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PROFILE

Phil studied management at a post-graduate level and has over thirty-six years' experience of working in the leisure industry in the public sector.

Over a ten-year period, Phil held a number of senior positions within local government initially in facility management as Direct Services Contracts Manager for a large London Borough and latterly as Head of Leisure Services in a large unitary authority.

Phil joined Strategic Leisure as Principal Consultant and was promoted to the position of Associate Director in 2005.

Phil has particular expertise in strategic planning, feasibility studies and development of sport and leisure facilities and services. Phil is passionate about sport and leisure and believes that it can have an impact on people's lives if delivered strategically and planned correctly.

His experience covers a range of Strategic Leisure services and sectors but he has particular experience in strategic planning, feasibility studies and development.

QUALIFICATIONS

- Post Graduate Diploma: Management Studies: (1989)
- Diploma – Sport and Leisure Management: (1980)
- Institute of Quality Assessors Approved Lead Assessor (1994)
- BQF/EFQM Award Assessor: (2000)

KEY SKILLS

- Project Management
- Analysis
- Consultation

FACILITY STRATEGIES

DEVELOPMENT OF AN ASSESSING NEEDS AND OPPORTUNITIES (ANOG) COMPLIANT SPORTS FACILITY STRATEGY	
Ashford Borough Council	North Warwickshire Council
Barnsley Metropolitan Borough Council	Northumberland County Council
Cheshire West and Chester	Nuneaton and Bedworth Borough Council
City of Cambridge and South Cambridge District Councils	Orkney Islands Council
Craven District Council	Portsmouth City Council
Exeter City Council	Sandwell Council
Fenland District Council	Sevenoaks District Council
Hambleton District Council	Shropshire Council
Hertsmere Borough Council	South Bucks and Chiltern District Councils
Horsham District Council	Southampton City Council
Ipswich Borough Council	Sport Strategy for Northern Ireland
London Borough of Hackney	Stratford upon Avon District Council
London Borough of Newham	Swale Council
London Borough of Merton	Thanet District Council
Melton District Council	Vale of Glamorgan Council
Mid Suffolk and Babergh District Councils	Welwyn Hatfield 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.

- **City of Wakefield** - Development of a Sports Strategy for the District, including a comprehensive assessment of the local needs and options for built provision.
- **Crawley Borough Council** - Leisure Facility Development. Production of a Leisure Strategy for the area, which identified the clear need for new facilities, and the benefits to Council of linking with West Sussex Local Education Authorities Private Funding Initiative bid for schools'.
- **Derby City Council and Derby Primary Care Trust** - Development of a City Wide Physical Activity Strategy.
- **Derbyshire County Spots Partnership** - Development of a County Sports Facility Strategy.
- **Dover District Council** - Development of a District Wide Sports Strategy.
- **Eastleigh Borough Council** - Development of a sport, recreation and playing pitch strategy for the Borough, to inform and align with the Local Plan, and address issues of health inequalities, declining participation and investment in community sports facilities to develop a network of sporting hubs across the Borough.
- **LB Hackney** - Development of an Aquatics Strategy for Hackney taking into consideration the future impact of the Olympic Aquatics facility.
- **LB of Sutton** - Development a Football Development Plan for the London Borough of Sutton.
- **Medway Council** - Development of a Sports Development and Sports Facility Strategy involving an assessment of sports and leisure needs in the Borough.
- **Middlesbrough Council** - Development of Leisure Needs Analysis and a Sport and Physical Activity Strategy.
- **Peterborough City Council** - Review of proposals to develop a new indoor leisure centre in the City. This included checking and challenging the proposed facility mix, developing revenue estimates and assumptions and assessing their impact, looking at the implications for other existing sports facilities (public) in the City, and advising on capital costs.
- **Reading Borough Council** - Preparation of a Sports Facilities Strategy, including the development and scoping of a number of FPM runs (then undertaken by Sport England), as well as an evidence-based needs assessment relating to future sports and leisure facility provision in the Borough.
- **Redditch Borough Council** - Development of a Play Strategy, which sets out the evidence base (GIS mapping, qualitative assessment, and consultation) for the future level and nature of children's play provision in the Borough.
- **Reigate and Banstead Borough Council** - Development of a facility mix and leisure needs analysis at Donyngs Leisure Centre, Reigate.
- **Sport England County Sports Partnerships East of England Region** - Norfolk and Essex - Development of the County Sports Partnership Sports Facility Strategies following on from the Regional Strategy "Creating Active Places".
- **Sport England East** - 6 County Sports Facility Strategies - Development of 6 County Sports Facility Strategies in partnership with the CSPs, to identify the needs for current and future sports facility provision.
- **Sport England East** - East of England Facility Audit and Strategy. 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.

OPEN SPACE AND OUTDOOR FACILITIES

DEVELOPMENT OF PPS USING THE NEW SPORT ENGLAND METHODOLOGY	
Barnsley Metropolitan Borough Council	Melton District Council
City of Cambridge and South Cambridge District Councils	Mid Suffolk and Babergh District Councils
Craven District Council	North East Lincolnshire Council
Daventry District Council	North Warwickshire Council
Fenland District Council	Northumberland County Council
Hambleton District Council	Orkney Islands Council
Hastings Council	Portsmouth City Council
Hertsmere Borough Council	Reading Borough Council
Horsham District Council	Rother District Council
Ipswich Borough Council	South Bucks and Chiltern District Councils
London Borough of Barking and Dagenham	South Northamptonshire Borough Council
London Borough of Barnet	Southampton City Council
London Borough of Brent	Stratford upon Avon District Council
London Borough of Croydon	Swale Council
London Borough of Enfield	Test Valley Borough Council
London Borough of Hackney	Thanet District Council
London Borough of Newham	Tunbridge Wells District Council
London Borough of Redbridge	Vale of Glamorgan Council
London Borough of Southwark	West Suffolk Council
Northampton Borough Council	Wokingham Borough Council

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.

- **Gosport Borough Council** - Development of an updated PPS for the Borough, using the new SE Methodology, and working closely with NGBs, to identify the priorities for investment in, and development of, pitches, including small sided facilities.
- **Gravesham Borough Council** - Playing Pitch Strategy to identify local needs for provision and opportunities for enhancement, development or replacement.
- **Kirklees Council** - Development of PPS refresh to update data, inform the potential Parklife project and the new strategic direction for pitch provision in the borough.
- **London Borough Lewisham** - Planning Policy Guidance 17 (PPG17) Audit. Assessment of open space and Play Pitch Strategy services to establish a strategic framework for a range of Council.
- **London Borough of Harrow** - Planning Policy Guidance 17 (PPG17) Audit Assessment of Indoor, Outdoor sport and Open Spaces Strategy.
- **Middlesbrough Council** - Development of a Leisure Needs Assessment and Playing Pitch Study, to identify the nature and level of facilities to be provided in the future, plus an options appraisal to identify the optimum way of delivering facilities in the future. The PPS uses the new methodology where possible and agreed with the National Governing Bodies (NGBs), and Sport England. In addition, we worked with the regional SE office to agree and develop the specific FPM runs to inform and support the study. SE ran the actual FPM model through their consultants (these are the only consultants who can run this model), but SLL developed the various run briefs that were modelled,

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.
- **East Cambridge DC** - Feasibility Study for a new leisure facility in Ely. The Study included a review of the current usage, financial and performance indicators to justify the size of a new pool and a schedule of accommodation and elemental costing options to assist the Council in making its final decision. In addition to this Phil carried out a Feasibility Study into the provision of an Athletics Facility in East Cambridge.
- **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.
- **Hart DC** - Feasibility study for a number of different new leisure facilities in the district, including the re-development of the major wet and dry leisure centre. This included an assessment of need, stakeholder consultation, provision of capital costs and development of benchmark revenue estimates.

- **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.
- **London Borough of Barking and Dagenham** - New Opportunities PE and Sport, Project Development and Funding Application. Development of the NOF 3 PE and Sport for a new four-court, sports hall, fitness room and ancillary facilities for Dagenham Priory School, and a new Climbing Wall for LB or Barking and Dagenham outdoor education facility.
- **London Borough of Bexley** - Feasibility study, business plan and bid to Sport England for new sailing club house - successful.
- **London Borough of Lambeth** - Upper Norwood Joint Library Feasibility Study for the Regeneration and Refurbishment of the Library.
- **London Borough of Hackney** - Feasibility study for the redevelopment proposals for an existing leisure centre, to assess which option presented the best overall opportunity – development of space and capacity, range of provision, ability to retain continuity of service, capital costs, revenue impact etc.
- **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.
- **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.
- **Richmond College** - Feasibility Study and bid to Learning Council for new sports facilities.
- **Sandwell BC** - Alternative Management Options - Feasibility Study into the alternative management options and funding arrangements for the new facilities in West Bromwich.
- **Sandwell Council** - Feasibility study for the development of a new wet and dry leisure facility to replace a number of existing facilities, and an appraisal of potentially suitable site options.

- **Sandwell MBC** - Feasibility study for a new Leisure Centre in West Bromwich incorporating 25m swimming pool leisure pool, 6 court sports hall, climbing wall, boxing facility, fitness facility and meeting rooms.
- **Somerset College** - Feasibility study for new sports facilities on the College campus.
- **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.
- **Tendering DC** - A market assessment for a new health and fitness suite. The Council has committed itself to a £2m investment following the study.
- **The Bridge Development Dartford** - Feasibility study for a fishery, looking at Management Options and a five year business plan.
- **University of Derby** - Feasibility study to ascertain sports facility needs for the University in addition undertaken a 5 year business plan for income and expenditure for the proposed facilities.
- **Denbighshire Borough Council** - Development of a Leisure and Active Lifestyles Strategy for the Borough. We undertook an extensive programme of consultation. The consultation identified both opportunities and challenges for future provision, which we reflected in a number of draft policy objectives and priorities. Once agreed, these priorities were developed into a strategic framework, setting out what the Council and its partners had achieved so far, how and why, and what its future approach and objectives would be to address the agreed health and active participation needs of the local community.
- **Derby City Council** - Development of a Physical Activity Strategy for the City. A Project Group was established to steer the development of the Strategy, and provide a 'sounding board' for its findings. The consultation process identified a series of 'messages' about physical activity, and potential approaches to increasing levels of activity within the City. We developed these into key priorities and objectives to provide a strategic framework for increasing physical activity in the City. The Strategy itself was aligned to the Council's corporate priorities for the City, the health and well-being of its community. The outcome of the project was the 'Get Derby Active' Strategy.
- **London Borough of Southwark** - A Physical Activity Strategy to set out a future direction for partnership to secure external funding. SLL developed a framework of priorities for increasing physical activity amongst the Borough's communities. Critically, the framework provided a co-ordinated way forward, but one that required commitment from all partners to be successful. We built in a regular review process to ensure activity and outcomes could be monitored.

PHYSICAL ACTIVITY STRATEGIES

- **Ashfield District Council** - A review and re-development of the 5-year Vision and Strategy for Active Ashfield. We worked with them to develop an agreed 5-year Vision, which reflected shared priorities. We also developed shared aims and objectives and critically, an Action Plan, which clearly sets out the input and commitment of all partners and stakeholders. The outcome is a refreshed 5-year Strategy for Active Ashfield, with a clear Vision, aims and objectives for collaborative and collective working. The Strategy has been recognised for its examples of good practice by CIMSPA.

- **Wakefield Metropolitan District Council** - Development of a Sport and Active Lifestyles Strategy for Wakefield MDC, alongside a Facility Strategy. These two separate, but linked projects, were commissioned at the time that the Council was seeking to rationalise its existing formal sports facilities. We then undertook an extensive programme of consultation which helped to identify 'gaps' in provision for certain target/vulnerable groups. Based on the gap analysis, we were also able to identify specific types of intervention. We developed a Strategy, based on a number of key principles and priorities to increase participation in physical activity in the District.

FUNDING

- **Active Luton** - Development of a Community Activation Fund bid on behalf of Active Luton, Luton Council and Bedfordshire University. The bid was successful.
- **LB Bexley** - Feasibility Study and Funding Bids to Sport England, Olympic Development Authority, Cory Environmental Trust, England Gymnastics, Amateur Boxing Association England and Play Sport London Mayors Fund. All Successful funding totals £3.4m.
- **Europa Gymnastics Club** - Development of a bid for England Gymnastics Whole Sport Plan Capital Funding.
- **LB Barking and Dagenham** - Successful NOF PE and Sport bid for a new school sports hall and indoor climbing facility in Wales.
- **LB Bexley** - Development of a bid, Sports Development Plan for Gymnastics, Boxing and Weight Lifting and Business Plan for a Sport England Sustainability Bid for a new Gymnastics Centre.
- **LB Bexley** - Successful Football Foundation bid for £1m of funding towards a £2m changing room scheme at Hall Place Bexley.
- **LB Hackney** - Community Investment Fund Disabilities Project completed the application.

- **LB Hackney** - National Tennis Foundation bid for improved tennis facilities.
- **Slough MBC** - Successful NOF PE and Sport bid for funding for a new Sports Hall.
- **Staines Hockey Club** - Development of a number of funding bids to various agencies for the re-development of the all-weather pitch, to facilitate and support an increase in hockey participation from the local club.

STADIA DEVELOPMENT AND APPRAISALS

- **Castleford Tigers** - A feasibility study for a new 10-15,000 seat stadium for the Super League team. The study included site analysis, design, funding, business planning and operation.
- **Hong Kong Jockey Club** - Feasibility Study for the development of the new National Football Training Centre. The study included site analysis, design, funding, business planning and operation.
- **London 2012** - White Water Centre - Feasibility Study, Business Plan and Legacy Strategy for one of the new build venues to host the Olympic Games.
- **National Stadium, Kiev** - A design review, commercial strategy, operational strategy, business plan and assessment against FIFA, UEFA, IAAF requirements for the Euro 300m reconstruction of the stadium due to host the final of the European Football Championships 2012.
- **SAFRA Tampines Sports Hub Singapore** - Feasibility Study and Development Strategy incorporating designs for the transformation of the existing facilities into a major academy including football facilities.

- **Southampton Football Club** - Business plan, operational strategy and National Lottery application for a new community sports stadium.
- **Wakefield Wildcats** - Feasibility Study, Designs, Capital Costs and Management Plan in partnership with Drivers Jonas for a new Rugby League stadium.

PROCUREMENT AND PARTNERSHIPS

- **Braintree District Council** - Review of the existing leisure facilities and sports development services; options appraisal for future delivery of facilities and services.
- **Hart District Council** - Options appraisal for the future management of the council's two leisure centres. The appraisal looked in detail at the existing in-house management arrangements, which also involve dual-use agreements at both facilities.
- **Mansfield District Council** - Options appraisal and management of the externalisation of leisure management and sport development services.
- **North Dorset District Council** - Review of the current leisure facility, options appraisal for its future delivery and subsequent procurement process.
- **Sandwell Borough Council** - Alternative Management Options - Feasibility Study into the alternative management options and funding arrangements for the new facilities in West Bromwich.

ORGANISATIONAL DEVELOPMENT

- **Aberdeen City Council** - Review of the Access to Leisure Scheme and development of recommendations to improve its approach and eligibility criteria.

- **Aberdeen City Council** - Review of the Bookings and Lettings Scheme, identification of the challenges to be addressed with the current system and processes, and development of recommendations to improve its approach and eligibility criteria.
- **LB Bexley** - Feasibility study, business plan and bid to Sport England for new sailing club house - successful.
- **LB Bexley** - Assisting with the Project Management of the new Europa Gymnastics Centre.
- **LB Bexley** - Feasibility Study and Funding Bids to Sport England, Olympic Development Authority, Cory Environmental Trust, England Gymnastics, Amateur Boxing Association England and Play Sport London Mayors Fund. All Successful funding totals £3.4m.
- **LB Bexley** - Interim project management of the development of the Europa Gymnastics Centre (London 2012 training venue), development of sport development plans, and ongoing developmental and mentoring support to the gymnastics club in their first three years of operational management.
- **LB Hackney** - Interim Head of Leisure responsible for Leisure Centres and Sports Development. Developing Service Plans, Sport Development Plans and London Youth Games.
- **Southampton City Council** - Provision of support and advice to a community organisation developing proposals for the asset transfer of a swimming pool in the City.
- **Thomas Cook Sports and Leisure Club** - Operational review leading to recommendations on changes to marketing strategy, staffing structure, opening times, etc.

MONITORING AND REVIEW

Phil has undertaken a number of Best Value Review studies; projects involving this type of work have been undertaken in local authorities including: **Derby City Council, London Borough of Hackney, Thanet District Council, Runnymede Borough Council, Medway Unitary Authority, Corby Borough Council and Harrogate Council.**

- **Performance Monitoring** - Predominately related to Service Evaluation, Benchmarking and Performance Indicators, and Continuous Improvement.
- **Best Value** - Phil has undertaken a number of Best Value Review studies, which have involved:
 - **Comparison of the service with other similar services/service providers e.g. ‘family’ authorities, case studies examples**
 - **Development of improvement plans to improve performance against identified performance indicators**
 - **Due diligence of Private Finance Initiative leisure submission bids**
 - **Evaluation of the service (mission, aims, objectives, and delivery)**
 - **Identification of issues/areas for improvement**

Phil has also undertaken benchmarking analysis of local authorities in specific service areas e.g. Outdoor Pitch Provision, as part of Playing Pitch Assessments and Strategies, or Open Space Strategies. Similarly, studies for **Sport England (national pilot), Hastings Borough Council, Thanet District Council, Reading Borough Council, and Oxford City Council** have identified local standards of provision for indoor sports facility provision, which have been bench marked against other authorities.

Phil has also undertaken work for the **Berkshire Sport Partnership** which included critically identifying the strengths and weaknesses of structural models and recommending the Best Fit for Berkshire Sport in terms of governance and leadership, and delivery.