



Recruitment Pack

CSW Sport – Board members

October 2017

Your application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: CSWSport@campbelltickell.com

Applications must be received by Friday 27th October 2017 at 9.00 am.

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact us if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact Kelly Shaw on 07900 363803 or Radojka Miljevic on 0203 434 0975.

Kind regards

Radojka Miljevic

**Partner
Campbell Tickell**

Kelly Shaw

**Senior Associate Consultant
Campbell Tickell**

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Welcome letter

Dear Applicant

Inspiring an active community

We write to thank you for your interest in a Board member role at CSW Sport at what is a very exciting time for us. We have created this pack to give you some insight into who we are and what CSW Sport may need from you.

We take pride in drawing the best partners together to help people try an array of activities and stay active for longer, creating more fulfilling lives and reinforcing positive habits. Our focus area of Coventry, Solihull and Warwickshire presents us with delivery challenges, with the contrast between our urban and rural areas, as well as the vast and varied needs of our communities.

This is also an interesting, challenging and creative time in the sector of sport and physical activity. Since the Government launched a new strategy in 2015, our principal funder Sport England has developed its own strategy – Towards an Active Nation – and rearticulated the role and purpose of County Sports Partnerships (CSPs), a network of some 40 plus organisations, of which we are one. For most CSPs, this new role will involve re-designing strategic relationships, a high input of customer insight and intelligence, and changes to staffing structures.

Success in our new role will rely on how well we can use customer insight across our space and market intelligence about the range of partners to create a local plan that has buy-in and active collaboration from others.

In simple terms, we are here to work with a range of partners to inspire and encourage inactive people to feel that getting engaged in some kind of physical activity is attainable for them, will bring benefits to them and will be enjoyable. We also want to reach a wide range of people but also to target under-represented groups.

Like many CSPs, we have been considering what these transformational changes mean for our organisation. Consequently, we are now refreshing the Board and our governance and in due course exploring how the skills in our organisation may need to evolve and develop.

You can find more in this pack about the skill sets and experiences we seek from the four Board member vacancies. We are seeking Board members who can bring their other sector understanding and knowledge and some non-executive experience to complement the skills already on our Board, and to work with our new Chair in addressing the strategic challenges of this new landscape.

We hope the following information will encourage you to apply and we look forward to receiving your details.

Best regards

Nick Garnett

Interim Chair, CSW Sport

About us

Our mission is to inspire active communities, providing leadership and investment to support the development of grassroots sport and physical activity across Coventry, Solihull and Warwickshire through:

- a) advocacy
- b) strategic co-ordination and planning
- c) actions informed by data, intelligence and insight interpretation
- d) effective networks and collaborative partnership
- e) delivery and accountability for investments

A member of the County Sports Partnership Network, CSW Sport is one of 44 CSPs recognised by Government and funded by Sport England.

Our work extends across an area comprising 2,252km², and serves an ethnically and socially diverse population of 1,109,832. Demographically similar to the rest of the country, the area benefits from a large number of sporting amenities. The population of the area is forecast to continue to grow between now and 2021, with the greatest percentage growth expected to be seen in Coventry (15%), closely followed by Rugby (11.1%) and Stratford upon Avon (9.5%).

Based in Riverside House, Milverton Hill, Royal Leamington Spa, we currently employ 7 staff, with approximately 90% of expenditure funded by Sport England.

Coventry City Council is the accountable body for CSW Sport and has entered into a Hosting Agreement with Sport England on our behalf. A Service Agreement also exists between CSW Sport and the Council. That recognises the partnership as an unincorporated association and provides the framework for the provision of all finance and HR related services.

CSW Sport works with a range of agencies including local authorities, the police, health providers, the business community, voluntary sector and education.

At a local level, we support the development of strategies and promote interventions delivered in partnership with Local Authorities, National Governing Bodies, Clubs, Schools and local communities to inspire more active lifestyles, raise standards and tackle participation inequalities.

We use sport as a tool to engage, raise aspirations and change lives.

We are working hard to ensure that the quality of delivery and level of engagement of people is effective across all age profiles, multicultural groups and environments of Coventry, Solihull and Warwickshire to ensure that everyone has an opportunity to participate in activities that inspire them to lead a healthier and more active life.

An increasing part of our work has involved targeting resources to increase participation among children and young people; women and girls; disabled people; and under-represented groups.

In partnership, we have achieved a great impact on health!

Our goals

1. Opportunities

To create and promote opportunities for all in sport and physical activity



2. Sustain

To enhance capacity to sustain increased participation and deliver quality experiences



3. Partnerships

To develop and maintain strong partnerships and act as an advocate for sport and health outcomes



4. Investment

To build an enhanced infrastructure by encouraging investment in sport



5. Governance

To continuously improve and be recognised as a high performing partnership



Our priorities

Providing leadership to build participation



Building community capacity



Children & young people



Health & physical activity



Equality and inclusion

The Board role

The Board exists to provide leadership, strategic direction, challenge and support to the workforce of CSW Sport.

The CSW Sport Board plays a key role in shaping the delivery of sport and physical activity across Coventry, Solihull and Warwickshire.

Having regard to the national policy framework, also the overall mission and values of CSW Sport, the Board holds the partnership to account, providing checks and balances alongside the Host Agency for its performance, approach to risk management and finances.



As part of its strategic leadership, the Board will need to ensure that CSW Sport is adjusting to the new vision of Sport England, in respect of CSPs, with all CSPs currently in the process of applying for future funding to sustain their futures in the medium term. Funding applications will be judged on the basis of:

- the current context in the CSP area, with an expectation that CSW Sport has a good overall understanding of the local landscape and the current issues, challenges and opportunities particularly in relation to inactive people and under-represented groups.
- A strong granular understanding of place and people – priority audiences, the strategic priorities of the place, assets, workforce and influence
- An ability to broker and facilitate a much wider range of relationships, including improvements to the existing local delivery system, and securing stakeholder commitment and investment
- Supporting local authorities by consent
- Organisational readiness: in relation to carrying out the Primary Role in the area or having a clear understanding of any change required and commitment to make that change.

Board members are encouraged to act as advocates for CSW Sport and where possible to exert influence or make appropriate connections with local, regional and national stakeholders.

Under the current terms of reference, the Board comprises a maximum of 12 members including the Chair with one place reserved for the Host Agency and one nominated by the Coventry, Solihull, Warwickshire association of Leisure Officers (CSWALO).

Our Board

Nick Garnett – Interim Chair

***Senior Public Health Manager Leisure and Physical Activity, Solihull MBC**

David Nuttall

Head of Service – Sports, Culture, Destination and Business Relationships, Coventry City Council

Tom Kittendorf

CSWaLO Representative, Rugby Borough Council

Helen King

Deputy Director, Public Health Warwickshire Communities Group

Jen Powell

Aquatics Officer, ASA

Jayne Warman

Sports and Leisure Consultant

Kevin Hollis

***Co-opted member - Sports Development Manager, Nuneaton & Bedworth BC**

Adrian Ledbury

***Co-opted member - County Sports Partnership Network**

****interim chair and co-opted Board members will be standing down upon completion of the Board recruitment process***

Our staff

Tony Costello, Partnership Director

- Engagement with national, regional and local agencies
- Strategic direction, medium term financial planning, staffing, performance and continuous improvement
- Governance (risk management, reporting, Executive Board arrangements)

Abi Dixon, Sports Development Manager

- Leading on NGB Engagement
- Supporting local implementation of NGB Whole Sport Plans

Emma Sadula, Sports Development Manager

- Leading on physical education, school sport and physical activity

Tracy Murphy, Business Partnership Manager

- General office operations and leading partnerships with business
- Social media, website, marketing and communications
- CSP Lead Child Protection Officer
- NGB engagement

Luke Freer, Partnership Development Officer

- Sportivate
- Further education and Primary School Premium
- NGB engagement

Emma Thompson-O'Dowd, Partnership Development Officer

- Club development and Satellite Clubs
- NGB engagement

Ciara O'Brien, Partnership Development Officer

- Lead on coaching and workforce needs
- NGB engagement
- Developing coaching quality and coaching CSW

Role description

Responsible to: The Chair

ROLE PURPOSE:

Board members are responsible for setting the strategic direction of CSW Sport. They ensure the prudent stewardship of the resources of the organisation and the best use of those resources to meet its purpose and outcomes. They also ensure that accountability to key stakeholders is effective and robust.

CORE RESPONSIBILITIES:

Strategic direction

- With fellow colleagues, sets CSW Sport’s vision, mission, values and standards and ensures that its obligations to its stakeholders and others, including any funders, are understood and met.
- Sets and monitors performance indicators to measure the performance of CSW Sport across its range of operations.

Effective governance

- Promotes good governance and ensures that CSW Sport’s affairs are conducted in accordance with the Code for Sports Governance.
- Contributes to the effective governance of the CSP through membership of any committees or sub-groups.

Finance and risk

- Ensures the integrity of financial information, approving each year’s budget and plans.
- Establishes and oversees a risk management framework and a system of internal control.

Working with staff

- Establishes a strong working relationship with other Board members, the Director and other senior staff but provides appropriate constructive challenge when necessary.

Self-management

- Regularly attends, prepares for and fully participates in meetings, contributing particular expertise where relevant.
- Reviews the effectiveness of the Board as a team and as an individual Board member and participates in any training and development identified
- Accepts collective responsibility with other Board members for any decisions made by the Board.
- Declares any relevant interests and avoid conflicts of interest.

Promoting the organisation

- Acts as an ambassador for CSW Sport externally and helps build its brand and public image, as directed by the Chair and the Director.
- Represents CSW Sport with key stakeholders, and attends ad-hoc meetings as required.

Person specification

CORE COMPETENCIES:

- **Strategic thinking** – able to see the bigger picture, and seeks to understand challenging and complex issues. Can understand how to translate nation and regional policy into strategically focused local plans.
- **Communication** – strong communication skills. Ability to present arguments with knowledge and understanding of wider strategic contexts. Able to listen and make reasoned contributions to debate and a willingness to speak their mind.
- **Judgement** – proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.
- **Negotiating and influencing** – demonstrates effective skills in persuasion and negotiation to influence others. Ability to work effectively with a range of stakeholders at all levels. Effective networking skills and political astuteness.

Team working – ability to develop positive relationships that generate confidence and respect. Ability to engage and enthuse people individually and in groups. Experience of working in collaboration with others, working towards common goals and shared objectives.

ABILITY, SKILLS & KNOWLEDGE:

- All Board member applicants will need to demonstrate understanding of the challenges currently facing the sport and physical activity sector, but we will offer induction to all successful candidates to deepen that understanding.
- IT literacy and general basic financial acumen.
- It is preferred that applicants have previous experience of Board or committee membership.
- We are also seeking particular expertise in the following four areas:

Customer insight and analysis

We would like someone who has current experience of working in a role and sector where there is a strong focus on customer service. This individual would help guide our staff and Board in thinking about the use of customer data and intelligence to shape interventions, how people may take up opportunities around physical activity and how these are best communicated.

Senior management experience

We are seeking a Board member who has experience of working at Chief Executive or senior in a role focused on strategic planning. They will understand the Board's role in setting measures of performance and performance targets and in monitoring performance against target. They are likely to have direct experience of managing change projects. They will also understand how to develop strategies for increasing equality, diversity & inclusion.

Business development and growth

We are seeking someone who has current or recent experience of working at a senior level in the commercial sector. They will bring a different voice to the Board: while understanding our social purpose, they will help to focus the Board on thinking about the 'customers' and 'markets' within which CSW Sport operates. They will also understand how to write compelling bids for sources of income. In addition, they may bring considerable financial acumen.

Policy and partnerships

We would welcome a Board member who understands from first-hand experience the principles and practice of building effective strategic partnerships and stakeholder engagement. They may have worked across sectors or in consortia of different kinds. They will bring insight about how an organisation like CSW Sport best influences the agendas and priorities of other partners to deliver the best outcomes for the geographic areas.

PERSONAL ATTRIBUTES:

- Commitment to CSW Sport.
- Integrity and credibility.
- Willingness to devote the necessary time and effort to the role.
- Effective self-management skills.

A strong and clear commitment to equality and diversity.

Principal terms and conditions

Eligibility:

We will consider Board member applicants from outside our geography (so long as the travelling distance is reasonable), but we are also keen to find individuals who live within Coventry, Solihull or Warwickshire to ensure a good understanding of these very different areas on our Board.

Remuneration and expenses:

These positions are un-remunerated. Travel costs and reasonable expenses to attend national meetings will be reimbursed. Travel and other expenses to attend Board meetings and local events will not be reimbursed.

Time commitment:

As a minimum, attendance and preparation for:

- induction training and Board member recruitment
- four meetings of the Board
- contribution to any task and finish groups or any committees that the Board may designate that it requires
- being willing to work with staff outside Board meetings if your skills can help contribute to the development of strategy
- and generally attending events that help to promote the work of CSW Sport, such as School Games or stakeholder events.

Term:

The term of office is up to four years, with a review every two years.

Location:

Board meetings will be held at Riverside House, Royal Leamington Spa. Meetings may also be held throughout Coventry, Solihull and Warwickshire.

Key dates and selection process

Closing date:

Friday 27th October at 9.00 am.

Following the closing deadline Campbell Tickell will be organising a screening process to assist the process of providing a recommended shortlist to CSW Sport.

You will be contacted on either 30th or 31st October to advise on whether we wish to undertake a screening interview.

Screening interviews will take place by telephone on 1st and 2nd November and will last for about 35 minutes.

All candidates will be informed of whether they are proceeding to the next stage of interviews by 7th November.

Interviews:

Wednesday 15th November or Friday 17th November

Because we are recruiting to four Board roles, interviews will be spread over two days, and we will liaise with you about the most appropriate slot for you, but would ask that all candidates try to be flexible.

You should assume that up to an hour of your time will be required for the interview process, and we will advise of the interview panel membership on inviting you for interview.

At this stage it is intended that interviews will be held at the offices of CSW Sport, at Riverside House, Milverton Hill, Leamington Spa, Warwickshire, CV32 5HZ.

Supplementary information

To find out more please visit the CSW Sport website.

[Strategic Plan](#)

[About us](#)

[Equity Policy](#)

For further information please visit <http://www.cswsport.org.uk>

Media advertisement



Board members for CSW Sport

*Inspiring an active
community...*

This is an exciting time to be involved in our organisation, with a Government strategy targeted at engaging inactive people. We are a county sports partnership operating across the sub-region of Coventry, Solihull and Warwickshire with a mission to connect partner agencies, charities, service providers and businesses to work together in new ways to tackle this challenge.



Arising from reviewing our governance arrangements, we are looking for four new Board members to help in our transformational change and to refresh our Board team. We would welcome skills in the following areas: customer insight and analysis; senior management experience; business development and commercial growth; and partnership engagement. You will also need to be great team-workers and able stewards of change.

If you'd like to make a difference to the lives of many people, we'd encourage you to consider applying for these voluntary roles.

If you would like to find out more, please ring either Kelly Shaw on 07900 363803 or Radojka Miljevic on 07989 608 380. You can download a pack from www.campbelltickell.com/jobs.

Closing date for completed applications: 9.00am on 27th October 2017.