

## Managing Risk in the York Central Project

1. The York Central project is possibly the most complex project ever undertaken by CYC. It is large scale, multi-faceted, strategically essential and requires the effective collaboration of 4 public sector land owners and is funded from multiple inter-related funding sources.
2. Delivery requires effective project management of the individual strands of work to ensure the delivery of the required outputs but also requires a comprehensive approach to programme management to deliver the expected outcomes.
3. The programme governance has evolved as York Central Partnership has matured. Executive have agreed all governance arrangements with the most recent arrangements agreed by Executive in November 2018 set out in Annex D1. This is predicated on the strategic oversight being undertaken by a senior level York Central Strategic Board, with programme co-ordination between all partner activities delivered through The York Central Coordination Board. This board monitors the master programme, budget and benefits realisation, making sure that all contributing projects are aligned and that the critical path can be delivered. There are 4 projects feeding in to the Co-ordination Board and CYC leads the Infrastructure Delivery Board with representatives of YCP and NR and both LEPS in attendance. The detailed Terms of Reference for this board are set out at Annex D2. The Station Frontage project is a separate corporate project undertaken in partnership with NR but is indicated in the YC governance arrangements due to the clear links between work to both sides of the railway station. The two remaining project boards are operated by YCP partners with the NRM leading on the delivery of their masterplan and the majority landowners Network Rail and Homes England leading the Developer Board.
4. Risk is managed at a programme level via the York Central Co-ordination Board and at a project level via each project. The programme risk log is reviewed at each monthly board meeting and is attached at Annex D3. York Central Infrastructure Delivery Board uses the council's Project Management system Verto which contain the project risk register. This is regularly maintained by the York Central Project Manager and the most up to date Highlight report is attached at Annex D4.

5. The Project assurance function is essential to the success of York Central due to the complexity and inter-related projects with many dependencies. This function has been commissioned externally to ensure that there is the highest quality programming and assurance services applied to the overall programme and that this is integrated into the Infrastructure Delivery Programme. This service has been commissioned from Avison Young.
6. The corporate project management framework is also applied across the CYC elements of the project with gateway reviews forming an essential part of the challenge applied to ensure that York Central is a well-managed project. The project Gateway review undertaken in April 2019 is attached at Annex D5.
7. Progress with the project has been reported to Executive at every stage and Executive and Full Council have made numerous decisions to progress the project. A summary of the decisions made in the 18 separate reports considered by the Executive since 2006, is attached at Annex D6, listing out all Executive decisions.

### **Annexes**

Annex D1 – Governance arrangements (excerpt from Nov 18 Executive report)

Annex D2 - Terms of reference for the Strategic Board and the Coordination Board and the Infrastructure Delivery Board

Annex D3 – York Central Risk Log

Annex D4 – Verto York Central Highlight report

Annex D5 - York Central Gateway Review report

Annex D6. – Summary of York Central Executive decisions