



Recruitment Pack

CSW Sport - Chair

September 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 Tuesday 10th 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 the Coventry, Solihull and Warwickshire Sport (CSW Sport) Board Chair role 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.

Our ideal Chair candidate is someone who will be motivated by facing up to a period of considerable change and will relish that challenge. You will want to get involved straight away in helping to recruit new Board members and selecting our next Director. You will bring your own track record in governance, with seasoned experience of chairing. You will also have held a leadership role in an organisation of medium or larger size, perhaps in the commercial or educational sectors. We imagine that you may feel accomplished in corporate services skills.

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 for: CSW Sport Board members

ROLE PURPOSE:

- The Chair provides strategic leadership to the Board and to the organisation as a whole, working with the Director to ensure that the design of the Board’s work supports achieving CSW Sport’s outcomes.
- The Chair ensures that the Board delivers its key strategic role and provides effective governance of the organisation, securing its viability and sustainability, and looking to maximise its effectiveness, within the scope of its Terms of Reference.
- The Chair plays a lead role in shaping the Board’s development as a strong team, working in a complementary way with the Director’s leadership of his or her team, to encourage quality discussions and debate.
- The Chair contributes to the promotion and positioning of the organisation with a wide range of external stakeholders.

CORE RESPONSIBILITIES:

Strategic leadership

- Ensures the Board sets CSW Sport’s vision, mission, values and standards and that its obligations to its stakeholders and others, including any funders, are understood and met.
- 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.

Conduct of Board business

- Ensures that the business of the Board is conducted efficiently.
- Ensures that Board members are given the opportunity to express their views and their views are sought before important decisions are taken.
- Deals with paperwork associated with the function of chairing Board meetings, including development of the agenda and Forward Plan with the Director.
- Ensures that the Board receives professional advice when it is needed from external sources.
- In the case of urgent business occurring between meetings, takes necessary decisions on behalf of the Board, in accordance with agreed urgency arrangements.

Working with the Director

- Ensures that a constructive working relationship is established with and support provided for the Director.
- Together with the host agency, ensures that the Board makes proper arrangements to appraise the performance of the Director, to set objectives and to determine the remuneration for this role.
- When necessary (e.g. following a resignation) ensures that any new Director is recruited in a timely and orderly manner in line with the CSP's and the host's employment policies.

Developing the Board team

- Considers what the business needs from non-executive skills and takes an active role in Board renewal, recruitment and succession planning.
- Ensures that annually the performance of individual Board members, including the Chair, and the Board's collective performance, is evaluated.
- Establishes a constructive working relationship with the Senior Independent Director.

Promoting the organisation

- Acts as an ambassador for CSW Sport externally and help build its brand and public image, ensuring an effective local and regional profile in consultation with the Director.
- Represents CSW Sport with key stakeholders, such as Sport England or other influential decision-makers.
- Attends ad-hoc meetings as required (for example stakeholder meetings) to promote the values and purpose of the organisation.

Person specification

CORE COMPETENCIES:

- **Leadership** – exceptional leadership skills. Ability to inspire confidence.
- **Communication** – exceptional 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.
- **Strategic thinking** – demonstrates strategic vision, thinking, foresight and insight. Can encourage the Board to think about the level of risk it can entertain to achieve organisational objectives and has ample experience of business planning and review.
- **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 and to set the style and tone of Board meetings in order to promote effective debate and decision making. Ability to work effectively with a range of stakeholders at all levels. Effective networking skills with senior influencers.
- **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:

- Experience of chairing Boards or committees and knowledge of good governance.
- Has a proven track record of leading an organisation or having high level management experience in the commercial, educational, public or voluntary sector.
- Understanding of the sport and physical activity landscape and the issues currently influencing it.
- A strategic thinker, who can apply creative and imaginative solutions, with good judgement and a commitment to results.
- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, building consensus and encouraging 'cabinet style' decision making.
- Financial proficiency and IT literate. Good background in corporate skills.

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:

The Chair should either live or work within Coventry, Solihull or Warwickshire.

Salary and expenses:

This is a non-salaried position. 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
- two national meetings
- four meetings of the Board
- one Sport England CSP Performance Review meeting
- two other partner meetings or events such as CSPN conferences etc.
- one meeting with the Partnership Director prior to each Board meeting
- and generally attending events that help to promote the work of CSW Sport, such as School Games or stakeholder events.

Being the Chair of any organisation is a significant time commitment, and there are likely to be some immediate pressing commitments at the time of appointment.

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. Travel to other parts of the country may be required as necessary to undertake the role of Chair.

Key dates and selection process

Closing date:

Tuesday 10th October 2017 at 09.00 am

The client meeting to agree longlisted candidates will take place on 12th October (AM). Successful candidates will be informed on the afternoon of the 12th October or the following day. All unsuccessful candidates will be offered feedback by Campbell Tickell.

Interviews:

Friday 20th October 2017

There will be an opportunity to engage with stakeholders, staff and Board members. Candidates should assume that the process may take up to half a day of their time.

The interview panel will include Nick Garnett, Interim Chair, a representative of Sport England, a representative of the Board (Jen Powell) and David Nuttall, Board members and representative of the Host Agency.

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



Chair of 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.



To help us design and implement that transformational change, we are looking for a new Chair for our Board. You will be a talented strategist, with an ease in building effective relationships and an appetite to help develop and refresh our Board team. You'll be happy to meet periodically with our principal funder, Sport England, and our host agency, Coventry City Council. You'll have relevant skills – perhaps in corporate services – developed in a commercial or educational environment.

If you'd like to make a difference to the lives of many people, we'd encourage you to consider applying. We only pay expenses for national travel; the reward lies in the social changes you can make across the sub-region.

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 10th October 2017.

