

ANNEX 1

Key strands of work undertaken since June 2009

Action	Description	Status
Legal		
Draft Memorandum of Understanding	Discussed, amended, issued in draft format to key partners (work in progress).	Ongoing
Options appraisal of key legal issues	Examination of procurement routes, governance, risk to the council and its powers. Draft document prepared, discussed, amendments made, further discussions underway.	Ongoing
Draft procurement timetable and resource plan	Drafted, discussed with stakeholders and CYC procurement team, further amendments to be made as other strands of work develop.	Draft complete - Ongoing
Financial & Economic		
Draft financial model	Developed, discussed, amended, used as starting point in confidential 'open book accounting exercise' with key partners. Will also help with development appraisal and business case options.	Draft completed – ongoing.
Needs assessment	Undertaken in two stages: 1. Generic need model for stadium, community sport and well being uses for City. 2. A more focused site specific assessment.	1 Completed. 2 Ongoing.
Public sector commercial uses	Assessing options for the provision of public sector uses. This includes CYC uses, Blue Light services and other City services.	Ongoing.
Economic Impact Assessment	Undertaken in two stages. 1. Generic EIA. 2. Site specific EIA will be	1. Completed. 2. To

(EIA)	undertaken on when development appraisals finalised.	be completed when finalised proposals developed.
Design & Cost Management		
Land take exercise	Develop a generic model for the component uses and establish how much land is required for the different options.	Completed
Master planning	1. Apply the land take model to short-listed sites. Assess compatibility and scope for enabling development. 2. Refine work to relate to the development appraisal work. 3. Develop more detailed master plans for the final short-list.	1&2. Completed. 3. Ongoing.
Stadium Design	1. Undertake a study of potential designs for cost effectiveness and suitability to this project. 2. Finalise options, consult with stakeholders and apply on a site specific basis.	1. Completed. 2. Ongoing
Cost Modelling	1. Develop a high-level generic cost model for the capital works, maintenance needs and sinking fund for the proposals developed in the design / master-planning work above. 2. Develop a range of options for different quality specifications / designs. 3. Develop more detailed models on a site specific basis for final proposals.	1. completed. 2 & 3 ongoing.
Stakeholders		
Key Partner Engagement	Project Partnership Group Meetings for the principal partners (York City FC, York Knights RLFC, City of York Athletics Club, Active York and CYC). Meetings on 24 th September 2009 and 11 th January 2010. Project Board Meeting Scheduled 22 nd February 2010.	Ongoing

Sports Bodies	Discussed project with a range of governing bodies, sports clubs, funding agencies including: Sport England, British Cycling, Football Foundation, Active York, UK athletics, England Athletics, Amateur Swimming Association, York Hockey Club, York Cycling clubs / representatives, York Football Leagues representatives, , York Football Facilities Development Steering Group, York Athletic Clubs, North Yorkshire Athletics Network.	Ongoing
Strategic Fit	1. An exercise that assesses the contribution the potential uses / facility will have on relevant strategies and policy objectives of the council and other key stakeholder. This is in draft format and is summarised in the main body of the report. 2. It will be further developed with the progress of the specific proposals and EIA.	1. Completed 2. Ongoing
Funding	1. In addition to discussions with the sports governing bodies above, discussions with Yorkshire Forward have been undertaken regarding the positive economic impact of the project, links with skills and sustainable development and potential funding streams. 2. Undertake initial external funding assessment.	1. Ongoing 2. Draft completed
Environmental Sustainability		
Business Case	Undertaken in two stages. 1: An outline business case for the potential green cost effective and low carbon technologies that could be used at the stadium. Stage 2: Site specific options and further investigation into funding possibilities including ESCOs and the feed-in tariff.	1: Complete 2: Ongoing
Community Health		
Discussions with stakeholders	Ongoing discussions with the following potential stakeholders regarding project: York Hospital Trust, North Yorkshire PCT, York Health Group, Healthy City partnership.	Ongoing

Development of well-being hub	Examination of Polyclinic / health uses as part of stadium project. NY PCT and York District Hospital Trust, Department of Health, Strategic Health Authority. Also visited and discussed with exemplars from across the country – Hull PCT, Warrington PCT, North Lancashire PCT, Leeds Met University / Headingley stadium.	Ongoing
Education, Skills and Training		
Discussion with stakeholders	York St John University, University of York, Askham Byran College, York College, York High, York secondary School Head teachers, Higher York, Learning City, 14-19 Curriculum Implementation Group, NYBEP, Constructions Schools Academy.	Ongoing
Business Champion Model	Working with Learning City and schools to use project as a learning tool for diploma courses. Pilot scheme with York High School. As the project progresses the scope for using this as a 'live learning tool' will grow.	Terms agreed, work in progress.
Targeted Recruitment and Training	Working with CYC Planning Service, City Development, Higher York and Economic Development to implement a model which will satisfy training and recruitment needs through a the procurement of services and through the approval of planning applications.	Discussions on how to implement model 9 th March
Site Selection		
Sequential site selection	1. Internal CYC planning team established to work on planning issues for the stadium. 2. Board areas of search identified, narrowed to a long-list and then a short-list. 3. More detailed assessments now being undertaken. Stage 2 workshop undertaken in October 09. Stage 3 workshop Feb 10.	1&2 completed. 3. ongoing

Study of stadium planning decisions	Examination of relevant planning decisions across the UK.	Ongoing
Development Appraisals	1. High level appraisal and market testing for key sites. 2. Detailed short-list appraisals for land values, development mixes, market testing, land assembly options.	1. completed. 2. ongoing.
Transportation study	Undertake two stage transport study. 1. Develop stadium transport model and apply to long-list of sites across city, prepare summary report. 2. Refine study and apply more detailed model to short-list of sites , contributing to the development appraisal process.	1. Completed. 2. ongoing
<p>Benchmarking</p> <p>Projects / initiatives discussed with or visited with operators / providers outside York.</p>	<ul style="list-style-type: none"> ▪ Preston north End Deepdale Stadium: Health / commercial partnership & innovative stadium design (piecemeal ground improvement). ▪ Preston NE PCT Health Centre: innovative health provision for long-term conditions and links to sports clubs. ▪ Leeds Met Uni: Educational / commercial partnership with Headingley stadium. ▪ Tackling Mens' Health Initiative; Leeds Met Uni, Leeds Rhinos and department of Health – using sport to tackle mens' health inequalities ▪ European Healthy Stadia Conference (Liverpool): contribute to the developments in the concept of healthy stadia ▪ Blackpool FC: commercial development of undercroft and new 	Ongoing discussions and visits.

	<p>stadium development (piecemeal ground improvement)</p> <ul style="list-style-type: none"> ▪ Huddersfield stadium: sports village / community benefits associated with modern stadium development. ▪ The Peak – Stirling sports village: sports village concept / cost effective development. ▪ Rangers training ground: range of high quality indoor & outdoor sports provisions. ▪ Kirkintilloch leisure centre: cost effective sports provision. ▪ Scotstoun Stadium: athletics facility / cost effective stadium development ▪ KC Stadium: innovative modern stadium development & community provision. ▪ Hull PCT: weight management programme – ‘Fit Fans’ ▪ Leigh Sports Village: Sports Village concept as part of major regeneration programme, includes athletics, shared stadium, education, leisure uses, commercial development and sports pitches. ▪ Wigan Council: discussion re. Involvement with Leigh project. ▪ Brighton & Hove Albion: new stadium project, planning issues and educational provision ▪ Colchester Stadium: community stadium project 	
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	<ul style="list-style-type: none">▪ Dartford Football Stadium: community stadium project for lower league football team and considered to be country's most sustainable stadium.▪ Warrington Wolves Stadium: stadium provided through planning gain proposal on back of supermarket development.▪ Warrington PCT long-term conditions clinic: commercial / community partnership with sports club and PCT.▪ Oxford United FC: New stadium development with mixed use commercial enabling development.	
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