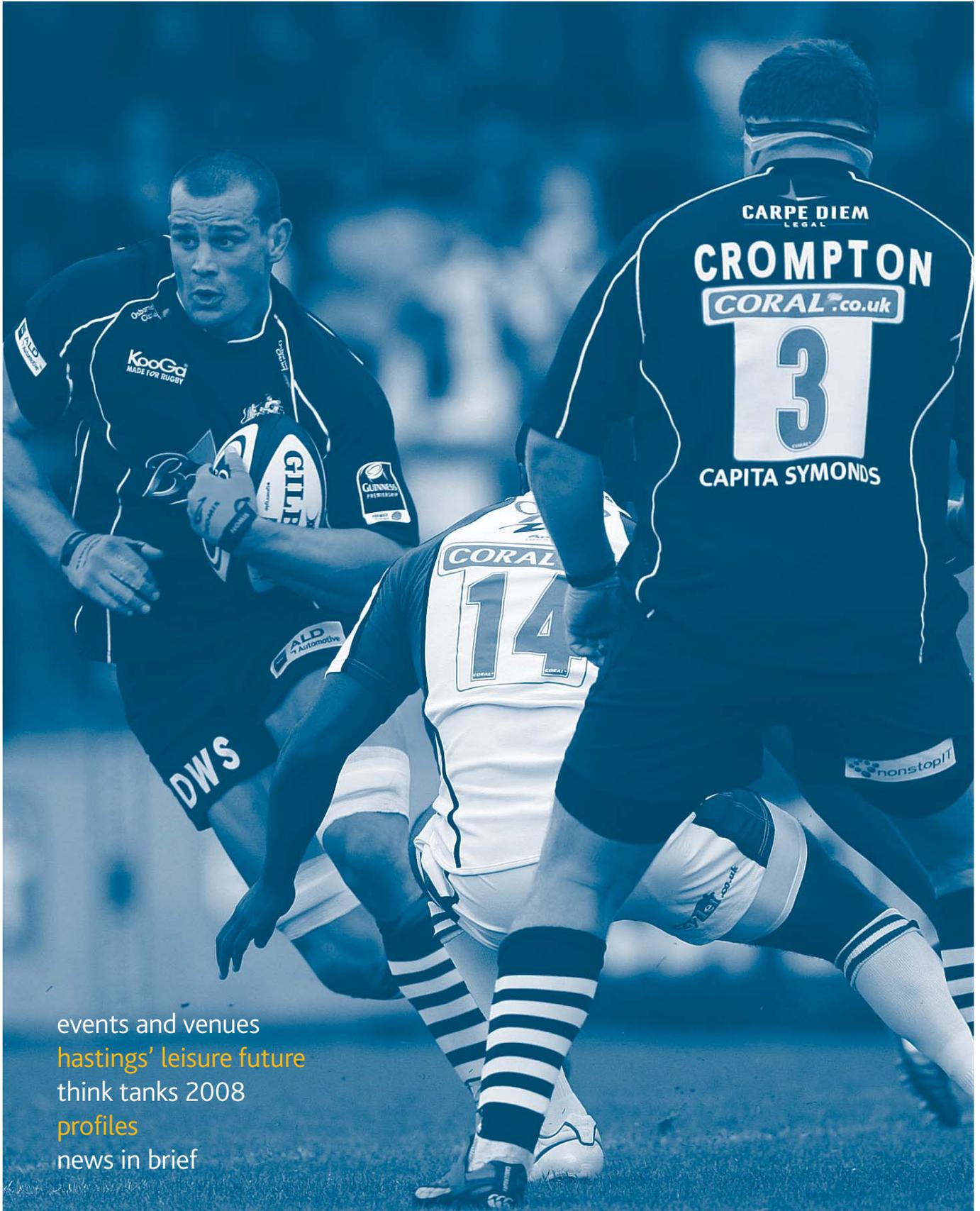


refresh

consulting: sport, leisure and culture newsletter issue 2



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Welcome to Issue 2 of refresh, Capita Symonds Consulting's newsletter, which provides an insight into our people, our work and our culture. In this issue we explore our new Events and Venues offering and review our recent work in Hastings, as well as profiling two of our team members; Renata Drinkwater and Richard Grady. I am also delighted to announce that Tim Cattle-Jones is joining us as an Associate Director.

2007 was our most successful year ever, with significant growth bringing new expertise and experience to our team. In 2008 we are looking forward to further expansion and building on our core offering to encompass other important sectors, particularly heritage and culture.

Looking forward to our next issue, we will report back on our sponsorship of the LGA/CLOA Culture, Tourism and Sport Conference being held in Liverpool on 13 and 14 March and revisit our work for Telford & Wrekin Council on the Horsehay Village Golf Centre Procurement.

Duncan Wood-Allum, Director

Capita Symonds Consulting recently launched its new Events and Venues proposition to coincide with the completion of its feasibility study for Scotland hosting the 2015 Rugby World Cup (RWC), which was carried out in conjunction with the Scottish Rugby Union, Scottish Government, EventScotland and other key stakeholders. The service incorporates a range of professional services and advice for major events, from strategic planning to delivery and legacy.

Through Capita Symonds' multidisciplinary team, we are able provide support to event agencies, government departments, cities and sports governing bodies in event identification, analysis, appraisal, planning and bidding. Designed to meet Treasury *Green Book* guidance, we have developed a staged process that enables the assessment and analysis of the feasibility of major events. This process incorporates a detailed assessment of the economic, social and environmental impacts of events, as well as the potential legacy benefits. It provides a framework for decision-making from event identification through to business case, bidding and post event evaluation.

The process is flexible, and the key stages are applicable to all events, from single-day championships or cultural events, up to World Championships.

The Events and Venues team brings together Capita Symonds' considerable experience in the planning and delivery of major events, including the Commonwealth Games 2014 and Rugby World Cup 2007.

The team's work on the RWC 2015 Feasibility Study for EventScotland, is the most recent example of the application of the event cycle appraisal process. The feasibility study was essentially the development of a strategic business case to determine whether or not Scotland should bid for the event. As such, it considered two key questions:

- could Scotland host the 2015 RWC?
- should Scotland host the 2015 RWC?

Our analysis covered both the viability of and the wider benefits to Scotland of four bid structure options. It included an appraisal of the economic, social and environmental impact and benefits of the event, a comparative assessment of the winnability potential of each option and the overall deliverability of the event.

Paul Bush, Chief Operating Officer for Event Scotland, said: "Capita Symonds Consulting undertook a thorough and structured feasibility for the 2015 RWC that will allow partners to take objective decisions regarding the benefit and cost of bidding and hosting a major world sporting event. It was a very professional and detailed piece of work."

For more information or to discuss how our Events and Venues proposition can help your organisation in assessing the potential value of sporting or cultural events, please contact Dougal Nicholls, Associate Director on 020 7421 1489 or dougal.nicholls@capita.co.uk.



Murrayfield, the home of Scottish rugby.

a new leisure future for Hastings



Capita Symonds Consulting and S&P Architects recently completed a feasibility study for Hastings Borough Council.

The brief was to investigate the possibility of providing new leisure facilities and complementary commercial development in the White Rock area of the town.

Stage One of this study considered the financial and physical feasibility of such a development. The Council's brief focused on the need to identify a feasible option within current financial constraints. It also highlighted the Council's wider aspirations to use leisure and other partnerships as levers to help regenerate the town, attract inward investment, retain and develop the student population and further establish Hastings as a leisure destination.

The results of the feasibility study have identified a solution that will provide an exciting hub of facilities to deliver the sport and leisure needs of the local community.

In addition, a range of complementary commercial developments will be explored in further detail. The aim is to generate the maximum financial contribution towards the funding of the community facilities while creating the right balance of public and commercial provision. As with many similar projects, funding will be key to the affordability of the preferred option. The Council recognises this and a number of potential development sites have been included in the brief. This realistic approach will assist greatly in meeting the Council's aims.

Tom Pinnington, Project Manager for Capita Symonds, commented:

"This is a very positive project and the Council is taking a pragmatic approach. It recognises the challenges it faces, particularly in relation to funding and affordability. The Council is open to the need to explore all options for partnerships with the commercial sector in order to enable public leisure provision. Following completion of a thorough options appraisal, a decision has been taken on the preferred option, and we look forward to working with the Council to progress the project."

Stage Two will focus on a more detailed investigation of issues identified in Stage One of the feasibility study and preparation of a masterplan setting out the longer-term development objectives and opportunities for the area. This will include wider public consultation.

For more information contact Tom Pinnington on 020 7492 0279.

tom.pinnington@capita.co.uk



Think Tank Series 2008

These highly interactive facilitated all-day workshops are aimed at leading authorities and invited specialist practitioners seeking to share best practice, support innovation and improve partnerships in the sector. Over 100 local authorities have attended Think Tank workshops over the last four years and have tackled some of the most challenging issues facing our sector.

The programme for 2008 Think Tanks is:

- Smart Leisure Procurement
9 April 2008 in London
- Smart Leisure Procurement
16 April 2008 in Birmingham
- Strategic Planning: 'Making the most of your assets - a 21st century approach to Leisure Strategies' 29 April in London
1 May in Birmingham

Think Tanks with dates and venues to be confirmed:

- Innovative Approaches to Developing and

Funding Heritage Projects

- Transforming Leisure Services
- BSF - Opportunities for Community Sports Delivery

To register your interest, please contact Ita Shaughnessy on 020 7421 1489 or email ita.shaughnessy@capita.co.uk

In October 2007 a Think Tank workshop was held in partnership with Sport England NE which focused on facility investment strategies, FA Sports Villages and DBOM solutions. Twelve leading delegates from north east local authorities, including Newcastle City Council and Hartlepool, attended. Expert input was provided by Peter Kay of the FA and Peter Kirkham, Director of DC Leisure Ltd. Key outcomes from the session included Sport England NE championing thinking around redefining the role of sport in the NE region and development of a best practice knowledge bank for the sector.

team profiles



Renata Drinkwater
Associate Director

Renata Drinkwater joined Capita Symonds Consulting as Associate Director in September 2007. She brings over twenty years' senior level consultancy experience, in which she has led over two hundred projects for leisure clients in the private, public and voluntary sectors. Her early career was spent with the leisure, tourism and major project teams at KPMG, after which she was invited to become the founding partner of Ernst and Young's hospitality and leisure consulting group. Her links with the Capita Group date back to 2004.

"I started my career in commercial sector strategic marketing before moving into local authority leisure in the London Boroughs of Waltham Forest and Newham," Renata said. "I then moved into consultancy, where essentially I found my niche. I have since been fortunate enough to lead some ground-breaking projects for high profile clients in the UK, Europe and the Middle East."

For Renata, large and small projects are equally engaging. "My Capita Symonds' projects are very diverse in their size and nature. For instance, I have recently been advising on a US\$6bn leisure-led development in the Middle East, a potential £15m leisure centre in Hastings and a proposed £40m heritage centre in Southampton. These schemes all bring their own challenges," she said. "The big projects typically require the use of more complex methodologies, together with the management of larger teams (often including Capita Symonds' associates and partner firms). What they all have in common, though, is that our clients expect us to supply creative yet credible solutions."

Renata endorses Capita Symonds' approach to its work and its clients: "We place a strong emphasis on the provision of high quality advice and the development of long-term relationships with our clients. Happily, recent feedback suggests that the team delivers on both counts."



Richard Grady
Senior Consultant

An accomplished project manager with over seven years' experience of development, planning and project assessment in sport and leisure, Richard Grady joined the Consulting team in 2007. He has played a leading role in preparing major facility and events strategies, including the feasibility study for the 2015 Rugby World Cup, a leisure investment strategy for Swindon Borough Council and facility reviews for Birmingham City Council.

After a degree in politics and commercial experience in sales, Richard's career took him to Ealing Council, where he worked in research and facility project management, and to the Football Foundation, where he was responsible for the delivery of national and regional funding programmes.

"I helped in the development of cross-cultural projects at Ealing, looking at joining up services and how to structure the delivery to achieve the right outcomes," Richard said. "I understand that if you only target deprived groups you run the risk of delivering poor services. At Ealing I worked with mapping and supply and demand concepts within local markets, which is now one of my key roles."

At the Football Foundation, Richard gained experience of the funding process and working on schemes with a diverse range of organisations. "It was the project development that really interested me," he said, "looking at the required outcomes and how you best deliver them and working with the applicant to make the right recommendation to the funding panel. "As consultants I think one of our most important jobs is to challenge the client. If we are producing what a client could have produced in-house, I would have to ask why were we needed. At Capita Symonds Consulting we've got an excellent team of experienced people, who collectively have a depth and breadth of knowledge to actively support our clients. Our effective and constructive approach to challenge is what makes us unique in the marketplace."

news in brief

Tim Cattle-Jones joins Capita Symonds Consulting



Tim is joining as a part-time Associate Director to support the development of the Consulting team's business. He is a former Chair of the North East Regional Sports Board and has also played a major part in shaping the Olympic agenda through the 2012 Nations and Regions committee. He is currently leading Sport England's review on equality and is a member of the Football Foundation Grants Panel.

Tim, who will be focusing on exploring opportunities for Capita Symonds in major events, Olympic Legacy and facility development and supporting emerging sporting talent, said, "I am delighted to be joining the team at Capita Symonds. I have been impressed by their ambition and innovative approach to solving clients' problems. I hope to bring to Capita Symonds a fresh understanding of the key challenges facing public sector providers and particularly help provide solutions in relation to the funding of new leisure facilities and sports development programmes."

Capita Symonds sponsor LGA / CLOA Conference



Capita Symonds is proud to be a co-sponsor of LGA/CLOA Culture, Sport and Tourism Conference and Exhibition being held at the Liverpool Arena and Conference Centre on 13 and 14 March 2008.

Duncan Wood-Allum, Director said, "We are delighted to be supporting this important event which is championing the cross-cutting benefits that can be achieved through culture. We will be supporting Warrington Borough Council, who will be presenting a paper on the Orford Park Project. The Consulting team will be exhibiting and we are looking forward to speaking with delegates throughout the two days."

For further details visit:
www.lga.gov.uk/lga/events