

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 1. 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 2. 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 3. 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 4.

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 5.
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 6, listing out all Executive decisions.

Annexes

Annex 1 – Governance arrangements (excerpt from Nov 18 Executive report)



Annex A1 -
Governance.docx

Annex 2 - Terms of reference for the Strategic Board and the Coordination Board and the Infrastructure Delivery Board



Annex D2 - Terms of
Reference.pdf

Annex 3 – York Central Risk Log



YCP Risk Register
- Draft V2.0

Annex 4 – Verto York Central Highlight report

Project title	York Central								
Reporting period	January 2019								
Description									
<p>York Central is a key strategic development site for economic growth and housing delivery for the city. The majority of the land is in the ownership of Network Rail and Homes England. CYC have a role to play in de-risking the site and accelerating delivery with public sector partners. In recent months, the site and the opportunity it presents have been positioned at all levels of Government as a priority site for support to enable delivery of locally-led regeneration and development schemes. The capacity for the site to contribute to the achievement of the local plan housing targets is also a key consideration.</p>									
Overall status this period (Jan)					Overall status previous period (Dec)				
	Scope	Quality	Costs	Resources	Financial Benefits	Non Financial Benefits	Tasks & Milestones	Risks	Issues
Jan									
Dec									
Tasks & Milestones Status Explanation		<ul style="list-style-type: none"> - The programme is driven by partner organisational delivery imperatives and funding availability. The programme indicates that milestones are achievable but there is very little float/ scope for slippage and the project is complex with many communities of interest. - The project remains on target to deliver infrastructure works to funding deadlines and housing/economic benefits to City. - City of York Council and WYCA have released additional funding whilst the HIF announcement is awaited, to support scheme off plot infrastructure detailed design and Reserved Matters Planning Application. 							
Risks Status Explanation		Risks associated with the project are complex and interdependent. Active risk management is ongoing.							
Issues Status Explanation		Planning RMA submission delayed to Feb 2020, Partnership Agreement to be signed, S106 to be signed, and HIF funding awaited.							
Current status									
<ul style="list-style-type: none"> • The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in February 2020. 									

- John Sisk Ltd have been appointed as infrastructure delivery partner for Phase 1 Infrastructure on PCS, looking at Value Engineering, Buildability, and risk management
- The WY+TF Full Business Case has been conditionally approved by WYCA.
- HIF decision awaited.

Future outlook

- The Outline Planning Application was approved by Planning Committee in March 2019. The Reserved Matters Application for phase 1 off plot infrastructure is being prepared and will be submitted in late February/March 2020.
- John Sisk Ltd appointed as infrastructure delivery partner for Phase 1 Infrastructure PCS, they have reported on Value Engineering, Buildability and risk management. The output will now be reviewed and considered by Infrastructure Delivery Board and Infrastructure Co-ordination Board prior to progressing to Stage 4 Design
- The WY+TF Full Business Case is conditionally approved by WYCA and CYC are working through discharge of the conditions.
- HIF decision awaited.

Reports to	York Central government structures and the Executive.
Exec member	Cllr Keith Aspen
Director responsible	Neil Ferris – Corporate Director of Economy and Place
Dependencies	Local Plan Policy, Economic Strategy, City Transport Policy and external funding bids.
Link to paper if it has been to another member meeting (e.g. executive, council, a scrutiny committee)	<p>Executive December 2015 – York Central and Access Project http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=8844&Ver=4</p> <p>Executive July 2016 – York Central http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9303&Ver=4</p> <p>Executive November 2016 Consultation on access options / Third party acquisitions http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=9307&Ver=4</p> <p>Executive July 2017: Project and Partnership Update</p>

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10188&Ver=4>

Executive November 2017 - Preferred Access Route and Preparation for Planning

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10193&Ver=4>

Executive March 2018 - York Central Access Construction

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10189&Ver=4>

Executive June 2018 – Masterplan and Partnership Agreement

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10469&Ver=4>

Decision Session August 2018 – York Central Design Guidelines

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=875&MID=10847#A149619>

Executive August 2018

York Central Update – Western Access

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10471&Ver=4>

Executive November 2018 – York Central Enterprise Zone investment Case

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10474&Ver=4>

Executive January 2019

York Central Partnership Legal Agreement

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10476&Ver=4>

Executive July 2019 - York Central Partnership Update

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11107&Ver=4>

Executive October 2019 – Update

<http://modgov.york.gov.uk/ieListDocuments.aspx?CId=733&MId=11111&Ver=4>

Annex 5 - York Central Gateway Review report



York Central Gateway Review Report
v1.0

Annex 6. – Summary of York Central Executive decisions



YORK
CENTRAL REPORT