

IDB 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	Controls / Management Actions Planned	Action Owner	Action Completion Date (or associated milestone)	Actions On Target	Post-mitigation * CYC Scoring Matrix			
								Likelihood	Impact	Gross Score	Gross Rating						Likelihood	Impact	Net Score	Net Rating
IDB 1	IP2 feasibility (Millennium Green Land)	Not completing the works within Millennium Green as agreed with MGT prior to IP2 works commencing.	Potential clash of workforce on site at same time Loss of confidence with MGT and subsequently the community	CYC (JG)	Stakeholder	Stakeholder	Current	2	2	8	L	On-going	(1) Seek direction from the Landowner in connection with the necessary works bring planned and undertaken in coordination with the latest master programme and project start on site date for IP2, including the IP2 related MG works (2) Consideration of incorporation of works in the IP1 contract by agreement of the Landowner. (3) Ongoing communication of activity and progress and notification of issues/delays to the project team, and escalated where necessary to IDB and Landowner for direction. (4) Ongoing communication with MGT's in coordination with the Landowner. (5) Ongoing consideration of the MG conditional agreement and associated timescales.	CYC (MH/AD)	30-Apr-21	Y	2	2	8	L
IDB 2	IP2 Technical feasibility	The proposed infrastructure to access the site is deemed too technically complex and costly.	The preferred access solution cannot be delivered. Unmanageable funding gap. Project fails and vision not realised. Planning and funding to deliver are triggers to serve notice on MG trustees which must be in place in accordance with MG Conditional Agreement.	CYC (JG)	Feasibility/ Viability	Financial & Efficiency	Current	2	4	18	H	On-going	(1) Ensure working with preferred contractor to work to bring the scheme in within the required budget. (design stage 4) (2) Engage with technical representatives to ensure bridge fabrication and installation methods mitigate rail disruption risk as far as possible with minimum possessions. (3) Reassurance that ground conditions and method of construction for the bridge are appropriate. (4) Review of design and buildability advice by Sisk during the ECI period and reflecting it within the design development process. (5) Complete design and procurement processes ready for review and validation by Landowner appointed advisor team.	CYC (MH/AD) Arup (RB)	29-Jan-21	Y	1	4	12	M
IDB 3	EZ - Infrastructure funding and appetite	Inability to secure required level of infrastructure funding - Level of risk and/ or return not acceptable for planned investment. Delay to delivery programme diminishes EZ revenues.	Delayed and/ or disjointed development of the site leading to reduced funding availability and risk that scheme does not proceed. Increased costs attributed to wider funding streams. Critical infrastructure becomes undeliverable in envelope of available funding. Reduced site viability if required for critical infrastructure. Full benefits not realised. Extended timescales for site delivery.	CYC (JG)	Cost/ Funding	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Principle of EZ borrowing has been established (December 2018). (2) Borrowing remains part of budget which is dependant on MHCLG funding (previously HIF) which is therefore to be monitored. (3) Resolution to borrow is secure subject to resolution of MHCLG funding (previously HIF) conditions. (4) In the event of challenges around MHCLG funding conditions explore opportunities to retain borrowing facility. (5) CYC to manage centrally and keep Boards/Landowners advised. (6) Note: Works funded from sources CYC is accountable for will only proceed if the scheme progresses on the instruction of the Landowners.	CYC (DW / BM)	29-Jan-21	Y	3	4	19	H
IDB 4	WYCA & WY+TF- Infrastructure funding and appetite	Inability to secure identified level of infrastructure funding due to business case assessment.	Scheme may not proceed. Delayed and/ or disjointed development of the site. Increased costs attributed to wider funding streams. Reduced site viability. Full benefits not realised. Extended timescales for site delivery. All identified transport infrastructure and benefits may not be realised	CYC (JG)	Cost/ Funding	Financial & Efficiency	Current	3	5	23	VH	On-going	(1) Resolution to make funding available is secure subject to MHCLG [HIF] funding conditions. (2) Modelling methodology proposed and agreed with WYCA. (3) Agreement with WYCA to separate front of station elements from York Central elements given differing programmes. (4) CYC to coordinate with Landowners in engagement with WYCA. (5) Note: Works funded from sources CYC is accountable for will only proceed if the scheme progresses on the instruction of the Landowners.	CYC (DW / BM)	29-Jan-21	Y	3	4	19	H
IDB 5	Poor ongoing community/stakeholder engagement. (Delivery of IP1)	Perceived lack of transparency triggers scheme opposition.	Prolongation of determination and potential failure to gain planning permission (IP2 RMA). Heightened risk of challenge during JR period (IP2 RMA). Full benefits not realised. Delay to delivery phase and potential loss of funding.	CYC (JG)	Stakeholder	Stakeholder	Current	2	3	13	M	On-going	(1) RMA comms/engagement strategy to be developed by mutual agreement between Partners. (2) RMA engagement to meet principles/ charter as set out in YCP Engagement Framework. (3) Coordination with Landowner to ensure coordinated messaging. (4) Coordinated comms strategy to be progressed and deployed around IP1.	CYC (GW/DW) HE (IG)	18-Dec-20	Y	2	2	8	L
IDB 6	Historic England and Civic Trust Engagement	Lack of support for scheme from Historic England and Civic Trust in response to the proposals under the Infrastructure RMA.	Historic England do not support the scheme and it is not possible to agree satisfactory solution to reach a decision in connection with the RMA.	CYC (JG)	Stakeholder	Stakeholder	Current	1	3	6	L	On-going	(1) As joint applicants with the Landowners, engage and continue to engage with Historic England and Civic Trust in order to develop mutually acceptable RMA to enable permission to be granted. (2) RMA, by definition, must comply with the OPA, and is limited to fine detail. (3) Consider and respond to objections in consultation with LPA.	AY (CJ/DS)	12-Nov-20	Y	1	3	6	L
IDB 7	Project Management (Infrastructure Delivery (IP1))	Inadequate IP1 delivery programme development, team engagement opportunities and ongoing management.	Poor programme visibility across the project team. Lack of coordinated programme and links/reporting/accountability to Landowners. Team not aware of key workstream and client milestone dates. Poor visibility of YC approval process/ key dates. Risk of missed deadlines, poor project team performance, programme prolongation and additional fee claims.	CYC (NF)	Programme	Stakeholder	Current	2	4	18	H	On-going	(1) Structure and working practices applied and maintained across Infrastructure Delivery Board level. To be maintained for IP1 delivery and completion of procurement processes for IP2. (2) Moving to delivery of IP2 as roles and responsibilities move to the Landowners - IDB structure and working practices to be maintained through transition period to provide consistency of approach. (3) CYC to ensure that the appropriate resources and structures are in place in order to support delivery of IP1 and IP2 transition.	CYC (MH/AD) AY (BC/WN)	09-Nov-20	Y	1	3	6	L

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IDB 8	Main Contractor Insolvency	Risk that once appointed the contractor goes into administration	The tender process requires re-starting/negotiating	CYC (MH)	Stakeholder	Financial & Efficiency	Current	1	4	12	M	On-going	(1) Robust financial checks to be carried out on tendering/successful Infrastructure contractor. Performance Bond and Parent Company Guarantee to be in place before start on site (IP1). (2) Coordination with Landowners re review and validation of contract terms as part of transition process.	CYC (MH/AD) CYC (CM)	09-Nov-20	Y	1	4	12	M
IDB 9	Exceptionally adverse weather delays programme	Risk that once on site works are delayed by exceptionally adverse weather	Delay to programme and costs incurred by client for main contractor delay	CYC (MH)	Site	Financial & Efficiency	Current	2	2	8	L	On-going	(1) Robust drafting of contract terms and conditions to place risk of weather with Contractor - complete in Stage 1 tender documents remains relevant to subsequent price refinement processes and the final contract documents.	CYC (MH/AD) CYC (CM)	09-Nov-20	Y	2	2	8	L
IDB 10	Industrial action	Risk that industrial action is called by a union whilst works on site	Delay to programme and costs incurred by client for main contractor delay	CYC (MH)	Site	Financial & Efficiency	Current	1	2	2	VL	On-going	(1) Robust drafting of contract terms and conditions particularly around industrial action risks and passing the risk to the main contractor - complete in Stage 1 tender documents and remains relevant to subsequent price refinement processes and the final contract documents.	CYC (MH/AD) CYC (CM)	09-Nov-20	Y	1	2	2	VL
IDB 11	Resource/labour not available	Risk that insufficient resources are available for the contractor to deliver the works	Delay to programme and funding spend profile	CYC (MH)	Site	Financial & Efficiency	Current	2	3	13	M	On-going	(1) Robust drafting of contract terms and conditions particularly around resourcing and planning - complete in Stage 1 tender documents and remains relevant to subsequent price refinement processes and the final contract documents.	CYC (MH/AD) Arup (RB) CYC (CM)	09-Nov-20	Y	1	3	6	L
IDB 12	Failure of tender/price refinement process	Risk that selected contractor fails to perform with the given procurement stage triggering the need to recast the project and re-procure.	Delay to programme and funding spend profile	CYC (MH)	Site	Financial & Efficiency	Current	2	3	13	M	On-going	(1) Ensure contractors are engaged with and aware of timescales of the tender process. Early contractor engagement/discussions - Complete (2) Stage1 tender process complete and Sisk PSC/ECI process completed. (3) Ongoing engagement with Sisk underway to support the stage 4 design process and Infrastructure RMA, price refinement exercise for IP1 and price refinement process for IP2 prior to review and validation process with the Landowner.	CYC (MH/AD)	09-Nov-20	Y	1	3	6	L
IDB 13	YorCivils Lot 4 Value Threshold	Risk that the total value of works intended to be delivered through Lot 4 exceeds the maximum allowable value.	Procurement/programme delay, reduction of intended infrastructure scope, potential impact on funding business cases.	CYC (MH)	Management	Legal & Regulatory	Current	3	3	14	M	On-going	(1) Review and update of cost plan on the basis of package intent across IP0, IP1, IP2 & IP2+ in order to validate total works value against Lot 4 value and seek assurances from CYC procurement and YorCivils team - Complete and ongoing. (2) Monitor against final price refinement sums returned from the contractor - Stage 1 tender complete and within tolerance. Monitored through PSC/ECI process with cost reductions identified for pursuit. (3) To be monitored through Stage 2 price refinement process on IP1 and IP2. (4) Engage with Landowners advisor team in connection with review and validation process.	CYC (MH/AD) T&T (JM/ES)	29-Jan-21	Y	2	2	8	L
IDB 14	Major consultancy supplier insolvency	Risk that a major consultancy supplier becomes insolvent.	Loss of project momentum. Short to medium terms milestone are not achieved. Programme delay. Abortive and re-engagement costs.	CYC (MH)	Management	Governance & Management	Current	2	3	13	M	On-going	(1) Monitoring of performance as part of ongoing day to day contract management. (2) Periodic financial performance health checks by CYC procurement.	CYC (MH)	30-Apr-21	Y	1	3	6	L
IDB 15	Availability of critical personnel	Risk that critical personnel are unavailable/unable to support the project.	Loss of project momentum. Short to medium terms milestone are not achieved. Programme delay. Abortive and re-engagement costs.	CYC (NF)	Management	Governance & Management	Current	1	3	6	L	On-going	(1) Continuity plans established to manage absence of critical team member on a short or long term basis.	CYC (JG) CYC (MH/AD) CYC (DW)	30-Apr-21	Y	1	3	6	L
IDB 16	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. Accommodation Cost Increases Abortive and re-engagement costs.	CYC (JG)	Management	Governance & Management	Current	5	3	16	H	On-going	(1) IP1 & IP2: Covid-19 related working arrangements will form part of the risk assessments, method statements and overall site management arrangements for IP1 and will be the responsibility of Sisk to prepare, and for CYC/Design Team/Principal Designer to review and sign off prior to commencement. (2) Monitor and respond to latest Government guidance and maintain communication throughout governance structures in order to make the best progress possible.	CYC (MH/AD)	30-Apr-21	Y	3	3	14	M
IDB 17	Procurement of CYC Delivery Support Team (IP1)	Risk that critical technical consultant support is not in place or unavailable/unable to support the project in order to ensure that a structure is in place for effective delivery management	Reduced and overloaded internal team. Loss of project momentum. Short to medium term milestone are not achieved. Programme delay.	CYC (JG)	Management	Governance & Management	Current	1	3	6	L	On-going	(1) Act on procurement plan to secure necessary technical resources for the delivery phase	CYC (DW/MH)	09-Nov-20	Y	1	3	6	L

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IDB 18	MHCLG Funding Route Risk	Risk that the confirmed funding MHCLG funding route via the Network Rail - Homes England 'Joint Venture' (rather than CYC as the original HIF applicant) disrupts current delivery programme and linked funding arrangements.	Delay to programme to due to time needed to review (and amend) governance arrangements, undertake due diligence. Impact on CYC risk profile (as funding body through prudential borrowing and EZ business rates retention.)	CYC (NF)	Management	Governance & Management	Current	5	4	21	VH	On-going	(1) Consideration of initial priority matters between CYC and Landowners in order to confirm position and gain a clear, mutual understanding of the way forward: (1.1) Continuation with Infrastructure RMA process as currently in progress. (1.2) The nature of the NR/HE JV and potential impact on linked funding, tax liabilities etc. (1.3) Commitment to and progress with IP0 works by NR. (1.4) Commitment to and progress with IP1 works. (1.5) Confirmation of the contractual 'Employer' for the purposes of the IP2 contract. (1.6) Joint discussion amongst funding agencies to ensure coordination and understanding. (1.7) Review and agreement of clear and robust funding decision processes.	CYC (NF)	29-Jan-21	Y	1	4	12	M