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PROFILE

Kevin is a leisure professional with over thirty two years' of experience in local authority, private and voluntary sectors with the last thirteen years in the sport and leisure consultancy industry.

Kevin joined Strategic Leisure as Senior Consultant and is currently an Associate Director within the Sport and Leisure team. Kevin's financial and operational expertise means that he leads on the majority of SL's financial business planning projects and options appraisals.

Kevin has led most of Strategic Leisure's market testing and public/private partnership projects in the last 10 years, a track record of over 50 procurement projects. He has played a lead role in developing the company's approach to management options and was instrumental in the development of Strategic Leisure's pioneering best value leisure management partnership framework. This approach has now developed further to reflect industry financial and partnership needs.

Prior to his consultancy career, Kevin's experience included 20 years in local government culminating in his role as Director in a London Borough. Kevin's experience covers a broad range of activities and facilities including leisure centres, swimming pools, dual use sports centres, athletics tracks, outdoor play areas, playing fields, events, sports development, play activities, theatres, golf facilities, community centres and public halls.

Kevin's skills include a comprehensive knowledge of the industry, cultural, sport and leisure operational issues, business planning and procurement, as well as an impressive track record in successful project delivery. He has developed an enviable reputation for successfully delivering complex procurement projects and workable solutions, which have resulted in financial and service delivery benefits for clients.

QUALIFICATIONS

- Member Institute of Sports and Recreation Management
- Quest Assessor
- ISO Assessor

KEY SKILLS

- Project Management
- Consultation
- Analysis

FEASIBILITY AND FACILITY DEVELOPMENT

- **Ards and North Down Borough Council** - Development of a feasibility study exploring the optimum facility mix for a family entertainment centre incorporated into a new leisure facility. The study evaluated activity options for inclusion, their ability to attract priority markets e.g. families, and their capital and revenue impact. An activity mix was recommended that met budget requirements and demonstrated operational sustainability, long-term.
- **Caradon District Council** - Development of outline business case for two new fitness suites.
- **Exeter City Council** - Feasibility study into the development of a major new wet and dry, city centre leisure facility, to establish the need, minimum facility mix, likely capital costs and revenue implications.
- **Fareham Borough Council** - Feasibility study for a new facility in the Western Wards area of the Borough.
- **Gosport Borough Council** - Feasibility study for a replacement facility for the Holbrook Recreation Centre.
- **Gosport Borough Council** - Development of a new Leisure Centre. Feasibility study into the potential development of a new Leisure Centre, on the basis of local need and a partnership with education and regeneration initiatives. Strategic recommendations for the mix, location and scale of new facilities were made; site, funding and management options appraisals were also undertaken in order to inform the recommendations for the new facility development.
- **Lee Valley Hockey and Tennis Centre** - Production of a range of options to re-develop the existing facility and attract a wider range of users, plus provide more efficiently for hockey, given the change in the competitive structure of the game, and forthcoming major events. The development options were identified based on stakeholder consultation, analysis of supply and demand, evaluation of capital costs and revenue impact plus site suitability.
- **Lisburn City Council** - Feasibility study into the re-development of an existing regional leisure centre (wet and dry), and the potential for the development of additional health and fitness, and outdoor pitch provision and indoor play provision.
- **Nuneaton and Bedworth Borough Council** - Four feasibility studies to explore the potential for the extension of swimming provision at the main leisure centre, plus the development/refurbishment of two other sites and the development of one new wet and dry facility, possibly on an education campus. The studies involved re-confirming the needs assessment to inform the facility mix, site surveys, development of RIBA Stage 3 designs and plans, development of capital costs and detailed revenue modelling to demonstrate long term operational viability and sustainability.
- **Poole Borough Council** - Development of three separate feasibility studies for the Council looking at the various options for the re-development of their town centre leisure facility. The swimming provision was explored in detail to assess the future need for a diving pool, and the opportunity to include extended fitness provision and a café was considered. Detailed revenue modelling for all options was developed, which included looking at risk, capital cost impact and contingency. Recommendations were made for the facility mix to be re-developed as part of an overall town centre MasterPlan.
- **Plymouth City Council** - Major Life Centre feasibility and business plan review.
- **Reading Borough Council** - Feasibility Study for the development of a new 50m pool. The study identified the case for a 50m pool, on the basis of both community and club need, and assessed the options for its provision, concluding that a refurbishment of an existing facility would be the optimum way to proceed, given that the location of the existing ageing facility is in the town centre, on public transport routes.
- **St Albans City and District Council** - Feasibility into a replacement for the Westminster Lodge Leisure Centre and a new community facility in London Colney.

- **Surrey Heath Council** - Feasibility study into the redevelopment options for the district's major wet and dry leisure centre, together with an assessment of the capital costs involved, timescales and the impact on revenue generation, service continuity etc.
- **Tendring District Council** - Feasibility study for £3m lifestyles centre.
- **West Dorset District Council** - Business Planning and feasibility study for the new Dorchester Sport Centre.

PROCUREMENT AND PARTNERSHIPS EXPERIENCE

- **Allerdale BC** - Evaluation of Trust Options & Leisure Trust Feasibility and Business Plan.
- **Birmingham City University** - Leisure Management procurement Project.
- **Borough of Poole** - Assisting the Council with identifying the optimum way forward in terms of extending their existing operating contract, and negotiating with the incumbent contractor & Leisure management procurement resulting in significant investment and reduced revenue cost.
- **Bracknell Forest Borough Council** - Management Options Appraisal.
- **Bristol City Council** - Leisure Management procurement advice for eight leisure centres.
- **Cambridge CC** - Project management of the procurement process to appoint an operator for the new leisure centre and the existing athletics track. This involved provision of support and advice throughout the advertising and PQQ process, development of ITT documentation and the evaluation model, plus the evaluation of submissions.
- **Cambridge City Council** - Renegotiation of current leisure management contract and evaluation of operator's proposals.
- **City and District of St Albans** - Strategic Leisure was commissioned (via Drivers Jonas Deloitte) to develop the business case for a new facility, which formed the basis of the Council funding the development through prudential borrowing. We were then retained to manage the separate leisure operator procurement process.
- **Derby City Council** - Leisure management options analysis.
- **Fareham BC** - Fareham Hall Community Theatre Options Appraisal.
- **Fareham BC** - Assisting the Council with identifying the optimum way forward in terms of extending their existing operating contract, securing partnership investment in new facility development and negotiating with the incumbent contractor.
- **Gosport Borough Council** - Design, Build, Fund and Operate New Gosport Leisure Centre.
- **Gravesham Borough Council** - Review of contract with current leisure trust, negotiation of proposed business plan and extension of new arrangements for a ten-year contract.
- **High Peak Borough Council** - Best Value Procurement Project.
- **Kettering Borough Council** - Leisure Centre Management Procurement.
- **Kettering Borough Council** - Leisure management options analysis.
- **London Borough of Hackney** - Review of existing proposals and revenue funding to inform decisions on future operational management and development of a number of facilities.
- **London Borough of Havering** - Management Options appraisal.
- **Mansfield DC** - Options appraisal and management of the externalisation of leisure management and sport development services.
- **Mansfield DC** - Leisure Management procurement project.

- **Mole Valley District Council** - Advice to the Council on the various management options available for their wider cultural services including Arts, Parks and Open Spaces and leisure Facilities.
- **Mount Edgecumbe Country Park** - Options appraisal.
- **Nuneaton and Bedworth Borough Council** - Management of the leisure centre and sports development procurement processes, including production of all documentation, evaluation of submissions, and recommendations for award of contract.
- **Plymouth City Council** - Ongoing leisure procurement advice on the development of the £46m Plymouth Life Centre and selection of an external commercial operator.
- **Reading Borough Council** - Leisure Centre Management Procurement.
- **Rushcliffe Borough Council** - Leisure Management Options Appraisal.
- **Rushcliffe Borough Council** - Options appraisal and leisure Management Procurement.
- **Selby District Council** - Leisure Management procurement project.
- **St Albans City and District Council** - Cotlandswick Leisure Facility Design Build Operate and Maintain project.
- **Stratford on Avon District Council** - Leisure Management procurement project.
- **Stratford –upon-Avon Council** - Assisting the Council with identifying the optimum way forward in terms of changing their existing operating contract, and negotiating with the incumbent contractor.
- **Stratford –upon-Avon Council** - Assisting the Council with the procurement process, development of management specification and legal documents, and provision of advice on the process, timescales and approach to externalisation.
- **Tameside MBC** - Facilitation of joint partnership discussions between the Council and the local leisure trust.
- **Tameside MBC** - Market test of operation of Hippodrome Theatre.
- **Vale of Glamorgan Council** - Leisure Management procurement project.
- **Vale of Glamorgan Council** - Management of the leisure centre procurement process, including production of all documentation, evaluation of submissions, and recommendations for award of contract.
- **West Berkshire Council** - Strategic Leisure's third successful transfer of 2007 of a Best Value leisure management partnership.
- **Wyre Forest District Council** - Preparation of all procurement documentation i.e. PQQ, ITT, and Soft Market Testing, for the DBOM development of a major new wet and dry leisure centre for the district.

ORGANISATIONAL DEVELOPMENT EXPERIENCE

- **Active Luton** - Business planning advice for a procurement opportunity.
- **Amber Valley Borough Council** - PFI due diligence evaluation on POFI project.
- **Borough of Poole** - Review of the Wessex Sports Charitable Trust future management proposals.
- **Bristol City Council** - Development of detailed business plan for 11 of the Council's leisure centres.
- **Derby City Council** - Development of business plans for new leisure centres.
- **Gosport Borough Council** - Advice to council on development through DBFO for a replacement leisure centre.
- **Gravesham Community Leisure Trust** - Operational Method Statements and Tender Preparation.

- **Hertsmere Leisure Trust** - Procurement and tendering advice to the trust.
- **London Borough of Hackney** - Shadow bid preparation used as the comparator for the best value procurement project of the Council's leisure centres.
- **London Borough of Havering** - Leisure centre shadow bid and business plan.
- **Mid Ulster District Council** - Review of options for the future operational management of the new Council's leisure facilities. Of the three legacy councils, one had a commercial operator in place, whilst the other two are in-house operations. The review looked at the equity, legal, participation and financial issues for the future service, and the impact of bringing the one contract back in-house or externalising the overall management of facilities. The Council bought the one contract back in house and undertook a review of leisure services to improve operational delivery, efficiency and identify opportunities for revenue reductions.
- **Rotherham Borough Council** - PFI negotiations and due diligence of preferred bidder.
- **Sandwell Leisure Trust** - Procurement advice for a prospective tender bid.
- **Sport England** - Development of a number of different business plans and revenue estimates for 'standard' facility mixes, to inform national advice and guidance on leisure facility costs, design and development and operational management.
- **Southampton City Council** - Review of a business plan prepared by a community group to support the asset transfer of a community swimming pool.

MONITORING AND REVIEW

- Balance Score Card and Performance Monitoring - **Bristol City Council, LB Havering, Borough of Poole, Hertsmere Borough Council, Fareham Borough Council, Rushcliffe Borough Council, Kettering Borough Council.**
- **Bolton Metropolitan Borough Council** - Partnership Review.
- **Borough of Poole** - Review of SLM leisure contract and options for future delivery.
- **Cambridge City Council** - Review of contract dispute issues, formulation of strategy and negotiation with SLM; issues included R & M and Utilities and subsequent extension of the contract. Successful outcome for council.
- **Gravesham Borough Council** - To review options for extending the leisure contract with the council's operator GCLL, to negotiate a favourable outcome for the council. Subsequently negotiation with GCLL on extending their contract and adding in new facilities.
- **Hertsmere Borough Council** - Advice to the Council in the lead up to their Cultural Services CPA assessment.
- **LB Hackney** - Review of GLL Contract for council leisure centres, review accounts on local and GLL head office basis, and identify areas for negotiation. Also undertook a review the proposed business plan for the new Hackney Central Leisure facility / refurbished Kings Hall Leisure Centre.
- **Sport England** - Review of Sport England business plans for Affordable Facilities, and over 100 procurement projects and subsequent negotiations in last 15 years.
- **Stratford upon Avon DC** - Review of SLM proposals for extension of contract and negotiation on terms including existing contract issues and subsequent extension of the contract.