



Specialist services in  
**SPORT, LEISURE,  
REGENERATION  
& GREEN SPACES**



Specialist services in  
**SPORT, LEISURE,  
REGENERATION  
& GREEN SPACES**

- ◀ Professionalism
- ◀ Quality
- ◀ Integrity

KKP has made its name by delivering high quality consultancy advice in the fields of open spaces, sport, leisure and cultural services. Since being established in 1990 we have grown into a major multi-disciplinary practice.

### We specialise in:

Strategic planning for:

- ◀ Indoor and built sports facilities
- ◀ Sports specific facilities at national level
- ◀ Playing pitch and outdoor sports facilities
- ◀ Open spaces, active travel and green space strategies

Feasibility studies and business planning

Service transformation, business improvement and options appraisals

Specialist research and evaluation

Governance and management

Programme management

Core disciplines are supported by comprehensive in-house, high capacity data analysis, GIS mapping and community consultation specialist teams.

The company is defined by the quality of the services and advice delivered, the integrity of our staff and our drive to do what is right for the client and sport and physical activity *per se*.





## NATIONAL SPORT SPECIFIC FACILITIES STRATEGIES

We deliver facilities strategies at national level. Most notable is the work upon which we are currently engaged – for the FA, Premier League, DCMS and Sport England to deliver local football facilities plans for all 330 local authorities in England.

Other examples include our national assessment of elite and performance facilities in Wales, the England Athletics National Facility Strategy, the Wales National Outdoor Sport and Recreation Facilities Database and national strategies for Archery, Gymnastics and Judo.

Andrew Fawkes is project manager for the National Football Strategy LFF programme.

◀ [andrew.fawkes@kkp.co.uk](mailto:andrew.fawkes@kkp.co.uk)



## INDOOR AND BUILT SPORTS FACILITIES STRATEGIES

Specialists in working for local authorities, assisting them to evaluate need and plan their sports facilities to reflect future population growth, changing demographics and changing financial conditions. We have excellent working relationships across the sector and our approach is fully compliant with Sport England's ANOG process.

On average we deliver circa 15 sports facilities strategies per annum; from single authority contracts through to large-scale multi-authority projects. Recent studies have taken us from Aberdeen to Jersey and to Dorset and South Essex where we completed joint commissions for six and four authorities respectively. Strategy objectives identified have challenged some authorities to review the scale and distribution of provision, consider the co-location of leisure alongside other services (e.g. health, libraries, etc) to deliver wider health and wellbeing outcomes.

Clare MacLeod leads on this element of the business.

◀ [clare.macleod@kkp.co.uk](mailto:clare.macleod@kkp.co.uk)

# PLAYING PITCH STRATEGIES

We are widely acknowledged to be the UK's leading consultancy delivering needs assessments, demand analysis and playing pitch strategies. We developed Sport England's 'Approach to Developing and Delivering a Playing Pitch Strategy' in 2013 and deliver more PPS studies than any other consultancy in the sector.

These now cover over one third of England's population including core cities and metropolitan clusters in the North East, Birmingham and the Black Country, West Yorkshire, Merseyside, Greater Manchester, Greater Nottingham and key London boroughs.

Our work for Newcastle City Council informed production of Sport England's Playing Pitch New Development Calculator (to help secure developer contributions). This is now available to local authorities on completion of a PPS.

In addition, we regularly support local authorities and developers to identify appropriate solutions for new housing developments or where there is potential loss of sports pitches.



Claire Fallon leads on this element of the business.

◀ [claire.fallon@kcp.co.uk](mailto:claire.fallon@kcp.co.uk)

# FEASIBILITY STUDIES & BUSINESS PLANNING

Our feasibility studies and business planning assignments underpin the development of some of the country's key sports facilities including St George's Park, the Emirates Arena in Glasgow, Sunderland, Plymouth and Leeds 50m pools, Redcar and Cleveland Leisure & Community Heart and the Middlesbrough Sports Village.

Our studies challenge traditional approaches to leisure provision. We identify the financial benefits and wider wellbeing outcomes to be gained from the development of cost-effective, surplus generating, high social impact venues which combine sport and fitness facilities with community, commercial and cultural services.

Our expertise extends into the University sector. Key projects upon which we have advised include the University of Birmingham (£55m) Sport & Fitness Centre, the new University of Warwick Sports Centre (due to open in 2019) plus facilities at Sheffield Hallam, Bournemouth and Leeds universities.

David McHendry leads on this element of the business.

◀ [david.mchendry@kkip.co.uk](mailto:david.mchendry@kkip.co.uk)





# OPEN SPACE & PLAY AREA ASSESSMENTS, ACTIVE TRAVEL & GREEN SPACE STRATEGIES

**In part because of housing growth needs across the UK, many local authorities are assessing their open space needs and renewing local standards as part of Local Plan evidence bases and aligned to major developments.**

Local standards are developed and applied for key open space typologies including parks and gardens, natural and semi-natural, amenity greenspace, provision for children and young people, allotments and green corridors.

We have delivered more than 40 high quality open space studies over the last three years as well as Active Travel assessments, taking account of key destination points for local communities. Reflecting Sport England's Active Design Guidance, we work with authorities to remove barriers and encourage residents to be physically active in their everyday lives.

Christopher MacFarlane leads on this element of the business.

◀ [christopher.macfarlane@kkp.co.uk](mailto:christopher.macfarlane@kkp.co.uk)



## SPECIALIST RESEARCH & EVALUATION

Our experience in this field extends from interrogation of community sport and physical activity interventions in Wolverhampton and Salford to our 11-year evaluation of Sport Northern Ireland's Active programmes.

The DCMS used KKP to due diligence its Taking Part survey and Sport Ireland commissions include evaluations of its investment in women in sport, sport for people with disabilities and its Local Sports Partnership Programme. Recent national research has also been undertaken to evaluate girls' views on and involvement in school PE, sport and out of school activity for the Girls Day Schools Trust.

Elite performance programme evaluations include assessment of British Judo's performance programme for Rio 2016 and plans for Tokyo 2020. Others of note include the appraisal of Scottish performance hockey the review of Team Ireland NGBs' processes and performance in the 15 sport in which it competed at London 2012 plus evaluation of the International Carding (elite athlete support) Scheme.

John Eady is the contact  
for our work in this area.

◀ [john.eady@kkp.co.uk](mailto:john.eady@kkp.co.uk)

## SERVICE TRANSFORMATION, BUSINESS IMPROVEMENT & OPTIONS APPRAISALS

We work with local authorities, in-house, trust and commercial operators to improve the quality, profitability and efficiency of their facilities and services.

Our approach is highly successful in increasing income generation, reducing costs and improving 'the bottom line'. Importantly, we do not only deliver in respect of clients' fiscal requirements but we also consider how effectively they will contribute to delivery of wider health and wellbeing outcomes and other council corporate priorities.

Recent/current clients include Glasgow City Council/Glasgow Life, Cardiff City Council, Gateshead, Liverpool and Salford councils plus the States of Jersey.

David McHendry leads on this element of the business.

◀ [david.mchendry@kkp.co.uk](mailto:david.mchendry@kkp.co.uk)

## GOVERNANCE & MANAGEMENT

**KKP is a nationally recognised 'go-to' practice for governance review, establishment of new legal structures and fitness for purpose appraisals.**

Clients include the RFU, British Cycling, UK and England Basketball, leisure trusts (including Glasgow Life, Salford Community Leisure, Mytime Active, Tameside Sports Trust and Somerset 1610).

We have an excellent knowledge and understanding of best practice and current trends, and a high level of technical competence in terms of Sport England/UK Sport requirements and expectations. Assignments include evaluation, business planning and support to establish new legal structures for Netball NI, Jersey Sport and Northumberland Sport, a review of impact and progress for Leicester-shire & Rutland Sport and the legal/operational restructure of Get Berkshire Active.



## KNIGHT, KAVANAGH & PAGE

◀ 1-2 Frecheville Court  
off Knowsley Street  
Bury, BL9 0UF

◀ +44 (0)161 764 7040

◀ [mail@kkp.co.uk](mailto:mail@kkp.co.uk)