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PROFILE

Mark has had a lifelong passion for sport and this has been reflected in a successful career in international sport and leisure management in both the public and private sectors. In 1983 Mark graduated with a BA (Hons) degree in Sports Studies and in 2003 he completed a post graduate Diploma in Sports Management at Loughborough University. The first decade of his career was spent managing sports and leisure facilities and services in the UK public sector where he gained valuable experience in governance and general management. Following that and for twenty years between 1992 and 2012 Mark was a specialist sports consultant operating throughout the UK and internationally as owner and Chairman of Strategic Leisure. During the period of his ownership Mark grew Strategic Leisure from a small UK-based Company into an international brand.

Mark is one of the UK's most experienced leisure consultants having completed over 600 consultancy projects in the UK and a number of international assignments. His expertise stretches from small community facilities and services to major international venues and events.

Throughout his career Mark has overseen more than 50 management options appraisals and the delivery of many management solutions including PPP/PFI 'externalisations', the negotiation of concession contracts, the establishment of leisure trusts etc

Mark has developed an academic interest in **Team-building** and **Leadership** and has developed his own 'model' of effective practice based on his experiences in management, sport and expeditions. Mark has read extensively in this area to expand his knowledge and give occasional presentations to interested parties.

For six years between September 2012 and September 2018 Mark was the full-time Chief Executive of the Hong Kong Football Association. He was asked to take up this role based on the consultancy work he had done in 2009 and 2011 relating to Hong Kong football.

QUALIFICATIONS

- BA (Hons) Sports Studies: Madeley School of Physical Education (1983)
- Post Graduate Diploma: Sport and Leisure Management: Loughborough University (2000)

KEY SKILLS

- Project Management
- Consultation
- Analysis

CAREER SUMMARY

September 2012 - September 2018: CEO Hong Kong Football Association: Between 2009 and 2011, Mark completed three important consultancy studies in Hong Kong. He wrote the Government's National Strategy for Football, 'Dare to Dream', prepared a feasibility study for a National Football Training Centre and acted as 'change agent' for the Hong Kong Football Association which resulted in the completion of a transformational strategic plan for the Association entitled 'Project Phoenix'. He was asked to become the full time CEO of the HKFA and to be responsible for the implementation of this plan as well as the day to day management of the Association and football development across Hong Kong. Project Phoenix was completed between 2012 and 2014 with all 33 recommendations either fully implemented or on-going. In 2015 Mark wrote a new five-year strategic plan, 'Aiming High'. This was endorsed by the main stakeholders in Hong Kong football and has resulted in significant additional resources from both the public and commercial sectors. His responsibilities as CEO included: managing the organisation ('off the pitch' activities) and 'on the pitch' activities and programmes including; grass roots football, youth development, high performance/elite football, women's football, futsal, club development, coach education, referee development, the Hong Kong Premier League, other leagues and cup competitions and 14 Hong Kong National Teams. He reported to the Board of Directors.

1994 –2012 CEO Strategic Leisure Limited (Sports Consultancy): In 1994 Mark joined Strategic Leisure as a Principal Consultant. In 1998 he completed a Management Buy-Out and became **Chief Executive and Chairman** of the Company. Mark was responsible for the development and expansion of Strategic Leisure from a small UK Company, into a respected international brand. This was achieved by following a clearly defined strategy and through hands-on leadership. Mark's clients included Central, Regional and Local Government, National Governing Bodies of Sport, Sports Partnerships, Trusts, Major Event Organisers, Professional and Amateur Sports Clubs and private enterprises. The services he provided included governance and management, strategic planning, project management, feasibility studies, business planning, facility planning and development, marketing, and operational management. Mark's many international assignments across Europe and Asia also gave him a diverse international perspective.

1992-1994 Collinson Grant Consultants Limited: Associate Director (Sport): Mark joined Collinson Grant Limited, one of the UK's largest independent management consultancies, to lead the Company's sports division where he successfully completed a number of high profile sports and leisure projects across the UK.

1990-1992 Broxtowe Borough Council (UK), Head of Sport, Leisure and Culture. This role entailed managing a multi-£million budget and over 200 staff. Mark was part of the Council's Senior Management Team which broadened his understanding of the public sector. This experience has been very beneficial in many of his subsequent roles. Mark managed the Council's sports facilities and was responsible for increasing participation across the community.

1987-1990 North Wiltshire Council (UK), Assistant Head of Sport and Leisure. Mark was responsible for the management of the Council's sports facilities and sports development/participation activities.

1983-1987 Warrington Borough Council (UK): After completing his degree, Mark started his career in the UK public sector, an experience that gave him a solid grounding in general management principles and specifically how they relate to sport and leisure. Mark held three positions gaining quick promotion from **Assistant Sports Centre Manager (Broomfields)**, to **Acting Sports Centre Manager (Broomfields)** to **Borough Sports Development Officer** where he was responsible for sports development activities and community participation.

PROJECT EXPERIENCE - AN OVERVIEW

PROJECT TYPE	CLIENT	SERVICE
NATIONAL GOVERNING BODY FACILITY STRATEGIES		
FOOTBALL STRATEGY AND PLAN FOR HONG KONG	Hong Kong Government (HAB and LCSD), HKFA	Review of football in Hong Kong and development of a long-term strategy for its development and governance.
HONG KONG FOOTBALL ASSOCIATION - NATIONAL FACILITY STRATEGY (HKFA)	Hong Kong Football Association	The Hong Kong FA commissioned Strategic Leisure to produce the Hong Kong National Football Development Strategy to take the game forward to a new level over a five-year period. The study was a roots and branches investigation into all aspects of the game including, facilities (including a new national training centre opened in October 2018), governance, structure, strategy, policy, programmes and development.
HONG KONG TENNIS ASSOCIATION (HKTA)	Hong Kong Tennis Association	The Hong Kong TA commissioned Strategic Leisure to produce the Hong Kong National Tennis Development Strategy to take the game forward to a new level over a five-year period. The study was a roots and branches investigation into all aspects of the game including, facilities, major events, governance, structure, strategy, policy, programmes and development.
GB ROWING	National Rowing Association	Strategic Leisure prepared a national sports plan for the National Rowing Association (one of Great Britain's most successful sports).
FACILITY STRATEGY	Sport Northern Ireland (SNI)	Development of the 2016-2026 Northern Ireland Framework for Sports Facility Development, and 11 District Facility Strategies, to inform the future priorities for investment at both national and local level, following the re-organisation of public administration. The NI wide Framework has now been adopted by both the NI Executive and Sport NI, to inform and guide all future investment in sports facilities, over the next 10 years.
6 COUNTY SPORTS FACILITY STRATEGIES	Sport England East	Development of 6 County Sports Facility Strategies in partnership with the CSP's, to identify the needs for current and future sports facility provision.
EAST OF ENGLAND FACILITY AUDIT AND STRATEGY	Sport England East	Development of the first regional strategy in England has been driven by the planned growth for the region, and the increased demand for sports facilities and services as a result of this which will impact on the existing sports facility network.

PROJECT TYPE	CLIENT	SERVICE
OTHER INTERNATIONAL FACILITY RELATED STRATEGIES		
FEASIBILITY STUDY	Government of Oman	Strategic Leisure undertook a feasibility study for the development of a 2,000km stretch of coastline as a sailing tourist destination.
FACILITY DEVELOPMENT AND ORGANISATIONAL REVIEW	Tamkeen, Abu Dhabi	Development of a strategy to guide the development of new facilities for the new University campus in Abu Dhabi, and review of existing organisational structures and resources to inform a new operational structure for the management of the facilities (education and community use).
NATIONAL STADIUM KIEV, DEVELOPMENT PLAN	Government of Ukraine Kiev Olympic Stadium	Strategic Leisure led a team of specialists to review the design of the national stadium and ensuring it is suitable to host the final of the 2012 European Football Championships.
NATIONAL STRATEGIES AND LEGACY PLANNING	Olympic Delivery Authority	Strategic Leisure prepared a feasibility study, business plan and Legacy Strategy for one of the venues for London 2012.
MAJOR FACILITY LEGACY	North West Development Agency and Manchester City Council	Strategic Leisure was involved in a number of ways with the sustainable legacy of the major facilities used for the Manchester Commonwealth Games.
SWIMMING STRATEGY	States of Guernsey	Swimming Strategy for the Island looking at facilities, development programmes and delivery.

Other international work includes:

- **Ukraine:** Project Management of the re-development of the Kiev Olympic Stadium in preparation for the European Football Championships in 2012. The project included a feasibility study and business plans for the commercial development of the stadium to ensure its long term sustainability. In addition, management and operational plans were produced for the effective management of the stadium in 'legacy mode'.
- **City of Warsaw Sports and Leisure Department:** Sustainable Sports and Leisure Facilities Workshop. Presented to the City Council Leaders and Leisure Officers on how to develop sustainable sports and leisure facilities in the City of Warsaw.
- **Georgian Tennis Federation:** Due Diligence exercise on the Federation for the National Tennis Stadium on behalf of EBRD
- **Vancouver 2010:** Scoping mission to Vancouver and Whistler Mountain on behalf of UKTI in relation to opportunities for UK Companies at the Winter Olympics 2010.

The preparation of over 200 strategic plans for sport, leisure and cultural services in the UK on behalf of local authorities, government agencies and private developers/operators