



OVERVIEW & SCRUTINY PROJECT

Project Start Report (PSR)

(Incorporates justification, business case and approval stages).

Scrutiny Project Group (SPG) Name:	Future Use of former Queen's Park Sports Centre site
Date of PSR:	June 2017
Person completing PSR:	Councillor Gordon Simmons, SPG Lead Member Brian Offiler, Project Support & Management
CMT / Service Manager	Michael Rich, Executive Director
Sponsor	Rachel Lenthall, Senior Democratic & Scrutiny Officer

1.0 Opportunity / Idea and Background

- 1.1 Following the public consultation exercise in late 2016 on the potential uses of the former Queen's Park Sports Centre site and the petition in support of the development of an ice rink presented to Council on 23 February, 2017, Cabinet approved the development of a full business case for the preferred option of artificial sports pitches on 7 March, 2017.
- 1.2 Development of the full business case would include liaison with key stakeholders and operators of similar facilities, further development of the financial and commercial elements and testing of the assumptions.
- 1.3 Involvement of the Scrutiny Project Group can contribute to this work and provide a wider Member and community perspective.

2.0 Project Aims / Objectives

- 2.1 To contribute to the development of the full business case for the preferred option of artificial sports pitches.
- 2.2 To seek further information on the practical implications of operating an ice rink from operators of similar facilities, in the event of the Council being approached by an ice rink operator.



- 2.3 *To contribute further, acting as a 'sounding board' and monitoring progress during the design and building stage of the chosen use once this has been decided by Cabinet.*

3.0 Proposed / Expected Benefits

- 3.1 This project aims to support the Council Plan priorities 'to improve the quality of life for local people' and 'to provide value for money services'.
- 3.2 Within these priorities, the project will focus on the objectives 'to improve the health and wellbeing of people', 'to reduce inequality and support the more vulnerable members of our communities' and 'to become financially self-sufficient by 2020'.

4.0 Scope

- 4.1 The project will contribute to the development of the full business case for the preferred option of artificial sports pitches, including consultation with key stakeholders and operators of similar facilities.
- 4.2 The project will obtain information on the practical implications of operating an ice rink from operators of similar facilities, in the event of the Council being approached by an ice rink operator.
- 4.3 In the event of new information being presented to the Council to suggest alternative options would be practically viable in accordance with the principles set out in the previous consultation, the project will further investigate such options to determine whether they would warrant development of a more detailed case.
- 4.4 *The project will continue to act as a 'sounding board' and to monitor progress during the design and building stage of the chosen use once this has been decided by Cabinet.*

5.0 Project Analysis

- 5.1 The public consultation showed significant support for the preferred option of artificial sports pitches (69% of respondents), and the Council's Sports Facilities Strategy shows a shortfall in provision of artificial pitches, taking account of current demand and potential future demand.



- 5.2 The outline business case for the preferred option submitted to Cabinet in March 2017 indicated the potential for a net income to the Council from this option.
- 5.3 The project will contribute to the more detailed work required to assess the probable demand, the commercial and financial options and forecasts and the options for operating such a facility.

6.0 Options

- 6.1 Development of the full business case for the preferred option of artificial sports pitches.
- 6.2 Further exploration of the practical implications of operating an ice rink and any other alternative option, in the event of new information being presented to the Council to suggest alternative options would be practically viable in accordance with the principles set out in the previous consultation.

7.0 Work Schedule and Method

- 7.1 Initial informal meetings of SPG Lead Member with Executive Director and Cabinet Member(s) to prepare this Project Start Report (PSR) – May/June 2017.
- 7.2 Meeting of SPG to agree PSR – June 2017.
- 7.3 Consideration of PSR by Scrutiny Chairs and Senior Democratic and Scrutiny Officer for approval at Enterprise and Wellbeing Scrutiny Committee on 25 July, 2017.
- 7.4 SPG to work closely with officer seconded to develop full business case for the preferred option, including consultation with stakeholders, potential users and operators of similar facilities and the assessment of the financial and commercial elements – July 2017 onwards.

SPG project start date :	5.07.17
Final SPG report completion date :	
SPG report to O&S Management Team:	
SPG report to OSC on :	



Cabinet Member / WBR deadline :	
OSC report to (ie) Cabinet on :	
Method (Research & Evidence) :	

8.0 Financial Appraisal

- 8.1 The project will be led by Lead Member, Councillor Gordon Simmons. Project management and support will be provided by the Democratic and Scrutiny Officer, Brian Offiler. This resource is already provided for within the Democratic and Scrutiny section.
- 8.2 The project group will request input from Michael Rich, Executive Director, the officer seconded to develop the full business case and the relevant Cabinet Member(s). Some input from other officers may be requested during the project, including provision of information and attendance at project group meetings.
- 8.3 It is hoped that the results of the project will contribute to the decision on the future use of the site being based on sound evidence, resulting in a positive and sustainable financial outcome for the Council.

9.0 Key Risks and Actions

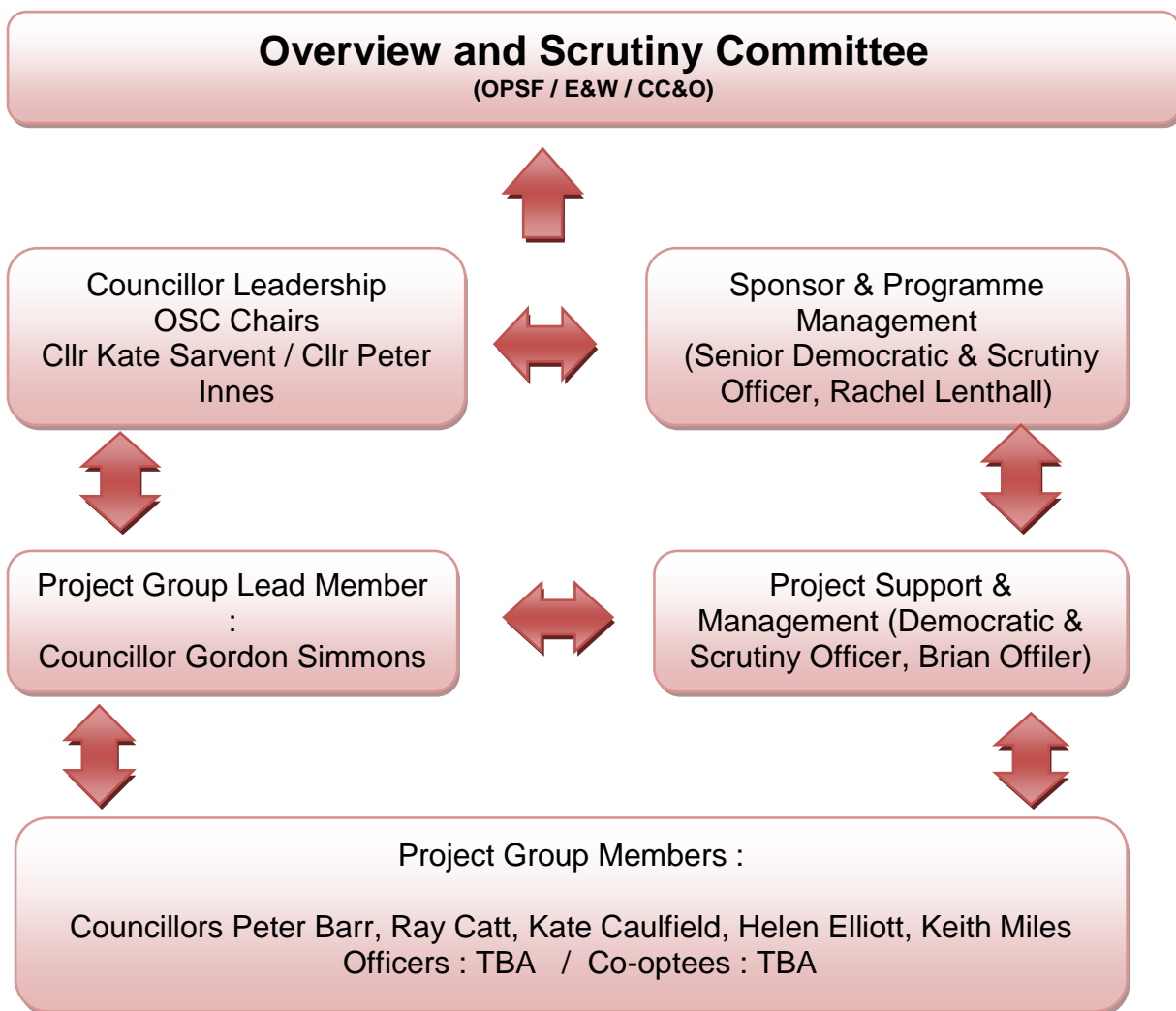
- 9.1 There is a risk in undertaking the project that public expectations may be raised of alternative options being re-proposed which may not be in accordance with the principles set out in the previous consultation.
- 9.2 There may also be a risk of different requirements being identified for different potential users of artificial sports pitches and it not being practically possible or viable to meet all of these.
- 9.3 There is a risk in **not** undertaking the project at this time that the development of a full business case, and the ultimate decision on future use of the site, is delayed, resulting in a highly visibly unused space and potential criticism of the Council.



10.0 Recommendations

10.1 Recommendations will be made by the Scrutiny Project Group to the Enterprise and Wellbeing Scrutiny Committee at the end of the scrutiny project. The Scrutiny Committee will consider the work and agree any recommendations to Cabinet or other decision making bodie(s).

11.0 Project Team Structure



Role Descriptions

OSC :	Overall (statutory) approvals
OSC Chairs :	General leadership and support
Project Sponsor :	General leadership and support



Project Lead Member :	SPG leadership, direction and approvals (with SPG)
Project Manager :	Support and manage the project process

12. Project Approval

12.1 This section is for sign-off by the overview and scrutiny management team (i.e. relevant OSC Chair(s) and Senior Democratic and Scrutiny Officer).

This project has been approved for addition to the Scrutiny Work Programme by the Overview and Performance Scrutiny Forum (9.05.17).

Cabinet members and the senior leadership team have been consulted on the scrutiny work programme.

Relevant cabinet members and service managers have been consulted on this PSR (31.05.17; 26.06.17).

OSC Project Consent date :	O&PSF – 9.05.17
Relevant Cabinet Member & SLT/CMT/Service Manager(s) PSR Consultation date :	M Rich, Executive Director – 31.05.17 Cabinet Members (Health & Wellbeing, Town Centres & Visitor Economy, Deputy Leader, Economic Growth), Cllr J Dickinson, Asst Cabinet Member – 26.06.17
SPG PSR Approval date :	<i>SPG Lead Member Approval :</i>
PSR Checked date :	Senior Democratic and Scrutiny Officer <i>checked :</i>
PSR Approved for submission to OSC :	<i>Date approved by relevant OSC Chair(s) :</i> Cllr Kate Sarvent : Cllr Peter Innes :
corporate notification :	<i>Date notified to programme management office / business transformation, for corporate register/record (as required):</i>