

Executive

Report of the Director of City Strategy

Community Stadium – Update Report

Summary

1. The purpose of this report is to provide the Executive with an update on the progress towards a Community Stadium for York. The Project Manager is now in post and the report proposes an approach for the delivery of the initial stages of the project and an outline project structure. This will enable the partnership to work effectively and drive the project forward.

Background

2. At its meeting on 9 September 2008 the Executive made a number of resolutions regarding the Community Stadium including:
 - That the Executive re-affirms its commitment to a Community Stadium and recognises the importance of securing the £2 million Football Foundation grant to that end.
 - That the Director of City Strategy recruit a project manager to:
 - a) establish a site
 - b) consult on the design and operation for the wider benefit of the community of the City
 - c) establish the cost of and sources of funding for a community stadium and
 - d) deliver a community stadium by 2012
 - That officers continue their dialogue with York City Football Club and York Knights on how to sustain spectator sports in the City and on the continuation of other sports clubs based at Huntington Stadium.

Update on Current Position

Project Manager:

3. The vacancy for the Community Stadium Project Manager was advertised for 2 weeks from the 24th October 2008 to the 7th November 2008. The interviews were held on the 27th November 2008 and the position of project manager was offered to Tim Atkins who has accepted the offer.

4. Tim Atkins started in the post on Monday 17th December 2008. He previously worked as a consultant specialising in sport and leisure, prior to this he has worked in local government as a senior manager in youth & leisure and procurement. He has also led a number of successful major development projects and is a qualified town planner.

Approach to project delivery

5. The objective of appointing a project manager before Christmas has been met. This gives the Council the opportunity to progress the project ahead of schedule. One of the key milestones already achieved was the formal creation of the Community Stadium Partnership Group, which first met on 6th October 2008. The outcomes from the meeting were:
 - Input into the stadium business case in the form of a statement of user requirements
 - An agreed vision for the stadium
 - Minimum stadium requirements from the stakeholders
 - Potential community facilities in so far as they enhance the business case for the stadium, the needs of the stakeholders and should be drawn from the following identified strategic needs of the city
6. On 17 December 2008 the Group met for the second time making significant progress in establishing an agreed vision for the delivery of the project. Agreement was reached on the approach to the project structure, communications protocol, site selection, the development of the business case, joint working and specialist support. The Group will next meet at the beginning of February 2009 to formalise the delivery framework and relevant protocols.

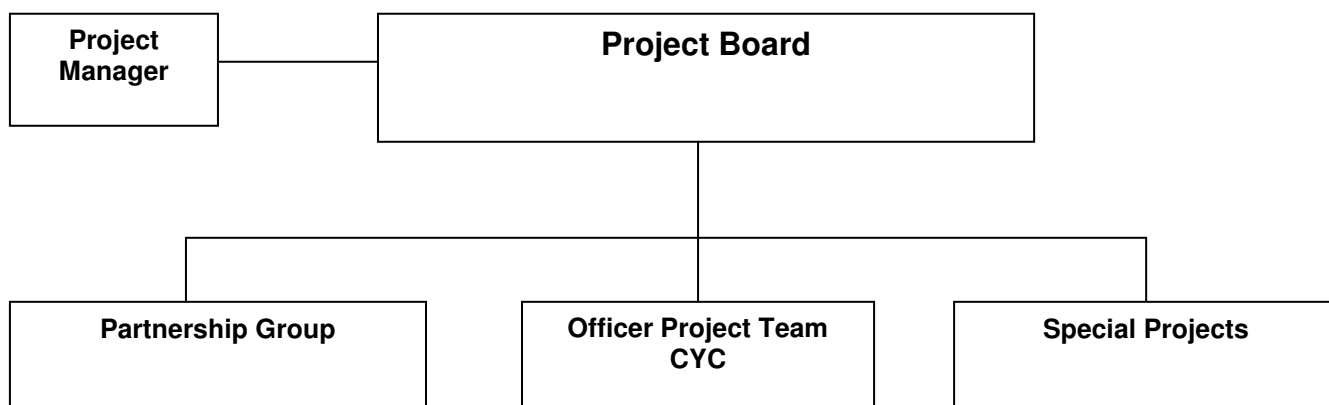
The short-term objectives are as follows:

- Establish and formalise project structure
- Develop a draft project plan
- Develop business case
- Identify short list of potential sites
- Develop communications strategy
- Establish a risk register

A) Project Structure

7. A simple structure is proposed to enable the project to be effectively managed, ensuring responsive and controlled delivery. The diagram below sets out the proposed structure:

Diagram 1 Proposed Project Structure for Community Stadium



8. The proposed make up of the each component is as follows:
9. **Project Board:** This would lead the project and make appropriate strategic decisions, referring issues to relevant council committees where appropriate and provide regular progress reports. The Board would be made up of the following:
 - **Chair:** This would be the Project Sponsor, the Director of City Strategy.
 - **4 x Partner Representatives:** (1 x York City Football Club, 1 x York Knights Rugby League Club, 1 x City of York Athletics Club, 1 x Active York).
 - **1 x Council Representative:** Executive Member for City Strategy.
 - **1x External Independent Advisor:** This would be a high profile member of the board who is independent and not directly involved in the partnership but brings business, regeneration or sporting acumen.
 - The Board would also be supported by non-voting advisors from the City Council's leisure and financial services.
10. **Partnership Group:** This group would be the interface for all partnership working, discussion and innovation. It would be the driving force behind the project. The membership of this team will include:
 - Representatives from all partner bodies (YCFC, YKRLC, CYAC, AY and others if appropriate)
 - City Council representatives from planning & transportation, leisure services (and others as appropriate)
 - Project Manager
11. **Internal Officer Team:** This team would be responsible for ensuring the project meets all corporate requirements, particularly financial, planning and legal issues. It would also be responsible for overseeing risk management. It

is proposed that the membership of this team would include representatives from:

- Finance
- Legal
- Planning & Highways
- Property
- Procurement & Resources
- Risk Management
- Leisure Services
- Other appropriate service representatives as required

12. **Special Projects:** These would be commissioned by the Project Board to support the effective delivery of the project, drawing on specialist skills and resources as appropriate.

B) Draft Project Plan

13. A draft project plan is currently being prepared. This will enable milestones and outline timescales to be established. It will also provide an initial indication of the resources required for the delivery of the project at the relevant key stages. It is proposed that an outline project plan be presented to the next Partnership Group meeting and then considered by the inaugural meeting of the Project Board.

C) Development of Business Case

14. A detailed specification is being prepared using outcomes from both the Stadium Partnership Group and the Council's Community Stadium Working Group. Areas that require specialist support will be tendered early in the New Year. The business case will include the identification of:
- Need / impact for a stadium and other community uses in York
 - Potential sites and possible development models
 - High level costs for the management of the project, construction and operating costs
 - Commercial viability
 - Potential funding streams
 - Key risks and timescales
15. The study will also take account of the need to retain a county standard athletics facility in the city (without any break in provision), whether as part of the community stadium or through locating it elsewhere. Additionally consideration should be given to community facilities in so far as they enhance the business case for the stadium and meet the needs of the stakeholders. The study will also identify key project risks and what measures may be used to minimise the impact of these risks should they arise.

D) Site Selection

16. The city development team have produced a methodology for determining the most appropriate site for the York Community Stadium and replacement athletics facility. The starting point for the methodology uses a sequential approach established in national and regional planning policy looking at potential sites in the city centre and working outwards. Key considerations will be sustainability, visual impact, accessibility, residential amenity and environmental considerations (including flood risk). This approach is consistent with the emerging Local Development Framework Spatial Strategy.
17. Out of this process a long-list of sites is being identified from six broad 'areas of search' across the City. The majority of these sites have been proposed for development through the first stage in production of the York Local Development Framework Allocations document, the 'Call for Sites'.
18. The methodology uses a range of site sizes, as the exact requirements are not yet known. Consideration is also being given to potential for enabling development and possible ancillary and support services. This is likely to be an essential component of any structured development master plan if the project is to achieve the objective of being a community focus for sport in the City.

E) Communications Strategy

19. One of the outcomes of the most recent Partnership Group meeting was the need for a clear strategy for communications. This would initially support the group to effectively engage with the public regarding the progress of the project. As the project proceeds it will provide a framework for detailed consultation regarding more specific proposals as they emerge.

F) Risk Management

20. An essential part of the development of the business case and the creation of an outline project plan is establishing a robust strategy for managing risk. It is important that a risk register is developed and managed throughout the life of the project. It is proposed that the internal officer group oversee this and ensure that key issues are reported to the Project Board.

Options and Analysis

21. This is primarily an update report informing Members on the progress of the Community Stadium Project. However, Members are asked to endorse the approach set out in this report and the outline project structure proposed. This will be taken to the Partnership Group for discussion and then referred to the Project Board.

Corporate Priorities

22. The provision of a new community stadium for the city is a 'Corporate Imperative in the Corporate Strategy 2007-2011'. It is also identified in Active

York's 'Sport and Active Leisure Strategy' which was signed up to at the Leisure and Heritage EMAP in June 2005. The facilities section of this strategy was updated in May 2007.

Implications

23. **Financial** – £200,000 from the Local Authority Business Growth Incentive (LABGI) was set aside by the Staffing and Urgency Committee in May to fund a Community Stadium Project Manager. Further work will be undertaken to identify whether further resources will be needed to progress the project. This will be dealt with in future update reports to members.
24. **Legal** – There are no implications
25. **Human Resources** – There are no implications
26. **Equalities** – There are no implications
27. **Crime and Disorder** – There are no implications
28. **Information Technology** – There are no implications
29. **Property** – XXX

30. **Risk Management** - XXX

Recommendations

31. That the Executive note the progress made on the Community Stadium Project to date.
32. That the Executive consider the following recommendation:
 - a) To agree with the approach set out in paragraphs 5 – 20 in the above report and the outline project structure so it can be referred to the Partnership Group at its next meeting in February 2008.
 - b) To agree that the Executive Member for City Strategy represents the Council on the Project Board.

Contact Details

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Report Approved



Date 8/1/09

Specialist Implications Officer(s) :

None

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

- Community Stadium Report to Staffing and Urgency Committee 21st May 2008
- Staffing and Urgency Committee Minutes 21st May 2008
- Deloitte report on community stadium for CYC 20th June 2008
- Active York's Sport and Leisure Strategy
- Executive Report 15th July 2008
- Executive Report 9th September 2008