



George Sutcliffe Principal Consultant



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Profile

George studied a BA (Hons) in Secondary PE, Sport and Dance at Liverpool John Moore's University and his post-graduate degree was undertaken at Leeds Beckett University in Sports Business. His specialist area of interest was the determinants of demand for The Hong Kong Football Association, focusing on the means to increase attendance.

After seven years in sports development and as a university lecturer, George moved to SLL as a consultant in 2017. His predominant work has been in strategic planning, feasibility studies and revenue modelling for indoor and outdoor facilities provision in local authorities, within higher education and charities.

George has successfully delivered indoor facility strategies, playing pitch strategies, funding bids and physical activity strategies for a significant number of bodies. Over the past 18 months George has also been undertaking Sport England SOPG projects for a number of local authorities in some of the most deprived areas in the UK, where changing lifestyle behaviours, improving health, wellbeing and physical activity levels are key to reducing health inequalities and improving quality of life.

Since being promoted to Principal Consultant George has been project managing feasibility studies, business cases, funding bids and SOPG projects. He has undertaken management options appraisals and leisure procurement contracts.

Between March 2020 and September 2020, George supported Local Authorities and Leisure Operators throughout Covid19. He analysed contracts and finances to ensure all parties were given fair guidance throughout lockdown and into remobilisation.

George has also worked with Sport England and local authorities through Covid 19 negotiating with operators to re-open and retain community sports facilities.

Qualifications

- MA Sport Business: Leeds Beckett University (2016)
- Secondary Sport, Physical Education and Dance: Liverpool John Moore's University (2011)
- Qualified Teaching Status (2011)

Key Skills

- Project Management
- Consultation management
- Business Planning/Cases
- Revenue Modelling
- Report Writing
- Funding Bids
- Marketing
- The Higher Education Sector
- Sports Development
- Client Liaison

Strategic Outcomes Planning Guidance (Sport England)

The development of projects using the Strategic Outcomes Planning Guidance (SOPG) is still relatively new and therefore a learning process for all involved. SLL has been working with clients over the last 18 months to develop projects which will change lifestyle behaviours through increased participation in physical activity. To understand the needs of the communities who most need support takes time and empathetic engagement, to really understand what will make the difference, why and how.

The SOPG needs to identify the specific needs of a community, how and why integrating physical activity into everyday life is such an opportunity, and what interventions are needed to achieve this. A new leisure facility/health hub etc is likely to be one of many outcomes, alongside appropriate outreach initiative.

Specific project experience includes:

Development of SOPG	
Mansfield District Council	Portsmouth City Council
North East Derbyshire District Council	Rother District Council
Nuneaton and Bedworth Borough Council	Rushmoor Borough Council
Shropshire Council (Direct Sport England Appointment)	Wealden District Council
South Ribble Borough Council	Hull City Council.
Salford City Council	Shropshire Council

Facility Strategies

Development of an Assessing Needs and Opportunities (ANOG) Compliant Sports Facility Strategy	
Exeter City Council	North Warwickshire Council
Hambleton District Council	Northumberland County Council
Harrogate Borough Council	Sevenoaks District Council
Horsham District Council	Stratford upon Avon District Council
London Borough of Hackney	London Borough of Barnet
North Somerset Council	Isle of Wight Council

These projects have involved the development of sports facilities strategies following the Sport England ANOG guidance. Strategy development has involved quantitative and qualitative site assessments, stakeholder consultation, assessment of need using a range of tools including the FPM, SFC, Market Segmentation, AP Surveys, GIS Mapping, accessibility analysis, application of analysis findings and development of Action Plans. Applying the analysis of the supply and demand in each area has resulted in the identification of overall facility need, by type, location and scale, and options for investment and funding.

Playing Pitch Strategies

Development of PPS using the New Sport England Methodology	
Horsham District Council	Stockport Borough Council
Kirklees Council	Stratford upon Avon District Council
Northumberland County Council	West Berks District Council
Harrogate Borough Council	Charnwood Borough Council (on behalf of 4Global)

The development of the strategies has involved site assessment, qualitative assessments, stakeholder consultation, analysis of the finding and application of the PPS model, and development of Action Plans.

Physical Activity Strategies

Development of Physical Activity Strategies	
Pembrokeshire Council	University of York
Armagh City, Banbridge and Craigavon Borough Council	South Ribble Council
Mid Ulster Leisure Services Review	University of Sheffield
North East Derbyshire District Council (Clay Cross)	Mansfield District Council (Warsop)

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.
- **Lee Valley Regional Park** - Feasibility Study for the Re-Development of the Olympic Park Hockey and Tennis Centre - Stakeholder consultation to inform needs analysis for future facility development; review of funding sources; identification and analysis of development options.
- **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.

Development of Funding Applications and Appraisals

Successful funding bids resulting in development of community sports facilities to increase participation, address social inclusion and community safety such as:

- **Armagh, Banbridge and Craigavon Borough Council:** Armagh Leisure Village – Sport N.I Multi-Facility Fund (up to £1m)
- **Wyre Forest District Council** – Successful application to the Sport England Strategic Investment Fund.
- **Sharley Park Leisure Centre** – Successful application to Sport England initially through a Strategic Outcomes Planning Guidance Project contributing to a new Community Hub
- **Nuneaton and Bedworth Borough Council** - Successful application to Sport England initially through a Strategic Outcomes Planning Guidance Project
- **Nuneaton and Bedworth Borough Council** - Successful application to British Cycling Places to Ride Application
- **Wychavon Council** - Successful application to British Cycling Places to Ride Application

Options Appraisals

- **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.

- **Shropshire Council** - Options Appraisal - A whole service review and options appraisal to identify a range of potential and future delivery mechanisms; a detailed assessment (financial, legal, HR, service sustainability, revenue and capital funding) of identified options and recommendations for the way forward. Project management of the procurement process for the externalisation of four of the Council's leisure centres. The process has involved a detailed options appraisal to scope the way forward and nature of the contract. We developed the advert, and PQQ, and managed this process. Following PQQ submissions in early October 2011, we evaluated the responses and produced a short list of tenderers. We evaluated the ITT in early 2012, and then assisted the Council in appointing the preferred contractor, and mobilising the contract. The Contract was awarded in April 2012.

Business Planning

- **East Bierley Community Sports Association** - Business Case and revenue model for a new football development in Portsmouth City including 3G pitches, classroom space, health and fitness and function room
- **Pompey in the Community** – Business Case and revenue model for a new football development in Portsmouth City including 3G pitches, classroom space, health and fitness and function room
- **Southampton City Council** - Review of a business plan prepared by a community group to support the asset transfer of a community swimming pool. Provision of support and advice to a community organisation developing proposals for the asset transfer of a swimming pool in the City.
- **Southsea Skatepark (Portsmouth City Council)** – Revenue modelling and written business case for a number of new/refurbished skate park options.
- **University of Surrey** - Review of existing staffing structure, roles and responsibilities; development of new organisational structure, job descriptions and implementation costs for the new 50m pool and facilities being developed as the Surrey Sports Park.