

**Update on**  
**Progress of the**  
**Stadia Programme**

**September 2011**

# Purpose of the Presentation

- The purpose of the presentation is to update members on progress of the three Stadia Projects at Ravenhill, Casement Park and Windsor Park.

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# Background to Stadia Programme

## Summer 2009

End of Maze/Long Kesh Stadium project.

## Autumn 2009

Commencement of business case for 3 separate stadiums at Casement Park, Windsor Park and Ravenhill.

## March 2011

Announcement of a 4 year CSR budget for the stadia programme totalling £110M representing full commitment of spend across all 3 projects within the 4 year CSR cycle.

## March 2011

Additional £36.2M for soccer.

## April 2011

Approval of the Outline Business Case (OBC) for the stadia projects.

## March 2015

Expectation that all 3 projects will be delivered by March 2015 (i.e. within the 4 year CSR budget timeframe.)

# The Projects

## Casement Park (GAA)

Preferred option is:

- New build
- 40,000 capacity all seater stadium (80% of seating is covered)
- Total capital cost (including contingencies & fees) = £76.4M
- DCAL/SNI investment = £61.4M
- GAA contribution = £15M (loan from Central Council)
- Public sector grant = 80%

## Windsor Park (IFA)

Preferred option is:

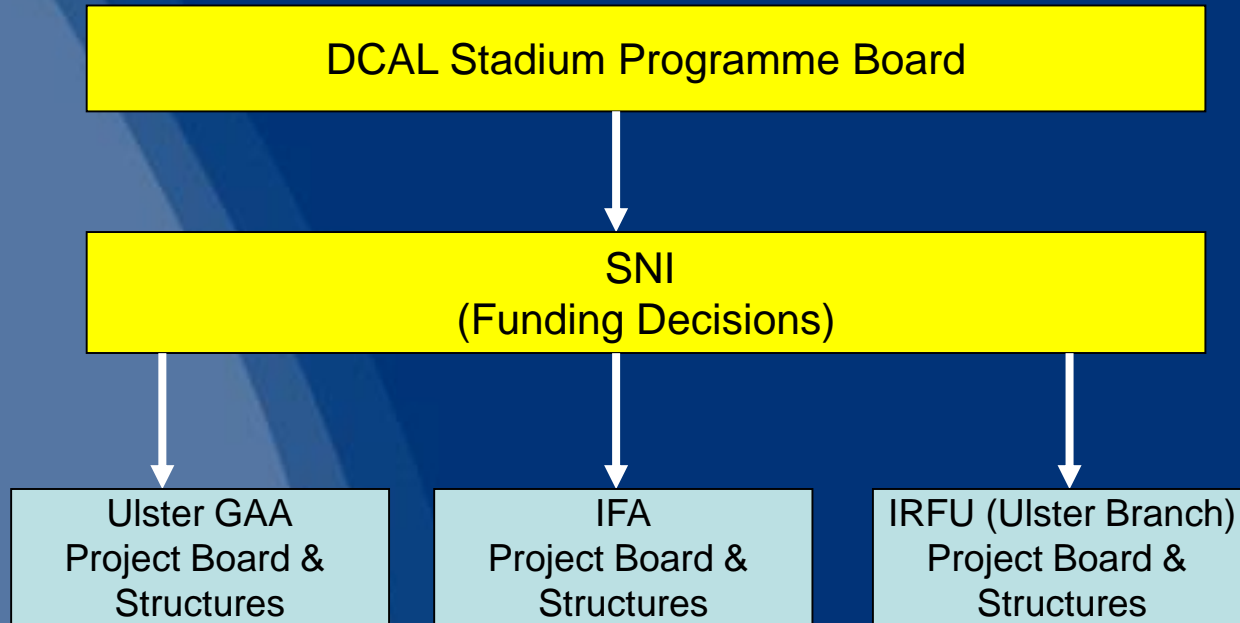
- Redevelopment of existing stadium to provide 18,000 capacity all seater stadium
- New east and south stands
- Refurbishment of existing north and west stands
- Total capital cost (including contingencies and fees) = £29.2M
- DCAL/SNI investment = £25.2M
- IFA contribution = £4M (loan £3M and £1M from sale of Windsor Avenue)
- Public sector grant = 86%

## Ravenhill (IRFU Ulster Branch)

Preferred option is:

- Redevelopment of three sides of the existing stadium to provide 15,000 capacity (proposal from Ulster Rugby to amend preferred option to 18,000 capacity)
- Total capital cost (including contingencies & fees) = £14.7M
- DCAL/SNI investment = £14.7M
- Public sector grant = 100%

# Progress on Organisation Structures

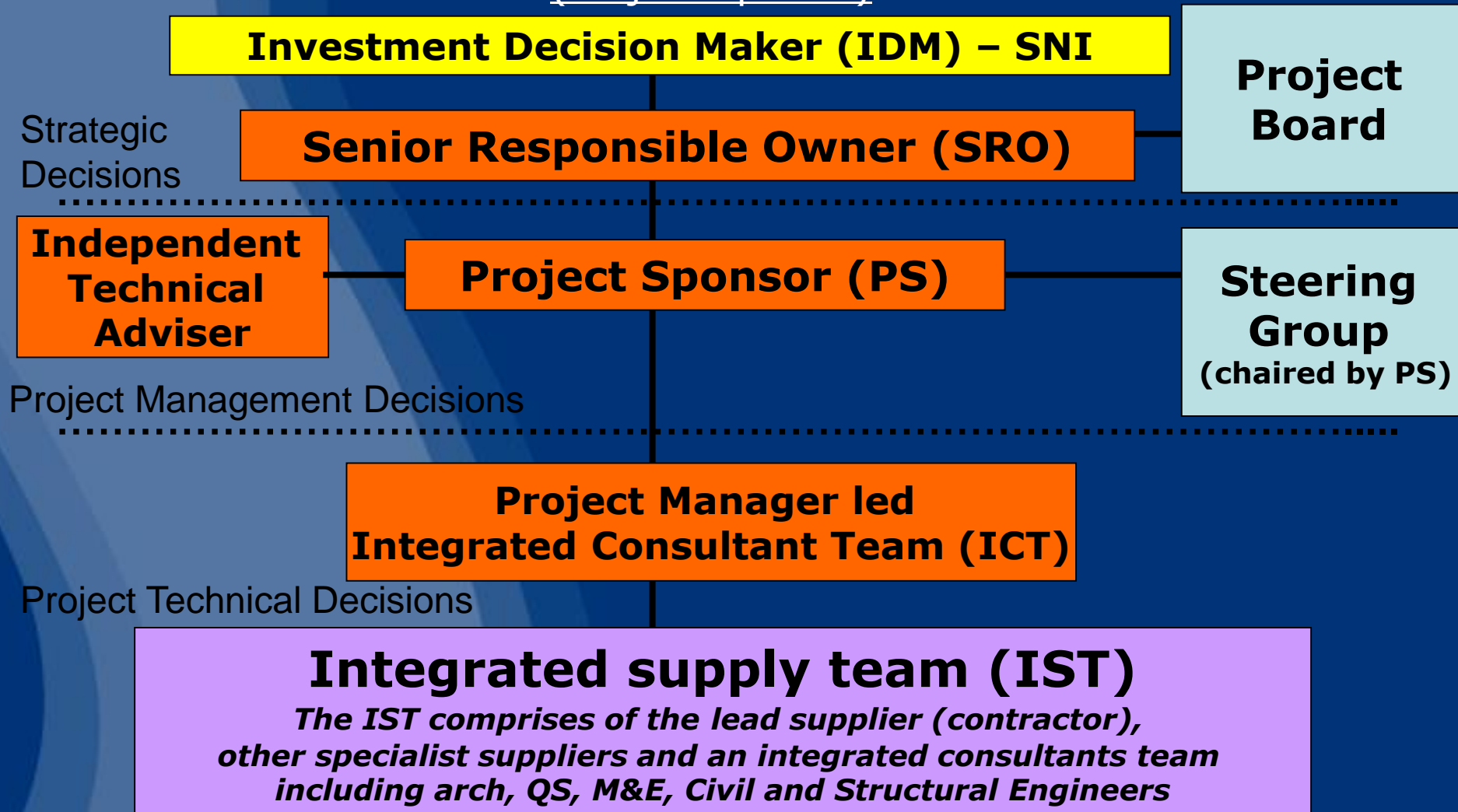




- DCAL Stadium Programme Board has met three times, and considers high level risks at a Programme level (Programme Budgets, Timescales, Business Case Approvals).
- IRFU (Ulster Branch) Project Board has met four times, IFA Project Board twice, and the Ulster Council GAA Project Board once.
- A Memorandum of Understanding (MOU) outlining the roles and responsibilities of all key stakeholders is in place for all three projects.

# Organisation Structures

(Project Specific)



- Senior responsible owners now in place for all three projects. Project Sponsors in place for GAA and IFA projects. IRFU (Ulster Branch) currently recruiting a Project Sponsor.
- A number of other procurement and recruitment exercises are under way to recruit specialist personnel/consultants for the three Governing Bodies:
  - Legal Representatives
  - Financial Consultants
  - Independent Technical Advisers
  - Planning Consultants
  - Integrated Consultant Teams.

# Progress on Business Plans

- DFP/DCAL Letter of Approval for the outline Business Case for the Stadia Projects specifically requires each Governing Body to complete the Business Plan for each project.
- Completed Business Plans were forwarded by the three sports during July and August.
- IRFU (Ulster Branch) Business Plan demonstrates affordability and viability for a 15,000 capacity stadium. The Ulster Branches' preferred option is now the development of an 18,000 capacity stadium. Affordability in relation to an 18,000 capacity stadium can only be determined at a future point in time when design and costs are at a more advanced stage.

# Progress on Business Plans

- IFA Business Plan demonstrates affordability and viability. The requirement for a 40 year lease between the IFA and Linfield is preventing approval of the Business Plan as the lease agreement is a condition of the DFP/DCAL Business Case approval.
- Ulster Council GAA Business Plan has been submitted, and some significant issues remain around viability of the project. The scale of the project has meant the need for an in-depth analysis of key assumptions within the Business Plan.

# Update on Key Programme Risks

- Programme Timelines to fit with CSR budgets:
  - 4 year CSR budget
  - At least one of the projects (GAA) presents a very real challenge in delivering within CSR timeframes.
  - Need for a strong risk appetite needs to be tested with DCAL and the Minister (at risk working in advance of planning permission).
- Impact of inflation on the cost estimates contained within the outline Business Case:
  - Different views on likely impact of inflation on the project costs
  - Potential for an increased Optimum Bias requirement across the Projects and Programme.

- Capacity of the Governing Bodies to deliver the projects, and the corresponding impact on the Governing Bodies resource needs, and SNI's resource needs:
  - Current capacity of Governing Bodies
  - Olympic Delivery Authority (O.D.A) experience
- Year 1 (2011/12) underspend
  - £1M budget for 2011/12
  - Issues re Business Plan approvals and IFA/Linfield Agreement prevent release of funding at present
  - SNI surrendered £800k at end of August 2011
  - May need to bid for return of some of the £800k prior to financial year end.

# Update on Key Project Risks

## IFA

- IFA / Linfield Lease Agreement
- IFA Governance
- Partnership Funding of £4M

## GAA

- Business Plan viability issues
- Partnership funding of £15M

## IRFU (Ulster Branch)

- Affordability of an 18,000 capacity stadium
- Funding of historic development costs in relation to Ravenhill Project.



# Next Steps

- Implement recommendations of Gateway Review ('Gate 0' Review).
- Business Plan Approvals – critical to further progress on the three projects.
- Procurement Strategy for the Programme to be developed that considers all procurement options, and the risk appetite of all key stakeholders in relation to Programme timelines.
- Development Costs Letter of Offer for the projects.
- Procurement and appointment of Integrated Consultant Teams for the Projects to develop Project design.