approval.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Feasibility/ Viability	Financial & Efficiency	Current	1	5	17	H	On-going	(1) Continue regular dialogue of CYC Planners to understand requirements. (2) Ensure Project Board have visibility of progress and emerging issues. (3) Outline Planning and Design Guide define sustainability measures. Further measures above considerable commitments in planning consent and s106 may be implemented if financially viable or funded by grant.	NR / HE (IG/SH)	Ongoing	Y	3	3	14	M

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DCB 16	Dependencies on Station and Western Access / Network Rail approval for Station Western Entrance	Dependencies on ownership of station and western access. Rail industry consent for access to west of station. Car park and works to cinder lane area. / Risk that station change approval is not secured from the rail industry due to NR not providing resources to approve designs in a timely fashion.	Programme delay should consent not be provided prior to construction works Lack of progress on site infrastructure Failure in place-making	NR (SH)	Planning/ Consents	Legal & Regulatory	Current	2	3	13	M	On-going	(1) Early design work on station dependent on securing design work funding. (2) Station Change discussions with Station Facility Owner and Beneficiaries to commence once sufficient design detail available. (3) Delivery is within control of two parties leading on delivery of the development so, other than funding, planning etc risk is minimal (4) Impact of no entrance will be catastrophic for new Business District as this is the entrance to this area that will attract occupiers. (5) Network Rail engaged to determine information required for securing approval dependent on securing design work funding. (6) Detailed design of proposed upgrades to tunnel to be undertaken in consultation with NR and rail industry stakeholders to commence once sufficient design detail available. (7) Early feasibility work on layout completed by A&M. (8) Standard Network Rail approval process to be followed (9) Issues to be escalated through YCP and NR governance structures as required.	NR (RS)	01-Jul-23	Y	3	3	14	M
DCB 17	Diversion of Cinder Lane.	Public right of way on Cinder Lane to be diverted to new alignment through site	Failure to develop out plots in agreed alignment.	NR (SH) HE (MK)	Planning/ Consents	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Ensure diversion forms an element of Outline Planning Application - Complete. (2) Resolution to Grant OPA secure subject to s106 agreement and conditions - Alignment of road secured under the parameter plans. (3) Application to divert the PROW to be made. (4) To be concluded before start on site with Phase 1 commercial	NR / HE (IG/SH)	01-Oct-23	Y	3	3	14	M
DCB 18	HS2/TFN Challenge (Bridge Footprint/Track Alignment)	Risk of challenge from HS2 or TFN in connection with proposed new bridge alignment and future access plans to train stabling (York Yard North)	Prolongation of determination of planning applications.	NR (SH)	Stakeholder	Stakeholder	Current	1	5	17	H	On-going	(1) Agreed strategy in place regarding capacity and land for platforms. (2) Risk (likelihood) is minimal. (3) Bridge design includes passive provision for 4 lines	NR (RS)	Ongoing	Y	1	5	17	H
DCB 19	ORR General Consent for bridge spans (ECML, Severus Bridge and Wilton Rise Bridge)	Risk that Regulatory Consent for construction of new bridge spans over railway not obtained	Programme delay should consent not be provided; knock-on impact on completion of Bridge Agreement between Network Rail and CYC.	NR (SH)	Planning/ Consents	Legal & Regulatory	Current	1	3	6	L	On-going	(1) Bridge easements are a General Consent under Licence Condition 17. Simple process once know no impediment to proposed designs being implemented so determining factor is design of bridge and approvals. (2) Bridge design (detailed) to be agreed before LC17 Consent is applied for. (3) NR to seek advice on timing of application for ORR consent.	NR (RS)	28-Jan-21	Y	1	3	6	L
DCB 20	EA, Highway Authority & Network Rail approval for Holgate Beck re-culverting	Risk that consent for re-culverting of Holgate Beck becomes protracted	Programme delay should consent not be provided prior to construction works	NR (SH) HE (MK) CYC (TC) NRM (CC)	Planning/ Consents	Legal & Regulatory	Current	3	4	19	H	On-going	(1) Engage with Network Rails engineers at design stage and seek necessary Network Rail approvals (2) Seek necessary Environment Agency approvals (3) Transfer of ownership of culvert to CYC to be explored	CYC (MH)	28-Jan-21	Y	2	3	13	M
DCB 21	Network Rail approval for works to Leeman Road Tunnel	Risk that consent for works to the Leeman Road Tunnel, as a Network Rail bridge asset, is not obtained	Programme delay should consent not be provided prior to construction works	NR (SH)	Planning/ Consents	Legal & Regulatory	Current	2	2	8	L	On-going	(1) Standard Network Rail approval process to be followed (2) Engage with Network Rails engineers at design stage	NR (RS)	31-Dec-21	Y	2	2	8	L
DCB 22	Car parking provision (interim)	Risk that sufficient car parking is not available for railway station and NRM usage	Revenue risk to both Network Rail and NRM due to decreased patronage and visitor numbers; potential breach of station franchise agreement	NR (SH) HE (MK) NRM (CC)	Site	Financial & Efficiency	Current	3	2	9	L	On-going	(1) Temporary car parking proposals to be developed and temporary planning consent secured through detailed/RMA planning application(s). (2) Temporary car parking arrangements and phasing to be agreed with HE/NR with Contractor once programme known.	NR / HE (IG/SH/RS) NRM (CC)	26-Mar-21	Y	2	2	8	L
DCB 29	Stopping up of Leeman Road	Risk that the Stopping Order is not approved by Dec 2021 to enable delivery of IP2+ alternative provision and availability of Leeman Road for Central Hall start on site of November 2022	The Stopping Up Order is integral to the delivery of the York Central scheme. If the Stopping Up order is not made, the York Central scheme would not be able to be developed in accordance with the current planning permission.	NR (SH) HE (MK) NRM (CC)	Planning/ Consents	Legal & Regulatory	Current	5	4	#N/A	#N/A	On-going	(1) Appointment of specialist consultant to provide/prepare a clear strategy and to manage the process to a successful conclusion. SCP appointed. (2) Outline Planning Application to consider principle of Leeman Road stopping up. Outline consent granted 24th Dec 2019. (3) Early engagement with DfT on the York Central scheme and to understand DfT requirements for any application. Action completed. (4) Delivery of alternative highway infrastructure de-coupled from new ECML bridge programme to give best chance of delivery of highway by Oct 2022. (5) SUO application made in Feb 2020 and DfT consultation held in June-July 2020. 420 objections received, subsequently a number of objections have been withdrawn. (6) Continue engaging with objectors to understand and address concerns where possible. (7) SUO legal advisers being appointed by NRM with duty of care to HE and NWR. (8) Due to remaining objections DfT to progress application an Inquiry into SUO application.	NR / HE (IG/SH/RS) NRM (TD)	31-Dec-21	Y	3	4	#N/A	H
DCB 24	GSMR mast relocation	Risk of not securing vacant possession of land within alignment of new ECML bridge	Effect on programme for ECML road bridge construction. (Infrastructure works may be delayed however IDB would not be responsible)	NR (SH)	Programme	Stakeholder	Current	3	3	14	M	On-going	(1) New mast site to be established - identified - final report due to be circulated. - Completed (2) Programme to be prepared for relocation once mast site established. - Programmed for Dec 20 for Option 1 site. (3) Option 2 site under consideration as alternative - Programmed for July 21 (4) Ground investigations required to confirm relocation of mast. (5) Effect on programme for ground improvement works and ease of bridge construction to be agreed.	NR (RS)	28-Feb-21	Y	2	2	8	L

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DCB 25	Brexit Risk	Risk that increased in tariffs and supply chain pressure/limitation affects the cost and supply of materials for the project.	Increased costs and availability/programme challenges/timescales	NR (SH) HE (MK) CYC (TC)	Site	Financial & Efficiency	Current	3	3	14	M	On-going	(1) Consideration of bidding contractors views on acceptance or sharing of Brexit related tariff and supply chain risks in the contract terms - completed as part of Stage 1 tender process. (2) Adapt contract clauses to suit reasonable risk apportionment - Completed as part of Stage 2 tender process - acceptance of tariff increases as a client risk on an open book basis. (3) Construction Cost Manager to continually monitor tender market to track any materials / equipment which may be subject to increased tariffs or lead in delays.	CYC (CM)	01-May-23	Y	3	2	9	L
DCB 26	Availability of critical personnel	Risk that critical personnel are unavailable/unable to support the project (including Michael Howard, Ian Gray, Stephanie Hiscott, Mike Stancliffe and Will Nightingale.)	Loss of project momentum. Short to medium terms milestone are not achieved. Programme delay. Abortive and re-engagement costs.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Management	Governance & Management	Current	2	3	13	M	On-going	(1) Continuity plan from each organisation if a critical person was temporarily or longer term unavailable to the Project.	NR / HE (IG/SH/RS) CYC (DW/MH) NRM (CC)	Ongoing	Y	1	2	2	VL
DCB 27	Covid-19 Risk	Risk of disruption to the project due to restricted working patterns, availability of services and resources.  Risk of change to masterplan/parameter plans due to changing ways of working post Covid.	Loss of project momentum due to restrictions on working patterns pre and post contract, both on and off site. Short to medium term milestone are not achieved. Programme delay. Abortive and re-engagement costs.	NR (SH) HE (MK) CYC (TC) NRM (CC)	Management	Governance & Management	Current	5	3	16	H	On-going	(1) The Masterplan and OPA Parameter plans allow for plot development that is able to respond to the demands of the market over the lifetime of the development. There is also ability to flex the relative proportions of commercial and residential plots and their scale. (2) Current market sentiment is that there will continue to be demand for commercial space in the future, but its scale (per occupier) and design may be different. (3) The nature and extent of the infrastructure has been designed to support this flexibility and therefore does not need to change. (4) Monitor and respond to latest Government guidance and maintain communication throughout governance structures in order to make the best progress possible. (5) IP1 & IP2: Covid-19 related working arrangements will form part of the risk assessments, method statements and overall site management arrangements prepared by the contractor, and for CYC/Design Team/Principal Designer (IP1), and Landowners advisor team (IP2) to review and sign off prior to commencement.	HE (IG/SH) NR (RS) CYC (DW/MH) NRM (CC)	01-Dec-21	Y	4	3	15	M
DCB 28	Off plot Infrastructure Costs / Scheme Viability	Phase 1 off plot infrastructure costs are unaffordable on the basis of the £155m budget.	Phase 1 infrastructure costs unaffordable following final pricing and pressurising £155m budget. Construction cost inflation, leading to failure of value engineering, and failure to fund all elements of Infrastructure plan. Development (or elements thereof) does not come forward.	NR (SH) HE (MK) CYC (TC)	Feasibility/ Viability	Financial & Efficiency	Current	3	4	19	H	On-going	(1) Stage 4 design to be developed in accordance with funding budget. (2) DCB monitoring of IDB reporting of IP1 & IP2 packages beyond the outcomes and decision making following the ECI process. (3) Monthly review of cost certainty, scope and contingency levels T&T Cost Plan) (4) Pursuit and conclusion of VE/Cost reduction opportunities identified and decided up on following the ECI process and potential savings on previous cost estimates. (5) Careful consideration of any scope/cost changes (change control) which may counter potential savings/cost reduction elements identified. (6) Scheme shown at this stage to be viable by actions of parties in progressing to Phase 1 infrastructure and progress by Project Delivery team. (7) DCB to consider position: If Phase 1 infrastructure costs become unaffordable then DCB will have to review if feasible to progress.	CYC (MH)	Ongoing	Y	3	3	14	M
DCB 29	YCP   DCB Project resource and management & Project Management	Inadequate time commitment / Resources leading to poor project management/ project performance. Insufficient resource from each organisation (NR / HE) to provide sufficient support/engagement.  Poor management of overall project delivery.  Poor Technical Team performance (in future teams) due to lack of strategic leadership and management	Poor/ inefficient/ inconsistent 'Client' performance. Poor management of the Project. Lack of direction/ instruction to Technical Team leading to cost increases and project delay. Loss of Project Board confidence. Project fails Failure to hit financial spend targets Failure to deliver scheme outputs Reputational risk Potential for claw back of grant award for non delivery Cost overruns	NR (SH) HE (MK)	Management	Governance & Management	Current	2	4	18	H	On-going	(1) Homes England, Network Rail (and NRM) have increased their resource for the project. Homes England Project Director and Senior Development Manager appointed and in post. (2) Homes England and Network Rail to resource respective future workstreams appropriately. (3) Governance, roles and responsibilities to be reviewed and 're-established'. (4) Project Team supported by external consultant team to ensure they have sufficient capacity (5) Project Team performance monitored by Landowners Board to ensure that objectives are on target and delivered (6) PMO to be established for Project Team to include Programme Management and Risk Management with risk register regularly updated. (7) Technical Team will work closely with York Central Project Team (8) Project Team will be selected for their ability to deliver complex development projects (9) KPIs to be set  (10) Consultant team managed and monitored by Project Team and Landowner Board.	NR / HE (IG/SH/RS)	Ongoing	Y	1	4	12	M
DCB 30	FOI	There is risk of a FOI request and subsequent challenge.	Time commitment required to respond to FOI requests.	NR (SH) HE (MK) CYC (TC)	Stakeholder	Stakeholder	Current	3	3	14	M	On-going	(1) Respond to FOIs within statutory time period and in consultation with relevant Parties.	NR / HE (IG/SH/RS) DW (CYC)	Ongoing	Y	3	3	14	M

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								Likelihood	Impact	Gross Score	Gross Rating		Controls / Management Actions Planned	Action Owner	Action Completion Date (or associated milestone)	Actions On Target	Likelihood	Impact	Net Score	Net Rating	
DCB 31	Project Governance & Leadership	Risk of confusion across the team in connection with the decision making process, it's effectiveness and validity. Project leadership, roles & responsibilities are not widely understood, particularly during the period of transition to delivery phase.	Poor understanding of the project across the team, potential for different assumptions and conclusions, ultimately hindering project progress and efficient delivery. Risk of multiple, conflicting priorities remaining unresolved with no clear direction/ decision making on which to move forward. Risk of decisions being made in principle at workstream level to then be over-ruled some time later following review at Board level	NR (SH) HE (MK)	Stakeholder	Stakeholder	Current	3	3	14	M	On-going	(1) Clear governance structures to be in place for the York Central Project at all levels (Strategic Board, Delivery Coordination Board and Core Working Group). (2) Terms of Reference to be made available (3) Clear roles and responsibilities in place.	NR / HE (IG/SH)	Ongoing	Y	3	3	14	M	
DCB 32	Strategic Leadership - DCB and IDB	Lack of engagement/ positive and constructive interaction between technical team (s) and YCP Board.	Technical team have less exposure to Board and vice versa. Technical information shared with Board by Project Team.	NR (SH) HE (MK)	Management	Governance & Management	Current	3	3	14	M	On-going	(1) Project Team to be the interface between technical consultants and Board. (2) Technical Team to attend Board meetings as required.	NR / HE (IG/SH)	Ongoing	Y	2	2	8	L	
DCB 33	Project Viability	Design Guide requirements, significant Section 106 contributions, and market conditions results in compromised development viability	Lack of market interest Failure to bring scheme forward within the necessary timescales Reputational damage Stalled development	NR (SH) HE (MK)	Management	Governance & Management	Current	3	5	23	VH	On-going	(1) Monitor financial "asks" on the project (2) Keep apprised of property market costs and values (3) Engage developer partners/investors at an early stage	NR / HE (IG/SH/RS)	Ongoing	Y	3	4	19	H	
DCB 34	Infrastructure delay/non delivery	Failure to deliver strategic infrastructure by target dates	Potential for clawback of grant, delay in delivering development plots	NR (SH) HE (MK)	Site	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Regular monitoring/reporting (2) Dealing promptly with issues arising from site (3) Working in partnership with stakeholders and project partners (4) Effective management of Contractors	NR / HE (IG/SH/RS)	31-Mar-24	Y	2	5	22	VH	
DCB 35	Ground conditions/archaeology Construction/delivery - Site wide (IP2)	Unforeseen issues with ground conditions/archaeological finds delay project delivery	Delay to development Possible requirement for archaeological dig which delays programme and threatens funding milestones Non delivery Increased costs Loss of market interest	NR (SH) HE (MK)	Site	Governance & Management	Current	4	5	24	VH	On-going	(1) Early site investigations (2) comprehensive review of investigations undertaken to date (3) Seek appropriate technical advice (4) Monitor during delivery phase and engage directly with CYC and Historic England as necessary. (5) Develop and implement strategy to mitigate archaeology risk in coordination with the conditions of the OPA/RMA. (6) Ensure CYC Archaeology representative is continually engaged with the delivery team.	NR / HE (IG/SH/RS)	ongoing	Y	4	4	20	H	
DCB 36	Phase 1 commercial and residential	Delay in bringing forward phase 1 commercial and residential	Lack of momentum, reputational risk	NR (SH) HE (MK)	Management	Governance & Management	Current	3	4	19	H	On-going	(1) Soft market testing (2) Early procurement of developer/investor partner (3) Sharing risk on due diligence (4) Engagement with potential anchor tenants and occupiers	NR / HE (IG/SH/RS)	31-Mar-24	Y	3	3	14	M	
DCB 37	Planning consents	Risk of delays to determinations/judicial reviews impact on delivery	Impact on development delivery Increased costs Increased uncertainty	NR (SH) HE (MK)	Planning/ Consents	Legal and Regulatory	Current	4	4	20	H	On-going	(1) Engage planning consultants (2) Preapplication discussions with key stakeholders (3) Regular dialogue with case officer and Head of Planning	NR / HE (IG/SH/RS)	ongoing	Y	3	3	14	M	
DCB 38	Infrastructure contractor(s) failure	Contractor insolvency	Increased costs to deliver works Need to appoint new contractor (also results in increased costs and delays) Potential issues with warranties etc	NR (SH) HE (MK)	Management	External	Current	2	4	18	H	On-going	(1) Rigorous due diligence e.g. D&B Assessment (2) Regular communication with contractor management team	NR / HE (IG/SH/RS)	ongoing	Y	2	4	18	H	