

## Terms of Reference for the York Central Strategic Board

The governance structure for the delivery of York Central is comprised three layers of management activity:

- **York Central Strategic Board;**
- York Central Delivery Co-ordination Board;
- Individual delivery Boards relating to:
  - Delivery of the Primary Infrastructure – led by City of York Council (CYC);
  - York Station Improvements – led by Network Rail (NR) with CYC;
  - NRM Expansion – led by National Railway Museum (NRM);
  - Master Developers Delivery of Development Land – led by Homes England/NR collaboration arrangements.

These Terms of Reference relate to the top level **Strategic Board** with representatives of the wide partnership required to make York Central an international success.

### ***Strategic Objectives:***

A Strategic Board is required to oversee the planning and delivery of the redevelopment of York Central in a way that will:

- Support York Central's role in the significant ambition for inclusive economic growth in York and the North, including the creation of a landmark business destination and attraction of national and international businesses around York's growing industry strengths;
- Maximise the benefits of the designated Enterprise Zone as part of the wider region; acting as a hub and catalyst for creativity and innovation;
- Drive the significant ambition for housing growth in this sustainable location, including new affordable homes to meet identified housing needs;
- Ensure connectivity to the city centre and surrounding neighbourhoods;
- Support the Station improvements and national and regional connectivity through the railway network;
- Ensure a focus on effective placemaking and achieve a high quality of spaces and buildings, complementing the historic setting and railway heritage;
- Support the expansion of the National Railway Museum as the cultural heart of York Central;
- Provide for the creation of high-quality digital and physical infrastructure from the outset;
- Encourage sustainability and minimise the carbon footprint of the development as a whole; and
- Engage with the community to ensure the development delivers broader social benefits to the people of York and creates a tangible sense of community.

### ***Terms of Reference:***

To set strategic objectives for collaborative work between the partners represented on the Board to deliver, and maximise the benefits of, these aims.

To invite other organisations and bodies to be part of, or attend from time to time, the Strategic Board to help achieve the strategic objectives.

To receive progress and other reports from the York Central Delivery Co-ordination Board and the individual partners represented on the Board.

To consider reports and issues and make decisions in accordance with provisions in any Collaboration or other Agreements between the partners represented on the Board. It should be noted that each organisation will retain the right to take its own organisational decisions.

Where appropriate, to make representations to partner organisations and central government and take other actions to resolve impediments to progress and secure funding and other delivery resources for the development programme.

To resolve, adjudicate or mitigate high-level risks, opportunities and conflicts that cannot be addressed by the York Central Delivery Co-ordination Board or otherwise.

***Membership:***

Proposed Board Member Organisations (represented at Chair, Chief Executive or Executive Director level):

- Chair: Dame Mary Archer (for 2019);
- City of York Council (2 board members);
- Science Museum Group (National Railway Museum) (2 board members);
- Network Rail (2 board members);
- Homes England (2 board members);
- Leeds City Region Local Enterprise Partnership (1 board member, with an alternate identified);
- YNYER Local Enterprise Partnership (1 board member, with an alternate identified);
- Northern Powerhouse (represented by Leeds City Region Local Enterprise Partnership Board member).

***In attendance:***

The York Central Project Director will normally attend meetings of the Strategic Board.

***Meeting Administration:***

- Shadow board to be established in November 2019 with the intention of the board being chaired and fully operational within three months, or no later than the award of Outline Planning Consent;
- Invitations will be issued and managed by Homes England;
- Meetings will be held at least tri-annually, or more regularly as directed by the Board;
- The meeting will be documented by Homes England;
- Papers will be collated and issued by Homes England – wherever possible, these will be issued a week ahead of Board meetings and circulated to all attendees.

## Draft Terms of Reference for the York Central Delivery Coordination Board

The following Terms of Reference have been endorsed by the existing York Central Project Board.

### **Purpose:**

The governance structure for the delivery of York Central is comprised three layers of management activity:

- York Central Strategic Board;
- **York Central Delivery Co-ordination Board;**
- Individual delivery teams and project Boards relating to:
  - Delivery of the Primary Infrastructure – led by CYC (the York Central Infrastructure Delivery Board)
  - York Station Improvements – led by NR
  - NRM Expansion and Public Realm Improvements – led by NRM;
  - Delivery of Development Land – led by Homes England/NR collaboration arrangements (Land Owners Delivery Board).

These Terms of Reference relate to the **Delivery Co-ordination Board** with representatives of the wide partnership required to ensure that the component parts of the development are driven forward in a co-ordinated programme and in line with the Strategic objectives, and steer of the Strategic Board, while respecting the individual organisations own remits and approval processes within the delivery teams for the interlocking component parts. The Delivery Coordination Board is accountable to the members of the Strategic Board.

### **Strategic Objectives:**

The Delivery Co-ordination Board will drive forward and co-ordinate delivery in a way that will:

- Support York Central's role in the significant ambition for inclusive economic growth in York and the North, including the creation of a landmark business destination and attraction of national and international businesses around York's growing industry strengths;
- Maximise the benefits of the designated Enterprise Zone as part of the wider region; acting as a hub and catalyst for creativity and innovation;
- Drive the significant ambition for housing growth in this sustainable location, including new affordable homes to meet identified housing needs;
- Ensure connectivity to the city centre and surrounding neighbourhoods;
- Support the Station improvements and national and regional connectivity through the railway network;
- Ensure a focus on effective placemaking and achieve a high quality of spaces and buildings, complementing the historic setting and railway heritage;
- Support the expansion of the National Railway Museum as the cultural heart of York Central;
- Provide for the creation of high quality digital and physical infrastructure from the outset;
- Encourage sustainability and minimise the carbon footprint of the development as a whole; and
- Engage with the community to ensure the development delivers broad social benefits to the people of York and creates a tangible sense of community.

**Terms of Reference:**

- To work within a mutually supportive partnership environment that brings forward the main component parts of the York Central Development (“Projects”) relating to York Station itself, the Primary Infrastructure, the Development Sites and the National Railway Museum expansion, in the context of the agreement for the Partnership;
- Ensure the realisation of the strategic objectives for York Central, as overseen and updated from time to time by the Strategic Board;
- Initiate, monitor and drive joint projects within York Central, reporting progress to the Strategic Board on a tri-annual basis or as directed;
- To oversee and drive forward a Master Programme and Vacant Possession Plan for York Central with mutually agreed milestones, and seek to ensure that the obligations on the partners to deliver the component parts of the development are met;
- Seek to ensure joint working and the efficient use of all resources and funding deployed to support the delivery of the above master programme;
- To oversee an overall Master Off Plot Infrastructure Budget and Cost Plan for the development and ensure that the obligations to funding bodies and investors are met;
- To receive proactive reporting on each of the “Projects” within the Master Programme, Vacant Possession Plan, Master Off Plot Infrastructure Budget and Cost Plan, with early identification of issues affecting the critical path;
- To commission further infrastructure packages in line with the Master Off Plot Infrastructure Budget and Cost Plan;
- To resolve technical issues within component parts of the development and the interface of the different elements of the development;
- To agree the implementation of cost efficiencies, where affecting design quality;
- In the event that cost overruns exceed the baseline Master Off Plot Infrastructure Cost Plan, to agree a strategy to address this to ensure all elements of infrastructure are delivered;
- To have sight of the Development Briefs for each of the plots, where applicable;
- Oversight of reserved matters applications;
- To review viability and land receipts biannually;
- Ensure the promotion of York Central to internal and external stakeholders;
- Ensure linkages between this Group and the partners’ individual decision making and governance processes;
- Seek to resolve or mitigate high level risks, opportunities and conflicts and, where these cannot be resolved, escalate these to the York Central Strategic Board;
- Ensure reputational issues are managed in order to protect and promote the work of all partners;
- To review the Partnering Agreement on an annual basis; and
- Monitor, review and amend its own Terms of Reference as the project evolves.

**Membership:**

Proposed Board Member Organisations (usually represented at Executive Director level):

- Chair(s): To be determined by the Strategic Board before inception;
- YC Project Director;
- City of York Council;
- Science Museum Group (National Railway Museum);
- Network Rail;
- Homes England.

**Meeting Administration:**

- Transition from existing YC Project Board to be completed in March 2019;

- Invitations will be issued and managed by Homes England;
- Meetings will be held at least monthly, or more regularly as directed by the Board;
- Papers will be collated and issued by Homes England – wherever possible, these will be issued a week ahead of Board meetings and circulated to all attendees.