

## Linford Christie Business Case Process - Update

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### Report to Wormwood Scrubs Charitable Trust Committee

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### Linford Christie – Outline Business Case Process

#### 1. Introduction

2. WSCTC has approved the procurement of consultants to deliver an outline business case on the options for Linford Christie Outdoor Sports Stadium. The Trust wishes to see the re-provision of high-quality athletics and sports equipment, but currently lacks the revenue and capital resources to achieve this. It has therefore

3. The Consultants will produce a business case report that enables the Trust Committee to make a recommendation to the Council as Corporate Trustee, on a preferred solution or options for the Trust Committee to consider. The business case report will follow Treasury Green book best practice and the 5 case business case model approach.

4. Consultants have completed the initial Strategic Outline Business Case and have now moved onto the Outline Business Case – they will complete their work in Mid-August ready for submission to the Trust Committee in September.

#### 5. Recommendations

6. The Committee is asked to note the contents of this report.

#### 7. Activities to be completed as part of the Outline Business Case

8. Stage 1 – Review Strategic Context and Strategic Business Case

9. Reports to the WSCTC have set out the strategic context, objectives for the Trust and the consultation to date. The consultant's initial task was to review this work to date, and confirm and update the strategic outline case.

10. The Strategic Outline Business Case has been completed and recommended the following options for detailed study

- Do Minimum/ Business As Usual

- Major redevelopment – Athletics & sports centre
- Major redevelopment – Athletics & sports centre incl. ice rink/ football
- Major redevelopment – Athletics & sports centre plus Performance Box
- Major indoor arena
- Professional sport stadium

11. Each development option will have different commercial and strategic implications for the Trust and the Council, which will be evaluated as the Business Case process moves forward.

12. Stage 2 – Produce Outline Business Case

13. This stage will

- Complete an options appraisal and identify the option or options which optimises value for money and enables the Trust to meet its charitable and statutory objectives
- Identify how any preferred option or options could be procured and delivered
- Identify the necessary funding and management arrangements for the successful delivery of any option
- Identify the legal process and requirements for any options to proceed, including any land and property related issues
- Identify any risks and potential conflicts of interest that are associated with the role of the Trust and the role of the Council, both as corporate trustee and the local planning authority

14. Based on the evidence gathered in the business case process, the consultants will make a recommendation on how the Trust could proceed.

15. They will consider which option or options:

- Can meet the Trust's charitable objectives
- Is deliverable within legal advice received
- Offers the best value for money in achieving the Trusts objectives

**16. Other activities being undertaken to progress business case**

17. The Council as Trustee has written to the Charity Commission to advise that a public consultation has taken place and that the Trust is now considering its options, due to the potential for conflict of interest in the Council's role as sole corporate trustee.

18. The Business Case will consider this and legal advice from Bevan Brittan as part of the process, to ensure that any recommendation is robust.

**19. Decision Making Process**

20. The Trust is the owner of the land and the Stadium and the Trust Committee has been delegated to make decisions on behalf of the Council in its role as Trustee.
21. For the Trust to make a decision on a preferred option, it will have to take into account the Charity Commission's guidance on decision making.
22. A key part of this, is making sure that the Trust is sufficiently informed and that relevant factors have been considered in the decision making. The OBC from professional advisors is to enable the Trust to make a decision that means it meets these tests.
23. The OBC will conclude with a recommended option or options for the Trust to consider and how it can proceed to delivery. The Trust would then be able to decide whether it wants to proceed further with these options.
24. Any agreed preferred option would then be subject to the normal procurement or partner selection process (if this is the preferred route to delivery), planning and public consultation requirements before it could move into a delivery stage.
25. It may be possible that a route to delivery would be the disposal of land on a long lease to an operator/developer, who in turn would construct the replacement athletics and sporting facilities.
26. If more than one of the options could be viable, the Trust has the option to invite bids to deliver the athletics and sports facilities through enabling development, but leave it open to potential bidders as to what the enabling development may be. The Trust would then be able to evaluate on the basis of the best commercial offer to it and which best furthers its charitable objectives, rather than choosing one particular type of enabling development.
27. If the recommended options require the disposal of land on long leases by the Trust, there will be further decisions required by Trust, the Charity Commission and a public consultation process.
28. Before any decision to dispose of land the Trust would need to be advised by an independent surveyor, and a Cabinet decision would be required.

## 29. Timetable

Stage	Programme Date	Duration
Consultants Start	January 2020	
Review and update Strategic Outline Business Case	January to March	3 months
Produce Outline Business Case	April - August	5 Months
Report to WSCTC with recommendation to proceed to next	September 2020	1 meeting

stage		
Preferred Solution Selection Process (subject to WSCTC decision)	September to November	3 Months