



**Terms of Reference for Future
Swimming Provision in Shrewsbury
and
the process and methodology for the
evaluation of Business Cases**

19 September 2016

Part 1

Terms of Reference

1.1 Introduction

These Terms of Reference set out the Council's requirements for future pool provision in Shrewsbury and detail the information required for a compliant business case. They also include:

- The process for submitting a strategic outline business case and full business case (respectively SOBC and FBC).
- The availability of and process for accessing information and the opportunity to ask questions and to receive further information.
- The stages in the process and the indicative timetable for submitting business cases.
- The evaluation criteria.
- The evaluation methodology.

The Council reserves the right to alter the terms of Reference and any related matters should circumstances change or this otherwise become necessary.

1.2 Instructions for the return of Business Cases

There are a number of stages in the development of a business case and these are described below:

Stage 1 - Expression of Interest. Registration by organisations interested in the development of a business case (Interested Organisation) with brief details of who the Interested Organisation is, their contact details and the nature of their interest. This will enable the Council to keep the Interested Organisations informed of any additional or changed information or responses to questions.

Stage 2 - Provision of information by the Council to Interested Organisations and an opportunity for Interested Organisations to ask questions.

Stage 3 - Submission of a SOBC by Interested Organisations and its preliminary assessment by the Council. This stage will enable all Interested Organisations to confirm their case for change, their preferred way forward and to ensure that the business justification for the option which is being put forward has been demonstrated in sufficient detail for there to be confidence that the proposal is viable. Council officers (assisted by advisors where necessary) will carry out an assessment of any SOBCs which are submitted and give feedback on whether they are likely to meet the evaluation criteria.

Stage 4 - Submission of a FBC by Interested Organisations and its evaluation by the Council. Submissions should include the information set out within the Terms of Reference. Council officers (assisted by advisors where necessary) will carry out an evaluation against the evaluation criteria.

Stage 5 - Report to Cabinet seeking approval of preferred solution and confirmation of next steps based on Council officer (assisted by advisor where necessary) evaluation of FBCs.

Once the FBCs have been considered by Cabinet and the Council has confirmed its preferred approach to future swimming provision within Shrewsbury it is anticipated that any required detailed feasibility and design work will be undertaken, with a final decision subject to a Cabinet recommendation considering the approaches' viability in the light of funding opportunities and the Council's financial strategy.

1.3 Criteria and information required for a compliant Business Case

For a business case submission to be compliant it will need to provide robust information which addresses and responds, as a minimum, to the Council's identified minimum requirements for future pool provision.

With respect to proposed future **management arrangements** Interested Organisations should note that the Council considers that there are three possible viable options and these are set out below. The Council requires Interested Organisations to identify and detail which of the three options they are proposing:

- A. Management delivered in accordance with the legal framework of the current Council contract (as varied) with the Shropshire Community Leisure Trust
- B. A land transaction whereby the Interested Organisation delivers the leisure services having acquired a lease or freehold interest in the land.
- C. Management by the Town Council within relevant legislative powers. This option can only be submitted by the Town Council and not by any other Interested Organisation.

These options and their legal implications are set out in more detail in the **Legal Appendix** which should be read in conjunction with these Terms of Reference.

The Council is not prescriptive about the structure or format for business cases. A suggested minimum set of requirements is set out below, although the Council recognises that the information that is provided will need to reflect the management arrangements that are being proposed (i.e. not all of this may be relevant).

Table 1

Strategic Outline Business Case (SOBC)	
Executive Summary of your proposals	<p>Provide a brief summary of your proposals, showing how the business case will meet the Council's minimum pool requirements:</p> <ol style="list-style-type: none"> 1. Sustainable and affordable swimming provision 2. Council's vision for future swimming provision 3. Draft Sports Facility Strategy, 2016-2037 and once this has been approved the approved strategy 4. Opportunities for the pool to provide social, environmental and economic social value impact <p>Your summary should also provide:</p> <ol style="list-style-type: none"> 5. Details of your organisation and its legal status 6. An outline of your proposed management arrangements and

	<p>any related legal considerations for the future management of the pool (the Business Operating Model)</p> <ol style="list-style-type: none"> 7. An overview of any proposed investment and any proposed/secured sources of capital funding 8. An overview of the proposed impact of your proposals on revenue expenditure and income over 25 years 9. A headline delivery timetable including any key milestones; reference should also be made to any transitional arrangements to secure on-going leisure provision, for example during a rebuild or refurbishment of the Quarry 10. A headline risk assessment
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<p>Full Business Case (FBC) (adapt to your proposed management arrangements)</p>	
<p>a. Details of your proposals</p>	<p>Provide a summary description of your proposals showing how your business case will meet the Council's minimum pool requirements:</p> <ol style="list-style-type: none"> 1. Sustainable and affordable swimming provision 2. Council's vision for future swimming provision 3. Draft Sports Facility Strategy, 2016-2037 and once this has been approved the approved strategy 4. Opportunities for the pool to provide social, environmental and economic social value impact
<p>b. Overview of your organisation / s – who is putting forward the business case?</p>	<p>Business cases should include:</p> <ol style="list-style-type: none"> 1. Contact details for your organisation 2. Description of your organisation and its legal status 3. Description of your organisation's relevant experience and, if you are offering to deliver the services (options B and C), your experience and track record in delivering similar services
<p>c. Summary of your proposed management arrangements and any related legal considerations for the future management of the pool (the Business Operating Model)</p>	<p>Business cases should include (as appropriate):</p> <ol style="list-style-type: none"> 1. Summary of your proposed model for the management and day to day operation of the pool 2. Details of any property, procurement or other legal implications of your proposal 3. Details of your proposed management structure (including skills, experience and knowledge held by members) 4. Details of your proposed staffing structure with reference to staff terms and conditions, staff welfare, TUPE, pension liabilities etc. <p>Organisations will need to explain any implications in relation to the existing contractual arrangements that Shropshire Council has with the Shropshire Community Leisure Trust (see Legal Appendix) whichever option is being put forward.</p> <p>Your business case should also include reference to your approach to the development of policies, systems, procedures and minimum standards including for example:</p> <ul style="list-style-type: none"> • Customer care • Cleaning and housekeeping

	<ul style="list-style-type: none"> • Health and Safety • Equal opportunities • Protection of children, young people and vulnerable adults • Environmental management • Car parking and travel • Catering, vending and retail • Maintenance of the property and equipment • Charging and fees (see also(e) revenue impact) • Programming
d. Your Capital Investment Plan	<p>Business cases should include:</p> <ol style="list-style-type: none"> 1. Details of what investment is proposed and over what time period; include a timeline of key tasks and activities and how the capital funding will be profiled 2. Details of the source of all capital required to deliver the investment plan, how it has been secured, with confirmation of this, and any risks associated with sourcing the capital 3. Details of who will be responsible for delivering the investment plan and how the project will be managed 4. A consideration of any capital 'life cycle costs' that may be incurred, i.e. costs of replacement of plant and equipment over the 25-year term, and how the costs would be funded 5. Any taxation assumptions relevant to investment (e.g. irrecoverable VAT)
e. Revenue Impact	<p>Business cases should include:</p> <ol style="list-style-type: none"> 1. The impact of your proposals on revenue expenditure and income budget headings 2. Your charging, booking and hiring policy and a summary of proposed fees and charges and whether these differ from current fees and charges 3. A consideration of any borrowing requirements on on-going revenue costs 4. A consideration of the creation of, and annual contributions to, sinking funds for the replacement of major equipment and the facility as a whole 5. The proposed source(s) of funding that will offset any one-off or ongoing revenue deficit generated by the facility following investment 6. Any taxation assumptions relevant to costs or income (e.g. non domestic rates) <p>This should include detailed profiled 10-year forecast revenue income and expenditure projections and indicative profiled 25-year forecast revenue income and expenditure projections.</p>
f. Cash Flow Statement	<p>Business cases should include:</p> <p>A monthly cash flow statement for the period of all capital investment plus the following two financial years if the period of any of the capital investment is less than 25 years.</p>
g. An Implementation Plan including, if appropriate, a Transition Plan	<p>Business cases should include:</p> <p>An Implementation Plan including, if appropriate, a Transition Plan. A Transition Plan is required if the option being put forward is to redevelop and/or refurbish the existing Quarry or if the proposals</p>

	<p>could have an impact on any existing Town Centre leisure provision.</p> <p>The Implementation Plan should identify key delivery milestones.</p> <p>The Transition Plan should describe how public access to swimming will continue to be provided in the Town Centre in the event of investment in the Quarry (or any other site with existing pool and/or leisure provision which will be affected by the proposals) and detail the operational and financial implications of providing temporary provision.</p>
h. Risk Assessment	<p>Business cases should include a full and methodical risk assessment which identifies all risks associated with all aspects of the successful delivery of the proposal, the level of risk, the likelihood of each risk occurring, mitigation strategies if any such risk occurs and any other relevant information.</p>

Interested Organisations preparing business cases should note the Council's **minimum pool requirements** described below:

A. Sustainable and affordable swimming provision

Business cases should show how sustainable swimming provision will be provided over a 25-year period from the commencement of delivery of the new leisure provision.

The affordability of swimming provision will be determined in due course in light of the council's financial strategy and forecast financial position at that time (see also the Report and Legal Appendix to the July Cabinet), but for business cases to be considered they should demonstrate that the forecast revenue deficit to Shropshire Council generated by the facility over 25 years will be no more than £7.967m* (+15% tolerance level to take into account any increase in forecast interest rates). This figure equates to the total forecast revenue cost to the Council over 25 years of the Council's preferred location option – a new build at Shrewsbury Sports Village. The figure represents the total loan cost to the Council over 25 years, and therefore represents the full cost of borrowing, debt repayment and interest based on the forecast cost of borrowing between June 2018 and March 2019.

Although a new build at Shrewsbury Sports Village is the most affordable of the options proposed by Shropshire Council, the Council is ideally looking to eradicate its current annual revenue subsidy of Quarry facility, and therefore any option generating ongoing revenue costs to the Council may not be considered to be affordable when a decision on whether to replace existing provision is taken.

*The total loan cost of the Shrewsbury Sports Village New Build option published within the Council's 13th July 2016 Cabinet report "Improved Swimming Facilities for Shrewsbury" was £9.113m; however, a subsequent reduction in forecast interest rates means that the revised estimated total loan cost is now £7.967m.

B. The Council's vision for future swimming provision in Shrewsbury

Business cases should show how they will meet the Council's vision to:

- increase participation in swimming and physical activity, and in so doing
- improve the wider health and wellbeing of the community.
- provide a long-term swimming facility that's affordable to run from the commencement of delivery and for the next 25 years.
- be complementary to other leisure and recreational provision in the town.

Priority aims	<ul style="list-style-type: none"> • Recreational swimming • School use • Competition use • Learn to Swim programmes • Club use
Objectives for future swimming facilities	<ul style="list-style-type: none"> • Be modern, efficient and sustainable • Provide value for money for the Council • Link to other aquatic provision • Be fit for purpose and meet customer requirements now and in the future • Reflect current and any proposed industry standards including meeting both local authority Equality Act duties (see section 149) and Disability Discrimination Act requirements • Deliver learning and health opportunities
Ideal minimum facility requirements (based on new pool facilities)	<ul style="list-style-type: none"> • A 25m x eight lane main pool, 500 sq m • A 20m x 10m four-lane learner pool with full moveable floor, 200 sq m • Facilities to introduce people to water (to aid water confidence and for fun), 100 sq m plus • Fitness facilities, 100 stations • (2 studios, ideally 3, subject to affordability) • Spectator seating for 250 people (in support of a facility that can support regional galas) • Café and vending provision • All appropriate facility infrastructure e.g. plant, offices, storage, first aid room, meeting room, changing rooms, toilets, etc. • Appropriate provision of parking for people with “protected characteristics”, families, drop off for coaches, and access for emergency vehicles.

C. Draft Sports Facility Strategy, 2016-2037

Business cases should show how they respond to recommendations set out within the draft Sports Facility Strategy (for Shropshire), 2016 – 2037 and once this has been approved the approved strategy.

D. Social, environmental and economic impact

Business cases will be expected to demonstrate the social, environmental and economic impact of proposals.

For more information and guidance on suggestions for showing social value visit:
<http://shropshire.gov.uk/doing-business-with-shropshire-council/social-value/>

1.4 Information in support of the development of Business Cases

The Council is making available all the information it has commissioned in support of its detailed options analysis and other relevant public information. This has been brought together on the Council's web site at: <http://www.shropshire.gov.uk/leisure/>

The information provided includes:

1. Context, background and key decisions

- New pool for Shrewsbury, Cabinet, 30 July 2014
- New Swimming Pool for Shrewsbury, Cabinet, 13 July 2016
- Equality Impact and Social Inclusion Statement, April 2016
- Draft Sports Facility Strategy (for Shropshire), 2016 - 2037
<http://new.shropshire.gov.uk/get-involved/draft-sports-facilities-strategy-2016-2037/>

2. Evaluation of different swimming pool options

- a. The condition of the existing Quarry site and future building and plant maintenance requirements
 - Quarry Swimming and Fitness Centre Condition Survey, Faithful & Gould, November 2014
- b. The future scale of swimming and fitness facilities
 - Sport England Facility Planning Model, June 2015
 - Shrewsbury Swimming & Fitness Assessment of Need, Strategic Leisure, July 2016
 - Detailed pool programme, Strategic Leisure, July 2016
- c. Options for swimming provision in Shrewsbury
 - Options for the provision of public swimming (and fitness) facilities in Shrewsbury, revisions to the main the report, 1 September 2015
 - Shrewsbury Swimming & Fitness options report, June 2015
 - Shrewsbury Swimming & Fitness options report, detailed appendices, June 2015
- d. Outcomes of the public consultation
 - Shrewsbury Swimming Pool Consultation Analysis, 4global, March 2016
- e. Evaluation of different site options
 - Shrewsbury Swimming pool evaluation July 2016

3. Details of service provision

A range of information on existing service provision, including the facilities, activities offered, fees and charges, opening hours, etc. can be viewed at:

https://www.shropshireleisurecentres.com/the_quarry/HOME

4. “Best practice” guidelines for swimming pools

Sport England have brought together a range of guidance documents including:

- a. Information on the design and construction of pools including case studies.
<https://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/swimming-pools/>
- b. Guidance on ‘Affordable Pool Models’.
<https://www.sportengland.org/facilities-planning/affordable-models/>
- c. Guidance on accessible facilities.
<https://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/accessible-facilities/>
- d. guidance on to potential community asset transfers.
<https://www.sportengland.org/facilities-planning/tools-guidance/asset-transfer/>

Part 2

Process for the Evaluation of Business Cases

2.1 Preliminary assessment of Outline Strategic Business Cases

Officers (assisted by advisors where necessary) will carry out a preliminary assessment of all SOBCs against the requirements referenced within table 1, section 1.3, the “Executive Summary of your proposals”; these requirements are based on the criteria against which each FBC will be evaluated.

Officers (assisted by advisors where necessary) will consider the case made for change, the proposed way forward, the business justification for the option which is being put forward and its proposed viability.

Officers will provide feedback on all SOBCs and on whether they consider that they are likely to be capable being further developed in order to meet the detailed evaluation criteria set out in these Terms of Reference.

Officers will not be agreeing or rejecting any SOBC (see Part 4 for further details) but after carrying out an evaluation will express their opinion of the information which is submitted.

2.2 Evaluation of Full Business Cases

Officers (assisted by advisors where necessary) will carry out an evaluation of all FBCs against the detailed requirements set out within these Terms of Reference 1.3. Business cases will be scored against the criteria and weighted scoring set out below.

In determining which approach (if any) the officers will recommend to the Council as best meeting the Council’s requirements, FBCs will be assessed on the basis of four broad questions. Note, the references to points within Table 1 is indicative only.

1. Is the business case deliverable? Does it set out a legally sound delivery model (business operating model)? Does it address site constraints, planning considerations, etc.)? Does it provide a realistic implementation and transition plan (if required)? Is there a clear explanation and understanding of associated risks and mitigating actions?

Business case guidance, table 1, points (a), (b), (c), (g) and (h)

SCORED CRITERIA, 10% of total marks

2. Is the business case affordable and sustainable based on predicted throughput for 25 years?

Business case guidance, table 1, points (a), (d), (e) and (f)

SCORED CRITERIA, 40% of total marks

3. Does the business case meet the Council’s vision and strategy for swimming provision, and does it address Council priorities through its outcomes? Does it address considerations including Health and Safety, Equality Act, Disability Discrimination Act, etc.

Business case guidance, table 1, points (a) and (c)

SCORED CRITERIA, 30% of total marks

4. Does the business case provide additional social, environmental and economic benefits and impact?

Business case guidance, table 1, points (a) and (c)

SCORED CRITERIA, 20% of total marks

Business cases will be scored using the scoring scheme described within Table 2.

Table 2

Excellent	10	Exceeds the minimum requirements, demonstrates added value
	9	
Good	8	Satisfies the minimum requirements with minor added value
	7	
Acceptable	6	Satisfies the minimum requirements
	5	
Minor Reservations	4	Satisfies the minimum requirements with minor reservations
	3	
Serious Reservations	2	Satisfies the minimum requirements with major reservations
	1	
Unacceptable	0	Does not meet the minimum requirements

The use of odd numbers indicates that a score lies between definitions. The score for each question must be a full number.

If the FBC does not achieve a minimum score of 4 (satisfies the minimum requirements with minor reservations) for each of these four questions it will be considered to be non-compliant and recommended for rejection.

The final score for each FBC shall be calculated by adding together all of the scores.

2.3 Indicative Timetable

An indicative timetable for the return and evaluation of SOBCs and FBCs is set out in table 3. The timetable is indicative and the Council reserves the right in its sole discretion to amend and/or vary this or any of the dates set out in this table or elsewhere in these Terms of Reference in its sole discretion.

Table 3

Milestone	Action
28 Sept 2016	Cabinet approval of report and agreement of Terms of Reference for the development of business cases in support of new swimming provision in Shrewsbury
5 October 2016 – Noon 9 December 2016	Register an Expression of Interest by Interested Organisations
5 October 2016 – Noon 23 December 2016	Opportunity for Interested Organisations to raise questions and queries with the Council in support of their proposed SOBCs
5 October – 13 January 2017	Provision of information by the Council and response to questions and queries raised with respect to the SOBC
5 October 2016 - 30 June 2017	Opportunity for Interested Organisations to raise questions and queries with the Council in support of their proposed FBCs
5 October 2016 - 14 July 2017	Provision of information by the Council and response to questions and queries with respect to the FBC
Noon 27 January 2017	Return of SOBCs
27 January to 17 February 2017	Preliminary assessment of SOBCs carried out by officer team
17 February 2017	Feedback to Interested Organisations submitting a SOBC on whether officers consider they are likely to meet the identified minimum requirements; any Interested Organisation which does not meet minimum criteria will be given an opportunity of addressing weaknesses or may choose to withdraw their interest.
Noon 29 Sept 2017	Return of FBCs
29 September to 31 October 2017	Seek clarification and answers from Interested Organisations
29 September to 31 October 2017	Evaluation of FBCs by officer team and thereafter recommendations to Cabinet
December 2017 (to be confirmed)	Approval of the preferred approach and the next steps by Cabinet

Part 3

Additional Guidance and Return of Business Cases

3.1 General

The Council is inviting the submission of a business case from any Interested Organisation in accordance with the provisions of these Terms of Reference.

The process for the submission and evaluation of business cases will be an open, fair and transparent comparative process which will enable the Council to take a proper, considered and sound decision about its preferred approach for future swimming provision in Shrewsbury.

Interested Organisations are responsible for obtaining all information necessary for the preparation of their business case. Interested Organisations shall be responsible for paying all costs, expenses and liabilities which they incur in connection with the preparation and submission of a business case.

Interested Organisations shall be deemed to have agreed upon submission of their business case that they have satisfied themselves that they fully understand the requirements set out within these Terms of Reference and related supporting information and any clarification or additional information provided in response to any query and/or clarifications.

Interested Organisations prepare and complete business cases at their own risk and the Council is not bound to complete the process set out in these Terms of Reference, accept any submitted business case, may terminate the process of seeking business cases, vary its requirements or take all such other steps in its absolute discretion as it may consider appropriate.

The Council may decide in its sole discretion that it will not consider the business case of any Interested Organisation which does not comply with the requirements of these Terms of Reference.

3.2 Freedom of Information Act

The Council is bound by the Freedom of Information Act 2000 (FOI) and Interested Organisations are advised that although the Council will use all reasonable endeavours to keep any commercially sensitive or other confidential information supplied by organisations confidential, this is subject to the Council's statutory obligations under the said Act. Organisations are referred to advice on the Council's web pages at: <https://www.shropshire.gov.uk/access-to-information/freedom-of-information/>

When raising a query or clarification question supplying information (including their SOBC, FBC and any responses to clarification requests), Interested Organisations are requested to indicate which information they consider is confidential and should not be disclosed, if a request for disclosure is received, and why. The Council will consider your request and reserves the right to disclose any information that meets the requirements of the Act without consulting/having first given the Interested Organisation an opportunity of commenting.

The evaluation process for SOBCs and FBCs and all reports to the Council may be considered by the Council in its sole discretion to be exempt from disclosure under the FOI under one or more of the statutory exemptions.

3.3 Intellectual Property

Any Interested Organisation which submits a business case warrants that it either owns the intellectual property (IP) in its submission or has a full and unrestricted licence from the owner of such IP to submit the said business case and provide the Council with a licence to use the said IP (or as much of it as is required by the Council) for the purpose set out in these Terms of Reference and thereafter to implement the said business case and (without prejudice to the generality) as set out in the next following paragraph

The Interested Organisation hereby grants the Council an unrestricted, free and irrevocable licence to use its IP in the delivery of its FBC and/or to the extent required, will do anything required to implement the transfer of any such licence and/or IP from the person who owns it to allow the Council to use any such IP to deliver the FBC at no cost to the Council.

Intellectual property means patents and copyright, design rights, registered designs, trademarks, rights in respect of any confidential information or similar rights

3.4 Return of Business Cases

Ideally an Interested Organisation can only submit a business case if the Interested Organisation is registered in accordance with the process and timescale set out in Part 1 of these Terms of Reference.

Business cases should be signed by a person / persons authorised to do so by the Interested Organisation.

Strategic Outline Business Cases (SOBCs):

SOBCs should address the requirements referenced within guidance included in 1.3, the “Executive summary of your proposals” and elsewhere in these Terms of Reference.

SOBCs should be returned by email to shrewsburyswimming@shropshire.gov.uk by no later than noon on 27th January 2017.

Full Business Cases (FOBCs):

FBCs should address in more detail all the points described within the guidance for developing business cases included in 1.3 and elsewhere in these Terms of Reference.

FBCs should be returned by email to shrewsburyswimming@shropshire.gov.uk by no later than noon on 29th September 2017.

No FBCs will be opened until after the expiry of the submission deadline.

3.5 Clarification of (1) requests for further information, (2) requests for visits to the Quarry and/or Shrewsbury Sports Village or other premises, and (3) the process for approaching or discussions with members, officers or external advisors

Should any Interested Organisation have a query, a request for further information or a request for clarification in connection with these Terms of Reference or supporting

documents or require any further information the Interested Organisation should contact the Locality Commissioning Manager in accordance with the timetable set out at section 2.3. The Council will use reasonable endeavours to respond to any such queries or requests for clarification in accordance with the timetable set out but shall not give a guarantee or warranty that it shall do so or shall be able to respond to any queries or request for clarification either within the timetable or at all.

All responses will be supplied to all Interested Organisations on a uniform basis (unless expressly stated otherwise). If an Interested Organisation wishes the Council to treat a question as confidential this must be expressly stated. The Council will consider such requests and may or may not (at its absolute discretion) be prepared to treat any such request as confidential.

If an Interested Organisation requests information which the Council considers confidential the Council may either refuse to provide such information or provide it subject to the Interested Organisation entering into a confidentiality agreement at its sole discretion.

Interested Organisations may visit the Quarry, Shrewsbury Sports Village (or any other premises owned and occupied by the Council for which the Interested Organisation wishes to submit a business case) at the sole discretion of the Council at reasonable times on request but may only do so by appointment with the Locality Commissioning Manager.

Interested Organisations shall not directly or indirectly approach and/or have discussions, concerning the business case process with any member, officer of the Council or any external advisor or obtain information from any other person who has been contracted to supply goods or provide services or works to the Council.

**All requests for additional information, clarifications of the process, visits to premise, return of business cases, etc. should, in the first instance be directed in writing (and not by telephone or other method of communication) to the Locality Commissioning Manager at:
shrewsburyswimming@shropshire.gov.uk**

Part 4

Details of Client Team and Project Development Team

The process to be followed by the Council is as set out below.

The Council will form two separate teams as follows: -

- The “client” team, supported by advisors. This team will manage the process on behalf of the Council, will carry out the evaluation of all of the SOBCs and the FBCs.
- The project development team. This team will prepare the Council’s SOBC and FBC for the Shrewsbury Sports Village for submission to the Council.

For the avoidance of doubt, the client team will evaluate business cases provided by external organisations and the Council in an equal manner and using a similar methodology.

Details of the two teams are provided below:

Client Team	Project Development Team
Led by the Director of Place and Enterprise who has overall responsibility for the evaluation process and for the development of recommendations to Cabinet	Led by Leisure Services Manager who has overall responsibility for submitting a business case on behalf of the Council
Supported by the Council’s Locality Commissioning Manager	Specialist input, internal and / or external, as appropriate from:
Specialist input, internal and / or external, as appropriate from: <ul style="list-style-type: none">• Audit and Procurement teams• Financial and Legal• Property and estates• Others as appropriate	<ul style="list-style-type: none">• Leisure• Legal• Finance• Others as appropriate
The Director has discretion to seek such internal and/or external advice as he thinks fit	