



RE-CONCEPTUALISING STRATEGIC BRIEFING: A STRATEGY AS PRACTICE PERSPECTIVE

Thesis submitted in partial fulfilment of the requirements for the Degree of Doctor of
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Dedication

This thesis is dedicated to the memory of my mother

Debbie Casey 1958-2017

and cousin

Jimmy Keen 1986-2020

O Captain! My Captain!

Abstract

A continual stream of construction reform agendas has targeted clients as the cause of inefficient processes and obstacles to increased productivity in the sector. Blame is frequently apportioned to inaccurate briefs and towards last minute changes. To date, briefing has been dominantly studied from the perspective of supply-side consultant advisors. This is at the expense of understanding how clients experience briefing from a demand-side perspective, especially in terms of its relationship with strategy-making. Traditional briefing literature can be seen to be based on the rationalistic assumption that it should be completed as a discrete exercise on a project by project basis. The aim being a completed, accurate and fixed brief created early in a project. Alternatively, strategic briefing is understood as an on-going process through which dynamic client requirements are negotiated on the level of programmes and projects. The aim of this thesis is to gain a better understanding of the realities of strategic briefing as experienced by demand-side practitioners.

The research derives its theoretical perspective from the tradition of strategy-as-practice, with particular reference to the three inter-linked strategising concepts of praxis, practices and practitioners. The empirical context is provided by the UK Formula One venue at Silverstone. An evolving cast of demand-side practitioners have attempted to ensure the continued success of Silverstone through continuous strategic briefing comprising the phased investment of over £100m on built facilities and infrastructure from 1997-2017. The research includes thematic analysis of data generated from ethnographic fieldwork, transcripts of conversations and archives.

The traditional briefing literature is not found to resonate well with the realities as experienced by strategy practitioners at Silverstone. Briefing is seen to be better conceptualised as an on-going organisational process of strategy-making conducted in embedded contexts. The study found the activities of strategic briefing to be interdependent and heavily influenced by historical contingencies. The practitioners studied were found to mobilise a diverse set of practices to enact briefing. These include repetition of figures of speech to help leverage mutual interests, mobilisation of paradoxical strategies to cope with uncertainty and disruptive practices in seeking to attract government aid. They can further be seen to play out different roles depending on with whom they were interacting.

The findings of this thesis demonstrate how demand-side practitioners can and should be recognised as skilful strategy experts in their own right. It is hence time to dispense with the rationalistic assumptions that continue to be mobilised in the literature. In conclusion, the briefing process is best understood as an ever-emerging praxis through which practitioners draw from structured and organised sets of practices. Construction advisors who help clients with briefing should question the guidance offered to them by their professional institutions. In the interests of an equitable future for construction, the deep-rooted and long-standing marginalisation of the complex and dynamic nature of client requirements of the sector needs to be reversed. A broader variety of clients are encouraged to engage in such discussions; collectively, they have a significant interest in shaping the future trajectory of construction.

Keywords: briefing, practice, process, practitioner, strategy.

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Declaration

I confirm that this is my own work and the use of all material from other sources has been properly and fully acknowledged.

Nick Michael Casey Hollely

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Abbreviations & Acronyms

ALC Agricultural Land Commission	Q1 January to March
BGP British Grand Prix	Q2 April to June
BHCL Brands Hatch Circuits Ltd	Q3 July to September
BHLL Brands Hatch Leisure Ltd	Q4 October to December
BRDC British Racing Drivers' Club	RAF Royal Air Force
BCIS Building Cost Information Service	R1 HLF Round 1 Grant Application
Cf Confer. to compare with	R2 HLF Round 2 Grant Application
CIOB Chartered Institute of Building	RAC Royal Automobile Club
DC Dynamic Capabilities	RAP Resource Allocation Process
Eg Exempli gratia. For example	RAF Royal Air Force
F1 Formula 1	RBV Resource Based View
FEC Family Experience Centre	RIBA Royal Institute of British Architects
FIA Federation Internationale d'Automobile	RICS Royal Institution of Chartered Surveyors
FOM Formula One Management	SaP Strategy as Practice
GP Grand Prix	SCL Silverstone Circuits Ltd
HEC Heritage Experience Centre	SEL Silverstone Estates Ltd
HLF Heritage Lottery Fund	S.HerL Silverstone Heritage Ltd
HVDC Heads of the Valleys Development Company	SHoldL Silverstone Holdings Ltd
le id est. In other words	SIC Silverstone Innovation Centre
IGI Interpublic Group Incorporated	SMG Silverstone Motorsport Group
MoD Ministry of Defence	SSM Soft Systems Methodology
MSA Motor Sports Association	TWR Tom Walkinshaw Racing
OML Octagon Motorsports Ltd	UK United Kingdom
OTU Operational Training Unit	UTC University Technical College
PoW Plan of Works	WW2 World War 2

1

INTRODUCTION

1 Introduction

1.1 Problem Statement

The central concern of this thesis is based on a lack of existing literature that seeks to understand how demand-side participants of construction briefing experience the process. These participants are the people who collectively form construction clients and the demand-side of the industry. Clients range from individual householders to multi-national organisations though there are many more small clients than there are large ones. Collectively, clients are a heterogeneous group including people who regularly procure similar buildings to those who sporadically need services from different sectors of the construction industry. This makes it a significant challenge to engage in any meaningful way with such a broad spectrum of demand-side participants who will experience their interactions with the supply-side of the construction industry differently.

Construction reform agendas have continually made statements directed towards telling clients what they ought to be doing (Latham, 1994; Egan, 1998; Wolstenholme, 2009; Farmer, 2016). Other than the largest clients who have in-house teams dedicated to capital construction expenditure (e.g. supermarket chains, airport owners, housing associations), these statements are rarely considered and even more rarely acted upon, particularly by smaller and less frequent clients. Clients as a group have been over-reified for decades. Continuous calls in reform agendas to clients for consistent demand for construction services have been made. An intention of conducting this research project is to help contributors to these reform agendas develop a deeper and more comprehensive understanding of the experiences of construction clients. Perhaps in the future, broad calls for action from a highly heterogeneous group of clients will stop being made and more realistic policies can be developed with an increasingly empathetic understanding of client organisations.

It is not possible to develop a good understanding of how all clients experience construction briefing. As a means of giving greater agency to clients that have single estates and have capital expenditure in the £10m's to £100m's per decade, a single case is to be studied in this thesis. The aim is not to be representative of this group but to gain a thorough understanding of how particular construction demand-side participants experience the emergence of construction projects. This will be done by

studying the strategic briefing process as enacted at Silverstone Circuit in the UK and is organised by considering five research propositions. This will be undertaken using a mixed methods approach including ethnography (Pink *et al.*, 2013; Tutt & Pink, 2019) and interpretative history (Vaara & Lamberg, 2016). Such an approach to giving a voice to a marginalised group has the potential to give great appreciation to context and the meanings that they give to briefing processes.

1.2 Research Propositions

The empirical work is divided into three phases thus

Phase 1 - Proposition A: Realities experienced by demand-side practitioners resonate well with the traditional interpretation of briefing.

Phase 2 - Proposition B: Strategic briefing should be considered as an on-going process that is continually enacted in embedded contexts.

Phase 3 - Propositions C, D & E

Proposition C: strategic briefing praxis can be understood as historically contingent flows of parallel, intersecting, divergent or competing activities that are interrelated.

Proposition D: strategic briefing is enacted through diverse sets of practices.

Proposition E: practitioners have roles that are dynamic and heterogeneous.

The aim of the thesis is to gain a greater understanding of the realities being experienced by demand-side strategy practitioners when participating in the strategic briefing process.

1.3 Thesis Structure

The content of each chapter of the thesis is now introduced.

Chapter 2: Literature Review

The literature chapter is organised around a review of the traditional interpretation of briefing and the on-going processual interpretation of strategic briefing. The core argument throughout the chapter is that the briefing literature is overwhelmingly focussed on the challenges encountered by the built environment professionals who advise and guide their supposedly vulnerable clients through the briefing process. This is at the expense of focussing on briefing from the perspective of demand-side client stakeholders. Proposition A has been set up to provide a stronger understanding of how well the rhetoric in extant traditional briefing literature resonates with the experiences of demand-side stakeholders whilst enacting the briefing process.

Proposition B is based on considering strategic briefing literature as a continually on-going process. The propositions are placed directly after the relevant sections of literature review, which provides the reader with guiderails for the purposes of understanding the phasing of the research. It also helps with understanding which literature is being addressed when the empirical work is presented in later chapters of the thesis.

Chapter 3: Strategy as Practice

Chapter 3 defines a theoretical lens through which strategic briefing can be studied. A major point of departure from the existing literature is to give greater agency to demand-side stakeholders and consider them as strategy experts in their own right. To shape how such a study can take place, Chapter 3 sets out the Strategy-as-Practice (SaP) theoretical framework and conceptual model (Jarzabkowski *et al.*, 2007). Strategic briefing is defined as a form of organisational strategising activity and the conceptual model of practices, praxis and practitioners is presented. It is proposed that this offers a novel perspective from which to understand how the strategic briefing process is enacted. This therefore defines the meaning given to strategic briefing when addressing Propositions C, D & E.

The primary defining characteristic of the adopted definition is that strategic briefing is a demand-side organisational strategy process which distinguishes it from much of the existing literature on briefing. The core concern which drives this chapter is that SaP provides a suitable theoretical lens through which to understand the experiences of demand-side strategic briefing practitioners. Three propositions are developed with reference to the three concepts of the SaP framework: praxis (Proposition C), practices (Proposition D) & practitioners (Proposition E).

Chapter 4: Methodological Justification, Research Methods & Research Design

The propositions are each addressed by using a single case study, Silverstone Circuit, the venue which has hosted the British Formula 1 Grand Prix annually since the late 1980s. An interpretive research paradigm is adopted for the three phases of the research. Phase 1 addresses Proposition A and involves analysis of field-notes developed from a period of ethnographic observations and discussions with a key informant. Briefing is recognised as being enacted over periods of many years or even decades. It is of course not possible to directly observe or take part in all interactions which are conceptualised as briefing. Therefore, a mix of observations and

conversations is justified as a means of understanding of the realities experienced by demand-side strategy practitioners. Thematic analysis of the data is conducted.

Phase 2 addresses Proposition B. During Phase 2, co-constructed narrative transcripts were developed with key strategic briefing participants identified during the Phase 1 fieldwork. Archival data from multiple repositories was also collected. The chosen methods to study strategic briefing as an on-going process is to generate data from historical archive repositories and to hold focussed discussions with research participants who were involved with Phase 1 of the research. Phase 2 of the research focuses on giving historical contextualisation to the field work derived in Phase 1. This is based on the ways in which the research participants themselves give meaning to the activities that they were actively engaged in. Specifically, this gave rise to further studying the historical contextualisation of the organisational strategy activities which the research participants drew attention to themselves, some of which were more than 60 years in the past. To situate the analysis in Phase 2 focus is placed on the construction projects and strategy activities during the historic period 1940s to 2017. Once a timeline of developments was created, an understanding of the influences on the choice of projects through time was developed. The outcome of this interpretive historical analysis is the Case Study report in Chapter 6.

Finally, the three SaP concepts are mobilised in Phase 3 of the research in which Propositions C, D & E are addressed. The data analysed in Phase 3 is the co-constructed narrative transcripts (which are reanalysed on a different basis to how they were used in Phase 2), archival data from the Heritage Experience Centre (HEC) archive, Annual Reports from Companies House and Design & Access statements from planning applications of other construction projects at Silverstone. Thematic analysis is used extensively throughout phase 3 of the analysis.

Chapter 5: Analytical Work for Propositions A & B

Chapter 5 presents findings from the analysis which took place during Phases 1 & 2, it addresses Propositions A & B respectively. Analysis of the Phase 1 fieldwork showed that the objective stance adopted within the traditional briefing literature did not resonate well with the perceived and interpreted experiences of the research participants. Emergent patterns in the Phase 2 data was analysed through a visual analysis. All of these patterns were supported by a Phase 2 matrix analysis of planning applications (presented in Appendix A) at the venue which informs the work presented in the Case Study chapter 6 which then informs the analysis when presenting Phase 3 of the research.

Chapter 6: Case Study Report

Chapter 6 presents a case study report of developments and influences on strategy activities at Silverstone Circuit from the 1940s to 2017. It begins by putting Silverstone in the context of the other motor sport circuits in the UK that have hosted top tier racing events. The rest of the chapter is divided up into periods of time which are delineated by events that distinguish particular eras of activity. Focus is placed on strategic priorities which result in enabling or constraining particular built infrastructure developments and how they change through time. A comprehensive list of the sources directly referenced in the creation of the report is presented in Appendix B. Figures showing photos of the development of Silverstone have been included in Appendix C along with plans of the venue. Proposition B is addressed by using the analysis of how research participants re-construct the historic events which were most significantly influencing their day to day work at the time of creating the co-constructed narrative transcripts and the interpretive historical analysis used to create the case study report.

Chapter 7: Analytical work for Propositions C, D & E

In chapter 7, analysis of data from Phase 3 is presented and follows on from the emergent patterns presented in chapter 5 and the report in chapter 6. These findings then provide the basis from which to understand the historical embeddedness and contingencies which shape the realities as experienced by the practitioners at the venue. A sift exercise is completed on the large number of documents collected from the Heritage Experience Centre archive to outcome of which is presented in Appendix D. The analysis is based on the theoretical frame introduced in Chapter 3 & the three Propositions C (Praxis), D (Practices), E (Practitioners).

Chapter 8: Discussion of the Propositions

Chapter 8 focusses on a discussion of each proposition in relation to the existing literature. This is achieved by linking each subsection of chapters 5, 6 and 7 to the discussion of existing literature in chapter 2 for Propositions A & B and chapter 3 for Propositions C, D & E. Implications for demand-side strategy practitioners and briefing consultants are presented at the end of the chapter along with some consideration of the use of the SaP framework for studying strategic briefing.

Chapter 9: Conclusions

The conclusions summarise the findings that are developed throughout the thesis and summarise the original contributions to knowledge.

2

BRIEFING LITERATURE

2 Briefing Literature

2.1 Introduction

This chapter provides a review and critique of the literature on construction briefing. It is structured around two conflicting interpretations: traditional briefing (TB) and strategic briefing (SB). TB is based on a project by project approach with a document being the end goal of a discrete briefing exercise (Salisbury, 1990; British Standards Institute, 2013; CIOB, 2014; RIBA, 2015a; Yu & Shen, 2015). The TB format continues to be the dominant and most mainstream interpretation of briefing. There is an alternative that considers it to be an on-going process. This is labelled strategic briefing (SB) through which focus is placed on the continual negotiation of built infrastructure requirements of organisations which are, from time to time, clients of the construction industry. SB transcends any single construction project and focusses on the organisational processes through which organisational objectives are continually negotiated. This is in turn the process through which requirements and success criteria of projects and programmes of projects are defined and re-defined over time.

Until the 1990s, the positivist research paradigm was the selected choice which dominated the empirical arena of construction management (Seymour & Rooke, 1995). This was in part due to academics 'research consultancy' services with outcomes primarily being valued by their direct practical application (Harty & Leiringer, 2017). This relied principally on positivist assumptions and quantitative research techniques which attempted to use the scientific method to explain challenges associated with construction management. The interpretivist research paradigm has been increasingly mobilised to understand construction management phenomena (Dainty, 2008). Those identifying as interpretivists typically draw upon qualitative methods alongside or instead of quantitative techniques. Construction management researchers now not only contribute to technically oriented engineering knowledge, they also increasingly participate in mainstream debates on wider societal issues and in theoretical discussions of organisation and management (Tutt & Pink, 2019). In terms of the briefing literature, this opens up debate due to multiple and often conflicting methodological and theoretical assumptions.

The first section of this chapter reviews and critiques the TB literature. This includes built environment professional institution practitioners' guidance documents and

streams of research which seek to advance perspectives of briefing which use the underpinning rationalistic assumptions. Proposition A is developed from section 2.2. Proposition B is developed by focussing on the work labelled strategic briefing which is the topic of section 2.3 of the chapter. This is guided by research that has explicitly set out to understand the nature of client requirements which finds them to be continually changing. This leads on to a review of methods espoused for strategic briefing. The section ends by focussing on the few attempts to gain a thorough understanding of how demand side client stakeholders experience the briefing process.

2.2 Traditional Interpretation of Briefing

In this section, the traditional and mainstream version of briefing will be reviewed resulting in the development of Proposition A. There are many interpretations of briefing, which is defined by Oxford Dictionaries (2018a) as “*a meeting for giving information or instructions*”. Such a definition of briefing mobilised in the construction context can be interpreted as an individual act of clients describing to architects or other construction professionals the requirements of a new project in the form of information exchange. Such a view is very simplistic and finds little credence with the definitions adopted in the briefing body of knowledge.

Project requirements are not easily known or codified such that it is not really possible to go through a briefing process using just a single instance of information exchange. Due to this, rather more nuanced views of briefing have been adopted in all the literature reviewed throughout this chapter. Rather than being an instance of information exchange, some have recognised briefing as a process of on-going exchange. Using information exchange as the basis of the process, briefing practitioners such as architects or construction consultants interact with the project client or other stakeholders including building end users, which eventually leads to the development of an accurate ‘project brief’ (e.g. George, 2007; RIBA, 2015a). This is the basis of the traditional project briefing literature.

Briefing has been considered as a change process which requires transition between two periods of stability (e.g. Yu *et al.*, 2007). Such studies aim to ‘identify’ relatively stable organisational objectives and project requirements which are considered to exist and are there to be found in some objective manner. A definition of *process* offered by

Oxford Dictionaries (2018b) is “a series of actions or steps taken in order to achieve a particular end”. A core component of this definition is that a process must take place over a period of time, it cannot be a single act (e.g. a single instance of information exchange). Another aspect of the above definition is that there should be a particular end in mind when a process is being undertaken. Scholars using rationalistic assumptions which underpin TB define the project briefing process being complete when a brief is written and an ‘end’ defined, after which time, the brief should be ‘frozen’ (e.g. Yu *et al.*, 2006).

2.2.1 Rationalistic Assumptions

The traditional interpretation of briefing encourages a finalised project brief to be completed at the end of a briefing process prior to design work taking place. At the most basic level, “*The ‘brief’ defines what and for whom the project is for*” (Ullathorne, 2019, p. 23). A standard template for developing project briefs has been created and is now published by the British Standards Institute (2015). As well as for RIBA members, guidance is published for construction clients (Hyams, 2001; Ostime, 2017). This guidance continually privileges the ways in which clients should identify and convey their requirements during briefing. Attention is paid to the challenges faced by clients in terms of dealing with uncertainty and requirements that change. However, the repeated message is that decisions should be made early in the process and changes avoided if at all possible. Once complete, clients are encouraged not to alter the brief at the risk of abortive design work and making the construction process less efficient (Wolstenholme, 2009; RICS, 2013). All of this is strongly rooted in rationalistic assumptions which downplay the political complexities associated with briefing (cf. Barrett *et al.*, 1999). However, these rationalistic assumptions are widely mobilised in the literature.

2.2.2 Briefing Processes and Activity Checklists

A set of prescriptive approaches in the form of checklists of briefing activities to be completed at different stages of a project have been published (e.g. Salisbury, 1990; British Standards Institute, 1995). Since the 1990s, these guidance documents have been updated however, they are still based on the same rationalistic underlying assumptions and the sets of activities have changed very little (British Standards Institute, 2013; British Standards Institute, 2015). In the UK, the RIBA Plan of Work is widely used by architects and other construction professionals. It is formed from a

sequence of stages, each of which is supposed to be complete prior to moving on to the next (RIBA, 2013b). There is a large amount of accompanying literature which provides guidance on how to complete each of the activities prescribed in the stages (RIBA, 2013a; RIBA, 2015a; RIBA, 2015b). The early stages of the 2013 Plan of Work are oriented around successive stages of briefing where it is supposed to become better developed and more certain as each stage is completed thus

Stage 0 - Strategic Definition (strategic brief)

Stage 1 – Preparation and Brief (initial project brief)

Stage 2 – Concept Design (final project brief)

There is a clear differentiation between the process (strategic definition, preparation & brief, concept design) and the product (the brief). The strategic brief in the RIBA PoW 2013 is argued to consist of the outcomes of three main project oriented tasks being vision development, business case and options appraisal. Strategic briefing can take place with or without professional advisors often depending on contextual complexity and client experience. The strategic brief can be used when procuring a project design team. The initial project brief is one stage further developed and has a more comprehensive and prescriptive scope. This is to include the project objectives and aspired outcomes, sustainability requirements, existing and proposed facilities/site analysis, the project budget and programme, proposed project roles & contractual arrangements between those roles. Each of these is to be detailed and reported in an initial project brief (RIBA, 2015a). The final project brief as stipulated by the RIBA consists of updates to the initial project brief but altered to take into consideration the concept design as developed at the end of stage 2 (RIBA, 2015b). The outcomes in the form of the successive versions of a project brief can be used repeatedly to test the assumptions being used as the project progresses.

This literature is steeped in the rationalistic argument that clients should aid in creating full and complete strategic and project briefs early in the project. This is based on the premise that consultant advisors need to accurately understand requirements of projects that clients 'apparently' possess (e.g. Kamara & Anumba, 2000; Kelly *et al.*, 2005; Yu *et al.*, 2007). In another study which collected data through questionnaires, Yu *et al.* (2006) claim to identify a number of key project factors resulting in project success advocated by experienced construction professionals which are different to

time, cost and quality. These include “*clear and precise briefing documents*”, “*clear intentions and objectives of the client*” and “*clear project goal and objectives*” (Yu *et al.*, 2006, p. 1182). Each of these is based on the assumption that requirements are ‘out there’ waiting to be accurately identified and that success criteria can be codified into information that is stated in a project brief. This is bound up in widely mobilised assumptions of there being an objective reality which is accessible with the right tool kit (e.g. Griffith & Gibson, 2001; Kamara *et al.*, 2001; Yu *et al.*, 2007; Wang & Gibson, 2010).

Using the same set of underlying assumptions, Kamara *et al.* (2000) develop an input-output computer model that can be used by construction client advisors to elicit requirements and convert them to information. The model can take into account the prioritisation of opinions of different interest groups and order project priorities according to set criteria. However, it is essentially a framework through which certain sets of information gleaned from client stakeholders can be stored and used to try and translate requirements into building specifications. This sort of approach is very much the precursor to the more modern Building Information Modelling (BIM) standards which now set out a framework for how to store information (British Standards Institute, 2019). All of these approaches are subject to the same criticism in that they don’t cope well with changes to client requirements or the political nature of the debates and negotiations central to briefing processes.

2.2.3 Practitioner Guidance

Practitioner guidance documents are important not only in terms of setting methods and standards of practice but also for shaping what gets talked about. The RIBA set out their approach to projects through the Plan of Work (RIBA, 2013b) which aims to help with developing contractual relationships and understanding service provision by architects. There are multiple guidance documents accompanying the RIBA Plan of Works (PoW) 2013 (e.g. RIBA, 2013a; RIBA, 2015a). One guidance document (RIBA, 2015a), accompanying the RIBA PoW 2013, argues with regards to the strategic brief

“the client’s aims and objectives need to be fully understood and the capacity and feasibility of the site needs to be tested” (RIBA, 2015a, p. xviii)

What this immediately does is give an insight into the underpinning assumptions that are used in the RIBA Plan of Works 2013. Client aims and objectives are framed as

objectively defined and understood as if a client knows their requirements and simply has to communicate them such that they can be accurately stated in a brief.

The RIBA is not alone in reflecting rationalistic assumptions in their approach to briefing. The Royal Institution of Chartered Surveyors (RICS) published a professional guidance document detailing how to avoid project failure through capturing lessons learnt on projects (RICS, 2016). At the outset, the RICS make a good point with regards to the nature of construction project success criteria. They argue that success criteria may not necessarily be unilaterally agreed upon such that there can be subjective interpretations of what the most important success criteria are. This is pitched against the more traditional and homogeneous version of success criteria quoted as being time, quality and cost (RICS, 2016). However, there is a major tension in this guidance document as the RICS argue a major cause of project failure is due to

“Failure on the client’s part to consider or clearly articulate how the proposed project links with the organisation’s business activities/aspirations.

- *Failure on the project manager’s part to establish the client’s business objectives or help the client with identifying objectives.*
- *Failure by the project manager to articulate the client’s business objectives to the rest of the project team and for them to understand the reasons for undertaking the project.*
- *Failure of the design to fully reflect the client’s ‘true’ business requirements, which follows from poor briefing” (RICS, 2016, p. 5)*

If there is potentially interpretative variation in success criteria, this is going to be based on differences in opinion on organisational objectives. If there is political manoeuvring associated with negotiating organisational objectives then it is not possible to objectively state a single set of client requirements. Another phrase used in explaining the reasons of project failure is *“failure of clients to clearly articulate their specific requirements”* (RICS, 2016, p. 5). This makes out that the challenge for briefing is for clients to communicate their needs as if they know them, that they are homogeneous and not set amongst complexity, conflict and change. Another practitioner guidance document for project managers is published by the Chartered Institute of Building (CIOB). This again is remarkably consistent with the rationalist assumptions of the RIBA & RICS with regards to strategic briefing. The CIOB argue that in developing the project brief

“the key emphasis for the client should be to understand and establish enough information about the end requirements and objectives for developing the project. [...] it is essential that the project manager identifies the client’s needs and objectives through careful and tactful examination, in order to minimise the risk of potential future changes to the project brief” (CIOB, 2014, p. 58)

Further to this, the CIOB advocate the freezing of the project brief once it is written. They warn that changing the brief after this time can lead to drastic increases in project cost. However, they fail to relate this to questions of client satisfaction. RIBA, RICS and CIOB all offer practitioner guidance for briefing and each set of guidance documents seems to mobilise the same set of rationalistic assumptions. Although selectively chosen quotes have been used to make the point, the guidance documents are consistent in their messages. These three institutions are powerful in terms of setting practice standards and codes of conduct for consultant professionals who advise clients during briefing. This shows rationalism is the current dominant position from which to view the briefing process in the UK.

2.2.4 Project Definition Rating Index

The Project Definition Rating Index (PRDI) developed by the Construction Industry Institute is the American equivalent to the early stages of the RIBA Plan of Works. The PRDI is similarly based on a set of sequential stages of project development. The language used to describe the PRDI is different from that used in the UK context. Briefing is named pre-project programming or front end planning but they refer in essence to the same briefing process (Gibson & Gebken, 2003). The PDRI is based on a spreadsheet of 64 different aspects of project scoping that need to be complete before deciding to progress with a project. This is akin to the strategic definition stage 0 of the RIBA plan of works. Front end planning is broken down into 3 stages:

0 Feasibility – Akin to RIBA Stage 0 – Strategic Definition

1 Concept – Akin to Stage 1 Preparation & Brief (Initial Brief)

2 Detailed Scope – Akin to Stage 2 Concept Design (Final Brief)

There is a consistent stream of literature which has been working toward developing the knowledge base on the PRDI checklists of activities which has become diffused internationally including in Europe (Bingham & Gibson, 2017). This literature is organised in two key themes: improving project success (e.g. George, 2007; Wang &

Gibson, 2010) & broadening the applicability of PDRI to different construction market sectors (e.g. Gibson, 1995; Collins *et al.*, 2017; ElZomor *et al.*, 2018).

To study the process using the rationalistic assumptions underpinning the PDRI, George (2007) framed it as multiple instances of information exchange. The approach adopted is highly reductionist as projects are stripped of their contexts by focussing only on a small number of quantitative variables across a large sample size. For example, George (2007) categorised project details collected through questionnaires according to discrete variables such as the length of the pre-project process, financial resources expended and the availability of information at certain points in the process. Using such a research approach is problematic as each respondent is left to give their own meanings as to what is being asked of them. For example, the pre-project process could be considered from the time a construction team is first appointed, or when the project is first discussed amongst people in the client organisation. Statistical analysis of the surveys reported that higher emphasis on sharing information during the project front end would likely lead to a higher chance of project success.

The findings of George (2007) offer little in terms of practical advice to participants of the briefing process. Simply being told to spend more money upfront is of little use without a better understanding of the challenges faced by participants during the process. The checklist oriented research has attracted interest from industry participants and has become diffused internationally, however, it remains rooted in the hard engineering, quantitative, consultancy tradition of construction management research. To some extent, this can be explained as it appeals to many people in the construction industry that self-identify as practical, engineering oriented, problem solvers (cf. Löwstedt, 2015).

In another study of briefing using a similar positivist approach, Wang & Gibson (2010) examine the relationship between project success and how comprehensively developed briefing is. This is judged on the previously mentioned checklists, at a given moment against cost and schedule. They collected questionnaire surveys from construction professionals practicing in the USA with a sample of data from more than 100 projects. Their analysis shows a positive correlation between completeness of tasks at a given time and project success based on capital cost and time targets. This is very much focussing on completed end products that populate the brief as a document rather than focussing on the processes through which a brief is created.

The methodological choices of Wang & Gibson (2010) & George (2007) cover large sample sizes but this has resulted in consideration of only very few indicators whilst dispensing with the contexts in which each construction project emerged. By mobilising such a reductionist approach, the findings draw conclusions on the relations between indicators which offer little in terms of insight into briefing processes. These studies associated with the PDRI are not alone in using such approaches. An earlier study sought to establish a link between resources mobilised in the front end planning process and success factors on a large sample size (Hamilton & Gibson, 1996). Again, establishing such a link helps very little with actually shaping how the process should be enacted.

Early focus was placed on industrial projects with the development of the PDRI (Gibson, 1995). The checklists developed for the PDRI industrial projects were found not to be commensurate with all sub sectors of the construction industry in the USA. As the literature and application of these checklists has become increasingly diffused, checklists have been manipulated to cover: refurbishment, building and small & large infrastructure projects (Bingham & Gibson, 2017; Collins *et al.*, 2017; ElZomor *et al.*, 2018). At the base of all these checklist guides are deeply rooted rationalistic assumptions. This stream of research is highly self-perpetuating and has little cross-pollination with any other literature on briefing that has been developed during this time even though it has been developing for almost 30 years. This continuation of rationalism to underpin briefing clearly seems to be dominant throughout the construction industry in multiple international contexts.

2.2.5 Conceptualisations of Client Organisations and Stakeholders

Early attempts to conceptualise clients recognised organisations as static entities that need help from well informed construction professionals. As early as Higgin & Jessop (1965) clients were being distinguished as naïve or sophisticated at the pre-project stage. It was suggested that the first client engagement with the construction industry would be determined by such a categorisation. Nahapiet & Nahapiet (1985) proposed clients be understood as either experienced or inexperienced procurers of construction projects. This was further developed by Masterman & Gameson (1994) by adding further descriptive characteristics of an organisation; whether or not they are primary or secondary procurers of construction. By primary, they mean that the main business of the organisation is the development of property. Secondary is intended to mean

those organisations that have a main business other than the development of property. They also go on to suggest that this must be judged on a project by project basis.

Rather than rationalising clients to the level of the unitary firm, further conceptualisations have moved toward recognising heterogeneity of interests amongst individuals both intra and inter-firm (Newcombe, 2003). This was premised on recognising that firms can consist of coalitions of individuals with competing sets of dynamic goals. This contributed to a highly significant development of stakeholder conceptualisations in construction as prior to this, the unitary view of the firm was dominant. Further to this, not only was it recognised that client organisations were not unitary, emphasis pushed beyond the client firm to consider a broader spectrum of stakeholders. Rather than considering and fulfilling the interests of a rationalistic view of a profit maximising firm, stakeholder theory began to reconsider value adding configurations of people and firms including those in the supply chain and more generally anyone with a stake in the success or failure of a project. These stakeholders could be considered as either involved or effected (cf. Freeman, 1994). People or groups that are directly involved are those that interact directly with the construction consultant as client stakeholders. Those who are effected include a broader set of people and groups that have a stake in the success or failure of a project.

A core contribution of Newcombe's (2003) work was reconsidering the status of the stakeholder. However, there was another contribution in the form of a framework that can be mobilised by project managers as a means of classifying the importance of stakeholders at a given time. The framework is based on classifying the level of interest, power and predictability. It is therefore a tool developed with the interests of the construction practitioner in mind. Using it promotes an analysis of who the key stakeholders are and the likelihood of their involvement with shaping a project at a given time. Newcombe's stakeholder power/ interest framework is developed to be used as a somewhat static exercise and has now been engrained into briefing guidance documents (British Standards Institute, 2015, pp. 78-79)

2.2.6 Summary

Through studying the literature that mobilises the traditional interpretation of briefing, a number of key assumptions are found. It is focussed on a static world view in which client requirements should be identified and accurately articulated on a finalised brief on a project by project basis. The construction project process is understood as divided up into sequential stages which some have tried to breakdown into activities that can

be organised using checklists. The products of these processes being a strategic brief which is developed into an initial project brief and then a finalised brief. This view of briefing which is internationally adopted by institutions representing built environment professionals continues to be underpinned by rationalistic assumptions.

The literature on traditional briefing is focussed very much on the methods and approaches for use by consultant advisors such as construction managers, architects and surveyors. The existing body of knowledge is very construction centric and has paid little attention to how clients and other project stakeholders on the demand-side of the construction industry experience the process. Much emphasis is placed on how clients should reduce ambiguity and be clear and concise about their requirements of construction projects. Clients not producing comprehensive and accurate briefs is a commonly listed reason for unsuccessful projects.

To understand how the assumptions of the traditional interpretation of briefing resonates with the realities being experienced by demand-side stakeholders the following proposition is developed:

Proposition A. Realities experienced by demand-side practitioners resonate well with the traditional interpretation of briefing.

This is a timely attempt to address such a proposition as the proliferation of Building Information Modelling (BIM) is now beginning to be used in international standards for briefing (British Standards Institute, 2019). This represents a further development of the codification of information that is supposed to be accurately presented in project briefs. The rationalistic assumptions that strongly underpin BIM are now being used in the British Standard governing briefing practices. The rationalistic assumptions of TB may not resonate well with the realities being experienced by demand-side practitioners. If this is the case, the encouragement to engage with BIM to aid with briefing needs to be addressed or problems with client satisfaction may become worse rather than be improved by BIM.

Under rationalistic assumptions, the task during the briefing process is to develop better ways of understanding how to collect the right information and produce accurate briefs as a one-off exercise at the beginning of a project (e.g. Kamara, 1999; Kamara & Anumba, 2000; Yu *et al.*, 2007). This is a very construction-centric position which seeks to make client requirements as clear and objective as possible. Whilst this sounds sensible, it can be at the expense of understanding the challenges and

problems experienced by clients during the briefing process (cf. Haugbølle & Boyd, 2013). The following section focuses on literature that dispenses with rationalistic assumptions in seeking to gain greater empathy for challenges experienced by clients.

2.3 Strategic Briefing

An argument has been developing for many decades based on a critique of the rationalistic assumptions underpinning TB. The main thrust of the counter-argument is that attempting to develop a brief that can ‘accurately’ present project requirements which won’t change through time is not fit for purpose in the context of modern conceptualisations of organisations. The basis for this is twofold. Firstly, all projects have multiple stakeholders with different interests. Because of this, it is almost inevitable that the priorities of different project requirements will be contested. Briefing is therefore not well conceptualised if resorting to objective criteria but should be understood as a process through which a negotiated and shared social reality is created (cf. Bilello, 1993; Woodhead, 1999). Secondly, to assume that a project brief can be finalised and remain unchanged for the duration of a project does not resonate with clients who have sets of ever changing requirements (Ryd, 2004; Thomson, 2011).

Rather than briefing being done on a project by project basis, it is often a continually on-going process by necessity because stakeholder requirements do not remain static and are rarely wholly fulfilled by a single construction project. This allows for changes experienced by stakeholders through time to be considered throughout the process.

As strategic briefing includes no architectural design work, some argue that architects or other construction industry consultants do not need to be involved at this stage but they can be depending on circumstances (Blyth & Worthington, 2010; RIBA, 2015a). The strategic brief can be used as a basis from which to procure construction design team professionals. The RIBA (2015a, p. 101) says that clients can be helped through strategic briefing using a mix of workshops, meetings or focus groups. However, the methodological approaches that might be used to facilitate such activities are not focused on in the RIBA guidance. There is literature presented later in this section which proposes methods to be used during strategic briefing.

2.3.1 Strategic Briefing

Tensioned against the dominant assumptions that seem to reflect those of rationalism, is work that can be understood as drawing from an on-going process interpretation of briefing (Hollely & Larsen, 2019). Work within this on-going process school which is labelled strategic briefing has challenged the notion that there is a set of criteria out there waiting to be understood and accurately portrayed in a 'frozen' strategic brief. Such work recognises the complexities, messiness, dynamism and unpredictability of stakeholder realities which leaves those using rationalist assumptions found wanting (Barrett *et al.*, 1999). Building upon Barrett's thinking, rather than perceiving clients as static problems for the construction sector to overcome, Haugbølle & Boyd (2013) call for more research that theorises the experiences of client stakeholders during briefing processes. Tryggestad *et al.* (2010) challenge rationalistic conceptualisations of briefing by emphasising the emergent nature of projects goals. Lindahl & Ryd (2007) argue stakeholders should be able to track the evolution of project goals, thus emphasising their fluid nature. Thomson (2011) went further, arguing that project success criteria often change over time, bringing into question the notion of a fixed brief to measure against success. Each of these studies has aided in raising the profile of one of the key problems in the briefing process literature being assumptions based on stasis rather than change. Whilst this weakness has to a certain extent been demonstrated empirically, it is at present not well theorised. This is due, in part, to the challenges of studying the briefing process as it emerges due to it being highly politically charged and often taking place over long timespans.

Each construction project is unique. Relying on generalised relationships in the absence of context and conceptualising the pre-project stage as a process of information exchange would suggest that clients simply already know what they want from their projects and just need to communicate this to the design team. This is a simplification of the process as client requirements are typically on a continuum between tacit and explicit and can change through time. Rather than making the assumption that client requirements exist out there and are waiting to be communicated, they can alternatively be understood as co-constructed in a mutual process of learning through interactions between process participants (Kao, 2004).

2.3.2 The Nature of Project Success Criteria

Offering a critique of traditional briefing, Thomson (2011) studied the interactions between demand side client project stakeholders during briefing by analysing email communications. This initial analysis then guided interviews with selectively chosen process participants. The argument is made that success criteria do not seem to be objectively identifiable or static. Instead, stakeholders have often competing and dynamic interpretations of how success is judged. Instead of attempting to develop an accurate brief and freezing it in time, Thomson (2011) advocates increased utilisation of a person in the role of project sponsor whose challenge it is to encourage the negotiation of dynamic success criteria amongst project stakeholders.

When considering success, it seems that construction practitioners are seeking certainty and frozen briefs with cost targets and completion dates. But if considering success from the client's perspective, the ability to keep success criteria flexible and dynamic have emerged as more important than time and cost. These differing opinions have a significant impact on how briefing is interpreted as they reveal differing definitions of project success. In terms of construction briefing, the main factor is whose interests are being considered when developing project requirements. However, the on-going process interpretation of briefing is built on the premise that rather than consider success at the level of a single project, briefing transcends any single project. Studies of strategic briefing can therefore be focused on the interrelations between the processes of emergence of client requirements leading multiple projects over long periods of time.

2.3.3 Methods for Strategic Briefing

The rationalist briefing literature pays little credence to subjectiveness and continually mobilises the rhetoric of seeking certainty of client requirements. Certainty is something to be cherished when it is available, however, more often than not, there are circumstances outside the control of clients that result in changes to their requirements. The ability to cope with dynamism is therefore at the core of methods that align with continual change and emergent client success criteria (cf. Thomson, 2011).

Barrett (1991) conceptualised briefing as a process of communication that should involve all people with an interest in project success. The level of knowledge held by the client with regards to briefing was a key 'factor' in considering the level of help from

construction briefing practitioners required during briefing. As clients were understood as knowing their project requirements, the challenge was to convey that knowledge to construction practitioners who could aid in translating them into building requirements. This era was dominated by instrumentalism when the classification of organisations and identifying key factors related to client requirements were forming research agendas. The Johari Window model (Luft & Ingham, 1955) was drawn upon by Bejder (1991, p. 103) as a proposed tool to “*expose and reconcile the needs of the interested parties at an earlier stage in the process*”. This was based on the premise that too many early stage decisions in projects were being made inadequately and the cause of this was lack of information sharing or the absence of unknown information. In order to make people more self-aware, the Johari Window model guides an exercise based upon mediated group interactions. As a tool, it is supposed to be used to bring known and unknown information into the open in situations that require reconciliation between different parties which is therefore based on a model of collaboration.

The model is a matrix of four quadrants. Two quadrants represent that which is known by the self. One of the quadrants is information that is known by the self and shared with others. The other being information known by the self but not known by others. One of the other quadrants is based on what others know about a person that they don't know themselves. Essentially, by bringing to the attention of a person something which they did not already know, they have now moved something unknown into the realms of the known. Finally, the last quadrant represents that which is unknown to both the person and the others in the group discussion.

The Johari model and associated exercise was designed to be used by a leader or facilitator or mediator between groups that needed to reconcile with one another. It was proposed that construction professionals appointed to aid clients through briefing could mobilise such an approach.

Another path to facilitating the process privileges the role of a consultant project manager (Whelton, 2004). The process is conceptualised as an iterative learning cycle which is core to any constructivist interpretation of briefing. Whelton (2004) studied the ways in which stakeholders collectively negotiate to develop project purpose amongst competing interests. In this work, strategic briefing is conceptualised as an iterative learning process which is facilitated by project managers in a quest to collaboratively negotiate a project definition. This is immersed in an understanding that project

stakeholders are typically struggling amongst competition for scarce resources and therefore not all interests can be accommodated on construction projects.

The political nature of the process is downplayed in the rationalistic TB literature but certain strategic briefing methods can be used to help mediate and cope with contentious matters. The assumption that the briefing process needs to be facilitated or somewhat managed by an assigned consultant project manager is challenged (Prince, 2011). Perhaps in certain situations, this is necessary as organisations may not have in-house capability or capacity to do this themselves. However, project requirements are recognised as being developed through interactions amongst a myriad of stakeholders. Many of these interactions occur in the absence of a project manager such that interactions amongst a broader group of stakeholders are to date somewhat absent from the literature.

Another theorisation of strategic briefing was framed as if it is a process of understanding client business processes. This is effected by advocating a constructivist interpretation of business process re-engineering and the use of Soft Systems Methodology (SSM) as an approach to modelling these *business processes* (Green & Simister, 1999). This approach has also been labelled Strategic Needs Analysis however it follows the same principles of SSM (Smith *et al.*, 2003). Process re-engineering has certain rationalist and positivist connotations. The early advocacy of constructivism in strategic briefing and the specific proposal of SSM will be further discussed.

SSM was an early reply to the widely diffused 'hard' systems thinking (Checkland, 1999). The 'hard' worldview posits that the world consists of interrelated components that are bound to one another such that changes in one part of a system will predictably and consistently have a direct impact on other parts. Studies of such systems lend themselves to the positivist paradigm as there should be consistent sets of relations between discrete variables. The imposition of a systems metaphor on construction projects is somewhat challenging as each project is unique and somewhat more messy than idealised rigid sets of reliably interconnected parts. Adherence to either of these hard or soft views of systems brings with it a particular set of narratives. Whilst hard systems thinking has proven somewhat successful for managing project requirements in other sectors, it is challenging to draw on the same narratives due to the dynamism and complexity in construction (Ferne *et al.*, 2003).

From a constructivist perspective, rather than systems seemingly being there and understandable through revealing the relations between different elements, systems are seen as subjectively constructed by participants. Through interacting with one another, these participants continually create the realities that they experience such that meanings (e.g. project requirements) are co-constructed and negotiated (cf. Green & Simister, 1999). The use of constructivism is therefore not being disputed as a basis for theorising the briefing process.

SSM is based on the principle that reality is socially negotiated. Rather than seeking to discover an objective reality, those adhering to the principles of SSM as part of a strategic briefing process would seek to facilitate negotiation of a shared reality between stakeholders of construction projects. It is based on a series of iterative workshops in which stakeholders would collectively work with one another to develop an expression of a problem situation. They would then work toward developing root definitions of the relevant systems before negotiating to agree what changes (potentially construction projects) would be both feasible and desirable. Realities are not always collectively developed through open and collaborative interactions between stakeholders. In highly politicised and complex contexts, certain interests can be suppressed or somewhat hidden through careful and purposeful manipulation of the narratives through which projects become shaped. A facilitated workshop based on the methodological principles of SSM can go some way to addressing the challenges posed by political techniques of suppression. Participants will have to face scrutiny and have to justify their positions.

The main outcome from this espousal of SSM by Green & Simister (1999) and Smith *et al.* (2003) as a methodological approach to strategic briefing is not a long set of successive research papers demonstrating outcomes. Rather it is an explicit critique of the rationalism of the traditional briefing literature and an advocacy of constructivist methodological approaches which privilege the development of negotiated shared realities. Such an argument is in stark contrast to the information flow view of briefing (British Standards Institute, 2019) and positivist explanatory studies of briefing (George, 2007; Wang & Gibson, 2010).

2.3.4 Briefing as an On-going Process of Resource Allocation

In a study of early stage decision-making and construction project definition Connaughton (1993) conceptualised the briefing process with the Resource Allocation Model (RAP) (cf. Bower, 1970). Through a case based approach on two projects,

Connaughton (1993) mobilises the assumption that decisions to undertake construction projects are part of an on-going organisational process of resource allocation (capital investment). Any single project is seen to be part of a more holistic investment allocation process which puts any briefing exercise in the context of the challenges faced by clients and their professional construction consultant advisors.

Both of Connaughton's (1993) case studies are of large organisations though the intrinsic importance of the projects to the two organisations is rather different. The first study is of a new manufacturing facility for a product developed by Glaxo Smith Kline (GSK). GSK had been rapidly expanding during the decade preceding the project initiation. They were also reconsidering their strategy which led to the disposal of multiple business units whilst consolidating their focus on fewer markets. The construction of the new factory was oriented around a strategy of producing prescription medication. GSK was at the time operating in more than 40 countries and was increasing the geographic areas of operations. The company's annual capital expenditure was in the £100m's. The case study focused on the ways in which the functional requirements of the new facility became defined over time. Whilst Connaughton (1993) notes the potential importance of project pre-history, little emphasis is given to this other than as a brief background to the case. Project pre-history is recognised as significant to the front-end of construction projects but has not been the topic of much investigation (Cherns & Bryant, 1984).

The second case study is more intrinsically defining for the whole organisation. Vickers were a diversified organisation with interests in the manufacture of armoured vehicles (Connaughton, 1993). Changes in the certainty of demand for their products put great pressure on the organisation to reorganise the ways in which they were made. High overhead costs, perceived inefficiencies and uncertain future demand led them to develop new facilities for a business stream which was at the time responsible for 30% of the annual turnover. Findings from this study once again show that even though the organisation was highly bureaucratised, the decision making was far from following rational cost-benefit calculations or probabilistic economic analyses of return on investment. Whilst maintaining their presence in the armoured vehicle market, they fundamentally disrupted their manufacturing practices by constructing a new facility. This was seen as crucial given their predicament of huge overhead costs and changes to their business environment. In both the GSK and Vickers cases, definition of facility requirements emerged through the interactions of architects and client stakeholders with different interests.

Whilst Connaughton recognises the importance of pre-project history and the wider context out of which any project emerges, his access to data at a more strategic level was scant. The ways in which strategising at the GSK group level or indeed other client organisations is practiced remains relatively absent in the strategic briefing literature. Decisions to disrupt the GSK group strategy by disposing of some business units whilst giving more focus to others would no doubt have led to multiple projects. There is a dearth of literature that takes this higher order conceptualisation of on-going investment decision-making which focusses on interrelations between multiple emergent projects.

If construction projects are considered not as single projects, but instead the focus for strategic briefing is placed on how investment decisions are made in particular organisations over longer periods of time, more insight into how projects emerge can be gained. This aligns well with Blyth & Worthington (2010) who argue that rather than considering any single project in isolation, the focus during strategic briefing should be on client organisations and their socially negotiated requirements.

2.3.5 Client Experiences of Strategic Briefing

Through gaining access to the inner workings of a large client organisation, Bilello (1993) studied the decision to build phase of a project. The research advocated imposing multiple 'frames' drawn from literature on organisation studies in order to understand the realities of the construction project participants. Multiple metaphorical frames (structural, human resources, political, symbolic) were drawn upon as a means of conveying stories about how the project became defined through the briefing process (cf. Bolman & Deal, 1984). Administrators, architects and people from different faculties across their case study experience the world differently. The research involved collecting data from multiple sources such as project documents, archive searches, interviews with participants and observations during the construction phase.

The case studied was a significant new building on a university campus in California, which was to be funded by the regional education authority. Stakeholders were using the project to fundamentally disrupt the existing image of the university. Essentially, the project was being used to reinvent what the university represented through redefining itself using a modern, new and iconic building. Findings show how the interests involved with shaping construction projects are not based only on direct needs associated with a lack of existing real estate capacity. Rather, the interests come

from a wider pool of motives such as power and prestige. Further, the work shows how there is no single reality through which the project became defined.

By mobilising multiple metaphorical frames, Bilello offers different narratives of how the project emerged. Each of the frames focusses on different aspects of reality from the perspective of research participants who were key actors in the strategic briefing process. There are unfortunately extremely few other studies which explain briefing from the point of view of demand-side participants.

One of these few exceptions is the study of the emergence of a new cultural centre in a Swiss city (Petani, 2016). This is immersed in a process perspective and also mobilises a mixed method approach to generating data including observations, interviews and archive documents.

In a study context that evoked feelings of nostalgia, the analysis of different sources of data showed how organisational remembering resulted in recurring arguments to preserve a heritage asset. Having used such a broad set of data, Petani (2016) mobilised Lefebvre's (1995) spatial triad. The analysis emphasised narratives used in the data that were repeated or morphed through time but focussed on past memories that shaped the future cultural centre. By mobilising a mixed set of data generation techniques, Petani managed to overcome the barriers to studying the historical contextualisation and emergence of briefing processes.

The literature on strategic briefing is fragmented. For example, the references and body of knowledge that Bilello and Petani each call upon and directly contribute toward is different. Yet, they each offer a unique contribution to understanding construction briefing from the perspective of demand-side participants which emphasizes the socially constructed processes through which strategic briefing is enacted.

2.3.6 Summary

Strategic briefing has been defined as an on-going process which focusses on the requirements of client organisations and their stakeholders. It transcends any single project such that the focus is placed on client requirements and the interrelations between how they can be realised on multiple projects (Blyth & Worthington, 2010). With this more strategic focus, the nature of client requirements comes to the fore; requirements are understood to be based on objectives which are the continual subject of negotiations. Organisational objectives can therefore either be best understood as needing to be controlled (ie. rationalism) or the topic of continual debate by people with

different interests (politically negotiated). Rather than adopting a rationalistic approach and trying to stop any changes to a briefing document once it is formed, inter-subjective consensus building is privileged. This helps cope with experiences of client stakeholders who engage in the highly politicised aspects of strategic briefing as an on-going process. The historical contextualisation that underpins the reality experienced by client stakeholders has to date largely been avoided as it is a challenging topic to study (Cherns & Bryant, 1984). With few exceptions, the ways in which the past experiences of client stakeholders informs their future realities is little understood (Petani, 2016).

The literature to date on strategic briefing has been dominated by focussing on shaping the realities of construction supply side practitioners. This has been at the expense of gaining an understanding of the realities experienced by demand side practitioners (cf. Haugbølle & Boyd, 2019). To address this, the following proposition is developed:

Proposition B. Strategic briefing should be considered as an on-going process that is continually enacted in embedded contexts.

2.4 Summary

The literature on construction briefing has been reviewed and critiqued. The main finding was that the existing literature can be understood as aligning with either the traditional interpretation of briefing or strategic briefing. Each interpretation has unique sets of assumptions from which to study briefing. Literature on traditional briefing focusses on ways to improve the ability to accurately identify client requirements as though it is possible to understand them with the right tool kit. Those contributing to the traditional briefing literature have placed a strong emphasis on identifying the business objectives of the client. Strategic briefing mobilises contrasting assumptions which views requirements as the topic of negotiation and methods which privilege the facilitation of discussions to shape a shared social reality.

The literature on both traditional and strategic briefing has privileged the perspective of the construction supply-side practitioners. There is a lack of understanding as to how demand-side practitioners experience the briefing process. The following chapter defines a conceptual model from which understanding of the enactment of the briefing process from the perspective of demand side practitioners can be further developed.

3

Strategy as Practice

3 Strategy as Practice

To date, briefing has dominantly been studied with the aim of advancing understanding of how construction supply side advisors can aid their client organisations. This has been at the expense of gaining a greater appreciation of how demand side practitioners experience the process. Strategic briefing is re-conceptualised as an organisational strategy development process.

The constructivist position that organisational objectives and priorities are not static or waiting to be understood but are being continually negotiated underpins this chapter. Strategic briefing is one of the business processes through which priorities are being continually debated and the resultant construction projects are very tangible outcomes of organisation strategy development processes. On this basis, strategic briefing is situated within the organisational business strategy process literature.

In this chapter, greater agency will be given to demand side client stakeholders which will focus on seeking to better understand their experiences of briefing. By focussing on how clients co-construct meanings through negotiating the realities they share with other process participants, they will be considered as experts in their own right rather than vulnerable clients who need help from construction advisors. To date, how this expertise is developed and which practices are used by strategy practitioners amidst everchanging competitive contexts is not well understood. This forms the basis for justifying the use of a strategy-as-practice perspective to study strategic briefing which seeks to understand how the outcome of these strategising activities forms the demand-side of construction industry.

The first section of this chapter links previous conceptualisations of strategy to SaP and offers further justification for its mobilisation as an empirical lens. Next, the three concepts that form the SaP conceptual framework are defined. The body of knowledge associated with each concept is reviewed and critiqued. As the SaP theoretical framework is divided into three strategising concepts, a proposition is developed for each that sets the basis of the empirical work in the later chapters of the thesis.

3.1 Organisational Strategy Processes

Organisational processes through which strategies are formed have been empirically demonstrated to use a mix of intended strategy, developed through formal planning

exercises, or remaining flexible to emergent situations (Mintzberg & Waters, 1985). Such a view offers a foundation from which to critique the traditional briefing literature which seems to rely on a pre-determined set of business objectives. If strategy formation is both planned and emergent, then any set of business objectives are only relevant for as long as stakeholders involved in the strategy formation process continue to perpetuate them.

Strategic briefing is an organisational process that is enacted by stakeholders to develop facilities requirements, which can be strategic or functional, though these are not independent of one another. Theorisation of strategy in the briefing literature has been explicitly considered very little since Connaughton (1993) mobilised a version of the Resource Allocation Process (RAP). However, conceptualisations of strategy have since developed. They remained hotly debated and are becoming ever more nuanced in the mainstream strategic management literature.

Previous research studies and practitioner guidance documents have been seen to place a strong emphasis on identifying the business objectives of the client. Any discussion of business objectives must necessarily be rooted in a particular conceptualisation of strategy. The development of business objectives is a well-recognised activity under the rubric of strategic planning. The discussion comes to the conceptualisation of strategic change which is being used to inform the world view of the researcher. If business objectives are developed and considered to be highly stable such that all efforts can be directed towards achieving these objectives then the planned approach to strategy is very suitable. However, such an idealised situation, in which the external environment within which a business operates remains stable for any considerable period of time is rather rare (Mintzberg, 2007). The same can be said of the opposite approach to strategy formation in which organisations almost totally rely on emergent situations that they can take advantage of as they arise (Mintzberg & Waters, 1985).

3.2 SaP Conceptual Framework: Practitioners, Practices & Praxis

Strategic briefing is considered to be an on-going process that transcends any single project (cf. Blyth & Worthington, 2010). As a form of activity through which strategy is enacted, the strategic briefing process can be studied using a social practice approach. The body of knowledge for understanding how strategic activities are enacted by practitioners has been continually increasing under the theoretical umbrella of strategy-

as-practice (SaP) (Whittington, 1996; Johnson *et al.*, 2003; Whittington, 2003). To date, strategic briefing has yet to be studied using a SaP perspective yet it could well offer novel ways of understanding the process. SaP is justified as an interesting perspective for studying strategic briefing as any study of organisational processes is situated in the mainstream sociological debate between agency and structure (cf. Reckwitz, 2002). Discussions of the relationship between agency and structure have yet to explicitly pervade the briefing literature in any meaningful way. However, any study of situated action (strategic briefing) in an organisational context must more or less explicitly position itself on this argument. Mobilising a SaP perspective requires recognition that agency and structure are continually shaping and reshaping one another. This is the contemporary view that has been the focus of the turn to practices as a means of theorising the actions of practitioners and the resources they draw upon to enact organisational strategy processes (Whittington, 2006; Whittington, 2007). A study that mobilises such a perspective is timely because the traditional briefing literature based on rationalistic assumptions continues to dominate the prescriptive traditional briefing literature. SaP offers a comprehensive framework that can be used to understand how practitioners enact the briefing process in their own terms and offers the flexibility of moving between micro and macro level strategic activity.

SaP is situated within the more overarching theoretical turn to practices. This turn is best defined as putting a theoretical impetus on the dyadic relations between agency and structure which are always in a process of flux and transformation (Heracleous & Hendry, 2000; Pozzebon, 2004; Schatzki, 2012). This practice movement is not singular but there is a definition of 'practice' which pervades the literature as follows

“a routinized type of behaviour which consists of several elements, interconnected to one other: forms of bodily activities, forms of mental activities, ‘things’ and their use, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge. A practice – a way of cooking, of consuming, of working, of investigating, of taking care of oneself or of others, etc. – forms so to speak a ‘block’ whose existence necessarily depends on the existence and specific interconnectedness of these elements, and which cannot be reduced to any one of these single elements” (Reckwitz, 2002, pp. 249-250)

The main focus here being routines. Routines are learnt, they are historically situated, they are used to shape the future and they can be used flexibly depending on circumstances as they arise. Within the specific SaP literature, strategy practice is defined as *“the stream of activity in which strategy is accomplished over time”* (Jarzabkowski & Spee, 2009, p. 73) . The SaP literature is centred around a common

theme of gaining a better understanding of strategy when it is theorised as something which is done (Whittington, 1996). The literature can be understood to have developed



Figure 1. Strategy as Practice 3P's Conceptual Framework (adapted from Jarzabkowski et al., 2007, p.11)

around three interconnected conceptual themes used to understand strategising activities. The three concepts are *praxis*, *practices* and *practitioners* (Figure 1).

These three themes form the theoretical framework which inform propositions C, D & E.

Jarzabkowski *et al.* (2007, p. 8) developed a definition of what constitutes strategy

“it is consequential for the strategic outcomes, directions, survival and competitive advantage of the firm”

This definition leaves room for subjectivity as there could be differing opinions of what is deemed consequential. To further define how the strategic briefing process is to be theorised, the distinction between lower and higher order routines is drawn upon (Winter, 2003). Lower order routines are understood as operational processes which enable the practical everyday work of firms whereas higher order processes are those that are used to manipulate lower order processes. Lower order processes are therefore essential for maintaining short term revenue streams, for participating in markets and interacting with customers. Higher level routines, are focussed on long term competitive advantage and organisational processes that follow a pattern but aren't necessarily easily empirically observable (Winter, 2003).

The strategic briefing process is not understood to be a lower order routine. It is not used to perform operational routines in day to day interactions such as liaising with customers or maintaining buildings. It is better understood as a higher order 'strategic' routine used to shape the ways in which lower order 'operational' routines are enacted.

3.3 Strategy Praxis

The widely recognised definition which allows researchers to use a common SaP vocabulary associated with 'praxis' is

“Praxis comprises the interconnection between the actions of different, dispersed individuals and groups and those socially, politically, and economically embedded institutions within which individuals act and to which they contribute” (Jarzabkowski et al., 2007)

There are strong links between the three concepts that make up a framework to study strategizing. Praxis is not unitary, coherent and commonly experienced

“flows of activity are not only singular. Given the innately pluralistic nature of society, with its competing legitimacies, activity might be studied as parallel, intersecting, divergent or competing flows that impact upon each other” (Jarzabkowski et al., 2007, p. 9)

Praxis is situated activity in a given context and simultaneous streams of praxis can be studied. The link here is also direct to the practices that are drawn upon by practitioners during episodes of praxis.

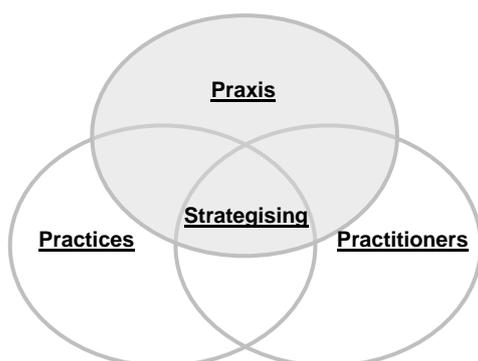


Figure 2. Praxis – 3P's SaP Conceptual Framework

The existing literature on strategic briefing does not easily lend itself to being reviewed and critiqued as according to the level of praxis that practitioners use to strategise. Simply because others have yet to give strategy practitioners the agency which it is intended to give them throughout this thesis.

The definition of praxis considers interactions between different levels of praxis which are micro, meso and macro and that studies can be understood as analytically differentiated by level of focus.

Micro praxis is defined as

“studies that explore and attempt to explain strategy praxis at levels of the individual or group’s experience of a specific episode, such as a decision, meeting or workshop. That is, studies which seek to explain some specific phenomena which are relatively proximal to the actors constructing it and hence might be considered part of their micro interactions” (Jarzabkowski & Spee, 2009, p. 73)

Meso praxis as

“studies that explore and attempt to explain strategy praxis at the organizational or sub-organizational level, such as a change programme, or a strategy process, or a pattern of strategic actions” (Jarzabkowski & Spee, 2009, p. 73)

And macro praxis as

“studies that explore and attempt to explain strategy praxis at the institutional level, which is most typically associated with explaining patterns of action within a specific industry” (Jarzabkowski & Spee, 2009, p. 73)

There is existing literature on strategy processes that heavily informs the strategy praxis concept. The strategy process school has had a profound impact on moving strategy conceptualising from something which an organisation has to something an organisation does (Mintzberg & Waters, 1985). The vast work that Mintzberg (2007) undertook focussing on longitudinal studies of many case study organisations across a range of industries is a forebearer of any praxis study. However, the debate between strategy processes being planned or emergent, is now being further developed by asking questions framed on the praxis, practitioner, practices conceptual framework. This opens up new future directions for understanding and explaining strategy.

Agency is understood to be the manifestation of purposeful and intentional action. Actions are historically informed, oriented toward the future and realised through practical action within contemporary constraints (structures) (Emirbayer & Mische, 1998). When mobilised along with a practice perspective, practical action is recognised to create, maintain, disrupt or destroy structures.

Strategic construction briefing is always oriented toward the future. By giving demand-side practitioners greater agency, the focus can be placed on how they choose to allow the past to inform actions. However, whilst the ways in which the past can be socially constructed to inform the future, there are certain material constraints such as former site layouts and past construction projects that are contingencies. Praxis is practical action and the outcomes from former organisational strategic briefing processes resulting in building projects and infrastructure developments will contribute to the historical contingencies which shape contemporary actions. There are only very few process studies of organisational path dependencies that are social constructions of

historical contingencies (Schreyögg & Sydow, 2011). Former decisions made through strategy praxis have an enormous influence on the realities being experienced by participants of briefing processes yet the extant literature has paid little attention to this. As a means of gaining a stronger understanding of praxis as mobilised with a SaP perspective to study strategic briefing, the following proposition is developed

Proposition C: strategic briefing praxis can be understood as historically contingent flows of parallel, intersecting, divergent or competing activities that are interrelated

Strategy praxis is the actual accomplishment of strategic actions which are intentional. Strategy practices are the resources that are used by practitioners in praxis, the following section is focussed on strategy practices.

3.4 Strategy Practices

The definition of practices by Reckwitz (2002) states that practices are formed by routines however a distinguishing consideration in how the definition of routines is mobilised is hinged on the level of agency given to the actors who are enacting these routines. The strategy-as-practice conceptual model can be mobilised in such a way as to give greater emphasis to the agency of the strategy practitioners than previous literature on strategic construction briefing.

The SaP definition of 'practices' which is now commonly cited is

"shared routines of behaviour, including traditions, norms and procedures for thinking, acting and using 'things', this last in the broadest sense" (Whittington, 2006, p. 619)

Practices are the shared resources, both physical and social, that strategy practitioners

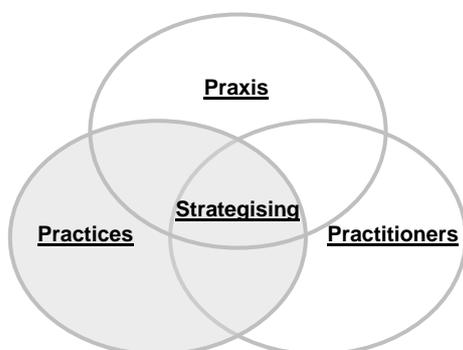


Figure 3. SaP Conceptual Model: Practices

draw upon as a means of accomplishing collective activities (Jarzabkowski *et al.*,

2007). The focus on practices is dominated by understanding how they relate to world-making activities (Chia, 2003). Organisations are not static entities, they consist of individuals and groups of people working together to realise collectively negotiated purposes. This is achieved by drawing on practices which are used to enact organisational processes such as strategic briefing. The routinisation of practices was once deemed to be in some way responsible for stagnation (Feldman, 2003). Debates continue as to how practices help or hinder the transformation of organisational actors in their purposeful responses to changes in the markets in which they participate. Practices can be routinely used by strategy practitioners as a means of maintaining stability but can also be disruptively mobilised. Practices are no longer being considered to be mobilised nonchalantly and in a habitual way that requires little effort or consideration. It is understood that even in contexts that people mobilise practices over periods of many years and decades, this is based on continued consideration (Feldman & Pentland, 2003; Feldman & Orlikowski, 2011). The debate has somewhat moved on to focus on the resources that people call upon at a micro level of praxis but how these relate to praxis at the meso and macro levels (Smets *et al.*, 2012; Jarzabkowski, 2015).

There is also a growing body of knowledge and concern for understanding how strategy is practiced across multiple streams of praxis (Jarzabkowski *et al.*, 2007). Organisational strategies can be practiced paradoxically (cf. Dameron & Torset, 2014). There is a knowledge base which has for a long time used the study of social interactions as a means of understanding how people create for themselves multi-realities. A central argument of Gilbert & Mulkay (1984) is that choice of justification for the choice of theories used by scientists can be dependant on with whom they are engaging.

The use of paradox by any stakeholder, at any time, depending upon their changing agendas, can be a strategy when different groups of stakeholders have conflicting interests in projects. If there is a need to try and leverage mutual interests from different groups, different justifications can be used to try and realise different strategies (Deetz, 1992b). In such circumstances, it is often important that there is a consistent paradox and to maintain that particular paradox dependant on audience. This has previously been studied and is labelled 'discursive closure'. Discursive closure is the process through which contradictory narratives are maintained through ensuring consistency of the story and ensuring certain topics or issues are purposefully avoided. In the words of Deetz (1992a, p. 187), "*discursive closure exists whenever potential conflict is*

suppressed". The opposite is therefore discursive opening which is the process through which suppressed conflict becomes open.

There has been recent calls to bring ethical discussions to the fore in the SaP literature which places explicit consideration on the virtues of strategy actions (Tsoukas, 2018). There is an ethical difference between Machiavellian scheming (Machiavelli, 2010) through which people mobilise unscrupulous tactics to realise their aims and suppressing narratives as a strategy of coping with uncertainty.

The following proposition is developed on the basis that little is currently known about the sets of practices mobilised by expert strategy practitioners, who are from time to time, demand-side client stakeholders to the construction industry.

Proposition D: strategic briefing is enacted through diverse sets of practices

The next section focusses on 'practitioners', the final of the three concepts of the SaP strategising theoretical framework.

3.5 Strategy Practitioners

As a means of relying on a previously developed vocabulary and set of definitions that are commonly understood within the SaP community, Jarzabkowski & Spee (2009, p. 74) helpfully created a typology of practitioners. The typology is based on three categories being

- Individual actor within organisation
- Aggregate actor within organisation
- Extra-organisational aggregate actor

These categories were developed to help frame a review of the SaP field and to propose workstreams. It would be logical that immediately one more category of actor would be included in this typology there seems an obvious exclusion which is extra-organisational individual actor. However, for Jarzabkowski & Spee's purposes, this category was not included as their literature review did not have any papers which required this group of strategy practitioners.

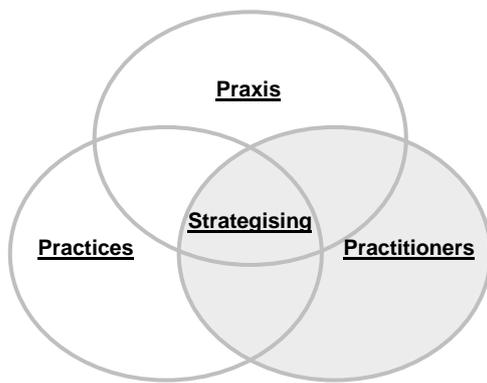


Figure 4. Practitioners on the SaP Conceptual Framework

Studies focussing on practitioners as a concept overlaps with the praxis theme of the SaP framework. For instance, in a study of an episode of micro praxis, through which the actors can be understood as constructing themselves through micro interactions at a meeting (Jarzabkowski & Spee, 2009, p. 73). This would be demonstrated through the overlapping themes of practitioner and praxis on Figure 3.

Very few past studies have explicitly considered how intrinsically important the briefing process is to participants (Bilello, 1993). The existing conceptions of clients are first reviewed before the developments toward groups within organisations (“*aggregate actor within organisation*” if considered from the SaP vernacular) are reviewed (e.g. Cherns & Bryant, 1984). There is also literature that specifically considers individual stakeholders (individual actor within organisation – SaP definition). The major differentiating consideration between existing briefing conceptualisations of people and groups is the level of agency given to the practitioners. Whereas in SaP, practitioners are considered to be highly capable strategists, the existing briefing literature continually limits the agency given to the practitioners.

Practitioners represented within the briefing literature continually seem to be conceptualised as those individuals that need help and guidance from the highly knowledgeable construction consultant, instead of expert individuals worthy of greater study in their own right. This has resulted in major limitations in how the briefing process has been studied. Giving greater agency to demand-side briefing strategy practitioners provides a significant avenue for departure in this thesis. There is however literature that cannot be ignored as it provides a basis from which to position the work in this thesis.

3.5.1 Conceptualisations of Strategic Briefing Roles

In a study of pre-project decision making, Woodhead (1999) attempted to deduce the roles commonly adopted by briefing participants through case studies. Analysis of the case studies shows how common administrative governance systems were in use throughout each case study. These systems conform to highly bureaucratised norms of roles and decision-making procedures. Standardised groups of decision-making roles emerge as present in each organisation being: decision-approvers, decision-takers, decision-shapers and decision influencers. Decision-shapers being a 'facilities management' team. Decision-approvers being the group of people who oversee all significant allocations of capital resources. Decision-takers who have been appointed to carry out the will of the approvers and are responsible for which schemes are considered by the approvers. Decision-shapers who are the project team and influencers who are a heterogeneous group of wider stakeholders. Decision-influencers are those who have a stake in projects and interact with people in the other roles (Woodhead, 2000).

Woodhead claims that these roles would likely be present but perhaps merged in smaller, less experienced and more occasional clients. Woodhead deduces these claims from reviewing the literature on capital investment decision making and asking a set of pre-defined questions to interviewees. To some extent, interviews are limited to sets of questions being asked and, in this case, perhaps the longitudinal case studies co-produced with participants were not well developed with other sources of data or perspectives from other pre-project participants. That a number of roles were found to be common throughout multiple, large and experienced organisations is well theorised. Though the case organisations operated across a number of different industries, they have all tended toward the highly bureaucratised organisations that Weber (1947) anticipated becoming dominant in the western world. However, using the SaP perspective does not take such roles for granted. Instead, the focus would be placed on the practices through which practitioners are continually giving purposeful consideration to assigning such roles. By going to the micro level of everyday strategy activities, increasingly nuanced understanding of what practitioners are doing and how they do it can be developed. This alternative approach could offer a natural evolution of the ways in which demand-side strategic briefing practitioners are conceptualised. It would also result in developing a greater understanding of how they experience briefing processes.

The notion of the participants of the strategic briefing process being conceptualised as stakeholders is challenged through the rest of this thesis. They are given more agency and are considered as individual or collective organisational or extra-organisational strategy practitioners who are directly involved with strategic briefing.

The literature on practitioners within the realms of SaP has been developed with a particularly strong emphasis on world-making and a becoming ontology (Chia, 2003). This provides a way of conceptualising demand-side practitioners through their everyday actions and interactions. Instead of categorising or classifying them as stakeholders, the focus is on how through interactions, briefing participants collectively negotiate shared realities (Langley *et al.*, 2013). This requires close study of the strategy activities that practitioners themselves are co-constructing.

3.5.2 Defining Organisation

Groups of practitioners can collectively form organisations. The notion of organisation is increasingly moving from being a noun to a verb. The concept of organisation morphs into organising. Rather than organisation being grossly simplified to an entity which is considered to exist in an objectified, unitary reality independent of the human mind, organising is being recognised as a socially constructed and continually on-going achievement. Organisations are not corporeal bodies such that to study organisation is to study organising which forms the basis of purposeful work and therefore practical achievement. 'Organisation' is created inside the minds of people. The continual social construction of realities and world-making through which organising and work are achieved through social practices become a unit of analysis oriented around strategising.

Organisational processes make every day practical coping amidst the myriad of situations encountered in the present moment more possible and through routinisation amidst recurrent similarly natured events, more efficient. When people find themselves in situations that are somewhat unfamiliar, they manipulate existing processes or create for themselves new ways of coping, through generating new processes and ceasing to use processes for situations which were previously fit for purpose. Organisational processes and the realities being experienced by people are being continually formed and perpetuated. Organisations and people are considered as continually becoming.

If change is not well conceptualised by appealing to a notion of stability-change-stability or unfreeze-transition-refreeze then an alternative conceptualisation is needed. Rather than understanding organisations as stable, static entities, that are capable of planned change as discrete events, they can be understood as being in a continual state of flux (Tsoukas & Chia, 2002). This alternative conceptualisation of organisation, labelled under the auspices of ontological 'becoming', is a direct critique of the atomistic 'being' ontological position. By aligning with a 'becoming' ontology, change is not understood only in terms of formal strategic planning exercises but also by emergent circumstances and both formal & informal strategy practices. Organisations are not therefore stable entities; organisation is an on-going achievement (Nayak & Chia, 2011). Rather than considering organisations as entities, the focus is placed on the ways in which people are constantly (re)organising themselves as a means of achieving collectively negotiated, purposeful actions. Such a critical position has great potential as a means of gaining a more empathetic understanding of informal and emergent construction project processes (e.g. Barrett & Sutrisna, 2009; Chan & Räsänen, 2009) and construction client organisations (e.g. Bresnen, 2008).

On the basis of the existing literature and the ways in which the practitioner concept can be mobilised with the SaP perspective, the following proposition is developed

Proposition E: practitioners have roles that are dynamic and heterogeneous

The next section is the final section in this chapter and introduces a framework through which the SaP theoretical framework can be visualised.

3.6 Integrating Praxis, Practices and Practitioners

The SaP literature is now vast and continues to grow at a fast pace. The SaP conceptual framework helps place studies in the field and shows how there are myriad ways in which understanding of how strategising is enacted can be advanced. As SaP offers an insightful approach to studying strategy activities, it is chosen as the new perspective from which to understand strategic briefing in this thesis.

Enhancing understanding of strategising forms the central concern of the SaP community. Any attempt to study strategising by mobilising all three of the concepts of praxis, practices and practitioners in the same context poses immediate challenges.

Whilst the SaP conceptual framework used so far in each section helps to a certain extent with navigating the nexus of the ways in which SaP concepts have been mobilised, it's limited in terms of how the concepts really integrate theoretically. In attempting to address this, Whittington (2006, p. 621) developed Figure 5. Whilst it does not account for all the conceptual distinctions that have been drawn upon in this chapter, it does offer a different way of visualising how the concepts interact.

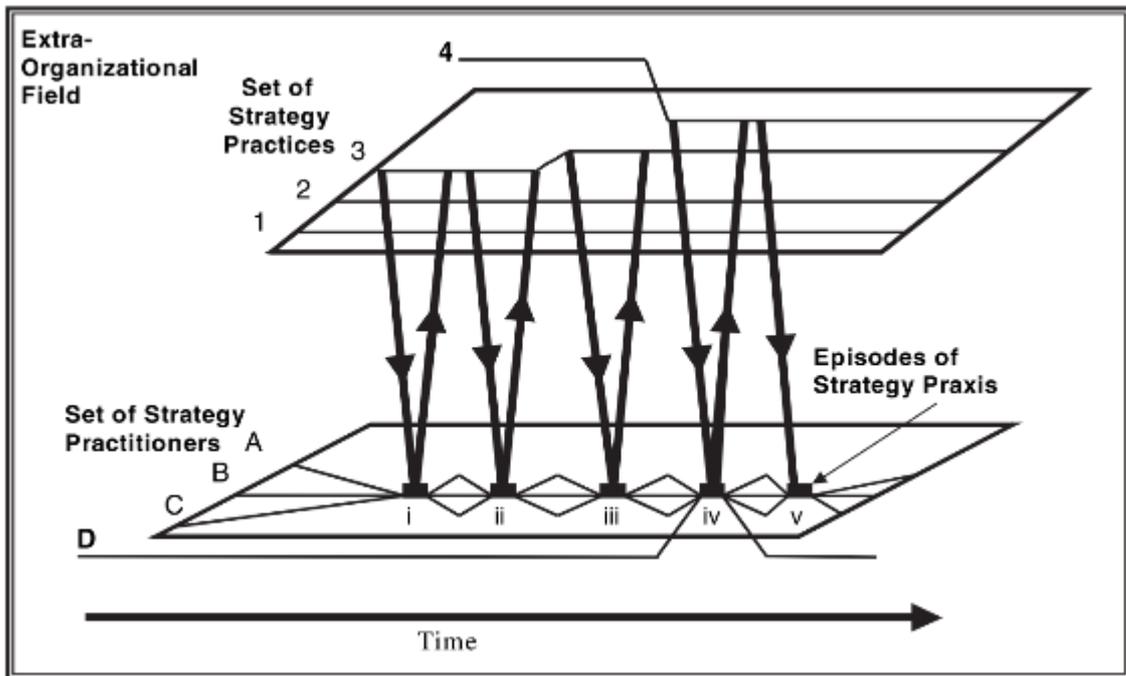


Figure 5. Integrating Praxis, Practices and Practitioners (Whittington, 2006, p. 621)

Firstly, strategy practitioners A,B,C are shown to interact with one another in an episode of micro strategy praxis in episodes i, ii, iii. An extra-organisational practitioner labelled D joins them for episode iv and then departs in episode v. the set of strategy practices that are drawn upon in episodes i,ii, iii are existing practices that the practitioners are mobilising their agency to enact through micro strategy praxis. However, practice 4 which is mobilised in episodes 4 & 5 is drawn from the extra-organisational field which can be explained by the interactions in episode iv by practitioner D. Once this practice has been learnt by practitioners A,B,C they then continue to mobilise it without the input from practitioner D in episode v. This model does not account for the distinction between individual and aggregate organisational actors and nor does it provide a means of differentiating between micro, meso and macro praxis.

In terms of the ways in which the historical embeddedness aspect of praxis is integrated into Figure 5, it would depend on the study but it could be visualised as

multiple episodes of strategy. If this were to be one of the existing longitudinal strategy process case studies, for example Mintzberg & Waters (1982) study of Steinberg Inc. then the episodes of strategy praxis would need to be aggregated into time periods that span far greater time periods than a mere 5 episodes of strategy praxis.

By using Figure 5 as a touchstone, the ways in which the empirical work in this thesis relates to existing SaP explanations of strategising can be visualised.

3.7 Summary

The strategy as practice conceptual model of practices, practitioners and praxis has been defined. Each of these concepts offers a different focus on ways of understanding strategising activities and they are all interrelated with one another.

Strategising is the activities which practitioners engage in that are significant in terms of the survival and competitiveness of their organisations. They are distinguished from operational activities which are lower order routines by not being used to conduct day to day revenue generating activities. Rather, strategic briefing as higher order routines shape the ways in which day to day lower order operational activities are carried out.

By considering the praxis aspect of the SaP framework, there are multiple levels at which activities take place each of which are interrelated. Micro level activities involve interactions between individuals and small groups of individuals. At a meso level of praxis the focus shifts to the strategy dynamics at the level of the organisation or small numbers of organisations. Macro praxis focusses on strategising activities that shape whole industries and broader society. Proposition C focusses on praxis thus:

Proposition C: strategic briefing praxis can be understood as historically contingent flows of parallel, intersecting, divergent or competing activities that are interrelated

Practices are the resources that are drawn upon to enact strategy activities and include particular routines, methods and tools. Practices can be regularly used or created for particular situations as they emerge. They can be learned from other people and manipulated depending on circumstance. To better understand the practices used during strategic briefing the following proposition is developed:

Proposition D: strategic briefing is enacted through diverse sets of practices

Finally, the demand-side practitioners that enact the strategic briefing process are studied. The ways in which these practitioners are conceptualised in existing literature is reconsidered through the following proposition:

Proposition E: practitioners have roles that are dynamic and heterogeneous

The SaP conceptual framework offers a novel way of understanding and explaining how strategic briefing is performed. This will in turn lead to the ability to better explain how demand-side practitioners experience strategic briefing; a topic on which there is currently a lack of understanding in the literature.

The following chapter describes the methodological considerations, research methods and research design for studying strategic briefing with a strategy as practice framework.

4

METHODOLOGICAL CONSIDERATIONS, RESEARCH METHODS & RESEARCH DESIGN

4 Methodological Considerations, Research Methods & Research Design

4.1 Introduction

In this chapter, a research approach to address all of the propositions is developed. The propositions could be studied in many different ways. The chosen strategy is to apply the propositions to a single case study context. In this chapter, methodological considerations are first discussed which touches on the sampling strategy, the chosen case study research context, the research paradigm to be adopted and the theoretical position. The research methods that are used to generate and analyse the data are then presented. These include ethnography, writing field-notes, archival research, thematic analysis and creating historic timelines. Finally, the research design is developed. The research was completed in three phases. The first phase is used to study proposition A and uses ethnography. The second phase, studying proposition B uses co-constructed narrative transcripts and archival sources to understand the historical embeddedness of phase 1. The third phase addresses propositions C, D, E. Phase 3 which builds on analysis in the earlier phases and operationalises the strategy-as-practice concepts of praxis, practices and practitioners using thematic analysis to study archival documents from multiple repositories.

4.2 Methodological Considerations

4.2.1 Research Context

Silverstone Circuit, UK, is justified as a suitable research context as during the time of data generation, willing research participants were actively engaged in the construction strategic briefing process. Silverstone Circuit is a globally renowned motorsports venue which hosts events such as the British Grand Prix. Added to this, despite the global appeal of motor racing, the increasing level of international competition to host F1 events and associated sports tourism, there is a dearth of research associated with motor sport venues with just a handful of exceptions (cf. Alnaser *et al.*, 2007; Larsen, 2016; Hollely & Larsen, 2019; Larsen & Leicht, 2019). Whilst continually evolving to meet ever-changing requirements, Silverstone (owned by the British Racing Drivers'

Club (BRDC)) currently has over 100 buildings of different sizes, ages and uses, as well as more than 10 miles of paved road ranging from two-laned perimeter access to international standard racing track. The buildings range from semi detached houses to a University Technical College, to two separate pit facilities, VIP and media centres, clubhouse, showrooms, training centres, conference facilities and supporting infrastructure. Yet international competition from newer, purpose built F1 venues places increasing pressure on those with a continued interest in the success of Silverstone.

Phase 1 of the research focuses on a £16 million construction project which celebrates the 'heritage' of the venue. This Heritage Experience Centre project (HEC) fitted the time period for Phase 1 fieldwork whilst going through the process of definition and design. Almost unprecedented access to participants actively engaged in the strategic briefing process for construction projects at Silverstone was granted as part of a collaborative doctoral research project, meaning fieldwork could take place throughout the period 2015-2017.

The Centre was first proposed in 1970. However, it only began to gain significant momentum in 2011. Such a project could be considered a rather extraordinary case having seemingly been in an on-going strategic briefing process for almost five decades. However, there is literature which would suggest construction project incubation periods can last more than a decade (Woodhead & Smith, 2002). Until 2011, the HEC was but one side-lined proposal amidst a vast number of developments that occurred since 1970. Understanding the reasons for this required investigation of the broader context out of which the HEC project emerged. This resulted in Phase 2 of the research focussing on strategic briefing as an on-going historically embedded process.

The interests and processes through which projects have been realised were studied in Phase 2, resulting in a case study report. This shows fluctuating priorities of interests through time and a number of significant historic events which still result in shaping current and future developments at the venue.

Phase 3 of the research focusses on mobilising the Strategy as Practice theoretical framework against a variety of different data. This aids in understanding how the research participants use the practices available to them during briefing at a micro level of analysis.

4.2.2 Research Paradigms

Briefing is inherently human oriented. Rather than attempting to accurately access an objective reality or parts of it, processes such as briefing are better understood by recognising the experiences of process participants. This philosophical position and research paradigm will be labelled *interpretivist*. The credence given to participants (including project stakeholders, construction practitioners and researchers) of briefing processes is essential in distinguishing between positivist and interpretivist paradigms when studying the topic. On the one hand, the perceived challenge for 'positivist' researchers is to reduce participants and the process to accurately identifying discrete process variables and searching for universal causal relationships between them. On the other hand, researchers can aim to contribute to knowledge by recognising that the realities experienced by participants are co-constructed through interactions and are therefore context specific and temporal (cf. Gibbons, 2000). From an interpretivist perspective, researchers and their study participants are not discrete separate entities. Through inevitable researcher-participant interactions during data generation, studies of the briefing process involve the co-construction of shared realities though there is little recognition of this in the literature (cf. Denzin, 2001). Such research does not take place in an academic vacuum, topics of study are developed hand in hand with research participants and the relevant literature (Green *et al.*, 2009). The goal of studies of interactions such as those during briefing processes can be to theorise by focussing on the underlying mechanisms and the practices used to shape the everyday realities experienced by participants (Schweber, 2016). Unfortunately, there are few examples of such a position being mobilised in the briefing literature. An interpretivist research paradigm is used throughout this thesis.

In considering the nature of the realities to be studied, social constructivism is chosen as a theoretical position. However, constructivism is a fragmented position. On the one hand, *strong constructivism* is heavily critiqued as it assumes "*our knowledge of reality is [...] entirely culturally relative, since no human has access to reality*" (Smith, 2011, p. 122). Whereas a *weak* position finds greater favour here, acknowledging the notion that not everything is socially constructed (in that some things exist independently of human interpretation, e.g. oceans and mountains) and thus assumes that "*what people believe to be real is significantly shaped not only by objective reality but also by their sociocultural contexts*" (ibid.). This weak position therefore gives credence to both the

material and the social and is aligned with throughout this research.

4.2.3 Sampling

Positivist studies use the technique of statistical sampling as a means of generalising their findings to a population which is known as representative sampling (Lincoln & Guba, 1991). Opposed to this are interpretivist assumptions from which ethnographers attempt to understand and study the meanings that participants give to their own experiences. Rather than using large samples as a means to generalise findings to a population, interpretivists often have comparatively very small sample sizes, thus seeking depth rather than breadth and often relying on case studies. The aim of reporting such research of very few or even a single case is to challenge previously held understandings or to gain better understanding about something which is currently little understood, whilst paying great attention to context (Flyvbjerg, 2006). The benefits of studying a small number of case studies would be to see how there is differentiation in how organisational processes are enacted in different contexts. However, studying organisational processes requires gaining access to data which is often hard to generate (e.g. observations of private meetings and discussions that are sensitive and have politicised content). This is typically achieved by developing relationships with potential research participants. The benefits of studying a single case study are that relationships only need to be developed with research participants in a single context. The single case study approach also allows a deeper and more penetrative approach than could be achieved with the same resources on two or more case studies. A single case study is to be mobilised on studying strategic briefing as enacted at Silverstone Circuit.

By iterating between fieldwork, reflecting on fieldwork, reviewing relevant literature and sharing findings with research participants, ethnographers can design research strategies based on emergence rather than following pre-planned and prescribed approaches. By using such a method, the emergent processes through which construction projects manifest are celebrated and can be used to actively shape studies (Barrett, 2000; Barrett & Sutrisna, 2009; Green *et al.*, 2009).

4.2.4 Summary

Silverstone Circuit, the UK Formula 1 venue is justified as the case study context as there were willing research participants engaged with strategic briefing at the time of

data generation. It is also a complex venue with multiple business units that has led to more than 100 buildings at the venue as well as being internationally recognised. An interpretivist research paradigm is adopted throughout the research with a weak constructivist theoretical position. Rather than seeking to find universal relationships between discrete variables using a large sample size, a single case study will be used. This is further justified as a sampling strategy as the time and resources that need to be used developing relationships with people in different contexts provides a constraint on research design. The following section details the methods used to conduct the research.

4.3 Research Methods

To address the propositions, a mix of different methods are used. These include ethnographic fieldwork from which field-notes are developed, use of archival repositories, thematic analysis and creating timelines of development. Each of these methods are considered in this section.

4.3.1 Ethnography

Ethnography is justified as an approach to gaining an understanding of the realities experienced by briefing practitioners as it encourages fieldwork and interactions with research participants. Through conducting fieldwork, shared understandings in the form of background knowledge can be developed. This then leads to the ability to understand in greater detail contextual embeddedness of how organisational processes are enacted and therefore briefing. This relies on immersion in contexts by researchers getting close to the people under study but also relies on periods of reflecting upon fieldwork. Such an approach has been adopted by many organisation theorists and to study practices used in the construction industry (e.g. Gherardi & Nicolini, 2002; Pink *et al.*, 2013; Tutt & Pink, 2019). Many different approaches and sets of guiding assumptions have been used by ethnographers and it is through recognising and identifying with different sets of guiding assumptions that research strategies are developed. Brewer (2000, p. 6) offers a definition of ethnography as follows

“ethnography is the study of people in naturally occurring settings or ‘fields’ by methods of data collection which capture their social meaning and ordinary activities, involving the researcher participating directly in the setting, if not also

the activities, in order to collect data in a systematic manner but without meaning being imposed on them externally”

Other than the assumption that data collection can capture social meaning and that researchers can enter the field without imposing external meaning, this definition of ethnography is adopted. For reasons that will be discussed below, researchers cannot avoid giving meanings to their sets of experiences. Believing that inductive research can be conducted neutrally and without presuppositions has been critiqued.

The other problematic aspect of Brewer's definition of ethnography is the belief that meaning can be captured, which falls within the traditions and assumptions of positivism. Positivist assumptions dominate many fields. Positivists follow what they claim to be the scientific method of searching for causal laws between discrete variables. Such studies are then apparently verified by controlling all but a small number of dependant variables and discerning relationships that are replicable in every circumstance, thus attempting to establish objective laws of behaviour. Taking such a stance, known as realist ethnography, requires the assumption that there is a single, coherent reality out there waiting to be discovered with the correct toolkit (cf. Marcus & Cushman, 1982). If adopting these assumptions, ethnographers would view themselves as neutral and objective researchers. Realist ethnographers have been somewhat challenged by those focussing on social interactions and the ways in which realities are socially constructed (Atkinson & Hammersley, 1994). Whilst recognising this is not a simple binary transition, ethnographers may adopt constructivist rather than realist assumptions. Whilst there is variety amongst those claiming to be constructivists, many recognise that the realities experienced by the people they are studying are being continually co-constructed through social interactions (Denzin, 2001). As such, researchers cannot be outsiders or neutral to the situation. They have their own sets of interests and through inevitable interactions, the realities experienced by themselves and their participants come to shape and re-shape one another (Lincoln & Guba, 1991).

There is a strong allure to positivism throughout the natural and physical sciences and indeed these approaches are highly diffused throughout many academic fields. However, heated debate between positivists and social constructivists led to the recognition of how realities are socially constructed becoming more accepted (Kuhn & Hacking, 2012). This particularly changed the ways that social interactions were studied which has led to rethinking the types of research questions being asked. It has

also made researchers studying social problems across a large number of fields give more attention to the importance of the sets of assumptions they bring to bear in their research (Davies, 2008).

Gold (1958) elaborates on different roles that can be used in field research. These range from 'complete observer' in which a researcher completes observations with the subjects not knowing they are being observed. This is one end of a continuum with 'full participant' being at the other, in which a researcher participates in a group or community without those they interact with ever knowing they are conducting research. Ethnographic studies typically take place over extended periods of time so the role adopted by the researcher may be dynamic and involve a mix of all the above.

Observations were used extensively throughout the research process as a means of generating data in the form of field-notes. The role of a researcher when interacting with research participants will almost inevitably change over a period of many years. However throughout this research, observations have almost all been carried out with the researcher in the role of a participant-as-observer (Gold, 1958).

It is not possible to be neutral or to hold no presuppositions when undertaking ethnographic studies. Ethnographers are continually giving meaning to their sets of experiences based on their conceptual system (cf. Lakoff & Johnson, 1980). Due to this, it is important for researchers to be reflexive in that they recognise their own sets of biases and interests.

4.3.2 Writing Field-notes

Field-notes are commonly taken and developed during and after observations to provide a primary data source for analysis, to inform iterative future stages of data generation and to add to other data sources to provide a multiplicity of voices in later stage analysis (e.g. Latour & Woolgar, 1986). Two strategies for developing field-notes are discussed by Wolfinger (2002, pp. 89-93); "*The Salience Hierarchy*" and "*Comprehensive Note-taking*". The salience hierarchy relies on researcher intuition, essentially field-notes are developed based on what is perceived to be most important, out of the ordinary or striking about their observations. In contrast, comprehensive note-taking relies on a standardised approach which is more structured and rigid in an attempt to "*describe everything that happened during a particular period of time*" (Wolfinger, 2002, p. 90). The comprehensive strategy is critiqued as it is not possible

to record everything that happened. Simply put, field-notes will always to some extent be guided by what the researcher is most interested in and finds most salience at a given time. However, this will inevitably develop through iterations of data generation, literature, review analysis and practitioner feedback. However, some standardisation seems logical as there are certain aspects which will help organise data sources when revisiting data collected months or even years before. To this end, an amalgamation of both strategies is adopted to develop field-notes. Basic fundamental information about the observations is recorded at the beginning of each note, such as time, date, location, and participants.

Simple hand-written notes to trigger memories were taken whilst in the field and these were each greatly expanded upon and written up in Microsoft Word within 24 hours of the observations. However, in more intimate one to one conversations with stakeholders it was not possible to compose detailed notes as it would have broken the flow of conversation. Therefore, in more informal circumstances, field-notes were written wholly from memory. Many instances occurred when informal discussions would last up to an hour or more so it was only possible to note the more salient points of the discussion.

4.3.3 Archival Research

Archives have become far more popular in terms of data sources for studying a broad variety of topics. Archives have become far more accessible as databases of repositories and data sources with increased use of digital technologies. Archives are increasingly available through the internet which means the geographic location of physical documents becomes less and less of an issue to overcome during research projects which often encounter problems of lack of resources and time to be spent travelling to archive repositories (Gaillet, 2012). Archival research methods are immersed in research paradigms and theoretical positions. The chosen method to study archival data as it relates to Silverstone Circuit and strategic briefing is interpretive history which, to quote Vaara & Lamberg (2016, p. 634)

“emphasizes the role of the historian-researcher in interpreting the importance of historical events in situ [...] and, by so doing, usually reflects a constructionist understanding of social reality”

Such an approach to studying historical data on organisational processes distances itself from any notion of trying to triangulate data sources. Instead, these sources are

read for the significance when studying a particular context. Silverstone has a long history which is well documented. There are many archival data sources which can be accessed to generate data which is used widely in phases 2 & 3 of this research.

4.3.4 Thematic Analysis

Thematic analysis is used extensively throughout the research phases to analyse multiple sources of data (cf. Boyatzis, 1998; Terry *et al.*, 2017). The categories were shaped through a mix of inductive analysis of the data and deductive studies of existing literature. Thematic analysis is used for a variety of research purposes. It is used to interrogate data generated to study each of the research propositions throughout this thesis. It follows 6 stages which are used in multiple stages of analysis that build upon one another which are:

- Familiarising with the data
- Generating codes
- Constructing categories
- Reviewing potential categories
- Defining and naming categories
- Producing the report

Data familiarisation techniques and strategies are described in detail in the research design section of this chapter. Codes can be created inductively by studying data or deductively by seeking to analyse data against codes developed from existing theory. Codes can then be grouped into categories which again can be developed inductively or deductively. When codes are being assigned to data, they can be redefined and manipulated to account for enhanced understandings of broader sets of data or based on findings. The same goes for how they are grouped together. Codes can be assigned to one or multiple groups or they can be deleted. The processes of analysis are reported in chapters 5,6 & 7 and there is a continual development of codes and categories throughout.

4.3.5 Historic Timelines

When briefing is considered as an on-going strategy process, it can be studied both in everyday activities but also as a historic process with tangible outcomes (construction projects). In order to understand the history of the case study context, timelines of

developments were created. The method used was to find plans, images and accompanying documents in which these developments were planned. This results in large amounts of data being sourced from multiple repositories. To organise it, timelines of developments can be accompanied with notes which describe the context in which these developments took place. Based on interpretive historical analysis, these notes were based on what seemed most strategically salient to the researcher when analysing the documents.

4.3.6 Summary

To address the Propositions in this research, multiple methods are employed in different phases which iteratively build upon one another. The following section details their application in the study of how demand-side stakeholders experience the strategic briefing process at Silverstone Circuit.

4.4 Research Design

The empirical work was conducted in three phases. Each phase addresses specific propositions. The rest of the structure of this chapter is based around detailing the work conducted in each phase. To help orient the work, Table 1 sets out the research phases with data generation techniques.

Table 1. Research Phases & Data Generation

	Research Phase		
	Phase 1 – Proposition A	Phase 2 – Proposition B	Phase 3 – Propositions C, D, E
Literature	Traditional briefing (2.2)	Strategic briefing (2.3)	Praxis (3.2), Practices (3.3), Practitioners (3.4)
Data Generation	<ul style="list-style-type: none"> • Field-notes from initial meeting with key informant: 1 hour long December 2014 • Field-notes developed from update discussions with key informant (each 1 hour long): <ul style="list-style-type: none"> ○ August 2015 ○ September 2015 ○ January 2016 ○ April 2016 • Field-notes developed from observation of grandstand supplier meeting: October 2015 (lasting 1 hour) • Field-notes developed from observations of Heritage Experience Centre Design & Project Management Team meetings (lasting ~2-3 hours each): <ul style="list-style-type: none"> ○ October 2015 ○ December 2015 ○ February 2016 ○ April 2016 	<ul style="list-style-type: none"> • Development of four co-constructed narrative transcripts: November - December 2017 (4 x transcripts created from ~1 hour audio recorded discussions and associated email trail of correspondence) • Collection of archival documents and secondary sources between December 2017-May 2018 <ul style="list-style-type: none"> ○ Heritage Experience Centre archive documents 2011-2017 (all documents in the shared folder structure used by staff including research documents, procurement reports, project updates, building designs, grant applications and contractual agreements) ○ Companies House Annual Reports (for 4 companies 1981-2017) ○ Hansard 1941-1967 (records of debates: House of Commons 5 debates, House of Lords 1 debate) ○ Planning policy documents 1997-2017 and planning applications from two local authorities with jurisdiction over Silverstone from 1970s-2017 ○ National Archives – Kew 1940-1971 (20 documents in total from 5 different archive folders) ○ Secondary Sources 1952-2016 e.g. books, journal papers, websites 	

The approach followed the methodological principles of iterating between critiquing extant literature, fieldwork involving developing field-notes and co-creating data with participants, reflecting on experiences, academic peer review and participant review (cf. Green *et al.*, 2009). It is not possible to fully understand the realities as experienced by other people. However, it is possible to develop shared understandings of certain aspects of the realities others experience. Iterative research designs rely on successive research stages between periods of interactions between researcher and participants.

Research participants, each of whom are practitioners in their own practical fields of action, are continually moulding their realities in order to make sense of their everyday lives. As participants are faced with emergent circumstances that necessitate a response that falls outwith their existing *modus operandi*, they manipulate their existing practices through reflection and improvisation (Schön, 1996; Gherardi, 2012). It is therefore important for interpretivist researchers who use fieldwork to generate data to remove themselves from the contexts that they are studying, which allows time for reflection. A principle of field research advocated by certain practitioners is that it is important to step in and out of the contexts under study. By stepping out, ethnographers can give consideration to the priorities and importance to their sets of experiences and contemplate the meanings of what has been observed (Atkinson & Hammersley, 1994). This approach is used between the phases of this research.

4.4.1 Phase 1 – Realities Experienced by Demand-Side Practitioners

Phase 1 of the research specifically addresses Proposition A:

Proposition A. Realities experienced by demand-side practitioners resonate well with the traditional interpretation of briefing.

The empirical work completed to address this proposition is based on gaining an understanding of how demand-side strategy practitioners experience briefing. To do this, relationships were developed with people who were key participants in briefing processes at Silverstone. To understand briefing from their perspective, a mix of informal update discussions were held with a key informant and meetings about proposed construction projects were observed. From these interactions, field-notes were developed.

The literature used to develop Proposition A assists with developing themes to be analysed when reviewing the field-notes. This is how opinions are formed regarding

how experiences of demand-side practitioners resonate with traditional briefing literature.

4.4.1.1 Data generation for Phase 1

All data generated during this phase was focussed on gaining an understanding of the processes through which proposed construction projects become defined and move toward the on-site construction phase. The research participants were asked to inform the researcher about any talk about upcoming construction projects or to invite the researcher to meetings where projects were to be discussed. This was all enabled by a research participant named Abbi who had the role of gatekeeper of the organisation and allowed the research to take place.

4.4.1.2 The gatekeeper 'Abbi' becomes a key informant

Having the role of company director and given the importance of construction projects to the on-going viability of the venue made the gatekeeper a promising candidate for gaining understanding of potential upcoming construction projects. As previously argued, construction project strategic briefing can be empirically elusive. There is no perfect or objective approach that can wholly overcome this challenge. The process can be concurrently enacted between different groups of people and it is therefore not possible to observe every aspect of the process being enacted all the time. It is only possible to observe certain instances of the interactions between participants of the process through attending meetings. To address this, informal update meetings took place. Abbi was a key participant in organisational strategy processes and was therefore well positioned within the organisation to inform on the progress of discussions of construction projects. Periodic meetings took place between August 2015-April 2016 during which updates for the various proposed projects were provided. These were one to one conversations with Abbi which would typically last around one hour. Field-notes would be developed over the following 24 hours.

The demand-side research participants did not explicitly use the term briefing to define what it was they were doing. Instead, when targeting meetings for observations, the key informant was told that the research focus was on how construction project proposals emerge in organisations such as theirs. It became clear after a short period that there was one potential construction project taking place during Phase 1 fieldwork which was strategically far more significant than the other projects being proposed. This resulted in further targeted observations taking place of monthly progress meetings for the Heritage Experience Centre.

4.4.1.3 Observations of Heritage Experience Centre Meetings

During the period of Phase 1 fieldwork, there was a huge amount of development preparation taking place for a proposed Heritage Experience Centre (HEC). This was being funded by the Heritage Lottery Fund (HLF) and the BRDC with some aid from a local council. The work during this period was oriented toward developing a Round 2 Application for HLF grant funding. The project team met monthly to discuss progress. The researcher was invited to observe these meetings which were named by the participants as Design and Project Management Team meetings (DPMT). In total, 5 of these meetings were attended during the period October 2015-April 2016. Much of the discussion and content of the meetings was oriented around developing the internal exhibition and building design. Whilst these provided context, the focus was placed on talk of strategically significant discussions regarding the overall definition of the HEC project and the wider Silverstone Circuit's and BRDC business model. During some of the meetings, there was little or no talk of such strategic level discussions. However, in the meeting in January 2016, there was a major change made to the project.

It is important to note that meetings took place during Phase 1 between the members of the DPMT, the local authority planning departments and HLF staff during the period of observations but none of these were observed. The gatekeeper was comfortable with the researcher interacting with DPMT participants including consultants appointed for the HEC but complexities surrounding the most highly political meetings meant that they decided it was not appropriate for the researcher to directly observe them. However, updates about the meetings were given through later one to one update conversations.

The field-notes from Phase 1 were comprehensively developed to focus on the biggest strategic issues that were being addressed through the period of field work. By conducting observations of DPMT meetings for the HEC during 2015-16, four practitioners emerged as key strategy actors. They are as follows:

A – Abbi - a staff member in the BRDC management team during the 2000s and became director of Silverstone Circuits Ltd (SCL) in 2014 (individual actor within organisation) and remained in post until the end of fieldwork in 2017.

B – Ben - was Director of Silverstone Holdings Ltd, SCL & Silverstone Estates Ltd (individual actor within organisation) from the mid-2000s to 2014.

C – Charlotte - was an external (extra-organisational individual actor) consultant architect from the late 1990s until the end of data generation in 2017.

D – David - was an external (extra-organisational individual actor) consultant project manager appointed to help diversify the business from 2011-2015 and then became internal director (individual actor within organisation) of the newly incorporated SHerL charity that shares many board members with the BRDC so is considered for these purposes to be part of the BRDC group although formally it is a standalone non-profit charity for public benefit, from 2015 until the end of data generation in 2017.

E – Nick - the researcher who interacted with Ben in 2017 and observed Abbi, Charlotte and David from 2015-2016. All four research participants helped develop co-constructed narrative transcripts in 2017. Abbi and David were gatekeepers who gave permission for private HEC archive documents to be studied for this research.

The research participants did not all officially work for the same organisation, they had formed a “*temporary multiorganization*” (Cherns & Bryant, 1984, p. 180). The name given to this temporary multiorganization was the HEC DPMT.

The above-named research participants are not the only people to have helped form the DPMT. Many different people came and went. These included project managers, archivists, specialist consultants from different disciplines and museum & exhibition design experts. However, whilst these people could be considered as participants in HEC strategy episodes, they were not considered as core people who were shaping and realising strategy at the level of working to ensure continued survival of Silverstone Circuit and the BRDC group.

After April 2016, the researcher stepped out of the field in order to analyse the field-notes.

4.4.1.4 Analysis of Phase 1 Data

The field-notes were scrutinised for references that either resonated or conflicted with the assumptions of the traditional interpretation of briefing. The main arguments which emerged from the literature review were:

- Creating the brief by timely exchange of information between client and briefing consultant
- Seeking to develop an accurate understanding of client requirements as though they are waiting to be understood with the right method
- Freezing the project brief once it is written
- Focussing on single projects in isolation

The first three bullet points are addressed by presenting selectively chosen quotes from the field-notes which resulted from the analysis. The final bullet point is analysed by searching for mention of all the proposed construction projects in the field-notes. This analysis is presented in a table which names all proposed construction projects recorded in field-notes during Phase 1 with reference to the specific field-note.

The ways in which the contents of the field-notes resonated with each of these topics forms the findings to address Proposing A. This then sets the basis of how Phase 2 of the research is conducted to address Proposition B.

4.4.1.5 Summary

Data generated to understand the realities being experienced by demand-side strategy practitioners was based on the researcher acting as an ethnographer and conducting fieldwork in Phase 1 of the research. The fieldwork consisted of a mix of discussions with a key informant and observations of meetings during which strategic briefing was being enacted. Field-notes were analysed to see how well the experiences of the research participants resonated with the traditional briefing literature. The field-notes were scrutinised to consider the data by using a set of themes that emerged from the literature review as the core assumptions of traditional briefing. The findings informed Phase 2 of the research.

4.4.2 Phase 2 – Data Generation for Historic Context of Phase 1

During Phase 2 of the research which studied proposition B, data was generated in the form of co-constructed narrative transcripts and archival documents which were copied from multiple repositories. Initial analysis of the transcripts focusses on how the research participants re-construct past events when giving historic background to the Phase 1 research. Findings from this result in further research being conducted to understand how these events are interconnected and the interests that led to them.

Initial thematic analysis of historic planning application data was carried out in seeking to understand how they could be organised into groups. There was then extensive familiarisation with archival data covering multiple decades of developments at Silverstone from many sources involving thousands of source documents. These were organised into mini timelines for different streams of activities that had emerged from the thematic analysis of planning applications. The outcome of this work was the case study report in chapter 6.

4.4.2.1 Transcribing Audio-recordings

Co-constructed narratives can be a valuable method of data generation. They “develop, for instance in conversations between people or email exchanges” (Andrews *et al.*, 2013, p. 6). If conversations are recorded, analysis of the raw recording can be challenging. It is often useful to transcribe audio-recordings which can help when making sense of data. Transcription of audio-recordings can be approached using multiple methods. One method is *verbatim* which includes the use of utterances such as ‘um’ which are common in spoken language when used by participants to break up sentences and for a pause to think. Verbatim transcription seems marginalised as an approach with researchers diverging one of two ways; editing out utterances to produce *cleaned* (author’s choice of word) transcripts or more highly detailed transcription which is more thoroughly explored in a systematic manner by Jefferson (2004). This research project aligns with the *cleaned* form of transcription with the exception of [...] for significant pauses which led to changes in topic in the discussion. Also at times during transcription, the spoken sentences do not always have a natural break. Therefore, when one sentence would not be distinguishable from another without the addition of a full stop (.), a full stop has been inserted. This is to prevent confusion and having to re-read over and over again to understand meanings, or having to re-listen to the audio recording during later analysis. The same has been done with paragraphs. In order to give some limited structure to transcripts of prose which were up to 20,000 words long, they have been split into paragraphs. These paragraphs are delimited by changes of topic or purpose of the discussion. Added to this, the headings have been inserted in order to make navigation through the data more manageable. Added to the transcripts were all the surrounding email communications with the participants broadening the scope of analysis from the more traditional interview transcript.

4.4.2.2 Archival Research

Based on the content of the co-constructed narrative transcripts, a large number of historical events were found to still be actively shaping the actions of the research participants during briefing. In order to gain a more intricate understanding of these events, further sources of data were searched for that could help understand the embeddedness of the field observations carried out in Phase 1.

As a means of understanding the history of developments at the venue and to situate these in their historic contexts, publicly available archival sources relating to the history

of Silverstone were searched for.

The research participants continually referred to the Heritage Experience Centre archive when developing the transcripts and were happy to share it. So in total, the following sources of historic data were used, dominated by archives but also including secondary sources. Each of these data sources will now be considered individually.

- Heritage Experience Centre archive documents 2011-2017 (all documents in the shared folder structure used by staff including research documents, procurement reports, project updates, building designs, grant applications and contractual agreements)
- Companies House Annual Reports (for 4 BRDC group companies 1981-2017)
- Hansard 1941-1967 (records of debates: House of Commons - 5 debates, House of Lords - 1 debate)
- Planning policy documents 1997-2017 and planning applications from two local authorities with jurisdiction over Silverstone from 1970s-2017
- National Archives – Kew 1940-1971 (20 documents in total from 5 different archive folders)
- Secondary Sources 1952-2016 e.g. books, journal papers, websites, court cases

HEC Archive

The Heritage Experience Centre archive was a mix of digital data and hard copy documents. The physical documents were held in the offices being used by the HEC project team at Silverstone in two cabinets. The digital data was held in a shared folder structure which the researcher was given access to.

Companies House Annual Reports

All companies in England and Wales have to submit annual reports to Companies House each year. These reports are available dating back to 1981 on the Companies House website in .pdf format. Each annual report for a company includes a financial report and a strategic synopsis of the status of the company. Annual reports were downloaded for all companies responsible for managing Silverstone Circuit in the BRDC group.

Hansard

Hansard is the archive that holds records of Parliamentary debates for both the House of Lords and the House of Commons in the Westminster Parliament. The scope for the data generation period for the historic case study report is 1940-2017. All Parliamentary debates in this time period have been transcribed so are available to be searched online. Hansard was searched for RAF Silverstone Aerodrome and Silverstone Circuit. All records found were downloaded and stored with the other Silverstone data.

Planning Policy Documents & Planning Applications

Silverstone Circuit has a local authority boundary that runs through almost the exact centre of the estate. As such, two planning authorities have jurisdiction over developments. Planning policy documents and planning applications are all publicly available online. Relevant planning policy documents were downloaded and stored in a folder. Planning applications can be searched for on the respective databases of both South Northamptonshire Council and Aylesbury Vale District Council. Silverstone Circuit was searched for and planning application data was copied and pasted into excel spreadsheets. There were hundreds of planning applications logged with both authorities.

National Archives – Kew

The National Archives are organised as a mix of physical and digitised documents. Their archive can be searched and references for Silverstone were found by using the following:

- RAF Silverstone
- Silverstone aerodrome
- Silverstone Circuit

The relevant archives were predominantly physical copies in a number of boxes from the former government ministries responsible for RAF Silverstone Aerodrome prior to its construction in the early 1940s, then post -WW2 when the land on which the aerodrome had been built was purchased and in the late 50s to early 70s when the land was sold. The physical archives were searched based on the principles of the interpretive historical approach. Documents including letters, contracts, reports and plans that seemed significant to shaping Silverstone Circuit were photographed. These photos were then converted to .pdfs and were stored in digital folders with the rest of the data generated in the research. The National Archive documents were stored and

organised according to the archive box they came from.

4.4.2.3 Co-constructed narratives

Analysis of the field-notes in Phase 1 led to the development of a set of initial findings which were used to spark more formal discussions (co-constructed narratives) with the research participants. A facilitation tool was developed to present the findings from Phase 1. This was a single-sided A1 conference poster summarising initial findings detailing changes to construction projects observed during fieldwork (Hollely, 2017).

The researcher had known each conversation participant for at least 2 years. In many instances the communications surrounding the conversations provided valuable data such that when transcripts were developed the surrounding texts in the form of emails, field-notes and other documents were included for data analysis. Instead of being framed as interviews which has a more distant connotation regarding the relationship between researcher and participant, these conversations and the resulting data are labelled co-constructed narratives (Andrews *et al.*, 2013). These were with three venue executives and a consultant architect, each of whom were significant in developing the HEC project. Each conversation participant was asked to study the poster prior to the conversation. Two venue executives and the architect were asked to give their account of the background to the HEC in the context of findings on the poster and how the HEC fitted into the overall venue development. One executive, who leads the HEC as project director was asked to give an account of the development of the project.

The audio-recorded discussions were open ended. However, each followed a similar pattern. Each venue executive structured their response to the initial findings poster by giving a linear narrative of their understanding of the historic context to observations 2013-2016. The architect had direct experience of working on projects and Masterplanning exercises at the Circuit from the late 1990s and this is where the narrative began. One of the venue directors decided to give an account of the significant and important history from the 1950s for which they had no direct experiences of managing Silverstone until the mid-2000s. This set the scene for their narrative beginning in the mid-2000s from which they have direct experience of venue developments. The final executive decided to give some short historic context of their work at other venues immediately prior to moving to work for the BRDC at Silverstone. They then gave an account of their experiences relating to venue developments prior to the initial findings on the poster. The HEC project director began with an account of the project development from direct experience beginning at feasibility stage from 2011

onwards but mentioned how the project was first proposed in the early 1970s.

Each participant gave permission for the conversation to be recorded. Two participants requested that the recording be paused for periods of up to 5 minutes due to the confidential nature of the discussion. Transcripts were then developed which each participant had the chance to review. Only one participant did, who proceeded to comprehensively rewrite their account citing confidentiality.

4.4.3 Phase 2 – Data Analysis

In methodological terms, this is the initiation of an exercise of zooming out, as Nicolini (2009, p. 120) explains “*the ethnographic approach helps us appreciate that work practices do not take place in a vacuum and that people’s organizational lives are shaped both through individual agency and historical conditions*”. Data generation in Phase 1 can be understood as immersion and familiarisation with the day to day activities in the case study context, Nicolini (2009, p. 121) explains that the act of iterating between zooming in and out of a context is one in “*which we expand the scope of the observation following the trails of connections between practices and their products*”. In terms of strategy as enacted at Silverstone, the act of allocating resources to a particular development is a performance that perpetuates or changes the policy priorities at the time. Changes in the built infrastructure can therefore be read for meaning, they are the material manifestations of practices mobilised by strategic briefing process participants.

4.4.3.1 Analysis of Transcripts for Construction Proposals

In further developing the analysis of construction projects being proposed on the phase 1 field-notes, a similar exercise was completed on the co-constructed narrative transcripts. Proposals were searched for in the transcripts each of which was coded as a proposal. These are presented in a table in chapter 6. Lots of project proposals were mentioned that weren't in phase 1.

4.4.3.2 Analysis of Masterplans

Once a detailed historic timeline of developments across the site was developed, a series of masterplan proposals from different periods were searched for in different repositories and compiled. The proposed projects on each masterplan that was accessible at the time of data generation were then put into a table organised by year

of masterplan and proposed construction project. The sets of proposals on masterplans were analysed according to the organisational objective the project would help to realise. These objectives were underpinned by interests and following thematic analysis, these interests became codes. In this analysis, the codes developed were

- Developments for racing
- Developments to diversify the business or for education purposes

Added to findings from the planning application qualitative matrix analysis in the following section, these codes form the basis of iterative stages of thematic analysis conducted on data generated in Phase 2 and Phase 3. They become ever more developed and are re-considered many times.

4.4.3.3 Analysing Planning Applications

Not only were planning applications that had arisen during Phase 2 data generation, such as those for a museum or new pit and paddock complex, collected, lists of all applications concerning the site were exported from the local authority websites. Each application going back to the 1970s had the date submitted, decision and a brief description of the proposal. From 2007, all documents concerning the applications could be viewed. Design and Access statements for every planning application concerning either a site wide masterplan or a construction project with a value of more than £1m submitted by the BRDC group was downloaded and collated into a single .pdf. A list of every planning application from both authorities was imported to an excel spreadsheet. Through organising the applications by date submitted, a very detailed and fine-grained picture emerged of what was being proposed and when. As a source of historical evidence of what was being discussed, this is a great source. To reach planning application stage, resources will have been committed so each shows that every proposal would have been the subject of debate particularly amongst internal stakeholders of the BRDC group. Each planning submission is evidence of a particular interaction between the applicant, most of whom were the BRDC Group and the local authority planning department.

Through studying what is being proposed and what projects actually happened, inference can be made as to how priorities changed through time. Not every planning application is seeking permission to undertake a construction project. However, most do. It was therefore decided that no applications would be sifted and removed from the list.

Following a process of inductive analysis, ways of organising the projects into groups with a common instigating interest were searched for. All applications were grouped using an emergent categorisation strategy based on the methods of thematic analysis which was achieved by using qualitative matrix analysis. This built upon the masterplan analysis previously conducted. Initially, all projects were grouped as according to application type. This exercise, the outcomes of which are in Appendix A, had to be performed twice as there were two discrete data sets: South Northamptonshire Council & Aylesbury Vale District Council.

Importing a long list of planning applications into excel resulted in many columns of data. The spreadsheet was cleaned using the hide column function so that only the date of the application and the small description of the proposed application could be seen. The top row of each column was then labelled. Each description was read and an 'X' was inserted in the column which best represented the underlying rationale for the project. Once all projects had been organised into sub-categories, they could then be grouped according to which category they belonged to and by the date the planning application was submitted. This allowed analysis of which construction projects were being proposed and had reached planning application stage at what point in time. Projects such as hotel and museum emerged as having multiple applications through time as did pit and paddock complex.

4.4.3.4 Creating a Timeline of Developments

Building upon the storyline that emerged during Phase 1 data generation and analysis of Phase 2 transcripts, a timeline of developments at the venue was created showing historical development of the venue from pre-WW2 to 2017.

The timeline had 3 streams:

- Aerial images showing changes to the built infrastructure at the venue from pre-aerodrome construction to 2017
- A compilation of the most salient strategic considerations in different eras from annual reports and co-constructed narrative transcripts
- Design proposals for two of the major projects in the past two decades being Pit and Paddock complex and Heritage Experience Centre

The timeline was physically created using hard copies of documents which had been printed. This helped visualise developments through time and was a means of beginning to understand all eras of development rather than small sections.

Data sources studied to develop a full timeline were as follows:

- Aerial images of the venue from 1940s to 2017
- Historical maps from the HLF R2 application and DigiMap
- A report on the history of the venue from the HLF R2 application
- Planning Applications
- Annual reports from Companies House
- Building location and design changes from the HEC Archive

Content, for which permission has been gained to reproduce in this thesis, used to develop the transcripts is presented in section 5.2 & Appendix C.

4.4.3.5 Writing the Case Study Report

The justification for the development of a comprehensive case study report is twofold. Firstly, Proposition B included direct reference to understanding briefing as an on-going process enacted in embedded contexts. To understand how processes are embedded, their historical context needs to be considered and understood. The production of a case study report is one means of making sense of a complex context and presenting findings of research. Secondly, analysis of the co-constructed transcripts shows how the research participants re-constructed historical events that were shaping the strategy activities they were participating in during Phase 1. Whilst many historical events were discussed in the transcripts, to understand strategic briefing as an on-going process, they needed to be better understood in their contexts. In order to do this, the outcome of former strategy processes (developments at the venue) were put in context and understood as a continual stream of activities.

Interpreting data to contribute to process knowledge and the production of a case report are not separate or distinct phases of research, rather they are both heavily and iteratively used to shape and re-shape one another. The codes which had been developed from analysis of the planning applications and masterplans were used to give structure to the report. These codes were added to during the writing of the case study report.

The interpretations and analysis of texts studied to develop the case report of developments at the venue are inherently oriented around those texts accessed. No doubt counter narratives of the reasons for the developments at the venue could be offered through records of interactions at different moments in time.

There is an existing corpus of work, particularly compiled in Mintzberg (2007), that has justified the use of tracking strategy as it has manifested over periods of many decades. In much the same manner as this study of Silverstone, Mintzberg (2007) developed case reports and developed his theory of how strategy has been enacted in many different settings. The case reports are essentially summaries of the empirical work that had been undertaken. They focus on internal dynamics between people in each context as well as changes to the external environment within which they act. In each different case study, Mintzberg infers the extent to which strategy is planned or emergent. However, there are a number of critiques of how each case study has been reported when published. The methods that were used to make sense of the data in each case are not presented in any great detail. Added to this, the evidence which was used to justify each interpretation in the case study reports is not comprehensively referenced. This results in a lot of faith being placed in what has been reported with the reader having no chance to refer to any of the raw data. In answer to these critiques, the analysis used to develop the case study report is presented in chapters 5 & 7 of this thesis. Also, as far as is possible, references are extensively provided that detail the original source of evidence used to justify a particular interpretation that has been used to write the case report. However, with these critiques addressed, the case report in chapter 6 is developed in much the same manner as Mintzberg (2007) presents his corpus of longitudinal strategy process case studies (Mintzberg & Waters, 1982; Mintzberg & McHugh, 1985).

To understand how financial resources had been allocated through time, a spreadsheet was created based on estimated expenditure per year. A number of secondary sources and archival documents had details as to how much projects cost. In instances where no data was available, the BCIS database was used to provide estimated costs based on floor area and the year of the development. All prices were adjusted to the equivalent value in 2017 using the Bank of England interest calculator to help make them easily comparable.

The spreadsheet behind the graph was basic, each row represented one year that had a corresponding column of estimated expenditure and the scope was 1940-2017. The projects that were considered to be significant enough to be on this cumulative expenditure graph ended up being around £1m+ in 2017 values. The graph was intended to serve the purpose of showing the rate of change in expenditure between different eras rather than serving as a precise and accurate record of expenditure. These graphs have been included at the beginning of each section of the Case Study

Report in the following chapter.

4.4.4 Phase 3 – Integrating Practitioners, Practices & Praxis

The 3rd and final phase of the research addresses propositions C, D & E which builds upon the findings from propositions A & B. The sets of interests underpinning developments at the venue from 1940-2017 were interpreted following the methods of thematic analysis in phase 2. The interests which became codes are now alternatively understood as streams of activity at a meso level of praxis. Proposition C is addressed by providing an empirical link with meso and macro praxis which shows interrelations between streams of activity. The re-constructions of historically significant events from Proposition B are further analytically developed. The historical contingencies within which the HEC project is situated based on the analysis used to develop Chapter 6 are stated. The contingencies actively shape the realities of the research participants when enacting briefing for the HEC.

Through completing a major exercise in sifting the large amount of archival data from the HEC archive, thematic analysis is then conducted. The next section focusses on the exercise used to complete the sift.

4.4.4.1 Analysis Proposition C

Proposition C is based on existing strategy praxis literature. The codes developed in Phase 2 when analysing the masterplans and planning applications are recast amidst the SaP literature on praxis. This follows the procedures of thematic analysis which allows for reconsidering codes and categories into which they are grouped. Through the development of the case study report, a number of activities are understood to have been engaged in at different periods of time. The priorities of the streams of activities is not static but through a process lens, they are understood to always be in flux. The following codes were taken from Phase 2 and were reworked during Phase 3 analysis for Proposition C

- Racing
- Diversification
- Member's Benefit
- Next Generation
- Site Management

Each of these is conceptualised as an on-going stream of strategy activities. The

analytic exercise for Proposition C is based on two considerations: how meso & macro level praxis are related and how historical contingencies shape the realities experienced by the research participants during the Phase 1 fieldwork. The analysis of these historical contingencies is developed based on findings from the analysis of the co-constructed narrative transcripts in Phase 2 and analytical work for writing chapter 6. transcript analysis focussed on how the research participants re-constructed historic events when giving background to the Phase 1 fieldwork. Now that the case study report had been completed and these events could be considered in their embedded historic contexts, the analytic exercise was to list the most salient historically contingent events and streams of activity. This aided in understanding which of the most significant aspects of the history of the development of the venue were still most actively shaping the realities experienced by the demand-side stakeholders. Such an analysis situates their work in the context of the past but also orients it to the future.

The next analytical exercise was to study the relations between meso and macro praxis. In order to do this, the streams of activity previously presented above were considered amidst the macro activities to which they are directly linked. Existing literature informed the categories of the relationships being parallel, intersecting, divergent or competing activities. In directly addressing this aspect of Proposition C, the relations between the codes developed for meso streams of activity and macro levels of praxis were considered against these deductively derived categories.

4.4.4.2 Sift of HEC Documentary Data

The first major sift exercise took place whilst the physical and digital file storage systems were being studied in the offices of the Heritage Experience Centre (HEC) team at Silverstone. This was an initial orientation process through the data. Once this had been carried out, further relevant documents were gathered for the HEC project which had only been stored as attachments on emails and organised into folders on Outlook.

The folder structure of the HEC was copied and from this, the sift exercise began. Files were in many different formats. Any files that were deemed relevant were converted to .pdf. All other files were put in a folder inside the folder titled archive.

The criteria for inclusion or exclusion from the sift were

- Does text in the file give surrounding context for a change of the project?

- Does text strategically define the project?
- Does the text indirectly give reasoning for strategic level justification of the project or to the broader BRDC business model?

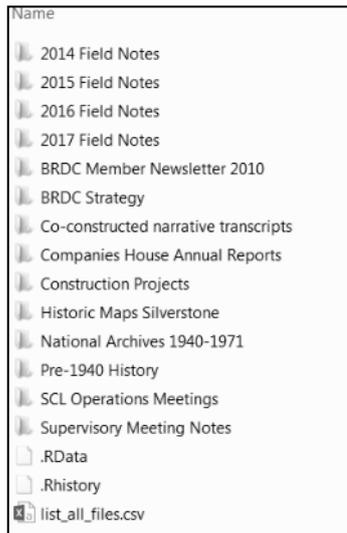


Figure 6. Screenshot of 'Master Data' folder structure

When right clicking and hitting 'Properties' on this Master Data folder, there is 13.4GB of data which is organised by 237 Folders and 3516 Files.

All files were kept in the same folder but the file names were organised by writing the date the file was created at the beginning of the file name in the sequence yy mm dd. For example "16 05 03 HLF Round 2 bid application". If the file name was too general or not specific, it was altered so that the content was known without having to open the document. In each folder, all .pdfs in their date order could then be combined into a master .pdf for that folder. This in itself created timelines thematically based on the ways in which the HEC project team had organised their documents. Files were also copied into newly created folders for themes that arose during the sift that were recurrent and related to the analysis.

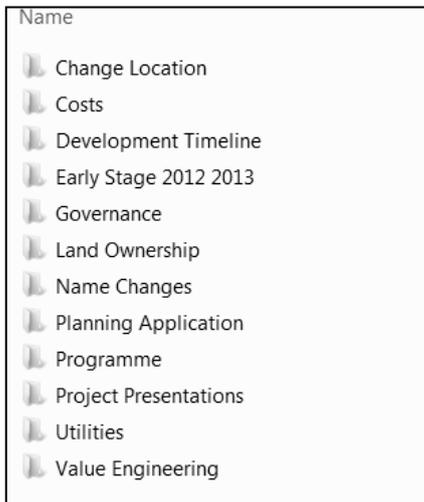


Figure 7. Heritage Experience Documents Organised by Theme

As more and more data was added to the HEC folder system, the structure of how it was organised became increasingly complex. The HEC became but one construction project for which documents were gathered primarily from publicly accessible local authority planning websites. A parent folder named Projects was therefore created with sub-folders for each project, see Figure 8.

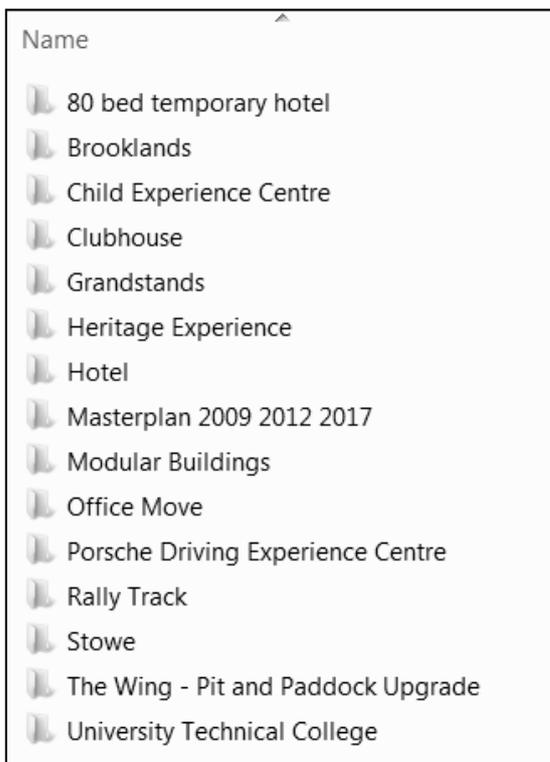


Figure 8. Construction Projects Folder Structure

With the help of a fellow researcher who was an experienced programmer, the whole folder structure was exported into an Excel spreadsheet using the programme 'R'.

Through having organised all of the data collected into the file storage system it was then possible to manipulate the Excel spreadsheet in one very important way. As all files that were deemed relevant to strategic briefing had been labelled by the date they were created, the excel spreadsheet could be organised by that date. When developing a comprehensive understanding of how the project developed, a very fine-grained understanding of the trajectory of the HEC could be traced by using the spreadsheet as a qualitative data organisation tool. Not only could the file titles be read in date order creating a mini-narrative in itself, but through the way in which the data had been organised, any file that needed reading could easily be located using the search function on Windows folder explorer. The outcome of the exercise is in Appendix D.

The narrative on excel was so comprehensive that the activities and work being conducted on the project could be studied almost down to what happened each day and week. There were of course gaps in the data that could be explained due to project changes and there wasn't data for what happened every single day. However, in terms of comprehensiveness, this approach seemed the best available given the analytic skills, tools and resources.

To summarise this exercise, Table 2 shows the number of documents that had been dated and labelled during the sift exercise organised by year the document was created.

Table 2. Heritage Experience Documents used to develop fine-grained understanding of micro level strategy activities

Year	No. of Docs Each Year
2011	3
2012	104
2013	55
2014	158
2015	127
2016	198
2017	249
Total	894

It is important to note that due to the significant size of the HLF submissions, these were not included in this exercise of dating and labelling files. Many documents related to the development of the final HLF submissions were included within the sift. To put the scale of the HLF submissions in perspective, the folder adds up to a combined size of 1.63GB which includes 169 files organised into 11 folders. A single master document was created combining all files submitted to the HLF for the Round 2 application which is 558MB and 1925 pages long.

A further exercise was also completed with these documents that had been labelled by date and suitably named. Once they had been turned into .pdf documents in their relevant folders and combined to create master documents, the master documents could all be joined together. This was completed with all documents that made it through the sift from the HEC project. This exercise was also done with 2 other data sources:

- the HLF Round 2 submission which in itself was formed out of multiple documents
- all annual company reports downloaded from the companies house website for Silverstone Estates Ltd, Silverstone Circuits Ltd, Silverstone Holdings Ltd, Silverstone Heritage Ltd & British Racing Drivers' Club Ltd

All organisation and analysis work done with .pdf documents was conducted using Adobe Acrobat Pro 2017. This programme allows multiple .pdf documents to be easily combined. Further, it can be used to recognise letters and words through the 'Enhance Scans' – 'Recognize Text' function. Specific words or phrases can then be searched for. Using the 'Advanced Search' Tool on the 'Edit' menu, all occurrences of particular words or phrases can be searched for. These features were used in later analysis to search for instances of particular thematic codes.

4.4.4.3 Analysis Proposition D

Proposition D is addressed by moving to the micro level of praxis and studying the strategic practices drawn upon during the HEC project development. Practices are considered against existing literature as reviewed in chapter 3 specifically focussing on the following thematic categories and codes

- Figures of speech
 - Catalyst
 - Peaks and troughs
 - Motorsport valley
- Paradoxical strategies

- Catalyst
- Recurrent disruptive practices
 - Not awash with cash
 - Government help
- Evolution of practices
 - Phrases for diversification
- Practices introduced from the extra-organisational field
- Motorsport valley

These codes and categories were initially developed based on analysis of the co-constructed narrative transcripts. They were then further developed after the sift and period of familiarisation with the HEC archive data. By broadening the scope of the analysis to selectively chosen strategically significant HEC archive documents, it was possible to gain a far more intimate understanding of the practices drawn upon over a period of multiple years. In populating these codes, there are multiple instances of repeated use of particular figures of speech and the mobilisation different strategies used to leverage mutual interests.

The findings are situated against existing literature to address Proposition D which is focussed on gaining an understanding of how demand-side strategy practitioners mobilise their skills and expertise during strategic briefing.

4.4.4.4 Analysis Proposition E

Proposition E is focussed on the ontological categories of practitioners developed by Jarzabkowski & Spee (2009). The existing literature is re-considered by explicitly engaging with a becoming ontology which privileges on-going processes of flux and transformation. Rather than a static exercise in 'identifying' strategy practitioners, the exercise focusses on how these practitioners are purposefully maintaining or changing their roles through time. Thematic analysis focusses on the ways in which practitioners relate to organisational boundaries.

The organisations that manage Silverstone are understood through the findings in the case study report. Annual company reports from Companies House and the American equivalent are studied to understand the hierarchy of different organisations that are set up to manage aspects of the venue. Hierarchies of companies and the ways in which they are organised to manage different aspects of the venue are developed. This is based on firstly identifying a parent company and then their subsidiaries.

The analysis then moves on to understand which organisations each identified participant is acting on behalf of at a given time. Through a familiarisation exercise, a set of practitioners internal and external to Silverstone who were significant in the

development of the HEC project are chosen for further analysis. Each practitioner becomes a code and data is analysed to understand the roles they mobilise depending on with whom they are interacting. The analysis pushes beyond static interpretations of stakeholders or strategy practitioners to give a more fine-grained understanding of the nuances associated with how they enact briefing on a day to day basis.

4.4.4.5 Summary

The section involved the final analysis of themes and codes for Proposition C which had been developed in Phase 2 to address proposition B. The relations between different streams of meso and macro activity were studied and the historical contingencies shaping the realities experienced by demand-side strategy practitioners were presented. In moving to a micro level of analysis, a sift exercise of the HEC archive is explained. At a micro level to address Proposition D, strategy practices drawn upon to enact strategic briefing on the HEC are analysed. This is first conducted on a re-analysis of the co-constructed analysis transcripts and then is broadened to selectively chosen documents from the HEC sift. This helps in understanding the practices used by the research participants and shows how they should be understood as experts in their own right rather than vulnerable stakeholders that need managing by expert built environment professional consultants (e.g architects, surveyors, construction managers). Finally, Proposition E is addressed by studying how participants of the HEC project development related to organisational boundaries and what roles they adopt in day to day interactions with different groups of people.

4.5 Summary

The methodological justification and research design has been developed for addressing the five research propositions. A single case study forms the basis of the research which is justified based on there being a dearth of existing literature that has sought to understand how demand-side practitioners experience the briefing process. An interpretive research paradigm is adopted as a means of studying the realities experienced by demand-side practitioners and the meanings they give to briefing. A weak constructivist theoretical position is used.

Mixed methods are used including ethnography, archival research, thematic analysis and the development of timelines. Successive research phases are informed by iterating between fieldwork, analysis, literature review and participant feedback.

5

Phase 1 & 2 Analysis

5 Phase 1 & 2 Analysis

5.1 Introduction

In the first section of this chapter, the ethnographic observations from the fieldwork conducted during phase 1 are analysed. This is based on seeking to gain an initial understanding of the realities experienced by demand-side strategy practitioners. Findings from the analysis are considered against existing assumptions drawn upon by other researchers when studying the briefing process. The analysis of the field-notes focusses on records created of talk and discussion between research participants who were involved in enacting the strategic briefing process. By addressing Proposition A, the findings pave the way for the second section of this chapter which presents analysis of co-constructed narrative transcripts and historical data generated from multiple repositories for phase 2 of the research. Analysis of this data focusses on outcomes from historic strategy processes which provide the historical background in which the field observations conducted during phase 1 were conducted. By considering strategy processes as continually being enacted in the context of Silverstone Circuit, the analysis provides the basis of the work to be presented in the case study report in the following chapter.

5.2 Phase 1 - Interactions in the Field

Phase 1 was dominated by discussions with a key informant (Abbi) and observations of progress meetings for the Heritage Experience Centre (HEC) from which field-notes were developed. In the early period of Phase 1, all talk of potential construction projects that were strategically significant (ie. significantly important to the competitiveness and survival of the organisation) across the business was a target for data generation. As it is not possible to observe every conversation concerning these projects, conversations with Abbi were conducted periodically to provide organisational updates. This section is split into two parts. The first focusses on how a particular construction project was defined, the second is analysis of multiple interrelated proposed construction projects mentioned during phase 1.

5.2.1 Project Definition

During observations of HEC Design Project Management Team (DPMT) meetings, much of the discussion was focussed on the building and exhibition design development along with the progress made with writing the Conservation Management and Activity Plans. This made sense as the team was actively working towards RIBA PoW Stage 2 throughout Phase 1 fieldwork. Whilst observing discussions of these topics aided the researcher in gaining a deeper contextual understanding, these activities somewhat digressed from the focus on strategic briefing. Instead of being understood as strategic briefing, these are better regarded as discussions through which functional briefing was enacted. As functional briefing was not being studied, there is scarce reference to these discussions, which would generally take up the majority of the DPMT meetings, in the field-notes. The discussions which took precedence when writing the field-notes were updates or changes to the strategic definition of the project. Added to these were discussions of how other projects at the venue were developing in relation to the Heritage Experience Centre and changes in the existing business streams.

The following analysis presents quotes drawn directly from field-notes during Phase 1. They all focus on the talk of upcoming construction projects. Rather than having an explicit focus on seeking out and studying briefing documents in the traditional briefing approach, observation and discussion was used as a means of gaining a stronger appreciation of the realities being experienced by the research participants. By using this approach, the meanings given to the briefing process in their own terms could be better understood. The first quote is from field-notes created from a meeting in December 2014

“The BRDC board had considered the business activities and was in a period of transition claiming to be saving the business from falling off the edge of a cliff. Abbi talked of how she has a list of outgoings for the whole business on excel ranging from biggest to smallest and with her team was going through an exercise of working down that list, talking with everyone who was part of the business and saying things can’t stay the way they are. It was described as a significant exercise in renegotiating and shaking things up. The key message was essentially that Silverstone can’t keep going as things are so either SCL changes things and works out new deals or the business goes under and you’ll get pennies on the pound”¹

¹ Hollely, N. M. (2014) Field-notes from meeting on 1st December 2014 between University of Reading research team and Abbi - new Executive of SCL [Unpublished].

The situation as told by Abbi during this meeting with the University of Reading research team, prior to Phase 1 of the research beginning, for SCL and the BRDC was dire. Months later, when the situation had improved somewhat, the research team was welcomed to generate data on strategic briefing as enacted at Silverstone.

The first quote to be presented from the field-notes written during phase 1 describes a construction project which at the time was estimated to cost £18m and was labelled the Heritage Centre thus

“The previous Heritage Centre project is now live and running again. David is reappointed and is leading the project as Director of Silverstone Heritage Ltd. He is not based in the SCL (Silverstone Circuits Ltd) office in the Jimmy Brown Centre for reasons unknown to me. BRDC (British Racing Drivers’ Club)/ SCL are hoping to go ahead with the project with a cost of £18m. Due to ownership and funding, the income for SCL from this will be nil as the Heritage Lottery Fund will be funding 50% of the project, any profits goes to a trust and can only be reinvested for charitable purposes. On the back of this, SCL are planning to build a Child Experience Centre (£3-4m) on their property with all profits going to SCL”²

For context, the Heritage Centre project had been frozen during the period when the meeting was held with the Reading University research team during December 2014. This meeting at the beginning of August 2015 served to provide an update and the background knowledge needed prior to observing meetings during which the strategic briefing process was being enacted. The above quote demonstrates how a construction project was being developed using grant money from a public institution which had to be ring-fenced as a charity. However, as a means of benefitting from this investment, the intention was to construct another building, the Child Experience Centre, which could be operated as a cash cow and take advantage of improved visitor numbers. This is a clear strategic definition and these projects were strategically interrelated. The traditional briefing literature encourages the focus to be on single projects and the rationalist argument that once a brief is developed it should not be changed.

The following quote is drawn from field-notes developed during observations of a HEC DPMT meeting held in February 2016. The quote was written out in such detail as it was immediately apparent that this was significant not just for the trajectory of the HEC project development but in terms of theorising the briefing process

² Hollely, N. M. (2015) *Field-notes developed from discussion with Abbi about the current on-going construction projects at the venue on 15th August 2015* [unpublished].

“We are now discussing the sale of the whole venue to Jaguar LandRover. Due to the uncertainty this causes, we must delay any upcoming submission of an application for funding to the Heritage Lottery Fund until these talks reach a conclusion. We need to write to the HLF and explain our position with regards to why we must delay our funding application and that we must do this as it is so significant for the future viability of the whole venue”³

This quote, from February 2016, is a demonstration of the potential significant change in the business model and the situation of SCL & the BRDC. The previous basis of the project was that the Heritage Centre can greatly help with profitability of the overall business by improving footfall that can direct people to a highly profitable and closely related Child Experience Centre construction project. Now, there is talk of the rights to Silverstone Circuit being sold to Jaguar LandRover and this problem of the business model and weak financial position of SCL/ BRDC becomes somewhat irrelevant. This has major implications on the justification of the project and how strategically important it is to the business. The next quote is drawn from field-notes recording a meeting in April 2016 with key informant Abbi who was involved in talks to sell the rights to Silverstone Circuit to Jaguar LandRover thus

“They [JLR] are comfortable with the Heritage Project moving forward”⁴

This intimated that during discussions regarding the sale of the venue to JLR, the Heritage Centre construction project had been discussed. This can be justified as the Heritage Centre project was in the process of being ring-fenced as a charity.

In the same meeting, Abbi offers an update which is recorded as follows

“The [round 2] submission to the Heritage Lottery Fund is going to be delayed until August [2016] for decision in November. This is due to the potential deal with JLR having material impact on the position of the organisation”⁵

This is an example of how briefing is on-going whilst going through development. There are two strategies being pursued by the BRDC/ SCL. They are developing projects like the HEC and Child Experience Centre to change the business model whilst also seeking an organisation that may be interested in buying the rights to the venue.

³ Hollely, N. M. (2016) *Field-notes developed from observing Heritage Experience Centre Design & Project Management Team meeting in Luffield Abbey Farmhouse at Silverstone Circuit on 25th February 2016* [unpublished], p.1.

⁴ Hollely, N. M. (2016) *Field-notes developed from discussion with Abbi about the current on-going construction projects at the venue on 13th April 2016* [unpublished], p.1.

⁵ Hollely, N. M. (2016) *Field-notes developed from discussion with Abbi about the current on-going construction projects at the venue on 13th April 2016* [unpublished], p.1.

All of these findings show the realities being experienced by Abbi, the DPMT and the people they are interacting with are changing through time. This does not relate well to the rationalism which underpins the traditional briefing literature based on a fixed view of producing a brief and static conceptualisations of stakeholders. If the project brief was developed and strictly adhered to, there would be no potential to change the strategic purpose of the project. However, this would not fit dynamic requirements in this context.

There are clearly two projects that were being discussed in the quotations chosen. However, from reading the field-notes, it emerged that there were many more construction project proposals being considered during this period. The following section explores this in more detail.

5.2.2 Multiple Interrelated Construction Projects

As already mentioned, in seeking to gain a greater understanding of the realities being experienced by demand-side strategy practitioners, the phase 1 fieldwork mobilised a mix of discussions with key informants and observations of meetings. Table 3 of this section shows all of the potential construction projects that were being discussed and were recorded in the field-notes during phase 1.

Table 3. List of Proposed Construction Projects that arose during fieldwork developed through analysis of co-constructed narrative transcripts and field-notes

Proposed Project	Value (more or less than £1m)	Reference Type	Date
Heritage Experience Centre in WW2 Aircraft Hangar	£1m<	Field-notes	25 th August 2015
Noise pollution mitigation – landscaping & strategically locating new buildings	£1m<	Field-notes	14 th September 2015
Child Experience Centre/ Family Entertainment Centre near Heritage Experience Centre	£1m<	Field-notes	14 th September 2015
Build permanent modular buildings to replace marquees for event corporate hospitality	£1m<	Field-notes	7 th October 2015

Add or remove Grandstand seating and remove roofs over winter	£1m>	Field-notes	17 th October 2015
Build permanent grandstand opposite The Wing	£1m<	Field-notes	17 th October 2015
Move mains water storage tanks	£1m>	Field-notes	21st January 2016
Construct rally dirt track for World Rally X championship based from Wing	£1m>	Field-notes	13th April 2016
Resurface the track on advice of FIM safety inspector	£1m<	Field-notes	13th April 2016

This table shows a busy context and a strategic reality that is a complex on-going challenge. There are clearly competing agendas for timing of projects, allocation of project management resources and capital investment. In a context where there is much uncertainty, remaining flexible and continually exploring multiple competing options for future developments is the approach mobilised by the strategists. The analysis of the field-notes and data generated during Phase 1 demonstrates how there is continual talk of multiple, closely interlinked, construction projects. At this stage in the analysis, it started to become clear that the realities being experienced by demand-side practitioners do not resonate well with contemplating construction on a single project by project basis. The existing traditional briefing literature also continually mobilises arguments which over-simplify the challenges clients face.

There was a clear focus on multiple interrelated sets of projects and these were being considered by highly motivated and skilled research participants who were continually working very hard to realise the organisational objectives. Different objectives were seemingly being pursued at the same time (ie. sell the venue or change the business model and keep the venue). The turn from construction client stakeholders to a group of highly competent strategists is significant in terms of how participants of the process are to be considered from this point on.

5.2.3 Summary

The studied briefing process is shown not to be linear, it does not follow discrete stages. The notion of comprehensively writing and accurately stating a finished project

brief that once complete should be frozen in time seems not to be fit for purpose in this context. The traditional briefing literature also focusses on consideration of single projects in isolation. During the phase 1 fieldwork, there were lots of potential construction projects being considered each of which was interrelated. The following section focusses on exploring Proposition B which considers the briefing process as enacted at Silverstone using the on-going assumptions of strategic briefing.

5.3 Phase 2 - Briefing as an On-going Process

Proposition B is addressed in the rest of this chapter and the following one:

Proposition B. Strategic briefing should be considered as an on-going process that is continually being enacted in embedded contexts.

The findings from Proposition A have helped inform the analytical work in this section. As points of departure, the observations during the fieldwork clearly did not resonate with rationalistic traditional briefing studies and practitioner guidance. Different perspectives are needed. There were clearly two conflicting strategies which acts against any notion of seeking to understand an objective reality. Multiple projects were also clearly being considered during the Phase 1 data generation such that the traditional single project paradigm doesn't resonate well with the challenges faced by demand-side stakeholders in the Silverstone context.

In the embedded context of Silverstone, experienced and skilled strategy practitioners were following two seemingly conflicting strategies which sets the basis for further investigation. To do this, discussions with Phase 1 research participants were held, focussing on people that were key participants in the strategic briefing process. From these discussions, co-constructed narrative transcripts were developed with the research participants. The discussions focussed on giving historic background to the Phase 1 fieldwork as a means of generating a greater understanding from the perspective of briefing participants. This follows contextualist research approaches for studying organisational processes (Langley *et al.*, 2013). Analysis focussed on how research participants re-construct the historic events which were most significantly influencing their day to day work at the time of creating the co-constructed narrative transcripts.

The Phase 1 period of observations took place over a period of many months during which strategic briefing was being continually enacted. However, the period of time

that the fieldwork covered was not long enough to develop a comprehensive understanding of how organisational processes are enacted. The rest of the analysis aims to understand the historical embeddedness of on-going processes of strategic briefing using a longitudinal approach. The outcomes of strategy briefing processes over many years or decades are studied by developing an understanding of developments at the venue.

On a site with a long history such as Silverstone, there will be a huge number of construction projects that have been proposed, some of which will have been built. These projects are examples of the outcomes of strategic briefing processes. These processes will be studied over periods of many decades. Thematic analysis is used as a means of categorising the interests which underpin the large number of construction projects through time. The final section of this chapter shows outcomes from analysis of the data to produce timelines of development and begins to consider the context in which these proposals take place. All of the analysis in this section contributes to the case study report in the following chapter.

5.3.1 Historic Orientation

The interpretivist research seeks to gain an understanding of how the research participants cum demand-side strategy practitioners give meaning to the briefing process. The co-constructed narrative transcripts are now interrogated for the ways in which the participants re-construct historic events which were actively shaping their daily activities.

This is empirically supported by the participants having been proud to point out that they had evidence that the project they were bringing to fruition had been proposed almost 50 years earlier, during the early 1970s.

“Oh yes, it makes me laugh. Our incubation period, and actually this is a start for your story, and you can see it from some of the documents I will send you, the BRDC first discussed building a leisure project at Silverstone which included a hotel and museum in 1971”⁶

If briefing in one form or another can take place over such a long time, observations of meetings over a period of months would surely not get to the crux of the mechanisms and deeply embedded routines through which the process is enacted. It is on this basis

⁶ Ben & Hollely, N. M. (2017). Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016 [unpublished], p. 12.

that further generation of data during Phase 2 is justified. Further data was sourced with a historical orientation to enable a longitudinal study of venue developments over a period of decades. It also somewhat justifies the longitudinal case study report developed in the following chapter.

Further analysis of the ways in which the research participants talked about the original reasons for the HEC go back even further than 1970.

“At which point it was decided, and it was an intelligent thing to do, that we should put the building back at the entrance to the circuit in the only existing World War 2 Hangar on the site”⁷

This quote is indicative of two key issues. The first is that it shows that the location of the design proposal for the project was initially at the entrance to the venue. This was then changed and it was decided to move it back to the entrance. At this stage, reasons for this are not understood but it shows changes are necessary to meet client requirements. The brief would need to be dynamic in order to realise these changing success criteria. Secondly, there is a World War 2 aircraft hangar at the entrance to a Formula 1 international motor sport venue. This implies that there was an air base on the site during WW2 which would surely have implications for how the site has developed through time. This is the next topic for further investigation.

The following quote is from the transcript developed with Abbi

“the Grand Prix used to alternate first between Silverstone and Aintree in Liverpool in the 50’s and early 60s and then Silverstone had it in the 60s and then from about a 10 year period between mid 70s and 80s it alternated with Brands Hatch, the last Grand Prix at Brands Hatch was in 1986. In 1987 the Grand Prix was solely at Silverstone [um] the Grand Prix contracts of that era were quite profitable for Silverstone and the business allowed itself to become shaped such that it ticked over with other bits of pieces but there was a dollop of cash every year from the Grand Prix and it was a big chunk of cash”⁸

This shows that the story of where the Formula 1 British Grand Prix has been hosted should not be taken for granted. Even if Silverstone has been the host since the late 1980s, this has not always been the case. It is an on-going challenge to keep winning the contract. It also shows how the hosting of F1 has become less lucrative than previously. This is an indicator of how important the competitive context is and has influenced decisions regarding developments at the venue and therefore strategic

⁷ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [unpublished].

⁸ Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished], p.3.

briefing. In furthering the argument for contextual embeddedness and the importance of how previous strategically significant events have been re-constructed, Abbi states

*"I think that if the Grand Prix had been harder back 20 years ago then a decision to diversify Silverstone Circuits Ltd into other areas would have been taken sooner. The benefit of hindsight, it should have been taken sooner. We are only doing now what we should have done yonks ago. But contracts became ever harder, or ever less lucrative for Silverstone"*⁹

This speaks strongly to the justification and the context out of which the Heritage Experience Centre emerged. If the business situation had been different decades before and promoting F1 had been less lucrative, then perhaps a heritage project would have been constructed for diversification decades prior.

The following quote is from the consultant architect who had been working at the venue for the longest period of time of any of the research participants who were interacted with during Phase 1 & 2

*"I've been working here since the Octagon days so that, so that was, we were part of the team to win the Grand Prix back to Silverstone, so, back in 1998 [...] so when we won the Grand Prix to come back to Silverstone, there was a master plan created. And the key element was access and car parking. And significant money spent on car parking and significant money spent on the access to get in. Then it was like, we don't know what we want to do now, we've got the Grand Prix, and we don't know what to do. So, we were asked to do a development brief [...] The plan was very grand, it was going to have lots of hotels, it was going to have a theme park"*¹⁰

For context, Octagon refers to an organisation that leased the venue from the BRDC in the early 2000s. Once again, the quote speaks of how important it is to the venue to keep winning contracts to promote F1 in Britain. But significantly in terms of infrastructure developments it talks of a major priority around the time of the Millennium to be improving car parking and access to the venue. These projects were clearly achieved at the time and then the process of consideration of the future trajectory of the venue began in what seems like a new era. If significant money had been spent on parking and access, then these would likely have formed contingencies that would have continued to have an impact on shaping choices of developments at the venue. If those developments had not occurred, the main strategic ambition could still be to

⁹ Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished], p.3.

¹⁰ Charlotte & Hollely, N. M. (2017) *Co-constructed narrative developed by a consultant architect (Charlotte) & Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished], p.2.

realise those projects. But instead, diversification is proving to be a higher priority based on the findings in Phase 1.

In developing an analysis of organisational processes, the current thinking is that habits and routines should not be taken for granted. In this case, an example would be the fact that Silverstone has hosted the British F1 Grand Prix since the late 1980s. The work that has gone into keeping the Grand Prix at Silverstone through those years was enormous and it has influenced every other part of the business not just since the 1980s but since racing first took place at Silverstone in the aftermath of the second world war. It is a continual struggle to keep the F1 at Silverstone and this is closely related to all other activities.

Interpretive research requires flexibility to shape further inquiry based on initial findings. The research participants are found to have quickly re-constructed events that are decades in the past in reference to why they find themselves in the situations they were facing during the data generation for Phases 1 & 2 of this research. It is perhaps not coincidence that the research participants are quick to call upon historic stories of what happened in the past as they were involved with developing the HEC. The HEC had a big focus on the history of the venue. However, this is not a problem with the research approach, it is to be celebrated and provides a source of further investigation. The realities of the participants have clearly had a lasting impact on how this research project has manifested which is inevitable. So far, the understanding of strategy processes as they have been enacted at Silverstone is developed from practitioner accounts in the co-constructed narrative transcripts. However, these are somewhat piecemeal and there is only so much that could be developed through an audio-recorded conversation and surrounding interactions. To address this, the rest of this chapter more comprehensively studies other data sources focussing on historic embeddedness. This also aids with contextualising previous developments and decisions that led to the Heritage Experience Centre being proposed during the Phase 1 field work.

5.3.2 Scoping the Interpretive Historical Study

To address the findings in the previous section, an interpretive historical analysis of developments is now conducted. The analytical work for this study is presented throughout the rest of this chapter. The outcome of this is the case study report in chapter 6. Organisational strategy creation and strategic briefing processes are not distinct and isolated phenomena. The strategic briefing process is but one of the

organisational processes that is used by strategists to enact strategy. Strategy is understood as the continual on-going work through which policies are made and implemented. These policies are not created once and set in stone. They are continually manipulated depending on ever changing sets of politicised priorities.

This phase of analysis falls within the remit of an interpretative historical organisational strategy process study over a period of several decades. Vaara & Lamberg (2016) have made a call for further theorising of the historical embeddedness of strategy. An essential component of this is to rigorously describe contexts whilst remaining theoretically oriented and not developing historical accounts for their own sake.

The way in which Proposition B is to be studied is by generating data that could contribute to tracing the process of strategic briefing across the venue for a period of multiple decades. This is informed by the research participants. With the HEC being such a centrepiece of the fieldwork in Phase 1 it was important early in the Phase 2 data generation to define the scope of the interpretive historical study. During the development of the co-constructed narrative transcript with David, it was quickly pointed out how proud the HEC Design and Project Management Team was to be bringing a project to fruition that had first been proposed in the 1970s¹¹. Further initial study of a museum or visitor attractions projects since the 1970s shows that there had been many proposals of this nature through the years. The decision was taken to include at least as far back as 1970 in the scope of the process tracing exercise. However, it was then necessary to decide whether 1970 should be the starting point. After further study, it was clear there were a lot of surrounding issues that contributed to that being the first year in which a heritage-oriented project was proposed. It seemed clear that the scope of the research should therefore begin prior to 1970. The land was first used as a racing venue in the late 1940s¹², this seemed to be an almost natural starting point of the case study report. However the immediate background to this was the construction and operation of RAF Silverstone aerodrome. As the Heritage Experience Centre construction project involved the refurbishment of a WW2 aircraft hangar, the origins of why it was at an international motor racing venue required greater

¹¹ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [unpublished].

¹² Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished].

understanding. The construction of the WW2 aerodrome was chosen as the starting point of the case study report which is from 1940-2017.

5.3.3 Further Analysis of Proposed Projects

In phase 1, analysis was conducted on the field-notes to see how many different construction projects had been proposed and recorded. It emerged that there were many different projects proposed, each of which was interrelated. This same exercise of searching for talk of proposed projects is now conducted on the co-constructed narrative transcripts. The findings are presented in Table 4.

Table 4. List of Proposed Construction Projects that arose through analysis of co-constructed narrative transcripts

Proposed Project	Value (more or less than £1m)	Reference Type	Date
Repair the roof that blew off The Wing pit and hospitality building	£1m>	Co-constructed narrative transcript	22 nd June 2017
Build a hotel opposite the Wing with a footbridge across the start/finish straight	£1m<	Co-constructed narrative transcript	22 nd June 2017/ 22 nd November 2017
Erect Temporary Snoozebox container hotel accommodation in centre of circuit	£1m>	Co-constructed narrative transcript	22 nd June 2017
Build 60 short stay Luxury Lodges in car park 37	£1m<	Co-constructed narrative transcript	22 nd June 2017
Construct Automotive Brand Centres	£1m<	Co-constructed narrative transcript	22 nd June 2017
Renovate 18 th C Farmhouse and turn into pub	£1m>	Co-constructed narrative transcript	22 nd June 2017
Change use of building over the top of National Pits into offices	£1m>	Co-constructed narrative	22 nd June 2017
Developing the whole site into a Theme Park and racing venue	£1m>	Co-constructed narrative transcript	5 th December 2017

Once again, there is a large number of proposed construction projects being talked about by the research participants. This resonates well with the on-going interpretation of strategic briefing that focusses on client requirements and programmes of interrelated projects. In the previous analysis of the transcript developed with Charlotte, there was mention of a development brief and masterplan for the site. It seemed unlikely that there would have been only a single masterplan, so the data sources have been studied to see if Masterplanning has been an on-going exercise. Whilst lacking data of how other Masterplanning exercises have been enacted in decades gone by, the outcomes of many other Masterplanning exercises were found. The outcomes of this analysis are presented in Table 5. This is structured based on the date of the masterplan, the source of where the masterplan was found and the proposed developments of the different iterations of the masterplan.

Table 5. List of Proposed Developments on Site-Wide Master Plans from Different Eras

	1971	1988	2001	2002	2008	2011	2017
Reference (see full reference in Appendix B)	Silverstone Heritage Ltd (2016)	Sheard (2014)	Tilke (2001)	Stewart (2002)	Cube Design & Hyder Consulting (2008)	(Terence O'Rourke Ltd, 2011)	(Cube Design, 2017)
Description of Reference	Historic report on development of Silverstone submitted for grant application which shows a 1971 masterplan	A book written by a specialist sports architect who co-developed a masterplan in 1988	Planning application for new pit and paddock along with masterplan proposal	President's statement describing proposals for site-wide developments	Development Brief masterplan for Silverstone Circuit	Outline Masterplan planning application	Outline Masterplan planning application
Proposed Developments for Racing	Permanent grandstand	Increase car parking	Pit and paddock	Access & parking	Pit and paddock	Access to circuit	Parking
		Improve access	Alter track	Pit, paddock and media facilities	Grandstands	Car parking	Access
		New grandstands	Car parking			Grandstands	
			Access				
Proposed Developments for Business Diversification or Education	Drive in cinema	Hotel	Karting track	Kart track	Business park	Museum	Student accommodation
	Museum	Office space	Grandstands	Visitors Centre, incorporating a museum and archive	Welcome hub with grandstand and heritage visitor attraction	Business park	Automotive brand centres
	Hotel and restaurant	Further develop high-tech business park	Business park	Engineering training centre	Manufacturer test centre	Education campus	Leisure and family entertainment
	Shops	Temporary Exhibition area or permanent Museum			Country leisure pursuit area	Hotels	Hotel

Proposed Developments for Business Diversification or Education continued	Lake for aqua sports including water skiing				Exhibition and conference space	Welcome centre	
	Land for agricultural and technical shows				Hotel and conference facility	Manufacturer showroom	
	Improved infrastructure-roads and paved car parking						
	Driving school				Education campus	Outdoor stage	
					Sport and leisure complex		
					Manufacturer showrooms		

The number of proposed developments on masterplans is large. Certain proposals are highly recurrent, for instance, grandstands, pit & paddock and business park. All of these can be considered amidst the large number of proposed construction projects found in the field-notes and co-constructed narrative transcripts. What emerges is Masterplanning exercises that are taking place constantly for a period of many decades and an enormous number of potential construction projects. Through studying and analysing the proposals, they have been organised by dividing them up between developments that are based predominantly to improve Silverstone as a racing venue or to diversify the business or for educational purposes.

To further this analysis of proposed construction projects in more fine-grained detail, planning applications that have been submitted for developments at Silverstone are analysed in the following section. Focus will be placed on further understanding the interests that underpin the developments through time.

5.3.4 Analysis of Planning Applications

Applications since the 1970s have the date submitted, decision and a brief description of the proposal. A list of every planning application concerning Silverstone from both authorities was imported to an excel spreadsheet. Through organising the planning applications by date submitted, a very detailed and fine-grained picture emerged of what was being proposed and when. This is an important source of historical evidence. To reach planning application stage, resources will have been committed, so each of these shows that the proposals would have been subject to debate, particularly amongst internal stakeholders of the BRDC group.

Not every planning application seeks permission to undertake a construction project. However, most do. It was therefore decided that no applications would be sifted and removed from the list. In no particular order, Table 6 & Table 7 show the initial codes developed during the analysis. The full analysis is shown in Appendix A.

Table 6. Initial Codes for Planning Applications submitted to Aylesbury Vale District Council

Business Park	MEPC	Jordan F1	Porsche	Museum
Driver/rider training	Child Experience Centre	Stowe	Leisurewear	Offices
Hospitality	Automotive Brand Centre	Rally Track	Hotel	Race Track
Access	Car Parking	Pit Paddock	Toilet Block	BRDC Clubhouse
Grandstands	Campsite	Communications	Campsite	Utilities
UTC	Signage			

Table 7. Initial Codes for Planning Applications submitted to South Northamptonshire Council

Car park	Grandstands	Access	Pit & Paddock	Hospitality
Brooklands	Temporary Event Infrastructure	Toilet Blocks	Race Control, Commentary Boxes & Command Centre	Track
Masterplan	Outdoor Stage	Rally track	Brand centre	Hotel
Museum	Petrol Station	Business Park	Driver Experiences	Visitor Centre
Leisurewear Retail	Golf Driving Range	Ski Slope	Campsite	BRDC Clubhouse
Teaching, Education Training	Site Management	Signage		

Certain application types such as outline masterplanning planning applications included proposals that would fall under multiple sub-categories developed during the analysis. Through the use of a qualitative data analysis matrix using excel it was possible to assign each application to multiple sub-categories. Some proposals such as Ski slope were made only once whilst others such as hotel and museum emerged as having multiple applications through time as did pit and paddock complex. This links the analysis in this section to the Masterplans in the previous section.

The attempt was then made to organise all the initial codes into broader groups. This directly follows from and then builds on the ways in which proposals were organised in the masterplans. The main two being: whether or not they were primarily for motorsport racing event purposes or attempts to diversify the business. This categorisation was

more successful and resulted in very few projects that couldn't easily be classed as one or the other. Projects for permanent utilities upgrades benefitted both racing and diversification, so utilities were given their own group, but in the scheme of the analysis, this group was deemed relatively insignificant in terms of strategically significant projects. There were very few projects that couldn't be attributed to the racing or diversification categories; one being Members' Benefits, the other for Education (Next Generation).

Analysis of other documents taking place at this time allowed labels for the categories to be developed based on language used by research participants. The "Next Generation" label is widely used in the data generated for analysis. This is an example from the 2001 annual report

*"The Club's wider and deeper commitment to nurturing the **next generation** of British Champions is as exciting as it is necessary" ¹³*

Further analysis would show the exact phrase "next generation" being repeated 17 times in the data. Not only is it used by Stewart in 2002, it is also appears widely in documents from the Heritage Experience Centre archive.

¹³ Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House (p.3).

Table 8. Unpopulated matrix used to categorise planning application proposals

Proposal	Date	Racing	Diversification	Members	Next Generation	Site Management

The full analysis matrices with the categories as defined in Table 8 can be viewed in Appendix A.

Each stage of analysis is now progressively defining the sets of interests that have underpinned construction project proposals through time. In terms of understanding historic strategy processes, these are strong data sources. However, studying lists of historic proposals for construction projects in isolation is reductionist and is not commensurate with the interpretive research paradigm being mobilised.

The next sections shows how data was studied to develop a timeline of infrastructure developments. This is then supported by analysis of data sources to consider the contexts through which these developments materialised. Through studying the influences on developments through time, greater understanding of contextual embeddedness can be developed, thereby continuing to directly address Proposition B.

5.3.5 Mini-narratives of the Historical Development of the Venue

The analytic process through which a timeline of developments could be understood uses a mix of different sources of data as follows:

- Secondary sources
 - Published books on the history and development of the venue
 - Aerial images
 - Historic plans
 - Videos of former races
 - Archival photos
- Silverstone HEC digital file storage system
- Hansard, Record of UK Parliamentary Proceedings - online
- National Archives - Kew

A comprehensive list of all the sources cited is provided in Appendix B.

Initially, a set of historic aerial images of the venue dating from 1940 - 2017 were copied into a word document in date order. They were studied for changes in built infrastructure. An explanatory set of notes was developed to accompany each image which detailed any changes from the former photo. A more fine-grained analysis then took place by gathering images of particular buildings through time. There is an enormous amount of video footage of previous races and using these helped to work out exactly which year certain projects took place.

The next stage was to study the sources of data from multiple repositories which gave context in the form of providing a greater understanding of the influences on the developments through time. The previous analysis of how the research participants reconstructed former events was used as a starting point. These focussed on efforts to keep Formula 1 at the venue and efforts to diversify or sell the venue. Each of these influenced strategic briefing and the proposed or actual developments that occurred through time.

A compilation of different sources was collected and imported into different word documents all organised by time. The themes of these distinct compilations were:

- Photos of the buildings at the venue organised by year they were constructed which shows the different architectural styles employed through time
- A collection of historic maps and aerial photos of the site
- Site-wide masterplan development proposals for the venue

These were studied so that a detailed understanding of which developments happened and when across the venue could be gained. In order to make sense of all the data generated to understand the timeline of historic developments, many documents were printed. They were then stuck to a wall which helped with visualising all the changes at the venue over a period of many decades (Figure 9). The presentation had three streams:

- Aerial images & site wide masterplans
- Key quotes drawn from data that aid in understanding enabling and constraining considerations on developments
- Building design proposals for the pit and paddock 2002-2008 and the Heritage Experience Centre 2012-2017

Permission to reproduce all of the images used in this exercise has not been gained which is why this whole figure is not shown in greater detail with more clarity. However, the images and plans for which permission was gained are shown in greater detail in Appendix C. This was an important step in developing an understanding of the history of developments at the venue and was the chosen method used to give context to developments through time. Figure 9 is a significant step in showing the process of analysis used to create the structure and content presented in the following chapter.



Figure 9. Presentation of different materials showing actual and proposed developments of built infrastructure at the venue from pre-WW2 to 2017. Photo taken on 24th January 2018

At this stage in the analysis there was a large number of different data sources ranging from photos and plans to archives, annual reports and transcripts. Photos and plans were supplemented with sets of bullet points summarising events in a particular era which can be seen on Figure 9 running horizontally through the middle of the photo. The bullet points were developed from studying archival materials used in developing the following chapter and from the co-constructed narrative transcripts. The bullet points formed part of the basis for the eras by which the case study report chapter is structured. Much of the content of those bullet points has already been presented and discussed in the analysis sections earlier in this chapter. On the top of Figure 9 are a number of aerial images from different eras. Beneath them are master development plan proposals. On the bottom half are iterations of design proposals for a new pit and paddock complex and the Heritage Experience Centre. These are shown in much

greater detail in Appendix C. In Appendix C, commentary is also given with the aerial images, for which permission has been gained for reproduction in this thesis, to show the locations of the significant developments across the venue have taken place through time. Throughout this chapter, the analysis has been progressively developed toward gaining an increasingly comprehensive understanding of the influences on developments at the venue. This has specifically addressed the embeddedness aspect of Proposition B.

5.4 Summary

Phase 1 focussed on addressing Proposition B and included analysis of data generated from fieldwork including observations and discussions with a key informant. The main findings are that the realities being experienced by the research participants cum demand-side strategy briefing practitioners did not resonate well with the traditional interpretation of briefing. The participants were continually faced with changing situations which required them to follow conflicting strategies. This was a method for coping with uncertainty. Rather than any particular focus being placed on proposed construction projects in isolation, there are repeated mentions of multiple proposals. This therefore requires greater attention to the processes underpinning strategic briefing for programmes of developments.

The analytical exercises in Phase 2 were shaped by findings from Phase 1. In Phase 2, analytic focus was first placed on the ways in which research participants who helped develop the co-constructed narrative transcripts historically situated the Heritage Experience Centre construction project. What emerged was repeated reconstruction of strategically significant events which took place many decades earlier but still had lasting impacts on the observed strategy work from phase 1. This is therefore important in terms of how the strategic briefing process is being enacted. In further addressing Proposition B, focus was placed on the embeddedness of strategic briefing activities. This has been achieved by studying construction project proposals and creating a timeline of developments. The sets of interests which underpin these developments have been the subject of multiple rounds of thematic analysis in which the codes have gone through successive stages of manipulation. All of this work informs the development of the following case study report in the following chapter.

6

THE INSIDE TRACK: DEVELOPMENTS AT A FORMULA 1 RACING CIRCUIT

6 The inside track: developments at a Formula 1 racing circuit

6.1 Introduction

This chapter describes the author's interpretation of the most salient of strategic activities that have led to incremental developments of Silverstone Circuit. The aim of this chapter is to tell the story of Silverstone and thus how competing stakeholder interests in Silverstone Circuit are shaped and realised through enabling and constraining certain developments of the built infrastructure through time. The scope of this chapter is developments of Silverstone Circuit from 1942-2017.

The analysis presented in the previous chapter forms the basis for the content of this chapter which forms the main outcome of addressing Proposition B. Proposition B is based on understanding strategic briefing as though it is a continually on-going process enacted in embedded contexts. The co-constructed narrative transcript analysis has already shown how significant the re-constructed historical events and activities were to influencing the work of research participants on the Heritage Experience Centre. This chapter shows how these re-constructed events are all collectively linked through on-going processes. It also shows the importance of understanding the embeddedness of contexts in which strategic briefing is enacted.

The history of developments at Silverstone Circuit is a topic that has attracted many commentators, past and present. Each account has been written for differing purposes. It is important to note that no past narrative is to be recognised as more valid or truthful than others. Only that there is interpretative variation in what is most relevant to the purposes for which each account is produced. A compilation of sources directly referenced in writing this chapter is included in Appendix B. It is not practically possible to produce a bibliography of all sources that have been read to develop this chapter, only those that have most directly contributed.

Many case study reports attempt to anonymise contributions in an attempt to disguise participants. This serves to protect privacy and avoid repercussions of producing counter narratives which can damage carefully constructed public images of people and brands. Rather than attempting to anonymise the site, organisations and people

described, which would be no small endeavour, only the names of certain contemporary characters in this account have been changed. It is a fine line between producing a detailed narrative and betraying confidences placed in a researcher by research participants. Any name used in this chapter about whom information has been ascertained from a source which is not already in the public domain has been anonymised. The method was to produce a list of names for each letter A-Z with alternating male and female names. In no particular order, the character names in the narrative that needed anonymising have been replaced with pseudonyms. The gender of the character in the story has no correlation to the gender of the actual person. The context of Silverstone Circuit and the organisations mentioned have not been anonymised.

This chapter follows a linear trajectory which is divided into six sections. Section 6.2 situates Silverstone in the context of the other top tier motor racing venues in Britain. Focus is placed on the different trajectories of developments for each. This helps with understanding how Silverstone came to be the only venue licenced to host the Formula 1 British Grand Prix as of 2017.

Section 6.3 gives a narrative of the government's requisitioning of farmland for change of use to military purposes between 1941-1946 which sets the scene for the future iterative developments. The government purchased much of the requisitioned land that was developed to construct R.A.F Silverstone in the late 1940s.

Post-World War Two (WW2) occupancies were split between three private lessees in different businesses: motor racing, automotive storage and agriculture. Section 6.4, 1946-1971, is organised around these tenancies and ends with describing the government disposal of RAF Silverstone between 1959-1971, when it was purchased by an exclusive club of high achieving British racing drivers, the British Racing Drivers' Club (the BRDC).

Section 6.5, 1971-2000, is organised around three core interests which collectively form the dominant rationales for all developments during this era. Key motives were to improve the venue as a motor racing circuit, diversify the business to support motor racing and to benefit BRDC members.

Section 6.6, 2000-2011, is divided into 3 sections which are linearly organised. From 2000-2004 the Circuit is leased to a tenant, the tenants buy out of their contract. Over

the next two years, 2004-2006, the owners competitively tendered for a new lessee. This doesn't come to fruition and the BRDC continue to develop the venue as a motorsport circuit themselves, 2006-2011.

Section 6.7, 2011-2017, is organised around three competing options, namely, to try once again to find a suitable lessee, to invest in the next generation and to further diversify the business.

6.2 F1 & MotoGP Motor Racing Venues in Britain

Whilst this chapter is oriented to Silverstone Circuit, the other venues that have hosted top tier motorsport championships will be briefly discussed. This is important to situate the development of Silverstone in the context of the competition for hosting the British rounds of the 2- & 4-wheel grands prix.

The first purpose-built motor sport venue in the world was Brooklands in Surrey. It was constructed from 1906-7 and the first ever 4-wheel British Grand Prix (BGP) was promoted there by the Royal Automobile Club (RAC) in 1926. Brooklands was well used until the beginning of WW2, when use switched to a major aircraft manufacturing facility. At the end of WW2, the circuit was considered to be beyond repair. However, there is no circuit in England that is considered to be quite so nostalgic as Brooklands (Hilton, 2010). There is now a motor racing museum and parts of the track and many original buildings have been conserved or restored for motor sport enthusiasts to visit.

Silverstone has hosted the British F1 GP every year since 1987. This has resulted in significant investments in the venue facilities and infrastructure far above and beyond that of the competition for other promoters in Britain who seek to host F1 BGP at alternative sites. Not only does the track benefit from iterative developments in line with the health and safety requirements for 2 wheel and 4-wheel racing. Other distinguishing considerations include the specifications for pit and paddock facilities for the Silverstone Wing, car parking, access and egress that has the capacity to have more than 100,000 people attend on a race day. Other venues in Britain such as Brands Hatch (14 F1 BGPs between 1963-86), Donington (European Grand Prix in 1993) would require investment in the £100ms to compete with Silverstone for promoting events such as MotoGP and Formula 1 (F1). Schemes for these venues have been proposed since 1986, however, none have been successful in attracting the level of investment required to upgrade the facilities to gain the highest grade of licence

from the regulating race bodies. That does not mean that an annual F1 race at Silverstone is secured indefinitely. Many of the traditional venues used in Europe have fallen off the race calendar with some returning (e.g. German Grand Prix).

6.2.1 Aintree

Aintree is a horse racing venue first developed for that purpose in the 1830's. It is located on Merseyside and a motor racing circuit was developed within the confines of the horse racecourse in 1954. From 1955-62 the British F1 Grand Prix was held on alternate years with Silverstone. In 1962, top tier motor racing competitions at Aintree stopped but motor racing continued on a shortened 1.6 mile circuit until 1982. The estate continues to be a world class horse racing venue, annually hosting the English Grand National.

6.2.2 Brands Hatch

The Brands Hatch Circuit in Kent began life as a bicycle racing venue in 1926. Motorcycles began using it in 1928 and small bore 500cc automobiles in 1950 on a 0.75 mile track, when it was first tarmacked. Such a short circuit would not be in contention for hosting grand prix racing. After many iterations of track extension and alteration, the F1 BGP was first held on a 2.65 mile version completed in 1960 on alternate years with Silverstone between 1964-1986. After 1986, the circuit continued to be used for other motor racing events and in 2000, Interpublic Inc. purchased the venue. Interpublic also won the promoter licence for the British F1 Grand Prix from 2002 onwards. However, after realising the investment required to upgrade Brands Hatch Circuit to qualify for a licence to host F1, Interpublic had to look elsewhere and began negotiating with the British Racing Drivers' Club (BRDC) to promote the race at Silverstone. Since 2004, Brands Hatch has been owned by MotorSport Vision (who also own the UK race tracks of Oulton Park, Donington Park, Snetterton Circuit, Cadwell Park, and Bedford Autodrome). Motorsport Vision operate a different business model to the BRDC, they focus on racing championships with lower licence requirements and promoter fees. Brands Hatch continues to be one of the leading motor sports venues in the UK.

6.2.3 Circuit of Wales

The Circuit of Wales was a proposal made in 2011 for a world class motor sport venue capable of hosting F1 and MotoGP which was proposed on undeveloped land on the edge of the Brecon Beacons in Ebbw Vale, South Wales. It was estimated that more than £400m of investment would be required to develop this brand-new purpose-built venue. Whilst it had strong support from government for a period of time, the level of private investment required to develop such an ambitious project was not forthcoming. Commentators from Silverstone also strongly criticised the level of government financial aid given to the project in the incubation period. The Heads of the Valleys Development Company (HVDC) who proposed the Circuit of Wales project gained the rights to promote the MotoGP from 2015 onwards. Hoping that the circuit could have been quickly constructed and no doubt with an eye on competing with the BRDC to promote the F1 BGP, the HVDC failed to construct the new circuit and it now seems unlikely this scheme will ever be realised. Once again, another group (HVDC) who won grand prix promoter rights for Britain, but this time the 2 wheel MotoPG version, ended up having to negotiate to host the race elsewhere, in this case, a return to Silverstone from 2010 onwards.

6.2.4 Donington Park

Donington Park in Leicestershire followed a similar early development trajectory to Brands Hatch. A dirt track was first created on the site for use by motorcycles in 1931. In 1933, the track was tarmacked and first hosted automobile racing. Pre- WW2, Donington hosted automobile Grand Prix races from 1935-38. During WW2, it was used as a military vehicle storage facility. It continued to be used for more than a decade after the war by the military and had fallen into disrepair during the 1960s. The circuit was rejuvenated in the 1970s and motor racing returned in 1977. Only one Grand Prix was held at the venue post-war, the European GP in 1993, but the British MotoGP was hosted there from 1987-2009. The inaugural MotoGP competition was in 1986 and the first British leg of the race was promoted at Silverstone. Silverstone and Donington are therefore the only circuits in Britain to have hosted MotoGP.

Donington was announced as the venue for the F1 British Grand Prix from 2010 for 17 years. It suffers from a lack of accessibility, as spectators had to use public transport. The Donington proposal that won the contract with the Federation Internationale de l'Automobile included redeveloping the pit and paddock facilities and altering the track

layout. This scheme coincided with a major recession and around 1 year after the announcement had been made, it was announced that F1 would continue at Silverstone. In the space of a few short years, Donington lost promotion rights for the 2 & 4 wheel grand prix¹⁴. It is now operated by MSV whose business model has traditionally avoided competing for promoter contracts for MotoGP or F1.

6.2.5 Summary

There are a great many places where motor sports take place in Britain, some have survived the tests of time while others have now fallen off racing championship calendars and been repurposed. There are a mix of different business models used by circuit operators. The British Racing Drivers' Club as owners of Silverstone are the only promoters of the Formula 1 British Grand Prix since 1987. This places far larger risks on the business than adopting a model like Motorsport Vision who operate multiple venues but don't seek to compete for the highest tier of racing events with the high licence fees and infrastructure requirements.

Silverstone Circuit now has infrastructure that gives it a formidable advantage over any other UK venue hoping to promote F1 or MotoGP. The advantages include track safety standards, quality of pits, paddock and hospitality accommodation, access to the venue and car parking. Recent attempts have been made to get the investment required to offer genuine competition for another venue to host blue ribbon motor racing events in Britain but none have succeeded. With its unique history, Silverstone offers a fertile case for studying strategic activities at an internationally acclaimed venue in the vibrant and fast paced motor sports industry.

Donington Park or Brooklands may have seemed likely candidates for top tier motor racing in Britain post-WW2. However, it is in this era that RAF Silverstone aerodrome was first considered and used for motor racing. An account of the beginnings of racing at Silverstone and the iterative developments leading to it being the premier UK venue will now be presented.

¹⁴ Swinger, P (2001) Motor Racing Circuits in England – Then & Now. Dial House: Hersham, UK.

6.3 The seeds of Silverstone Circuit: From Luffield Abbey Farm to RAF Silverstone Aerodrome

In the late 1930's and early 1940's, there was a great need to rapidly expand the number of airfields and aerodromes across the UK to increase capacity for Allied aircraft. This led to the largest infrastructure development in Britain since the expansion of the railways in the 1800s¹⁵. The land to construct RAF Silverstone was taken from 5 freehold owners but more than half the land was Luffield Abbey Farm. Due to the pace at which aerodromes were needed, the land was requisitioned from the owners, who were compensated with lease payments, until post-war when ownership matters could be given more attention.

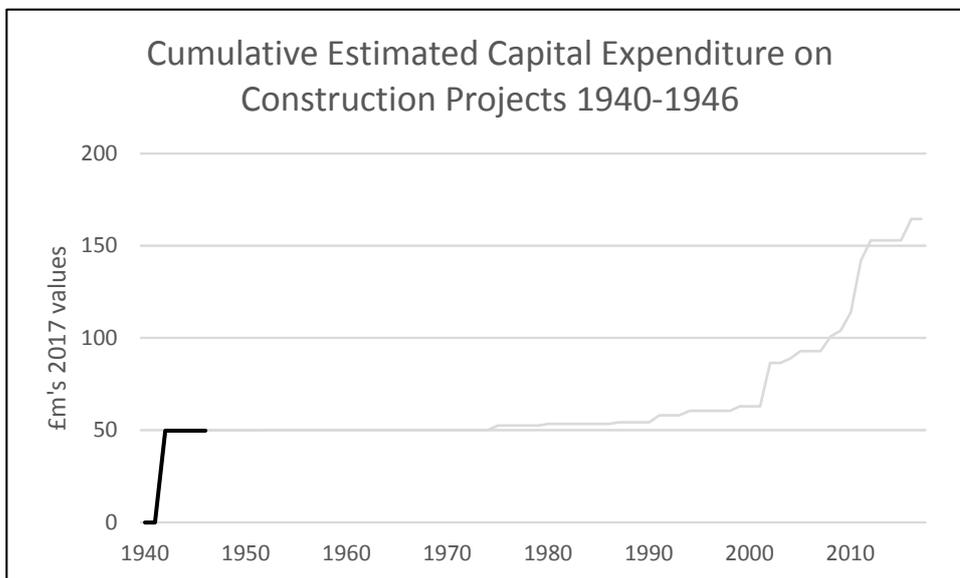


Figure 10. Cumulative Estimated Capital Expenditure on Construction Projects 1940-1946

The expense of constructing the aerodrome is represented on Figure 10 which shows that this was the single largest phase of development at Silverstone since 1940.

6.3.1 The Need for Airfields

Early in WW2, the UK Air Ministry faced a number of huge challenges one of which was to identify potential locations which would match their complex sets of strategic military requirements. These requirements included providing an interconnected set of

¹⁵ Higham, R. (1998) Bases of Air Strategy – Building Airfields for the RAF 1914-1945. Shrewsbury, UK: Airlife Publishing.

bases from which the air force could intercept enemy planes and locations from which raids could be launched against enemy targets on the continent¹⁶. With increased demand for skilled crews and unfortunate high numbers of losses, it was also essential to provide facilities for quickly training large numbers of air crews¹⁷. At the start of the war Bomber Command only had airfields with grass runways¹⁸. By 1944, 128 purpose-built aerodromes with concrete runways had been constructed for use by Bomber Command¹⁹. RAF Silverstone was one of these aerodromes.

6.3.2 RAF Silverstone

The way in which the land to the south of Silverstone village, including Luffield Abbey Farm, was to be used in the early to mid-1940s was split between two core interests; farmland for production of food and military requirements. Essentially, though not perfect for the construction of an aerodrome due to poor drainage, valuable heritage²⁰, archaeological remains²¹ and obstacles on runway approaches, it did fit most of the Air Ministry's strategic requirements. The site was initially defined according to a standard airfield developed for medium weight bombers such as the Vickers Wellington. These bombers were the largest type of aircraft available to the Air Ministry early in WW2.

The decision to develop an aerodrome near Silverstone was made in summer 1941^{22,23}. The land was reasonably flat and fitted well into the larger picture of strategically located airfields across the UK.

¹⁶ Kohan, C. M. (1952) *Works and Buildings*. London, UK: Longmans, Green & Co..

¹⁷ Harris, A. T. (1995) *Despatch on War Operations 23rd February 1942 to 8th May 1945*. London, UK: Frank Cass & Co. Ltd.

¹⁸ Harris, A. T. (1995) *Despatch on War Operations 23rd February 1942 to 8th May 1945*. London, UK: Frank Cass & Co. Ltd.

¹⁹ Harris, A. T. (1995) *Despatch on War Operations 23rd February 1942 to 8th May 1945*. London, UK: Frank Cass & Co. Ltd.(p. 160)

²⁰ Elvey, G. (1968) *Luffield Priory Charters - Part 1*. Buckinghamshire, UK: Buckinghamshire Record Society & Northamptonshire Record Society.

²¹ Weller, C. G. R. (1941) Land Commissioners report on a proposal of the Air Ministry to acquire land for an operational training Aerodrome near Silverstone, Northamptonshire & Buckinghamshire, 28th April 1941 [Archive] Available at: National Archives, Kew, MAF 140/58.

²² Weller, 1941

²³ Air Ministry (1941) Letter to G. Chalmers of the Ministry of Works from the Air Ministry confirming permission has been given to requisition land to construct an aerodrome near Silverstone village, 1st September 1941 [archive] Available at: National Archives, Kew, WORK 14/1563.

Early stage concept plans from 1941 show a design with shorter runways than were constructed (see Appendix C). Standard layout design for aerodromes from the start of WW2 was to have runways in an 'A' formation with 2 or 3 maintenance hangars and supporting ancillary buildings suitable for medium weight bombers such as the Vickers Wellington²⁴.

Heavy weight bombers such as the AV Roe Lancaster became widely used by the RAF in 1942. Due to this, RAF Silverstone underwent a change in definition from being designed with capabilities for medium to heavy weight bombers (heavies). With their increased weight, heavies needed far longer concrete runways than were specified at the start of the war. Concrete runways also enabled heavies to take off and land in a wider range of weather year-round. This led to a new standard design and specification of aerodrome called 'Class A' in 1942²⁵. Construction at Silverstone was initially earmarked to start in late summer 1941²⁶. Due to labour and machinery being tied up on other projects, the date was pushed back to November 1941²⁷. Again, this was not realised. The contractor, John Mowlem & Co.²⁸, began work on site in January 1942²⁹. It was ready for service within 15 months and cost £49.8m³⁰.

²⁴ Fahey, p.253

²⁵ Francis, P., Flagg, R. & Crisp, G (2016) Nine Thousand Miles of Concrete – A Review of Second World War Temporary Airfields in England, report produced for English Heritage [Online] Available at: <https://research.historicengland.org.uk/redirect.aspx?id=7018|Nine%20Thousand%20Miles%20of%20Concrete:%20A%20Review%20of%20Second%20World%20War%20Temporary%20Airfields%20in%20England> (Accessed on 5th April 2018).

²⁶ Air Ministry (1941) Letter from Air Ministry official to J. Langton of Ministry of Agriculture & Fisheries regarding development of an aerodrome near Silverstone village, 3rd April 1941 [Archive] Available at: National Archives, Kew, MAF 140/58.

²⁷ Air Ministry (1941) Letter to G. Chalmers of the Ministry of Works from the Air Ministry confirming permission has been given to requisition land to construct an aerodrome near Silverstone village, 1st September 1941 [archive] Available at: National Archives, Kew, WORK 14/1563.

²⁸ Smith, G. (1998) *Northamptonshire Airfields in the Second World War*. Newbury, UK: Countryside Books.

²⁹ Bletsoe, J (1948) Letter from Air Ministry Land Agent Consultant (J. Bletsoe) to Air Ministry (E. Page) regarding a claim for compensation for disturbance to business by T. Kynaston against the Air Ministry for construction of RAF Silverstone aerodrome over Mr Kynaston's formerly owned agricultural land, 18th February 1948 [Archive] Available at: National Archives, Kew, AIR 2/17673.

³⁰ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p.23).

No. 17 Operational Training Unit (OTU) moved to Silverstone in April 1943 under the remit of Bomber Command, 92 Group. At any one time, more than 2000 people would be stationed there. Whilst having the capacity to accommodate heavies, RAF Silverstone was predominantly used to train crews on medium weight Vickers Wellingtons such that the increases in the size of the aerodrome runways were unnecessary for the training purposes. However, at the time, being able to accept landings of heavies in distress and potentially to house operational squadrons of them, the site was a valuable and flexible asset to the Air Ministry. With smaller losses to bomber squadrons than anticipated toward the end of the war, by 1944 the demand for training air crews had peaked.

All military operations at RAF Silverstone ceased in March 1946. Over the following year it was looted as no provision for security was made and much domestic equipment, fixtures and fittings had been left³¹. Deciding what to do with such facilities in the immediate aftermath of WW2 came somewhat secondary to other post war challenges such as housing and food shortages. Importantly, in the post war period, it was also not known whether or not military facilities that had become surplus might need to be made operational once more. Decisions regarding Silverstone had to be made amidst these contending interests whilst at the same time recognising that the land had been hastily requisitioned from former owners who perhaps had moral rights to have it returned to them.

³¹ HC Deb (2 July 1947) Aerodrome, Silverstone (Damage). Vol. 439 Col. 1307-1308. Available at: [https://hansard.parliament.uk/Commons/1947-07-02/debates/55216969-d833-410e-afc0-e5cd940dbf2c/AerodromeSilverstone\(Damage\)](https://hansard.parliament.uk/Commons/1947-07-02/debates/55216969-d833-410e-afc0-e5cd940dbf2c/AerodromeSilverstone(Damage)) (Accessed: 19th March 2018).

6.4 From Military to Agriculture, Car Storage and Motor Racing

The next era saw a transition to a multi-use site. In terms of the scale of built infrastructure development, the period 1946-1975 is relatively inactive compared to 1942-43 (Figure 11).

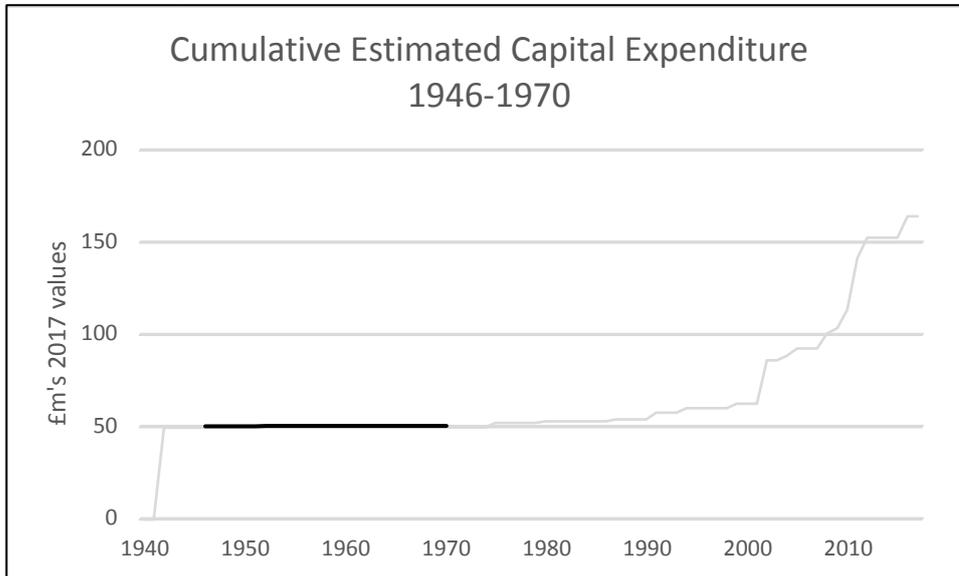


Figure 11. Cumulative Estimated Capital Expenditure 1946-1971

However, there are a number of important events recounted in the following sections which provide the background to later periods. Freehold rights to the land that constituted RAF Silverstone were purchased by the government in 1948³². Being surplus to requirements, it was then divided up for use by different tenants. Undeveloped greenfield areas were leased for farming. All 5 aircraft maintenance hangars and a number of other buildings were leased to Rootes, a car manufacturer, for car storage^{33,34}. This era was relatively insignificant in terms of developments at Silverstone. The hangars were used to store cars for around a decade, but Rootes had

³² Supervising Lands Officer (1948) Valuers Report on Terms Agreed for the Sale of Luffield Abbey Farm, 29th September 1948 [Archive] Available at: National Archives at Kew: AIR 17673.

³³ Air Ministry (1959) Plan of Leaseholds at RAF Silverstone [Archive] Available at: National Archives, Kew, AIR 2/17673.

³⁴ Air Ministry (1948) Letter from Mr Duke to Mr Engholm regarding letting RAF Silverstone to the R.A.C. for racing and Green Crop for grass drying, 5th August 1949 [Archive] Available at: National Archives, Kew, MAF 140/58.

given notice to terminate their lease in 1957. There was then discussion of demolishing the hangars and only one was retained³⁵.

The runways, perimeter taxiing track and a small number of buildings adding up to around 40 acres were leased to the Royal Automobile Club (RAC) for motor racing purposes. A further 150 acres of greenfield land around the venue could be used on up to 4 occasions per year for large motor racing events which highly constrained its use for agricultural production³⁶.

The following section will describe the changing priorities of farming and racing at Silverstone separately before giving a narrative of the disposal of RAF Silverstone by the government.

6.4.1 Agriculture & Car Storage

Immediately after the OTU moved out of RAF Silverstone in March 1946, the airfield became redundant. Aerodromes that had required significant development of agricultural land for military purposes could not be simply handed back to former owners in their pre-war state. Therefore, government policy was to purchase the freehold rights of requisitioned land that had been improved at the pre-development value. Post-war, food security was a major issue. Aerodrome land that had been purchased but was now surplus to military requirements was handed over by the Air Ministry to the Agricultural Land Commission (ALC). Silverstone was transferred in late 1949. The ALC were to ensure farmland was being used to efficiently produce food³⁷.

The agricultural land at Silverstone was confined to use for pasture and as a research test bed for grass drying techniques to produce stock feed. This was done by Green Crop Conservation Ltd who leased much of the agricultural land in between developed parts of RAF Silverstone. Pasture was replaced by arable crops post-war and farming

³⁵ McCarthy, E. H. (1957) Letter from McCarthy to C.J. Young regarding the tenant vacation of the hangars and their demolition or re-letting, 18th September 1957 [Archive] Available at: National Archives, Kew, AIR 2/17890.

³⁶ BRDC & S.of.S. for Air (1953) Lease agreement dated 5th May 1953 for Silverstone Circuit between S.ofS. for Air and BRDC for a period of 4 years from 25th December 1951 [Archive] Available at: National Archives, Kew: AIR 2/17890.

³⁷ Garside, H. (1949) Letter to Mr Engholm regarding post-war policy for surplus airfields that had been requisitioned, 18th July 1949 [Archive] Available at: National Archives, Kew, MAF 150/48.

activities continued until 1980³⁸. Ancillary aerodrome accommodation in the form of Nissen huts was occupied by Rootes until the late 1950s before being used for pig farming by Green Crop until 1970³⁹. Nissen Huts previously used for pig farming were refurbished around 1970 to provide accommodation for racing teams⁴⁰ before being demolished, with the last ones removed in 2001⁴¹.

6.4.2 Post-war Motor Racing Venues

Motor racing and the testing of cars for research purposes had taken place before WW2 primarily at two venues: Brooklands in Surrey and Donington in Leicestershire. Both were used by the military during the war and were not available for racing purposes immediately post-war. Brooklands was still being used by Vickers and Donnington was used as a large army vehicle storage depot. Though there was potential for dual use of Donnington between motor sport and the military, adaptations to make it suitable as a racing venue were estimated at £3.5m by the War Department⁴². At the time, this was not deemed a viable allocation of resources, though great pressure was being put on the War Department to allow motor sport and automobile testing at Donnington in 1946⁴³.

Whilst motor sport proponents were vocal, so too were automotive manufacturers who needed vehicle testing facilities with an interest in boosting the quality of British-built cars for export round the world. The RAC were heavily involved with the wider rollout of the automobile in Britain. Certain individuals had roles with the RAC & BRDC. The

³⁸ Garside, H. (1949) Letter to Mr Engholm regarding post-war policy for surplus airfields that had been requisitioned, 18th July 1949 [Archive] Available at: National Archives, Kew, MAF 150/48.

³⁹ Tremayne, D. (1992) Farewell to a modest man [Online] Available at: <https://www.motorsportmagazine.com/archive/article/february-1992/12/farewell-modest-man> (Accessed on: 4th April 2018).

⁴⁰ Tremayne, D. (1992) Farewell to a modest man [Online] Available at: <https://www.motorsportmagazine.com/archive/article/february-1992/12/farewell-modest-man> (Accessed on: 4th April 2018).

⁴¹ Stewart, J. (2002) The British Racing Drivers' Club Limited - *Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House.

⁴² HL Deb. (15 July 1946) Test Facilities for Motor Vehicles. Vol. 142 Col 424-442. Available at: <https://hansard.parliament.uk/Lords/1946-07-15/debates/7636d963-c6b8-4f67-8e3e-aea31ed8b1b5/TestFacilitiesForMotorVehicles> (Accessed on: 18th April 2018).

⁴³ HL Deb. (15 July 1946) Test Facilities for Motor Vehicles. Vol. 142 Col 424-442. Available at: <https://hansard.parliament.uk/Lords/1946-07-15/debates/7636d963-c6b8-4f67-8e3e-aea31ed8b1b5/TestFacilitiesForMotorVehicles> (Accessed on: 18th April 2018).

BRDC goals are listed in the 'articles of association' which haven't materially changed since its foundation. In summary, they wanted to be the guardians of British motor sport by making it widely available to the general British population, to celebrate great racing achievements and to support young racing driver development⁴⁴.

The BRDC is formed by a network of proponents of motor sports in Britain and the Commonwealth. Membership of the BRDC is either by invitation or can be earned by having consistent successes on selected internationally competitive championships and races. There are reported to be over 600 members in 2018⁴⁵ with different grades of membership and therefore levels of participation in decision-making⁴⁶.

The Air Ministry had managed to fend off automobile racing and testing at Donnington. However, they were not averse to motor racing in the UK generally, so they agreed to leasing RAF Silverstone aerodrome's former runways & perimeter taxiing track for racing and manufacturing testing purposes. It was a redundant aerodrome surplus to requirements that could be somewhat used to stop motor sport enthusiasts from trying to commandeer or use other Air Ministry premises. The use for racing was given precedence over grazing on the greenfield parts of the aerodrome even though there was a food security crisis⁴⁷. Reintroducing motor racing post-war was popular, demonstrated by the high numbers of spectators at events in the late 1940s and early 1950s.

6.4.3 Motor sports at Silverstone

In contrast to farming, making Silverstone fit for motor sport racing purposes required developing the built infrastructure. Directors of the RAC, with their strong interest in promoting the use of cars across Britain, decided to promote a grand prix at Silverstone

⁴⁴ BRDC (2011) *Articles of Association of the British Racing Drivers' Club*. Cardiff, Wales: Companies House.

⁴⁵ BRDC (2017) *BRDC Members* [Online], Available at: <http://www.brdc.co.uk/BRDC-Members> (Accessed on: 28th October 2017).

⁴⁶ Slaughter & May (1931) *Memorandum of Association of The British Racing Drivers' Club Limited* [Online], Available at: <https://beta.companieshouse.gov.uk/company/00257980/filing-history/MDA2OTU3ODk4MmFkaXF6a2N4/document?format=pdf&download=0> (Accessed on: 6th February 2018).

⁴⁷ Cartwright, H. (1949) Letter written by Land Commissioner (Cartwright) to Capt. Banham regarding post-war uses of RAF Silverstone, 2nd September 1949 [Archive] Available at: National Archives, Kew, MAF 150/48.

in 1948⁴⁸. Such events post war were symbolically important as the reintroduction of international sporting competitions was a sign of the return of peace between nations. Italian and German teams such as Alfa Romeo, Ferrari and Mercedes started competing against English teams such as Cooper and BRM once again.

The RAC leased the track and a number of the smaller buildings around the aerodrome on a one year term from the Air Ministry in 1948. The first automobile grand prix at Silverstone Circuit was promoted by the RAC, which reportedly attracted over 100,000 spectators, was in October 1948⁴⁹. Logistics for hosting such a race on a site used to accommodating around 2000 people⁵⁰ would have been challenging. Racing facilities consisted of pit garages crudely erected out of canvas tents and a track was marked out with straw bales on former aircraft runways and taxiing tracks. The RAC also promoted a grand prix at Silverstone in 1949 with similar facilities.

The first "Formula 1" British Grand Prix (F1 BGP) promoted by the RAC at Silverstone was in 1950, the inaugural Formula 1 (F1) season⁵¹. F1 is an international motor racing championship in which drivers compete in single seat, 4-wheel racing cars built to the highest standards of racing regulated by the Federation International d'Automobile (FIA). The 'Formula' is the set of rules agreed upon by competitors and regulators intended to create something of an even playing field for different classes of cars. The F1 championship consists of multiple races (grands prix), each hosted in different countries across the world. Promoters of F1 grands prix often change as do the venues. It was common for national F1 grand prix to be hosted at alternating venues each year. The first 5 F1 BGP were promoted at Silverstone from 1950-1954.

Responsibility for running the grand prix was novated to the BRDC in 1951⁵². The RAC membership had achieved its aim in bringing motor sport back to the UK. However, it

⁴⁸ R.A.C. (1948) Minutes of the Executive Committee meeting of 23rd June 1948 [unpublished] Held at: Silverstone Heritage Project Archive[unpublished] Held at: Silverstone Heritage Project Archive: Silverstone Circuit, UK.

⁴⁹ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing.

⁵⁰ Meredith, A. & Blackwell, G. (2013) *Silverstone Circuit Through Time*. Stroud, UK: Amberley Publishing.

⁵¹ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing.

⁵² BRDC & S.of.S. for Air (1953) Lease agreement dated 5th May 1953 for Silverstone Circuit between S.of S. for Air and BRDC for a period of 4 years from 25th December 1951 [Archive] Available at: National Archives, Kew: AIR 2/17890.

did not want to be promoters of events which would involve receiving sponsorship and advertising funds from private firms, instead they became the UK regulating body for automobile racing amongst other roles. No group can be a promoter that accepts sponsorship or advertising payments whilst being the regulators of racing without creating a major conflict of interest. The BRDC, which had no such conflict, became the race promoters. They leased the perimeter tracks, runways and certain buildings of Silverstone with access rights over neighbouring land from the Air Ministry from Christmas day 1951 for 4 years⁵³. Having gained the 4-year lease, the BRDC had the certainty to build a basic structure for pits (garages) with a spectator viewing concourse over the garages in 1952. They also constructed grandstands at prime viewing locations around the venue and a pedestrian bridge was erected over the pit straight. Significant ground works were conducted in building protective banks for spectators. Collectively, £200k was spent on these projects in the early 1950s⁵⁴.

Between 1955-1962 Silverstone and Aintree held the British Grand Prix on alternate years. Between 1963-1986 a similar arrangement was agreed with Silverstone and Brands Hatch in Kent.

British constructors (racing teams) were very successful from the inauguration of the F1 championship in 1958. Until this time, the championships were decided based on driver performance alone. Since 1958, there has always been competition at both the driver and team level. Significant British race team success has contributed to a cluster of firms which collectively form what is recognised as the British motor sport industry, now colloquially known as 'Motor Sport Valley'⁵⁵. Activities at Silverstone since 1948 have had no small part in developing the cluster, which is recognised as significant from local to international levels. A study of the economic value of the UK Motor Sport Valley in 2013 put industry turnover at around £9b per year with 41,000 people

⁵³ BRDC & S.of.S. for Air (1953) Lease agreement dated 5th May 1953 for Silverstone Circuit between S.of S. for Air and BRDC for a period of 4 years from 25th December 1951 [Archive] Available at: National Archives, Kew: AIR 2/17890.

⁵⁴ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p.37)

⁵⁵ Henry, N. & Pinch, S. (2000). (The) industrial agglomeration (of Motor Sport Valley): a knowledge, space, economy approach. In *Knowledge, Space, Economy*. Bryson, J., Daniels, P., Henry, N. and Pollard, J. pp. New York, USA: Routledge.

employed⁵⁶ which includes more than 75% of the F1 constructor teams. The growth of Silverstone as a F1 venue at the heart of this cluster and the development of the industry have been very much hand in hand. Having such a critical mass of specialists in one geographic area has had enduring benefits to economic development at different scales.

6.4.4 Disposal of RAF Silverstone

Many aerodromes developed to support the allied war effort in WW2 quickly became surplus to requirements post-1945. The way in which the disposal of Crichel Down, land acquired for use as a bombing range in Dorset, was managed at the time attracted heavy criticism. This led to parliamentary enquiries and a number of investigations. Essentially, the land that was purchased under threat of being requisitioned prior to the war was not offered back to former owners⁵⁷.

The Crichel Down case included broken promises to former owners at ministerial level which resulted in the doctrine of ministerial responsibility being actioned⁵⁸. The complainant, appears to have been extremely vocal to officials at various levels of government when requesting that the land be returned to his family. When his complaints were not being heard or seriously considered, he persevered in making the case highly public which included presenting a petition from other local land owners to the relevant minister. All of this resulted in a public enquiry which led to the government reversing their decision and the former owners being offered their land back⁵⁹. The high profile nature of the Crichel Down affair resulted in some loss of public faith in the civil service. A public inquiry found blatant maladministration which had resulted in the rights of former owners being quashed⁶⁰. This case contributed toward the

⁵⁶ Motorsport Industry Association, Department for Business Innovation & Skills, UK Trade & Investment, Williams F1, Silverstone, MSA & XTRAC (2013) *Some selected highlights from the 2013 Review of UK's Motorsport Valley Business Cluster* [Online], Available at: https://www.the-mia.com/assets/Highlights_from_Review_of_Motorsport_Valley_2013.pdf (Accessed on: 4th June 2018).

⁵⁷ Wheare, K.C. (1975) 'Crichel Down Revisited', *Political Studies*, 23 (2-3), pp. 390-408.

⁵⁸ HC Deb (20 July 1954) Crichel Down, Hansard. vol 530 cc1178-298. Available at: <https://api.parliament.uk/historic-hansard/commons/1954/jul/20/crichel-down> (Accessed on: 14th May 2018).

⁵⁹ Wheare, K. C. (1975) 'Crichel Down Revisited', *Political Studies*, 23 (2-3), pp. 390-408.

⁶⁰ Wheare, K.C. (1975) 'Crichel Down Revisited', *Political Studies*, 23 (2-3), pp. 390-408.

inauguration of the Ombudsman system in the UK to aid in protecting the rights of the general public.

This raised serious concerns which led to successive governments, both Labour and Conservative, adopting a policy of offering land back to former owners where possible. The complication with RAF Silverstone and most aerodromes was that they could not be returned for the same pre-war purposes due to changes which could not easily be reversed. Former owners were to be offered the full pre-development market value for their properties. The intention was not to unfairly give advantage or disadvantage to former land owners of requisitioned land that had been developed by the government.

In 1959, the Home Affairs Sub-Committee on the Disposal of Agricultural Land initially gave civil servants the mandate of negotiating the sale of their freehold interests in Silverstone aerodrome. If former owners weren't interested in re-purchasing, then negotiations were to take place to sell to the current lessees; BRDC & Green Crop. If a deal couldn't be struck that was satisfactory to both sides then the land would be put to public auction⁶¹.

Discussions with former owners to test the water about repurchasing greenfield areas of the aerodrome identified a lot of interest. Some of these former owners were adamant that they were rightfully due back their land. In a committee briefing note which relayed their attitudes, the following was written about Tertius Kynaston, former owner of 418 acres of Luffield Abbey Farm

"Mr. Kynaston has said that had he been given what he considered was a fair price for the land when it was purchased from him in 1948, he would not have been interested in repurchasing. As it is, he feels that the land was 'stolen' from him and that it should now be offered back to him, with vacant possession, at a price which would enable him to recover what he has "lost"."⁶²

These are issues that were clearly extremely important to Tertius and he is not the only one to feel strongly about government conduct regarding requisitioning and disposal

⁶¹ UK Home Affairs Committee (1961) Sub-committee on disposal of agricultural land. Disposal of Silverstone Airfield. Note by Under Secretary of State for Air deciding to negotiate sale with BRDC, Green Crop Ltd and former owners with attached plan of former ownership boundaries, 10th October 1961 [Archive] Available at: National Archives, Kew, AIR 2/17890.

⁶² UK Home Affairs Committee (1961) Sub-committee on disposal of agricultural land. Disposal of Silverstone Airfield. Note by Under Secretary of State for Air deciding to negotiate sale with BRDC, Green Crop Ltd and former owners with attached plan of former ownership boundaries, 10th October 1961 [Archive] Available at: National Archives, Kew, AIR 2/17890.

of RAF Silverstone. The government had to respect the wishes of former owners to repurchase the land. However, they enshrined the BRDC interests in the developed aspects of RAF Silverstone by not offering these back to former owners. As land boundaries had been destroyed, the first government proposal was to divide the greenfield land according to the new layout and offer former owners plots of around 50% the acreage they previously owned. These sales would have been subject to the BRDC and Green Crop tenancies and with BRDC rights across the greenfield land for hosting a few large racing events each year which restricted potential use.

“The proposed solution goes as far as practical in restoring the agricultural interests of the former owners. The attitude of Mr. Kynaston however suggests that he, at least, is more interested in repurchasing his land at a price which will enable him to resell at a profit”⁶³

The above quote from a letter between government officials suggests that Tertius Kynaston is using opportunist tactics to try and profit from the new use of his land as a race track. Very awkwardly for the BRDC and their development of Silverstone as a world class racing venue, if the former owners had gone for this initial proposal, they would have owned all greenfield areas inside the perimeter track. This would have put major constraints on development.

In 1961, in anticipation of purchasing the whole of RAF Silverstone, the BRDC strategically purchased Green Crop Conservation Ltd who held the lease to the greenfield areas. Through Green Crop, the BRDC made further purchases of parcels of land on the periphery of the aerodrome in the 1960s. This meant that the Air Ministry, later in the 1960s amalgamated into the Ministry of Defence (MOD), only had to really negotiate with BRDC representatives regarding the sale of Silverstone to a single buyer.

A valuation in 1961, undertaken by a government appointed independent land and estate management consultant, estimated the land if sold as a single plot to the BRDC by private treaty for use as a racing circuit to be worth around £2.1m⁶⁴. This value was

⁶³ Aitken, H. (1961) Letter from H. Aitken to B. Robson of Air Ministry regarding sale of RAF Silverstone to former owners and BRDC, 14th September 1961 [Archive] Available at: National Archives, Kew, AIR 2/17890.

⁶⁴ Aitken, H. (1961) Letter from H. Aitken to B. Robson of Air Ministry regarding sale of RAF Silverstone to former owners and BRDC, 14th September 1961 [Archive] Available at: National Archives, Kew, AIR 2/17890.

calculated in the aftermath of permanent permission being granted by the local authority for use as a motor sport venue and for ancillary activities associated with the running of a motor sport venue⁶⁵.

Some plots on the periphery of the venue were purchased back by former owners during the 1960s⁶⁶ but the race track and greenfield land inside the perimeter track had still not been sold and continued to be leased to the BRDC. Having purchased Green Crop, the BRDC had made a significant statement of intent to buy the rest of the venue. It seems the government would have liked to simply sell the whole venue to the BRDC. However, Criche Down was inevitably in the forefront of the minds of those responsible for disposing of Silverstone. Having only made investments based on short term leasehold interests, these negotiations were constraining longer term investments by the BRDC.

Consideration was given to further expansion of the site in 1965. The local planning authority were asked by the MoD for their opinion regarding residential and industrial developments on the green belt surrounding the circuit. The reply was that any such application would be assessed on its individual merits but that generally developments would not be favoured in the surrounding green belt⁶⁷. However, the local authority was and is supportive of plans to diversify activities on the circuit into the leisure sector⁶⁸.

In 1966, the BRDC incorporated Silverstone Circuits Ltd with a view to having the commercial activities run in a more clearly delegated manner. The BRDC were hopeful that they would soon be able to purchase the freehold. However, another major issue that led to delays of the MoD disposing of Silverstone emerged.

⁶⁵ Richardson, C. (1977) The British Racing Drivers' Club - A tribute to the owners of Silverstone Circuit in their Golden Jubilee Year [Online] Available at: <https://www.motorsportmagazine.com/archive/article/april-1977/30/british-racing-drivers-club> (Accessed on: 7th April 2018).

⁶⁶ 10+ letters held in AIR 2/17673 at National Archives, Kew.

⁶⁷ Gregory, M. (1965) Letter regarding Northampton County Council planning response to development around Silverstone Airfield, 17 March 1965 [Archive] Available at: National Archives, Kew, AIR 2/17673.

⁶⁸ Richardson, C. (1977) The British Racing Drivers' Club - A tribute to the owners of Silverstone Circuit in their Golden Jubilee Year [Online] Available at: <https://www.motorsportmagazine.com/archive/article/april-1977/30/british-racing-drivers-club> (Accessed on: 7th April 2018).

Silverstone aerodrome was being considered as London's 3rd major airport in the 1960s. At the time, further development of existing London airports was a highly contentious topic with a small number of likely options including Stansted, Silverstone and a site at Sheppey or Southend⁶⁹. It would seem that due to other military aerodromes in close proximity, Silverstone was a distant second or third choice with expansion of Stansted offering the option with the least constraints. These discussions did however put the potential purchase of Silverstone to the BRDC on hold whilst Parliamentary debates and feasibility studies of all options for another London airport were carried out. Impetus for advocating the use of Silverstone as London's 3rd airport tapered off toward the end of the 60s allowing negotiations for disposal to restart. In 1968, an estate agent and auctioneer were instructed to prepare the land for sale at a public auction⁷⁰.

In 1971, the BRDC and the MoD finalised a deal for the transfer of the freehold rights to 398 acres consisting of the bulk of former RAF Silverstone aerodrome⁷¹. Negotiations to return land to former owners had reached an impasse and rather than put the land up for public auction with the complications of selling many small plots, the BRDC purchased both the race track and greenfield land. The BRDC paid £1.84m⁷². This land included most of what was previously the 418 acres of Luffield Abbey Farm. They then purchased another 258 acres of adjoining land for £780k⁷³.

6.4.5 Summary

The government purchased Luffield Abbey Farm in 1949 and other land that had been requisitioned in 1942 to construct RAF Silverstone. This was then leased on recurrent short term deals to 3 tenants who used it for car storage, farming and motor sports.

⁶⁹ HC Deb (29 June 1967) National Airport Policy. vol. 749. Available at: <https://hansard.parliament.uk/Commons/1967-06-29/debates/1148aafa-18ee-45ee-ae18-be72916e2e1d/NationalAirportPolicy?highlight=silverstone%20airport#contribution-cc8906f6-dd2c-4214-89b6-29b7a57037fc> (Accessed on 6th June 2018).

⁷⁰ Fenn, A. (1968) Letter to Messrs Brown & Merry regarding public auction of Silverstone Airfield, 22nd May 1968 [Archive] Available at: National Archives, Kew, AIR 2/17673.

⁷¹ BRDC (2018) BRDC History [Online] Available at: <http://www.brdc.co.uk/History-2> (Accessed on 6th May 2018).

⁷² Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p.99)

⁷³ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p.100)

Grand prix racing at Silverstone between teams from nations that had fought one another during WW2 was a powerful instrument used to promote a feeling of a return of peace to a wide audience of fans. This had initially been instigated by the Royal Automobile Club from 1948-1951 who promoted a grand prix at Silverstone by leasing parts of RAF Silverstone for one year terms. The British Racing Drivers' Club then took over the F1 British Grand Prix promoter's rights and the Silverstone lease was novated to them in 1951. They hosted a Grand Prix each year at Silverstone until 1955 and then every other year until 1987. Car storage in the aircraft maintenance hangars had ceased by the 1960s. In 1961, the BRDC purchased the company that held the lease to the farmland thereby making themselves the only lessee with interests over the venue.

Successive governments since the Crichel Down affair have been very careful about the ways in which they dispose of requisitioned land. Silverstone was no exception to this. A decision was made to dispose of it in 1959. Records show a protracted process of government officials offering parcels of the aerodrome to former owners throughout the 1960s whilst recognising the strong interest the BRDC had in purchasing the whole venue.

Until 1970, significant developments to the built infrastructure to ensure Silverstone remained amongst the highest quality international motor racing venues had been stunted because the BRDC only had a short term lease. After negotiations lasting more than a decade, the BRDC gain freehold ownership in 1971 of 398 acres for £1.84m which included the aerodrome runways and perimeter taxiing track- cum-race circuit. This enabled them to contemplate much longer term investments for which they had gained the support of the local authority. A further 258 acres of the farming land was then purchased for £0.8m with a view to developing business interests to complement motor sport activities at Silverstone Circuit.

6.5 The BRDC's Silverstone Circuit

The interests in Silverstone radically changed at the start of the 1970s. Rather than being owned by the government who were trying to dispose of hundreds of requisitioned sites, it was now owned by the BRDC. Until this time, the BRDC had only considered investments to transform the aerodrome into a racing venue they didn't own that showed a quick return. Now they could consider investments that were more

long term to enhance the circuit as a racing venue. A series of comparatively small scale developments at the venue took place during this period which together represent the first significant projects since the building of the aerodrome (Figure 12).

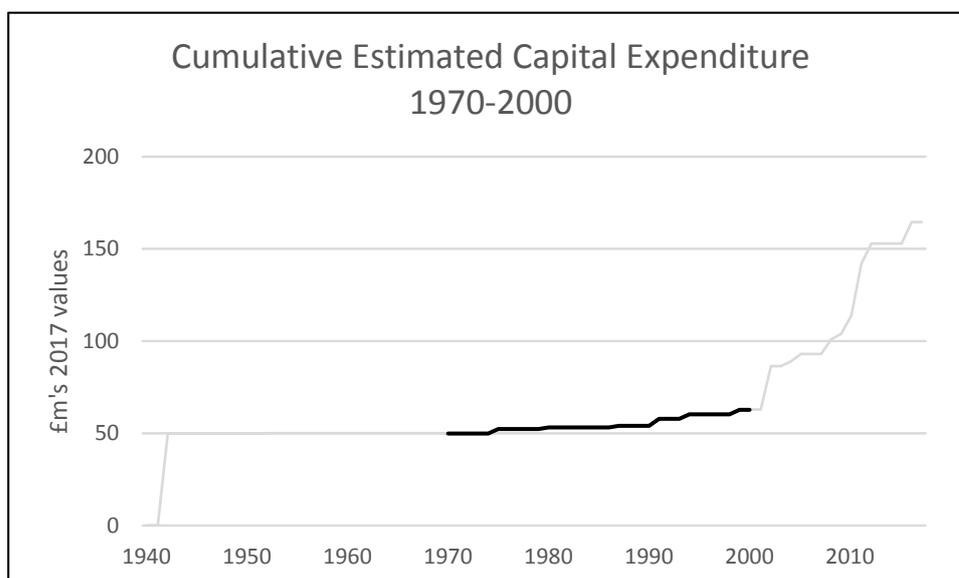


Figure 12. Cumulative Estimated Capital Expenditure 1971-2000

Business interests of the BRDC at the start of the 1970s were based on a few large events, some farming, car club meetings and occasional race team testing. In the years to 1970, when there was no Formula 1 racing, farming was responsible for more turnover and profit than all other activities put together⁷⁴. This section shows how the priorities of different projects intended to develop the built infrastructure at Silverstone under the ownership of the BRDC since 1971 have continually changed. The business diversified by constructing an industrial estate and trying to improve income outside of the peak summer season.

6.5.1 Motor Racing

From 1971-2000, there was a dramatic professionalisation of racing teams and corporatisation of the motor sport industry. Racing teams began strongly leveraging income from TV rights due to the large audiences and sponsorship with high values. Sponsorship of motor racing has long been valuable because of the wide audience attracted to the sport. Professionalisation of racing teams led to changes in the industry and hotly debated negotiations regarding the distribution of revenue and profit streams

⁷⁴ Tremayne, D. (1992) Farewell to a modest man [Online] Available at: <https://www.motorsportmagazine.com/archive/article/february-1992/12/farewell-modest-man> (Accessed on: 4th April 2018).

which were to become based on team and driver performance. Amongst these changes in an industry that is continually maturing, the position of racing promoters and venue owners also varied.

In the early days of the F1 and other championships, large profits could be expected from the income generated by promoting races. As time moved on, the pace of development of sophisticated and technologically complex engineering solutions necessitated increasing levels of income to support the thriving competition amongst drivers and teams. This was also added to increasingly complex interests being represented in the motor sport industry. These included regulators responsible for maintaining and increasing safety standards, championship rights' holders delivering profits to shareholders and the whole industry generally battling to keep fans excited by the racing.

The added certainty of the BRDC owning Silverstone led to a comprehensive redevelopment of the Pit and Paddock complex at the north of the venue in 1975. They were developed to include media and spectator facilities built over some of the pit garages which cost £950k⁷⁵. The whole track had also been resurfaced in the winter of 1974-5 at a cost of £1.5m.

Until 1978, representatives of each F1 host circuit, whose revenue streams included ticket sales, sponsorship and advertising, would negotiate fees payable to race teams for taking part in races on an individual basis. Teams were in no way obliged to take part in each race during the season and often did not. For broadcasters, this placed too much uncertainty on F1 as they couldn't be sure every race would provide an exciting competition that would attract high numbers of viewers. Therefore until the late 1970s, the circuit owners were in a strong negotiating position. However around this time, some English based teams formed a constructors association. With a newly elected leader, Bernie Ecclestone, these teams decided to unite as a means of collectively negotiating with circuit owners, for advertising rights and with broadcasters. This led to the venue owners, who were often race promoters, being offered a F1 grand prix as a single package for a negotiable fee. The distribution of revenue streams for the whole championship would then be decided by the race teams. This was a

⁷⁵ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p. 104)

significant change and sowed the seeds for the corporatisation of Formula 1 over the following decades.

From 1978, teams entering the championship had to enter every race which made broadcasting rights far more valuable as it gave much needed certainty. This altered structure of Formula 1 led to the promotion of races becoming less financially viable and more risky for promoters. If a promoter tried to negotiate too strongly, there was the potential that the race would be taken to a different venue. Essentially, there are many potential venues but limited F1 races each season.

In 1981, a year when a grand prix was not at Silverstone, group turnover was £6.1m with a £1m profit⁷⁶. A grand prix was hosted in 1982 giving an increased £8.7m turnover and £1.85m profit⁷⁷. In 1983, the BRDC was told by the RAC Motor Sport Association (MSA) that they could expect to only promote one F1 race every 3 years in the near future. Brands Hatch and Donington would also host the British Grand Prix on alternate years.

“It is disappointing, if not downright discouraging, to be told by our National governing body that in the near future we shall have to share the car- Grand Prix with two other circuits. A compulsory gap of two years can only erode the quality of maintenance and act as a deterrent to longer term investment and development in circuit facilities”⁷⁸

The MSA were the branch of the RAC that governed and regulated motor sports in the UK. During this era, the grand prix race was still highly lucrative for promoters. The profits made through hosting a biennial F1 race at Silverstone contributed toward overhead costs of an international quality motor sport circuit and led to the ability to reinvest in the venue, leading to improved facilities to allow for hosting large events including racing and year-round corporate functions.

The BRDC membership had a strong interest in ensuring there was an annual BGP, thereby aiding in profit levels which would help develop facilities to make Silverstone one of the best international venues. This would allow the BRDC to realise its aim of

⁷⁶ Lascelles, G. D. (1982) *The British Racing Drivers' Club Limited - Modified Report and Accounts: year ended 31st October 1981*. Cardiff, Wales: Companies House.

⁷⁷ Lascelles, G. D. (1983) *The British Racing Drivers' Club Limited - Modified Report and Accounts: year ended 31st October 1982*. Cardiff, Wales: Companies House.

⁷⁸ Lascelles, G. D. (1984) *The British Racing Drivers' Club Limited - Modified Report and Accounts: year ended 31st October 1983*. Cardiff, Wales: Companies House (p.1).

making motor sports available to the wider population. In order for fans to remain engaged with motor racing, it wasn't just the technology in the cars that needed to have a fast pace of exciting change. The venues where these cars were being raced needed to match expectations and be of a similar standard to other international F1 venues.

Within only a few years the BRDC had managed to gain the promotion contract to host the F1 BGP at Silverstone every year between 1987 & 1991⁷⁹. Entering this contract reportedly required the BRDC to significantly invest in facilities, which included improving pit and paddock facilities, spectator accommodation, access, parking and the configuration of the race track⁸⁰.

The certainty of a 5 year deal in terms of investing in capital construction projects is not a long period. When considering large scale investment, payback periods are often in the decades, not years. Such short term deals constrain more significant developments. Other diversification strategies such as into the leisure sector or further developing the industrial estate could not be overlooked when they would offer more consistent and secure income streams.

In 1987, a new single storey hospitality and media building was constructed over one third of the pit garages. These facilities included a trackside strip of glazing running the length of the building giving views of the pits below and the start/finish straight.

The next section describes proposals to diversify the business model at Silverstone from 1971-2000.

6.5.2 Diversification

As soon as the BRDC gained the freehold of Silverstone, it recognised that relying solely on motor sports was too financially precarious⁸¹. A strategy of diversification was proposed in order to protect the primary use of the circuit as a motor sport venue. These proposals came in two forms. One was to further develop an industrial estate,

⁷⁹ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing.

⁸⁰ Smith, G. (1988) *Covering letter for renewal of planning applications SN/85/689/P/O, SN/85/690/P/O, SN/85/690/P/O to South Northants District Council*. Towcester, UK: South Northamptonshire Council (p.1).

⁸¹ Silverstone Heritage Ltd (2016), *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, Conservation Management Plan Appendices, submitted to HLF on 2nd August 2016* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

the other was to diversify into leisure activities to make better use of the facilities year-round rather than just relying on very few large events attended by tens or hundreds of thousands of people during the summer.

Many attractions, whether they be a sports venue, seaside town or ski resort are based on seasonal events or activities. While visitors during the peak season provide sufficient income there may be little willpower to diversify during off-peak times⁸². However, society is continually developing which leads to changing technology, fashions and visitor expectations. This results in a need to periodically modernise which can require significant investment. Further to this, the business environment within which such attractions sit can become more or less lucrative. Any decisions regarding resource allocation by those with interests in such venues are going to be continually marred by dilemma due to competing interests.

Many Masterplanning exercises have taken place at Silverstone since 1971. Each of these involved improving access, car parking and diversifying into the leisure sector. Masterplans have been published in 1970, 1987, 2002, 2008, 2011, 2017, although behind closed doors it seems masterplanning for proposed developments have been more or less continuously on-going since the BRDC acquired ownership. As soon as the BRDC gained the freehold rights, there was talk of creating a lake for water sports, building a hotel and a museum amongst many other ideas.

With a view to following this strategy, the BRDC incorporated a wholly owned subsidiary in 1971, Silverstone Leisure Ltd. The mandate for this company was wide ranging. In essence, it was to be used as an investment vehicle to support the core purposes of the BRDC⁸³. Investments in real estate were to be through this company, as well as purchasing stocks, shares, bonds and entering joint ventures with others. The original documents of incorporation were all typed and printed with the proposed name being 'Silverstone Estates Ltd', each instance of this was subsequently crossed out by hand and Silverstone Leisure was written instead⁸⁴. In 1982, the name was

⁸² BRDC annual financial reports in the 80s and 90s show large profits from a business model dominated by an annual F1 racing weekend

⁸³ Hextall Erskine & Co. (1971) *Certificate of Incorporation, Articles of Association & Memorandum of Association of Silverstone Leisure Ltd*. London: Companies House (p.4).

⁸⁴ Hextall Erskine & Co. (1971) *Certificate of Incorporation, Articles of Association & Memorandum of Association of Silverstone Leisure Ltd*. London: Companies House (p.4).

changed from Silverstone Leisure Ltd to Silverstone Estates Ltd⁸⁵. The diversification strategy, rather than focussing on developing year-round leisure (Silverstone Leisure Ltd) activities at the venue as anticipated at the start of the 1970s, focussed on developing the industrial estate (Silverstone Estates Ltd).

A hotel is proposed on every masterplan. Planning permission to construct a hotel at the venue had been approved in 1985. This permission had to be renewed in 1988 and was renewed many times after that. In 1988, a director of SCL told South Northamptonshire council, the local planning authority that

“with the acquisition of the Formula One Grand Prix for a 5 year period, it has been necessary to plough our resources into other areas of development - namely the re-building of the Pits, the erection of the Press facilities, roads, bridges and a tunnel, and alterations to the circuit”⁸⁶

This trend continued with planning applications for a wide variety of developments from 1971. Analysis shows them to be primarily split between buildings used to diversify the business beyond motor sport and improving the venue for hosting major racing events. These latter took precedence other than small piecemeal developments and leasing of buildings in the industrial estate on the outside of the perimeter track.

The industrial estate is formed from buildings generally located in an arc on the outside of the Grand Prix Circuit from Abbey Corner to Woodcote. Iterative developments of this can be seen on the successive aerial images of the venue in the appendix. By developing industrial buildings and leasing them to tenants, the BRDC created an income stream which was far more consistent and less risky than their motor sport business. Most of these tenants were oriented around the motor sports industry. However, relative to the income generated from hosting large racing events, the estates' income stream is negligible⁸⁷.

Developments of this industrial estate include building units to the south of the surviving hangar in 1981-82. The largest building at the time was the last remaining WW2 T2

⁸⁵ Aumonier, P. (1982) *Certificate of Incorporation on change of name of Silverstone Leisure Limited to Silverstone Estates Limited*. Cardiff, Wales: Companies House.

⁸⁶ Smith, G. (1988) *Covering letter for renewal of planning applications SN/85/689/P/O, SN/85/690/P/O, SN/85/690/P/O to South Northants District Council* [Online] Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=17304> (Accessed on 18th March 2018) (p.1).

⁸⁷ This is known by comparing BRDC group financial annual reports with that of the Silverstone Estates Ltd subsidiary annual financial reports

aircraft maintenance hangar adjacent to the circuit entrance which was constructed in 1942-43. In 1986, planning permission was gained that allowed the use of the hangar, which had a footprint of 2750m², to change from warehousing to light industrial⁸⁸.

It is important to show how consequential developments of the industrial estate compare with the main thrust of the venue being developed as a world class motor sport circuit. BRDC group total turnover in 1981 was £2.7m and profit was £550k compared with Silverstone Leisure Ltd turnover of £57k and profit of £30k. In 1994 group turnover was £13m with £71k profit. The SEL turnover was £460k with profits of £245k of which £240k was distributed as a dividend to members. The club was making healthy profits from the business activities which allowed investment in the built infrastructure. Dividends were also being paid to members. This era clearly shows a business that is thriving but at the same time was not in any material way trying to future proof changes in the business environment. This resulted in decisions to improve the venue for racing being a priority over diversifying the business even though masterplans continually show diversification into the leisure sector being proposed.

Many small scale construction projects occurred between 1975 & 2000. These include demolition of many of the WW2 aerodrome ancillary buildings and the erection of new industrial units on the periphery of the venue. By 1983, all but one of the WW2 aircraft maintenance hangars had been demolished. In 1995 the Defence Works Services estimated there were still more than 100 T2 hangars in existence⁸⁹. However, as only one was left standing at Silverstone it has been preserved as a culturally and historically valuable artefact. It points to the military history of the venue whilst being adapted to serve modern requirements for use as an industrial unit.

During the early 1990's the BRDC ran into significant turmoil due to an investment to try and diversify the business in a joint venture with Tom Walkinshaw Racing (TWR) for the formation of a car sales franchise⁹⁰. Through SCL, one of the BRDC

⁸⁸ Henstock, I. (1986) Planning application for conversion of former hangar from warehousing to light industrial [Online] Available at: <https://publicaccess.aylesburyvaledc.gov.uk/online-applications/applicationDetails.do?keyVal=8600974APP&activeTab=summary> (Accessed on: 7th May 2018).

⁸⁹ Defence Estate Organisation (Works) (1995) Defence Works Functional Standards, Guide to World War II Hangars, 02-Type T2 Hangar [Online] Available at: <https://webarchive.nationalarchives.gov.uk/20121019162516/http://www.mod.uk/NR/rdonlyres/80BF05BD-926E-40D3-9BD4-750FBF9CF556/0/fs16.pdf> (Accessed on: 5th April 2018).

⁹⁰ Innes, I. (1993) *The British Racing Drivers' Club Limited - Modified Report and Accounts: President's Statement*. Cardiff, Wales: Companies House.

subsidiaries, 50% of the shares in a new joint venture company were purchased at a cost of some £10.42m⁹¹. The other 50% shares were to be held by the TWR group who were to novate their existing car sales business to the new company, Silverstone Motorsport Group (SMG). Tom Walkinshaw was both a director of the BRDC and owner of TWR. SMG was to leverage the Silverstone brand in attempting a rapid expansion. The BRDC board of the time took legal advice and were told that they could make the investment without needing to put the matter to a vote amongst the wider membership. Once the investment became common knowledge amongst the membership, questions of the valuation of the shares were asked and also the legality of the board taking such actions without gaining permission from the membership. This ultimately led to loss of confidence in the board and the investment being deemed illegitimate by a majority of members. This resulted in resignations of many directors including Tom Walkinshaw.

Walkinshaw made a number of attempts to correct and validate the investment. However it seems trust in his judgement had been lost by the wider membership. Amongst the attempted corrective measures, Walkinshaw made an offer to buy Silverstone Circuit which was turned down. The new BRDC board whilst trying to recoup investment in SMG was trying to renegotiate a new contract for promoting the F1 BGP⁹². In order to recuperate funds that were immediately needed around 1994 to upgrade parts of the venue to secure another BGP contract, the BRDC accepted a far lower payment of £6m in return for selling the BRDC held shares in SMG.

Track changes were made in 1991 costing a reported £3.7m. The rest of the pit garages were rebuilt in 1994 to more modern specifications, enlarging the size of each individual unit for race teams to 6.2m in width. Brooklands, a 2250m² modular building with four storeys of hospitality suites with balconies looking over the track, was constructed at the west end of the paddock. It was to be used for hospitality during races and year-round for hosting commercial events until more modern accommodation was constructed in 2009. Very quick alterations were made to the

⁹¹ British Racing Drivers' Club Ltd & Anor v Hextall Erskine & Co, [1996] P.N.L.R. 523, May 26 1996, Held, Carnwath, J, Chancery Division, For BRDC: David Richards Q.C. and Sarah Harman. For HE: Nigel Davis Q.C. and Edmund Cullen.

⁹² British Racing Drivers' Club Ltd & Anor v Hextall Erskine & Co, [1996] P.N.L.R. 523, May 26 1996, Held, Carnwath, J, Chancery Division, For BRDC: David Richards Q.C. and Sarah Harman. For HE: Nigel Davis Q.C. and Edmund Cullen.

grand prix race track configuration in 1994 to improve the safety for drivers. These primarily involved reducing the speed going into corners.

The law firm that gave legal advice on the SMG investment to the former BRDC board in 1992 was deemed liable for the loss in court⁹³. After protracted legal proceedings the BRDC had recuperated all their losses from the SMG episode by 1998⁹⁴.

In 1997, one of the local planning authorities published a local development plan. Specific parts of this plan related to Silverstone, the local authority supported motor sport activities at the venue. It also supported diversification into the leisure sector with a view to disrupting the problematic business model which was highly reliant on a small number of peak season motor sport events⁹⁵.

In attempting to diversify the business away from a strong reliance on the once a year F1 race, many schemes were implemented. These include a driving school which continues to this day and for a short period of time at the end of the 1990s, hosting rally racing on a purpose built dirt track built over the former WW2 bomb store to the west of Northampton Drive at the south end of the venue. Rally championship racing only took place at Silverstone from 1997⁹⁶ to 1999⁹⁷.

More significantly, in 2000, the BRDC decided not to enter a new contract with Formula One Management (FOM) to promote the F1 BGP from 2002 onwards due to the high financial risks of hosting such an event, a theme which is highly recurrent for many decades⁹⁸.

⁹³ ⁹³ British Racing Drivers' Club Ltd & Anor v Hextall Erskine & Co, [1996] P.N.L.R. 523, May 26 1996, Held, Carnwath, J, Chancery Division, For BRDC: David Richards Q.C. and Sarah Harman. For HE: Nigel Davis Q.C. and Edmund Cullen.

⁹⁴ Fermor-Hesketh, T. A. (1998) *The British Racing Drivers' Club Limited - Report and Financial Statements for the Year Ended 31 January 1998*. Cardiff, Wales: Companies House.

⁹⁵ South Northamptonshire Council (2018) *1997 Local Plan, Saved Policies* [Online], Available at: <https://www.southnorthants.gov.uk/download/downloads/id/1111/local-plan-saved-policies-2007-revised-december-2014.pdf> (Accessed on: 22nd May 2018).

⁹⁶ Fermor-Hesketh, T. A. (1998) *The British Racing Drivers' Club Limited - Report and Financial Statements for the Year Ended 31 January 1998*. Cardiff, Wales: Companies House.

⁹⁷ Tyrrell, K. (2000) *The British Racing Drivers' Club Ltd - Report and Financial Statements for the year ended 31 January 2000*. Cardiff, Wales: Companies House.

⁹⁸ Tyrrell, K. (2000) *The British Racing Drivers' Club Ltd - Report and Financial Statements for the year ended 31 January 2000*. Cardiff, Wales: Companies House (p.1).

6.5.3 Member's Benefits

In 1980, the BRDC constructed facilities in the form of a clubhouse for themselves costing £385k⁹⁹. These were rather basic but the late 1990s saw the construction of a Clubhouse in the immediate aftermath of the SMG episode which dominated the mid-1990s. Planning permission for the construction of a clubhouse was initially gained in 1994¹⁰⁰. The president's statement in 1995 states the construction was to shortly begin¹⁰¹ however because of the SMG incident, it was put on hold. Plans re-emerged straight after the SMG money had been recouped¹⁰².

Planning permission was again granted for a new BRDC Clubhouse in 1998¹⁰³ for an iconic 2 storey 1200m² building. Development costs of the BRDC clubhouse aren't known but it is a unique design so a higher than average price of £2000/m² in 1999 is assumed from the RICS BCIS database. This estimate puts it at around £4m in 2017 values¹⁰⁴. Added to the £4m in dividends (see Table 9) equals around £8m paid to members. These member benefits could have significantly contributed toward providing funds for the development of a 100 bed hotel at an estimated cost of £6m¹⁰⁵ or other diversification schemes. The action of constructing a new clubhouse came at a crucial period in the history of the BRDC. Trust had been lost in many board members

⁹⁹ Parker, C. (2013) *Silverstone - The home of British motor racing*. Yeovil, UK: Haynes Publishing (p.134)

¹⁰⁰ Paul Brookes Architects (1994) *S/1994/0572/P - Redevelopment Of Paddock To Enlarge Pits, Provide New Cafeteria And Clubhouse, New Toilet Facilities, Scrutineering Bay, Pits Office, Petrol Filling Station And Medical Centre* [Online], Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=25833> (Accessed on: 8th October 2018).

¹⁰¹ Fermor-Hesketh, T. A. (1996) *The British Racing Drivers' Club Limited - Modified Report and Accounts, 31 October 1995*. Cardiff, Wales: Companies House (p. 1).

¹⁰² Fermor-Hesketh, T. A. (1998) *The British Racing Drivers' Club Limited - Report and Financial Statements for the Year Ended 31 January 1998*. Cardiff, Wales: Companies House (p. 1).

¹⁰³ Ridge & Partners (1998) *Planning Application: S/1998/0834/P. Replacement B.r.d.c Building Comprising Two Storey Building With Covered Roof Terrace* [Online], Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=30931> (Accessed on: 8th February 2018).

¹⁰⁴ The figure of £2000/m² comes from the Royal Institute of Chartered Surveyors Building Cost Information Service (BCIS) cost database. This is price adjusted to Q.4 1998 for West Midlands region. Costs on the database for *Function rooms, banqueting rooms, meeting rooms, etc* range from £1332/m² to £2469/m² with an average of £1867/m². Being an iconic new build, a cost above average was assumed.

¹⁰⁵ Costs based on BCIS database for a 100 bed hotel adjusted for value in Q.4 1998. The benchmark of £60k/room is from projects constructed between 1998 & 2002 in Oxfordshire, Northamptonshire and Warwickshire all in the vicinity of Silverstone. 100 rooms new build then is equal to £60,000*100=£6,000,000.

who had been elected to their positions of responsibility. The construction of the clubhouse and diversion of resources from improving the venue for racing or for diversification schemes needs to be understood in context. The clubhouse construction was something which could aid in bringing the BRDC organisation, which had gone through a period of major turmoil, back together. The completion of the clubhouse could be celebrated and the improved facilities for members to enjoy racing would have helped to try and move on from the problems caused by the SMG investment which took 4 years to resolve.

This said, the advisability of paying dividends to members instead of reinvesting in the venue should be considered. From at least 1991 to 2005, profits were distributed to members as shown in Table 9. After 2005, this policy seems to have been changed as no further dividend payments are evident in annual financial reports.

Table 9. Dividend Payments to BRDC Members

Year	Dividend (£m)	Dividends (2017 value) (£m)
1991	0.8	1.67
1992	0.3	0.6
1993	0.3	0.6
2002	0.25	0.39
2003	0.15	0.23
2004	0.21	0.31
2005	0.05	0.07
Total	2.06	3.87

Information regarding distribution of dividends is not available prior to the 1980s as annual financial reports weren't made public before this date. Since the BRDC gained freehold ownership of the venue, the interests that have shaped developments are well established and very few. In fact, they can be split between improving Silverstone as a racing venue, diversifying the venue to support its primary use as a racing venue and to benefit members.

Relations between promoters and Formula One Management (FOM) were increasingly moving toward benefitting FOM. Being a club of racing drivers, it seems that investments that would significantly future proof the BRDC business against the risks of promoting F1 were given little attention from 1971-2000.

6.5.4 Summary

As soon as the BRDC gained freehold ownership, it was recognised just how precarious and high risk motor racing event promotion as a business proposition was. At the time, diversifying into the leisure industry was earmarked as an approach to future proofing the venue. Longer term investments now began to be considered. In 1975, pit and paddock facilities for racing teams were comprehensively redeveloped and further improvements to these facilities occurred in 1987 (1st floor media and spectator accommodation) and 1994 (rebuild bigger garages for race teams). Incremental developments of the industrial park on the outside of the perimeter track progressed, which gave the BRDC group a far more stable income albeit rather small in comparison with the revenues created from racing. Investments in the industrial park as a diversification strategy seemed to have been favoured over penetrating the leisure industry.

Owners of European privately owned venues such as Silverstone struggled to keep up with the pace of modernisation expected by the championship rights holders. Rather than just developing the site for racing or to diversify income making the business less risky, the BRDC also decided to give the membership significant perks between 1991-2005. These came in the form of almost £4m in dividends at 2017 values between 1991-2005 and the construction of a new Members' Clubhouse in 1999.

There were three interests that dominated the ways in which construction projects were strategically defined through this era: modernising the venue for racing events, diversification through developing the industrial estate, improving accommodation for members. Modernising the venue was the dominant priority in terms of resource allocation from 1971-2000.

6.6 An Era of Major Investments

Until 2000, development at the Circuit had been piecemeal since the BRDC gained ownership in 1971. This section focusses on a period, 2000-2011, which saw

construction projects that collectively represent developments at a larger scale even than the original RAF aerodrome (Figure 13). In terms of the history of the venue, the era 2000-2011 contains somewhat of a paradigm shift. The major decision by the BRDC to cease promoting the British F1 race from 2000 could have enabled more concerted efforts to diversify the business model. However, there is a big twist in the story and a new organisation that invests heavily in construction at Silverstone is introduced. There is also a big effort to attract direct government support for promoting F1 at Silverstone. This was in an era that saw competition from new international purpose-built venues which led to greater professionalisation in the running of circuits.

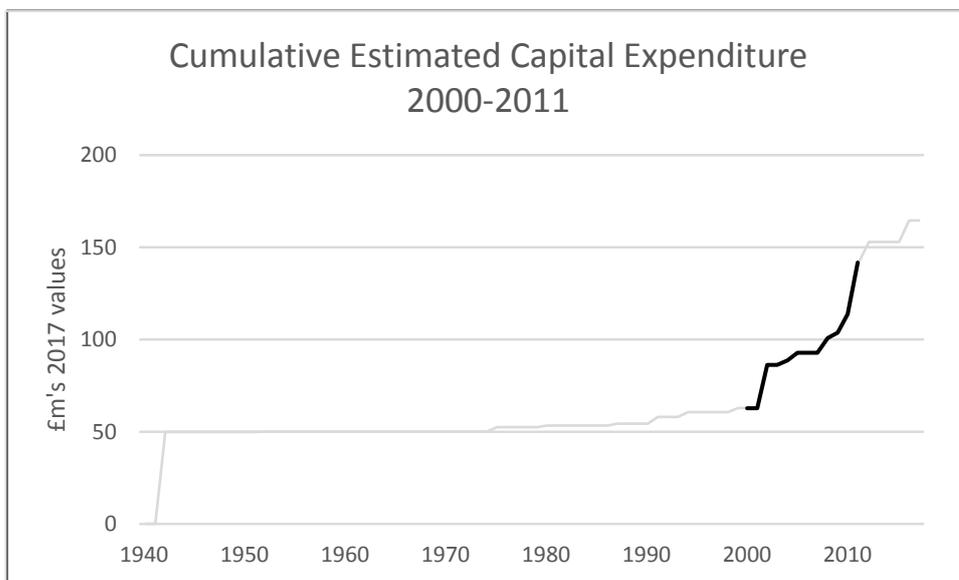


Figure 13. Cumulative Estimated Capital Expenditure 2000-2011

6.6.1 Leasing the Venue and Selling Silverstone Circuits Ltd

As the BRDC and FOM could not agree terms for promoting the British Grand Prix in the late 1990s, FOM sought another British F1 promoter. FOM struck a deal with a company named Octagon Motorsport Ltd (OML), a wholly owned subsidiary of American based Interpublic Group Inc. (IPI) to promote the race. IPI were a large company with a \$6.2b turnover in 2002. Their primary business was offering marketing and advertising consultancy to clients such as Coca-Cola, General Motors Corporation, Johnson & Johnson, Nestlé and Unilever¹⁰⁶. The Octagon division of IPI specialised in sports.

¹⁰⁶ Interpublic Group (2003) The Interpublic group of companies 2002 annual report [Online] Available at: http://www.annualreports.com/HostedData/AnnualReportArchive/i/NYSE_IPG_2002.pdf (Accessed on 18th May 2018).

OML had originally anticipated hosting the British F1 grand prix at a different track they had already purchased, Brands Hatch in Kent. OML had bought Brands Hatch Leisure Ltd (BHLL) which held freehold rights to four UK motor sport circuits. At the time, Brands Hatch did not have the racing licence to host an F1 race. The investment required to upgrade it turned out to be prohibitive so OML made enquiries with the BRDC to host the grand prix at Silverstone. Originally, they requested to lease the venue for one weekend per year. The BRDC rejected this however and made a counter offer of leasing the venue year-round. OML accepted this and they agreed terms¹⁰⁷. The agreement was for OML to lease Silverstone, invest in modernising the infrastructure and takeover the business interests of SCL from December 2000 for a term of 15 years¹⁰⁸.

By ceasing to be the promoter of the F1 BGP, the BRDC removed themselves from the financial risks associated with having one event dominate annual revenues. For the BRDC, this was great. Silverstone was going to get major investment, members would have their facilities such as the Clubhouse made available for their use during F1 whilst another group took the financial risk of promoting the grand prix. Further, the BRDC maintained ownership and could influence how investments were made to continue developing the venue. It also gave the BRDC a significant, low risk, annual income from which to contemplate how best to realise their aims.

The speed of the investment, benefitting from the new OML interests, in infrastructure for the Circuit was fast during 2001 & early 2002. Access to the circuit was greatly improved by adding new lanes to Dadford Road, whilst the paved car parking capacity was significantly increased through an investment of £23.5 million by OML in the first 18 months of the 15-year lease¹⁰⁹. This was the single largest investment in the infrastructure since the construction of RAF Silverstone aerodrome in 1942-43.

¹⁰⁷ Abbi & Hollely, N. M. (2017) Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016, [unpublished].

¹⁰⁸ Whiffen, S. (2001) *Octagon Motorsports Ltd - Directors' Report and Financial Statements year ended 31 December 2000*. Cardiff, Wales: London (p.1).

¹⁰⁹ Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House (p.1).

There was a good reason that the BRDC decided not to accept terms for a contract with FOM beyond 2002. The promoter contracts were becoming too risky for an organisation with a limited asset base, turnover and profitability such as the BRDC to maintain. Paying annual licence fees which were a significant proportion of turnover needed good levels of attendance at the grand prix. The business was not strong enough to absorb losses or to aid in propping up F1 racing at Silverstone in bad years.

However, 2 years into the lease for Silverstone, the realities of operating in the UK motor sport promoter and venue management businesses began to dawn on the managers of OML (who changed their name to Brands Hatch Circuits Ltd (BHCL) in 2002) and IPI, their parent company. This was not a thriving and highly profitable business, instead it had absorbed huge amounts of money and the future projected trading outlook was bleak.

The annual report from the directors of BHCL for 2002 speaks of an upcoming review of the company activities in the motor sport industry thus:

“During the year, the Silverstone business was fully integrated into the overall operations at Brands Hatch. The company experienced difficult trading conditions from the general economic downturn, and as a consequence of the financial results for the year the operations of the company are under review”

¹¹⁰

A director of BHCL says Silverstone had been integrated into the management and operations of the wider British motor sport interests that IPI had purchased and controlled. However, by the time this had been achieved, problems with the business model of BHCL were coming to light¹¹¹. Many of the IPI business interests in venues around the UK had been disposed of and all operations of the company were under review by the end of 2002. At this time, BHCL were contractually obligated to continue investing on a similar scale at Silverstone and next on the list were the pit and paddock facilities.

In 2001 a planning application for an ambitious new pit and paddock complex was submitted¹¹². This proposal included a comprehensive rebuild, significantly enlarging

¹¹⁰ Tang, P. (2003) *Brands Hatch Circuits Ltd - Directors' Report and Financial Statements year ended 31 December 2001*. Cardiff, Wales: London (p.1).

¹¹¹ Waller, A. (2004) *Silverstone Motorsport Ltd - Directors' Report and Financial Statements, year ended 31 December 2003*.

¹¹² Tilke (2001) *Aylesbury Vale Planning Application no. Drawings 01/01445/APP* [Online], Available at: <https://publicaccess.aylesburyvaledc.gov.uk/online->

and improving existing accommodation with an iconic design estimated to be somewhere in the region of £25m-£35m capital development costs. These proposals did not materialise as planned due to the performance of the British motor sports interests of IPI. The BRDC continued to control Silverstone Estates Ltd (SEL) which was used as the investment and management vehicle for the industrial estate cum business park developed outside the perimeter track. In 2002, 4300m² of new and replacement units were constructed in the north west area. These were shortly followed by the construction of Silverstone Innovation Centre (SIC) in 2004. SIC was a flexible use office building constructed with funding support from the local Regional Development Agency for use in connection with the motor sports industry and other units in the venue business park.

By 2003, it was becoming clear that the IPI group were beginning to question their large investment in UK motor sport. Directors of BHCL changed the name of the company to Silverstone Motorsport Ltd (SML) in January 2003¹¹³. For the BRDC, the arrival of SML was akin to a saviour. However, the business model of the IPI subsidiaries involved in British motor sport was far from being sustainable or profitable. With the motor sport interests in the UK being only a fraction of the total business interests of IPI, they decided to dispose of them and their obligations in UK motor sports. In 2004, the outstanding IPI combined committed spending to the BRDC & FOM was £331m between 2004-2015¹¹⁴. On 19th April 2004, IPI, negotiated their total exit from promoting the British round of the F1 championship from 2005 onwards^{115,116}. They also negotiated with the BRDC and terminated the lease contract for Silverstone

applications/files/A8429C745CF226C37B3BE10D90418F85/pdf/01_01445_APP--354976.pdf
(Accessed on: 29th May 2018).

¹¹³ Waller, A. (2004) *Silverstone Motorsport Group - Directors' Report and Financial Statements, year ended 31 December 2002*.

¹¹⁴ Interpublic (2004) Interpublic Group of Companies, Inc. Form 10-K (Annual Report) filed 15th March 2004 for the period ending 31st December 2003 [Online] Available at: <https://barchart.websol.barchart.com/?filingid=2831402&module=secFilings&override=1&popup=1&symbol=IPG&type=CONVPDF> (Accessed on 19th May 2018).

¹¹⁵ Stewart, J. (2003) *The British Racing Drivers' Club Limited - report and financial statements - for the year ended 31 January 2003*. Cardiff, Wales: Companies House (p.3).

¹¹⁶ Waller, A. (2004) *Silverstone Motorsport Group - Directors' Report and Financial Statements, year ended 31 December 2002*.

on 15th December 2004. Exiting from these two contracts cost IPI £120m¹¹⁷ of which £32.5m went to the BRDC¹¹⁸. In the aftermath of the IPI buyout, the BRDC set out to find another company that would take on a similar deal to run Silverstone Circuit and promote the F1 BGP¹¹⁹.

2000-2004 was the first time since 1987 that the BRDC had removed themselves from the risks of hosting the F1 BGP. IPI invested heavily in Silverstone Circuit which enabled major improvements in access and better parking facilities both of which enhanced facilities for racing mega-events. There was an acceptance that further upgrades were necessary to bring it up to the standard of other international venues with one of the priorities being to modernise the pit and paddock facilities.

The dynamic nature of the changing priorities for construction projects at the Circuit in the early 2000's led to infrastructure improvements to access and parking during large events being a priority. Generally improving the venue for hosting racing mega-events has led to many interrelated construction projects (such as track changes, pit upgrades, grandstands) over an extended period of time.

6.6.2 The BRDC search for another Lessee and F1 Promoter

The general trend has been toward public bodies promoting F1 races, shifting away from private entities based on self-sustaining business models. Formula 1 is shrouded in secrecy such that the sums paid by various parties are not public knowledge. Many of the long standing European grand prix races which were traditionally promoted by private entities have fallen off the calendar since the Millennium. The BRDC claim to be one of few promoters of Formula 1 grand prix that receive no government aid to pay the annual licence fee to Formula One Management^{120,121}. There has been no lack of

¹¹⁷ Interpublic (2007) The Interpublic Group of Companies, Inc. Form 10-K for the fiscal year ended 31st December 2006 [Online] Available at: <http://investors.interpublic.com/static-files/ffaf8116-1f63-48e8-b40b-f369cf857e6b> (Accessed on 19th May 2018) (p.14).

¹¹⁸ Hooton, A. (2006) Silverstone Estates Ltd, Directors' Report and Financial Statements for the year ended 30th June 2005. Cardiff, UK: Companies House.

¹¹⁹ Stewart, J. (2003) *The British Racing Drivers' Club Limited - report and financial statements - for the year ended 31 January 2003*. Cardiff, Wales: Companies House.

¹²⁰ Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House (p.1).

¹²¹ Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished].

effort in trying to attract government support to promote the F1 BGP at Silverstone^{122,123}. In the absence of this sort of state aid, many BRDC members believed other private organisations were better placed to accept the high risks of the British Grand Prix.

In the immediate aftermath of the 4 years 2000-2004 that IPI leased Silverstone, the BRDC had to reconsider the future of the venue. To end the lease contract, IPI had to pay the BRDC a large sum of money. The BRDC made Silverstone Circuits Ltd active once again and set about managing and operating the venue. Jackie Stewart, BRDC President at the time wrote

“As our Members will now know, the deal that was done by IPI/Octagon, both with the BRDC and Formula One Management, was financially unsustainable. IPI/Octagon lost considerable amounts of money and in the end paid an alleged large amount of money to FOM to be released from the obligation to be the promoter of the British Grand Prix and a further amount to the BRDC in order to be excused from their contracted responsibilities to the Club. The monies that we as a Club received were of course subject to capital gains tax, and the Club was able to repay bank overdrafts and invest in the creation of additional buildings to ensure future revenues from our high tech park, as well as being able to retain a substantial amount of money in the bank”¹²⁴

There was still a huge financial risk to any business model at Silverstone which had essentially one major race each year that provided around 80% of annual revenue¹²⁵. Some BRDC members wanted Silverstone to continue hosting an annual F1 BGP but did not want the risk attached to this undertaking, so they attempted to find another buyer for their racing interests. A strategy of finding another organisation like IPI was pursued. In the interim period before a new lessee for the venue could be found, a short term, 5-year deal was struck with FOM for the BRDC to promote the F1 BGP at

¹²² Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House (p.1).

¹²³ Stewart, J. (2003) *The British Racing Drivers' Club Limited - report and financial statements - for the year ended 31 January 2003*. Cardiff, Wales: Companies House.

¹²⁴ Stewart, J. (2006) *The British Racing Drivers' Club Ltd - Directors' Report and Financial Statement for the year ended 30 June 2005*. Cardiff: Companies House (p.1).

¹²⁵ Ben & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished].

Silverstone from 2005-2009. 'Project Hill'¹²⁶ was set up to find another investor¹²⁷. The uncertainty of the future constrained any major construction projects such as a new pit and paddock complex.

After a competitive tendering process, the board chose Saint Modwen to lease Silverstone, including a commitment to promoting F1. The agreement also included responsibility to continue developing the venue according to a new master development plan. This included proposals for diversifying the business by the new lessee heavily investing in constructing a theme park and hotels¹²⁸. In this deal, the BRDC members' rights to access their facilities to enjoy racing events year-round would have been protected. After the SMG episode in the 1990s and according to the group constitution, any such action would have to be put to a vote amongst the wider membership. A consultant architect involved with masterplanning on the site with potential lessees during Project Hill said

*“So, Project Hill came about [...], the idea was to sell off the site and we worked with a number of developers, created a brief, [...]. Saint Modwen was the selected partner and, basically, the deal fell apart because of the members [who said] we don't want to sell off our site and so, it fell apart. The plan was very grand, it was going to have lots of hotels, it was going to have a theme park”*¹²⁹

A majority of the members voted against leasing the circuit to a third party in 2006¹³⁰. The consensus amongst them was that the BRDC should go it alone by using funds left from the IPI buyout to continue developing the venue with a view to retaining the F1 BGP beyond 2009.

6.6.3 The BRDC secure the F1 BGP at Silverstone

Even with the successes of British based teams, successive rounds of negotiations between circuit owners such as the BRDC at Silverstone and Formula One

¹²⁶ Charlotte & Hollely, N. M. (2017) Co-constructed narrative developed by a consultant architect (Charlotte) & Hollely, N. M., giving historic context to fieldwork 2013-2016. [unpublished] (p. 3).

¹²⁷ Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished].

¹²⁸ Charlotte & Hollely, N. M. (2017) Co-constructed narrative developed by a consultant architect (Charlotte) & Hollely, N. M., giving historic context to fieldwork 2013-2016. [unpublished].

¹²⁹ Charlotte & Hollely, N. M. (2017) Co-constructed narrative developed by a consultant architect (Charlotte) & Hollely, N. M., giving historic context to fieldwork 2013-2016. [unpublished] (p. 3).

¹³⁰ Ibid. p.1

Management placed increasingly burdensome clauses on promoters. Added to this, there had been a proliferation of state backed circuit operators and purpose-built venues which have exerted increasingly high demands on private circuit owners such as the BRDC. Purpose built venues include those built in Abu Dhabi and Dubai in the 2000s. Some of these tracks have been integral parts of wider infrastructure developments with capital investments up to £28b spent, including roads, airports, ports and all other amenities expected of a well-developed 21st century city¹³¹.

Due to past events and increasing pressures and risks associated with promoting F1, there was recognition amongst BRDC members that the corporate governance of the group needed to be reconsidered. This led to a review of the structure and management of the group commercial interests¹³². The outcome of this review was a reorganised group structure. The commercial activities of the BRDC were re-organised under a single holdings company which was given delegated responsibility for managing BRDC commercial interests which reported to the BRDC board of directors. These responsibilities included negotiating with FOM for the BGP and was under the umbrella of Silverstone Holdings Ltd (SHoldL). SHoldL was to have a board composed of executive and non-executive directors which would be a group of professionals appointed by the main BRDC board of directors with expertise in each of the different aspects of the commercial businesses interests. The BRDC is comprised of a network of highly successful racing drivers many of whom were very competent business men in their own right. However, such people weren't necessarily best placed to make decisions regarding the commercial management of a large sports venue. This was to some extent negated by appointing a management board composed of professionals to manage BRDC commercial activities.

A director of the SHoldL board explains

“the remit at that time from the BRDC was to retain the Grand Prix contract beyond 2009 at Silverstone. This was not going to happen with Government monetary support, so the aim was to diversify and de-risk the business (at the time the GP was circa 80% of the turnover), raise property values and raise the money to fulfil the demands of FOM [Formula One Management], which were

¹³¹ Larsen, G. D. (2016). Mapping and understanding of a niche market: lessons from F1 venues around the world. RICS Cobra, Toronto, Canada. 19-22nd September 2016.

¹³² Kelly (2006) *The British Racing Drivers' Club: Independent Review of the Organisational Structure* [unpublished]. Available at: BRDC Archive, Silverstone Circuit, UK.

*to upgrade the circuit, manage the event properly and build a new Pit & Paddock complex to FOM and Allsport standards. Basically bring the circuit up to a world class standard”*¹³³

The preceding quote paints a picture of how gaining the contract to host F1BGP at Silverstone required the upgrading of the pit and paddock facilities. The above management brief hints at how critical construction projects would be to the future of grand prix racing in Britain. However, the ever-present dilemma of allocating resources for competing strategies was not close to being resolved. The level of emphasis placed on diversifying the venue business model or improving it for motor sport activity appears to always be in question.

A document recording a decision of the Cabinet of South Northamptonshire Council on 13th October 2008 shows how local government stakeholders continue to be interested in keeping the F1 British Grands Prix at Silverstone post-2009.

“A key action under Priority 5 of the Council’s current Performance Plan for 2008/9 is to work with the British Racing Drivers Club to develop proposals for the development of Silverstone Circuit. The objective is to secure the future of the British Grand Prix at Silverstone. Under the same priority there are aims to strengthen the rural economy and tourism potential. In June 2007 the Cabinet agreed to engage in the exercise of preparing a joint development brief with Aylesbury Vale District Council and the BRDC. A key strategic aim of the Council’s adopted economic development strategy is “developing Silverstone” and the following priority actions are promoted by the adoption of the brief:-

*work with national, regional and local agencies to secure the future of the British Grand Prix at Silverstone after 2009”*¹³⁴

In the aftermath of deciding to go it alone, two diversification projects took place. Porsche Cars Great Britain Ltd leased a plot of land on a long term basis from the BRDC on the former site of one of the WW2 aircraft maintenance hangars adjacent to Hangar Straight. On this, they developed a Driver Experience Centre in 2008. This was complemented by a purpose-built test track to the east of the adjacent grand prix track. This has been further developed since 2008 and now boasts 2 purpose-built test tracks and ancillary buildings to support operations on site.

¹³³ Ben & Hollely, N. M. (2017). Co-constructed narrative developed by a BRDC group executive (Ben & Hollely, N. M., giving historic context to fieldwork 2013-2016. [unpublished].

¹³⁴ South Northamptonshire Council (2008) *Silverstone Circuit Joint Development Brief: Record of Decision taken by the Cabinet, 13th October 2008* [Online], Available at: [http://modgov.southnorthants.gov.uk/Data/Economic%20and%20Environmental%20Review%20and%20Development%20Committee/20081127/Agenda/\\$Document%204.doc.pdf](http://modgov.southnorthants.gov.uk/Data/Economic%20and%20Environmental%20Review%20and%20Development%20Committee/20081127/Agenda/$Document%204.doc.pdf) (Accessed on: 22nd May 2018) (p. 2).

In 2009 two buildings were developed on the Stowe circuit and the Stowe track was altered to better link with the grand prix track. The Stowe complex offered a standalone circuit with garage and hospitality facilities and a trackside building to use for driver experiences on the grand prix track year-round or for hospitality during big events. The main building with garages also had an air traffic control centre to manage significant numbers of helicopters used to access the venue during large events. Year-round corporate events that had previously been hosted in the temporary modular Brooklands Hospitality suites were now held in the Stowe building¹³⁵. The project brief states

“The primary purpose of the development is to increase sales and to attract additional manufacturer work on the Stowe Circuit and to use the new facilities to provide a better customer experience. In particular SCL is looking to move away from its reliance on the once a year Formula One event and present itself as a forward facing business increasing the sales of other products and in particular being seen as a venue of significance not only in the motorsport world but in the motor-manufacturing world” (Silverstone Circuits Ltd, 2009, p. 4)

Stowe and the Porsche Experience Centre were two projects that were big achievements for the BRDC in terms of diversifying the business model. However, the projects weren't large enough in scope to significantly reduce the risk of hosting F1. In order to more fully realise the potential of the venue, a comprehensive site-wide briefing exercise was carried out from 2007-2009.

“The BRDC group is actively pursuing a development brief application for the remainder of its Silverstone site with a view to re-gaining the British Grand Prix, if the opportunity arises, as well as attracting new international events, thereby enabling profit growth in new and complimentary channels to its core business over the next five to ten years”¹³⁶

This masterplan exercise¹³⁷ focussed on a number of uses at the venue. These included education, further expansion of the business park, improved media,

¹³⁵ Silverstone Circuits Ltd (2014) *Facilities Breakdown 2004-2013, diary of bookings used by SCL staff for built assets including buildings and race tracks across BRDC controlled parts of Silverstone Circuit*. Accessed on 28th May 2014 [unpublished]. Held at: Silverstone Circuits Ltd Archive, Silverstone Circuit, UK.

¹³⁶ Brookes, E. (2008) *Silverstone Circuits Ltd, Directors' Report and Financial Statements for the year ended 30th December 2007*. Cardiff, Wales: Companies House (p.3).

¹³⁷ Cube Design & Hyder Consulting (2008) *Development Brief Silverstone Circuit Masterplan* [Online], Available at: <https://www.aylesburyvaledc.gov.uk/development-brief-silverstone-circuit-masterplan> (Accessed on: 7th February 2018).

hospitality and race team facilities, a hotel, a welcome centre and museum amongst others. This was endorsed and adopted by local government authorities in 2009.

Negotiations to gain a longer-term promoter contract for the F1 BGP beyond 2009 were not successful. A different promoter gained the contract for the BGP to host it at Donnington. Due to losing the F1 BGP, the BRDC group set out to become promoters of the 2-wheel equivalent, MotoGP. They achieved this and would be promoters of the British round of MotoGP for a period of 5 years¹³⁸ from 2010, but had to invest resources to significantly alter the racetrack layout due to 2-wheel racing safety requirements.

The track alterations were ready in time to host MotoGP in summer 2010¹³⁹. Promoters for the F1 BGP hoping to host the race at Donnington failed to gain the initial large investment that would have been required to develop Donnington to get a licence to run F1 racing there. The BRDC managed to leverage this and negotiated a deal with FOM to promote the F1 BGP for a period of 17 years¹⁴⁰. This was amongst the most certain and long term of contracts ever given for promotion of an F1 race.

Rather than having one event (F1 BGP) which accounted for approximately 80% of group turnover in the mid-2000's¹⁴¹, adding MotoGP to the mix significantly reduced reliance on a single racing weekend. Financial details regarding profitability of different areas of the BRDC commercial activities are not public knowledge. However, income from F1 is stated as being around 50% of turnover once MotoGP was added to the mix¹⁴². One of the requirements imposed by FOM upon the BRDC for agreeing a 17-year contract was to upgrade the hospitality, media and race team facilities at Silverstone¹⁴³. This would require significant investment which at the time was beyond

¹³⁸ Brookes, E. (2009) *Silverstone Circuits Ltd, Directors' Report and Financial Statements for the year ended 30th December 2008*. Cardiff, Wales: Companies House.

¹³⁹ Brookes, E. (2011) *Silverstone Circuits Ltd, Report and Financial Statements for the year ended 30th December 2010*. Cardiff, Wales: Companies House (p.3).

¹⁴⁰ Rolt, S. (2010) *The British Racing Drivers' Club Limited - Directors' Report and Financial Statements for year ended 31 December 2009* Cardiff, Wales: Companies House.

¹⁴¹ Ben & Hollely, N. M. (2017). Co-constructed narrative developed by a BRDC group executive (Ben) & Hollely, N. M., giving historic context to fieldwork 2013-2016. [Unpublished].

¹⁴² Brookes, E. (2014) *Silverstone Circuits Limited, report and Financial Statements, 31 December 2013*. Cardiff, Wales: Companies House (p.2).

¹⁴³ Ben & Hollely, N. M. (2017). Co-constructed narrative developed by a BRDC group executive (Ben) & Hollely, N. M., giving historic context to fieldwork 2013-2016. [unpublished].

the means of the BRDC even with the buyout payment from IPI 5 years earlier. But with the certainty of such a long F1 BGP contract, the BRDC managed to borrow money to complete the upgrades.

The grand prix track was significantly altered to meet the requirements of hosting MotoGP at Silverstone for the summer 2010 race. The largest single project at Silverstone other than the construction of the aerodrome itself, was complete by 2011 being the Silverstone Wing; pit garages, paddock, media and hospitality for up to 3000 people with a new pit lane. This enormous iconic building dwarfs other developments at the venue being 390m long and up to 30m high.

By 2011, the BRDC had just under £25.5m of loans from Lloyds bank and Northamptonshire County Council (N.C.C.)¹⁴⁴. This added to the IPI buyout which left the BRDC with around £27m in the bank, a total of £52.5m. The major projects that the BRDC invested in from 2005-2011 include upgrades to Stowe Circuit, track alterations for MotoGP and construction of the Silverstone Wing. Collectively these would have cost close to the full £52.5m. Of these, the Stowe development was comparatively the smallest. This shows how the investment priority was gaining race promotion contracts through upgrading Silverstone as a mega-racing event venue even though this has for a long time been recognised as a high-risk business.

Once the Silverstone Wing pit and paddock complex was complete, the BRDC had achieved the certainty of a 17-year deal for F1 and a 5-year deal for MotoGP but had significant debts. With the escalator clauses in the 17-year grand prix contract, there was still significant financial risk involved with promoting F1. Once again, the BRDC recognised they could not sustain Silverstone by sticking to the existing business model. It would seem that the management challenge in the era post-2011 would be to more significantly change the proportions of revenue and profit streams away from racing mega-events by diversifying the business. Or alternatively, they could once again try to find another organisation that would take responsibility for race promotion and the venue or get significant help. With these courses of action being in contention with one another, any decisions on how to run Silverstone Circuit would once again be marred by dilemma and uncertainty.

¹⁴⁴ Rolt, S. (2012) *The British Racing Drivers' Club Limited - Directors' Report and Financial Statements for year ended 31 December 2011*. Cardiff, Wales: Companies House.

BRDC members had realised their wish of keeping a British Grand Prix on the F1 calendar. However, it cost them dearly in the absence of direct government support by having to pay annual promoter fees. By giving priority to racing, which is no surprise, they had been pushed to a position far beyond their means. With the prospect of rising annual fees which would likely be beyond the rate at which income from F1 & MotoGP could be increased, the situation from a commercial business perspective was precarious.

6.6.4 Summary

The 11-year period in this section, 2000-2011, represents the largest investment in infrastructure at the venue since RAF Silverstone aerodrome was originally constructed. The BRDC leased the site to another operator who also took responsibility for promoting the F1 BGP. The contract with IPI was extremely lucrative for the BRDC. It resulted in major improvements to circuit access and car parking but also left them with around £20m in the bank to consider their future. At first, attempts were made to find another organisation to lease Silverstone, however the membership decided against this course when a proposal was presented to them. Instead, they set about winning a promoter contract for the F1 BGP from 2009 onwards which ended up requiring circuit upgrades including a new pit and paddock complex named the Silverstone Wing. Added to this, a promoter contract had been won for the MotoGP which required track alterations. After all this had been achieved, the BRDC were more than £20m in debt but they had greatly improved their facilities to be more in line with other international venues and they had a 17-year deal for the F1 BGP. The following section carries the story on from here.

6.7 To Diversify or Lease, that is the Question

In 2011, Silverstone Circuit had a major new asset that could be used year-round, the Silverstone Wing. Used to capacity on only a small number of days per year this building secured a deal for promoting F1 and could become a significant income generator. However, the corporate events business which could utilise the hospitality facilities year-round is a highly competitive market. Added to this, any building the size of the Wing, being almost 400m long with a floor area of 21,800m², comes with large overheads. Whilst it was a great new asset that was flexible in that it could be simultaneously used for differing purposes, it was rarely used to full capacity. Problems with the venue business model therefore remained. The period 2011-2017 included

some significant construction projects but development was not as intense as the previous decade (Figure 14).

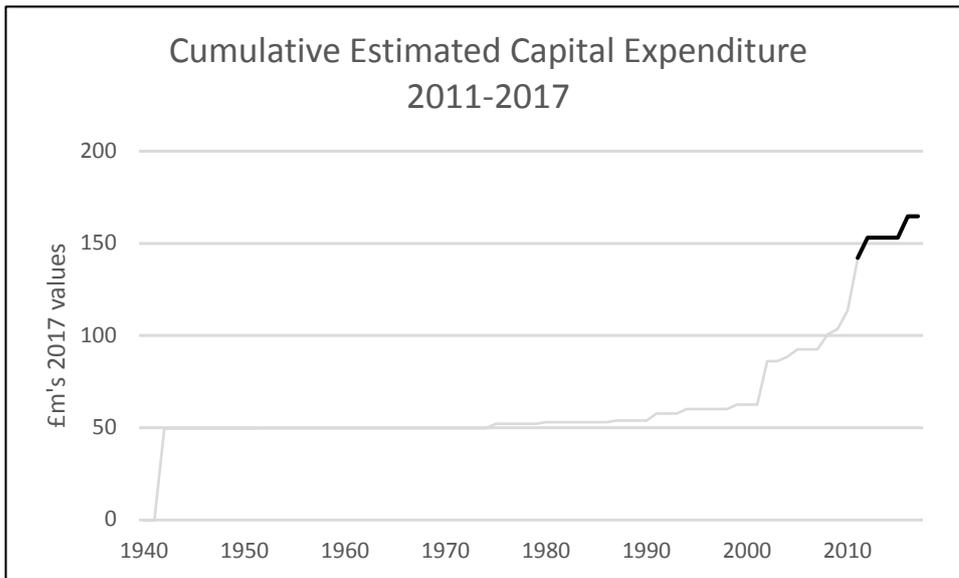


Figure 14. Cumulative Estimated Capital Expenditure 2011-2017

The BRDC were once again faced with an almost untenable situation. There seemed to be three options in the absence of being able to obtain direct government support with paying annual F1 promotion fees. One to attempt to find another lessee or lessees for all or parts of the venue. Two, to stop promoting F1 or three, to keep F1 whilst substantially changing the existing problematic peaks and troughs business model to help prop it up. This could involve smoothing out the footfall through the year thereby increasing revenue outside of peak season. With the major uncertainties and tough business environment, effort was expended on diversifying the business whilst seeking another lessee even though they are somewhat conflicting. This section is divided thematically between these two options and one other interest that resulted in a large construction project: supporting the next generation.

6.7.1 The Next Generation

In the aftermath of the Wing construction, the BRDC were considering where their priorities lay. This led to another project which doesn't fit under the long running rubric of improving Silverstone as a race venue or diversifying the business. The BRDC aim of educating the next generation of people to support Motor Sport Valley manifested in a construction project to build a college on the periphery of the venue. This college was built on land gifted by the BRDC to the government for the construction of a University Technical College (UTC).

The purpose was to build a UTC focussing on education for 14-18 year olds with two specialisms: high performance engineering and events management. The construction project resulted in a significant new building of 5250m² to provide facilities for over 500 students aged between 14-19 and more than 50 teachers on a site of over 2 hectares. The building was constructed and had the first intake of students in 2013. The policy of developing UTCs arises out of government attempts to engage students in vocational specialisms across a number of industries whilst still delivering the core aspects of the national curriculum¹⁴⁵. There are also facilities in one of the units in the outer estate of Silverstone occupied by the National College for Motor Sports which are used to help train apprentice motor sport technicians.

Education for the next generation can now be added to the mix of different interests guiding the rationales for projects at Silverstone Circuit. With land for the college being gifted but the government responsible for constructing and running the building, the cost to the BRDC was not huge. Their actions show how the priorities of their interests had moved into education. The value of the 2 hectares over which the college was constructed on a site such as Silverstone would have been in the millions of pounds.

The basket of reasons underpinning construction projects at Silverstone since 1971 now fall under four categories: developing the Circuit as a motor sport racing venue, diversifying to support the motor sport activities at the venue, benefitting BRDC membership and educating the next generation. Education and benefitting members are relatively rare in terms of instigators for construction projects. Whereas developing the racing venue and diversification are more recurrent.

6.7.2 Reconsidering Venue Ownership

The BRDC once again began trying to sell a lease for the venue in 2011 to an organisation that would commit to promoting the F1 British Grand Prix. At the same time, the BRDC also began feasibility studies with a view to significantly disrupting the problematic peaks and troughs business model.

The membership voted and gave the board the mandate of finding a buyer for the venue who would enshrine the right of members to enjoy races from their clubhouse

¹⁴⁵ RPS (2012) *Planning application S/2012/1091/MAF. Erection of a University Technical College at Silverstone Circuit with designated car parking, associated landscaping and ancillary facilities*. [Online], Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=67720> (Accessed on: 8th February 2018).

or similar quality accommodation in 2012. The mandate required any lessee to endeavour to promote F1 under all reasonable circumstances and for the BRDC to continue to have a say in the future development of the venue¹⁴⁶.

In August 2013, heads of agreement were signed for two deals. One was to lease the racing circuit on a long-term basis. This was to be through a management buyout with the management team agreeing to continue to endeavour to promote the British Grand Prix at Silverstone as long as it was reasonable to do so. The other deal was a long-term lease for the industrial estate cum business park, novating all existing tenancy leases on the periphery of the venue¹⁴⁷. There was also planning permission for further large-scale development of the business park. The management buyout fell through but the outer estate business park including undeveloped land was leased for 249 years to a UK based developer called MEPC, for a reported single payment of £34m. MEPC make and manage long term investments for the BT Pension fund. MEPC began construction of 11,300m² of new industrial units with to the west of Dadford Road.

After the management buyout fell apart, the BRDC removed most of the management team and set about reorganising the group structure in late 2014. Discussions to lease the venue continued in 2015 with other interested lessees including Jaguar Landrover and some BRDC members. None of these discussions reached a conclusion and in early 2017, the BRDC announced they would continue on a go it alone basis. This coincided with Bernie Ecclestone selling his interests in Formula One Management, the F1 championship rights holders, to Liberty Media. Due to the 17-year promoter contract for the British Grand Prix being perceived by the BRDC as untenable due to rises in the annual licence fees, they triggered a break clause in June 2017. This meant the final British Grand Prix at Silverstone on the 2009 terms would be in summer 2019.

6.7.3 Leisure Diversification

Whilst these negotiations for the sale of the venue went on, the BRDC also continued to follow a diversification strategy which was intended to significantly disrupt the peaks and troughs business model. Activities began whilst the Wing was still under

¹⁴⁶ Isabel (2012) *Ordinary Resolution to authorise the granting of leases by the directors of BRDC, AGM - 8th August 2012*. [unpublished]. Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁴⁷ Brookes, E. (2013) *Silverstone Estates Limited- Report and Financial Statements*, 31 December 2012. Cardiff, Wales: Companies House.

construction. The strategy was based on the premise of attracting consistently far higher numbers of visitors throughout the year, so raising the troughs of the business model. This was intended to significantly increase revenue from diversifying into the leisure sector thereby increasing the ability of the BRDC to take the risks of promoting events such as F1 & MotoGP. This was concurrent with continuing efforts to make F1 and MotoGP exciting experiences for spectators and maximise profits from such events¹⁴⁸.

Consultants were initially hired to explore the potential of attracting vastly more visitors year-round. Feasibility studies that had been carried out for 'Project Hill', the attempt to lease the venue in 2005-6 and from the Masterplanning exercise of 2007-9, were revisited. Proposals such as the construction of a theme park, building hotels or constructing a heritage-oriented visitor attraction were once again considered. The business case for operating a profitable hotel year-round was still not viable due to the lack of visitors outside the peak summer race season. Constructing a theme park was prohibited due to the large initial capital construction costs and lack of access to this scale of funds within the BRDC group at the time. However, what became clear to those doing the feasibility studies was that the site had an extremely rich heritage that was not very accessible¹⁴⁹. Proposed actions from progressive feasibility study exercises were presented to the board of the BRDC in October 2011¹⁵⁰, December 2011¹⁵¹ and April 2012¹⁵². These proposed the instigation of a project to make the heritage of the site far more appealing, which could then in turn attract significant numbers of extra visitors throughout the year. If hundreds of thousands of extra visitors could be attracted, this could also make the business case for other income streams,

¹⁴⁸ Hollely, N. M. (2015) *Field-notes developed from observing meeting between SCL managers and the current suppliers of spectator grandstands, in top floor meeting room, Jimmy Brown Centre, Silverstone Circuit on 17th October 2015* [Unpublished].

¹⁴⁹ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [Unpublished].

¹⁵⁰ Liam (2011) *Silverstone Attraction Feasibility Study, Presentation of Findings, commissioned by Silverstone Circuits Ltd. 7th October 2011.* [Unpublished]. Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁵¹ David (2011) *Analysis of the Silverstone Heritage and CEC business model plus thoughts/options on potential funding models, December 2011* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁵² David (2012) *Feasibility study: The Silverstone Attraction. 16th April 2012* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

such as hotels, more viable. The heritage experience project was therefore framed as a catalyst for further development by key project proponents something which grabbed the attention of many stakeholders.

Permission was given to move forward with the project in late 2011. However, there were two major issues. The BRDC were trying to remove themselves from the risks of promoting races. If they managed to lease their interest, then they didn't need to worry about diversifying the business. The other issue was lack of funds to diversify into the leisure sector at the scale proposed which could cost up to £173m¹⁵³. Making inroads to materially diversify revenue would likely have been seen as a positive move by prospective lessees. The BRDC group therefore pursued new lessees whilst also diversifying commercial activities into the leisure sector from 2011 onwards.

It quickly became apparent that there were a number of organisations that would have a mutual interest in making the heritage of Silverstone more accessible. BRDC representatives and project proponents began to leverage these mutual interests and in April 2012 submitted a pre-application submission for project grant funding to the Heritage Lottery Fund (HLF)¹⁵⁴.

6.7.4 Summary

From 2011-2017, the BRDC followed a diversification strategy whilst also seeking to sell all or part of the venue. In 2013 a University Technical College was constructed which represents a fourth major interest motivating projects between 1971-2017; the Next Generation. This college opened in 2014 for 14-19 year olds. In 2013, heads of terms for a sale of the Silverstone Circuits business as a management buyout and Silverstone Estates to MEPC were signed. The management buyout failed but the outer industrial estate was purchased on a 249 year lease by MEPC. This cleared the debts of the BRDC who then continued to try and find another buyer for the Circuit business whilst continuing with diversification activities through breaking into the leisure industry.

¹⁵³ David (2011) *Analysis of the Silverstone Heritage and CEC business model plus thoughts/options on potential funding models, December 2011* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁵⁴ Silverstone Circuits Ltd (2012) *HLF Heritage Grant Pre-Application: Silverstone - Heritage of Motor Sport, submitted to HLF on 10th April 2012* [unpublished]. Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

6.8 Summary

Shifting priorities inevitably abound on studies for sites that are presented over a period of almost 80 years. The primary interests that enable and constrain developments of the venue are surprisingly few for such a long period of time. The construction of the runways and perimeter taxiing track to accommodate heavy weight bombers in the second world war has set a determining factor in all developments since then. The layout of the race track has been based on the perimeter taxiing track and runways which has not been changed or altered since this time. Other major context specific considerations for development are the ever-changing macro historical trends such as professionalisation of racing teams and evolving business models of venue operators.

The work in this chapter has described the historically embedded context within which phase 1 of this research project took place. The complexities and uncertainties facing the practitioners who were observed during phase 1 are found to be strongly historically contingent on past activities.

Through addressing Proposition B, this chapter has greatly aided in understanding the embeddedness of the context within which the Phase 1 fieldwork took place. The reconstructions of historic events and strategic activities at the venue in the co-constructed narrative transcripts went only so far. Through the analysis of a wide variety of data sources, throughout this chapter it is demonstrated the strategy activities are continually on-going. The interests that have underpinned developments through time are based on the organisational objectives. This case study report shows how the priorities of these objectives are best understood as continually in flux. Organisation process literature focusses on how objectives are continually re-considered through negotiations. The findings from developing this chapter align well with proposition B.

In the following chapter, phases 1 & 2 are linked to phase 3 by mobilising a strategy-as-practice perspective on all data generated for this research.

7

PRAXIS, PRACTICES & PRACTITIONERS

7 Phase 3 - Praxis, Practitioners & Practices

7.1 Introduction

The aim of this chapter is to understand strategic briefing using a Strategy as Practice (SaP) perspective which addresses propositions C, D & E. Using the procedures of thematic analysis (Boyatzis, 1998), the themes that give structure to the analysis are praxis, practices and practitioners. The structure of this chapter is based on the above procedures for analysis whilst using the conceptual framework of SaP which are applied to different sets of data. Firstly, findings from the previous chapter, which remains primarily at a meso-level of praxis, are reduced to key streams that are analysed as codes that provide historical contingencies to infrastructure developments at Silverstone. These codes form the basis of progressing through the stages of thematic analysis to developing categories. Categories are developed based on the praxis themes at the levels of micro, meso and macro. The next part of chapter considers the SaP practices theme through further analysis of the HEC data. Data is studied for the routines and tools used when enacting briefing for the HEC project development. Lastly, the chapter analyses the practitioner theme drawn from the SaP conceptual framework, using data from the Heritage Experience Centre archive. Individual practitioners are coded and categories are developed by studying the relation of practitioners to organisational boundaries through time drawing on an ontological distinction between individual or aggregate practitioners.

7.2 Praxis

The first theme to be studied in this chapter is praxis. Previous analysis of planning applications formed the basis of work presented in the case study chapter. Codes are drawn from this work to inform the analysis presented in this first section. Praxis is understood to consist of three interrelated levels being micro, meso and macro. Each study can position itself amongst these levels and does not need to address all three equally; *“levels’ of praxis interconnect, although one might be more to the foreground and one to the background in any given analysis”* (Jarzabkowski & Spee, 2009, p. 73).

Macro praxis is at the level of an industry consisting of many organisations aiming to be competitive or society at large and focusses on patterns at the highest levels. Meso is the praxis at the level of organisations. Micro praxis studies focus on the experience of localised strategy activities from the perspective of the individual or aggregate practitioners.

7.2.1 Meso Praxis: Historical Contingencies Shaping Practitioners' Realities

In this section, the theme being analysed is at the level of meso praxis and the unit of analysis is the streams of activity. It directly builds on work presented in the previous two chapters.

Analysis of planning applications previously presented goes only so far to interpreting how aggregate practitioners at Silverstone shape their realities through meso-level praxis. The outcome from the planning application analysis was five emergent codes which are streams of activity into which planning applications are organised:

- Racing
- Diversification
- Member's Benefit
- Next Generation
- ~~Site Management~~

These codes were more comprehensively explored and analysed in the previous chapter. Although the 'site management' code was needed to help categorise certain planning applications that didn't fall within any of the other codes, it doesn't appear to fulfil the criteria of a strategically significant activity. The Member's Benefits and Next Generation streams of activity are comparatively less economically significant than racing and diversification. They are justified as strategic as they diverted disposable resources valued in the £m's from the 'diversification' and 'racing' activity streams. A further strategically significant code emerged when interpreting the data analysed to write the case study report:

- Venue Ownership

Selling the venue is therefore added to the code list of strategically significant streams of activity. It is amidst these five interrelated streams that the context from which the

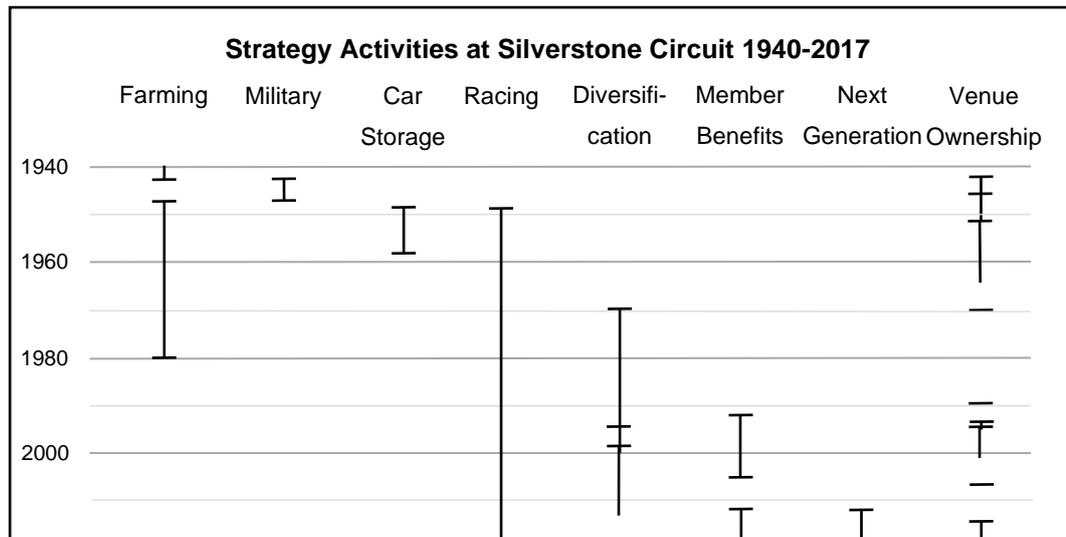


Figure 15. Strategy Activities at Silverstone Circuit 1940-2017

Heritage Experience Centre project development emerged and is situated. This provides a direct progression of the research from observations (phase 1) to the case study development (phase 2) to the analysis to be presented in the rest of this chapter (phase 3).

Earlier streams of activity that are strategically significant to the development of infrastructure at Silverstone Circuit are summarised in Figure 15. Farming, military and car storage were all significant in their respective eras however the data shows they ceased as indicated. The development of the other five activities has resulted from an exhaustive interpretation and analytical exercise to develop the previous chapter.

Figure 16 shows an estimation of the cumulative capital expenditure on each stream through time.

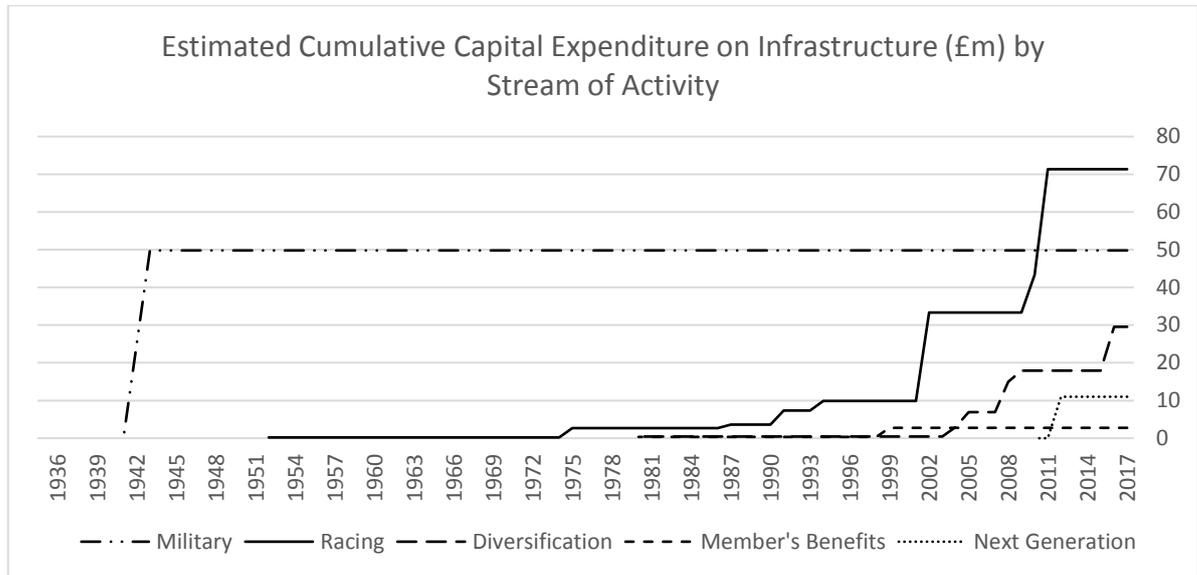


Figure 16. Estimated Cumulative Capital Expenditure on Infrastructure (£m) by Stream of Activity

No infrastructure development projects were coded that fell within the Car Storage or Agriculture activities so they are not included on Figure 16. Not all of the infrastructure projects used to develop Figure 16 have been fully resourced by the BRDC group. Some of the expenditure on construction projects at the circuit have been by other organisations the most significant of which are:

- Interpublic Group subsidiaries (improved access and car parking to improve the venue for hosting large motor sport racing events in 2002)
- Porsche Driver Experience Centre (buildings and test tracks built on leased land aiding BRDC business diversification in 2008)
- Silverstone University Technical College
- MEPC outer industrial estate new builds (constructed on land leased by the BRDC on a long-term basis)

The major racing capital expenditure on racing in 2008-11 was the Stowe complex, Silverstone Wing pit and paddock complex and the track alterations particularly to accommodate the safety improvements for 2-wheel MotoGP racing. Many of these developments complement multiple streams of activities.

All of these different and interrelated streams of activity have been shaped by micro, meso and macro praxis that spans many decades. From the findings of the interpretation of the case study context, the most strategically significant historical activities are presented in Table 10.

Table 10. Historically contingent activities that influence the realities experienced by practitioners enacting strategic briefing at Silverstone during the period of observations

Year of Activity	Historically Contingent Activity	Stream of Activity	Section in Chapter 6
1942-3	Construction of RAF Silverstone Aerodrome (the layout of the racing circuit has been based on the runways and perimeter taxi track since this time)	Military	6.3
1942-1949	The government requisitioned and then purchased all land used to construct RAF Silverstone	Venue Ownership	6.3
1949-80	Farming activities continued alongside racing	Farming	6.4.1
1946	Racing activities post-war couldn't take place at Donington. RAF Silverstone was offered by the government as an alternative racing circuit and venue for manufacturer testing facilities and the British Automobile Grand Prix.	Racing	6.4.3
1952	British Racing Drivers' Club take over lease of Silverstone Circuit	Venue Ownership	6.4.3
1948	First Automobile Grand Prix promoted at Silverstone by Royal Automobile Club	Racing	6.4.3
1949-58	Car storage for Rootes in the WW2 Type T2 aircraft hangars after which 4/5 hangars get demolished. Rootes at this time could have taken over the whole site as a manufacturing facility and creating a different future.	Car Storage	6.4.1
1958-70	Being surplus to requirements, government seek to dispose of RAF Silverstone Aerodrome/ Silverstone Circuit	Venue Ownership	6.4.4
1970	British Racing Drivers' Club gain freehold rights to Silverstone Circuit	Venue Ownership	6.5
1970	BRDC recognise grand prix racing as financially precarious in and diversification schemes proposed.	Diversification	6.5.2
1975	Pit and paddock redeveloped	Racing	6.5.1
1988	BRDC become first promoters to gain rights for British F1 Grand Prix for 5 consecutive years.	Racing	6.5.1/ 6.2
1991-2005	BRDC pay member's dividends from profits generated at Silverstone Circuit	Member's Benefits	6.5.3
1994	BRDC gain promoter rights for F1 BGP from 1994-2000	Racing	6.5.1
1998	BRDC construct a new club house	Member's Benefits	6.5.3
2000	Silverstone Circuit lease sold to Interpublic Group Inc. which lasts 4 years	Venue Ownership	6.6.1
2002	Interpublic invest to improve Circuit access and parking greatly improving the site for large racing events	Racing	6.6.1
2004	BRDC gain promoter rights for F1 BGP until 2009.	Racing	6.6.2
2008	BRDC decide to go it alone and not sell rights to the venue to others	Venue Ownership	6.6.2
2011	Iconic Silverstone Wing pit and paddock constructed with ~5,000 hospitality places and increased garage sizes	Racing	6.6.3
2010	Track amended for 2-wheel MotoGP requirements	Racing	6.6.3
2010	MotoGP promoter rights gained for 5 years	Racing	6.6.3
2011	F1 BGP promoter rights gained by BRDC for 17 years	Racing	6.6.3
1970-2012	Silverstone Leisure created in 1971 and name changed to Silverstone Estates Ltd in 1982. Incremental developments of the outer industrial circuit used to increase asset value and income from diversification	Diversification	6.5.2
2013	Silverstone Estates Ltd including freehold rights to outer estate sold to MEPC.	Venue Ownership	6.7.2
2013	Silverstone University Technical College is constructed and opens in 2013.	Next Generation	6.7.1

These activities are interpreted as the most strategically significant and therefore form a category:

- Historical contingencies shape practitioner realities

When considered in context in the previous chapter, collectively, these activities form the contingencies and path dependencies which makes Silverstone Circuit the only Fédération de l'Automobile Grade 1 licence capable of hosting Formula 1 racing in the UK. The challenges faced by the practitioners during the period of observations were all highly embedded in the context.

The streams of activity that emerged from analysis of the data are at the meso-level of praxis. The study is limited to meso-praxis and as such, the interconnections between meso and macro or meso and micro form the scope of analysis in the following sections.

7.2.2 Interrelated levels of Praxis

This section presents analysis of relations between the streams of activity that emerged in the previous analysis to macro societal level praxis.

Table 11. Linking meso to macro praxis through the streams of activities

Stream of Activity	Macro Praxis
Agriculture	The importance of agriculture in the British Isles during world war 2 was critical as an island nation that could needed to be more self sustaining in lieu of the reduced ability to rely on international trade particularly transatlantic supplies of goods. Post war, there was also a food shortage problem such that rationing continued hence the handover of Silverstone to the Agricultural Land Commission. As international exchange of goods alleviated the pressure on agriculture in Britain, the pressure on land such as that at Silverstone to be highly productive was reduced and therefore the motorsport interests could become more of a priority.
Military	The military importance of developing a network of aerodromes to defend the British Isles, lead attacks on the continent and train air crews during WW2 was made a priority at the beginning of the war. RAF Silverstone soon became surplus to requirements after the war. However, as the Cold War developed, the fear of destruction from nuclear warheads changed military strategy resulting in Silverstone being deemed surplus to requirements by the late 1950s hence the government preparing to dispense of their interests in RAF Silverstone leading to the BRDC purchasing it in 1970.
Car Storage	The British manufacturing industry thrived from the beginnings of the industrial evolution in the late 18 th century which led to the development of the automobile industry proliferating and changing society in the early 20 th century. The decline of Rootes, the British automobile manufacturer who stored cars at Silverstone, was linked strongly to the general evolution of the British economy away from manufacturing and toward service industries from the mid to late 20 th century.
Racing	The motor racing sub sector of the automobile industry survived and flourished the down turn in manufacturing generally resulting in a large hub of motor sport racing teams and affiliated organisation in the supply chain. Racing venues such as Silverstone are immersed in a society which has had increasingly large disposable incomes and more leisure time for an increasingly large proportion of the population. However, to keep the highest quality racing at Silverstone, facilities have had to be upgraded in line with other purpose built international circuits that have significant public sector funding. A highly political topic that has received continual attention is whether neo liberal policy should apply to Silverstone. Other sports in the UK, particularly Olympic athletes, receive significant amounts of government funding through Sport England. However, motor sport circuits operate in a privatised free market with little to no government interference such that the UK motor sport industry is used to perpetuate neo-liberal policy.

Diversification	If the racing industry and the BRDC more or less publicly continually lobbies for government aid, the strategies available to cope with an evermore challenging competitive market are to give up making sure there is F1 racing in the UK, increase revenue from racing to keep pace with the competition, pass the risk to a different organisation or to diversify to subsidise racing. Diversification of activities at Silverstone Circuit is therefore closely bound to the perpetuation of neo liberal policy in the British motor sport industry.
Next Generation	The BRDC consists of a membership of the highest achieving British racing drivers. The sport is extremely competitive and the barriers to entry are high due to the high costs of participation. Interactions between the members form much of the macro level of praxis through which trends regarding British racing drivers through time are made. Whilst the development of the Next Generation of racers is an interest of the BRDC, the priority of keeping F1 in Britain continually dominates over education for drivers in terms of economic resource allocation. However, there other schemes in place that are not resource intensive led by the BRDC to aid and celebrate young racers.
Venue Ownership	The question of venue ownership is related to the continued adherence to neo-liberal policy with regard British motorsport venue operators. The BRDC have made clear their appreciation for the risks of operating in the grand prix race promoter market clear and continued to demonstrate their willingness to allow other organisations who may be better suited to operating in this market to take over the rights to Silverstone so long as they commit to ensuring F1 is promoted in Britain as long as it remains reasonable to do so.

This analytic exercise has situated activities at Silverstone in context with their interactions with macro societal trends in the respective time periods. Actions at the micro and meso level contribute to perpetuating or disrupting these trends. The realities of the practitioners that have managed activities at Silverstone through time will have been shaped and constrained by macro praxis. By having established the streams of activity, the category which emerged from this section of analysis is:

- Interrelated levels of praxis

The following section focusses on analysis between meso and micro praxis.

7.2.3 Linking Meso to Micro Praxis: Familiarisation with Data

Analysis of the data generated to develop the case study report was completed specifically to understand broader historical context specific proposals from which the phase 1 Heritage Experience Centre project observations emerged. In this section, a familiarisation exercise with the HEC archive data set is used to establish a link between meso and micro praxis through the HEC project development work.

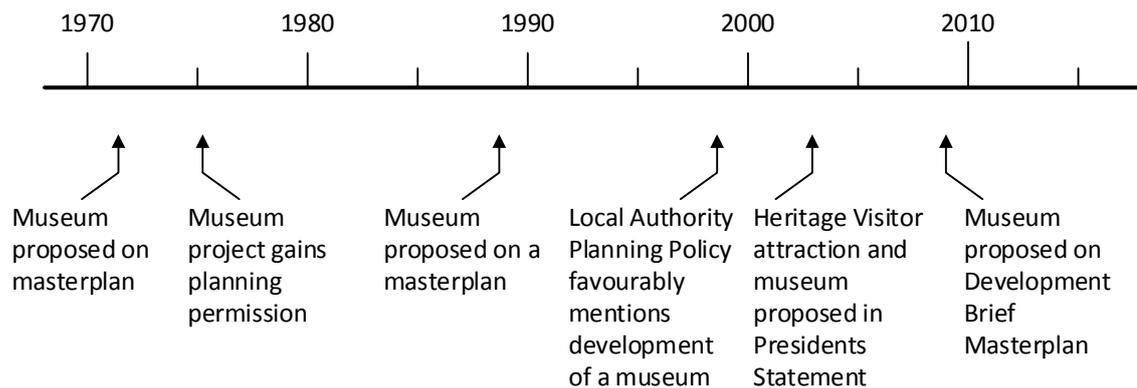


Figure 17. Timeline of proposals for construction projects aimed at celebrating the heritage of Silverstone ^{155,156,157,158,159,160}

The first mention of a museum is on a site wide master development plan in 1971. This plan was developed in the aftermath of the BRDC gaining freehold rights to the Circuit and included lots of diversification schemes into the leisure sector¹⁶¹. The next

¹⁵⁵ Silverstone Heritage Ltd (2016), *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, Conservation Management Plan Appendices, submitted 2nd August 2016* [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

¹⁵⁶ Silverstone Circuits Ltd (1981) Outline Planning Permission: Exhibition area with ancillary facilities [Online] Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=7842> (Accessed on: 4th May 2018).

¹⁵⁷ Sheard, R. (2014) *Sports Architecture*. Abingdon, UK: Routledge.

¹⁵⁸ South Northamptonshire Council (2018) *1997 Local Plan, Saved Policies* [Online], Available at: <https://www.southnorthants.gov.uk/download/downloads/id/111/local-plan-saved-policies-2007-revised-december-2014.pdf> (Accessed on: 22nd May 2018).

¹⁵⁹ Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House.

¹⁶⁰ Cube Design & Hyder Consulting (2008) *Development Brief Silverstone Circuit Masterplan* [Online], Available at: <https://www.aylesburyvaldec.gov.uk/development-brief-silverstone-circuit-masterplan> (Accessed on: 7th February 2018).

¹⁶¹ Trustees of Silverstone (1971) *Master Development Proposal, 1971* [unpublished] In Silverstone Heritage Ltd (2016), *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, Conservation Management Plan Appendices, submitted to HLF on 2nd August 2016* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

that the research participants themselves called it a museum project at various times in the project developments work. The incubation period for the HEC is empirically demonstrated to be over 40 years.

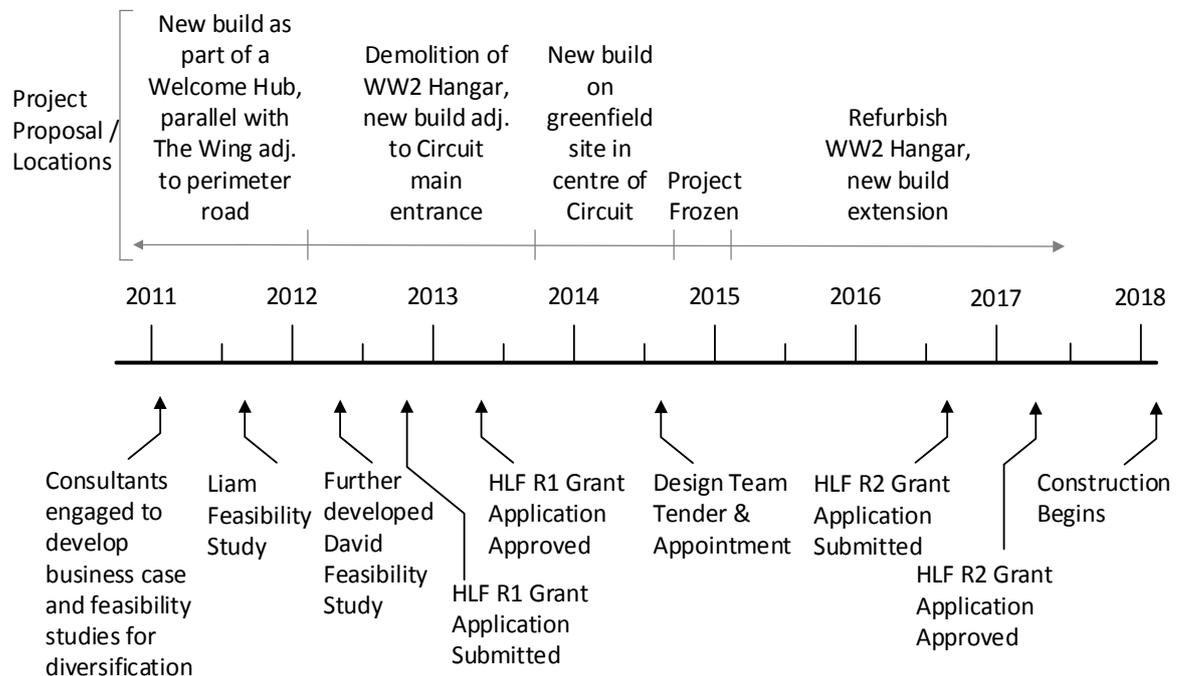


Figure 18. Project Development of Heritage Experience Centre

Findings from analysis of the most strategically significant events from the field-notes, co-constructed narrative transcripts and HEC archives is presented in Figure 18. Conflicts between separate streams of activity led to the original opening date for the HEC of 2014 being altered many times to summer 2019. In order to meet the strategic brief, three separate design proposals were being developed at different periods. Between 2011-2012, the proposal was to construct a large new welcome hub building which would incorporate a heritage-oriented visitor attraction parallel with the Silverstone Wing¹⁶⁸. From 2012 to 2013 the proposal was to demolish a former aircraft hangar (dating back to 1943) and construct a modern, iconic new building at the entrance to the circuit¹⁶⁹. From 2013 to 2015, the proposed location moved to a

¹⁶⁸ Terence O'Rourke Ltd (2011) *Outline Planning Application for mixed use development of Silverstone Circuit, S/2011/1051/MAO* [Online], Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=65299> (Accessed on: 12th September 2018).

¹⁶⁹ Silverstone Circuits Ltd (2012) *HLF Round 1 grant application bid document - Silverstone Heritage Live: The Heritage of the Site and its People, submitted to HLF on 26th November 2012* [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

greenfield site in the centre of the circuit, whilst remaining a proposal for a new iconic building¹⁷⁰ (see Appendix C for these different designs).

In late 2014, when the management buyout failed, the HEC project was frozen for a period of around 4 months. The BRDC was reconsidering the future for Silverstone once more but decided to continue progressing the HEC in January 2015¹⁷¹. The final proposal was to retain and refurbish the WW2 aircraft hangar prominently located at the circuit entrance whilst constructing a new build extension, thus linking the past, present and future¹⁷². These proposals morphed due to changes made to the masterplan of the venue. Due to discussions with each potential new venue lessee and changing proposed venue business models, the masterplan changed which led to delays and added pre-construction cost for the HEC^{173,174}.

The initial project development is focussed on diversification. When the project is frozen at the end of 2014 and start of 2015 this is due to a filed Management Buyout which is within the venue ownership stream. Then the project continues to progress once again to on site construction in the diversification stream.

Rather than establishing a set of codes or categories, this section shows the work of the familiarisation exercise. The rest of this chapter is at the level of micro praxis.

7.2.4 Summary

In this section the analysis is progressed from codes developed during analysis of planning applications to redefining these codes at a meso level of analysis to establish

¹⁷⁰ Mather & Co. (2014) *Proposed Location Plan of Heritage Hub [unpublished]*. Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁷¹ David (2015) *Silverstone Heritage Live - The Heritage of the Site and its People: HLF Project Update. 22nd January 2015 [unpublished]*. Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁷² Silverstone Heritage Ltd (2016) *Aylesbury Vale Planning application no. 16/03014/APP. Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission. Building Design Document, submitted to HLF 2nd August 2016 [Online]*, Available at: https://publicaccess.aylesburyvaledc.gov.uk/online-applications/files/47B1FE2B5364CC6CEC6B55A7B75CCBE0/pdf/16_03014_APP-BUILDING_DESIGN_DOCUMENT-1588881.pdf (Accessed on: 30th May 2018).

¹⁷³ Hollely, N. M. (2016) *Field-notes developed from discussion with Abbi about the current on-going construction projects at the venue on 13th April 2016 [Unpublished]*.

¹⁷⁴ Hollely, N. M. (2016) *Field-notes developed from observing Heritage Experience Centre Design & Project Management Team meeting in Luffield Abbey Farmhouse at Silverstone Circuit on 21st April 2016 [Unpublished]*.

the streams of activity at Silverstone Circuit. These codes have then been organised through the Praxis theme of the SaP conceptual framework as categories as follows:

- Historical contingencies shape practitioner realities
- interrelated levels of praxis

These form the main findings from studying strategic briefing through time at Silverstone Circuit and mobilising the praxis theme of the strategy as practice conceptual framework.

7.3 Practices

The data is now interrogated through the 'practices' strand of the SaP framework. This section presents a familiarisation exercise and then thematic analysis of practices by focussing on co-constructed narrative transcripts and documents chosen from the HEC archive.

7.3.1 Further Data Familiarisation: HEC Archive Sift

Following the stages of thematic analysis, this section goes through a process of further familiarisation with the data and selecting specific documents which are used for thematic analysis throughout the rest of this chapter.

Due to the vast amount of data in the HEC project archive, a sift exercise was carried out. The methods used to perform it have been detailed in the research design chapter. From reading 1000's of documents, the most strategically significant were sifted and organised in date order. In all, 632 were interpreted as strategically significant to the project development out of 2,277 digitised documents that were generated from the HEC archive (see Appendix D for the full exercise). These were given labels which described the content if they did not already do so and organised in date order. Names of individuals and some organisations have been anonymised. The earliest document is dated 26th April 2011 and the latest 17th December 2017. The data is presented in Table 12 for how many documents were included post-sift by year.

Table 12. Breakdown of numbers of Heritage Archive Documents interpreted as strategically significant per year post-sift

Year	Number of Documents
2011	3
2012	78
2013	55
2014	158
2015	129
2016	103
2017	249

There are very few documents for 2011 which was a period during which feasibility work was taking place. The outcomes of this in the form of presentations is included in the data, however the work product used to create the feasibilities is not. During 2012, the HLF round 1 application was developed and submitted. The large number of documents include lots of work product leading up to the submission of the round 1 application after which time there are no documents until 2013 when the BRDC were advised of the success of their grant application. The latter part of 2013 was dominated by getting Permission to Start from the HLF which involved ensuring project governance was acceptable. Until October 2014, project development was taking place and most of the documents show work product with relatively few significant strategically important changes. At the end of 2014, the project was frozen due to changes in the Silverstone Circuits and BRDC organisation. The project became live again in January 2015 and the documents are dominated by work product building toward a HLF round 2 grant submission during 2015. Submission of the HLF grant application at round 2 stage was planned for early 2016 but was delayed. The large number of documents in 2016 are all toward project development including fundraising, charity incorporation and round 2 grant application. The documents included in 2017 were predominantly based on detailed design and procurement of contractors working towards on-site construction works.

A far smaller number of documents were selected for further analysis. The sift criteria for these further documents was based on whether the strategy practitioner was using

the document to strategically justify the HEC. These strategy practitioners were Abbi, David and Liam.

The data was held in a large number of folders which were thematically organised. By using the computer software program 'R', the titles of the documents were extracted and imported into an excel spreadsheet. The documents were then all organised according to the date in the title.

This exercise resulted in a spreadsheet (Appendix D) which could be used to understand and reference the project development at a very fine-grained level. This helped give an interpretation of the most strategically significant strategy activities in the project development for the period in which the data was generated. The titles are as simple as possible whilst offering just enough in a few words to understand the activities that were occurring in a given period.

The data still needed to be distilled down to the most strategically significant in terms of organisational survival and competitiveness. The documents chosen at the end of the final sift are presented in Table 13.

Table 13. Documents chosen for analysis of practices from the Heritage Experience Centre Archive

Date	Document Reference
01/12/2011	David (2011) Analysis of the Silverstone Heritage and Child Experience Centre business model plus thoughts/options on potential funding models, December 2011 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
16/02/2012	David (2012) Feasibility study: The Silverstone Attraction. Dated 16th April 2012 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
10/04/2012	Silverstone Circuits Ltd (2012) H.L.F. Heritage Grant Pre-Application: Silverstone - Heritage of Motor Sport, submitted to H.L.F. on 10th April 2012 [unpublished] Available at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.
08/08/2012	Isabel (2012) Ordinary Resolution to authorise the granting of leases by the directors of BRDC, AGM - 8th August 2012 [unpublished] Available at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.
01/10/2012	Gemma (2012) Draft H.L.F. Round 1 Application: Silverstone Circuits Ltd - Review of Needs and Initial Guidance, October 2012 [unpublished] Available at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.
26/11/2012	Silverstone Circuits Ltd (2012) HLF Round 1 grant application bid document - Silverstone Heritage Live: The Heritage of the Site and its People, submitted to HLF on 26th November 2012 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
02/08/2013	HLF (2013) Letter from HLF to Silverstone Circuit Ltd confirming success of round 1 grant funding application and grant conditions for Silverstone Heritage Live. Dated 2nd August 2013. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
16/03/2013	David (2013) Briefing notes for HLF Visit on 19th March 2013. Dated 16 th March 2013. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
07/10/2014	Maria (2014) Suspension of project development work for Silverstone Heritage Live, 7 th October 2014 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
08/10/2014	David (2014) Notes for meeting between Abbi, David and Olivia titled Funding Options for a "BRDC Museum of Motor Racing. Dated 9 th October 2021. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

22/01/2015	David (2015) Presentation slides: Silverstone Heritage Live - The Heritage of the Site and its People: HLF Project Update. Dated 22nd January 2015 [unpublished]. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
25/02/2015	David (2015) Presentation slides: Silverstone Heritage Live - The Heritage of the Site and its People: HLF Project Update. Dated 24 th February 2015 [unpublished]. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
07/09/2015	David (2015) Minutes from a meeting between Abbi, David and external fundraising consultant 'Nigel' held on 7 th September 2015 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.
26/02/2016	Emily (2016) Letter from BRDC representative to HLF requesting extension of round 2 submission date. Dated 26th February 2016 [unpublished]. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
30/03/2016	Charity Commission (2016) Charity Overview: Silverstone Heritage Ltd [online] Available at: https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/5062340 (Accessed on 18th May 2018).
05/10/2016	Emily (2016) Letter from BRDC representative to HLF Casework Manager with an update on status of Jaguar Land Rover deal for sale of Silverstone Circuit. Dated 5th October 2016 [unpublished]. In HLF Round 2 Bid Application Response Document. Mac (2016). pp. 17-18. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
05/10/2016	Emily (2016) Letter from BRDC representative to HLF Casework Manager with confirmed commitment of BRDC to Heritage Experience Centre project development. Dated 5th October 2016 [unpublished]. In HLF Round 2 Bid Application Response Document. Mac (2016). pp. 14-15. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
02/08/2016	Silverstone Heritage Ltd (2016) <i>Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, submitted to HLF on 2nd August 2016</i> [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.
10/03/2017	HLF (2017) Notification of successful round 2 bid for Silverstone Experience. Dated 10th March 2017 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

Data that had specific reference to Diversification, Venue Ownership or Member's Benefits was searched for in documents from the list in Table 13. The most immediate and significant outcome from this analysis was a surprising and unexpected finding. This provides the entry into the final stage of the research.

A feasibility study developed by David to gain approval for the HEC from the board of BRDC directors in 2012 states a rationale of the project is to:

“Act as a catalyst for other developments e.g. hotels.” (Silverstone Circuits Ltd, 2012a, p.3)

This rationale emerged during analysis of the transcripts. However, in a bid document developed by David to the HLF sent in 2012, a different rationale for the HEC construction project is used:

“The site could easily be turned over for more of a ‘motor sport resort’ and Business Park in the next few years. Not only will the chance be missed to push and interpret the extremely important heritage elements of the site, but there is a real danger that they will be concreted over in any new development” (Silverstone Circuits Ltd, 2012b, p.8)

The construction project here being to create a building with the intention of making the venue heritage accessible through exhibitions and conserving heritage assets across the site. The first rationale is directly using the HEC as a *catalyst* to enable further diversification away from the grand prix dominated business model. The second argument directly uses this future development of the venue to instil a feeling of fear of losing valuable heritage. As a practice used to enact strategic briefing, this is a significant finding. The justification for the project was different depending on audience. There was no reference to this practice in either the period of observations or in the co-constructed narrative transcripts.

The ways in which narratives were crafted to define and re-define the HEC were closely related to the interdependencies and conflicts between the historically contingent streams of activities. The rest of this chapter focusses how the practitioners draw upon practices during HEC project development.

If situating phases 1 & 2 findings in the SaP vocabulary, the patterns that emerged during the analysis of phase 1 data were dominantly related to the practices aspect of strategic briefing. The Phase 2 analysis shifted emphasis to meso level praxis through which analysis has been presented by developing the case study in the previous

chapter and the streams of activity earlier in this chapter. This was necessary as a means of understanding the background context to the realities being experienced by the research and research participants during the period of observations during phase 1 of the research. However, the interpretation of the patterns of how practices were drawn upon in the phase 1 data was limited due to the scope of the data generation. The following sections will directly build upon the phase 1 & 2 findings to develop a more comprehensive analysis of the practices mobilised by strategy practitioners through strategy praxis.

7.3.2 Codes Emerging from Analysis of Transcripts

The analysis presented in this section is of the co-constructed narrative transcripts. It builds directly on the analysis of the fieldnotes from phase 1 and the historical embeddedness of phase 2. The categorisation of streams of strategic activities at the venue has reached a level of stabilisation. All the data generated has been analysed and no further categories emerge. Phase 1 findings showed how the ways in which the HEC was being defined was being manipulated depending on emergent circumstances. The interpretation of the empirical observations showed how justifications for the HEC changed when it seemed plausible that Silverstone Circuit could be sold to Jaguar Landrover. Even though phase 1 data was generated for a period of 8 months with monthly site visits, this didn't provide enough data to study particular patterns in the practices observed. The time periods over which strategic briefing was being enacted was better suited to a period of years rather than months. This justifies the generation of data from the HEC archive which covers the period 2011-17.

The co-constructed transcripts are now analysed to develop a deeper understanding of the situated practices mobilised by the practitioners when they talk about the HEC project development in context with the other historically oriented activities at Silverstone.

Table 14. Co-constructed narrative transcript HEC activity analysis

Name	Stream of Activity	Quote
Abbi	Diversification	<p><i>“we have got to get off the Grand Prix treadmill, we have got to build a more sustainable business”</i></p> <p><i>“it is not a museum, it’s not about the heritage project, it’s not about the history of the archive, it is about having a major piece of the jigsaw puzzle of what the new future looks like in place, secured”</i></p>
Ben	Diversification	<p><i>“increasing footfall by opening a museum, visitor and experience centre, the chosen route for which was lottery funding.”</i></p>
Charlotte	Venue Ownership	<p><i>“in terms of the hangar building, that blue bit there is actually MEPC land and it’s blurred, but it’s shortly to be resolved”</i></p>
David	Diversification	<p><i>“So in a nut shell, in my first year I did 2 things. I identified, or looked at what we could add particularly by way of a leisure offer to take us from a motorsport, entirely motorsport led and event led business to one that had something that helped ease the peaks and troughs, so a steady flow of visitors and that would provide an income that would make the circuit more sustainable”</i></p> <p><i>“And we looked at various things for instance you have got Ferrari World so should we put roller-coasters in. Well no because to get the required mass of rollercoasters is a huge investment to build a theme park. You are looking at a minimum of £5m per coaster plus theming and you need at least 5 or 6 so that was out of the question not to mention planning and everything else. But then when you dig in to Silverstone and you don’t have to dig that far to see that fairly hidden is a huge amount of very important heritage which I am still uncovering and still amazed at the role that Silverstone and the BRDC have played in the history of British Motorsport and the fact that they are still the epicentre of global motorsport arguably. And that lots of people don’t know that the first ever Formula 1 Grand Prix ever anywhere in the world was held at Silverstone. So there is all these really important things that nobody knows. So it became apparent fairly quickly that the thing to do was to look at the history of Silverstone and make that into an attraction”</i></p> <p><i>“And then you hit the first hurdle which you will come across which is there is no money. At Silverstone, it is like Wembley in that it is a venue and like Wimbledon it owns a venue but unlike Wimbledon, it doesn’t own any of it’s own rights, therefore it doesn’t have any money. Huge estate, huge amount of capital required just to keep it going obviously as you already know. And this is in the documents some of this because I had to explain, motor sports is not awash with cash.”</i></p>

		<p><i>There is a perception it is awash with cash, and some of it is, the rights holders spend, well actually forget the rights holders, the teams just get sponsorship money in and then they spend it developing the best possible cars so they don't have money. Yes there are individuals and the rights holders have lots of money but circuits certainly do not. But there is a perception that they do'</i></p> <p><i>"But going back in time, it became apparent to me that the only way you could fund this was 1) if the circuit was going to be sold and an investor came in 2) through the Heritage Lottery Fund 3) or through getting funding from a public body"</i></p> <p><i>"Abbi has always got this project as a catalyst for everything else. This project never sat alone. It was always supposed to have the family entertainment centre with it and the hotel. So importantly the councils get that, the current board [of the BRDC] gets that and Abbi gets that. So finally the project is in the right place"</i></p> <p><i>"Oh yes it makes me laugh. Our incubation period, and actually this is a start for your story, and you can see it from some of the documents I will send you, the BRDC first discussed building a leisure project at Silverstone which included a hotel and museum in 1971"</i></p> <p><i>"December 2014 I got a phone call probably just before Christmas, December [2014] from Abbi who said, you know your dead project it is twitching on the slab. I said 'what!'. And I said 'what do you mean it is twitching on the slab?'. She said 'well' I actually have a file there called ... I just looked because I was looking for the Project Execution Plan which is called Project Resurrection Presentation. So I then had to go into the BRDC and I remember the day. It was January, so the HLF had stepped in, fortunately for us the chair of the Eastern region happened also to be the chief executive of Northamptonshire County Council who offered to lend us the money to do the development phase of the project and we only had to pay back if Silverstone Circuits reached a certain profit level and if the project didn't happen. And they would lend us £300k which wasn't really enough but we could do it for that, fine. So we had that, so I then re-presented to the board, [...] well actually the board didn't have time for me that day, it was in a side meeting afterwards and me saying to Emily if we don't tell the HLF next week... and so they said right back on"</i></p> <p><i>"the board see it now [December 2017] as the catalyst which it always was. It just took a while to convince them"</i></p>
David	Member's Benefits	<p><i>"From the HLF to say that we had been successful for round 1 which nobody really expected here. I don't know why they didn't expect it because I have always had the faith that we would be. The only difficulties were to do with governance and not for profit versus are we, is the BRDC truly not for profit. So there was a whole load of issues around that but the project itself was right"</i></p> <p><i>"So it took some time to get permission to start. So the first thing you do with HLF project is you have to achieve permission to start which means you have to get all your governances right and ours wasn't because in a hidden clause in the British Racing Drivers Club Mem & Arts was a clause that enabled them to distribute profits so they weren't truly a not for profit organisation which meant that we couldn't proceed with the project. Simple work around,</i></p>

		<i>sounds simple now but it took us a little while to set up a separate organisation called Silverstone Heritage Ltd which sits alongside the BRDC and SCL who are linked in a contract to SHL as the grantee but can't influence the project officially in any way"</i>
David	Venue Ownership	<p><i>"But going back in time, it became apparent to me that the only way you could fund this was 1) if the circuit was going to be sold and an investor came in 2) through the Heritage Lottery Fund 3) or through getting funding from a public body"</i></p> <p><i>"we are going to be sold, we're not going to be sold, there is not going to be a buyout. So I was existing in all of that just pursuing the Heritage Lottery Fund in the end"</i></p> <p><i>"part of the deal with MEPC that meant they kept it [hangar] for a while and then it would come back to Silverstone [BRDC]"</i></p> <p><i>"With everything else that was going on it was difficult. The JLR deal, will Silverstone be sold, will Silverstone not be sold. I was trying to fundraise to match the HLF grant. I had to point to many members of the BRDC who might be philanthropically minded but they would save their money just in case they needed to save the circuit and any outside sponsors would say well I am not going to commit to that project because the circuit might be sold and we don't know who it will be sold to"</i></p>

The selectively chosen quotes from the co-constructed transcripts are dominated by David. They are an interpretation of how the HEC project development occurred amongst the other simultaneously occurring streams of activity. What emerges from studying the quotes is that the different potential future imagined developments of the venue can be understood amidst the streams of activities that have merged from previous analysis.

This analysis enriches the understanding of strategic briefing compared with phase 1 findings as the transcripts from audio-recorded conversations provide more clarity on the language used by practitioners than field-notes developed by the researcher.

The arguments (codes) that seem to be the most strategically definitive for the HEC project are:

- It is a catalyst for leisure diversification to help ease the peaks and troughs of people visiting the circuit to aid in moving away from a Grand Prix dominated business model
- The BRDC is not cash rich
- The BRDC isn't a not-for profit organisation
- Uncertainty due to a potential sale for some or all of the venue resulted in on-going challenges with fundraising for the project

These were commensurate with the analysis of the field-notes in phase 1. Once these findings emerged from analysing the transcripts, the Heritage Experience Archive data was studied to see if these are interpreted as the most strategically significant challenges faced by the practitioners during project development. So far, the practices that have been drawn upon are arguments that strategically justify the HEC.

To better understand the meaning of the codes that have emerged from analysis of the transcripts, the analysis is now broadened to all of the data generated from the HEC archive. This will aid in organising the codes into categories associated with the 'practices' theme.

7.3.3 Figures of Speech

This section presents analysis of the practices used in the HEC archive. Analysis so far has focussed on praxis, practitioners (and organising). A complex context with many interdependent streams of activity has been interpreted through phase 2 of the research. The observations in phase 1 have been historically situated in context but the data available for analysis in phase 1 was limited. This section now focusses upon the analysis of the practices used in the HEC archive. The practices focussed on are

those which were mobilised to leverage mutual interests during HEC project development in the archival documents studied.

Whilst analysing the transcripts, the “catalyst” metaphor was used to describe how the HEC project was being used to help make the case for other projects such as a hotel and Family Entertainment Centre. In this section, ‘catalyst’ is used as the code under the practice theme. During the sift, the ‘catalyst’ metaphor was found to be widely used. Examples from early project feasibility studies are

“Acts as a catalyst for other developments e.g. hotels” ^{175, 176}

This demonstrates the use of the metaphor was not just in the production of the co-constructed narrative transcripts. A further search of the word ‘catalyst’ was conducted on data that was not from the HEC archive. There is only a single example of its use that isn’t from the HEC archive in the whole data set that was generated for this research project. This can be found in the 2008 Design and Access Statement for the proposed Silverstone Wing Pit and Paddock complex.

*“Designed by award winning sport architects HOK, the new complex will ensure that teams and sponsors are provided with world-class facilities to reinstate Silverstone’s position as a premier racing destination. This pioneering development will act as a **catalyst** for further investment across the site and set a high architectural standard for any future developments”* ¹⁷⁷

Empirically, this is an example of how a particular justification has been copied by strategy practitioners at Silverstone to justify two different construction projects. Both the projects are justified as strategically significant to the survival and competitiveness of Silverstone Circuit. There is a direct link through the research participant named Ben by which this practice of using the catalyst metaphor can be described. There is no empirical evidence that confirms Ben was the person that introduced the catalyst as a justification for the HEC project. However, Ben was well positioned in the organisation as an executive during both the duration of the Silverstone Wing construction project, in the appointment of David as a Leisure Consultant and the early project development

¹⁷⁵ David (2011) Discussion Paper on Silverstone’s Visitor Attraction/ Welcome Hub. 2011 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁷⁶ David (2012) Feasibility study: The Silverstone Attraction. 16th April 2012 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁷⁷ HOK Sport (2008) Silverstone Motor Racing Circuit: New Formula 1 Pit and Paddock Complex, Pit Lane and Associated Circuit Alterations [online] Available at: <http://snc.planning-register.co.uk> (Accessed on 19th May 2018).

of the HEC. This is important as it is an example of how a particular practice can be mobilised in different periods of time for different projects but still be fit for purpose in justifying a project to a particular audience.

By using the 'catalyst' as a code to interrogate the data, the category which has been developed from this section of analysis is

- Figures of speech

The following section uses the same code of 'catalyst' but in the development of a different category. The procedures of thematic analysis allows the same codes to be used to develop multiple categories.

7.3.4 Paradoxical Practices

On the basis that there were different justifications being used to justify the HEC to different audiences, this category was further studied. When analysing the key strategy documents, the absence of the use of the catalyst metaphor on the HLF Round 1 grant application document seemed odd. To interpret the reasons for this, documents from that period were analysed. Advice sought from a specialist who acts as a consultant mentor for HLF grant applicants prior to submitting the Round 1 grant application was found. The advice was thus

“Overall, it would seem from an early review of plans that the commercial development of the site has potential investment and will proceed. Including a heritage element is therefore a way of capitalising on that in order to open up access to the heritage of Silverstone. It needs to be clear that the application to HLF is not an opportunistic attempt to get public money for a commercial venture. Rather you are taking the opportunity created by the commercial investment in the site to secure funding for heritage conservation (archive, museum), education and wider public access – thereby transforming the way that people can access the multiple histories and heritage of Silverstone, much of which is currently completely inaccessible. A clear articulation of what, if any, commercial capital and revenue investment will, in principle, be available to support the heritage elements of the scheme will be required”¹⁷⁸

The HLF is the organisation with delegated responsibility given to it by the UK government to distribute profit from the National Lottery to conserve historically important artefacts and make the heritage of the UK accessible to the general public.

¹⁷⁸ Gemma (2012) Draft H.L.F. Round 1 Application: Silverstone Circuits Ltd - Review of Needs and Initial Guidance, October 2012 [unpublished] Available at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

The HLF has a budget in the hundreds of millions of pounds per year to distribute according to their purposes¹⁷⁹.

To the BRDC, the project could potentially significantly disrupt the peaks and troughs business model and aid in propping up their other motor sports interests. It could further act as a catalyst for other developments around the venue based on a business case of 100ks more visitors year-round. What David in his capacity as BRDC representative was being advised by Gemma was that if they presented the project like this to the HLF they wouldn't get support. Instead, the BRDC needed to *re-frame* the HEC project as improving access and saving the important heritage of the venue. Analysis of interactions evidenced by the documents in Table 13 between 2012 & 2016 shows this advice was followed. However, recognising the issues of a private entity (BRDC) potentially being able to use public funds for private business purposes, the HLF placed a condition on the award of the grant for 50% of project development costs up to round 2 grant application stage:

"In order for the British Racing Drivers Club to meet our not for profit criteria, the provisions for payment of dividends in clauses 70 (B) - (E) of the Articles of Association will need to be deleted" ¹⁸⁰

In essence, this meant the HEC project would have to be carried out by a not-for-profit entity. This is evidenced between the Diversification and Member's Benefits streams of activity. The BRDC considered whether there should be a non-profit clause in the Articles of Association. Rather than delete the clause, the chosen course of action was to ring-fence the HEC as a charity meaning any profits could only be reinvested according to the purposes of the charity. This was based on the premise that the secondary benefits and potential revenue streams of massively raised visitor footfall year-round were valuable enough to warrant allocation of scarce BRDC capital resources including project development funds and the land on which the charity could

¹⁷⁹ Heritage Lottery Fund (2017) *HLF annual report 2016-2017* [Online], Available at: <https://www.hlf.org.uk/file/25412/download?token=XnZrS6aYw6dgeI2D3RzAaGDxE TdJDpqJuBZu-9eXqmE> (Accessed on: 2nd August 2018).

¹⁸⁰ HLF (2013) Letter from HLF to Silverstone Circuit Ltd confirming success of round 1 grant funding application and grant conditions for Silverstone Heritage Live. Dated 2nd August 2013. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK, p.4.

operate at the entrance to the racing circuit. Silverstone Heritage Ltd was incorporated with the Charity Commission on 30th March 2016¹⁸¹.

The practice of mobilising the catalyst metaphor for justifying the HEC as a Diversification project continued to be used between 2012-2016 to other audiences, just not to the HLF. Examples include presentations prepared by David for the BRDC directors when the HEC project was being frozen (shortly after the failed management buyout – Venue Ownership) in late 2014.

“The HLF project will act as a catalyst for other development. It will make the business case for a hotel much stronger and enhance business at the Experience Centre and drive volume (and profit) at events”¹⁸²

And again when it was unfrozen in early 2015

*“The project acts as **catalyst** for further development e.g. hotel as with additional visitors business case much stronger”^{183, 184}*

This analysis shows how the mobilisation of the practice of the ‘catalyst’ metaphor was suppressed depending on audience for a period of years between 2012-2016. The first example of the ‘catalyst’ metaphor being used since the advice from Gemma in 2012 to justify the HEC to the HLF is in the HLF Round 2 grant application document submitted in August 2016. By this time, Silverstone Heritage Ltd had been registered as a charity so there was no doubt that profits from public investment could be used for anything other than for the purposes of the charity.

¹⁸¹ Charity Commission (2016) Charity Overview: Silverstone Heritage Ltd [online] Available at: <https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/5062340> (Accessed on 18th May 2018).

¹⁸² David (2014) Notes for meeting between Abbi, David and Olivia titled Funding Options for a "BRDC Museum of Motor Racing. Dated 9th October 2021. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

¹⁸³ David (2015) Presentation slides: Silverstone Heritage Live - The Heritage of the Site and its People: HLF Project Update. Dated 22nd January 2015 [unpublished]. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

¹⁸⁴ David (2015) Presentation slides: Silverstone Heritage Live - The Heritage of the Site and its People: HLF Project Update. Dated 24th February 2015 [unpublished]. Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

'Catalyst' is used 7 times in the HLF Round 2 grant application¹⁸⁵ in the following sections

Executive Summary pp. 9,12

Economic Impact Assessment pp. 2,8

Business Plan pp. 7,46,54

This section has shown how the 'catalyst' metaphor has been manipulated depending on audience and depending on the situation. This is an example of the enactment of strategic briefing which shows how a justification was suppressed from a particular audience for a period of 4 years. In terms following the procedure of thematic analysis, the data coded as 'catalyst' has been developed into a category of

- Paradoxical practices

in the Practices theme. The patterns in the actions have been analysed over a period of years. This finding is an example of how paradoxical practices are skilfully mobilised to leverage specific mutual interests between two organisations when seeking capital investment funding. The paradoxical practices being activities to ring fence the HEC whilst using the project to improve the business model whilst also trying to lease the venue. There is a clear routine that is adhered to when leveraging mutual interests being the suppression of a specific project justification for a period of years and this is therefore justified as a strategic briefing practice.

7.3.5 Disruptive Practices

Practices can be well established and enduring through time having been learnt by successive generations of practitioners or short lived and specifically developed for a particular purpose or rare situation.

The structure of the motor sport industry received some limited attention in the case study report. As the Formula 1 British Grand Prix has been so hugely influential on developments at Silverstone Circuit, the ways in which revenue is distributed is key to understanding why people managing venues such as Silverstone make the argument

¹⁸⁵ Silverstone Heritage Ltd (2016) *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, submitted to HLF on 2nd August 2016* [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

that they are cash poor. Revenue distribution remains a closely guarded secret but there are some references to the Concorde Agreement in the public domain. The Concorde Agreement is periodically renegotiated by the rights holders of Formula 1 and the racing teams (e.g. Race Fax, 2005). Revenue generated from races including advertising at the F1 venues, VIP hospitality and the licence fees paid by race promoters to the F1 rights holders is distributed to the regulating body and race teams. The fees paid to host grand prix are negotiated with each promoter but the details are kept private. It is rumoured that promoters can only generate revenue from ticket sales whilst all other revenues go straight to the competition rights holder.

When developing the co-constructed transcript to give background to the DPMT meeting observations with David, a particular argument was made regarding the justification for needing to seek capital funds for the project by external investors.

*“lots of people don’t know that the first ever Formula 1 Grand Prix ever anywhere in the world was held at Silverstone. So there is all these really important things that nobody knows. So it became apparent fairly quickly that the thing to do was to look at the history of Silverstone and make that into an attraction. And then you hit the first hurdle which you will come across which is there is no money. At Silverstone, it is like Wimbledon in that it is a venue and like Wimbledon it owns a venue but unlike Wimbledon, it doesn’t own any of its own rights, therefore it doesn’t have any money. Huge estate, huge amount of capital required just to keep it going obviously as you already know. And this is in the documents some of this because I had to explain, motorsports is not awash with cash. There is a perception it is awash with cash, and some of it is, the rights holders spend, well actually forget the rights holders, the teams just get sponsorship money in and then they spend it developing the best possible cars so they don’t have money. **Yes there are individuals and the rights holders have lots of money but circuits certainly do not. But there is a perception that they do**”¹⁸⁶*

This extract from the co-constructed narrative directly relates to the justification used in the grant applications to the HLF as follows

“Why do we need Heritage Lottery Funding?”

• There is a perception that motorsport is cash rich. This may be true of Formula One but is most certainly not true of Silverstone. In fact, Silverstone pays rights holders such as Formula One Management to host their race series.

¹⁸⁶ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [unpublished], p.4-5.

- *Silverstone remains the only Formula One venue in the world to operate without government or third party subsidies.*

- *In order to enhance the visitor experience, Silverstone are looking to utilise some of the limited remaining retained profits at their disposal and to secure external investors for a new Heritage Live Hub that will be wholly owned and run by Silverstone. The Heritage Lottery Fund will be a key element in securing this important part of our vision to improve the heritage experience of our visitors and bring heritage to a wider audience.”¹⁸⁷*

“There is a perception that motor sport is cash rich. This may be true of parts of Formula One and other rights holders but is most certainly not true of motor racing circuits in general and particularly Silverstone. It is not widely appreciated that Silverstone pays the owners of the commercial rights to Formula 1 an eight figure sum annually to ensure that Great Britain continues to host a world championship Grand Prix. Silverstone is a sporting venue (like Wembley) but unlike some venues, such as Wimbledon, does not own any commercial rights. Silverstone is the only Formula One venue in the world to operate without government or third party subsidies”¹⁸⁸

The use of the not-awash-with-money argument is significantly important in attracting funding and shows clear repetition. The argument is repeated verbatim on the above three references which were developed in 2012, 2016 & 2017. This is an example of a practice which is repeated over a period of years by the same group of practitioners. Data is not available for how finance has been raised by other projects, so whether this argument is used by other practitioners to try and leverage mutual interests with investors over longer periods of time is not known. However, there is evidence of the BRDC trying to attract government help with promoting the grand prix and managing Silverstone Circuit. This is a well-rehearsed practice drawn upon by practitioners at Silverstone across long period of time.

For example

“We continue to lobby for greater government commitment to plans for Silverstone to be one of the best Motor Racing circuits in the world as well as an activities destination that inspires and educates a wider public interest in motor sport and motor sport engineering”¹⁸⁹

¹⁸⁷ Silverstone Circuits Ltd (2012) H.L.F. Round 1 grant application bid document - Silverstone Heritage Live: The Heritage of the Site and its People, submitted to H.L.F. on 26th November 2012 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁸⁸ Silverstone Heritage Ltd (2016) *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, Executive Summary*, submitted to H.L.F. on 2nd August 2016 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK p. 8.

¹⁸⁹ Stewart, J. (2002) *The British Racing Drivers' Club Limited - Report and Financial Statements: President's Statement for the Year Ended 31 January 2002*. Cardiff, Wales: Companies House.

Government financial aid was given to help produce the master development brief for the whole venue in 2007^{190,191}

The Heritage Lottery Fund paid 50% of the costs for project development for the HEC from round 1 application¹⁹² through to round 2¹⁹³. When the project development work for the HEC had been stopped in late 2014-15, Northamptonshire County Council provided some funding as a loan¹⁹⁴ to aid with developing the project to Round 2 HLF submission. By this time, the BRDC had decided not to become a non-profit organisation by removing their dividend clause so the HEC was being ringfenced as a non-profit charity which was a condition of HLF funding

*“Before the second round grant is awarded, the ownership of the Property to be grant funded must be resolved to HLF’s satisfaction. We will only be able to fund work to land that is in the ownership of the BRDC or other not for profit organization” [...] “In order for the British Racing Drivers Club to meet our not for profit criteria, the provisions for payment of dividends in clauses 70 (B) - (E) of the Articles of Association will need to be deleted”*¹⁹⁵

Rather than the BRDC changing their dividend distribution capability, the HEC was ringfenced as a charity, Silverstone Heritage Ltd. The project eventually attracted 50% funding as a grant from the HLF and 50% from interest bearing loans from a conglomerate of local government organisations which were not deemed to breach

¹⁹⁰ Cube Design & Hyder Consulting (2008) *Development Brief Silverstone Circuit Masterplan* [Online], Available at: <https://www.aylesburyvaldc.gov.uk/development-brief-silverstone-circuit-masterplan> (Accessed on: 7th February 2018).

¹⁹¹ South Northamptonshire Council (2008) *Silverstone Circuit Joint Development Brief: Record of Decision taken by the Cabinet, 13th October 2008* [Online], Available at: [http://modgov.southnorthants.gov.uk/Data/Economic%20and%20Environmental%20Review%20and%20Development%20Committee/20081127/Agenda/\\$Document%204.doc.pdf](http://modgov.southnorthants.gov.uk/Data/Economic%20and%20Environmental%20Review%20and%20Development%20Committee/20081127/Agenda/$Document%204.doc.pdf) (Accessed on: 22nd May 2018).

¹⁹² Silverstone Circuits Ltd (2012) H.L.F. Round 1 grant application bid document - Silverstone Heritage Live: The Heritage of the Site and its People, submitted to H.L.F. on 26th November 2012 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

¹⁹³ Silverstone Heritage Ltd (2016) *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission, Executive Summary*, submitted to H.L.F. on 2nd August 2016 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK p. 8.

¹⁹⁴ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [unpublished].

¹⁹⁵ HLF (2013) Letter from HLF to Silverstone Circuit Ltd confirming success of round 1 grant funding application and grant conditions for Silverstone Heritage Live. Dated 2nd August 2013. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK, p.4.

state aid rules¹⁹⁶. So even though there is a long history of trying to gain direct financial aid, the project was funded in such a way government funds were not being used to directly benefit a private business.

Analysis of codes concerning requests for government funds has resulted in the category

- Disruptive practice

This is demonstrated by studying calls for government funding that are continually repeated, showing adherence by practitioners over a long period of time to try and leverage mutual interests with the public sector. Practitioners are purposefully using the same strategy time and again to try and disrupt government policy. They are using their agency to make purposeful choices to keep trying to gain direct aid from the public sector thereby disrupting policy that stops the government from intervening or helping private organisations operating in competitive markets.

7.3.6 Evolution of Practices

The practices used to shape strategic action for the diversification stream of activity are studied using the data generated on the history of the development of the venue. The analysis presented here shows the linguistic resources mobilised by strategy practitioners.

The first quotes presented are drawn from analysis of the co-constructed narrative transcripts developed with Abbi and David, both of whom were DPMT members and were observed during the period of observations. The quotes are drawn from prose developed when giving background to the findings from the period of observations.

*“we first looked at a hotel in 1971, late 60’s potentially and everyone thought oh, we’ll get The Wing in and that will make the case for a hotel. No it won’t because there is still not the base business there and people are not going to think of [unclear pronunciation] and you go back to the core business of Silverstone and it is still Grand Prix, Classic, Moto, Touring Cars, **just peak, trough, peak, trough, peak, trough.** This just raises the footfall up above the, it gives you that base level because in more consistent base level which makes the business case for a hotel. We’ve got a 2nd report, the first one done in 2012 or whatever by CBRE was not compelling, it said there was not a case for a hotel here. We*

¹⁹⁶ South Northamptonshire Council (2017) Loan agreement for match funding for Heritage Lottery Fund bid between Silverstone Heritage Ltd & South Northamptonshire Council, Aylesbury Vale District Council, Buckinghamshire County Council, Buckinghamshire Thames Valley Local Enterprise Partnership and South East Midlands Local Enterprise Partnership, 5th June 2017 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

then got, secured the money, Silverstone [Heritage] Experience will happen. That is the predicted footfall numbers applying the accepted leisure industry metrics to justify catchment area, similar attractions, what the penetration rate is. You know put a sanity check on it, dial it down a bit and it still spits out, you know providing you market it properly, the great thing is that is their money effectively marketing our business as well. You've got Silverstone in the title. It is a, you know those numbers will happen. But even if they don't happen it is still producing what we need. And that made the case for the hotel. So now we are making the case for the hotel underway.”¹⁹⁷

*“So in a nut shell, in my first year I did 2 things. I identified, or looked at what we could add particularly by way of a leisure offer to take us from a motorsport, entirely motorsport led and event led business to one that had something that helped ease the **peaks and troughs**, so a steady flow of visitors and that would provide an income that would make the circuit more sustainable”¹⁹⁸*

Both of the research participants drew upon the same metaphor in the co-constructed narrative. This is an example of the replication of a linguistic resource which is mobilised by two practitioners. Abbi explains problems with their business model being full of peaks and troughs, focussed on big racing events and periods of low activity. David uses exactly the same metaphor. Abbi and David had been working together closely for a period of years.

In the transcript developed with Ben, literal resources were mobilised

- *“Diversify and **de-risk the business** (at the time the GP was circa 80% of the turnover)”¹⁹⁹*

this is Ben explaining part of the mandate given to the executive management team in the mid-2000's.

The 'peak/trough' metaphor had been developed, learned, and shared by both Abbi & David. The analysis is now broadened to consider data over a longer period of time using information generated to see how other practitioners used language to describe diversification activities.

- *“The promotion of the RallySprint events makes a natural adjunct to the promotion rights to the Network Q RAC Rally which we acquired during 1997.*

¹⁹⁷ Abbi & Hollely, N. M. (2017). *Co-constructed narrative with venue executive developed with Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished], p.11.

¹⁹⁸ David & Hollely, N. M. (2017) *Co-constructed narrative with leisure diversification project director developed with Hollely, N. M., describing leisure diversification strategy 2011-2017* [unpublished], p.4.

¹⁹⁹ Ben & Hollely, N. M. (2017). *Co-constructed narrative developed by a BRDC group executive (Ben) & Hollely, N. M., giving historic context to fieldwork 2013-2016* [unpublished], p. 9.

*This new agreement will give us the opportunity to utilise our facilities and expertise to develop revenues during what used to be the **Quiet season***"²⁰⁰

'Quiet season' is a phrase used by the BRDC president at the time in the public annual organisation report which explained the diversification into winter off-road rally events, intended to aid the quiet season somewhat less quiet.

- "*Move Silverstone Circuit towards becoming a **year-round activity destination***"²⁰¹

is used by the BRDC president in the era when OML had taken a 15 year lease. This example draws on a literal language resource rather than metaphorical resources which are used by many other practitioners.

- "***Off-peak tourism***"²⁰²

is used by a local planning officer commenting on a hotel planning application something local planning policy supports. This is an example of the 'peak' metaphorical resource being mobilised prior to Abbi or David participating in diversification activities at the venue.

- "*Move away from its **reliance on the once a year formula one event***"²⁰³

Representatives of SCL are explaining the reasoning for developing buildings to support Stowe circuit which aids in diversifying the year-round business rather than the peak and trough business model in this quote. This is a justification for the diversification actions which is purely literal and does not draw upon any metaphorical use of language much like many other examples in this section. The data sources for the quotes drawn upon in this analysis include planning applications, annual reports and transcripts. They show that there is no single and consistent linguistic resource

²⁰⁰ Fermor-Hesketh, T. A. (1998) *The British Racing Drivers' Club Limited - Report and Financial Statements for the Year Ended 31 January 1998*. Cardiff, Wales: Companies House (p. 2).

²⁰¹ Stewart, J. (2003) *The British Racing Drivers' Club Limited - report and financial statements - for the year ended 31 January 2003*. Cardiff, Wales: Companies House (p. 2).

²⁰² Warren, M. (2004) *South Northamptonshire Council Planning Department - Case Officer Report on Planning Application S/2004/0627/P*. Towcester, UK (p. 9).

²⁰³ Silverstone Circuits Ltd (2009) *Aylesbury Vale Planning Application no. 09/00538/APP. Request for Proposal: Stowe Circuit Works* [Online], Available at: https://publicaccess.aylesburyvaledc.gov.uk/online-applications/files/AD40EF43BCB6259E50DC36479FAAD215/pdf/09_00538_APP-BACKGROUND_OF_SITE-860359.pdf (Accessed on: 29th May 2018) (p. 4).

which is drawn upon over long periods of time by all practitioners that interact with one another in the diversification stream of activity.

This section has shown how, through time, there is continuity in the problematic business model and conflicts between racing and diversification but the language used to talk about them has evolved through time with the theme

- Evolution of practices

This is an example of a metaphor which is not replicated verbatim by practitioners who participate in strategy activities at Silverstone Circuit through time.

7.3.7 Extra-organisational Practices

This section of analysis focusses on the 'motor sport valley' code. Motorsport valley is a metaphor for the cluster of racing and high performance organisations and racing teams that are based in the UK. Generally speaking, the geographic region being defined by motorsport valley is the home counties around the west and north of London and it stretches toward Birmingham which includes Silverstone Circuit.

When analysing the HEC archive documents, another phrase was skilfully used and repeated many times. This is another example of how the same practices are mobilised to strategically define the HEC and to help leverage mutual interests with potential funders. The term "*Motor Sport Valley*" was not used by any research participant when developing the co-constructed narrative transcripts and the term isn't in any of the recorded field-notes from the period of observations. The phrase Motor Sport Valley was repeated 16 times in the HLF Round 2 grant application document

Executive Summary pp. 3, 7.

Business Plan p. 42.

Activity Plan pp. 7, 13, 13, 20, 132.

Design Document pp. 2, 30, 36, 36, 36.

Interpretation Plan pp. 24, 43.

Management & Maintenance Plan p. 19.

Another search was carried out with the words motor and sport being joined together which produced 75 further occurrences.

The earliest instance of the use of the metaphor 'Motor Sport Valley' in the HEC archive documents is found in the minutes from a meeting with an external fund-raising consultant (Nigel) in 2015.

"Nigel advised that we need to shout about the circuit history and of Motor Sport Valley- motor sport contributes £7billion to GDP" ²⁰⁴

'Motor Sport Valley' is a metaphor specific to an industry and because of this, the roots of this metaphor have been explored by conducting a literature search. Early uses of the phrase Motor Sport Valley are found in 1996 when a comparison between geographic hubs of industry for motor sport in the UK and technology in the USA was made. In the USA, there is an industrial technological hub located in California which is metaphorically labelled 'Silicon Valley'. This is then drawn upon to metaphorically describe the motor sport hub developed around London and Silverstone in the UK.

The first instance in which the specific phrase "*Motor Sport Valley*" has been found is in Henry *et al.* (1996, p. 34). It is first called the Silicon Valley of Motor Sports before being labelled Motor Sport Valley. Motor Sport Valley is then used multiple times by these authors in academic publications (e.g. Henry & Pinch, 2000; Henry, 2001). The metaphor then becomes diffused and is drawn upon by the wider motorsport industry (e.g. Motorsport Industry Association *et al.*, 2013). It is then taken by the extra-organisational field and introduced by an extra-organisational individual actor labelled Nigel.

In the late-2000's a major development brief exercise was undertaken to understand the potential for development for the whole site ²⁰⁵. The potential wider economic benefits of the circuit to the local and national region were recognised through economic impact assessments detailing potential revenue generation and jobs created. This is wrapped up in a rationale for action that Silverstone is an epicentre of a British *motorsport valley* as follows

²⁰⁴ David (2015) Minutes from a meeting between Abbi, David and external fundraising consultant 'Nigel' held on 7th September 2015 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

²⁰⁵ Cube Design (2017) *Outline application for mixed use development, app. no.: S/2017/1444/EIA* [Online], (Accessed on: 13th September 2018).

“The circuit is at the very heart of ‘Motorsport Valley’, the much heralded UK motorsport cluster which has dominated world motorsport for many years”²⁰⁶

“‘Motorsport Valley’- a world-leading cluster of 4000 high performance technology and motor sport companies - has grown up around Silverstone, no doubt helped by the fact that top international motor sport has taken place at the Circuit since 1948. Eight of the eleven F1 constructor teams and many supply chain companies that serve the motor sport industry are based in the region”²⁰⁷

This shows that even though in the HEC archive the first example of the motor sport valley metaphor is in 2015, it is not the first time intra-organisational actors at Silverstone have used the metaphor. Another example is offered in the Design & Access statement for the University Technical College in 2012

“Sponsored by Silverstone Circuits Ltd, Tresham College and Northampton University, Silverstone UTC will offer courses in both Technical Event Management and High Performance Engineering, taking advantage of its geographic location, not only at the circuit, but in the heart of England’s ‘Motorsport Valley’.”²⁰⁸

In 2015, ‘motor sport valley’ appears to be introduced specifically to the HEC project by the extra-organisational actor Nigel. Cube Architects, who wrote the site wide development brief in 2008, used the MSV metaphor years earlier in the development brief. A different set of firms wrote the Design and Access statement for the University Technical College being HKS, Plincke and Interserve. On the HEC project, Cube were not the first architectural practice. This analysis shows proliferation of the use of “motor sport valley” metaphor is a practice drawn from the extra-organisational field that is widely used and repeated. The category from the thematic analysis is therefore

- Extra-organisational practices

This isn’t just the case for the ‘motor sport valley’ metaphor, both ‘catalyst’ and ‘peaks and troughs’ are also such cases. These are not uniquely drawn upon at Silverstone, they are metaphors commonly used in society. This is therefore an example of how

²⁰⁶ Cube Design & Hyder Consulting (2008) *Development Brief Silverstone Circuit Masterplan* [Online], Available at: <https://www.aylesburyvaledc.gov.uk/development-brief-silverstone-circuit-masterplan> (Accessed on: 7th February 2018) (p. 5).

²⁰⁷ Silverstone Heritage Ltd (2016) *Silverstone Heritage Experience - Heritage Lottery Fund Round 2 Submission. Business Plan Document, submitted 2nd August 2016 [unpublished]* (p. 4).

²⁰⁸ RPS (2012) *Planning application S/2012/1091/MAF. Erection of a University Technical College at Silverstone Circuit with designated car parking, associated landscaping and ancillary facilities.* [Online], Available at: <http://snc.planning-register.co.uk/plandisp.aspx?recno=67720> (Accessed on: 8th February 2018).

these codes are being used to populate multiple categories which is a recognised method when using thematic analysis techniques.

7.3.8 Summary

Thematic coding has been used in this section to study practices. The practice themes that emerged in the data purposefully drawn upon to enact strategic briefing are:

- Figures of speech (motor sport valley, catalyst, peaks and troughs)
- Paradoxical practice (catalyst to the HLF)
- Disruptive practice (cash poor, calls for government to aid Silverstone)
- Evolution of practice (peaks and troughs, diversification)
- extra-organisational practices (motor sport valley, catalyst, peaks and troughs)

Each of these themes is an example of a routine that is drawn upon repeatedly when strategising at Silverstone. No single practitioner has been focussed on. Instead, a set of documents evidencing interactions were chosen based on their relevance when coding schemes have been developed throughout this chapter.

7.4 Practitioners: a dynamic conceptualisation for a complex context

The data has been interrogated using the practitioners and organisations aspects of the SaP framework following the stages of thematic analysis. In this section, the structure of the organisations that participate in managing Silverstone Circuit form the initial codes. For the practitioners, the themes are those who were given pseudonyms as listed on Table 16. Practitioners are analysed with regard to the ontological considerations set out by Jarzabkowski & Spee (2009); whether the practitioner is internal or external to an organisation and whether the practitioner is an individual or aggregate practitioner. Certain documents could clearly be interpreted as relating to the actions of an individual (e.g. David, Emily, Isabel, Gemma, Maria) whilst others are in the name of an organisation formed by aggregated practitioners (e.g. Heritage Lottery Fund, Silverstone Heritage Ltd, Silverstone Circuits Ltd). The data generated from the HEC archive lends itself to remaining flexible in terms of unit of analysis of practitioners. This section presents analysis of both aggregate practitioners as organisations and individual practitioners with emphasis on understanding the relation of practitioners to organisational boundaries through time.

The two themes studied in this section are practitioners and organisation. The structure of the organisations are interpreted by studying annual company reports from Companies House. The roles of the practitioners through time are interpreted by studying documents in the HEC archive.

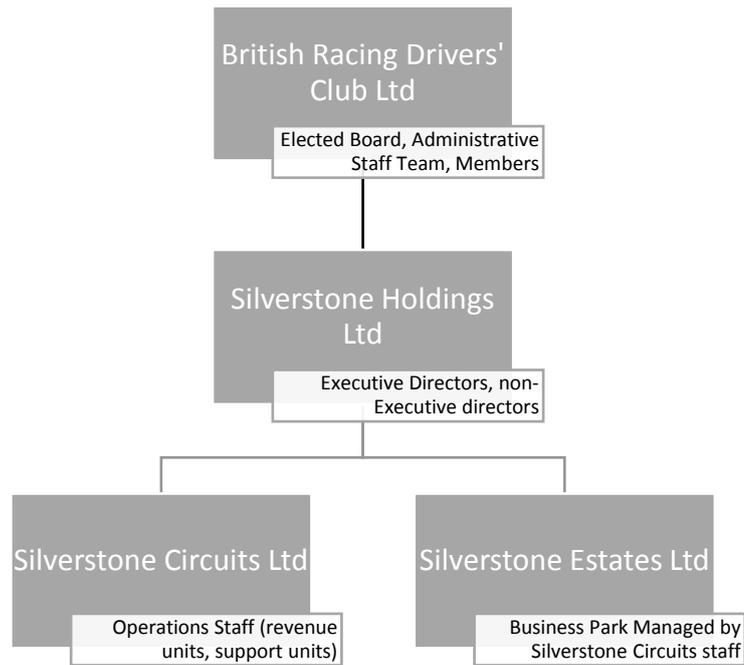


Figure 19. Organisational Management Structure of Silverstone Circuit 2004-2014

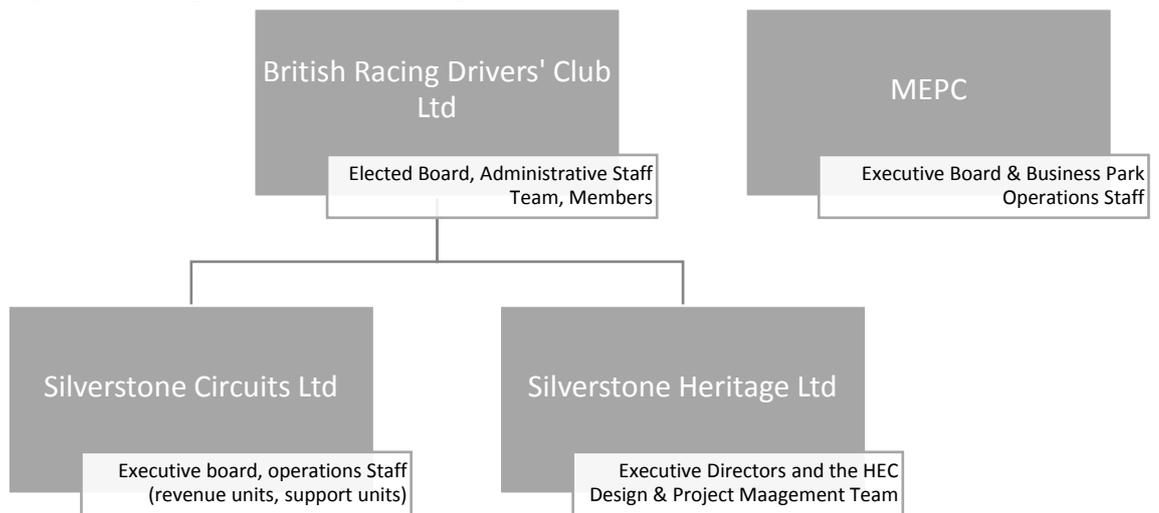


Figure 20. Organisational Management Structure of Silverstone Circuit 2014-2016

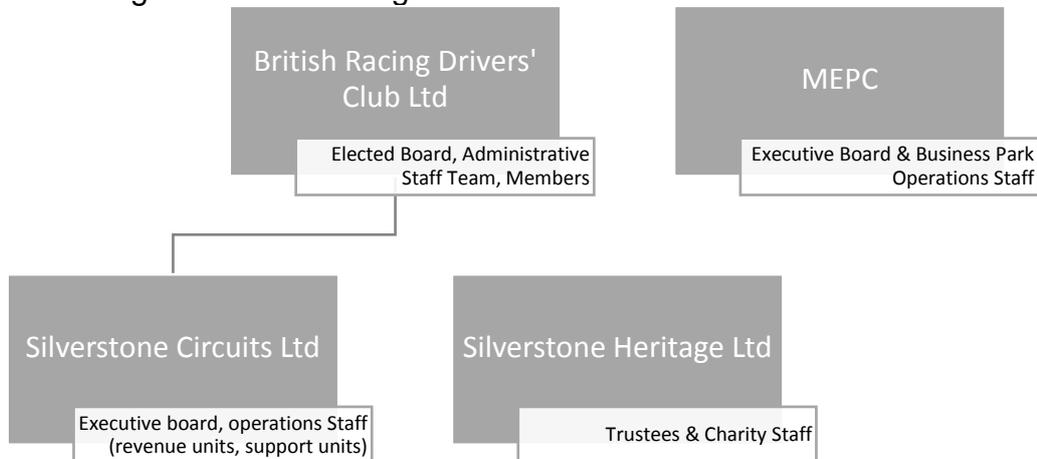


Figure 21. Organisational Management Structure of Silverstone Circuit 2016-2017

Table 15. Organisations (Themes) Managing Silverstone Circuit between 2011-2017

Organisation (Codes)	Structure	Years Active at Silverstone	Purposes
British Racing Drivers' Club Ltd (BRDC)	Elected board of unpaid directors (<10 people), honorary president & vice presidents (<10 people), membership of more than 600 racing drivers and professional administrative staff (<20 people)	1950-2017	Promote motor sport racing in Britain, help encourage young driver talent, celebrate great racing achievements.
Silverstone Holdings Ltd (SHoldL)	Appointed executive team of directors and non-executive directors (<15 people)	2004-2014	To manage the commercial businesses of the BRDC
Silverstone Leisure Ltd (SLL) then Silverstone Estates Ltd (SEL)	Team of executive directors who draw on staff from the Circuits business	SLL 1971-1982 SEL 1982-2000, 2004-2013	To diversify the business into leisure activities which morphed into diversifying the business by renting and developing the outer industrial estates on the outside of the circuit hence the name change in 1982.
Silverstone Circuits Ltd (SCL)	Executive team of directors who manage different revenue and support business units (<150 people)	1966-2000 2004-2017	To manage all operations on the racing circuits at Silverstone throughout the year.
MEPC Silverstone GP Ltd	Executive team and business park operations team (<10 people).	2013-2017	To manage and safeguard the business park on the outer estate (formerly held by SEL)
Silverstone Heritage Ltd (SHerL)	An executive team that appoints external project development team then appoints internal staff (<10 people)	2013-2016	To protect the heritage of Silverstone Circuit and make it accessible to the population.
Silverstone Heritage Ltd Charitable Company	Executive team and operations staff (<60 people)	2016-2017	The advancement of education for the public benefit in the history and heritage of the Silverstone race circuit and the surrounding area and in particular its landscape, archaeology and its history as a centre for British motor sport, in particular but not exclusively by establishing a museum for the permanent exhibition and preservation of artefacts, archives and collections of educational and/or historic value.

Table 16. Strategy Practitioners

Name	Roles and relations to Organisations between 2011-2017
Abbi	An employed staff member in the BRDC management team from 2006 to 2014 and moved to become a director of SCL in 2014. Abbi remained a director of SCL until the end of data generation and became a trustee of SHerL when it was incorporated.
Ben	Director of SHoldL from mid 2004 to 2013. In 2013, the assets of SEL (the outer estate of Silverstone Circuit) were transferred to MEPC and SEL ceased trading. Ben left when a management buyout he was involved with failed to materialise. All assets and liabilities of SHoldL (SCL & SEL) were transferred to the BRDC in 2015 after which SHoldL was dissolved.
Charlotte	was an external consultant architect who worked on new builds on the outer estates, conducted site master plan exercises and was the 2 nd architect to develop proposals on the HEC from 2014 to the end of data collection. Charlotte first did project work in 2000 for Brands Hatch Leisure Ltd proposals at Silverstone Circuit and was then appointed by the BRDC Group for varying project work until the end of data generation in 2017.
David	An external consultant project manager for Silverstone Circuits Ltd appointed to diversify the business model through leisure diversification from 2011-2015 and then became CEO of the newly incorporated SHerL that has trustees drawn from outside the BRDC as well as BRDC board members & Silverstone Circuits Ltd directors. SHerL became a non-profit charity for public benefit, from 2016 until the end of data generation in 2017.
Emily	A member of the BRDC who was elected to the board of directors in 2013 and remained in post until the end of data collection. Emily was heavily involved with the strategic activities with all aspects of the BRDC and became a trustee of SHerL.
Gemma	A consultant for Silverstone Circuits Ltd who commented on a draft of the HLF round 1 pre-application document in 2012 but didn't participate in project development work after this time.
Isabel	A consultant lawyer who was BRDC company secretary and continued offering legal services to the BRDC Ltd throughout the period of project development and was consulted when developing the major legal agreements such as the Member's Charter, land transfers and loans for the HEC.
Liam	A leisure industry consultant appointed by Silverstone Circuits Ltd who aided with developing a feasibility study for diversifying the business in 2011. In the data generated, Liam only contributed to project development through the development and presentation of the early feasibility study at which time his involvement ceases.
Nigel	A consultant appointed to aid in raising funds for the HEC through sponsorship and worked on this from October 2015 to the end of data collection.
Olivia	An executive director of SCL from 2014-2016

When going through a thematic analysis, the codes (strategy practitioners) in Table 16 were initially labelled with names in alphabetical order. Throughout the process of thematic analysis, the codes and categories within which codes are organised are routinely altered as more data is analysed. This changes the ways in which specific codes are grouped and used. As this process of analysis progressed, certain practitioners, those that began with the letters F, H, J & M were removed. The names have not been altered to make it seem like these were the only choices from the outset. There are many more practitioners who contributed to the HEC project development however, these emerge as significant post-sift. What this analysis shows is a group of practitioners that experiences a lot of change over the project development.

Practitioner and organisation categories:

- Leaves organisations (Ben (SHoldL, SCL, SEL), Olivia (SCL))
- Moving between organisations (Abbi (BRDC – SCL), David (consultant to SCL – CEO of SHerL))
- Simultaneously acting on behalf of multiple organisations (Abbi (SCL director, SHerL trustee), Ben (SHoldL, SCL, SEL), Emily (BRDC, SHerL), Isabel (external consultant, BRDC secretary)
- External consultant for a number of years (Charlotte, Isabel, Nigel)
- External consultant for only a few months (Gemma, Liam)

By studying participant interactions during observations of briefing meetings for the HEC, changing roles on a hourly basis was very particularly obvious with the characters given the pseudonyms *Abbi* and *David*. Abbi being a venue executive and Ben the project development director, both had to assume different roles depending on with whom they were interacting. For instance, during observations, David was a client and leader of the DPMT, with Charlotte being a consultant. Then there would be stories told of presentations made to the BRDC board for updates and ensuring continued support for the project. In these interactions, David was acting as a project proponent. Whereas, when interacting with the HLF, David was assuming a different

role, that of a grantee. If doing a similar analysis on the documents used after the sift of the HEC archive, David was a grantee²⁰⁹, project proponent²¹⁰ or client²¹¹.

The regularity and variety of different roles becomes apparent when studying the vast number of documents in appendix D. The finding from this analysis justifies the categorising of practitioner roles as heterogeneous and they should no longer be simplistically labelled with a single role:

- Heterogeneous practitioner roles

The heterogeneity being specific to different roles being mobilised depending on audience which regularly changes.

Together, these are summarised under the following practitioner category

- Heterogeneous & dynamic practitioner roles

This is a continually emerging group of strategy practitioners who shape themselves through interactions whilst working on the HEC project development. The SaP framework developed by Jarzabkowski & Spee (2009) categorises practitioners as internal or external and then as either individuals or aggregate groups. The conceptualisation of practitioners as either internal or external is based on the assumption that it is possible to categorise them as such. When organisation is understood as organising, and there is a complex context formed out of individual practitioners forming groups that change through time, the reality being experienced by these practitioners is not easily understood as simply internal or external to any one particular organisation. The structure of organisations and who is representing these organisations changes through time. The realities being experienced by these practitioners are more complex than internal or external to an organisation and analysis lends itself to a softer approach to defining or categorising practitioners. Rather than attempting to categorise practitioners based on their assigned role in a particular organisation, the process of thematic analysis has resulted in a different way of interpreting practitioners and organisations. The ontological categorisation of practitioners by Jarzabkowski & Spee (2009) struggles to cope with ever changing roles of practitioners in their contexts over longer periods of time. This is developed by

²⁰⁹ David (2013) Briefing notes for HLF Visit on 19th March 2013. Dated 16th March 2013. [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

²¹⁰ David (2012) Feasibility study: The Silverstone Attraction. Dated 16th April 2012 [unpublished] Held at: Silverstone Heritage Experience Centre project Archive, Silverstone Circuit, UK.

²¹¹ David (2015) Minutes from a meeting between Abbi, David and external fundraising consultant 'Nigel' held on 7th September 2015 [unpublished] Held at: Silverstone Heritage Project Archive, Silverstone Circuit, UK.

focussing not on strategy episodes that take place over periods of weeks or months but by considering strategy over a number of years and decades. This is all firmly established by privileging interactions of practitioners during analysis rather than a priori ontological practitioner categories and relations to organisational boundaries previously established in the literature.

This finding is based on a research strategy of focussing on interactions that emerge as significant when becoming familiar with the data rather than choosing specific practitioners to study at the outset. This approach resulted in an interpretation of the most strategically important acts amidst their embedded context through time. There is now an increasingly complex understanding of the relations between practitioners and organisations.

7.5 Summary

This chapter mobilised the procedures of thematic analysis. By studying the data generated, codes have been developed and then grouped around particular categories. Each of the three themes of praxis, practitioners and practices has been studied.

Collectively these form the basis of the contribution in this thesis which has set out to consider strategic briefing by mobilising a strategy as practice approach. The categories for each theme are as follows:

Praxis

- Historical contingencies shape practitioner realities
- Interrelated levels of praxis

Practices

- Figures of speech
- Paradoxical practice
- Disruptive practice
- Evolution of practice
- Extra-organisational practices

Practitioners

- Heterogeneous & dynamic practitioner roles

It is clear that there is varying attention for each of the SaP conceptual themes. There is precedent for this, Jarzabkowski & Spee (2009) argue that it is common for studies to focus more or less on a given part of the SaP framework. Under the banner of the three themes, these categories are now considered against the existing literature on strategic briefing. This is done in the following chapter by considering these findings against the study propositions.

8

DISCUSSION - ADDRESSING THE PROPOSITIONS

8 Discussion – Addressing the Propositions

8.1 Introduction

This chapter links the analysis from research phases 1, 2 & 3 covered in previous chapters to the relevant literature (body of knowledge) through a discussion informed by the research propositions. The discussion thus places results from the analysis into the contextual setting of the relevant body of knowledge.

Drawing upon the relevant proposition, firstly the findings from analysis of phase 1 of the research for Proposition A are considered with reference to the traditional briefing literature. Traditional briefing assumptions are that static client requirements should be stated in a finalised project brief document. This results in briefing taking place for single projects in isolation and there are specified sets of activities that should take place before the next discrete stage of the process can begin.

Phase 2 of the research sets out to situate findings from phase 1 in context both socially and historically through which they were embedded, which addresses Proposition B. This was immersed in the assumptions of strategic briefing which focusses on client organisational requirements being dynamic. This positions the work against traditional briefing so requirements are understood as dynamic rather than fixed and they often result in strategic briefing for programmes of projects rather than single projects. Finally, phase 3 of the research is discussed through Propositions C, D & E using the Strategy-as-Practice conceptual model of praxis, practices and practitioners as a means of explaining strategic briefing.

8.2 Proposition A: Phase 1 – Field Observations

Proposition A. Realities experienced by demand-side practitioners resonate well with the traditional interpretation of briefing.

The observed interactions between the demand-side strategy practitioners and their external advisors did not lend themselves to being well understood using the traditional interpretation of briefing (TB) (Salisbury, 1990; Gibson *et al.*, 2006; Yu, 2006; Yu *et al.*, 2008; CIOB, 2014; RIBA, 2015a; RICS, 2016). During the nine-month observation period, there was direct reference to nine different proposed construction projects with differing levels of interconnectivity.

8.2.1 Traditional Briefing Project Process Models

Practitioner guidance documents that have been created using the assumptions of traditional briefing have consistently privileged developing single projects. Single project process models are based on progressive stages beginning with pre-project briefing, advancing through concept design, detailed design, construction and handover (RIBA, 2013b; RIBA, 2013a; RIBA, 2015a).

There are underlying interests which shape construction project progress models being based on sequential stages. They are developed as a means for structuring the ways in which construction practitioners approach projects.

Construction projects are regularly procured by client organisations as single project contracts. These contracts are generally based on achieving handover by a specific date and to a specified budget with penalty clauses in place for not meeting these criteria (Eggleston, 2009). This is a long-established practice and it therefore places the achievement of these goals as the primary motivators for the people and organisations on the supply-side of construction.

Traditional briefing is based on each stage of a single project being broken down prescriptively into sets of activities or exercises that must be completed before the next stage may begin. This is a highly rationalistic approach and has been criticised as not coping well with the complexities encountered by briefing participants (Barrett *et al.*, 1999). However, TB continues to be advocated (RICS, 2013; CIOB, 2014; RIBA, 2015a; ElZomor *et al.*, 2018). Attempts have been made to simplify and prescribe the activities in these sequential project stages, one of which is through creating checklists of activities to be completed at each stage of a project (e.g. Salisbury, 1990).

Not all prescriptive practitioner guidance is quite so exact as Salisbury (1990), who specifies what must be done at each stage of a project. However they do all rely on sequential stages in which the tasks in one stage needs to be complete before the next stage can begin (CIOB, 2014; RIBA, 2015a; RICS, 2016). These construction project process models are taught widely in courses accredited by institutions representing the built environment professions (Royal Institution of Chartered Surveyors (RICS), Chartered Institute of Building (CIOB), Royal Institute of British Architects (RIBA)). They are also ingrained in standard template construction contracts (cf. RICS, 2010) and codes of professional conduct (e.g. RIBA, 2013a) and are therefore intrinsically

significant to understanding and shaping the realities experienced by construction practitioners when interacting with their clients.

With a great deal of emphasis being placed on the single project mindset, there is now a stream of briefing literature that has been working toward further developing the TB checklist approach to briefing (e.g. Hamilton & Gibson, 1996; Gibson *et al.*, 2001; George, 2007; Wang & Gibson, 2010). This has been based on collecting large samples of survey data from construction practitioners based on the projects they have been involved with. From these large data sets based on traditional briefing checklists, statistical techniques have been mobilised in attempts to draw conclusions and establish patterns that are in some way associated with the success of construction projects.

A critique of TB and the checklist approach to briefing is that it is developed predominantly for the interests of the construction practitioner. This is in some ways very helpful to construction clients, as when procuring and undertaking construction projects they need to call upon the expertise of external specialists to aid them. However, the problem comes when the literature, both practitioner guidance and academic papers, oriented around construction practitioners' interests do not resonate with the realities being experienced by demand-side strategy practitioners as shown in this research.

There is another underlying reason that TB has become so diffused. Construction management researchers have a long history of offering management consultancy services to firms on the supply-side of the construction industry. This management consultancy approach has long privileged quantitative research techniques within a positivist research paradigm (Harty & Leiringer, 2017). Research that is more closely aligned with an interpretivist research paradigm often studies a smaller number of cases but emphasises context rather than sample size. Those who mobilise positivist approaches typically give little consideration to the context within which single projects emerge, nor to the client organisations and demand-side strategy practitioners who procure them (e.g. Wang & Gibson, 2010). Instead, quantitative research typically relies on large sample sizes and probabilistic statistical models to draw inferences to data indicators that are preconceived (e.g. Yu *et al.*, 2008). This results in a somewhat self-perpetuating stream of TB research that has little resonance with the realities being experienced by demand-side strategy practitioners such as those who were

observed at Silverstone within this research. It became clear that projects were not being considered in isolation.

8.2.2 'Freezing' the Brief

The process of 'freezing' a brief is fundamental to the traditional interpretation of briefing. It is premised on there being a discrete briefing stage of a project, the result of which is a finalised brief that should not be altered. The corresponding language associated with such an approach to briefing is that client requirements ought to be identified and clearly articulated in the brief (e.g. Yu, 2006). In this section, the process of freezing briefs is considered amidst findings from phase 1.

During the early phase 1 observations, a great deal of emphasis was placed on a project called the Heritage Experience Centre (HEC). An immediate finding that did not resonate well with TB was the observed interconnectivity with other construction projects that were being proposed as discussed in the previous section. This set the findings against literature that privileges briefing being conducted on single projects in isolation (e.g. Yu *et al.*, 2007).

The HEC project development work that was observed during Design and Project Management team meetings (DPMT) was dominated by defining the functional requirements and progressing to full exhibition and building designs. However, briefing activities were taking place for multiple projects and the ways in which the research participants were defining the projects were changing through time. Any notion of freezing the brief would have been directly opposed to the interests of the demand-side stakeholders who were being observed. The uncertainty in terms of venue owners' attempts at reducing the risk of the organisational business model resulted in the need to keep any briefs flexible. Instead of attempting to 'freeze' the project brief, the realities being experienced by demand-side stakeholders better resonates with the creation of a project brief which is 'dynamic' (Othman *et al.*, 2004). The research approach lent itself to considering the context and briefing processes in all their contexts rather than focussing on any particular 'project brief' document.

The TB literature on the creation and freezing of a project brief is well established (Kelly *et al.*, 2005; Yu *et al.*, 2006; Yu *et al.*, 2007; Bradley, 2010). This is based on the earlier premise of construction projects sequentially developing through stages which must each be complete before the next can begin. The benefits of freezing a brief at a particular moment are that changes to briefs later in project development can cause

wasted work and reduced efficiency (Wolstenholme, 2009). However, once again the argument returns to whose interests are being considered. If the construction supply-side practitioners are primarily motivated by delivering on time to a budget of a desired quality, then changes to a brief as a project develops are problems that need to be overcome. If considering major changes to how a project is being strategically defined from the perspective of the demand-side client practitioner, it is essential to keep project briefs and therefore success criteria dynamic (Othman *et al.*, 2004; Lindahl & Ryd, 2007; Tryggestad *et al.*, 2010; Thomson, 2011). It is with these authors who privilege dynamism and temporality that the research findings align rather than those who call for the 'freezing' of briefs. To conclude, there is little resonance with the TB literature when considering the findings from analysis of the data generated in phase 1 of this research project.

8.2.3 Summary

The traditional interpretation of briefing which situates it as a discrete stage in construction project process models is found to lack resonance with the realities being experienced by demand-side strategy practitioners. The thrust of the argument is twofold. Firstly, such process models are based on prescriptive guidance oriented around checklists of activities that must be completed at each stage of a project. Such an approach is well suited to the interests of construction supply-side practitioners but offers little to demand-side strategy practitioners who are continually considering programmes of construction projects.

Secondly, the traditional interpretation of briefing lends itself to freezing a project brief once a discrete briefing exercise has been completed. Whilst this lends itself to the efficient development of projects with little wasted work, it is simply not fit for purpose for client organisations. Client organisations must remain flexible to take advantage of opportunities and threats as they arise and as such, the notion of developing and freezing the brief is at odds with the ways in which client practitioners would define project success. It is therefore necessary to focus efforts on perspectives of briefing that better align with the realities being experienced by demand-side client stakeholders.

The antithesis to the traditional interpretation of briefing is the on-going interpretation of briefing. The following section which addresses Proposition B, gives consideration to Phase 2 of the research particularly using findings from the Case Study Report.

8.3 Proposition B. Phase 2 – Longitudinal Case Study Report

Proposition B. Strategic briefing should be considered as an on-going process that is continually being enacted in embedded contexts.

8.3.1 Multi-Project Programmes & Long Project Incubation Periods

Strategic briefing is always occurring through interactions between people who set development agendas. The examples of long project incubation periods are explained by focussing on the manifestation of conflicting sets of interests. These manifest as different project proposals, some of which come to fruition by being prioritised whilst others are suppressed. The historical embeddedness of an organisation that is focussed on a single estate lends itself to the proposal of certain developments which are shaped by the contingencies of existing uses of the estate. Construction projects are often considered in isolation by people on the supply-side of the industry, hence why there is such a large amount of single project oriented briefing literature as discussed in the previous proposition. Many construction client organisations do not regularly procure buildings of similar specifications (e.g. supermarkets, petrol stations,) such that they do not engage with the same construction firms over long periods of time. Instead, clients have to continually develop relationships with consultants and firms that have the specialist knowledge required for different types of project needed at a given time. Rather than focussing on the short term need of a particular project, a different approach is to consider the longer term needs of a client organisation. This requires consideration of historical embeddedness. By focussing on past events on which future projects are contingent, a shared understanding between client and construction advisor can be developed. Historical contingencies are becoming increasingly recognised as essential in understanding organisational processes and routines (Schreyögg & Sydow, 2011). Complex problems and conflicting interests are often rooted in past activities and as such, the ways in which they are addressed when shaping future construction programmes and projects are significant. Strategic briefing takes an approach which considers the challenges faced by client organisations rather than any single project. To better understand embeddedness, Phase 2 of the research is drawn upon to address proposition B. This involved an exercise in gaining a stronger understanding of the historical embeddedness of the fieldwork carried out in Phase 1. Addressing such a topic using an interpretive historical approach has previously been considered (e.g. Connaughton, 1993). However, problems such as many projects

being proposed but not coming to fruition and long project incubation periods have resulted in the suppression of research focussing on this topic. In the broader organisation and management literature, there are studies of strategy activities in single contexts over long historical periods of multiple decades (Mintzberg & Waters, 1982; Mintzberg, 2007). By using similar mixed methods approaches, this has been applied to strategic briefing for construction.

One study focussing on construction projects that did consider the briefing process as enacted in complex organisations, found that if the project value is £1m or more the process is likely to take a period of years, though the longest time on any of the cases studied was 6 years (Woodhead, 1999). However, just how this pre-project duration was defined by each interviewee is unknown. There is potential that different interviewees defined the pre-commencement period differently. If putting this in relation to the findings from the case study of Silverstone, there is evidence of proposals for both a museum and a hotel dating to the 1970s. There is then data showing that these proposals were repeated regularly in planning applications, masterplans and annual reports since then. This finding involved systematic analysis of data that the interviewees for Woodhead's study may not have done themselves. The finding that projects can take multiple decades before moving to on-site construction seems to be novel in the briefing literature. The continual acts of repeating calls for proposed projects shows how priorities of interests are being continually considered. Having proposals for both a museum and a hotel over so many decades shows that they are deeply historically embedded and continually discussed but not given priority for allocation of the scarce resources at the disposal of the client-side practitioners.

In an article that proposes different metaphorical perspectives from which construction practitioners can consider client organisations, Green (1996) elaborated on a transformation and flux approach. This focussed on the changes that are experienced by demand-side practitioners over long periods of time rather than seeking to simply catch a snapshot of their requirements in a finalised brief. The advocated approach sought to situate client requirements in terms of their dynamic nature and how they are historically embedded.

What emerged from analysis of the Silverstone planning application data was a large number of proposed construction projects that were being considered during the period of fieldwork. This aligned the findings with literature that uses assumptions labelled

under the banner of on-going processual interpretation of briefing (OPB) (e.g. Blyth & Worthington, 2010; Hollely & Larsen, 2019). The OPB is based on the assumption that client requirements and briefs should be flexible and dynamic such that any attempt to fix these at a given time would be detrimental to demand-side stakeholder perceptions of success. It also places a focus on requirements of the client organisation, that may be complex with different groups having conflicting interests such that there is no consensus on priorities and objectives. This results in dispensing with the single project paradigm and focussing on the client organisation and their stakeholders more broadly such that historically embedded multi-project programmes can also be considered within the OPB (e.g. Duffy & Worthington, 1977).

Historical contingencies that are the results of organisational strategy activities heavily contribute to the lived realities of demand-side practitioners (cf. Schreyögg & Sydow, 2011). These practitioners must act within the bounds set by their predecessors whilst continually deciding whether to continue with policies which have been created in the past. Strategy briefing activities that are enacted by interacting practitioners are used to debate and either create, perpetuate, disrupt or destroy embedded policies. This emphasises the organisational becoming ontological position (Tsoukas & Chia, 2002). Organisation is a continued achievement enacted through processes such as strategic briefing. Static models of traditional briefing simply fail to cope with dynamism and uncertainty experienced by demand-side practitioners. From the findings developed through phase 2 of the research, strategic briefing is well understood as an on-going process that is historically embedded and enacted over long periods of time.

8.3.2 Fluctuating Priorities of Interests

The mobilisation of a longitudinal case study for a single venue over such a long period of time is new to the strategic briefing literature, but there is precedent for this in the process school of strategic management (e.g. Mintzberg & Waters, 1982; Mintzberg & McHugh, 1985; Mintzberg, 2007). As a means of analysing the large data set, an interpretive historical approach was mobilised resulting in the case study report which is the main research outcome from phase 2 (cf. Vaara & Lamberg, 2016).

Over a period of almost 80 years, the interests that have resulted in enabling or constraining infrastructure developments are found to be surprisingly few. The early change from agricultural land to an RAF aerodrome for medium weight bombers was the first development which represents the largest single project at the venue. This

was a dominant military interest. Agricultural activities at the venue continued post WW2 and as the importance of making all land use in the UK productive to help with the food shortage, this became a priority. This was a consideration of land use during first years of motor racing on the RAF Silverstone runways and perimeter taxiing track. Ex-aircraft hangars were re-purposed as car storage warehouses for a decade until the late 1950'. At this time, the government decided RAF Silverstone was surplus to requirements and began efforts to sell their asset. In 1970, the venue was purchased by the BRDC. In the years between then and 2017, the most strategically significant interests that influenced infrastructure developments were Racing, Diversification, Member's Benefits, Next Generation and Venue Ownership. Through time, the priorities of these interests fluctuated. Racing has been the most consistently dominant interest. However, each of the other interests has received allocation of capital resources in the £millions and are therefore strategically consequential for developments at the venue.

There is a dearth of literature that shows how policy priorities are constantly being either created (Member's Benefits 1990-2005 & Next Generation 2013), perpetuated (Racing 1970-2011), disrupted (Diversification disrupting Racing from 2011-2017) or destroyed (Military in late 1950's & Agriculture in the early 1980's). The topic of Venue Ownership which has both enabled and constrained projects at different times has been through each of the processes being created, maintained, disrupted and destroyed).

These findings are a direct contribution to the strategic briefing literature and are immersed in a continually on-going process of organisational becoming (cf. Tsoukas & Chia, 2002; Chia & MacKay, 2007; Nayak & Chia, 2011). None of the interests that have enabled or constrained infrastructure developments are pre-determined as more or less of a priority. The strategy practitioners and the stakeholders that they interact with are continually shaping the priorities of organisational objectives and these manifest in resource allocation for infrastructure developments. Whilst thematic analysis of planning applications alone did result in many of these codes (interests) emerging, it was only by giving greater consideration of context that they could be more comprehensively justified.

The debate between TB and OPB is decades old. As early as Duffy & Worthington (1977) & Goodacre et al. (1982), there was understanding of briefs needing to be

dynamic to cope with ever changing client requirements. The findings from phase 2 directly contribute to, and build upon, such studies that have called for greater recognition of client requirements being dynamic (e.g. Lindahl & Ryd, 2007; Ryd, 2012). The challenge is how to understand the interests that influence programmes of infrastructure developments without needing to undertake such comprehensive analysis as that done in phase 2 of this research. During the co-constructed narrative transcript analysis, there was no mention from any research participant about Member's Benefits or Next Generation. Reasons for this are not known, however, it would either be because they deliberately suppressed them or they simply did not come to mind because they did not seem strategically significant.

8.3.3 Summary

From considering proposition B and the 2nd phase of the research, the research is found to align well with the existing body of knowledge labelled the on-going interpretation of strategic briefing. This gives credence to client requirements remaining flexible and dynamic. It also positions strategic briefing by somewhat transcending any single project. Instead, there is greater consideration of client and other stakeholder objectives which can be contested and the priorities of which can change through time.

By conducting an exercise to develop a longitudinal case study report on the influences on infrastructure developments from 1940s to 2017, very few interests are found to be the motivators of more than 100 proposed construction projects. By focussing on proposed developments and construction projects that actually took place, the ways in which particular priorities of interest fluctuate through time could be understood. Long project incubation periods of multiple decades can be understood in the context within which they are embedded. The priorities of interests that formed dynamic and socially negotiated organisational objectives were found to be embedded in processes of organisational becoming (cf. Tsoukas & Chia, 2002). These interests were found to be created, maintained, disrupted or destroyed with examples of each in the data.

There is a gap in the literature as studies using the assumptions of the on-going interpretation of strategic briefing are still dominated with shaping and giving structure to the realities being experienced by construction supply-side practitioners. To date, little emphasis has been placed on giving agency to demand-side practitioners. As a means of addressing this, a strategy-as-practice (SaP) perspective is used to analyse

data in phase 3 of this research. The following three propositions focus on gaining a richer understanding of the realities faced by demand-side practitioners using the praxis, practice and practitioners SaP conceptual framework.

8.4 Proposition C. Phase 3 - Praxis

Proposition C: strategic briefing praxis can be understood as historically contingent flows of parallel, intersecting, divergent or competing activities that are interrelated

By studying construction projects as they have happened through time, priorities given to interests motivating the outcomes of historical strategy activities are found to be continually in flux. In a progression of the research, this proposition is studied in phase 3 which seeks to understand strategic briefing using a Strategy as Practice (SaP) perspective. The thematic analysis of interests underpinning planning applications was further developed into the case study report. The interests (codes) were altered a little through gaining a stronger understanding of the context. However, the task at hand when studying the rest of the propositions is to give greater agency to demand-side strategy practitioners.

8.4.1 Historical Contingencies Shape Practitioner Realities

Capital investment infrastructure projects at Silverstone have resulted in a large number of events which need to be understood amidst the broader context through which they emerged. Significant past investments make Silverstone the only venue capable of hosting F1 grand prix racing in the UK as of 2017. These are the construction of RAF Silverstone aerodrome in 1943, incremental developments during the mid-1970s and from the late 1980s when Silverstone has been the annual host of the F1 British Grand Prix. Total capital expenditure since the BRDC became owners of Silverstone is estimated to be over £100m between 1997-2017. Other venues in Britain that might compete with Silverstone to promote top tier racing would need to raise significant capital to obtain a licence to host the F1 BGP. This provides a major barrier to entry for competitors.

In terms of situating the observations completed in Phase 1 of the research, key historic contingencies included the winning of a 5-year contract to promote MotoGP and a 17-year deal to promote the F1 British Grand Prix. These two contracts resulted in major infrastructure developments, including the construction of the new Silverstone Wing pit

and paddock complex as well as alterations of the racetrack layout to accommodate safety standards for motorbikes.

These historic contingencies are key to understanding the strategic choices for action and how priorities are being continually reconsidered through time (Schreyögg & Sydow, 2011). For example, the interrelatedness of the streams of activity between Diversification and Venue Ownership come to the fore when heads of terms were signed lease the outer estate to business park operator MEPC and to a management buyout for the Silverstone Circuits Ltd business in 2013. As the management buyout failed, this then led to further attempts to sell the Silverstone Circuit's business throughout the period of observations and throughout the whole of the HEC development 2011-2017. This resulted in a continually uncertain future trajectory for the HEC project and highly intertwined streams of activity over a period of many years. The streams of activity are demonstrated to be created, maintained, disrupted or destroyed which aligns these historical contingencies with the process of organisational becoming in proposition B.

It is through understanding the historically contingent events that the background knowledge necessary to mobilise know-how can be developed (cf. Reckwitz, 2002). To date, the strategic briefing literature has focussed much more on shaping the realities experienced by construction practitioners (Smith *et al.*, 2003; Prince, 2011). Green & Simister (1999) propose soft systems methodology. This would aid in problem definition but suffers from a lack of emphasis historical embeddedness.

In conceptualising strategic briefing with a strategy-as-practice perspective and focussing on meso praxis, historical contingencies offer a contribution to explaining how realities experienced by demand-side practitioners are shaped which is in turn a determining consideration in strategic choice. The meso level streams of activity that have formed the basis of the thematic analysis will now be further considered in relation to macro praxis as this is significant in shaping strategic choice.

8.4.2 Interrelations between Streams of activity at Different Levels

The SaP framework encourages consideration of interrelations of praxis at different levels. This section focusses on considering how streams of activity relate to one another at a meso to macro levels. The process of thematic analysis of the planning applications and then the development of the case study report showed how there are surprisingly few streams of strategy activities for such a long period of time. Examples

of this at Silverstone would be the agricultural activities at RAF Silverstone in the post WW2 era being immersed in the national food shortage in Britain. A major priority at the time was to maximise the efficiency of food production on agricultural land. Another example would be the structure of the Formula 1 racing competition and governing body. Contracts for grands prix used to be on a race by race agreement with promoters until the creation of the Formula One Constructors Association in the late 1970s. Thenceforth, promoters would make agreements with the Formula One governing body, who would distribute revenue to race teams and the racing standards regulator. This led to an increasingly challenging business model for privately owned venues and promoters. There has been a general move to state backed purpose built venues and promoter organisations that don't need to break even on revenue purely from hosting events. This situatedness of Silverstone with the motor racing industry level shifting competitive environment has heavily constrained and shaped strategy activities.

As a means of alternatively understanding strategic briefing from a SaP perspective, this emphasises the links between purposeful activities in a single context and how these relate to macro trends in broader society. This approach to understanding interrelations between streams of activity at a meso level directly answers a call in the CIB W118 research agenda to give greater attention to the problems, challenges and interests from the perspective of clients (Haugbølle & Boyd, 2013). Whilst Haugbølle & Boyd (2019) have begun to establish a body of knowledge that begins to ask questions of clients and society which shape and reshape one another, there currently is a gap concerning relations between single client organisations and society. Existing work has focussed on how groups of clients have formed associations to inform construction policy agendas in mature neo-liberal societies (Haugbølle & Boyd, 2019). However, the arguments are being developed in this proposition seek to break new ground when considering construction clients and their relations with broader society. At the single organisation level, historical contingencies are shown to shape realities. Purposeful actions continually set policy priorities resulting in potentially conflicting programmes of construction projects. These are all subsumed within the broader context at a macro level which is being either created, maintained, disrupted or destroyed in part by activities of single construction clients.

The findings from this section of analysis situate strategy activities in their embedded contexts. By mobilising the micro, meso and macro praxis SaP framework, the

research agenda on clients and society through which agency is mobilised has been contributed to.

The briefing literature that this proposition speaks directly to is that of those advocating traditional briefing (RICS, 2013). Take for example the RICS guidance that explicitly calls for their surveyors to seek certainty when creating an initial project brief. If there are uncertainties and any ambiguity on certain issues, the surveyor is encouraged to corral the client into firming up these decisions. This is at the risk of abortive design work. The Silverstone case study and the analysis of praxis at different levels demonstrates how demand-side strategy practitioners are continually interacting with different streams of activity. From the case study and proposition 2, there is the strong conclusion that there are relatively few interests that have dominated the allocation of resources for construction projects to take place over a period of multiple decades. Whilst the priority of these interests is shown to fluctuate, the findings from studying praxis is that these practitioners are always experiencing uncertainty when participating in interrelated streams of activity at different levels. There are continual interactions with macro praxis, individual or aggregate individuals forming organisations contribute to shaping and re-shaping societies. The literature repeatedly calls for certainty and comprehensiveness when developing the initial project brief (British Standards Institute, 2015). From the perspective of the construction professional guiding their client, if reality could be simplified and controlled so construction projects could take place in line with traditional briefing assumptions, it would be highly beneficial. However, when considering briefing from the point of view of the demand-side practitioner, the application of pressure from their professional advisors would seem absolutely not fit for purpose. The interactions between architects and the client at Silverstone during phase 1 certainly did not emphasise this sort of a command and control rhetoric which would surely have resulted in short lived relationships with construction consultants.

Practitioner guidance documents issued by the institutions that govern their practices is very consistent (RICS, 2013; CIOB, 2014; RIBA, 2015a). The findings in this proposition lead to a critique of traditional briefing and in particular, the institutional guidance for built environment professionals. Methods of coping with dynamism and advising clients with multiple streams of activity leading to inevitable uncertainty need to become better developed and more prevalent in the literature. There is no objective reality that can be accurately identified and codified in a project brief that is stored as

information in a building information model (British Standards Institute, 2019). This rationalistic approach falls far short of closely resonating with how demand-side practitioners are participating in multiple streams of activity.

This proposition has dominantly focussed on meso and macro praxis, the micro level interactions between specific practitioners or groups of practitioners are yet to be investigated. It is in the micro level strategy activities that practices are drawn upon. The following proposition is set up to gain a better understanding of the practices mobilised in micro praxis to enact strategic briefing on the Heritage Experience Centre (HEC).

8.4.3 Summary

By mobilising the SaP perspective, the streams of activity that emerged from analysis of the praxis concept have been studied. In addressing the previous proposition, the argument was made that priorities of business objectives should be understood as in a state of continual becoming. This is now further developed by not just considering the outcomes of organisational strategy activities at a meso level as was done in phase 2, but further developing this by considering the relations between meso and macro praxis. Historic strategy activities including deciding to participate in increasingly challenging business environments results in contingencies on strategic choice. Capital infrastructure expenditure also leads to historical contingencies that give a competitive advantage and has made large barriers to entry for other organisations. To date, the research agenda on clients has yet to focus on the interactions of a single construction client and broader society (Haugbølle & Boyd, 2019). Contextual embeddedness resulting in historical contingencies are shown to shape the ways in which purposeful actions even in a single organisation are constantly shaping broader society. The following section sets out to study the mobilisation of different practices drawn upon in shaping meso and macro praxis but the analysis moves to micro interactions between specific strategy practitioners.

8.5 Proposition D. Phase 3 - Practices

Proposition D: strategic briefing is enacted through diverse sets of practices

8.5.1 Figures of Speech

By studying practices at a micro level, a number of figures of speech are found to be well rehearsed for helping to reduce complexity when practitioners interact. They are

repeatedly used to mobilise justificatory arguments for the HEC project when trying to attract external investment funding. These include 'catalyst', 'motor sport valley', 'peaks and troughs'. This practice of calling on figures of speech is a finding developed by studying co-constructed narrative transcripts and then broadening analysis to archive documents. When the field-notes were developed during phase 1 from observing strategic briefing meetings, these particular figures of speech were not recorded verbatim. However the complex stories that the figures of speech help to simplify were recorded in the field-notes. This shows how the multimethod research approach has aided in gaining a rich understanding of the realities experienced by practitioners. Each of these figures of speech is a metaphor. There is existing literature in strategic briefing that has used metaphors but in different ways (e.g. Bilello, 1993; Green, 1996; Woodhead, 1999).

Extant literature which has sought to aid construction practitioners in understanding their client firms using different metaphorical organisational frames has to date dominantly imposed frames (e.g. Bolman & Deal, 1984; Morgan, 1986) on organisations. This aids construction practitioners view situations from multiple perspectives. However these frames do little to aid practitioners with directly empathising with the realities as experienced by demand-side strategic briefing practitioners. Again, this extant literature is focussed on shaping the reality experienced by the construction professional rather than the demand-side practitioner.

Through repeatedly drawing on these figures of speech, practitioners are routinely reducing complex problems by inducing figurative images in their minds. This is an example of shared context specific vocabulary being developed and learnt to aid with strategy activities particularly helpful in situations where the same topics of conversation recur over long periods of time. The existing studies of the ways in which metaphors are mobilised through organisational processes is dominated by imposing metaphorical frames on organisations. By studying the use of metaphors as they 'surface' in documents, the particular methods that practitioners themselves use to reduce complexity can be better understood (cf. Cornelissen *et al.*, 2008). These figures of speech would form part of the background knowledge to be learned when strategy practitioners enter new contexts. A core aspect of practices is the background knowledge in the form of understanding that practitioners need to learn prior to prudently mobilising their know-how when enacting briefing (cf. Reckwitz, 2002). The ways in which these figures of speech are used can be manipulated depending on the

situation. They are an example of a strategy-tool-in-use that is used over periods of multiple years by a group of strategy practitioners (Jarzabkowski, 2015). The analysis shows just how these tools are manipulated through time. The co-constructed narrative transcripts give examples of figures of speech and the other documents analysed show they were a strategy tool which is learnt and then called upon when needed.

8.5.2 Paradoxical practices

The previous proposition has made the case that praxis be understood as interrelated streams of activity at micro, meso and macro levels which are interconnected. When there are multiple streams of concurrent activity, strategies can be developed paradoxically.

For a long period of time, the 'catalyst' justification was suppressed from being used during interactions between strategy practitioners at Silverstone and the Heritage Lottery Fund. Evidence for the reasons for this comes from advice given by a consultant advising that the project justification does not lead it to being perceived as a private business making a ploy for public funds.

The notion of suppressing certain narratives depending on audience is evidenced in the work of Gilbert & Mulkey (1984) & Deetz (1992b). As the catalyst continued to be suppressed as a project justification to the HLF, it was used amongst colleagues at Silverstone. This is an example of how a practice is mobilised paradoxically in a complex context that has multiple on-going streams of activity. Documentary evidence then shows how the HEC project became ringfenced, meaning any profits generated from capital project grant funding from the HLF, a publicly controlled organisation, could not be directly used to benefit private business interests. Further funding for the HEC came in the form of interest-bearing loans again from government organisations. However, they were justified as not offering unfair advantage to the BRDC under state aid rules. Even though the capital investment was using public funds, this was justified. There would be secondary benefits to the BRDC as the visitor footfall year-round would be increased from the HEC. However, many projects involving capital expenditure will have secondary benefits to the local region. In the round 2 grant application, the catalyst justification is found to be first used by Silverstone strategy practitioners to the HLF for the first time in 4 years.

The pursuance of the diversification activities when also trying to find long term lessees for the venue is another example of paradoxical strategies being used concurrently.

This a strategy used for coping with uncertainty in a tough business environment and is likely regularly used by a large variety of construction clients in many contexts.

The suppression of particular practices is a skill that can be mobilised when strategies need to be enacted paradoxically. The findings from the phase 3 research show how paradox is used to navigate through a complex set of politically motivated negotiations where mutual interests needed to be leveraged. Such a finding contributes to the strategic briefing literature by demonstrating how practitioners draw on paradoxical strategy practices in highly political contexts to help cope with uncertainty (e.g. Jarzabkowski & Seidl, 2008). It once again shows how the traditional interpretation of briefing based on rationalist assumptions does not align well with explaining the complexities encountered by demand-side strategy practitioners. Further, it builds on the previous section on practices to show how particular figures of speech are skilfully used as strategy tools to navigate politically contentious subjects (cf. Jarzabkowski, 2015).

8.5.3 Recurrent Disruptive Practices

This data specifically relates to how micro interactions are directly targeted at disrupting macro level government policy following a neo-liberal economic model over a long period of time. There are examples of repeated calls for aid by the BRDC to the government as a means of maintaining competitiveness with other international racing venues that do get subsidised by governments. An argument that is also helping make this justification is the importance of the motor sport industry to the British economy as a cluster of organisations in the supply chain are located in 'motor sport valley'.

This is an example of how micro interactions between demand-side practitioners and external stakeholders are continually shaping and reshaping society. On the research agenda for CIB W118 Clients and Users, there is currently a gap on how client organisations and society shape and reshape one another (Haugbølle & Boyd, 2019). By focussing on practices, this is a way of conceptualising this relationship and it is again all premised on an organisational becoming ontology (Tsoukas & Chia, 2002).

The funding from government that has been given through Heritage Lottery Fund grants and interest-bearing loans from local government authorities show that there is government aid for Silverstone. However, the ringfencing of the HEC as a charity and the loans being at rates that are not favouring Silverstone compared to their competitors are used to justify this support. These interactions through which debates

on state aid took place during HEC development work, show multiple practices being used (disruptive and figures of speech). This is an example of how strategy practitioners use their expertise to work within structurally imposed constraints whilst using their agency as a means of achieving their goals.

8.5.4 Evolution of Practices

The literature recognises that specific practices can be drawn upon over long periods of time or can be manipulated depending on circumstance (Gherardi, 2012). In this section, practices used to describe a highly enduring problem are studied.

The specific example called upon here is drawn from analysis of multiple data sets over a period of almost 20 years. The Diversification stream of activity has emerged as consistently maintained since the BRDC purchased the venue in 1970. This is evidenced strongly from the planning application and master development plan analysis. The data focuses on the ways in which the problematic business model of reliance on a small number of large events being responsible for the majority of annual revenue for the BRDC group. This problem is consistently being addressed in the data gathered by many different strategy practitioners. They frame it in the same way, however the language they use to describe it evolves through time. In the late 1990s it is described as a problem with the 'quiet season'. This then develops to wanting to develop Silverstone as a 'year-round' activity destination. It is also framed as an exercise in de-risking the business or trying to increase 'off-peak tourism'. More literally it is framed as reducing reliance on a 'once a year' event. Each of these examples are evidenced in archive documents. In the co-constructed transcript developed with Abbi, it is framed as a problematic 'peaks and troughs' business model.

This shows how the practices being used to highlight this problematic business model morph through time. The particular linguistic resource drawn upon by different strategy practitioners through time is shown to evolve whilst the underlying problem remains consistent. This finding is positioned against the 'motor sport valley' metaphor which remains remarkably well used over a long period without being altered when used by different practitioners.

Existing literature shows how language use can be highly recurrent through time (Petani, 2016). However, this was on a study of how particular narratives associated with memories of past infrastructure evoked nostalgic justifications in attempting to shape future developments. Use of an ever-changing vocabulary to address a

consistent contextually specific problem aligns well with SaP literature focussing on discourse (Balogun *et al.*, 2014).

The practice of mobilising metaphors which evolve through time to address a highly enduring problem show how methods of justifying actions are remaining stable through time. However, the exact phrases being used change. Practices mobilised to leverage opportunities for diversification as they arise are recurrent and enduring but the macro environment in which this stream of activity is enacted has changed a great deal. Previous debate has been placed on how practices that are perpetuated over long periods can result in organisational stasis and inability to change but that such circumstances can lead to efficiency improvements particularly when participating in stable markets (Adler *et al.*, 1999). The practices used to enact strategic briefing are recurrent and therefore aid organisational efficiency. This efficiency does not stifle the ability to remain flexible, it actively enhances it. So there is a mix of recurrent practices over long periods of time and practices that evolve through time both of which ultimately lead to the emergence of the Heritage Experience Project. This aligns with the existing literature on how practices can be both sources of efficiency and flexibility (Feldman & Pentland, 2003). When furthered in the domain of strategic construction briefing, the flexibility which is enabled by these recurrent or evolving practices can have outcomes of creating (new buildings), maintaining (maintenance, refurbishment), disrupting (alterations), or destroying (demolition) built infrastructure.

Importantly, in terms of explaining strategic briefing from the perspective of demand-side practitioners, this is a novel finding that further adds to the validation of the use of a SaP perspective.

8.5.5 Practices from the extra-organisational field

Practices can be created for context specific problems at a particular moment in time after which they are either available for future use or never called upon again (Gherardi, 2012). Instead of practices being developed in a context, they can be introduced to a context from the extra-organisational field (Whittington, 2006).

An example of the introduction of a practice introduced from the extra-organisational field by an external consultant is the use of the 'motor sport valley' metaphor as a means of justifying investment in Silverstone Circuit. This figure of speech had emerged as being regularly repeated by strategy practitioners over a long period of time and further searching for this led to minutes from a meeting which is the first time

it was found to be used in any HEC archive document during phase 3 of the research. It is on this justification that it is defined as a practice introduced from the extra-organisational field to these particular strategy practitioners at Silverstone (cf. Whittington, 2006). A broader search of data generated for the whole of the exercise for phase 2 of the research was also studied for any occurrences of this phrase. An example was found in a Design & Access statement for a different construction project planning application from years before. It was therefore known and used when enacting strategic briefing for a different project. There was some overlap in strategy practitioners between the two eras, however, many new practitioners had begun working at the venue. These practices are skills that can be learned and passed on through different generations of practitioners. The development of the skills needed to mobilise context specific background knowledge prudently during strategy activities is a process (cf. Reckwitz, 2002; Nicolini *et al.*, 2003). This case offers an example of there being a lack of continuity of how background knowledge is learned by practitioners who are new to the context.

8.5.6 Summary

Addressing this proposition shows practitioners mobilising multiple sets of diverse practices many of which are repeated across periods of years by different practitioners at the same venue. These practices are examples of how practitioners mobilise their know-how which presupposes they have gone through learning process as they are drawing on context specific vocabulary verbatim. Proposition D is therefore agreed with.

A particular figure of speech which helps define a programme of projects is shown to be used only in interactions with specific groups of people. It is also found to be suppressed from use for a period of years in order to help leverage mutual interests with a granter. This is an example of how briefing practices are created and perpetuated as paradoxical strategies.

Next is an example of how practices are repeated by different people verbatim to strategically justify different projects at different times. This justification is directly linking micro interactions to macro praxis and is continually used in seeking to disrupt the dominant neo-liberal economic model to aid with subsidising Silverstone. This shows a link between demand-side client practitioners and society in ways which haven't been examined to date in strategic briefing literature.

Instead of particular metaphors being repeated verbatim over periods of years, there are examples of how vocabulary associated with a particular stream of activity evolves through time. The problems and challenges being addressed by practitioners are the same but the ways they describe and define them evolve.

Finally, a practice which is empirically shown to be introduced from the extra-organisational field by an external consultant is then learnt by demand-side strategy practitioners. However, there is evidence the practice had been mobilised in the context years prior to its reintroduction which shows a lack of continuity in how background knowledge is learnt by new entrants to the organisation.

The final proposition moves from the practices concept from the SaP framework to the final concept to be considered in this thesis: the practitioners.

8.6 Proposition E. Phase 3 - Practitioners

Proposition E: practitioners have roles that are dynamic and heterogeneous

When addressing this proposition the findings are situated against ontological categories of practitioners developed by Jarzabkowski & Spee (2009).

8.6.1 Heterogeneous & Dynamic Practitioner Roles

To date, with a few exceptions, the emphasis on studies of strategic briefing have sought to be for the benefit of what can be understood as an 'all important' construction professional that must guide their 'client' through the process (Newcombe, 2003; Whelton, 2004). The work presented in this thesis has studied strategic briefing as it is enacted by participants who include a broader group of stakeholders beyond those in a 'client' firm. Rather than considering these stakeholders as needing to be managed by a construction professional, the ethnographic approach adopted in the fieldwork has enabled interactions between stakeholders to be studied without any particular focus on construction professionals. Construction professionals were interacted with throughout the research and they did to a certain extent participate in the streams of activity.

The roles that Woodhead (2000) argues are typically adopted by participants of the process have a somewhat static basis. Through analysis of a number of so called large, experienced and complex client organisations that were going through project initiation stage, Woodhead (2000) posits there are a number of common roles adopted by briefing participants. These roles being decision-approvers, decision-takers, decision-

shapers and decision-influencers. At first glance, these roles would appear to be highly institutionalised and to be commonly adopted throughout large complex organisations. However, Woodhead's framework to the common roles adopted by practitioners struggles to cope with dynamism. The adopted ontology of continual becoming adopted in this thesis would lead to participants not being assigned such roles. The roles of participants would only be the roles of those practitioners so long as they are acting in that capacity, which would depend on who they are interacting with. As such, the roles adopted by practitioners could be heterogeneous in that there can be variation in the roles adopted.

The project roles that Woodhead (2000) argued are present during the strategic briefing process in large and complex organisations would pass any challenges of being plausible. People with experience of working in such organisations would be familiar with the highly bureaucratised nature of strategy development and organisational governance. However, the contribution of the work in this thesis is to very specifically not take roles, organisations and people for granted or to consider them as existing or static in nature. They are each continually coming into *being* (cf. Nayak & Chia, 2011). They are best understood as constantly transforming according to circumstance taking into account both purposeful voluntarist action amidst external structurally imposed constraints. By considering the symbolic meaning behind the interactions, the process participants can be understood as having to continually work toward fulfilling any of Woodhead's (2000) roles. They are not solely defined by any one role and to simply refer to any participant as having only a single role would be simplifying the reality experienced by that participant. What has emerged is that the roles of strategy participants change through time quite rapidly. The role that a practitioner is performing depends on who they are interacting with and for what purpose.

This finding is heavily influenced by the world view being mobilised by the researcher. It does however relate directly and significantly to the extant literature on construction project stakeholder management which has to date dominantly relied on classification of people and organisations against certain characteristics, be they experienced or non-experienced client organisation or a more or less influential stakeholder (Cherns & Bryant, 1984; Nahapiet & Nahapiet, 1985; Gameson, 1992; Masterman & Gameson, 1994; Newcombe, 2003). This finding is aimed at a more general audience than just stakeholders participating in highly competitive or politicised contexts. It is argued that

extant conceptualisations of stakeholders and client organisations are over-reified. The realities as experienced by demand-side practitioners should be conceptualised as more complex than they currently are.

There is also a further level of complexity concerning ontological categories with regard to how practitioners relate to organisational boundaries (Jarzabkowski & Spee, 2009). The roles that practitioners perform is now shown to be well understood by focussing on their interactions in day to day micro activities. The existing literature on client stakeholders has yet to break through to understanding roles at the level of micro level daily interactions.

8.6.2 Summary

The current literature on practitioners is conceptualised as too static. To address this, it has been proposed that practitioners be considered with an ontology of continual becoming (cf. Tsoukas & Chia, 2002). The data shows how some practitioners participate in strategic briefing for short periods of time whilst others participate for many years. Also, there are examples of key strategic briefing participants leaving during project developments and changing roles as the project progresses. As such, practitioners should not be understood as 'having' roles, rather they are continually working to have a role and the type of role they are identifying with depends on the audience with whom they are interacting and the purpose of the interaction. Further, there are multiple cases of practitioners working across multiple organisations meaning that an ontological categorisation of internal or external in relation to organisational boundaries needs to be expanded.

8.7 Summary

Proposition A. Realities experienced by demand-side practitioners resonate well with the traditional interpretation of briefing.

Traditional interpretations of briefing based on completion of sets of activities in sequential phases of projects are found not to resonate well with how demand-side strategy practitioners enact briefing. Traditional briefing encourages a particular activity within this framework being the creation of a brief and the freezing of a brief. Client requirements can be dynamic and as such, briefs should be living documents.

Proposition B. Strategic briefing should be considered as an on-going process that is continually being enacted in embedded contexts.

Strategic briefing is enacted in complex contexts for programmes of infrastructure projects rather than at a single project level. The priorities of interests that result in projects fluctuate through time and therefore business objectives should be understood as a process of organisational becoming.

Proposition C: strategy briefing praxis can be understood as historically contingent flows of parallel, intersecting, divergent or competing activities that are interrelated

Streams of activities at the meso and macro levels of praxis are closely linked and are continually shaping and reshaping one another. Historic contingencies that shape practitioners' realities should be understood across levels of praxis, and with emphasis on how capital expenditure on infrastructure has been allocated through time.

Proposition D: strategic briefing is enacted using diverse sets of practices

When enacting strategic briefing amidst the complexities and uncertainties of multiple interrelated streams of activity, practitioners skilfully mobilise multiple strategy practices to help realise their intentions.

Proposition E: practitioners have roles that are dynamic and heterogeneous

Practitioners are in a continual state of becoming and as such, the roles they perform change through time depending on the purpose of their interactions and the people with whom they are interacting. Existing ontological categorisation of practitioners needs to be recast to be more considerate of an interactionist approach privileging the multiple roles that strategy practitioners enact depending on who they are interacting with.

9

CONCLUSIONS

9 Summary & Conclusions

9.1 Summary

9.1.1 Literature

The central concern of this thesis is based on a lack of existing literature that seeks to understand how demand-side participants of construction briefing experience the process. Existing literature on briefing has been understood as aligning with either traditional briefing or strategic briefing. Traditional briefing is based on rationalistic assumptions that privilege the identification of client requirements that should be stated in accurate briefing documents which once written should not be altered (Gibson *et al.*, 2001; Yu *et al.*, 2008; RICS, 2013; CIOB, 2014; RIBA, 2015a). This is based on there being an objective reality which is waiting to be accurately understood and stated. Traditional briefing literature focusses on single projects in isolation rather than understanding how client requirements may require programmes of projects. The latest literature that mobilises these assumptions is developed as a British Standard on briefing that can be carried out using Building Information Modelling (British Standards Institute, 2019). The briefing process is conceptualised in this latest document as a process of information exchange. Proposition A is developed to understand how well the realities being experienced by demand-side client practitioners resonates with the traditional briefing literature.

An alternative interpretation called strategic construction briefing considers it as an on-going process through which client requirements are continually being negotiated and are dynamic (Lindahl & Ryd, 2007; Blyth & Worthington, 2010). This is closely related to how success is defined. Success is understood as being based on sets of continually emerging criteria which challenges the notion of creating a brief that shouldn't be altered (Thomson, 2011). Strategic briefing also places focus on the requirements of client organisations and their stakeholders which can result in programmes of construction projects. Proposition B is set up to consider briefing as an on-going process which is enacted in embedded contexts.

The major point of departure for the creation of Propositions C, D & E is that demand-side stakeholders are considered as expert strategy practitioners. This shifts the emphasis of the research away from the predominant extant briefing literature which

focuses on how supply-side expert consultants help their vulnerable clients through the process. In order to give greater agency to demand-side practitioners, a Strategy as Practice (SaP) theoretical framework is mobilised (Whittington, 2006). The SaP theoretical framework is based on a conceptual model with three interrelated concepts which can be mobilised to study strategising activities.

Proposition C is based on the praxis concept which is the situated practical activities through which strategy work is enacted. Praxis takes place at interrelated levels ranging from micro daily work activities, to meso activities at the level of an organisation or group of organisations to macro institutional level which focuses on macro societal trends (Jarzabkowski & Spee, 2009).

Proposition D is focussed on the practices that are drawn upon to enact strategy. They include the routines, tools, procedures and methods which are used to shape goal-oriented actions (Jarzabkowski, 2015). As demand-side practitioners are considered as experts in their own right, the sets of practices they draw upon are likely to be diverse, mobilised for specific situations and manipulated as and when needed.

The final concept in the SaP conceptual model is practitioners. Both the SaP literature and the construction management literature on stakeholders is based on a static conceptualisation (Newcombe, 2003; Jarzabkowski & Spee, 2009). To address this, Proposition E is focussed on understanding the roles that practitioners mobilise, the organisations for whom they work and how their roles change through time. Addressing this proposition offers a critique of existing literature that seeks to categorise client stakeholders according to their levels of power and influence over a project. Instead, through the proposition, it is intended to gain a greater understanding of how demand-side practitioners experience briefing in their daily work.

9.1.2 Methodological Considerations & Research Design

There is currently a dearth of literature which has focussed on gaining an understanding of how briefing is experienced on the demand-side of the construction industry. Case studies are a recognised approach for studying phenomena about which little is known (Flyvbjerg, 2006).

To address the propositions, a single case study approach was used which focussed on Silverstone Circuit, the Formula 1 motor racing in Britain. Silverstone is justified as a research context as willing research participants allowed intimate data to be

developed of how they experience briefing. An interpretive research paradigm is mobilised and a weak constructivist theoretical position is adopted (Lincoln & Guba, 1991; Smith, 2011). The research is divided into three phases.

9.1.3 Proposition A

In phase 1, proposition A was addressed. A period of field work took place over many months during which discussions with a key informant and observations of briefing meetings were conducted. Field-notes were adopted and analysed which resulted in finding that the realities experienced by demand-side practitioners do not resonate well with the traditional briefing literature.

9.1.4 Proposition B

In phase 2 of the research, which addressed Proposition B, co-constructed narrative transcripts were developed with research participants who were identified as key participants in strategic briefing processes at Silverstone. Further to this, archival data was generated from multiple repositories which was analysed to gain a background understanding of the context in which the Phase 1 fieldwork took place. The result of this phase of the research was that there were significant events that were reconstructed in the transcripts that formed historical contingencies, some of which were from decades earlier, that still had major influences over the strategy processes being enacted. Another result was the development of a case study report which situated the phase 1 field work by mobilising an interpretive historical approach to studying developments at Silverstone from 1940-2017. An ontology of becoming was aligned with. The strategy priorities over a period of decades which manifested, in part, as construction projects were found to continually be fluctuating and emerging rather than static and consistent.

In phase 3 of the research, propositions C, D & E were addressed.

9.1.5 Proposition C

To address proposition C, analysis from previous phases of the research was re-considered by mobilising the praxis concept from the SaP framework. This helped with gaining a greater of understanding of the realities experienced by demand-side practitioners by considering the streams of activities they participate in at micro, meso and macro levels. These were found to be interrelated in many ways which resonates

well with existing SaP literature. Further, the sets of historic events that were most dominantly shaping the processes used to realise the Heritage Experience Centre construction project were presented. In terms of understanding experiences and briefing processes, these provide historical contingencies which have a strong influence over strategy activities.

9.1.6 Proposition D

Proposition D is addressed by conducting a thematic analysis on the transcripts which interrogated the data for practices. This initial analysis was then broadened to documents in the Heritage Experience Centre archive. A comprehensive understanding of the diverse sets of practices that were skilfully mobilised by practitioners at Silverstone Circuit when enacting briefing was developed. These practices included repeated figures of speech, the mobilisation of paradoxical strategies to help leverage different mutual interests and disruptive practices in seeking government support for private business against dominant neoliberal policies. In terms of understanding strategic briefing from the perspective of the research participants, this showed they used different practices dependant on the dynamic challenges and opportunities they encountered in multiple streams of on-going activities.

9.1.7 Proposition E

Finally, proposition E was addressed by identifying key practitioners in strategic briefing taking place at Silverstone whilst the HEC was in the process of development. These practitioners were studied in relation to the organisations they worked for and how these changed through time. Further, practitioners for whom lots of data was generated in the HEC archive detailing their day to day activities were further studied. This analysis showed how the roles they have are dependent on the audience with whom they are interacting. Their roles are therefore understood as heterogeneous and dynamic which aligned well with Proposition E. Such a perspective that focusses on day to day interactions offers a critique of existing construction management literature on stakeholder management and the ontological categorisations of strategy practitioners in the SaP literature (Newcombe, 2003; Jarzabkowski & Spee, 2009).

9.2 Conclusions & Implications

The conclusions and implications of this research are organised by contributions to theory, methodology and practice. The construction briefing literature is dominated by placing a focus on how construction experts should help their clients. The findings of this research show that clients are highly capable strategy practitioners in their own right. This section is structured around the above mentioned contributions to knowledge and ends with a discussion of the limitations of this thesis and recommendations for further research.

9.2.1 Theory

In seeking to define the contribution to theory, the aim of this research will be revisited

to gain a greater understanding of the realities being experienced by demand-side strategy practitioners when participating in the strategic briefing process.

This has been addressed by offering a theoretically informed re-conceptualisation of demand-side practitioners and the strategic briefing process. The theoretical contribution is therefore to be best understood by the people and the process. These will now be dealt with in turn. The basis of theorisations concerning demand-side practitioners has been to reify groups of practitioners forming client organisations or individual stakeholders. Theoretically, the mobilisation of an ontology of continual becoming has shown how client organisations aren't best understood by assigning them a static categorisation such as experienced or inexperienced. Organisations are achievements that are the subject of continual purposeful activities (cf. Tsoukas & Chia, 2002; Nayak & Chia, 2011).

The individual has also undergone a theoretical re-conceptualisation. The concept of stakeholder in briefing literature has become highly reductionist and has somehow lost its way. Stakeholder theory emerged in organisational strategy literature as an important antithesis to the dominant economic analysis of the firm in the 1980s (Freeman & Reed, 1983). The view of the firm moved from being dominantly a profit-making organisation to an organisation which was ethically and morally bound within a network of stakeholders which include the supply chain and their customers. This was at the time a fundamental shift in how stakeholders and firms were considered.

In the briefing literature the development of stakeholder theory has somehow resulted in reducing demand-side practitioners as simply categorisable and translatable into information to be stored in a Building Information Model (British Standards Institute, 2019). The concept has undergone a serious amount of change and has been adopted in a rudimentary manner considering the significance of the shift in perspective it achieved when it emerged. The theoretical arguments for re-conceptualising stakeholders as expert strategy practitioners in their own right by giving them far greater agency than has been afforded to them in a long time is arguably needed as much now as ever. This on-going stream of traditional briefing literature, which seems so compelling to construction supply-side practitioners and that has created a self-perpetuating momentum of its own, needs to be challenged. It needs to be challenged at the level of the fundamental sets of assumptions which seem to have been detrimentally developed due to a lack of critique.

The theoretical arguments offered through the re-conceptualisation also play into the debates concerning construction reform agendas. To pick one of the more provocative quotes which would no doubt have been heavily critiqued should it have ever undergone scrutiny by a broad group of demand-side practitioners is

“Improve your team's ability to develop and control the brief. You and your consultant teams are injecting waste into the procurement process by specifying one-offs and by introducing late changes when it is inefficient and expensive to implement them” (Wolstenholme, 2009, p. 27)

Or another example of such thinking published in another reform agenda seven years later

“Numerous failures account for the industry's poor productivity, including [...] lack of early well-defined client briefs, a propensity for clients to change their requirements late in the process” (Farmer, 2016, p. 14)

It is just no good to keep making the same point and arguing about the same problems time and again when it seems that little to no effort is made to understand these ideas in the contexts through which they play out through praxis at different levels. It could be argued that there has been input from some of the very largest clients however surely even they cannot create and control perfect briefs developed at the start of every project. Whilst strategy as practice is certainly not the only theoretical model than can

guide an interpretation of the realities being experienced by demand-side practitioners, it has served the purpose of re-conceptualising briefing. The original aspects of the methodological approach adopted which operationalised the theoretical framework will now be discussed.

9.2.2 Methodology

It has been acknowledged that there is a tendency for too much of a reliance on qualitative data collection relying on interviews. Calls for slower and longer periods of fieldwork have been made concerning studies of informality and emergence (Chan & Räisänen, 2009). The contributions to knowledge from this research are heavily based on using lots of iterative data generation techniques over a period of years. Gaining such intimate and nuanced understanding of the context would have been challenging if relying on interviews. Interviews have been specifically critiqued when studying informality and emergent phenomena thus

“Very specifically, the interviewing technique runs the risk of participants offering an idealized account, thereby hiding the details that matter in reality” (Chan & Räisänen, 2009, p. 911)

Mixed methods approaches are encouraged as a means of studying strategic briefing and other processual studies in the construction management literature. However, generating data with multiple methods is not unique or original to this research. The techniques and tools used to conduct the analysis were created bespoke for the analytic requirements as they emerged. In particular, the lack of ability to use qualitative data analysis programmes such as Nvivo presented the obstacle which led to other methods being used. Nvivo and other Computer Aided Qualitative Data Analysis Software (CAQDAS) programs were found to lack the ability to conduct analysis of large amounts of data from different sources whilst keeping everything in date order. Many of the findings emerged by producing timelines either of physical documents or on computers and developing coding schemes to use on documents in date order.

The manner in which the sift was conducted by putting the date of production at the beginning of each file and producing the list of files in the software program ‘R’ was an extremely useful tool (see appendix D). This enabled navigation through a large data set much more manageable. These analytical techniques are extremely useful when conducting process studies when phenomena are specifically interpreted for their

emergent characteristics through time. These offer the methodological contribution of the thesis.

9.2.3 Practice

For demand-side practitioners, the challenge is to ensure that background knowledge and understanding is passed on and learnt by colleagues as they come and go. The ability to mobilise a suitable practice in a time dependant, context specific situation is a skill to be learnt that requires judgement which can't always be transferred across contexts. There were examples where particular practices did not seem to have been transferred and learnt by new members of the organisation until they were re-introduced by an external consultant.

The SaP framework that has been mobilised has shown how a greater appreciation for understanding the realities of clients can be developed (Whittington, 2006). Rather than just considering their clients at a project level, advisors are encouraged to focus on client requirements more generally and to gain an appreciation of their practical daily challenges.

9.2.4 Limitations

The large amount of emphasis placed on historical contextualisation of the phase1 fieldwork was developed in large part because of how much reference there was to history when interacting with the research participants. This would have been heavily guided due to their activities associated with the development of the Heritage Experience Centre. Should this research have involved observations of activities in a different era, no doubt the findings and arguments would have been different. To some extent this should be celebrated but it also provides a limitation of the research.

Another limitation is the focus on just one single context. Whilst the depth of penetration has resulted in a comprehensively interpreted case, there are so many other types of client organisations. The nuances associated with the experiences of demand-side stakeholders in different contexts haven't been addressed and this provides another limitation.

9.2.5 Recommendations for Further Research

This thesis presents the first known attempt to mobilise a practice perspective to study strategic briefing. Whilst the propositions have been developed and addressed, it has

opened up a number of fertile avenues for future research. These will now be discussed.

At the outset, it was stated that this research did not seek to be representative of all the organisations that run estates of a similar scale and complexity as Silverstone. Great attention has been paid to the nuances of the context and its continually emerging nature. There is much work to be done to gain a better understanding of the realities being experienced in lots of different contexts whether they be similar to Silverstone in some way or not.

The SaP conceptual framework can be mobilised in many different ways. The research presented in this thesis used the methods of thematic analysis on many different sets of data. The whole of the SaP theoretical framework as defined in chapter 3 has been mobilised to study strategising at Silverstone. This has the benefit of considering the praxis, practices and practitioners aspects of strategy creation. However, any one of these in isolation could form the basis of a study of strategic briefing. The outcome of this is that all of the concepts have been engaged with but they have not been engaged with in as much depth as they could have been if any one of them was prioritised. However, for the purposes of this research project which contributes to the body of literature on strategic construction briefing, the chosen approach and theoretical framework has resulted in helping address the gap on understanding realities experienced by demand-side practitioners.

Future interested researchers are encouraged to further the work in this thesis by mobilising a range of different theories and methodological approaches that give greater agency to demand-side practitioners. Another avenue would be to further study the existing tension between demand-side interests which require flexibility and supply-side calls for certainty and consistency in demand.

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Appendices

Appendix A – Qualitative Matrix Analysis, Planning Applications

Table 17. Matrix Analysis of all Circuit related Aylesbury Vale Planning Applications

Description of application	Year application received	Racing	Diversification	Members	Next Generation	Site Management
BUILDING OF TWO NEW TOILET BLOCKS AND DEMOLITION OF EXISTING TWO	1977	x				
ERECTION OF 2 NO 10 000 SQ FT WAREHOUSES EACH WITH ANCILLARY OFFICES OF 1 200 SQ FT FOR PURPOSE ANCILLARY TO THE ESTATE FOR RECREATIONAL PURPOSES OR FOR PURPOSES DIRECTLY ASSOCIATED WITH OTHER USES OF THE ESTATE	1980		x			
ERECTION OF 13 UNIT WORKSHOPS FOR RESEARCH AND DEVELOPMENT OF PROTOTYPE MACHINERY AND COMPONENTS FOR MOTOR RACING INDUSTRY	1981		x			
ERECTION OF TWO WAREHOUSES (RENEWAL OF AV/443/80) LAND SITUATED ADJACENT TO RING ROAD WITHIN THE DESIGNATED SERVICE AREA	1983		x			
ERECTION OF TEN UNIT WORKSHOPS	1983		x			
ERECTION OF 10 UNIT WORKSHOPS FOR RESEARCH AND DEVELOPMENT OF PROTOTYPE MACHINERY AND COMPONENTS FOR THE MOTOR RACING INDUSTRY	1984		x			
REALIGNMENT OF ENTRANCE V10 TO IMPROVE ACCESS SIGHT LINES	1986	x				
ERECTION OF TWO WAREHOUSES AND ANCILLARY OFFICES	1986		x			
NEW ENTRANCE AND ROAD TO CAR PARKS	1986	x				
CONVERSION OF FORMER HANGAR FROM WAREHOUSING TO LIGHT INDUSTRIAL	1986		x			
ERECTION OF BAILEY BRIDGE ABUTMENTS AND RAMPS ACROSS HAUGER STRAIGHT AND ASSOCIATED ACCESS ROAD	1988	x				
EXTEND RACING TRACK FROM ABBEY CURVE TO BECKETTS CORNER	1988	x				
ERECTION OF FIVE WORKSHOP UNITS	1988		x			
RE-ALIGNMENT OF RACING TRACK BETWEEN STOWE AND CLUB CORNERS	1990	x				
RE-ALIGNMENT OF CIRCUIT AT BECKETTS CORNER	1990	x				
EXTENSION OF RACING TRACK BETWEEN ABBEY CURVES WOODCOTE ETC	1990	x				
USE OF LAND FOR THE PURPOSES OF LAND ROVER 4 X 4 DRIVER TUITION COURSES	1992					
ERECTION OF 5 WORKSHOP UNITS-RENEWAL OF APP/1284/88	1993		x			
NEW SECTION OF ROAD TO LINK EXISTING RUNWAYS AND PROVIDE CLOSED CIRCUIT FOR MOTOR SPORT TRAINING AND USE	1994	x				
WORKSHOP OFFICES AND GARAGING FOR PERFORMANCE DRIVING CENTRE	1994		x			
WORKSHOP ETC	1995		x			
KART RACING CIRCUIT & ANCILLARY BUILDINGS	1996					

REPLACEMENT INDUSTRIAL UNIT & NEW STARTER UNITS	1996		x			
PROPOSED GRANDSTAND AT BECKETTS CORNER	1996	x				
INDUSTRIAL UNIT - AMENDMENT TO 96/1765/APP	1997		x			
VARIATION OF CONDITION 6 IMPOSED BY PLANNING PERMISSION 96/1765/APP	1997					
CONVERSION & EXTENSION OF FARMHOUSE TO FORM PRIVATE FOR MEMBERS OF THE BRITISH RACING DRIVERS CLUB	1997			x		
EXTENSION TO DRIVING CENTRE TO PROVIDE VEHICLE STORAGE	2998					
ERECTION OF 2 BUSINESS UNIT BUILDINGS	1998		x			
Erection of 2 business unit buildings	1998		x			
Alterations to Dadford Road and associated racing circuit access points	2000	x				
Realignment of part of racing circuit; erection of pit, media and hospitality complex; ancillary buildings; hardstandings for grandstands and broadcast areas; realign perimeter road; pedestrian/service tunnel under circuit; bunding.	2001	x				
Widening of Dadford Road and creation of a new road to create a dual carriageway with landscaping and associated works and the creation of car parking areas.	2001	x				
Erection of six toilet blocks	2002	x				
Landscape mitigation works to the east of Stowe Corner	2002					
Temporary storage of topsoil at Club Corner	2002					
Erection of one toilet block	2002	x				
Erection of 15 metre slim line telecommunications column with six dual band polar antennae, four transmission dishes and associated equipment cabin	2003	x				
Erection of seating system on existing spectator viewing bank	2006	x				
Use of command centre as command centre and study centre for 9 -13 year olds	2006					
Re - Develop of rally sprint with a dynamic driving experience track with driving experience administrative centre	2007		x			
Re use of existing tarmac surface in connection with adjacent driving experience track approved under reference 07/00220/APP	2007	x				
Erection of illuminated freestanding sign and lettering mounted on building	2007					x
Creation of New Formula 1 Pit and paddock, Pit Lane and associated circuit alterations	2008	x				
Change of use of Car Park 50 for use as temporary multi purpose test centre for motorcyclist and manoeuvring area for 3 days a week associated and use of building for event office and toilet block on Car Park 49 for 3 days a week	2008		x			
Variation of condition No.2 of 08/02847/APP for no more than 3 days a week	2009					
Track extension to stowe circuit and erection of garages, meeting rooms and hospitality area	2009		x			
Creation of new infield section including new and resurfaced track with associated kerbs, asphalt, gravel runoff areas, new berms, associated crash protection walls, barriers and debris fencing	2009	x				
Non Material amendment to 09/01099/APP -	2009					
Submission of detail pursuant to Conditions No.5 Biodiversity, No6 Surface Water, No7 Oil and Petrol Separator and No8 Risk Assessment and Site investigation	2009					

Non Material Minor Amendments to 09/00538/APP -Track extension to stowe circuit and erection of garages, meeting rooms and hospitality area	2009		x			
Change of use from B1 (Light Industrial) to D2 (for radio control car indoor and outdoor motor arena)	2010		x			
Erection of No.2 non illuminated fascia signs and No.2 flagpoles	2010					x
Erection of temporary pedestrian bridge over Dadford Road to link Silverstone car park and main circuit	2010	x				
Creation of proposed campsite, including amenity building, No.5 Showers /toilet blocks and new access	2010	x				
Submission of detail pursuant to condition No. Archaeological	2010					
Installation of a portable building for ancillary use	2010		x			
Non material amendment to planning approval 10/00978/APP - Creation of proposed campsite, including amenity building, No.5 Showers /toilet blocks and new access	2011	x				
Mixed use development comprising: offices, workshop and distribution facilities. Education campus including on site student accommodation. No .3 hotels. Ancillary spectator facilities, including Welcome Centre and Museum of Motor sport and non retail promotional automotive display space. Leisure and event spaces including outdoor activity areas and permanent outdoor stage. Reconfiguration of existing and provision of additional, temporary and permanent grandstands. Area of hard surfacing for the temporary siting of hospitality units during scheduled major events. Revised parking and access arrangements including a new access off the A 43 and /or improvements to the existing A 43/Dadford Road junction. Supporting infrastructure including foul and surface water drainage. Demolition of existing structures. Associated landscape works - A full description is contained on the application forms	2011		x			
Temporary use of land for car parking for 12 months	2011					
Submission of detail pursuant to Conditions No .7 and 8 - Drainage, No.10 Contamination and No.13 Highway Improvement	2011					
Submission of detail pursuant to Condition No.2 - Location of Boundary	2012					
Temporary siting of 80 bedroom portable hotel with marquee and ancillary infrastructure and car parking	2012		x			
Temporary siting of an 80-bedroom portable hotel and ancillary infrastructure	2013					
Variation of Condition No.1 of 11/02381/APP- To extend use of car park until 31st October 2014 To allow temporary car parking provision to continue whilst long term plans for permanent parking facilities are finalised. Condition One - changing of date from '31st January 2012' to '31st October 2014', i.e approx. 12 months after predicted decision date for this application. (Note - Condition Two has previously been discharged)	2013	x				
Siting of an 80-bedroom portable hotel and ancillary infrastructure - temporary	2014		x			
Installation of a temporary 28m mobilcell mast to cover events at Silverstone Circuit.	2014	x				
Installation of a temporary 28m mobilcell mast to cover events at Silverstone Circuit.	2014	x				

3 non illuminated marketing boards and 2 internally illuminated totem signs	2014					x
Variation of condition imposed on planning permission 10/00623/APP (Erection of temporary pedestrian bridge over Dadford Road to link Silverstone car park and main circuit) to allow retention of bridge for further temporary period	2015	x				
Installation of a temporary mobile mast 28m to top with ancillary ground equipment to cover events at Silverstone Circuit.	2015	x				
Installation of a temporary mobicell together with development ancillary for events at Silverstone.	2015	x				
Variation of condition 6 imposed by planning permission ref. 10/00978/APP to allow use of campsite for 12 events per year in addition to use in association with major events at Silverstone racing circuit.	2015	x				
Installation of 17m temporary mobile phone mast to cover events at Silverstone Race Circuit	2016	x				
Installation of a 17m temporary mobile phone mast for events at Silverstone	2016	x				
Temporary Everything Everywhere Limited (EE Ltd) Telecommunication Installations to provide coverage to the Silverstone Race Circuit.	2016	x				
SO for Silverstone Business Park	2016		x			
1 directory panel, 1 marketing board and 4 site hoarding panels.	2016		x			x
Refurbishment of the existing hangar building and the creation of additional new build accommodation to house a permanent exhibition relating to motor sport, together with Collection and Research Centre and Learning Studios.	2016		x			
Submission of details pursuant to Condition 5 - Details of both hard and soft landscape works; Condition 7 - Details of the public art to be installed within the site, which shall form a focal entrance point for the development; Condition 8 - an external lighting strategy (including a programme for implementation) (which includes maximum levels of lighting having regard to the ILE guidance notes for the reduction of obtrusive light 2005); Condition 9 - Details of any plant equipment or air handling units to be erected on the building and Condition 12 - A whole life maintenance plan for the site on planning permission ref 15/02950/APP.	2016		x			
Preparation of a Rallycross circuit to be used as part of the normal circuit on a day to day basis and for specific events as part of the circuit calendar including alteration of tarmac areas, minor changes to ground levels and detention basin	2017		x			
Erection of temporary 17m mast.	2017	x				
Erection of temporary 17m mast.	2017	x				
Installation of a 17.5m high monopole and associated equipment cabinets	2017	x				
Outline application for mixed use development comprising education including on site student accommodation (Use class D1 and C2), one hotel and short stay accommodation (C1), brand centre facilities supporting motorsport activities (sui generis), sports and leisure/adrenaline facility and family entertainment centre (D2), other motorsport related activity (sui generis). Parking and access arrangements, infrastructure including highways and utilities improvements.	2017	x				x

Associated landscaping and other ancillary works. (Application accompanied by an Environmental Statement)						
Temporary everything everywhere limited (EE ltd) telecommunication installations to provide coverage to Silverstone.	2017	x				
Proposed Workshop and Car storage unit to Porsche Experience Centre, Silverstone Circuit	2017		x			
Provision of new plant compound for relocated water tanks	2017		x			x
Submission of details pursuant to Condition 9 (noise assessment) relating to planning permission 17/00231/APP	2017		x			
Change of use of existing visitor and command / study centre (sui generis) to social hub comprising gym, cafe and ancillary facilities including temporary use as a command centre during major events (sui generis)	2017		x			
Non Material Amendment sought on planning permission 15/02950/APP relating to external envelope involving - Increase in height on 1no. sectional overhead vehicle door - New service penetrations to external envelope - Replacement of 1no. Window with a louvre	2017		x			
Submission of details pursuant to Conditions 9 (details of plant equipment/air handling unit) relating to planning permission	2017		x			

Table 18. Matrix Analysis of all Circuit related South Northamptonshire Planning Applications

Proposal	Year application received	Racing	Diversification	Members	Next Generation	Site Management
Petrol filling station for estate needs only and public using facilities. Further permission granted on 11th January 1979 in respect of application 14th August 1978 re outline of site for the erection of a petrol filling station for estate needs only.	1974		x			
Installation of temporary sewage treatment plant to serve proposed motel conference area, caravan camping area, administration offices, grandstand area.	1974					x
Four single storey 3,000 sq ft warehouse type buildings within the motor racing circuit. (This consent supercedes approval granted 28.5.75) Permission renewed 11th January 1979 in respect of application 14th August 1978.	1975		x			
Site for permanent services core building to temporary covered exhibition area. (This consent supercedes approval granted 28.5.75) Permission renewed 11th January 1979 in respect of application 14th August 1978.	1975		x			
Site for skid-pan - Woodcote Corner.	1975		x			
Two estate workers dwellings.	1975					x
Two estate workers dwellings - outline - site adjoining the existing pair of workers cottages near the main entrance to the estate in Silverstone.	1976					x
Outline - site for the erection of building for research and development of proto-type machinery and equipment for the motor racing industry with ancillary offices.	1978		x			
Outline - site for the erection of a motel with conference facilities. Renewal of TOW/72/408/C.	1978		x			
Outline - replacement grandstands with ancillary facilities. Renewal of TOW/72/140.	1978	x	x			
Erection of 10,000 sq ft of offices with hard surfaced area in conjunction with new entrance proposals and central administration area for estate. Renewal of TOW/72/407/C.	1978					

Outline - site for camping and caravanning with single storey accommodation comprising offices, washrooms, toilet facilities, cooking and laundry facilities, shops, stores, restaurant, dayroom and Renewal of TOW/72/406. covered swimming pool.	1978		x			
Construction of artificial ski-slope (renewal of TOW/73/717).	1979		x			
Outline - provision of golf driving range with ancillary two storey building.	1979		x			
Outline - site for the erection of two estate workers dwellings adjoining existing cottages near main entrance Silverstone. (Renewal of SN/76/1340/P.)	1979					x
Erection of building for research and development of prototype machinery and equipment for motor racing industry. (reserved details from SN/78/882/P/O).	1980		x			
Erection of pair of semi-detached houses with integral garages. (Reserved details from SN/79/1809/P/O)	1981					x
Outline - erection of two-storey motel with ancillary conference facilities (renewal of SN/78/1186/P/O).	1981		x			
Outline - erection of replacement grandstands with ancillary facilities (renewal of SN/78/1187/P/O).	1981	x	x			
Outline - exhibition area with ancillary facilities (renewal of SN/75/91/P/O).	1981		x			
Outline - erection of petrol filling station with car wash and service bay -renewal of SN/74/469/P/O	1981		x			
Erection Of Replacement Grandstands (Outline)	1984	x	x			
Outline - site for 100 double bedroomed 2 storey motel with conference facilities with catering for up to 200 persons (renewal of SN/81/1004/P/O).	1985		x			
Outline - erection of replacement grandstands with ancillary facilities (renewal of SN/81/1001/ P/O).	1985	x	x			
Outline - site for exhibition area with ancillary facilities (renewal of SN/1003/P/O).	1985		x			
Outline - erection of 4 pump petrol filling station with car wash and small service bay (renewal of SN/81/1002/P/O).	1985		x			
30 Metre High Telecommunications Mast And Single Storey Equipment Cabin	1988	x	x			
Three Grandstands	1988					
15 Metre High Mast And Equipment Cabin (For Information Only)	1988	x	x			
Telephone Kiosk (For Information Only)	1990	x	x			
Porch At Front	1990					x
100 Bedroom Motel With Conference Facilities (Outline) (Renewal Of S910321po)	1990		x			
Replacement Grandstand (Outline) (Renewal Of S910322po)	1991	x	x			
Petrol Filling Station, Carwash And Service Bay (Outline) (Renewal Of S910320po)	1991		x			
Installation Of 6 No. Antennas On Existing 30 Metre Tower And Equipment Cabins	1991	x	x			
Two Storey Side Extension	1992					x
Use of land as golf driving range (part renewal of SN/79/200/P/O).	1992		x			
Hospitality Suite	1992					
Landscape mitigation works to the east of Stowe Corner	1992					
Erection Of 100 Bedroom Motel(Outline)	1994					
Alterations to layout and levels of track at Woodcote	1994	x	x			
Erection of 15 metre slim line telecommunications column with 6 dual band polar antennae, 4 transmission dishes and associated equipment cabin	1994	x	x			
Construction of an innovation centre for use classes B1 a, b and c (offices, light industry and research and development) and B2 (general industry) together with associated parking and vehicular access	1995		x			
Reuse of existing tarmac surface in connection with adjacent driving experience track approved under reference S/2007/0162/NA	1995		x			
Re-Alignment Of Copse, Priory, Brooklands And Luffield Corners And Extension Of Tunnel Underneath The Race Track	1996	x	x			
New Grandstand	1996	x	x			

Illuminated freestanding sign and lettering mounted on building.	1996					x
Reconfiguration of Silverstone Motor Racing Circuit to provide a new infield section including 43,000m2 of new and resurfaced track with associated kerbs, 106,000m2 of asphalt and 40,000m2 of gravel run off areas, new berms, associated crash protection walls, barriers and debris fencing	1996	x	x			
Creation of new infield section including new and resurfaced track with associated kerbs, asphalt, gravel runoff areas, new berms, associated crash protection walls, barriers and debris fencing	1996	x	x			
Erection of temporary pedestrian bridge over Dadford Road to link Silverstone car park and main circuit	1996	x				
80 Bedroom portable hotel with marquee & ancillary infrastructure and car parking	1996		x			
Neighbouring authority application for an 80 bedroom portable hotel & ancillary infrastructure	1996		x			
Siting of an 80-bedroom portable hotel and ancillary infrastructure - temporary.	1996		x			
Neighbouring authority consultation for application 15/04330/APP variation of condition 6 imposed by planning permission ref 10/00978/APP to allow use of campsite for 12 events per year in addition to use in association with major events at Silverstone racing circuit.	1996		x			
Neighbouring Authority Consultation for Refurbishment of the existing hangar building and the creation of additional new build accommodation to house a permanent exhibition relating to motor sport, together with Collection and Research Centre and Learning Studios.	1996		x			
Neighbouring authority consultation for the preparation of a Rallycross circuit to be used as part of the normal circuit on a day to day basis and for specific events as part of the circuit calendar including alteration of tarmac areas, minor changes to ground levels and detention basin	1996		x			
Neighbouring consultation for Outline application for mixed use development comprising education including on site student accommodation (Use class D1 and C2), one hotel (C1), brand centre facilities supporting motorsport activities (sui generis), sports and leisure/adrenaline facility and family entertainment centre (D1), other motorsport related activity (sui generis). Parking and access arrangement, infrastructure including highways and utilities improvements. Associated landscaping and other ancillary works. (Application accompanied by an Environmental Statement)	1996					
Single Storey Extension To Kitchen (Renewal Of S920032p)	1997	x	x			
Single Storey Detached Building For Leisurewear Retail Unit (Renewal Of S920033p)	1997		x			
Erection Of Buildings For General Industrial, Research And Development And High Technology Purposes (Class B1 And B2) Including Landscaping And Access And Siting, Design And External Appearance Of Unit 1a (Outline)	1997		x			
110 Bedroom Hotel With Ancillary Facilities, Car Parking And Service Areas (Outline)	1997		x			
Use Of Land For The Siting Of A Temporary Office Building	1998					
3 No. Polar Antennas Attached To Existing Mast And Replacement Cabin	1998	x	x			
Replacement B.r.d.c Building Comprising Two Storey Building With Covered Roof Terrace	1998			x		
Erection Of 2 Stack Dipole Antennas 2 Dish Antennas And Equipment Housing (For Information Only).	1998	x	x			
Erection Of Petrol Filling Station Car Wash And Service Bay (Outline)	1999					
Extension To Race Control Building	1999	x	x			
Erection Of Grandstands	1999	x	x			
0.5m Flat Plate (For Information Only)	1999					
Erection Of 4 No Toilet Blocks	1999	x	x			
Erection Of Commentary Boxes	1999	x	x			
Erection Of Buildings, Comprising Of Visitors Centre, Offices, Manufacturing/research/testing Facility With Associated Carparking And Landscaping.	2000		x			

Installation Of 2no. 0.6 Microwave Dishes	2000					
110 Bedroom Hotel With Ancillary Facilities, Car Parking And Service Area (Outline) (Renewal Of S970466po)	2000					
Two Storey Office Building	2001					
Erection of TV viewing screening structure	2001					x
Realignment and additions to motor racing circuit and erection of pit, media and hospitality complex and ancillary buildings	2001	x	x			
Realignment and additions to motor racing circuit and provision of a perimeter road	2001					
Improvements to Dadford Road, widen existing, construction of new road to create dual carriageway, landscaping and associated works and use of land for parking.	2001	x	x			
Re-Alignment Of Circuit At Becketts Corner	2002	x	x			
Extension Of Racing Track Between Abbey Curve & Woodcote Corner, resiting Of Vehicle Bridge And Associated Roads	2002	x	x			
Extension to existing mast to 35 metres with 3 No stack dipole antenna and equipment cabin	2002	x	x			
Repositioning and extension in height of existing telecommunications mast	2002	x	x			
Erection of two toilet blocks	2002	x	x			
Repositioning of the Silverstone event command and control centre, incorporating vehicle parking and associated works.	2002	x	x			
Erection of a non-illuminated sign mounted on metal framework.	2002					x
Temporary storage of topsoil at Club Corner.	2002					
Construction of new pit and paddock complex and ancillary works.	2002	x	x			
Erection of three replacement industrial units.	2002		x			
Toilet Block	2002	x	x			
Erection of three replacement industrial units.	2002		x			
25 metre monopole with associated equipment cabin	2002	x	x			
Extension Re-Alignment Of Racing Track Between Stowe & Club Corners	2003	x	x			
Erection Of Petrol Filling Station, Carwash And Service Bay Outline (Renewal Of S880381po)	2003		x			
Construction of access road including 2No. roundabouts, bridge over Club Straight and alterations to car parking	2003	x	x			
Alterations to car parking, realignment of road and associated works	2003	x	x			
New pit and paddock complex and ancillary works - amended scheme to planning approval S/2002/0569/P	2003	x	x			
Toilet block	2003	x	x			
Variation of condition No.1 on planning permission S/1999/1012/P relating to Brooklands Suite to allow for the extended use of the building as hospitality suites for a further 3 No. years (until 31st December 2006).	2003	x	x			
Surfacing of Allsports paddock Club and VIP coach parking area (retrospective)	2003	x	x			
Construction of warehouse and trade showroom associated to motor sports use classes B1(a) and B8	2003		x			
Construction of a pedestrian tunnel	2004	x	x			
New pit and paddock complex and ancillary works - amended scheme to planning approval S/2003/0297/P	2004	x	x			
Repositioning of the balancing pond and removal of the trees on the plot.	2004					
Repositioning of balancing pond and removal of trees on site	2004					
Change of use from B1/2 to D1 with the creation of a first floor and additional external plant.	2004		x			
Re-opening of entrance with improvements to road infrastructure to form temporary access to Advanced Technology Park.	2004	x	x			
Construction of an industrial unit for use within classes B1 (Business) and B2 (General Industrial) together with associated parking and vehicular access.	2004		x			
Free-standing flat signs for vehicular and pedestrian signage (non illuminated)	2004					x
Construction of 6 industrial units in two buildings for use within classes B1 (Business) and B2 (General Industrial) together with associated parking and vehicular access.	2004		x			

4 static wall mounted box signs.	2005					x
New road and roundabout to form phase two of infrastructure for Technology Park.	2005	x	x			
Two free standing flat non-illuminated signs.	2005					x
Single storey extension.	2005					
Replacement of grandstands at Luffield and Copse corners	2005	x	x			
Variation of condition No.1 on planning permission S/2003/0575/P relating to Brooklands Suite to allow for the extended use of the building as hospitality suites until 31st December 2009.	2005	x	x			
4 wall mounted non-illuminated signs	2005					x
One projecting flat sign and one non projecting flat sign. All signs are non illuminated	2006					x
Non illuminated wall signs.	2006					x
Erection of seating system on existing spectator viewing bank.	2006	x	x			
Replacement grandstands at Luffield and Copse corners	2006	x	x			
4 no. non illuminated fascia signs	2006					x
Chiller unit enclosed on three sides by Kalwall enclosure to the rear of the building.	2006					
Change of use from command centre to command centre/study centre	2006	x	x			
Erection Of 100 Bedroom Motel Outline (Renewal Of S880379po)	2007		x			
Erection Of Replacement Grandstand Outline (Renewal Of S880380po)	2007	x	x			
Change of use of existing offices into a visitor centre.	2007		x			
Continued change of use for Unit 2285 for teaching facilities of motor sport	2007				x	
Creation of new Formula 1 pit and paddock, pit lane and associated circuit alterations	2008	x	x			
Temporary cabin located by visitors centre	2008		x			
Three company logo signs, two to the front one to the side (Retrospective)	2008					
A Single Storey Extension To Kitchen	2009					x
Erection Of A Single Storey Detached Building For Leisurewear Retail Unit	2009		x			
Electronic demountable score board to show race positions	2009					x
Variation of condition No.1 attached to planning permission S/2005/0490/P to allow for continued use of the building as hospitality suites until 31st December 2014.	2009	x	x			
Non-material amendment (consisting of construction of new track section at grade and associated realignment of track) To planning permission S/2009/0564/P (Reconfiguration of Silverstone Motor Racing Circuit to provide a new infield section including 43,000m2 of new and resurfaced track with associated kerbs, 106,000m2 of asphalt and 40,000m2 of gravel run off areas, new berms, associated crash protection walls, barriers and debris fencing)	2009	x	x			
Change of use of unit 6 from B1,B2 to Immediate Response Team Base for the Police.	2009		x			
A Single Storey Extension To Medical Headquarters	2010					x
Change of use from B1 (Light Industrial) to D2 (for radio control car indoor and outdoor motor arena)	2010		x			
Two storey B1/B2 commercial building with car parking, office, workshop and research areas	2010	x	x			
Two fascia and one (freestanding) sign relating to company adverts	2010					x

Outline application for mixed use development comprising offices, workshops and distribution facilities (Use Class B1, B2 & B8), education campus including on site student accommodation (D1 & C2), three hotels (C1), ancillary spectator facilities, including welcome centre and museum of motorsport (D2) and non retail promotional automotive display space (sui generis), leisure and event spaces including outdoor activity areas and permanent outdoor stage (D2), reconfiguration of existing and provision of additional, temporary and permanent grandstands (sui generis), areas of hard surfacing for the temporary siting of hospitality units during scheduled major events, revised parking and access arrangements including a new access off the A43 and/or improvements to the existing A43/Dadford Road junction, supporting infrastructure, demolition of existing structures, associated landscape works in accordance with the approved development brief Silverstone Circuit Master Plan (Feb 2009).	2011	x	x			
Two signs to front of building, revision to S/2010/0740/ADV	2011					x
A Two Storey Extension To Existing Offices (Renewal S891343p Approved 21-12-89)	2012					x
Siting of a portable viewing pavilion	2012					
Temporary siting of an 80-bedroom portable hotel and ancillary infrastructure	2012	x	x			
Erection of a University Technical College at Silverstone Circuit with designated car parking, associated landscaping and ancillary facilities.	2012					x
Construction Of A Vehicular Access	2013	x	x			
Change of use to allow motor related education & training (Retrospective)	2013					x
Change of use to motorsport-related education and training .	2013					x
To install a temporary mobile mast 28m to top with required linked microwave dishes.	2013	x	x			
Temporary siting of a reception hub for use in connection with adjacent hotel as approved (reference: S/2012/0864/MAF)	2013					x
Non material amendment to S/2012/0864/MAF (Temporary siting of an 80-bedroom portable hotel and ancillary infrastructure) to amend the external stairwell arrangement and location of utilities infrastructure 'The Mothership'	2013					x
Non-material amendment to reposition service road, replace masonry tile with metal cladding at ground floor level, tarmac coach pull-in area instead of block paving, remove one MUGA and relocate the remaining MUGA To planning permission S/2012/1091/MAF Erection of a University Technical College at Silverstone Circuit with designated car parking, associated landscaping and ancillary facilities.	2013					x
Variation of condition 1 of planning permission S/2009/1037/FUL to allow for continued use of the building as hospitality suites until 31 December 2019.	2013	x	x			
Redevelopment Of Paddock To Enlarge Pits, Provide New Cafeteria And Clubhouse, New Toilet Facilities, Scrutineering Bay, Pits Office, Petrol Filling Station And Medical Centre	2014	x	x			x
Two non-illuminated marketing boards, one non-illuminated events board, four non-illuminated fascia signs and two partly-illuminated totem signs.	2014					x
4 Replacement panels to 2 no directional signs	2015					x
Construction Of Platform Over Main Stand With Commentators Booths To Front Of Platform	2016	x	x			
First Floor Extension, Single Storey Extension And External Stair Case To Rear Of Race Control Building	2016	x	x			
Outline application for mixed use development comprising offices, light industrial, general industrial and storage & distribution facilities (Use Class B1a, B1c, B2 & B8), education including on site student accommodation (D1 & C2), up to two hotels (C1), non retail promotional automotive display space (sui generis), a social hub (sui generis), parking and access arrangements, supporting infrastructure including highway and utilities improvements, demolition of existing structures, associated landscaping and other ancillary works. Application accompanied by an Environmental Statement	2016	x	x			
Hospitality Suites, Catering Facilities And Race Control Building	2017	x	x			

Fuel Storage Building	2017		x			
Installation of a 17.5m high monopole and associated equipment cabinets	2017	x	x			
Determination as to whether prior approval is required (under Class B of Part 11 of the above Order) for the demolition of a bungalow and two cottages in respect of the method of demolition and any proposed restoration of the site	2017					
Outline application for mixed use development comprising education including on site student accommodation (Use class D1 and C2), one hotel and short stay accommodation (C1), brand centre facilities supporting motorsport activities (sui generis), sports and leisure/adrenaline facility and family entertainment centre (D2), other motorsport related activity (sui generis). Parking and access arrangement, infrastructure including highways and utilities improvements. Associated landscaping and other ancillary works. (Application accompanied by an Environmental Statement)	2017		x			
Erection of bat house.	2017					x

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Appendix C – Historic Images and Plans of Silverstone

Site Masterplans

Note. There are many more masterplans but permission was not gained to reproduce them all so this is not a comprehensive record. The proposed uses of the masterplans from 1971 are stated in Table 5, pp. 96-97. The ways in which development zones are divided up across the estate are continually changing but the range of types of proposals changes very little.

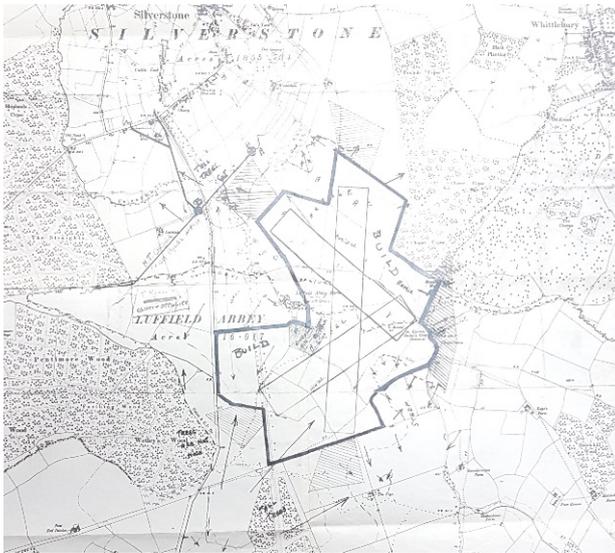


Figure 22. Original 1941 Conceptual Layout for RAF Silverstone Aerodrome A Class for light weight bomber specification

(Available at National Archive: WORK 14/1563)

Note how this layout has shorter runways than what was actually built which matched requirements for medium weight bombers.

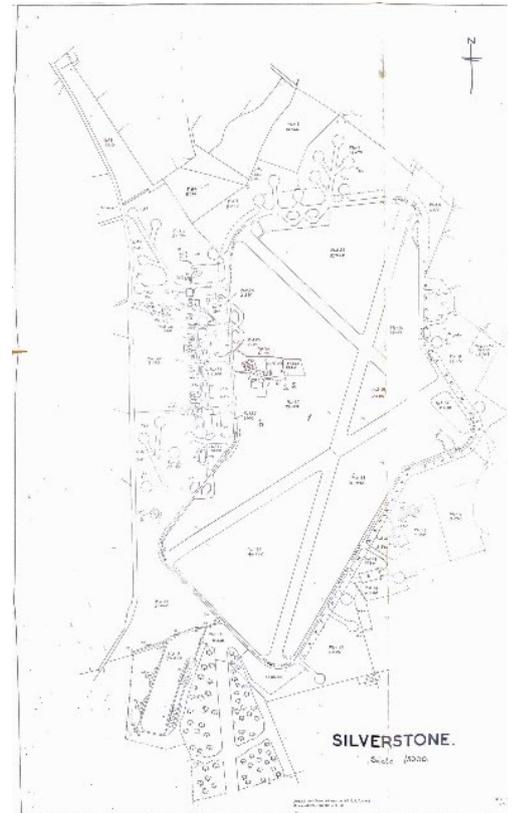


Figure 23. As built plan of RAF Silverstone prepared for auctioning plots of land on the site, 1958

(Available at National Archives: Air 2/17673)

Note the increased size and layout of runways is larger than the original 1941 plan.

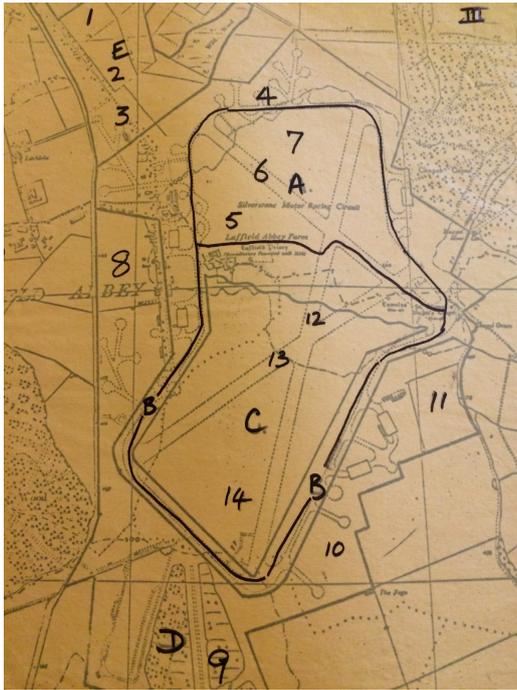


Figure 24. 1971 Masterplan Development plan for leisure uses.

Available at: BRDC Archive 26/01/71.



Figure 25. 2001 Land Use Masterplan

(Tilke, 2001, p. 35)

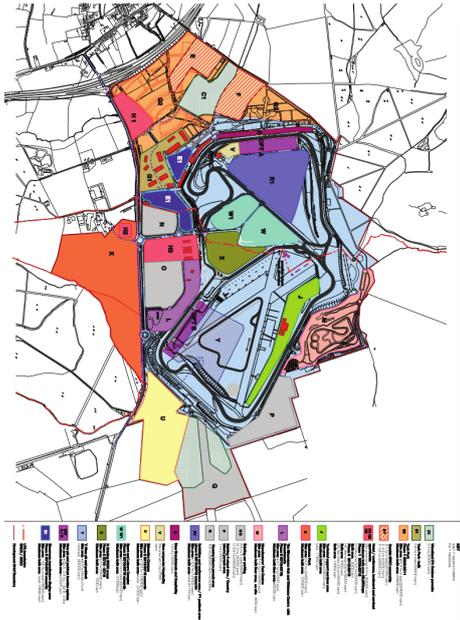


Figure 26. 2009 Land Use Masterplan

(Cube Design & Hyder Consulting, 2009, p. 15)



Figure 27. 2011 Land Use Masterplan

(Cube Design, 2011, p. 4)

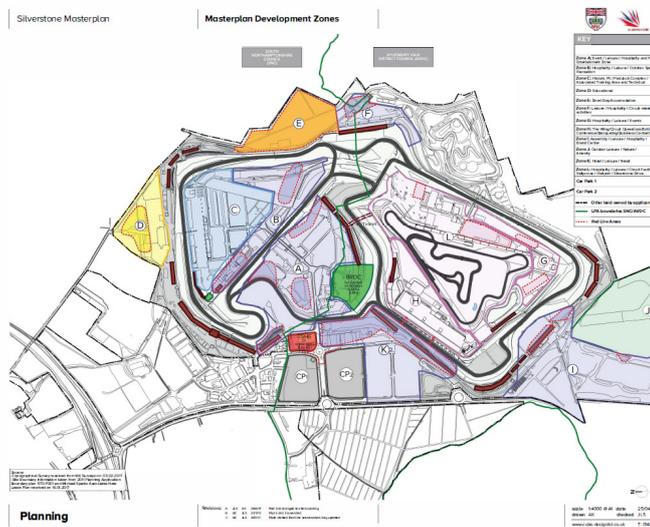


Figure 28. 2017 Land Use Masterplan
(Cube Design, 2017, p. 1)

Aerial Images

Luffield Farmhouse

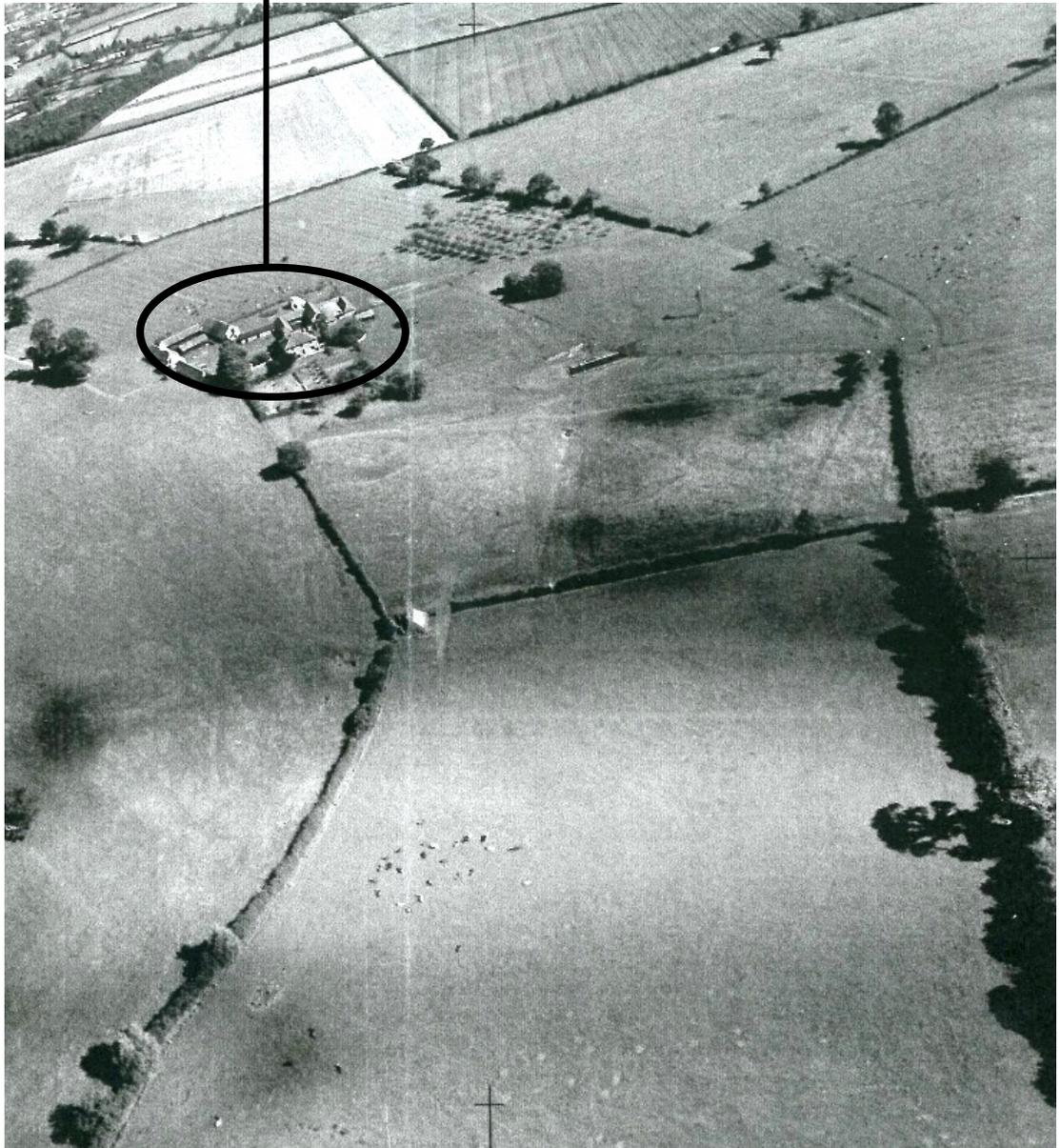


Figure 29. Luffield Farm and farmhouse pre 1942 taken from the south looking north.
Grateful for permission to reproduce in this thesis from Crown Copyright: Royal Commission on the Ancient and Historical Monuments of Wales: Excavations on defence sites, 1939-1945. Vol.1, Mainly Neolithic - Bronze age Grimes, W. F.

Luffield Farmhouse

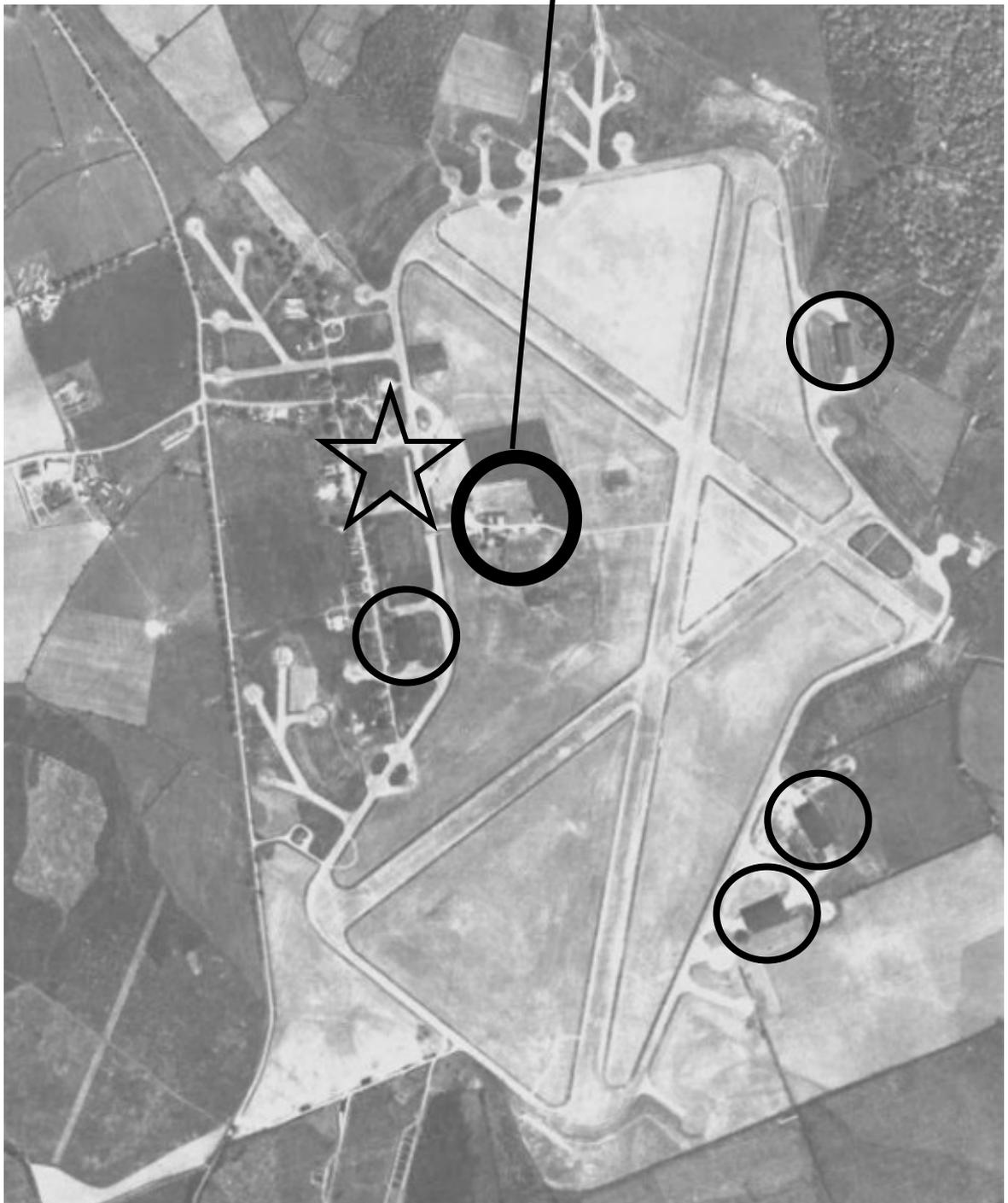


Figure 30. Aerial Image of Silverstone Circuit 1945 oriented to north.

Grateful to Google and The Geoinformation Group for permission to reproduce in this thesis.

This photo shows the original layout of the RAF Silverstone aerodrome runways with the perimeter taxiing track providing the basis for the layout of Silverstone Circuit. The four original aircraft hangars that have been demolished are highlighted in thin black circles. The only surviving hangar (Heritage Experience Centre) is in the black star.

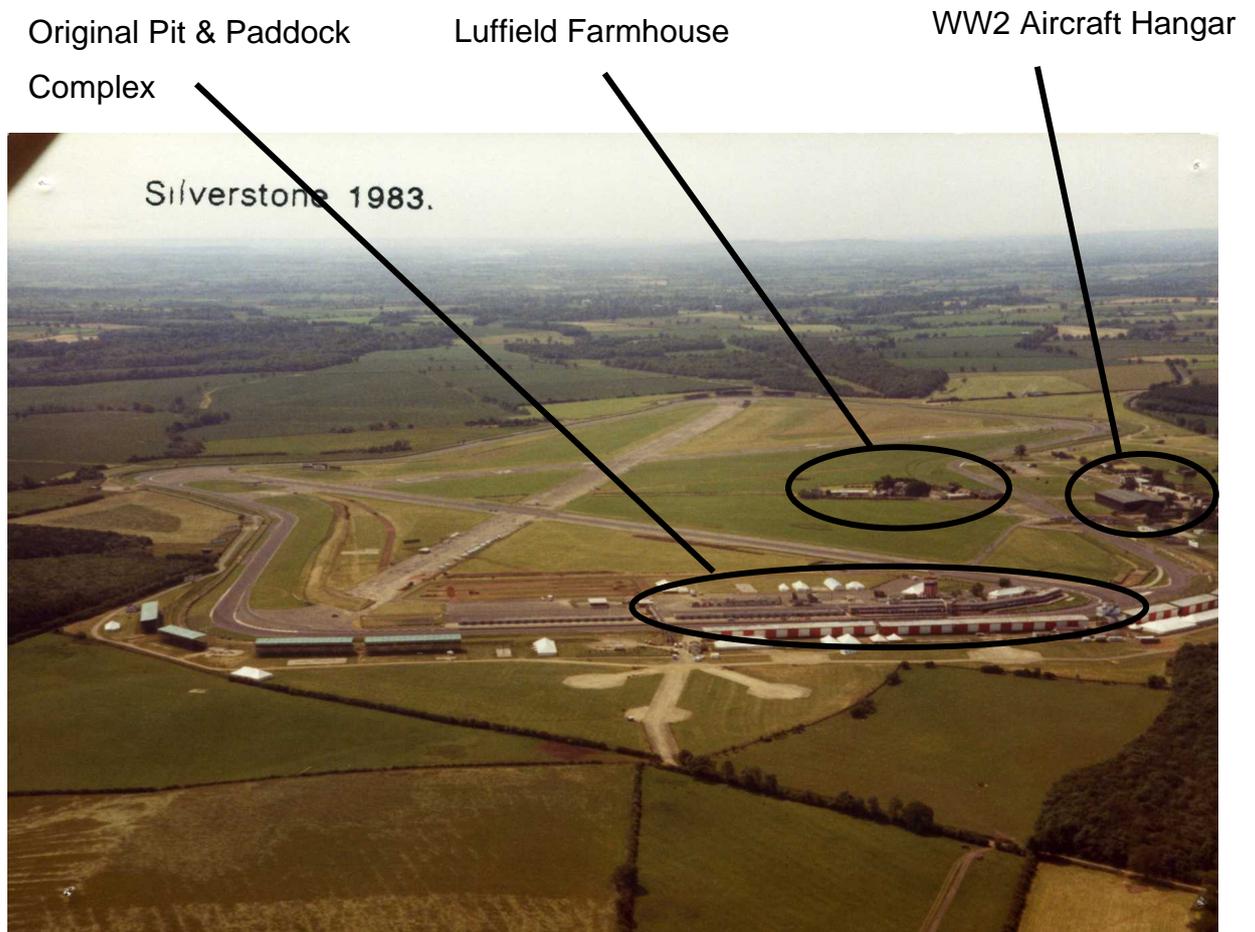


Figure 31. Aerial Image of Silverstone Circuit 1983 from the north looking south.

Grateful to Dave Welch for permission to reproduce in this thesis.

Note how the north area around the pit and paddock complex, the Luffield Farmhouse complex and the WW2 aircraft hangar (which now houses the Heritage Experience Centre) situated to the right of Luffield Farmhouse are the major developed areas of the circuit in this era. This photo does not show the industrial buildings forming the outer estate which would be to the right of the pit and paddock complex.



Figure 32. Aerial Image of Silverstone Circuit 2009 oriented to the north.

Grateful to Google and Getmapping plc for permission to reproduce in this thesis.



Figure 33. Aerial Image of Silverstone Circuit 2017 oriented to the north.

Grateful to Google for permission to reproduce in this thesis. Note the bright white roofs placed around the race track are covering lightweight temporary grandstand seating.

Heritage Experience Centre Design Proposals

2011-2013, #1 Heritage Experience Centre



Figure 34. #1 Location, Circuit Entrance. Demolition of WW2 Aircraft Hangar & New Build Heritage Experience Centre Design Proposal at HLF R1 Stage (Silverstone Circuits Ltd, 2012, p. 31)

2013-2015, #2 Location, Heritage Visitor Attraction

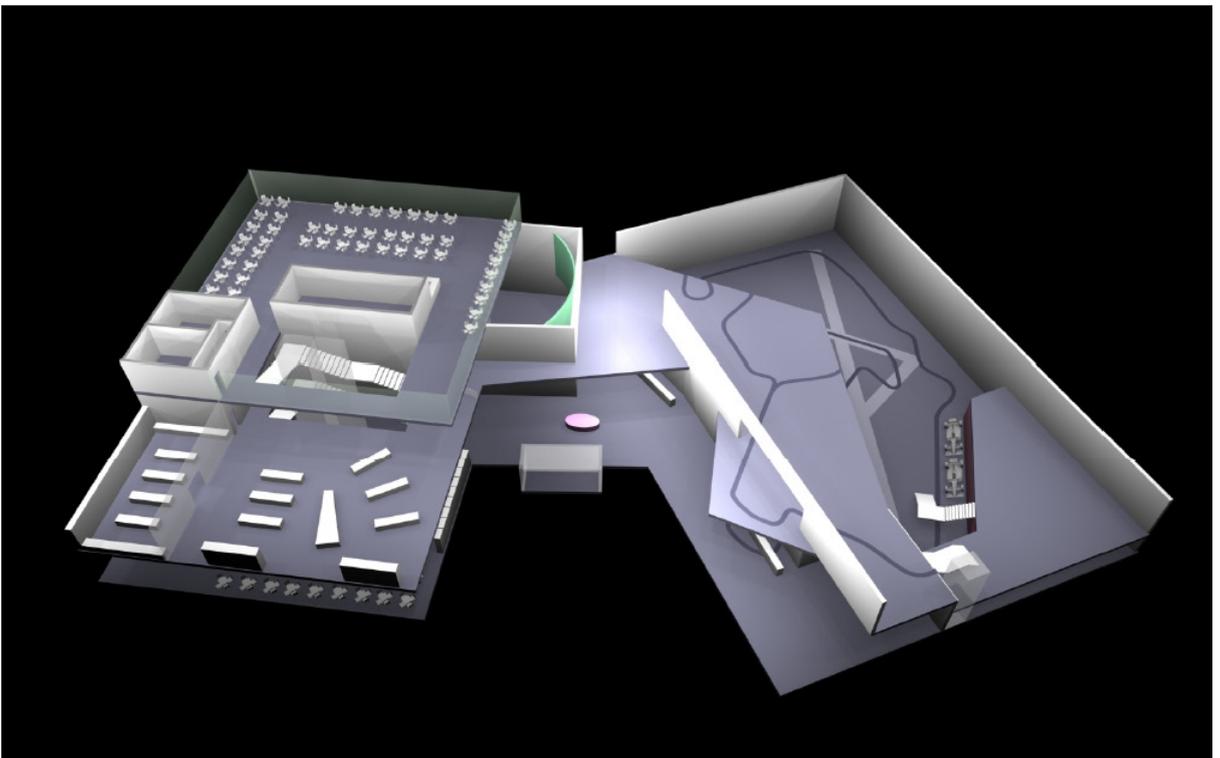


Figure 35. #2 Location, Concept Design Building Layout Proposal, 25th June 2014 (David, 2014, p.7)

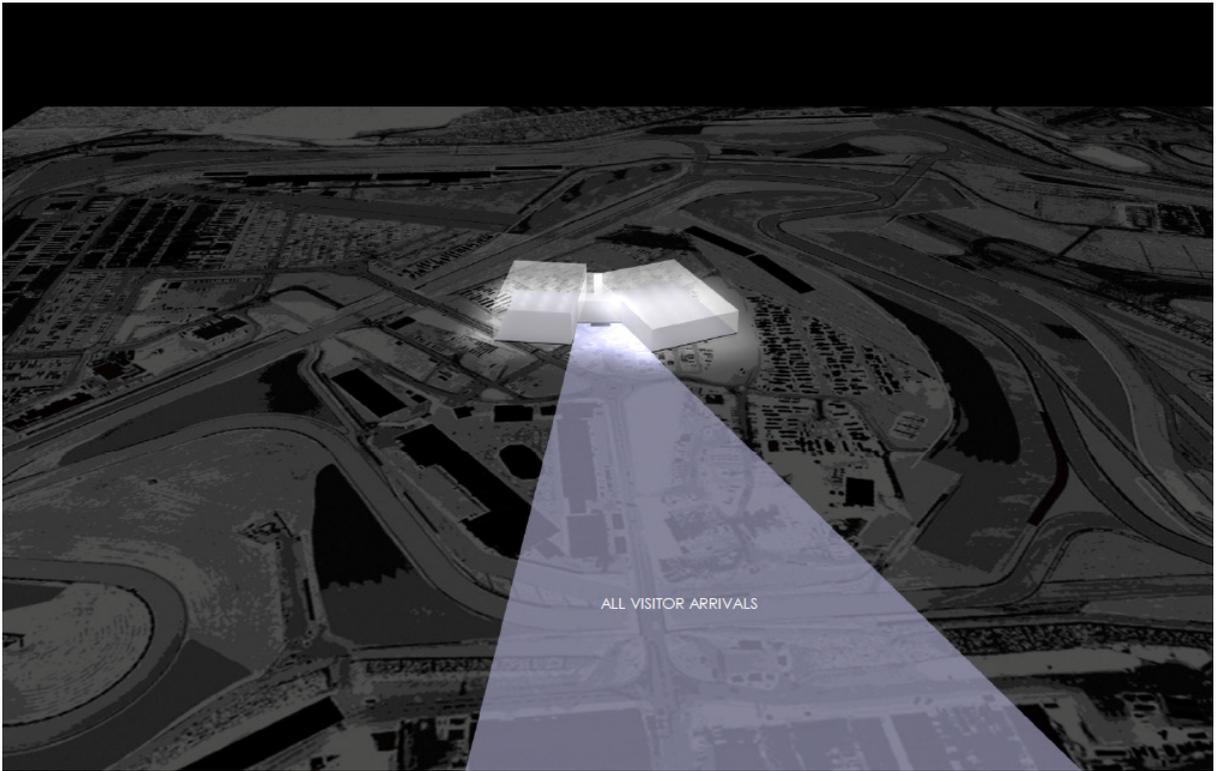


Figure 36. #2 Location, Concept Design Location and Form Proposal 25th June 2014 (David, 2014, p.8)

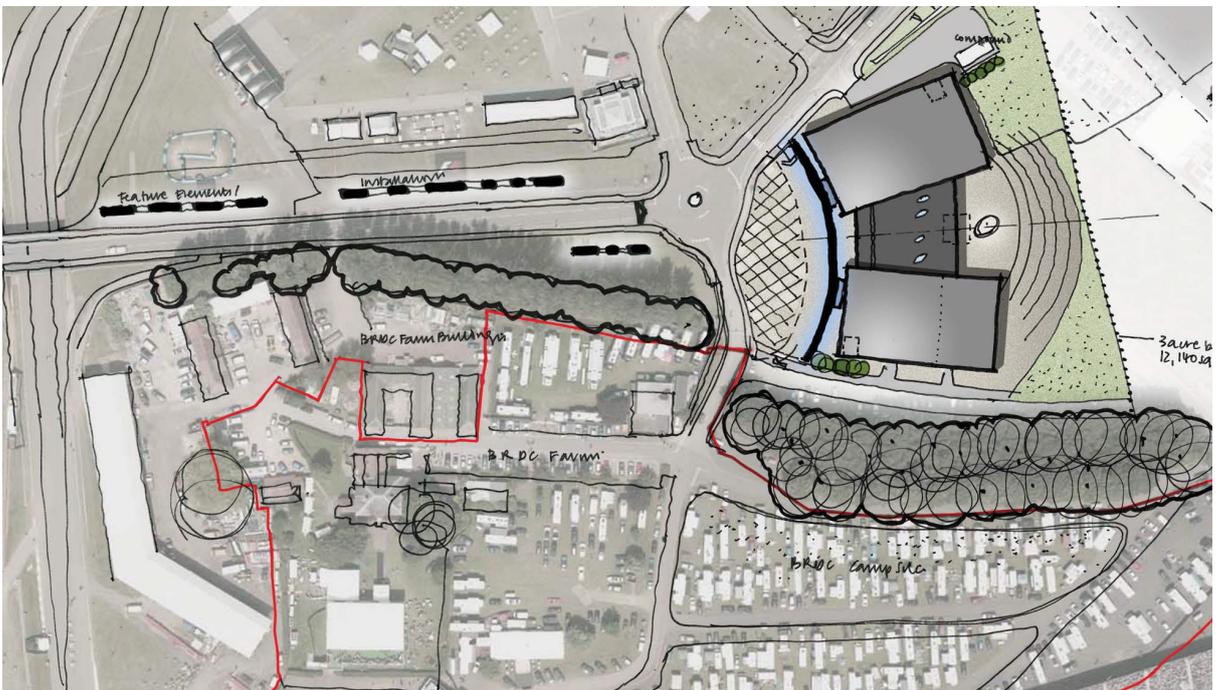


Figure 37. #2 Location. Proposed Location Plan 3rd March 2015

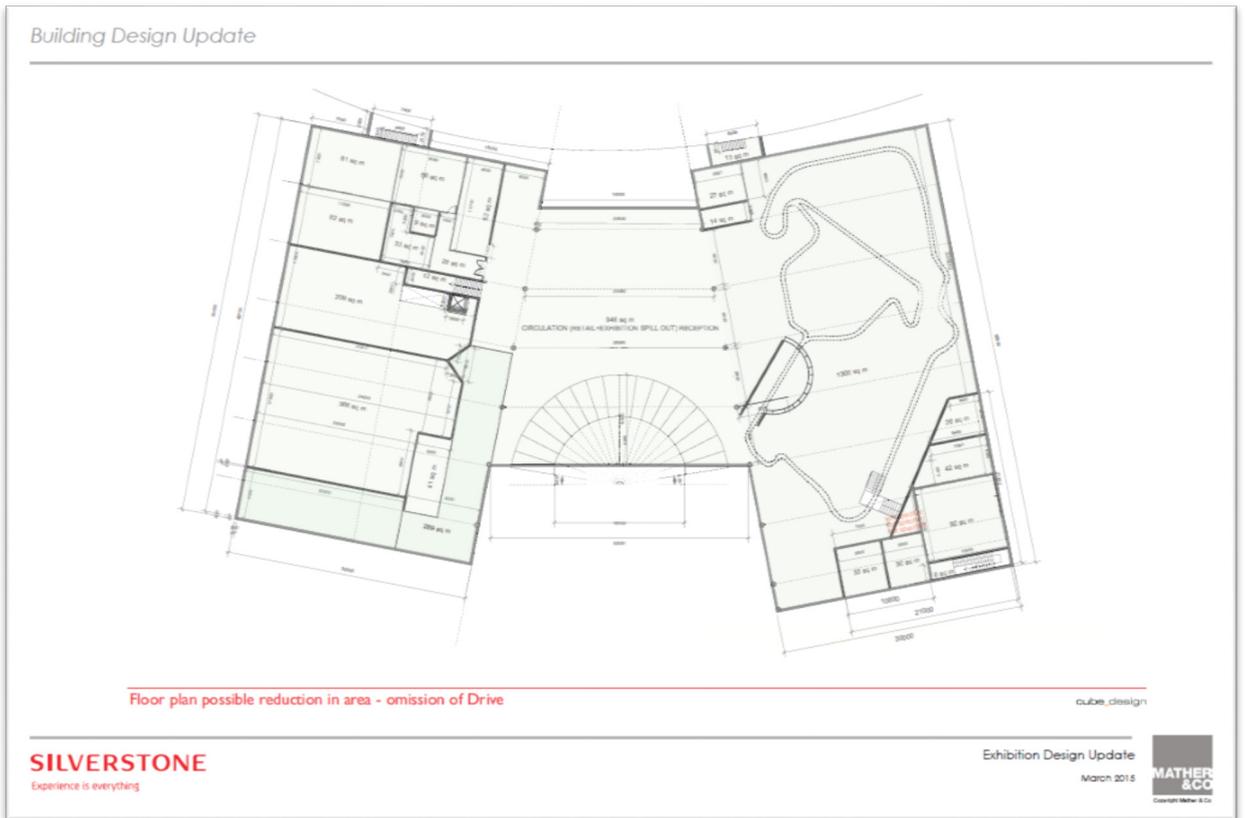


Figure 38. #2 Location, Proposed Floor Plan 3rd March 2015
(Mather & Co., 2015, p. 13)

2015 - Construction, #3 Heritage Visitor Attraction



Figure 39. #3 Location. Circuit Entrance. Refurbish Existing WW2 Aircraft Hangar, Demolish Timber Cabin, New Build Extension. Heritage Visitor Attraction
(Silverstone Heritage Ltd, 2016, p. 21)

Track Alterations

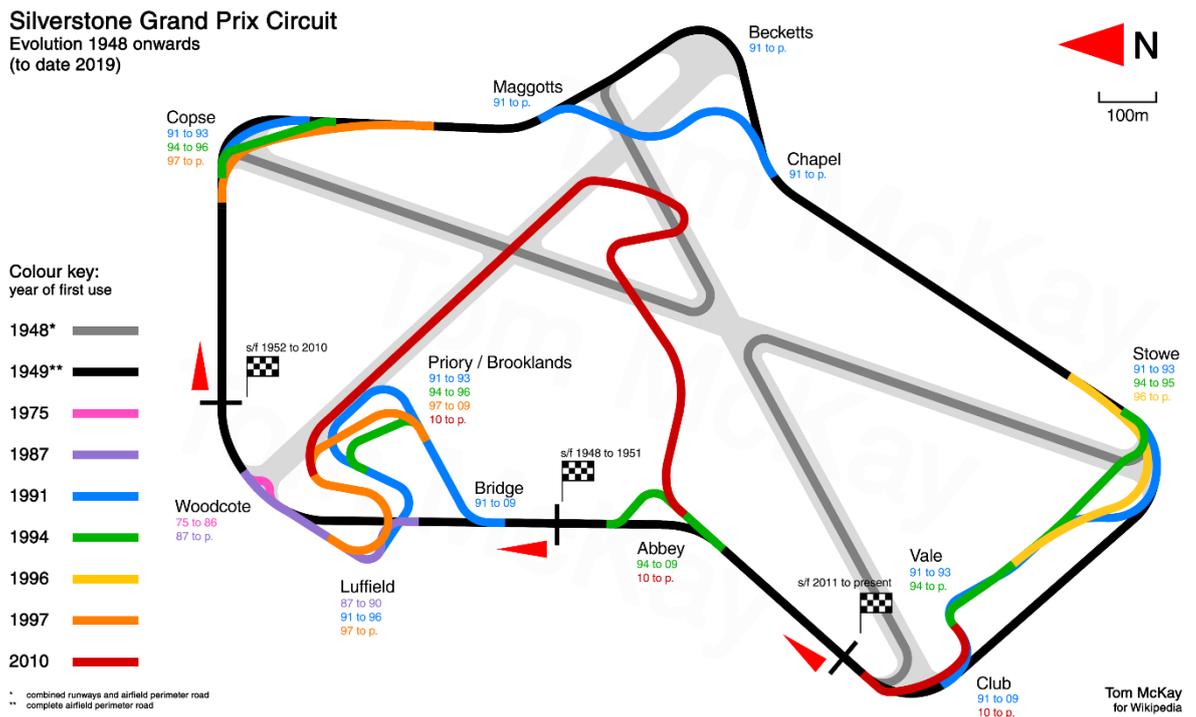


Figure 40. Iterations of Track Alterations

Grateful for permission to reproduce from [Tom McKay, Evolution of Silverstone Grand Prix Circuit 1949 to present, CC BY-SA 4.0](#)

Appendix D - Work Product of Heritage Experience Centre Project Development

Table 19. Work Product of Heritage Experience Centre Project Development

Date	Document Label	Date	Document Label
11 04 26	**** early help with project.pdf	12 10 19	BRDC collection and archive.pdf
11 10 17	Silverstone Attraction Feasibility.pdf	12 10 26	- VIP Member letters ref donations.doc
11 or 12	Business Model Analysis SHL and CEC.pdf	12 10 29	- **** offer of car to Visitors Centre.pdf
12 02 01	Pre App Doc 02-04-2012A.pdf	12 11 05	- **** letter to **** re Visitors Centre.pdf
12 02 12	The Silverstone Attraction ** Final.pdf	12 11 05	BRDC Commitment to project.pdf
12 04 10	3243-Proposed Concept Drawing A.jpg	12 11 06	- Heritage Lottery Fund letter 5 November 2012.doc
12 04 10	proposed concept drawing.pdf	12 11 06	draft Round 1 Submission Text.pdf
12 04 10	Silverstone pre appl supplemental report 23 July 12 (2).pdf	12 11 08	Silverstone support letter-HLF.pdf
12 04 10	Silverstone pre application.pdf	12 11 12	- Members Ages.xls
12 04 10	SILVERSTONE SPACE V2 PERCENTAGES.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 04 16	project feasibility presentation.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 07 23	concept floor plan.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 07 23	HLF application pre application response.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 07 23	Silverstone pre appl supplemental report 23 July 12 (2).pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 07 23	Silverstone pre application.pdf	12 11 14	- **** ref donations.doc
12 07 23	SILVERSTONE SPACE V2 PERCENTAGES.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 08 06	prog HLF round 1.pdf	12 11 15	BRDC Commitment.pdf
12 08 11	museum to open 2015.pdf	12 11 15	**** collection.pdf
12 10 01	Activity Plan Guidance copy.pdf	12 11 18	silverstone_notes.pdf
12 10 01	Activity plan guidance Oct 12.pdf	12 11 20	British Women's Racing Drivers Club archive commitment.pdf
12 10 01	capital cost requirements for new archive facilities.pdf	13 10 19	BRDC collection and archive.pdf
12 10 01	Conservation plan guidance Oct 12.pdf	13 10 26	- VIP Member letters ref donations.doc
12 10 01	Evaluation - Good practice guidance Oct 12.pdf	13 10 29	- **** offer of car to Visitors Centre.pdf
12 10 01	** Application form Oct 12.pdf	13 11 05	- **** letter to **** re Visitors Centre.pdf
12 10 01	** Application guidance Oct 12.pdf	13 11 05	BRDC Commitment to project.pdf
12 10 01	HLF Stage 1 Application guidance Silverstonev3 05.10.pdf	13 11 06	- Heritage Lottery Fund letter 5 November 2012.doc
12 10 01	Management and maintenance plan guidance Oct 12.pdf	13 11 06	draft Round 1 Submission Text.pdf
12 10 01	Project business plan guidance Oct 12.pdf	13 11 08	Silverstone support letter-HLF.pdf
12 10 01	Reducing environmental impacts - Good practice guidance Oct 12.pdf	13 11 12	- Members Ages.xls
12 10 02	Requirements for Archive buildings.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 10 05	- Letter to BRDC members ref donations 2.doc	12 11 14	- **** Silverstone Visitors Centre.pdf
12 10 05	- Letter to BRDC members ref donations 3.pdf	12 11 14	- **** Silverstone Visitors Centre.pdf
12 10 05	- Letter to BRDC members ref donations.doc	12 11 14	- **** Silverstone Visitors Centre.pdf
12 10 10	- Addresses for HLF Letter.xlsx	13 11 14	- **** Silverstone Visitors Centre.pdf
12 10 10	- **** re Archive.pdf	13 11 14	- **** ref donations.doc
12 10 10	- Mail merge letter to members ref donations.doc	13 11 14	- **** Silverstone Visitors Centre.pdf
12 10 10	- VIP names removed from Visitors Centre donations request letter.xls	13 11 15	BRDC Commitment.pdf
12 10 12	SilverstoneHeritageTrailResearch_v1.pdf	13 11 15	**** collection.pdf
12 10 17	Activity Plan_Budget_20171012.pdf	13 11 18	silverstone_notes.pdf

12 10 17 potential for BRDC and RAC archive to be housed.pdf	13 11 20 British Women's Racing Drivers Club archive commitment.pdf
12 10 17 SHL Working Lunch Order re Main Contractor Interviews.xlsx	13 11 13 SHL not able to distribute profit to shareholders.pdf
13 04 29 Economic Impact Assessment of Silverstone.pdf	13 11 19 Lead Consultant short list.pdf
13 04 29 HLF next steps.pdf	13 11 19 lead consultant tender.pdf
13 05 08 - HLF release ** ammends.doc	13 12 02 Archivist tender appointment Letter.pdf
13 05 08 - HLF release.doc	13 12 04 ****.pdf
13 05 09 HLF press release R1 award.pdf	13 12 12 resolution that SCL will match HLF R2 bid funding.pdf
13 05 09 staff announcement of R1 HLF funding.pdf	13 12 16 ****.pdf
13 05 24 ownership query HLF.pdf	13 12 17 change of location.pdf
13 05 25 HLF summary presentation.pdf	13 12 20 ****.pdf
13 05 25 HLF summary presentation.ppt	14 01 09 - Letter from ****.pdf
13 08 02 HLF first round pass.pdf	14 01 10 HLF need mem of und to award R2 fund.pdf
13 08 02 Silverstone First Round grant notification letter.pdf	14 01 10 memorandum of understanding SCL SHL BRDC.pdf
13 09 11 location plan.pdf	14 01 16 lease of land to whom by whom.pdf
13 09 23 SHL incorporation proposal and OJEU questions.pdf	14 01 17 memorandum of understanding SCL SHL BRDC.pdf
13 09 24 BRDC Resolution.pdf	14 01 22 Proof of ownership.pdf
13 09 25 Draft rationale for moving location of Heritage Hub.pdf	14 01 23 - Memorandum of Understanding 23 01 2014.pdf
13 09 27 Cashflow draft.pdf	14 01 23 BRDC memorandum of understanding to work toward round 2 bid.pdf
13 09 27 cashflow.pdf	14 01 23 Memorandum of Understanding.pdf
13 09 27 draft docs email.pdf	14 01 29 charity registration advice.pdf
13 09 27 Draft Permission to Start Form.pdf	14 01 30 reply charitable status and location change.pdf
13 09 27 DRAFT PROGRAMME 27 SEPT 2013.pdf	14 02 05 Ops - Actions - 05.02.14.doc
13 09 27 DRAFT PROGRAMME.pdf	14 02 05 ops meeting notes.pdf
13 09 27 Draft PTS form.pdf	14 02 12 Ops - Actions - 12.02.14 (1).doc
13 09 27 HLF permission to start meeting.pdf	14 02 13 expression of interest lead consultant tender.pdf
13 09 27 PTS Form.pdf	14 02 17 Lead Consultant Tender Document 3.pdf
13 09 27 Silverstone Live Cashflow draft 27th Sept.pdf	14 02 17 PTS.pdf
13 10 04 BRDC ordinary resolution transfer of freehold.pdf	14 02 19 Ops - Actions - 19.02.14.doc
13 10 04 BRDC resolution to exchange Hangar land for project.pdf	14 02 19 ops meeting notes.pdf
13 10 15 agenda.doc	14 02 20 Final on line PTS form.pdf
13 10 17 **** initial meet.pdf	14 02 20 permission to start submission.pdf
13 10 21 229811_Memorandum_and_Articles_of_Association.pdf	14 02 25 Lead Consultant Tenders results.pdf
13 10 21 229863_Incorporation_Certificate__X2JG9YRT.PDF	14 03 03 pre qualify Lead consultant tender explanation.pdf
13 10 21 229866_Company_Profile_for_SILVEHERIT.pdf	14 03 05 delay to Permission to Start.pdf
13 10 22 OJEU necessary.pdf	14 03 06 expecting PTS soon.pdf
13 10 22 proposed content of PTS form.pdf	14 03 12 Ops - Actions - 12.03.pdf
13 10 29 Heritage Hub BRDC Archive Location.docx	14 03 12 Project Management and Procurement PTS.pdf
13 10 29 meeting info PTS.pdf	14 03 19 Ops - Actions - 19.03.14 (2).doc
13 10 31 lawyer correspondance.pdf	14 03 27 HLF mentor meeting.pdf
13 11 01 SHL proposal.pdf	14 04 01 appoint more directors to SHL for PTS approval.pdf
13 11 02 incorporating SHL.pdf	14 04 02 Ops - Actions - 02.04.14 (1).doc
13 11 06 HLF monthly updates.pdf	

14 04 02 ops meeting notes.pdf	14 07 08 SHL Building Design Team Tender Assessment Criteria.pdf
14 04 02 SHL memorandum and articles of association March 2014.pdf	14 07 09 **** not submitting bid.pdf
14 04 02 SHL mems and arts advice.pdf	14 07 10 architect tender interview invites.pdf
14 04 08 Heritage Hub Location.pdf	14 07 10 BRDC SCL board members.pdf
14 04 09 Ops - Actions - 09.04.14.doc	14 07 11 working group meeting minutes.pdf
14 04 09 ops meeting notes.pdf	14 07 14 Ops - Actions - 30.07.14 (2).doc
14 04 10 Heritage Hub Location.pdf	14 07 14 SHL - HLF delivery matrix v0.4 -.pdf
14 04 10 SHL Lead Consultant Tender Document.pdf	14 07 14 SHL - HLF delivery matrix.pdf
14 04 16 Ops - Actions - 16.04.14.doc	14 07 15 Building Design Team Tender Pre-Interview Scoring.pdf
14 04 23 Ops - Actions - 23.04.14.doc	14 07 16 Ops - Actions - 16.07.14 (1).doc
14 04 30 Ops - Actions - 30.04.14.doc	14 07 17 HLF progress report.pdf
14 05 01 Fundraising strategy.pdf	14 07 17 progress report explanation.pdf
14 05 07 Ops - Actions - 07.05.14 (1).doc	14 07 18 - Target Donor List STRICTLY CONFIDENTIAL.xlsx
14 05 08 lead consultant tender return exec summary.pdf	14 07 18 - Target Donor List.pdf
14 05 09 BRDC terminates discussion with potential Silverstone investor MBO.pdf	14 07 22 Building Design Team Tender Assessment - Post Interview.pdf
14 05 14 Ops - Actions - 14.05.14.doc	14 07 22 SHL Building Design Team Tender Assessment - Post Interview.pdf
14 05 15 PTS granted.pdf	14 07 23 - **** to **** re **** Patron FINAL FINAL (2).pdf
14 05 15 Silverstone R1 - Permission to start the project.pdf	14 07 23 ****. **** leaving.pdf
14 05 15 terminate discussion with circuit purchaser.pdf	14 07 23 notes on architect appointment - ****.pdf
14 05 21 copy of SHL accounts.pdf	14 07 23 Ops - Actions - 23.07.14 (1).doc
14 05 21 new masterplan mentioned.pdf	14 07 28 Activity Plan Tender Document.pdf
14 05 21 Ops - Actions - 21.05.14 (1).doc	14 08 04 project update.pdf
14 05 26 SHL Charity Board Structure.pdf	14 08 04 ****. staying in the innovation centre.pdf
14 05 28 Ops - Actions - 28.05.14 (1).doc	14 08 06 Ops - Actions - 06.08.14.doc
14 05 29 Unsuccessful lead consultant tender letters.pdf	14 08 13 FW_ Silverstone disappointed not to extend MotoGP contract.pdf
14 06 02 SHL board members.pdf	14 08 13 Ops - Actions - 13.08.14.doc
14 06 11 architect tender program and strategy.pdf	14 08 14 DPMT minutes.pdf
14 06 11 Ops - Actions - 11.06.14 (1).doc	14 08 15 - Proposed Patrons.pdf
14 06 17 Architect tender document Rev B.pdf	14 08 15 SHL Governance Structure.pdf
14 06 18 Ops - Actions - 18.06.14 (1).doc	14 08 18 design update meeting SHL - restaurant nearby.pdf
14 06 20 SHL presentation FINAL.pdf	14 08 20 Ops - Actions - 20.08.14.doc
14 06 23 Architect tender long-list revA.pdf	14 08 25 Task Matrix.pdf
14 06 24 Design Team Appointment.pdf	14 09 01 Silverstone Summary Programme.pdf
14 07 04 Building Design Tender Queries.pdf	14 09 02 **** motogp leaving.pdf
14 07 08 - **** to **** re **** Patron FINAL FINAL.docx	14 09 03 Ops - Actions - 03.09.14.doc
14 07 08 - **** to **** re **** Patron Draft 1.docx	14 09 09 **** response to ****.docx
14 07 08 - **** to **** re **** Patron Draft 2.docx	14 09 09 **** response to ****.pdf
14 07 08 - **** to **** re **** Patron FINAL.docx	14 09 10 Fw Documents as discussed.msg
14 07 08 BRDC announces restructure (2).pdf	14 09 10 Fw on-line round 1 submission.msg
14 07 08 **** leaving message.pdf	14 09 10 Ops - Actions - 10.09.14.doc
14 07 08 **** BRDC restructuring.pdf	14 09 13 anticipated archaeology constraint.pdf

14 09 15 ****. BRDC and SCL come closer by removing SHoldL.pdf	15 03 11 DPMT Project Management Structure.pdf
14 09 15 project starting to wobble.pdf	15 03 11 restart DPMT meetings.pdf
14 09 17 Ops - Actions - 17.09.14.doc	15 03 18 Silverstone CMP Action Plan Draft..pdf
14 09 24 Ops - Actions -24.09.14.doc	15 03 30 brdc public announcement.pdf
14 10 01 Ops - Actions -01.10.14 (1).doc	15 04 09 HLF Project Overview April 2015 xls R1.pdf
14 10 02 planning status of site.pdf	15 04 09 Silverstone DPMT Meeting April 9th 2015.pdf
14 10 07 Letter re BRDC Due Diligence Checks.pdf	15 04 20 - Contact list from **** Yearbook.pdf
14 10 08 Commercial Area Zone.jpg	15 05 28 initial contact Aylesbury Vale.pdf
14 10 08 Ops - Actions -08.10.14 (1).doc	15 05 28 initial contact reply Aylesbury Vale.pdf
14 10 15 Ops - Actions -15.10.14.doc	15 05 28 initial contact South Northamptonshire.pdf
14 10 28 letter to ****.docx	15 05 31 pre app submission email.pdf
14 10 28 SCL Execs out. BRDC Step In.pdf	15 06 01 confidentiality agreement.pdf
14 10 29 Operations Meeting - Actions 29.10.2014.docx	15 06 01 considering dropping HLF funding.pdf
14 10 31 **** electricity usage.pdf	15 06 01 pre app submission email.pdf
14 10 31 **** leaves to manage ****.pdf	15 06 02 design meeting.msg
14 11 04 *** new SCL chief execs.pdf	15 06 02 planning application issues discussion **** *.pdf
14 11 05 Operations Meeting - Actions 05.11.2014.docx	15 06 14 early cost estimate recommending contractor involvement.pdf
14 11 12 Operations Meeting - Actions 12.11.2014.docx	15 06 19 Silverstone Heritage Ltd Board Meeting 24 June 2015 - Actions.pdf
14 11 20 worries from **** Leader and ****.pdf	15 06 25 **** draft letters re fundraising.pdf
14 11 26 reply regd SCL exec leaving.tif	15 06 26 - **** to **** re **** Patron.pdf
14 12 01 meeting intro ****.pdf	15 07 16 DPMT minutes.pdf
14 12 02 BRDC put project on hold.pdf	15 07 21 Grand Prix public consultation.pdf
14 12 03 HLF desperate to keep the project live.pdf	15 07 24 letter to ****.pdf
14 12 03 project dead.pdf	15 08 24 Trustee Declaration 24.09.15.jpeg
14 21 05 ops meeting notes.pdf	15 09 01 constitution governance board membership RIBA Stage C Review.pdf
15 01 20 resurrection good luck.pdf	15 09 01 **** concept proposal.PDF
15 01 20 resurrection ****.pdf	15 09 01 fundraising strategy RIBA Stage C review.pdf
15 01 21 post meeting thoughts 2.pdf	15 09 01 sponsorship strategy approach.PDF
15 01 21 post meeting thoughts.pdf	15 09 02 Heritage Project Update for BRDC Board 2nd Sept.pdf
15 01 22 picture of project resurrection presentation in archive.pdf	15 09 04 anticipated HLF Round 2 submission date.pdf
15 01 22 project resurrection presentation.PDF	15 09 07 fundraising meeting notes.PDF
15 01 26 arrange project re-start meeting.pdf	15 09 09 BDF Draft_Sponsorship_Report_Silverstone Motorsport World.pdf
15 01 26 Re-launch HLF.pdf	15 09 14 potential modular buildings.pdf
15 01 26 release HLF funds to re-launch.pdf	15 09 16 Family Experience Centre early presentation.pptx
15 02 04 Silverstone Heritage Live - Content, Collections and Activities.pdf	15 09 16 FEC Brief.pdf
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15 02 18 field-notes meeting ****.pdf	15 09 22 **** fundraising proposal.PDF
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15 02 22 request to delay round 2 HLF bid from SHL.pdf	15 09 30 **** wants streamlined decision making.pdf
15 03 03 Exhibition design update.pdf	15 10 05 pitching for funding.pdf

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