

refresh

consulting: sport, leisure and culture newsletter issue 1



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refresh

this is capita symonds consulting: sport, leisure and culture



Welcome to the first edition of *refresh*, Capita Symonds Consulting's newsletter, providing an insight into our people, our work and our culture. 2007 has been an exciting year of growth for us supporting projects such as the trailblazing Orford Park Community Sports Hub in Warrington and developing Waverley Borough Council's Leisure Strategy - two great examples from over 30 projects that we have worked on over the last year.

I am also delighted to announce significant growth in our team over the last few months. We have brought in a number of high quality experienced professionals from across the sector to support and develop the business - more later.

Looking ahead, in issue 2 (December 2007) we will discuss our pivotal role in exploring a bid for the 2015 Rugby World Cup for Scotland, report on our Facility Development 'Think Tank' being undertaken in the North East in October and release the dates of our future Think Tank Seminars for 2008.

Duncan Wood-Allum - Director

There was a time when sport, leisure and culture was seen as the soft side of public services. Times have changed. This sector has the potential to be a major driver of the economy, regeneration and community in transforming lives, aspirations and environments.

Working closely with the public, private and voluntary sectors and their representative organisations to assist in this transformation represents a huge opportunity for Capita Symonds Consulting.

Our holistic approach enables you to unlock the potential of your organisation, its partners, assets and people to deliver high quality sustainable services, improved value for money, participation levels, and meaningful outcomes.

We do this by providing the very best advice, asking the hard questions and exploring all possible opportunities open to our clients and their partners. Our team comprises experienced practitioners and 'best in class' alliance partners, who develop relationships based on trust and shared goals. Coupled with the multi disciplinary capability of Capita Symonds and as part of The Capita Group PLC, Capita Symonds Consulting provides a fully integrated service in the fields of strategy, feasibility, procurement, funding and transformation.

cover picture: Orford Park, Warrington

Orford park - the UK's first community sports hub

Warrington Borough Council is developing the UK's first community sports hub and has commissioned Capita Symonds Consulting to help drive the project forward.



Warrington Borough Council is developing the UK's first Community Sports Hub and has commissioned Capita Symonds Consulting to help drive the project forward. The hub concept is based on a joint-service facility that will combine health, leisure, professional sport, library, an 'active park', education, adult and children's service on one site. The facility is being developed in a park environment in Orford, one of Warrington's more deprived wards and will be a significant factor in the economic and social regeneration of the area.

The £30m scheme features an innovative approach to partnerships, funding and procurement that is being championed as an exemplar of good practice by Sport England in the future delivery of sports and leisure facilities. Our commission included establishing a framework for effective project management, refining the mix of facilities within the scheme, developing the detailed business case, and supplying expertise in the areas of cost management, site suitability and procurement. An innovative approach to capital and revenue funding, which will be central to the establishment of the project, is also being developed alongside the Council.

The scheme includes a great many features that will establish Orford Park as a unique facility, linked to the Warrington Wolves and Warrington Town Football Club. Health and leisure will be integrated with many other council services on site, with a major focus on skills development and

capacity-building within the community, offering a 'one-stop shop' for local residents to access local services and support. The planned presence of a sports retailer on site will also provide significant regeneration opportunities and the site master plan incorporates new facilities at William Beamont School and full integration with the Warrington Collegiate.

The development of the scheme has proved no less innovative, featuring an integrated partnership with the North West Regional Development Agency, Sport England North West Region, the Football Foundation, Big Lottery Fund and the development of a former leisure site to provide revenue funding for outreach and community activity. The project will deliver incremental improvements in participation which are estimated at two million per annum.

Yvonne Bottomley, Strategic Director of Corporate Services and Project Sponsor said,

"Capita Symonds has brought some impressive knowledge, skills and drive to this project. Working alongside them has proved to be a key element in unlocking the potential and making the authority think completely 'outside the box' to deliver what will be a trailblazing scheme for the rest of the UK."

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waverley's leisure strategy



In preparation for the tendering of a long-term contract for the management of its leisure facilities, Waverley Borough Council commissioned Capita Symonds Consulting to produce a fifteen-year strategy for the delivery of leisure services across the borough.

In preparation for the tendering of a long-term contract for the management of its leisure facilities, Waverley Borough Council commissioned us to produce a fifteen-year strategy for the delivery of leisure services across the borough. The brief included full consideration of facility development, management and procurement options as the borough prepared to move towards a new phase in its delivery of community leisure and cultural services.

The process began with the development and agreement of a vision for the services the borough wanted to deliver over the next fifteen years. Through a series of workshops, we discussed in great detail the nature of Waverley's leisure and cultural services with the client team and elected members. This allowed Waverley to be clear about the services it wanted to deliver and for us to be clear about all the issues affecting service delivery in the borough. This visioning process was a highly interactive programme which engaged everyone involved but it also served to foster a sense of ownership of the decision-making among Waverley's elected members. This ownership subsequently had a positive effect on the progress of the strategy as it made its way through the council's legislative process.

From the visioning sessions, we conducted a leisure needs analysis of Waverley's services, which included a detailed desk review, geo-demographic profiling, accessibility mapping and extensive consultation. This analysis informed the options appraisal, which considered all possible approaches to the issues of management, procurement and facilities relating to the borough's leisure service provision.

Julie Maskery, Head of Service, said, "The team quickly developed a good understanding of the Council's position and aspirations both from an officer and member perspective. They provided a transparency to the process which helped enormously especially when difficult issues and decisions needed to be addressed."

"Overall we would highly recommend Capita Symonds to any other authority looking to carry out a similar process."

We are now assisting Waverley in implementing the procurement of the management of its four leisure facilities that features the potential replacement of one site and refurbishment programme linked to a long-term partnership agreement.

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team profiles



Mike Piet
Associate Director

As Associate Director, Mike Piet is responsible for the Capita Symonds Consulting's Leeds office and develops business across the North of England while retaining a number of key clients elsewhere in the country. Mike also holds responsibility for team management and the robust quality assurance processes.

Mike joined Capita in 2004 and transferred to Capita Symonds in 2005. With a background in planning and design, Mike has spent over twenty years in the sport and leisure industry. Since joining Capita, he has carried out and project-managed a wide range of commissions, including feasibility studies, business plans, procurement processes, funding strategies, option reviews and preparation of management specifications.

From Mike's perspective, getting involved with an array of different projects and helping clients to a better outcome for their scheme is what makes the consultant's role so exciting.

"I like the varied nature of the work and I love the sense of achievement which comes from completing a project: taking it from the germ of an idea through to its appearance on the ground," he says. "One of the things that makes Capita Symonds Consulting different is that we have a diamond shape to our staffing. Where some consultancies have a pyramid, with a senior person at the top and a lot of junior staff, the majority of our people are senior and principal consultants. This is how we add value. I believe that to support your clients effectively you have to have the requisite knowledge and experience. I am pleased to say that most of our work is from regular clients and recommendations."



Tom Pinnington
Senior Consultant

Based in London, Tom is a Senior Consultant acting as project manager and lead consultant on the delivery of a wide range of projects. With extensive experience of sports funding and administration, Tom's focus now concentrates on strategy and feasibility for major sport and leisure facility schemes. Tom joined Capita Symonds Consulting in 2003 following posts with the New Opportunities Fund and Sport England.

"I'm now the longest serving member of the team," Tom says. "In the last two and a half years I've seen our business change radically. We've become more professional, the quality of the work we produce is much better and consequently the quality of our commissions is also higher."

Striking a balance between immersion in a project and moving to new jobs is, Tom argues, one of the key requirements for effective consultancy.

"That balance can be difficult if you are constantly having to chase the next job," Tom says. "As Capita Symonds Consultancy has grown, we have developed a much broader horizon of work and longer term relationships, so we have the luxury of not having to chase so hard. That's a nice position to be in, both for us and our clients."

This situation enables the Sport, Leisure and Culture team to work a little differently to some other consultancies.

"We're fully integrated with the wider Capita group, which means we've got all we need here as part of the extended team and we can be flexible. We can bring all these tools to the table quickly, which makes my life, and more importantly my clients' lives, much easier."



new colleagues:

Chris Marriott, Senior Consultant

As a highly experienced Senior Consultant, Chris is responsible for project managing feasibility studies, sourcing funding, business planning and financial modelling. With a career that includes extensive experience of leisure consulting and corporate banking, it is not surprising that Chris has taken the lead in our more commercially oriented assignments such as a Leisure Transformation project for London Borough of Southwark. While working on projects such as a £160m health and tourist resort in the West Country, a £25m public-private partnership for public sector facility management and a £25m sub-aqua facility, Chris has also managed to maintain a single-figure handicap on the golf course and make regular hiking, skiing and fishing trips.

Elizabeth Turnbull, Research Consultant

Elizabeth joins as a research consultant role and brings her extensive experience of the cultural sector to the team. Previously working with English Heritage and the Saatchi Gallery, she then spent two years with museum consultancy Stuart Davies Associates. She supported a wide range of feasibility, review and business planning projects in museums and galleries around the UK, putting her degree in art history and MA in museum management to good use.

Ita Shaughnessy, Business Co-ordinator

Ita has joined the team as business co-ordinator, a role in which she will support the delivery of external and internal projects. Ita has over five years' experience working in the leisure industry and a degree in leisure management, not to mention a diploma in sports and disability studies and a certificate in injury management and fitness. Ita will be providing personal and administration support to the team while pursuing her interests in community sport, leisure and cultural development.

Ben Grady, Consultant

Having joined the team this summer, Ben is one of our most recent colleagues. Ben brings a practical understanding of the world of sports development to Capita Symonds following posts as a sports development officer and community projects officer. More recently Ben was responsible for the management of a school sports partnership that included 54 schools within its remit.

Renata Drinkwater, Associate Director

Renata has cemented her long term links with Capita Symonds by becoming an Associate Director in its consulting practice. She has some 20 years' senior experience in sport, leisure and culture consulting, and was formerly the founding partner of Ernst and Young's hospitality and leisure consulting team. She has directed some 200 studies in the public, private and voluntary sectors for clients including funders, developers and operators. Renata will focus on growing the group's activities in leisure, tourism and economic development.