

Agreement between the Snowsport England and Sport Structures Limited



Facility Strategy

Agreement

Sport Structures Limited will:

- Deliver support for Snowsport England through the provision of support for the development and delivery of a facility strategy.
- In addition Sport Structures will increase the number of days to visit all facilities
- Work closely with the Snowsport England Project Manager to ensure effective delivery of the project, modifying delivery of the project through mutual agreement.

In return the Snowsport England will:

- Pay Sport Structures Limited a sum of **£xxxxxx** including expenses but excluding vat in accordance with Sport Structures Limited Terms of Business identified in previous contractual agreements.
- In addition Snowsport England will pay an additional **£xxxxxx** plus vat for the additional visits
- Payments will be made according to schedule 3
- Any additional requirements will be with mutual agreement.

Signed

For Snowsport England

Date

Signed

For Sport Structures Limited

Date

Sport Structures Ltd, Company Number 4492940
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Schedule 1

SPORT STRUCTURES LIMITED

Standard Terms of Business

1. Definitions and Interpretation

1.1 In these Terms of Business:

"Agreement" means the agreement for the provision of the Specified Services to which these Terms of Business are appended and of which these Terms of Business form part;

"Client" means the person named in the Agreement for whom Sport Structures has agreed to provide the Specified Services;

"Document" includes in addition to a document in writing any map plan draft drawing photograph film negative tape or other device embodying visual images and any disc tape or other device embodying any other data or information;

"Input Material" means any Documents or other materials and any data or information provided by the Client relating to the Specified Services;

"Output Material" means any Documents or other materials and any data or information provided by Sport Structures relating to the Specified Services;

"Specified Services" means the services to be provided by Sport Structures for the Client described in the Agreement.

1.2 The headings in these Terms of Business are for convenience only and shall not affect their interpretation.

2. Supply the Specified Services

2.1 Sport Structures shall provide the Specified Services to the Client subject to these Terms of Business. Any changes or additions to the Specified Services or to these Terms of Business must be agreed in writing by Sport Structures and the Client.

2.2 The Client shall at its own expense supply to Sport Structures all necessary Documents or other materials and all necessary data and information relating to the Specified Services within sufficient time to enable Sport Structures to provide the Specified Services in accordance with the Agreement. The Client shall ensure the accuracy of all Input Material.

2.3 The Client shall at its own expense retain duplicate copies of all Input Material and should ensure against its accidental loss or damage. Sport Structures shall have no liability for any such loss or damage however caused. All Output Material shall be at the sole risk of the Client from the time of delivery to or to the order of the Client.

2.4 The Specified Services shall normally be performed by the personnel identified in the Agreement but Sport Structures reserves the right to make changes in the personnel performing the Specified Services. Any substitute personnel will be suitably qualified to perform the Specified Services. In the event of it becoming necessary for Sport Structures to make a change in the personnel performing the Specified Services Sport Structures shall provide reasonable notification of this to the Client.

2.5 If any Sport Structure personnel shall be prevented by illness or injury from performing the Specified Services Sport Structures shall report that fact to the Client and in the case of an absence of uncertain duration shall keep the Client informed of the continued absence and of its expected duration.

2.6 Sport Structures will use all reasonable endeavours to perform the Specified Services within any time scales specified in the Agreement but any date or time specified for performance is (unless it is expressly agreed in writing by a director of Sport Structures in writing that the performance date or time is of the essence of the contract) an estimate only and altered time performance or late performance shall not entitle the Client to reject any services terminate the Agreement withhold any payment claim damages or any other remedies.

2.7 Sport Structures shall provide the Specified Services at the site referred to in the Agreement (if any) provided that it may provide the Specified Services elsewhere as may be necessary for the due performance of them.

2.8 Sport Structures shall keep records of all acts and things done by it in relation to the provision of the Specified Services and at the Client's reasonable request shall make them available for inspection and/or provide copies to the Client.

2.9 Sport Structures may correct any typographical or other errors or omissions in any brochure promotional literature quotation or other document relating to the provision of the Specified Services without any liability to the Client.

2.10 Sport Structures may at any time without notifying the Client make any changes to the Specified Services which are necessary to comply with any applicable safety or other statutory requirements or which do not materially affect the nature or quality of the Specified Services.

3. **Charges**

3.1 The Client shall pay the charges specified in the Agreement and any additional sums which are agreed between Sport Structures and the Client for the provision of the Specified Services or which in Sport Structure's sole discretion are required as a result of the Client's instructions or lack of instructions the inaccuracy of any Input Material or any other cause attributable to the Client.

3.2 All charges quoted to the Client for the provision of the Specified Services are unless expressly stated to the contrary or agreed in writing exclusive of expenses incurred by Sport Structures in the course of providing the Services and of any applicable Value Added Tax for which the Client shall be additionally liable and (in the case of Value Added Tax) at the applicable rate from time to time.

3.3 Unless otherwise agreed expressly in writing Sport Structures shall be entitled to invoice the Client following the end of each month in which the Specified Services are provided.

3.4 Unless otherwise agreed expressly in writing Sport Structures' charges and any additional sums payable shall be paid by the Client together with any applicable Value

Added Tax and without any set off or other deduction within 30 days of the date of Sport Structures' invoice.

3.5 If payment is not made on the due date Sport Structures shall be entitled without limiting any other rights it may have to charge interest on the outstanding amount (both before and after any judgment) at the rate of 4% above the base rate from time to time of HSBC Bank plc from the due date of payment until the outstanding amount is paid in full.

4. Rights in Input Material and Output Material

4.1 The property and any copyright or other intellectual property rights in any Input Material shall belong to the Client.

4.2 Until otherwise agreed in writing the property and any copyright or other intellectual property rights in any Output Material shall unless otherwise agreed in writing between the Client and Sport Structures belong to the Sport Structures subject only to the right of the Client to use the Output Material for the purposes of utilising the Specified Services.

4.3 Any Input Material or other information provided by the Client shall be kept confidential by Sport Structures and all Output Material or other information provided by Sport Structures which is designated as confidential by Sport Structures shall be kept confidential by the Client but the foregoing shall not apply to any Documents or other materials data or information which are public knowledge at the time when they are so provided by either party and shall cease to apply if at any future time they become public knowledge through no fault of the other party.

4.4 The Client warrants that any Input Material and its use by Sport Structures for providing the Specified Services will not infringe the copyright or other rights of any third party and the Client shall indemnify Sport Structures against any loss damages costs expenses other claims arising from any such infringement.

4.5 Subject to Clause 4.4 Sport Structures warrants that any Output Material and its use by the Client for the purposes of utilising the Specified Services will not infringe the copyright or other rights of any third party and Sport Structures shall indemnify the Client against any loss damages costs expenses or other claims arising from any such infringement.

5. Obligations of the Client

5.1 The Client shall co-operate with Sport Structures as shall be necessary to enable Sport Structures to perform the Specified Services.

5.2 Without limitation to Clause 5.1 the Client shall afford Sport Structures its employees agents and other contractors such access to the Client's premises and the Client's information records and other material relevant to the Specified Services as Sport Structures may require to provide the Specified Services. Further the Client shall:

5.2.1 advise Sport Structures in writing of the rules and regulations which are then in force for the conduct of personnel at the Client's premises. Sport Structures shall ensure that its personnel comply with such rules and regulations;

5.2.2 make available such working space and facilities at the Client's premises as Sport Structures may reasonably require;

5.2.3 make available appropriate personnel to liaise with Sport Structures in relation to the Specified Services; and

5.2.4 secure and otherwise keep safe all and any property of Sport Structures which are on the Client's premises.

6. **Warranties and Liabilities**

6.1 Sport Structures warrants to the Client that the Specified Services will be provided using reasonable care and skill and as far as reasonably possible in accordance with and at the intervals and within the times specified in the Agreement.

6.2 Whilst care is taken by Sport Structures to protect its ICT systems from corruption by viruses Sport Structures shall have no liability to the Client for any loss damage costs expenses or other claims for compensation arising from any defect error flaw virus or bug in or affecting any computer software supplied by any third party or any ICT system which has been applied or used in connection with the provision of the Specified Services.

6.3 Sport Structures shall have no liability to the Client for any loss damage costs or expenses or other claims for compensation arising from any Input Material or instructions supplied by the Client or by any third party at the Client's request which are incomplete incorrect inaccurate illegible out of sequence or in the wrong form or arising from their late arrival or non-arrival or other fault of the Client.

6.4 Except in respect of death or personal injury caused by Sport Structures' negligence or as expressly provided in these Terms of Business Sport Structures shall not be liable to the Client by reason of any representation (unless fraudulent) or any implied warranty condition or other term or any duty at common law or under the express terms of the Agreement for any loss of profit or any indirect special or consequential loss damage costs expenses or other claims (whether caused by the negligence of Sport Structures its employees agents or otherwise) which arise out of or in connection with the provision of the Specified Services or their use by the Client.

6.5 Without prejudice to the foregoing provisions of this clause 6 the entire liability of Sport Structures under or in connection with the Agreement shall not exceed the amount of cover available under the policy of professional indemnity insurance maintained by Sport Structures together with the amount of any excess payable under such policy by Sport Structures. Details of the insurance policy are available from Sport Structures on written request. The Client must ensure that the level of cover available is acceptable to the Client. If the Client requires additional cover then the Client must inform Sport Structures of this before it enters into the Agreement and in such case Sport Structures shall discuss with the Client the terms upon which additional insurance cover may be procured and any such terms agreed by the Client and Sport Structures shall be recorded in the Agreement.

6.6 Sport Structures shall not be liable to the Client or be deemed to be in breach of the Agreement by reason of any delay in performing or any failure to perform any of Sport

Structures' obligations in relation to the Services if the delay or failure is due to any cause beyond Sport Structures' reasonable control.

7. Termination

7.1 Sport Structures shall be entitled to terminate this Agreement immediately by notice in writing to the Client if the Client:

7.1.1 fails to make any payment under this Agreement on its due date;

7.1.2 commits any other breach of this Agreement which (in the case of a breach capable of remedy) shall not have been remedied within 28 days of the receipt by the Client of a notice from Sport Structures identifying the breach and requiring its remedy; or

7.1.3 is unable to pay its debts or enters into compulsory or voluntary liquidation (other than for the purposes of effecting a reconstruction or amalgamation in such manner that the company resulting from such reconstruction or amalgamation if a different legal entity shall agree to be bound by this Agreement) or compounds with or convenes a meeting of its creditors or has a receiver or manager or an administrator appointed or ceases for any reason to carry on business or suffers any similar action.

7.2 Termination of the Agreement for any reason shall not affect the accrued rights of the parties arising in any way out of the Agreement as at the date of termination and all provisions which are expressed or intended to survive the Agreement shall remain in force and effect.

8. General

8.1 Every effort will be made to perform the Agreement but its due performance is subject to cancellation or variation by Sport Structures if Sport Structures is unable to secure labour or services goods or materials as a result of Act of God fire war riots civil commotions strike national emergency legislation regulations accidents breakdown of machinery or equipment carrier's default or other cause (whether of the foregoing class or not) beyond Sport Structures' control.

8.2 The Client shall not assign transfer or in any other manner make over to any third party the benefit and/or burden of the Agreement without the prior written consent of Sport Structures.

8.3 Any notice required or permitted to be given by either party to the other under the Agreement shall be in writing addressed to the other party at its registered office or principal place of business or such other address as may at the relevant time have been notified pursuant to this provision to the party giving the notice.

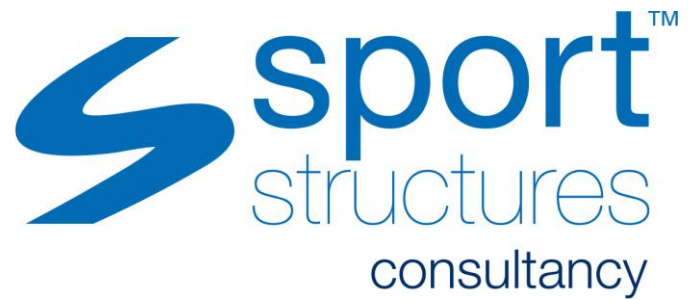
8.4 No failure or delay by Sport Structures in exercising any of its rights under the Agreement shall be deemed to be a waiver of that right and no waiver by Sport Structures of any breach of the Agreement by the client shall be considered as a waiver of any subsequent breach of the same or any other provision.

8.5 If any provision of these Terms of Business is held by any competent authority to be invalid or unenforceable in whole or in part the validity of the other provisions of these Terms of Business and the remainder of the provision in question shall not be affected.

8.6 English law shall apply to the Agreement and the parties agree to submit to the non exclusive jurisdiction of the English courts in relation to the Agreement.

8.7 Nothing in the Agreement shall confer on any third party any benefit or any right to enforce any term of the Agreement under the Contract (Rights of Third Parties) Act 1999 or otherwise.

Schedule 2



Preparation of a Facilities Strategy for Snowsport England
Response to tender from
Sport Structures Ltd



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Sport Structures is a vibrant sports management consultancy that through our full time staff, associates, Community Coach and business partners provide a broad range of services based on in depth experience to the key delivery agencies in sport.

Sport Structures have achieved the Investors in People standard and undertaken a due diligence process to become a CCPR Enterprise Partner so CCPR members can be confident they are dealing with a reputable company with a proven track record in the sport and leisure industry. Sport Structures have also made commitments to being Positive about Disabled People through Job Centre Plus.



As part of the Triple S/ Sports Pathways Project Sport Structures have won the Coaching Intervention of the Year award at the UK Coaching Awards 2008, the Association of Public Service Excellence (APSE) Healthy Activities award and were high commended in both the UK wide Regeneration and Renewal and the Sustaining Communities Awards.



Our expertise includes:

Consultancy Services: Governance and Leadership, Policy and Strategic Planning, Project Management and Delivery, Workforce Development, Equity and Ethics, Coach Education Intervention Programme, Coach and Volunteer Education, Research toolbox

Recruitment Services: Candidate Services, Contingency Sport Recruitment, Executive Sport Recruitment, Supplementary Services

Coaches CIC: Developing opportunities for people, particularly from disadvantaged backgrounds to be employed and volunteer in sports coaching and activities

Executive Summary

We offer a high level of knowledge, expertise and experience in this area of work; the project therefore will be approached to a high specification that achieves the outcomes outlined in the invitation to tender.

This tender brief outlines our approach to: Preparing a facilities strategy for Snowsport
Our approach to the study will be carried out in four phases:

Stage 1 - Initial Scoping – Setting the Snowsport context	<ul style="list-style-type: none"> • Inception meeting including confirmation of scope/ timescales • Project management (incl. 3 progress meetings) • Desk based assessment of market trends/sport development/participation
Stage 2 – Identifying Provision – Where are we now?	<ul style="list-style-type: none"> • Focus group with members of BSSOA • Development of consultation material • Consultation sessions/interviews • Site visits/condition assessment • Digitising of required sites and mapping production • Analysis of usage data • Catchment profiling linked to participation modelling • Development of audit report
Stage 3 – Shaping Provision Specifications – Where do we want to be?	<ul style="list-style-type: none"> • Consultation on discipline determined provision specifications • Setting of discipline determined facility specifications (comp./training/rec.) • Environmental impact assessment • Development of hierarchy of facilities
Stage 4 – Agreeing Strategic Priorities – How do we get there	<ul style="list-style-type: none"> • Identification of facility options and priorities • Production of draft strategy/action plan, report and executive summary • Consultation/presentation on draft policies • Production of strategy/action plan, report and executive summary • Production of hardcopy material and transfer of mapping data • Presentation on final strategy/action plan

The total cost will be **£xxxxxx** and includes expenses (set at a maximum of 10% of the total project costs) and a previous customer discount of 10% but excludes VAT.

We have assembled a team to support the needs of the study. The team will be led by Simon Kirkland supported by John Roberts, Sarah Smith and Jobeth Bastable who have both carried out facility assessments for a range of sports organisations. A flexible approach to the study will be offered that allows the client to modify the approaches subject to the client's available budget.

1 Background

- 1.1 Sport Structures expertise includes Facility Assessment, Policy and Strategic Planning, Project Management and Delivery, Workforce Development, Governance and Leadership, Equity and Ethics, Coach Education Intervention Programme, Coach and Volunteer Education, Research and Consultation. All aspects of our core work areas are underpinned by our comprehensive research toolbox which provides a variety of well developed research options within data collection, analysis and interpretation. Our focus on evidence based research provides reliable and robust outputs for shaping sports development in a number of contexts.
- 1.2 Our proposal is to undertake the preparation of a Facilities Strategy for Snowsport England to guide the future Snowsport provision for England.
- 1.3 The audit exercise will review and analyse all existing data and update it where necessary using a variety of techniques. The information needed involves not only the facilities themselves but their quality, condition, management, use, capacity and potential. We believe the greatest influence on future participation demand can be the implementation of sports, recreation and physical activity development plans.
- 1.4 This study will involve consultation through an assessment of provision and the shaping of the new facility strategy. We recognise that there can be criticisms of consultation overload and are aware of the different reactions to consultation. The differing management structures of the Snowsport Facilities (Private/Authority Owned/Club based/Charitable Trust) with England will result in some facilities being more open to consultation with external consultants than with Snowsport staff. With these thoughts in mind we have produced a tailored methodology to meet the needs of the study outlined in the tender brief.

2 Our experience

- 2.1 Our experience in the area of facility planning includes:

<p>Facility Planning and Strategy Development</p>	<ul style="list-style-type: none"> • Comprehensive PPG17 review of Open Space, Sport and Recreation Facilities and Green Infrastructure for Rutland County Council • Support for Rutland County Council in the development of a Sport and Active Recreation Strategy • Support to Boston Borough Council with an options appraisal of facilities and with the development of a Community Sports Strategy • Playing Pitch Audit and needs assessment to develop Boston Borough Council's Playing Pitch Plan • Development of a Community Sport Strategy and Sport Development strategies for Boston Borough Council • Development of a Sport and Active Recreation strategy for West Lindsey District Council • Cultural Strategy development in Coventry • PE and Physical Activity strategies in a number of Local Authorities including Sandwell and Birmingham • Management of the Big Lottery Fund PE & Sport portfolios in the West Midlands • Review of the ECB Urban Cricket programme across four Cities • Review of Active England projects across the East Midlands region • Work for Sport England South West using equality data within the Active
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	<p>People survey to support their equality strategy</p> <ul style="list-style-type: none"> • Ability to access all tiers of the Active People survey to do a number of levels of research and investigation to support strategic planning and/ or performance measurement <ul style="list-style-type: none"> ◦ John Roberts works as a Consultant to Cannock Chase Council (from September 2006 to present). Projects have included: • Options appraisal and design brief for the relocation of Cannock Stadium including an 8 lane athletics track, spectator stand, ATP and grass pitches • Options appraisal and design brief for the redevelopment of Chase Leisure Centre including 25m and learner pools, sports halls, squash courts, fitness and health suites and theatre/conference centre • Design and management brief and Project Leader for the addition of a 25m pool to Rugeley Leisure Centre (opened July 2008) • Development of Playing Pitch Strategic Options and Recommendations based on an existing playing fields assessment • Project Leader for an HLF funded (£1m) long distance walking and cycling trail (opened September 2008) • John Roberts, while Head of Facilities at Sport England, led the design and development of specifications for national guidance on facility planning including PPG17. This also included a large number of publications such as "Planning across Boundaries", the planning and management handbooks; the national facilities strategy; the standards for artificial turf pitches and the introduction of the Planning Model. Since leaving Sport England he has provided training for regional staff of Sport England on the implementation of PPG17 • More recently he has advised a number of sports clubs working with housing developers on the review of local playing fields assessments in order to relocate or sell off land to assist with facility developments
Added value	<ul style="list-style-type: none"> • One of our essential values of is meeting deadlines and last year over 90% of projects were completed within deadline (others had their deadlines changed by the client themselves). • We are an accredited 1st4sport coach education delivery centre

3 Proposed methodology

3.1 We intend to submit a proposal to provide Snowsport England with a framework for the delivery of facilities for Snowsport, to address the key objectives to:

Provide a comprehensive and robust Facilities Strategy for snowsports for the period to 2015 and in broad terms until 2030, which can:

- *influence the development and retention of facilities for snowsports*
- *be a guide for the development of quality facilities which meet the needs of all participants regardless of level or discipline*
- *be used as an evidence base for planning policies and proposals across England*

3.2 The project will be managed by Simon Kirkland and supported by John Roberts, Sarah Smith and Jobeth Bastable (see appendix 2 for detailed CV's). In addition we offer further administrative support to the project to assist in the coordination of the project.

3.3 The proposal is split into four distinct stages:

1. Initial Scoping – Setting the Snowsport context
2. Identifying Provision – Where are we now?
3. Shaping Provision Standards – Where do we want to be?
4. Agreeing Strategic Priorities – How do we get there?

3.4 We have considered each stage separately to provide sufficient detail and a clear breakdown of the actions and associated costs required for completion. Although we anticipate that stages may overlap through the project.

Stage 1 -Initial Scoping – Setting the Snowsport context

3.5 We will commence work with a meeting between our project team and the lead officer for Snowsport England. We would suggest that a facilities steering group is established to work alongside the lead officer. This group should include representatives from the Ski Slope Operators Association and from disciplines that may have specific facility needs such as Alpine, Nordic, Speed, Freestyle, Aerial, Mogul and Snowboarding. We anticipate that this steering group will be essential to the project in ensuring that the study meets the needs of each of the disciplines.

3.6 Throughout the project we will provide regular updates to the lead officer and project steering group to ensure that Snowsport England are fully informed and kept up to date with our progress. These updates will be in addition to the two scheduled review dates at the mid-point of the project and at the end.

3.7 The initial scoping meeting will finalise the details of the project including the agreement of the scope of the work, approach and confirmation of timescales. It is at this initial scoping meeting that all information relevant to the study should be shared to ensure that a sufficient background to the study is established to avoid any duplication of work already produced. This may include the sharing of contact details, research documentation, quantitative data and GIS mapping.

3.8 We understand from the Snowsport England Whole Sport Plan that there are 47 facilities for Snowsports in England. These include 42 artificial outdoor dry slopes

and 5 indoor snow slopes. In addition one of the largest indoor slopes in the world has been granted planning permission near Ipswich. Other indoor slope operators have also identified potential sites for slope development. Consideration could also be given to real snow slopes in the north of England and Nordic training facilities.

- 3.9 Once the initial scoping meeting is completed we will look to provide the steering group with an agreed and more detailed action plan for the project with scheduled progress meetings/discussions in place for the duration of the project.
- 3.10 The strategy context will be initiated by a review of all existing data and information from internal and external organisations. This review will be guided by the steering group and could include, but not exclusively, the following National, and sport specific material:

National	<ul style="list-style-type: none"> • Department of Culture, Media and Sport - Game plan • Department for Communities and Local Government • PPG17 and companion guide • Commission for Architecture and the Built Environment (CABE) • Open Space Strategies: Best practice guidance (2009) • Space shaper • Living Places – Culture & Planning Toolkit • Sport England Strategy 2008-2011 • Planning for Sport and Active Recreation: Objectives and Opportunities • Spatial Planning for Sport and Active Recreation • Facilities Planning Model/Sports Facility Calculator/Active Places Power • Planning Contributions Kitbag • Active Design • Sustainable Community Sports Hub Toolkit • Natural England • Accessible Natural Greenspace Standards (ANGSt) • Environmental impact assessment: A guide to procedures (2000) • Green Infrastructure Guidance • Fields in Trust - Planning and design for outdoor sport and play • Other sport facility plans relevant to the study
Sport specific material	<ul style="list-style-type: none"> • Previous facility assessments and reviews • Whole Sport Plan • British Ski Slope Operators Association documents • Coaching Workforce Audit (Supported by Sport Structures) • Coaching Strategy (Supported by Sport Structures) • Participant pathway modeling (Supported by Sport Structures)

- 3.11 The initial scoping process will include a systematic assessment of each policy and strategy to assess their relevance to the study and determine the central areas of impact that will affect the provision of Snowsport facilities.
- 3.12 We are well positioned to undertake this assessment due to our close working relationship with Snowsport England. This enables our team to 'hit the ground running' as we already have established contacts within each of the disciplines; through our work on Snowsports coaching audit (including audit of facilities) and

participation work around the UK Coaching Framework participant modelling process.

Stage 2 - Identifying Provision – Where are we now?

Desk based review

3.13 Our initial facility auditing will draw on previous research undertaken for Snowsport England and a primary desk based review of existing material and web-based research. This review will provide initial auditing material relating to the five key attributes of provision (accessibility, quality, multi-functionality, primary purpose and quantity) as well as considering management and maintenance. The consultation will include gathering information on:

- Location
- Snowsport facilities provided
- Ancillary facilities
- Condition
- Management
- Ownership
- Programme
- Usage
- Planned developments

3.14 We will collate material within a facilities database that follows an active places framework providing a suitable level of relevant data for future use by Snowsport England. We anticipate that not all material will be available via desk based review due to the potential commercial sensitivity of some of the audit material.

BSOA Focus Group

3.15 Our experience in working with Snowsport facilities suggests that a direct approach will provide the best consultation results. Therefore, to support and add to any existing data captured in the initial scoping session we would undertake a focus group session with members of the British Ski Slope Operators association (BSOA).

3.16 This session would enable us to meet with a range of facilities at one time to discuss and further shape the study approach. We see that it is essential at the outset of the project to gain 'buy-in' from BSOA members and any other slopes that are willing to attend this initial session. Due to the nature of Snowsport facility ownership it will be essential to outline and engage all management types including authority owned, private companies, charitable trusts and club based.

Development of consultation

3.17 We will develop the consultation material required for gathering further audit material which will be informed by the desk review, focus group and discussions with the steering group. We envisage the consultation material to be a semi-structured interview process and data collation tool kit which will feed into the facility database.

3.18 The consultation and site visits will gather auditing data using a facilities model which has been developed over a number of years and is designed as tool to be used with any sports facility. It is compatible with a number of other standard tools such as model survey packages, best value, the facilities planning model. There

are five parts to the model, each of which contains sub-sections that can stand alone or fit with the other parts:

Site Survey and Analysis	Ownership, location, accessibility, space utilisation, planning policies, planning conditions, neighbourhood review.
Market Survey and Analysis	Needs assessment, existing demand – user surveys, competition and other providers, comparisons with local, regional and national benchmarking; latent demand – access, displaced users, sports development, education, coaching and volunteers, future demand – population changes, factor changes (e.g. education, lifestyle, housing, economic), marketing, pricing.
Space Utilisation Evaluation	Breakdown of facility into all individual spaces (indoor and out), past uses and users, present uses and users, potential for alternative uses, space dimensions, finishes, quality and equipment against national standards.
Management Evaluation	Policies, internal and external objectives, targets, outcomes, benchmarking, operational methods, and management options.
Condition Survey and Analysis	Architectural, structural, mechanical and electrical, civil, utilities, maintenance schedules, whole-life analysis (should include a set of 'as built' drawings).

Site visits/consultation sessions

- 3.19 In our experience of working with collecting data from Snowsport facilities we will approach consultation through a combination of telephone calls and face-to-face meetings with management staff to determine their provision in relation to each discipline.
- 3.20 Care will be taken to highlight the benefits of being involved in the study and assurance about how the data will be used in relation to potentially commercially sensitive material. Where possible, we will combine interview sessions with site visits to provide an effective data collection process.
- 3.21 Due to the constraints of the project we do not anticipate that we will be able to visit all facilities but will ensure that a range of facility types are approached and supported through a thorough site visit. We aim to conduct site visits with a minimum of 24 facilities.

Digitising Mapping

- 3.22 Mapping will be initiated by a review of all existing GIS data. This review will be guided by the steering group and could include, but not exclusively, the following:
- Inventory of BSOA member slopes
 - Existing and proposed outdoor and indoor facilities
 - Slope catchment areas

- 3.23 We anticipate that if there are any existing GIS data sets they will probably not include all facilities such as those owned by voluntary, charitable, commercial and private bodies. Where data does not exist we will digitise new layers within Mapinfo. Each site of will be produced in Mapinfo Tables (.TAB) or Mapinfo Interchange File (.MIF) formats or Shape file format. The mapping of sites can be enhanced where necessary by:

- OS level maps
- Natural England Classifications
- Sport England Active People Participation data
- Areas of deprivation IMD 2007
- Sport England market segmentation data
- Urban area boundaries
- Transport networks

- 3.24 The maps will be produced in a Jpeg. format for use within reporting to illustrate the provision and the location of each site.

Analysis of usage data

- 3.25 Where possible we will seek data/reporting on usage of facilities directly from the facilities or from the British Ski Slope Operators Association. There may also be other sources of data that could be considered to determine usage relating to skiing in England such as material available from Tour Operators.

- 3.26 We will provide analysis of the data through our research which utilises the latest statistical techniques to analyse quantitative and qualitative data. An analysis framework for the project can be agreed with the project manager.

- PASW Statistic 18 provides a platform for the processing of quantitative data through the use of statistical techniques for basic or complex analysis.
- Qualitative responses can be collated and analysed through an extensive coding process; to identify areas which can be converted to quantitative analysis, select aspects of key trends or themes and highlight significant quotes/ statements.
- To aid interpretation of the analysis, data will be expressed in a variety of graphical forms to visually represent the desired outcome. All graphics are compatible with Microsoft applications so are easily manipulated for inclusion in reports or presentations.

Catchment profiling linked to participation modelling

- 3.27 Where possible, we will gather usage data in relation to distance travelled and drive time analysis of participants that use facilities. This data will be formulated to provide catchment areas and gravity models for each facility. The catchment areas

will be mapped to identify areas of surplus or deficit. We will work with the steering group to identify minimum travelling times for both indoor and outdoor facilities.

Development of audit report

- 3.28 We will consolidate all consultation data and analysis into a report of the assessment of Snowsport provision. We will produce a report that draws together the findings of the assessment, mapping and profiling. As well as providing an overview of the findings we will divide the audit report disciplines and/or geographical boundaries as identified by the steering group.

Stage 3 - Shaping Provision Specifications – Where do we want to be?

Consultation on discipline determined provision specifications

- 3.29 We will shape the discipline determined provision standards with the steering group and other key discipline or competition representatives. The specifications will consider all aspects of needs relating to competition, training and recreational activity. The specifications will mainly focus on qualitative issues- standards of provision and specifications including:

- Slope, surface, terrain, uplift and gradient
- Storage
- Timing, judging and scoring
- Changing
- Lighting
- Viewing and spectators
- Equipment hire
- First Aid
- Indoor ancillary accommodation
- Access and external accommodation i.e. car parking
- Management practices

- 3.30 In addition from this shaping session we will produce recommended minimum and optimum national standards for Snowsport facilities. They will have four components:

- Qualitative issues - standards of provision and specifications
- Quantitative - how much new, improved or changed provision.
- Accessibility - distance, transport, costs, use by people with disabilities.
- Adaptability - need to cope with changes in need and demand over time.

Setting of discipline determined facility specifications

- 3.31 We will circulate the recommended minimum and optimum national standards for Snowsport facilities and detailed specifications for each discipline for comments. These recommendations will need to be reviewed by competitive committees relating to each discipline and where possible, representatives from facilities from each type of ownership. The steering group and staff at Snowsport England will be central to ensuring compatibility of the specifications with national and international directions and policies. We will revise the recommended national standards and specifications in line with comments until agreement is reached.

Environmental impact assessment

- 3.32 We recognise that Snowsport facilities can have an impact on the environment. We will work with slope operators that have undertaken impact assessments; this is most likely to have been undertaken by recent indoor developments. We will also seek to identify the concerns of planners within authorities which have had proposed developments such as Hemel, High Wycombe, Ipswich and Southampton. The assessments will primarily take place through desk research and consultation. Our assessment will consider the environment in relation to:
- Planning (PPG17 and Green Infrastructure)
 - Sustainability short/long term issues
 - Green issues and climatic factors
 - Innovation in the market/new technologies
- 3.33 Our environmental assessment will follow guidance contained in the Government publication 'Environmental impact assessment: A guide to procedures' published in 2000. The main areas of the assessment which will apply to Snowsport facilities are considerations of:
- An estimate, by type and quantity, of expected residues and emissions (water, air and soil pollution, noise, vibration, light, heat, radiation, etc) resulting from the operation of the proposed development.
 - A description of the measures envisaged in order to avoid, reduce and, if possible, remedy significant adverse effects
 - A description of the aspects of the environment likely to be significantly affected by the development, including, in particular, population, fauna, flora, soil, water, air, climatic factors, material assets, including the architectural and archaeological heritage, landscape and the inter-relationship between the above factors.
 - A description of the likely significant effects of the development on the environment, which should cover the direct effects and any indirect, secondary, cumulative, short, medium and long-term, permanent and temporary, positive and negative effects of the development, resulting from:
 - a. the existence of the development;
 - b. the use of natural resources;

Development of a hierarchy of facilities

- 3.34 We will use the audit of facilities and shaping of provision specifications to develop a hierarchy of facilities for each discipline. This will include identification of potential surpluses and deficits in provision standards, specifications, mixes and catchments. Where sufficient material is available we will assign scores to facilities in terms of their suitability for competition, training and recreational activity. The hierarchy will also identify:
- Protection, enhancement or relocation of provision
 - Active design, maintenance and management principles
 - Proposals for new facilities
 - The retention of important existing facilities
 - Future research/consultation requirements
 - Recommendations in relation to site/discipline specific management

3.35 The development of the hierarchy will be through discussion with the steering group and identified key informants.

Stage 4 - Agreeing Strategic Priorities – How do we get there?

Identification of facility options and priorities

3.36 We will present all material from the scoping, auditing and shaping stages of the project within a workshop session with Snowsport England staff and the steering group. This session will aim to identify what facility options and priorities are available and realistic. The workshop session will aim to:

- Identify a vision for Snowsport facilities for 2010-2030
- Identify key milestones up to 2015
- Establish objectives
- Establish actions (Specific, Measurable, Attainable, Resourced, Time based)
- Methods/processes for monitoring and evaluating the strategy

3.37 We are aware of the internal issues that face Snowsport England as a small governing body in terms of budgets, staff capacity and the use of volunteer. These considerations will be taken into account during the development of the implementation plan for the strategy. Other external considerations will include:

- Partnership working (commercial/public and voluntary)
- Continued funding
- Facility operators (limited control from the governing body)
- Political/Financial climate
- Market trends
- International developments

Production of draft strategy/action plan, report and executive summary

3.38 From this workshop session we will shape a draft of the strategy/action plan and report. The draft strategy will include study methodology, limitations, national context, sport specific context, summary of where the sport is now, summary of where they want to be, detailed priorities, risk factors and action plan. We will also put together an executive summary for use with a wider audience.

Consultation/presentation on draft strategy

3.39 A draft version of our reporting will be circulated to the steering group and additional stakeholders as identified for comment. Comments on the draft reporting can be open response or framed by a series of simple questions to ascertain any omissions within our report.

Production of strategy/action plan, report and executive summary

3.40 Once the project manager and steering group are happy with the draft report we will produce the final version. The final version of the Facilities Strategy will be produced in a format suitable for wider electronic circulation alongside:

- 1 hardcopy of the final report
- GIS graphical data hardcopy and electronic
- Database of site visits

Production of hardcopy material and transfer of mapping data

- 3.41 In conclusion to the project we will provide Snowsport England with all material that we have collected during the study this may include hardcopy data, database material, consultation tools and mapping files. We suggest that an identified member of Snowsport England takes receipt of this material so that our team can discuss and hand over all material effectively for future use.

Presentation on final strategy/action plan

- 3.42 The breadth of consultation and the amount of material evaluated within the study process allows us to become fully immersed in the data and engaged with the impact that the material will have on Snowsport England. This places us in an informed position to provide presentations at both the draft reporting and final reporting stages. The presentation sessions will be interactive sessions which will involve engaging with representatives that have been central to the strategy development to enable understanding and receive feedback on the study recommendations.

4 Our team

- 4.1 Our team will be suitably qualified and experienced to carry out such a role. Detailed CV's of each team member are provided in appendix 2. The table briefly outlines the team's experience:

Project Team	Experience	Role in the study
Simon Kirkland	<ul style="list-style-type: none"> • Led the options appraisal of facilities in Boston leading to a playing pitch and facility strategy. • Worked within and with Local Authorities in the development of strategies for sport and physical activity. • Development of a Community Sport Strategy and Sport Development strategies for Boston Borough Council. • Development of a Sport and Active Recreation strategy for West Lindsey District Council. • Public consultation, audit and support for Boston Borough Council to develop their community sports strategy. • Developed local facility plans for Birmingham including synthetic turf pitch and club usage strategy. • Led the development of the England Basketball facility strategy. 	<ul style="list-style-type: none"> • Project management • Site visits • Assessments • Consultation • Report writing
John Roberts	<ul style="list-style-type: none"> • Senior Facilities Officer and Head of Facilities at Sport England produced national strategies for the National Strategy for Indoor Arenas, Facility Strategy for Basketball, Facility standards for Hockey, Football, Indoor Athletics and Sports Halls. • Former Head of the Sports Council's National Facilities Unit setting standards and providing guidance and advice on the planning, design, specifications and management of multi-use and specialist facilities. • Former Regional Director for Sport England in the West Midlands managing the team to deliver 	<ul style="list-style-type: none"> • Facilities Expert • Site visits • Assessments • Consultation • Report writing

	<p>national policies through Regional Strategies and development plans.</p> <ul style="list-style-type: none"> • Developed specifications for facilities in liaison with NGBs of sport. • Managed Big Lottery PE and Sport portfolio for Sandwell involving the project management of 32 facility developments on secondary and primary school sites and three outdoor pursuits centres. • Developed the options appraisal, planning study and management plan for Olton and West Warwickshire to achieve a £5m redevelopment through land sale and a sec.106. • Managed options appraisals in Cannock Chase DC to ensure best value in terms of relocation for the athletics stadium and new 25m swimming pool and the £15m redevelopment of Chase leisure Centre. • Worked with 4 housing developers to achieve best value for sports clubs through sec.106 agreements. • Open space, Sport, Recreation and Green Infrastructure Review including PPG17 Audit for Rutland County Council. • Open Space and Playing Pitch Audit and needs assessment to develop Boston Borough Council's Playing Pitch Strategy. • Review and update of the Solihull MBC PPG17 study to evaluate compensatory provision in relation to the need for and loss of pitches 	
Sarah Smith	<ul style="list-style-type: none"> • Heads up the Sport Structures research team • BSc (Hons) Sport Development and Coaching • MSc Sport Development • Supported a range of research, projects with CSPs and governing bodies including TNA design and management • Led the Data processing interpretation and reporting of the North East Workforce Audit • Led the West Yorkshire Learning Consortium evaluation • Experienced in use of SPSS and Mapinfo as well as other statistical techniques and software • Online survey and hardcopy design and formatting host • Developer of constant contact design material 	<ul style="list-style-type: none"> • Site visits • Assessments • Mapinfo and SPSS analyst • Accredited facilitator
Jobeth Bastable	<ul style="list-style-type: none"> • Coordinated a programme working directly in coach development. • Supported numerous research projects. • Experienced in use of SPSS as well as other statistical techniques and software. • Experienced in collating and analysing qualitative data. • Presented paper to the BASES (British association sport and exercise science) student conference. • Qualified facilitator/ CRB Checked. • Active sports coach in three sports. 	<ul style="list-style-type: none"> • Site visits • Assessments • Mapinfo and SPSS analyst • Accredited facilitator •

5 Timescales and day allocation

5.1 The following will be the day allocation for our team based on a start date of: Week beginning 25th January 2010.

Completion date:	Action:	Simon Kirkland	John Roberts	Sarah Smith	Jobeth Bastable	Total days
	Stage 1 - Initial Scoping – Setting the Snowsport context	2	0.5	0.5	2	5
01/02	Inception meeting including confirmation of scope/ timescales	0.5	0.5			1
Ongoing	Project management (incl. 3 progress meetings)	1.5				1.5
30/03	Desk based assessment of market trends/sport development/participation			0.5	2	2.5
	Stage 2 – Identifying Provision – Where are we now?	2	5	4.5	11	23.5
22/02	Focus group with members of BSOA		0.5	0.5		1
26/02	Development of consultation material				0.5	0.5
30/03	Consultation sessions/interviews	2	4	2	4	12
16/04	Digitising of required sites and mapping production			0.5	0.5	1
16/04	Analysis of usage data				4	4
16/04	Catchment profiling linked to participation modelling			1	1	2
22/04	Development and production of audit report		0.5	0.5	1	2
	Stage 3 – Shaping Provision Specifications – Where do we want to be?	1	2.5	1	3	7.5
27/04	Consultation on discipline determined provision specifications	1	0.5	0.5		2
18/05	Setting of discipline determined facility specifications (comp./training/rec.)		1	0.5		1.5
18/05	Environmental impact assessment				2	2
31/05	Development of hierarchy of facilities		1		1	2
	Stage 4 – Agreeing Strategic Priorities – How do we get there?	2.5	3	0	1	6.5
14/06	Identification of facility options and priorities	0.5	0.5			1
30/06	Production of draft strategy/action plan, report and executive summary	1	1		0.5	2.5
TBC	Consultation/presentation on draft strategy		0.5			0.5
TBC	Production of strategy/action plan, report and executive summary	0.5	0.5			1
TBC	Production of hardcopy material and transfer of mapping data				0.5	0.5
TBC	Presentation on final strategy/action plan	0.5	0.5			1
	Total days	7.5	11	6	17	42.5

- 5.2 The allocation of time to the project will evolve as the project takes shape. We offer a high level of commitment and integrity to the project along with a commitment to completing the task.
- 5.3 The costs below detail our fees, VAT and expenses covering Online survey system, administration, travel, accommodation, communication (inc call charges), subsistence and report production. Travel costs are calculated at 0.40p per mile. Expenses will not exceed the ceiling of 10% identified. As we have previously carried out a research studies for Snowsport England we have included a previous customer discount of 10%.

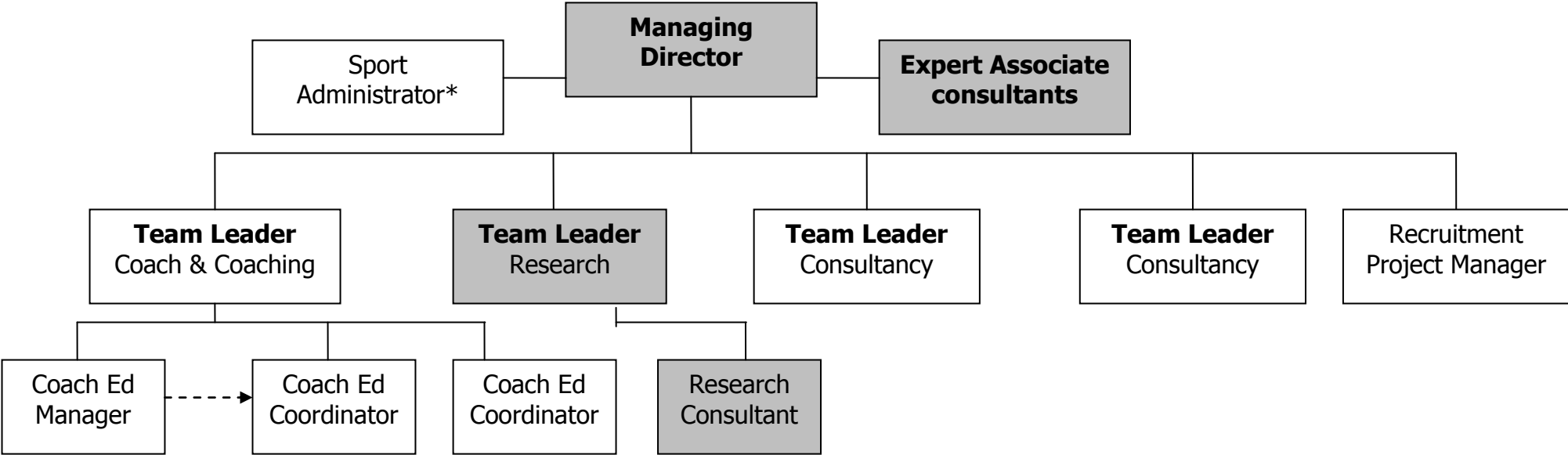
Team Member	Day rate (£)	Number of days	Total (£)
Simon Kirkland	400	7.5	
John Roberts	400	11	
Sarah Smith	350	6	
Jobeth Bastable	300	17	
Total fees			
Expenses Ceiling 10%			
Total excluding VAT			
Previous customer discount of 10%			
Total Excluding Vat including discount			
VAT			
Total			

- 5.3 We have a flexible approach and would be committed to modifying the approach, if required, during the term of the contract.
- 5.4 We operate a 'virtual company' in the sense that all staff are home-workers and are based in the Midlands. This is effectively managed through the use of modern technology and a positive team ethic. Cost savings are made with this approach which is passed on to the client.

Conflicts of interest

- 5.5 We are not aware of any actual, potential or perceived conflicts of interest.

**Appendix 1: Sport Structures
Management structure**



Our Core values are:

To provide a professional approach that will add value and will be:

- Inclusive and Client Focused
- Committed and Honest
- Meet deadlines
- Value for money
- Flexible and Supportive

Our expertise includes:

- Governance and Leadership
- Policy and Strategic Planning
- Project Management and Delivery
- Workforce Development
- Coach Education Intervention Programmes
- Coach Education, Volunteering & Leadership courses
- Research

Recognition

We have achieved the Investors in People standard. We have undertaken a due diligence process to become a CCPR Enterprise Partner so CCPR members can be confident they are dealing with a reputable company with a proven track record in the sport and leisure industry. We have also made commitments to being Positive about Disabled People through Job Centre Plus.

We have, as part of the Triple S/ Sports Pathways Project, won the Coaching Intervention of the Year at the UK Coaching Awards 2008, the Association of Public Service Excellence (APSE) Healthy Activities award and were high commended in both the UK wide Regeneration and Renewal and the Sustaining Communities Awards

Research toolbox

We have developed the research element to support and benefit clients. Our Research toolbox – Measure for Leisure, has a number of options which through sophisticated computer software enables the company to support the production of research data should any survey or analysis of present data be needed.

Data protection

We are registered to collect data in accordance with the principles of data protection act 1998. Statements relating to data protection will be available within all aspects of the data collection in order for the respondents to be fully aware of the implications of their involvement with the study, how their data will be stored and used within the project.

Insurance

Sport Structures Ltd has insurance for employers, Public liability and professional indemnity through HSBC. Further details are available on request.

For more details visit: www.sportstructures.com

Appendix 2: CV's for our team

Simon Kirkland – Director/Senior Consultant (Project Manager)

Experience Summary	Role in Project
<ul style="list-style-type: none"> • Led the options appraisal of facilities in Boston leading to a playing pitch and facility strategy. • Worked within and with Local Authorities in the development of strategies for sport and physical activity. • Development of a Community Sport Strategy and Sport Development strategies for Boston Borough Council. • Development of a Sport and Active Recreation strategy for West Lindsey District Council. • Public consultation, audit and support for Boston Borough Council to develop their community sports strategy. • Developed local facility plans for Birmingham including synthetic turf pitch and club usage strategy. • Led the development of the England Basketball facility strategy. 	<ul style="list-style-type: none"> • Project Manager • Consultation • Facilitation specialist • CRB Checked
Additional Information	
<ul style="list-style-type: none"> • BEd Education • 31 years of Sports Industry Experience • Former CEO of a Governing Body and led fundamental review leading to change in Board and governance structures • Supported the change management of numerous governing bodies in Scotland and England including Scottish Football Association, British Weight Lifting, Amateur Boxing Scotland, table Tennis Scotland, Badminton England and Welsh Badminton • PE and Physical Activity strategies in a number of Local Authorities including Sandwell and Birmingham. • Management of the Big Lottery Fund PE & Sport portfolios in the West Midlands. • Review of the ECB Urban Cricket programme across four Cities. • Review of Active England projects across the East Midlands region. • Led the integrated equity review in England, developing a new structure for the three equity partners to work within. • Modern Sport facilitator and runningsports senior tutor • Reviewed and re wrote the Runningsports Valuing Sport Volunteers workshop and currently authoring a new workshop for club volunteer coordinators • Revised sports coach UK workshop Equity in your coaching • Facilities Manager at Handsworth Birmingham 	

John Roberts – Facilities Expert (Associate)

Experience Summary	Role in Project
<ul style="list-style-type: none"> • Former Head of the Sports Council's National Facilities Unit setting standards and providing guidance and advice on the planning, design, specifications and management of multi-use and specialist facilities. • Senior Facilities Officer and Head of Facilities at Sport England produced national strategies for the National Strategy for Indoor Arenas, Facility Strategy for Basketball, Facility standards for Hockey, Football, Indoor Athletics and Sports Halls. • Former Regional Director for Sport England in the West Midlands managing the team to deliver national policies through Regional Strategies and development plans. • Developed specifications for facilities in liaison with NGBs of sport. • Managed Big Lottery PE and Sport portfolio for Sandwell involving the project management of 32 facility developments on secondary and primary school sites and three outdoor pursuits centres. • Developed the options appraisal, planning study and management plan for Olton and West Warwickshire to achieve a £5m redevelopment through land sale and a sec.106. • Managed options appraisals in Cannock Chase DC to ensure best value in terms of relocation for the athletics stadium and new 25m swimming pool and the £15m redevelopment of Chase leisure Centre. • Worked with 4 housing developers to achieve best value for sports clubs through sec.106 agreements. • Open space, Sport, Recreation and Green Infrastructure Review including PPG17 Audit for Rutland County Council. • Open Space and Playing Pitch Audit and needs assessment to develop Boston Borough Council's Playing Pitch Strategy. • Review and update of the Solihull MBC PPG17 study to evaluate compensatory provision in relation to the need for and loss of pitches 	<ul style="list-style-type: none"> • Consultation • Facilities Expert • Assessment Coordinator • Report writer
Additional Information	
<ul style="list-style-type: none"> • MSc Recreation Management • 40 years of Sports Industry Experience • Led the design and development of specifications for national guidance on facility planning including PPG17 • Authored publications such as Planning across Boundaries, the planning and management handbooks; the national facilities strategy; the standards for artificial turf pitches and the introduction of the Planning Model. • Training for regional staff of Sport England on the implementation of PPG17 • Development of a number of high level strategic partnerships, enhancing the quality and effectiveness of region wide communication and partnership working • Management of Sport England Facilities Unit with highly regarded specialist teams in planning, development, management and countryside and water. Major successes of the Unit included the Birmingham NIA, the Planning Model, PPG17, the Management Award, RECMAN, creation of SPRITO, a National Facilities Strategy and many innovative and groundbreaking publications. 	

Sarah Smith - Senior Research Consultant

Experience Summary	Role in Project
<ul style="list-style-type: none"> • Heads up the Sport Structures research team. • Managed a comprehensive PPG17 review of Open Space, Sport and Recreation Facilities and Green Infrastructure for Rutland County Council. • Support for Rutland County Council in the development of a Sport and Active Recreation Strategy. • Support to Boston Borough Council with an options appraisal of facilities and with the development of a Community Sports Strategy. • Open Space and Playing Pitch Audit and needs assessment to develop Boston Borough Council's Playing Pitch Strategy. • Development of a Community Sport Strategy and Sport Development strategies for Boston Borough Council. • Development of a Sport and Active Recreation strategy for West Lindsey District Council. • Public consultation, audit and support for Boston Borough Council to develop their community sports strategy. • Experienced in use of SPSS and Mapinfo as well as other statistical techniques and mapping software. 	<ul style="list-style-type: none"> • Lead Research Consultant • Mapinfo analyst • SPSS analyst • Accredited facilitator • CRB Checked
Additional Information	
<ul style="list-style-type: none"> • MSc Sport Development, Sheffield Hallam University • BSc (Hons) Sport Development and Coaching, Sheffield Hallam University • Director of Sport Structures Recruitment • 5 years of Sports Industry Experience • Managed projects for Local Authorities, National Sports Organisations and Governing Bodies • Coordinated robust research, audits, assessments and evaluations • Managed a comprehensive review of Birmingham Sports Action Zone • Supported the evaluation of East Midlands Active England projects • Administered data collection with Sports Professionals, Clubs, Volunteers and Coaches • National dataset interrogation and presentation for CSNs within Birmingham • Online and hardcopy question development and pilot assessments • Facilitator of focus group sessions with young people 13-19 through Sport Unlimited programme 	

Jobeth Bastable – Research Consultant

Experience Summary	Role in Project
<ul style="list-style-type: none"> • Coordinated a programme working directly in coach development • Supported numerous research projects • Experienced in use of SPSS as well as other statistical techniques and software. • Experienced in collating and analysing qualitative data • Submitted paper to the BASES (British Association Sport and Exercise Science) student conference • Study on improving the statistical studies in sport • Qualified facilitator/ CRB Checked • Active sports coach in three sports 	<ul style="list-style-type: none"> • Research and consultation • Data management • Data analysis specialist
Additional Information	
<ul style="list-style-type: none"> • MSc Applied Sport and Exercise Science Wolverhampton • BSC (Hons) Sports Coaching Wolverhampton • 3 years of Sports Industry Experience • Qualified at Level 1 and Level 2 in six sports 	

Schedule 3:

Payment schedule

	Cost (£)	VAT (£)	Total (£)	Invoice date
Fees & expenses 1				March 8th
Fees & expenses 2				June 1 st
Fees & expenses 3				End of project
Total fees & expenses				