



**SPORT
ENGLAND**

STRATEGIC OUTCOMES PLANNING GUIDANCE

**SECURE INVESTMENT
COMMITMENT
TO OUTCOME
DELIVERY**

STAGE 3





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STAGE 4

SECURE INVESTMENT COMMITMENT TO OUTCOME DELIVERY

This stage brings together all the key outputs from previous stages into a business case that provides a holistic and comprehensive view of the local authority's strategic approach. This stage will provide clarity and confidence that implementation is affordable, achievable and sustainable.

A key step in this stage is the identification of resources to support implementation. This could relate to external or additional internal support for project managing facility developments, commissioning services, service redesign/transformation and procurement of services if they are to be outsourced.

This approach will enable the local authority to confidently move towards implementation of its strategic approach having secured stakeholder commitment and 'buy in'.



STEP 4A

AGREE A SUSTAINABLE AND EFFECTIVE BUSINESS CASE



WHY IS THIS STEP IMPORTANT?

Developing a comprehensive business case, which brings together the key elements from previous stages, will provide a robust and evidenced approach for final review and agreement to implement the strategic vision. The business case needs to satisfy a case for change and optimise value for money in terms of economic, social and environmental benefits. It needs to be financially viable and finally it needs to be achievable.

WHAT ARE THE KEY ELEMENTS THAT COULD BE CONSIDERED FOR THIS STEP?

i) Business Case

The business case will be informed and supported by the elements completed in Stages 1-3:

- a clear evidence base
- cross sector engagement
- local insight
- optimal range of facility and service interventions

There should now be no new elements to consider at this point.

Key elements of the business case can include:

1 Introduction and Background

2 Strategic Need

Outlines overarching strategic context including

- summary of local insight
- summary of local strategic plans/visions of key partners
- key drivers for the local authority considering a strategic approach
- local strategic outcomes
- local strategic objectives
- KPIs

3 Economic Impact Assessment

Demonstrates that the proposed interventions will provide value for money in terms of:

- direct impacts e.g. number of jobs created
- indirect impacts e.g. number of jobs created in the supply chain
- induced impacts e.g. spending by the people employed on the project

Our Economic Value of Sport Indicator provides useful guidance and information.



4 Commercial case

Sets out an affordability picture based on:

- state aid issues
- risk assessment and mitigation
- management options appraisal
- management model proposed
- procurement strategy if applicable
- capital projects – whole life costs
- capital funding and borrowing calculations
- revenue business plan(s) including projected costs of a leisure management contract (if applicable)

This section is covered in detail in our Leisure Services Delivery Guidance.

5 Delivery Plan

Highlights the practical steps required to achieve the agreed approach, including:

- programme management/project management arrangements and resources
- procurement process (capital projects and management models if applicable)
- timetable and key milestones
- programme of workstreams

6 Summary and Recommendations

Detailed items such as a needs analysis, sport and physical activity strategy, financial modelling, cost plans, designs etc. can be included as an appendix.



WHAT ARE THE KEY ENABLERS TO SUPPORT THIS STEP OF THE PROCESS?



High quality data and analysis from Stages 1, 2 and 3



Direct involvement from local authority finance team to ensure compliance with financial regulations and standing orders



Securing time and resources from the steering group, possibly using external consultant support

WHAT ARE THE KEY OUTPUTS FROM THIS STEP OF THE PROCESS?



Full Business Case



STEP 4B

IDENTIFY RESOURCE REQUIREMENTS TO SUPPORT IMPLEMENTATION



WHY IS THIS STEP IMPORTANT?

Looking ahead to implementation, the local authority may require additional internal and external specialist support, depending on the future workstreams that are being considered. Additional support needs to be carefully explored and costed and built into the business case.

This step is covered in detail in our Leisure Services Delivery Guidance.

WHAT ARE THE KEY ELEMENTS THAT COULD BE CONSIDERED FOR THIS STEP?

i) Resources and support

Additional support may be identified for:

- project management of facility developments (if applicable)
- procurement support for outsourcing services (if applicable)
- planning service redesign of transformation (if applicable)
- commissioning services (if applicable)
- developing partnership arrangements
- developing new service specifications and related performance management frameworks

WHAT ARE THE KEY ENABLERS THAT COULD BE CONSIDERED FOR THIS STEP?



Direct involvement of budget holders

WHAT ARE THE KEY OUTPUTS FROM THIS STEP OF THE PROCESS?



Committee Reports (or equivalent) for review and agreement by the local authority



STEP 4C

SECURE STAKEHOLDER COMMITMENT AND MOVE TO IMPLEMENTATION



WHY IS THIS STEP IMPORTANT?

Securing formal sign-off of the business case and proposed implementation programme will enable the local authority to progress to implementation with full support of its cabinet/members. It will provide clarity for all partners on the scope and objectives moving forward, and confirm what is not expected or in scope.

WHAT ARE THE KEY ELEMENTS THAT COULD BE CONSIDERED FOR THIS STEP?

i) Committee Report

A full report should be presented to cabinet/members for approval that summarises the key elements of the business case. It is important to ensure that cross sector partner support has been secured in advance and senior officers have been briefed ahead of any meetings.

At this stage members should have been thoroughly briefed, this exercise should be procedural and there should be 'no surprises'.



WHAT ARE THE KEY ENABLERS THAT COULD BE CONSIDERED FOR THIS STEP?

-  Steering group and member approval
-  Securing committed funds/budget for investment
-  Agreed contributions to medium term financial strategy, subject to further affordability analysis in the implementation stage

WHAT ARE THE KEY OUTPUTS FROM THIS STEP OF THE PROCESS?

-  Approval from cabinet/members to progress to implementation



Sport England
21 Bloomsbury Street
London WC1B 3HF

[sportengland.org](https://www.sportengland.org)

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