



Rachel Fowler
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Profile

Following her first degree in English, Rachel studied sport and leisure management at post-graduate level at Loughborough University. She moved into consultancy in 1997 after a ten year career in leisure management with six different local authorities. She has over 32 years of experience in sports and leisure management in both the public and private sectors. In addition to her management responsibilities, Rachel retains a very active role in delivery of consultancy services, leading projects for a range of clients across the UK, and internationally, and is now one of the UK's most experienced leisure consultants. She sits on the Sport England consultants' group which contributes to the development of guidance for the sector.

Rachel has completed over 800 consultancy projects; her experience covers the whole range of Strategic Leisure services and sectors but she has particular experience in strategic planning for physical activity, indoor and outdoor facilities, green space and cultural provision, feasibility studies, facility development, funding, procurement, planning policy, evaluation, stadia and arena planning and operation, funding and major events. She has worked with many clients to address the challenges of strategic planning for physical activity interventions, facility provision, looking at the options for funding, partnership, alternative delivery models and planning across boundaries.

Rachel is currently working on a number of projects following the Strategic Outcomes Planning Guidance and Sport England Leisure Services Delivery Guidance, identifying and assessing options for investment in, and future delivery of physical activity and leisure services based on shared local outcomes. Other work includes assessment of alternative delivery models, Insight, leisure management procurement, and consideration of options for the wider cultural provision including libraries, heritage, the arts, theatres, sports and leisure facilities, and sport and arts development.

She is also developing a significant number of strategic plans for facilities with local authorities and has worked with Sport England and local authorities through Covid 19 negotiating with operators to re-open and retain community sports facilities.

Her appreciation of the current public sector funding context, together with a detailed understanding of local authorities makes her ideally placed to advise on options for future delivery, their impact and implications, and what alternatives might be appropriate to ensure long term service sustainability. Rachel's extensive network of contacts, and knowledge of the UK public sector market benefits clients in terms of examples of good practice. Rachel is also currently working with a number of clients on major facility developments, involving a wide range of different partnerships, and other strategic planning projects. Passionate about making a difference to community health and wellbeing, client care and the delivery of quality outputs, Rachel leads Strategic Leisure's consultancy approach and team ethos.

Qualifications

- MSc Recreation Management: Loughborough University of Technology (1987)
- MA General Honours: Edinburgh University (1985)
- Chartered Institute of Marketing

Key Skills

- Project Management
- Consultation and Engagement
- Strategic and numerical analysis
- Tender evaluation
- Written and verbal communication
- Leadership and team building

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.
- **Bath and North East Somerset Council** - Feasibility study into the options for the re-development of the existing Keynsham Leisure Centre, including relocation to a school site or a standalone site, together with an assessment of capital costs, and likely revenue impacts.
- **Bradford MDC** - Feasibility Study to inform the proposals for a major facility development involving the Council, Bradford Bulls, Bradford University and College and a number of NGBs. The study involved an assessment of need, development of a facility mix, and detailed business planning for both professional and public sector elements of the development.
- **Cambridge Leisure and Ice Centre** - Feasibility Study into the potential for the development of a new ice rink and visitor centre in Cambridge. The study looks at the facility mix and location for a new centre, and critically how these factors relate to both capital costs on ongoing revenue sustainability.
- **East Cambridgeshire District Council** - Feasibility study into the development of a major wet and dry leisure complex, including development of outdoor pitch and sports facilities. The new centre will replace two existing facilities, and is likely to be delivered through a public/commercial partnership, involving both land values and planning gain. Procurement of the new facility is now ongoing.
- **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** - 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.
- **Hart District Council** - 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.
- **Horsham District Council** - Feasibility study into the options for the redevelopment of Broadbridge heath Leisure Centre as part of a wider development in Horsham, and the implications for existing centre-based clubs and users.
- **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 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.

- **Newport Pagnell Town Council** - Feasibility study into the development of new fitness provision on the site of the existing swimming pool.
- **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.
- **Olympic Delivery Authority** - Feasibility Study and Business Plan for the Canoe Slalom Course for London 2012 to inform the overall master plan for the Lee Valley area.
- **Oxford City Council** - Feasibility Study into the need for, and development of, a new ice rink; the study identified the case for continued provision of an ice rink in the City, and assessed a number of alternative site options for a new facility.
- **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.
- **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.
- **Shropshire Council** - Feasibility study into the options for the future provision of swimming and fitness in Shrewsbury. The detailed study involved assessment of need to determine a minimum facility mix, consultation with planners to inform site assessment, analysis of all options, their advantages and disadvantages, development of revenue estimates, and overall assessment of the optimum way forward.
- **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.
- **Somerset College** - Feasibility study for new sports facilities on the College campus.
- **South Northamptonshire Council** - Feasibility study into the replacement of an existing, ageing facility, and a review of potential site options and their implications, including planning impact.
- **TAMKEEN, Abu Dhabi** - Feasibility study looking at the potential capacity of the new NYUAD sports facilities to cater for the Emirate community as well as NYUAD Students, staff and faculty.
- **University of York** - Feasibility Studies into the development of new sports facilities as part of the overall Campus East extension. The work involved assessment of need, extensive consultation, business planning and site evaluation.
- **Waystone Developments** - Feasibility study into the options for development of a multi-sport stadium, providing for competitive and professional rugby league.



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)
- BA (Hons) 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

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.
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- **University of York** - Feasibility Studies into the development of new sports facilities as part of the overall Campus East extension. The work involved assessment of need, extensive consultation, business planning and site evaluation.
- **Southsea Skatepark (Portsmouth City Council)** – Revenue modelling and written business case for a number of new/refurbished skate park options.
- **Pompey in the Community** – Options appraisal, facility development and written business case for the John Jenkins Stadium
- **East Bierley Community Sports Association** – Options appraisal, facility development and written business case for EBCSA for their multi-sport venue including rugby league, football, archery, multi-purpose indoor space and social area.



Jack Hesketh Senior Consultant



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Profile

Jack completed his BA (Hons) in Education Studies and Physical Education at Liverpool John Moores University before studying for a PGCE in Secondary Physical Education. He has since worked in a range of educational establishments across the North West as well as the United Arab Emirates.

During his time in physical education, Jack worked closely with a wide range of NGB's, sports clubs, local authorities and higher educational establishments, leading on several community sport initiatives. He has played a key role in the development of facility strategies in the UK and the UAE, as well as establishing routes for activity hubs and sports clubs to drive participation.

Qualifications

- PGCE – Secondary Physical Education (Qualified Teacher Status)
- BA (Hons) Education Studies and Physical Education

Key Skills

- Project Management
- Report Writing
- Sports Development
- Written and verbal communication
- Leadership and team building

Feasibility and Facility Development

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Peter Newth BA(Hons) DipArch, RIBA Board Director, Roberts Limbrick Ltd

Peter has over 20 years' experience in designing and delivering sport and leisure projects with Roberts Limbrick, the most recent being the Duncan Edwards Centre in Dudley, which opened in January 2022. Peter's experience includes a very wide range of elite, education, commercial and community sports facilities including both internal and external facilities.

He is a key member of the Roberts Limbrick team working with Sport England on their Design Consultancy Framework over the last 8 years. Last year he worked with Sport England researching different options for providing permanent and temporary covered outdoor spaces for sports activities for which Sport England were receiving enquiries during the Covid 19 pandemic. He has also worked with Sport England on producing their new guidance 'Active Spaces' and 'Community Leisure Hub' soon to be published.

His relevant project experience in delivering outdoor facilities with pitches and athletics tracks include the Allianz Stadium for Saracens (which included indoor athletics training facilities, a 3G pitch used for top level rugby within an external athletics track), Stoke Mandeville Stadium (an athletics track with grass infield), indoor athletics at Swansea University, the Sundorne Sports Village in Shrewsbury (which included a 3G pitch and hard courts) and the Roman Road athletics track in Shrewsbury. Peter is also our representative for our SAPCA membership. Roberts Limbrick are on the UK Athletics list of Approved Consultants.



Cophtham Stadium spectator stand



Stoke Mandeville athletics track

Bastin Bloomfield BSc(Hons) DipArch, RIBA Divisional Director, Roberts Limbrick Ltd

Bastin will be the project lead coordinating Roberts Limbrick's input into the study. He has extensive sport and leisure experience, delivering over 10 sport and leisure centres with Roberts Limbrick over the past 15 years.

He is a key member of the Roberts Limbrick team, working on the Sport England Design Consultancy Services and made a major contribution to Sport England's guidance 'Active Environments', the 'Physical Activity by Design' handbook, Skateboard England's design guidance and Sport England's new community leisure hub guidance.

Bastin has delivered outdoor sports pitches and courts, including The Hive in Ely, Wyre Forest Leisure Centre and Gosport Leisure Centre. He has also carried out a similar study looking at lightweight roofs for an operator to increase the use and participation on external courts adjoining a local authority leisure centre. He will be assisted by graduate Simon Lee, who has worked closely with Bastin on the above projects in the last few years.

Alex Black MRICS BSC(Hons), Cost Consultant, Press & Starkey

Alex joined Press & Starkey at the beginning of 2018, having previously spent 17 years at Drivers Jonas (latterly Deloitte). Alex has a wealth of experience of large, complex multi-stakeholder schemes and has considerable experience of sports and leisure projects over the last 10 years, varying from complex, multi-phase refurbishments to £35m new build projects. Project experience includes 2 new leisure centres in Reading, Camberley Leisure Centre, Andover Leisure Centre, Court Garden Leisure Centre in Henley, Risborough Springs Leisure Centre, Egham Leisure Centre, 2 leisure centres in North Bedfordshire, Dunstable Leisure Centre, Flitwick Leisure Centre and 2 leisure centres in Greenwich.