

Contract Management: Major Project Delivery Audit Report Action Plan

Ref	What	Who	When	Progress (Bold denotes progress)
1A	A review will be undertaken against the existing Programme Management Office (PMO) and project delivery management resource and skills contained within it in order to produce a gap analysis, undertaken with reference to existing deliverables for the scheme, and wider planned capital programme.	CF / LC	April 2026 June 2026 August 2026	We have reviewed PM resources on the YSG scheme, and in projects delivery team in general. Officers are currently recruiting a number of PMs and Senior Engineer. Next phase to recruit to assistant PM role. Whole team to have additional experienced resource, rely less on contract / consultant support and to have more training in project management & delivery. The design of the new structures is in the early stages. A role has been created for a Head of Capital PMO, the interim Head is in the process of identifying what existing resource is available, and what additional resource is required. H&T projects team strengthened through recruitment. PM and APM roles appointed to cover H&T capital projects. Permanent, Full Time Head of CPMO now appointed (started 10-08-26). Team to consider further expansion in due course.
1B	A report will set out recommendations for project management structures from Director level down, following the review	JB/BM	June 2026	GT / LC prepared and gave a presentation to scrutiny committee (4 th December) on recommendations for establishing a PMO

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	of the existing function, leadership, experience, and knowledge. This report will make recommendations on capacity, structure and expertise in relation to the planned capital programme and will include cost implications. It will include recommendations around Construction/Commercial Contract management functions and Programme Management Office functions.		August 2026	and strengthening both resources and processes. JB / BM – future report to include proposals for structure to deliver the planned capital programme. Recent appointment to City Head of Capital Delivery (18-month internal secondment) and AD Culture, Growth and Infrastructure – interim appointment in advance of permanent recruitment. Both to strengthen leadership team and provide experienced delivery managers.
1C	Project management resources will be restructured and, as there are pockets of excellence that currently exist, opportunities explored to create a supportive network sharing knowledge more effectively throughout the function rather than within departments and directorates.	All heads of service	July 2026 June 2026	Teams within City development have started working more closely together and sharing best practice. (eg: learning relating to Treasury Green Book). The establishment of a capital PMO will further enhance this collaboration and sharing of best practice. Following the recruitment exercises to ensure efficient onboarding and training for new staff. And update for existing staff. H&T and Regen' teams have recruited to PM and APM roles (including career

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			August 2026	grade). Induction complete. Training ongoing and will continue throughout. Further recruitment is underway (closing date 25 September) for a replacement of Senior Project Manager (left due to personal matters) & Assistant Project Manager (left due to promotion)
1D	As part of the resource review, dedicated Construction/Commercial Contract management capacity will be established to oversee Construction Projects, through experienced construction delivery practitioner resource. Consideration will also be given during the recruitment process to replacing a Qualified Quantity Surveyor (QS) post within the City Development Directorate (CDD) in order to provide specific costing rigour to schemes pre & post tender, through the life of the projects and embedding the managing and recording compensation events, using a professionally qualified staff resource.	GT	July 2026 June 2026	Officers currently recruiting to senior engineer role. Discussion at DMT requiring contract management training across the CDD (basic NEC training, with some more detailed training for smaller number of PMs). QS Role not yet out to recruitment. To be in project delivery team (somewhere). More action required. To follow on from recruitment to senior level role. 2 single day training events have taken place for NEC4 introduction. CPMO looking into a further intro' training day for new staff, and the potential for a more intense 4 day course. See recruitment comments at

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1E	To better retain and grow talent and experience, creation of a career pathway within project management functions will be explored, with a career graded structure, supporting learning through knowledge transfer and upskilling through training (for example, NEC contract and project management) as well as working with others, which should help to avoid the loss of excellent staff due to isolation or lack of career progression.	BM /JB	June 2026 Work ongoing for some months to create Assistant Project Manager Job Descriptions (JDs) (career grade). This has met with some complexity in gaining approval within the current HR provisions. However, we are recruiting 4 Project Manager's within the highways & transport major projects team. Two team members taking on the degree apprenticeship training through YSJ university and supported by JS & LC. June 2026 Career Grade APMs now appointed in H&T team
1F	Once existing resources are of the right size and alignment, a period of recruitment will be undertaken to bring in additional skilled resources where needed across the capital programme.	BM/JB	October 2026 Some recruitment ongoing (see above). More is planned. To consider what additional resource will be needed more widely across the CDD. Then further training for Project Managers to follow. June 2026 Initial recruitment completed, training to be ongoing process. Including CDM, NEC, CYC assurance & project management. August 2026 Further recruitment is underway (closing date end Sept) for a

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				replacement of Senior Project Manager (left due to personal matters) & Assistant Project Manager (promotion)
1G	A report will be prepared setting out proposed improvements to the PMO processes and function, commensurate with the complexity and scale of the planned capital programme, integrated with, and driving governance improvements as above, and to be applied consistently across the CDD (and wider as appropriate) Capital Programme.	CF / GT	March 2026 June 2026	GT / LC prepared and gave a presentation to scrutiny committee (4 th December) on recommendations for establishing a PMO and strengthening both resources and processes. Report and recommendations being shared at EMDS.
1H	Training requirements for key staff involved in construction project delivery will be agreed and delivered.	CF / BM	July 2026 and ongoing as new staff are recruited June 2026 August 2026	CF (held by Exec Assistant) have a list of training requirements. Specific emphasis on NEC contract management, project management and Green Book (part delivered) First phase of NEC training complete. Further events are being looked into. There will be an ongoing training programme. Procurement, contract management and project management training either in progress or being organised. CPMO will provide additional training opportunities relating to updated project management processes and documents. This may, in part, follow on

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				PM's have the ability to request guidance from the Capital Programme Delivery Board (which includes procurement & legal)
2C	RAG ratings will be better expressed to take account of projects being delivered over multiple phases, which will assist to contextualise the position.	GT / All Heads of Service	September 2026 June 2026 August 2026	The PMO will be able to support this and to have templates etc, also to facilitate risk workshops. Intend to be included in the design of any digital PM system. Existing transport PMO does provide support on RAID logs through discovery workshops. CPMO have worked with Corporate Risk managers to update the council's risk strategy. CPMO to provide further guidance and training for project managers. Also to support with future risk workshops, management & reporting. BRAYG risk management initiated through CPDB status reports. CPMO to arrange risk management training and facilitate workshops as required.
2D	The scheme risks must be understood and managed at Director level and below by experienced staff who fully understand	GT / All heads of service	September 2026	We will get better at risk management and highlight reporting. Response as above.

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	Construction Project management. A Construction/Commercial Contract Management function will be established, and the Project Management Organisation function will be restructured, and process redesigned to ensure fitness for purpose.		June 2026 Risk reporting and escalation through CPDB is already a considerable improvement. CPMO is set up to support PMs with risk management (as above), further guidance and training to be provided. August 2026 Updated risk management strategy in place. A noticeable improvement in how risks are identified, recorded and reported. Risk mitigation still requires some improvement.
2E	A review will be undertaken of council-wide project management resources, as proposed in detailed finding 1 above. This is to ensure that large contracts with complex construction, multiple partners from diverse sectors, and with potentially conflicting priorities are managed with a level of experience and expertise so that swift, decisive decision making and a consistent approach is achieved.	GT	July 2026 A new Head of Major Projects appointed, and better management of the capital programme are already in place. JS currently recruiting to senior engineer role. Discussion at DMT requiring contract management training across the CDD (basic NEC training, with some more detailed training for smaller number of PMs). QS Role not yet out to recruitment. To be in project delivery team (somewhere). More action required. To follow on from recruitment to a further senior level role.

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			June 2026	Recruited PMs, and APMs to the H&T team.
2F	Where there are gaps in expertise or knowledge, a recruitment process will be undertaken to bring in additional skilled resources and commence a training programme for existing staff to improve contract and project management skills.	GT	July 2026 August 2026	Some Regeneration posts filled with new PM resource. Current recruitment for PMs in Highways & Transport, and more planned for APM or career grades roles. Further recruitment required to the Capital Delivery team. Very recent appointment to City Head of Capital Delivery (18-month internal secondment). And AD Culture, Growth and Infrastructure – interim appointment in advance of permanent recruitment. Both to strengthen leadership team and provide experienced delivery managers.
3A	As with Finding 1 York Station gateway (above) A review will be undertaken against the existing PMO and project delivery management resource and skills contained within it in order to produce a gap analysis, undertaken with reference to existing deliverables for the scheme, and wider planned capital programme. Changes will be made to the council's project management framework, giving guidance to project managers on de-	GT / PS	July/August 2026 June 2026	Discussions taking place between Director of Housing and Director of City Development. More information to follow. CPMO team in place (though further strengthening required). Assurance process and reporting mechanisms in place. Additional resources, templates, guidance and training is planned.

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	risking at the project brief stage and ensuring the correctly qualified project delivery staff ensure that all due diligence has been performed prior to the tendering process.			
3B	Once existing resources are of the right size and alignment, a period of recruitment will be undertaken to bring in additional skilled resources where needed. A career pathway will be created within project management functions, with a career graded structure, supporting learning through knowledge transfer and upskilling through training (for example, NEC contract and project management) as well as working with others, which should help to avoid the loss of excellent staff due to isolation or lack of career progression.	GT / PS	September 2026	Recruitment outlined above. (2F/3A)
4A	A discussion will be held about adopting the NEC approach to managing and recording compensation events, using the NEC approach as a template for project managers to follow. A consistent approach will be taken across the capital programme as far as is practicable.	GT / CF	June 2026 but to be extended as new staff recruited.	NEC pm training is a priority. (CF to investigate). This may be delivered at differing levels, so all PM's have basic knowledge, but some roles require greater depth. YSG team already uses NEC approach to managing compensation events. (professional team T&T)

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			June 2026	NEC training days have taken place, more are planned.
4B	Consideration will be given during the recruitment process to replacing a Qualified Quantity Surveyor post within the CDD in order to provide specific costing rigour to schemes pre & post tender, through the life of the projects and embedding the managing and recording compensation events, using a professionally qualified staff resource.	GT	July 2026 August 2026	QS Role not yet out to recruitment. To be in project delivery team (somewhere). More action required. To follow on from recruitment to a further senior level role. Further staff movements at YSG, currently recruiting for SPMs, to include QS if possible. Also backfilling APM roles due to career progression.
4C	As part of the review of the Construction/Commercial Contract Management function, a feasibility review will be undertaken on investing in a contract management system. This would require contractors to use the council's system, as well as also containing a range of other features to help with contract management and may be linked to the Project Management Organisation improvements (see agreed action under detailed finding 1).	GT	December 2026	New function with input from Procurement & legal as a method of registering and managing contracts. To include KPI's / milestones and Compensation Events (CE's). (potential addition of links to financial management system)