



KNIGHT KAVANAGH & PAGE



**MANAGEMENT CONSULTANTS**  
Integrity, Innovation, Inspiration

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# About KKP

**Knight, Kavanagh & Page (KKP) is one of the UK's leading management consultancy practices, delivering high quality consultancy services to the sport...leisure ... culture...regeneration and green spaces sectors.**

Established in 1990, we have grown from our origins developing sport into a major multi-disciplinary practice, combining innovation and excellent project management. Over this time, we have expanded in terms of premises, project portfolio and staff but what has remained constant is our belief in:

- ◀ **Integrity...**  
being straight with clients; we say what we mean and mean what we say
- ◀ **Innovation...**  
playing a key role in shaping the industry, driving and influencing key developments and improvements
- ◀ **Inspiration...**  
supporting organisations willing to lead and challenge convention

Our aim is simple - to deliver our work with integrity, making a tangible, distinct, positive difference to our clients, individuals, organisations and the industry as a whole.

## Our products and services

We provide professional consultancy, support and delivery input combining expertise drawn from the private and public sectors. Across our service portfolio, we are experts in strategic thinking, offering genuine insight, challenging convention and prepared to take risks and test new approaches. All this is done within a cycle of quality assured continuous improvement.

We deliver assignments of differing scales in all political and demographic environments. These encompass:

- ◀ **Research**  
Collecting quality data and turning it into intelligence
- ◀ **Strategy**  
Clear vision, with agreed direction and explicit outcomes
- ◀ **Action**  
Making the right things happen
- ◀ **Review**  
Evaluating success and continuously improving

Our core disciplines are supported by comprehensive in house GIS mapping, data analysis and community consultation.

## Our clients

We work with clients across the UK and Ireland in the public, private, voluntary and education sectors.

From national agencies to local community groups, all receive the same high quality service. The proportion that repeatedly use our services and recommend us to others confirms our practice of building relationships, not simply delivering one-off products or services.

Although we often cite the high profile national governing bodies of sport, local authorities, universities and others that we support, we prefer to view our clients as part of a national network striving to make a positive difference across the industry.

## Our people

We operate from offices in the North West and South West of England. Staff include experienced consultants and technical experts, dedicated in-house research and support teams. We employ talented individuals with complementary skills and character traits. They provide clients with the security of working with a large, established organisation whilst retaining the personal ownership and loyalty that stems from the close involvement of project team members.

We take professional pride in the quality of our work at every level. Long after a commissioned project is delivered our clients know that we are available for formal and informal advice and support.

## Our quality

Our reputation is built upon the delivery of high quality products and advice (reflected in our ISO9001 accreditation). Our guarantee of excellence is based on balancing tried and tested methods of working and innovation, with appreciation of the value of continual review.

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## Integrity, Innovation, Inspiration

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## EFFICIENCY AND EFFECTIVENESS

In the current economic climate, it is vital to look at how to reduce costs and 'sweat assets' - improving programming, income generation, maximising pricing and tackling attrition. At the same time investing resources to improve business practice and deliver longer-term efficiencies is essential.

KKP is the 'go to' practice in this field, providing innovative support focused on practical, action orientated recommendations to deliver efficiencies, increased effectiveness and value for money. Our clients have witnessed dramatic improvements in their business as a direct result of our support and input into operational management, business planning/performance, options appraisals and facilities/services rationalisation.

We assist cultural and leisure services to challenge current practices, to look hard at what they do, why they do it and what they know about impact and value. We assist them to distinguish the essential from the desirable. This is done with a focus on practical ways of maintaining services whilst reducing cost.

### Smart savings

Cost efficiency is synonymous with robust review (of services and staffing structures). Set in the strategic context of what the council needs to achieve, it encapsulates in-depth assessment of scale and fitness for purpose; the number, level and configuration of staff across venues and services and the extent to which roles dovetail to achieve overall effectiveness and productivity. Our extensive experience of this adds value enabling benchmarking with comparable organisations; including trusts, local authorities and contractors. Recent outcomes of our work with clients include:

- ◀ A **business plan** to deliver **efficiencies** for the service for one local authority of £250k per annum.
- ◀ A **revised structure** for a North West based culture and leisure trust designed so it operates to best effect, optimises community impact and trading income whilst delivering local efficiency savings.
- ◀ Review of the **operational effectiveness** of various Serco North West contracts and developing practical plans to improve business performance and marketing processes.
- ◀ **Whole building stock review** assessing the efficiency with which council departments function and utilise space enabling it to reduce the number of buildings it operates across its whole portfolio. This will result in some buildings being disposed or transferred to the 3<sup>rd</sup> sector reducing the burden on Council budgets.

### Externalisation

Experts in **management options appraisals** and **procurement processes**, we specialise in looking at more than the standard service range assessing the right course of action for cost effective, value for money service delivery.

Our experience working with councils, trusts and private sector leisure operators is broad-ranging. We provide **clear, independent, unbiased advice** about the best option for delivery carefully balancing:

- ◀ Financial and operational savings.
- ◀ Enhanced contribution made to delivery of corporate objectives and resident quality of life.
- ◀ Implementation costs and risks together with the impact this may have on the value for money.

KKP is not 'pre-wedded' to a particular or formulaic solution. We provide unambiguous advice about the best option for future service delivery. We are aware of the need for complete objectivity throughout the process and for candid, succinct reporting with clear recommendations.

In addition to the obvious NNDR and VAT related savings, we look to achieve wider benefit applying our strategic and operational practical experience in business planning, service and facility management, to develop comprehensive financial models that make outsourced services work harder.

**Shared services:** We are presently supporting three neighbouring local authorities to assess the feasibility and potential efficiencies to be gained from the creation of a joint business unit, which shares senior management, support services and business development. We have assessed the operational and financial challenges, advantages and implications of a range of structures including establishing a 'super trust' or joint procurement of a commercial partner.

*Ian Redfern: Managing Director (designate) of the Northampton Leisure Trust said: "Having supported us through the management options appraisal and tested various alternatives, KKP is now guiding us through the process of going out to trust. Its advice is measured, consistent and practical and its commitment and input to the process has been exemplary."*

### Growing income

To alleviate the worst effect of cuts, KKP assists local authorities and trusts to 'trade up' and improve income generation. Our business acumen and service delivery understanding is being applied to assist clients with:

- ◀ **Pricing policy;** to drive income generation, usage and the precise targeting of subsidy.
- ◀ Improving **management information;** replacing 'hit and hope' with informed business decisions.
- ◀ New technologies: **online booking,** direct debit memberships plus better, more immediate access to customer intelligence and profiles.
- ◀ **Product development;** evaluating the range, quality, take-up and profitability of products offered.
- ◀ **Occupancy;** improving customer response, programme effectiveness and alternative uses.
- ◀ Adjusting **programming** formats; current activity cycles, peak sales and options to maximise usage.
- ◀ **Cross selling;** simple changes to certain programmes can contribute to the uptake of others.
- ◀ **Staff/foyer selling;** income streams from catering, booking agents or other commercial partners.

*Neil Chaisty: General Manager - Tameside Sports Trust said: "KKP's input has enabled us to put into place structures and processes to improve our trading position, business focus and the way we deploy and manage staff to drive the business. Its advice is innovative and thought provoking but also practical and grounded- an ideal combination."*

### Facilities

Local authority building stock is a precious commodity but also a drain on resources. KKP has real expertise in whole building stock remodelling and determining fixed and portable services designed to maximise future efficiency. We are well-positioned to support local authorities to rationalise provision and where appropriate guide local communities to take on responsibility for facilities and services in line with central government's 'Big Society' agenda.

**Invest to save:** KKP is currently supporting a local authority with soft market testing in relation to capital investment opportunities as an alternative to prudential borrowing. We are investigating the appetite of the wider funding and investment market to invest in local authority stock (not traditionally part of its portfolio) alongside recognised leisure investment options.

### Performance management

Management information systems set up in the right way can drive business efficiencies through effective programming and flexible pricing strategies in a drive to increase occupancy and income generation. Our commercially minded consultants have excellent financial competencies, practical background in facility management and experience working with private sector operators such as Serco, SLM, Parkwood and DC Leisure.

## CASE STUDY: STRATEGIC OVERVIEW OF FACILITIES IN THE BOROUGH



Stockton Borough Council (SBC) is developing an overarching strategy to guide how the Council assesses, plans for and secures value for money from investment in and/or rationalisation of its whole facility base. Stocks had hitherto been managed by the department responsible for the activities accommodated – a system that caused lack of clarity with regard to building function, duplication, under-occupancy and unneeded cost.

To analyse the current position and develop the business process to drive this, it appointed Knight, Kavanagh & Page (KKP) to work with and support key finance and directorate staff to develop a holistic strategic overview of all the facilities that it owns, runs and leases.

In so doing, KKP:

- ◀ Determined an assessment matrix via which SBC now uses a more sophisticated, pragmatic approach to where, why and how it chooses to retain and invest in its building stock.
- ◀ Looked at the effectiveness with which stock is managed; covering issues such as condition, occupancy, 'programming', efficiency, management group/agent and duplication of function.
- ◀ In a parallel process, analysed the nature (and delivery) of key Council services, how they are physically accommodated and where/how this could occur with more flexibility and imagination.
- ◀ To underpin this, developed a categorisation system based upon the concept of fixed (those that must operate from a specific premises) and 'portable' (those that can take place at, or be delivered from a relatively flexible range of buildings or locations) services.



*Sport England - Active Places: Stockton Thornaby Library*

*Grangefield site*

We set out and then delivered a process incorporating the GIS and OS mapping and classification of all Council stock (eradicating double-counting and multiple classification) and developed a clear, understandable four-level hierarchy. We then articulated the principles for, and mapped out, the next work stage and prescribed a critical path via which strategic options will now be taken forward.

Having adopted KKP's report, recommendations and classification system, the Council has used this to present the concept to members and to underpin its asset retention/transfer/disposal strategy. This is predicated upon the disposal of buildings that are, or with judicious reorganisation could become, surplus to requirement, determination and transfer of assets to 'eligible' partners and mechanisms to ensure optimum benefit to the council, the partners and the community.

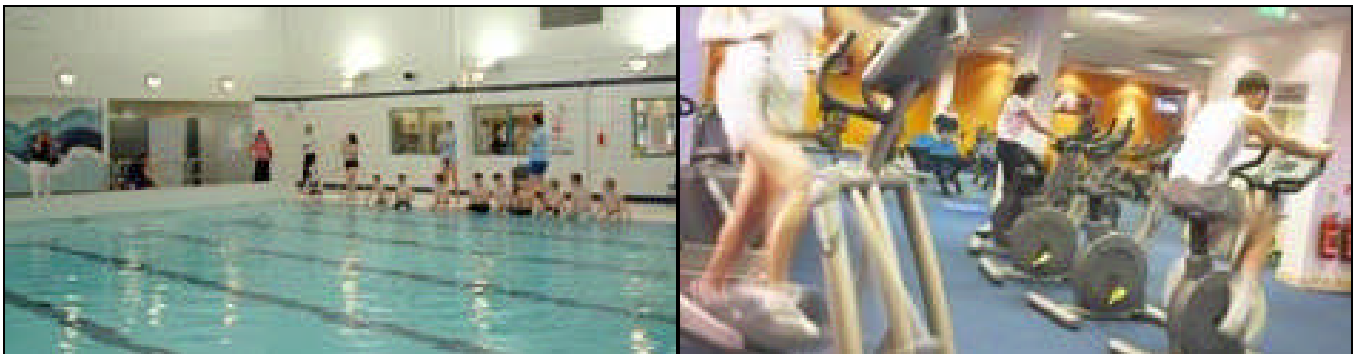
## CASE STUDY: STRUCTURE, BUSINESS PERFORMANCE &amp; EFFICIENCIES



Tameside Sports Trust has been highly successful raising capital to redevelop and modernise its facility stock. In 2006, based upon its robust business plan (developed in conjunction with KKP) it secured a 3-year grant agreement with Tameside Council which underpinned a major facility improvement programme of £8 million capital investment at three sites across the Borough.

In 2010, KKP worked with the Trust on its 2011-2014 Company Strategy. It analysed its business performance, income generation in key product areas, costs, structures, and management information. This was done with a focus on the need to raise income in order to remain financially viable in light of planned reductions in the Tameside Council management fee and anticipated expenditure increases.

Alongside this, KKP conducted a forensic analysis of the effectiveness of the Trust's operational practice coming up with a range of ways to reduce cost, generate more income (particularly from key products such as fitness and gymnastics), sweat other facilities and programmes and improve product 'cross-selling'. The key focus of this was to identify opportunities to increase income in order to achieve efficiencies of circa £250k. This required the Trust to take a 'business focus' on its activities but also to be mindful of the fact that this is a time when many residents and customers face personal economic challenges.



Medlock Leisure Centre Facilities

Essential to delivering this was the requirement to start the process of installing the right structure, to improve working practices and make better use of management systems. The key objectives were to:

- ◀ Articulate the 'purpose' of the Trust and develop a revised service structure to drive delivery.
- ◀ Define key financial targets, key actions and their associated fit with the service structure.

The new structure will, progressively, replace facility managers with more product/sales focused leaders with a clear concentration on occupancy, income generation, sales and servicing members and leisure card based users more effectively.

Neil Chaisty: General Manager of the Tameside Sports Trust said:

*"KKP's input has enabled us to put into place structures and processes to improve our trading position, business focus and the way we deploy and manage staff to drive the business. Its advice is innovative and thought provoking but also practical and grounded - an ideal combination."*