



BOARD MEMBER RECRUITMENT PACK

Secondment of an Independent Board Member, not connected with member CSPs, with expertise in organisational development, learning and performance management

County Sports Partnership Network

June 2018



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The following supplementary information may be useful and further information is available from www.cspnetwork.org

-  CSP Network Annual Report & Accounts
-  CSP Network [Annual Impact Review](#)
-  Government Strategy for Sport – [‘Sporting Future’](#)
-  Sport England Strategy – [‘Towards an Active Nation’](#)



WELCOME LETTER

Dear colleague,

Thank you very much for your interest in being a Board member of the County Sport Partnership (CSP) Network. It is an exciting time to join us - over the last decade our network has become an important part of the sport and physical activity landscape across England. For some time we have been developing into independent local organisations meeting the needs of their local communities, whilst also developing as a strong nationwide network that can deliver across every part of England. Moving forwards, the Government strategy for sport and physical activity highlights an important role for CSPs, reinforced by a Government commissioned independent review of CSPs in 2016, which will require CSPs to become more strategically influential and partner with Sport England to support the local delivery of its new strategy, 'Towards an Active Nation'. A key part of the CSP role will be to ensure continuous improvement and learning what works locally to address inactivity, tackle inactivity and maximize the social and economic impact of sport and physical activity.

CSP Network is the improvement and innovation agency that leads, supports and represents the interests of CSPs. As both the challenges facing CSPs and the expectations upon them continue to rise, we have begun to develop a new 'Raising the Bar' programme of improvement support.

Our Board comprises a diverse team with six members drawn from CSPs and five from other sectors, all appointed for the value they bring to our work. ***We are currently seeking to coopt an independent Board member, not connected with our membership of CSPs, with expertise in organisational development, learning and performance management.***

You will also have an understanding of and commitment to the network of CSPs and locality based sports development, share our passion for the power of grassroots sport and physical activity to transform lives, and will also need to be committed to our aims and values, and to equality and diversity.

This pack is designed to help you understand more about us, and the role, and we are happy to answer any questions you may have.

Yours sincerely

Doug Patterson
Chair
CSP Network Board



YOUR APPLICATION & THE RECRUITMENT PROCESS

Dear colleague,

Thank you for your interest in the role of Board Member of the CSP Network. Please find below details of the selection process, to assist you in completing and tailoring your application. On the following pages you will find further information about the organisation and the role.

In order to apply you should submit:

- An up-to-date CV which shows your career history
- A supporting statement explaining why you are interested in this role detailing how you meet the skills we are seeking – we recommend that this is no longer than two pages;

Please send your application, by email to Nicki Couzens: info@cspnetwork.org

Closing Date - Applications should be received by 9am on Monday 25th June 2018.

You will receive an acknowledgement and we suggest that if you don't receive this, you contact us 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.

Interviews will be held, date to be confirmed. We very much see these as a two way opportunity for us to find out more about each other.

Please do contact us if you wish to have an informal discussion about the role/organisation or if you have any other questions to help you decide whether to apply. In the first instance we recommend you contact Lee Mason, Chief Executive – lmason@cspnetwork.org 07843-311854

We look forward to hearing from you.

OUR STRATEGIC CONTEXT

The County Sports Partnerships play a key role in helping deliver national strategies and programmes in their area.

Government Strategy

In 2016 the Government has published a new strategy for sport and physical activity, 'Sporting Future: A New Strategy for an Active Nation'.

At the heart of the new strategy is a simple framework which sets out a set of outcomes that define why government invests in sport and by which organisations should look to measure impact:

1. Physical wellbeing, 2. Mental wellbeing, 3. Individual development, 4. Social and community development, 5. Economic development

The strategy advocates a more bottom up approach with local organisations encouraged to work together in their areas so that local people can get the most value from sport, and recognises the role that CSPs have played in such local partnership work over many years.

Sporting Future:
A New Strategy for an Active Nation



#SportingFuture

CSP Appraisal

As part of the Sporting Future Strategy, the Government commissioned an independent review of the role played by CSPs in the delivery of sport and physical activity at the local level and their contribution to the delivery of the new strategy. This review confirmed the important role CSPs can play in the delivery of the Government strategy, and made a number of recommendations to CSPs and to Sport England who will fund them to help deliver their strategy to 2021.

Sport England Strategy

Sport England's strategy 2017-2021 Towards an Active Nation, is aligned to the Government strategy and takes forwards many of the key themes. CSPs will partner with Sport England to help deliver the strategy in every locality by developing a strong understanding of their local place, broker and support the right relationships to maximize the impact on the Government's outcomes through sport & physical activity, with a focus on inactivity and under-represented groups.

Other National Strategies

CSPs were also referenced as having an important role to play in the Government Childhood Obesity Strategy, and in the Government approach to PE & School Sport, including helping schools maximise the impact of the Primary Premium.



ABOUT US

The CSP Network is a nationwide network of 43 County Sports Partnerships (CSPs) which are committed to Transforming Lives by Growing Grassroots Sport & Championing Active Lifestyles.

The Role of CSPs

CSPs are local strategic organisations which collectively employ 730 staff and have a turnover of over £60 million. CSPs are funded by Sport England to support the local implementation of their strategy, and provide a range of services, in collaboration with partners, to produce high impact solutions to meet local need and deliver a range of health, social and economic outcomes through sport and physical activity. Their emerging future role includes;

- 1. Influencing Local Strategy & Investment** to maximise the impact of resources, advocating and demonstrating the value of physical activity with key decision makers.
- 2. Guiding Participants Relationship with Sport & PA**, creating routes to market and promoting local opportunities to facilitate & embed behaviour change.
- 3. Shaping the Sport & Physical Activity Market** to better meet customer needs, providing support services for coaches, volunteers and clubs in areas such as funding and safeguarding.

We also deliver high impact partnerships and programmes such as our [Workplace Challenge](#).

More information about our services, impact and case studies are available at www.cspnetwork.org and our most recent Impact report is available [here](#)

The CSP Network

As a registered charitable company and the umbrella body for County Sports Partnerships, CSP Network leads, supports and represents CSPs. We are a federated structure of independent organisations and as most of the funding to CSPs does not come through CSP Network, we do not directly manage CSPs, but work closely with Sport England as the major funder of the network, and act as an improvement & innovation agency, learning what works in creating the conditions for success and driving impact across CSPs.

Our ambition is to further strengthen our unique network as a driving force for the development of local grassroots sport and physical activity over the next 20 years and beyond.

To achieve this, the organisation undertakes the following key functions:

- Provide leadership and facilitate collaboration to stretch and inspire CSPs and create more than the sum of the parts
- Create improvement tools, training and guidance and provide targeted support to help create high performing CSPs
- Secure and develop partnerships, programmes & resources to enhance CSP added value and impact.
- Promote the work of CSPs to increase understanding & support amongst key stakeholders.

As a federated structure our approach is to celebrate the local ownership, presence and independence of CSPs to deliver real local impact, while also championing the power of the network and facilitating collective action to provide national reach – this is our key USP.

We are a charitable company, governed by a [Board of Trustees](#) including CSP Member representatives and independent members.

We have a small national team led by our Chief Executive Lee Mason, and currently employ 7 staff. Details of our team can be seen [here](#).

Our Values

We are committed to equality in employment and everything we do and all our work is underpinned by the following values:

- **Equality** – ensuring that everyone has an equal chance to take part
- **Customer Focus** – a focus on providing great experience based on customer need
- **Collaborative** – independent partnership builders acting with integrity and brokering productive relationships
- **Enterprising** – a dynamic approach to sustainable growth
- **High Performing** – committed to excellence, continuously improving and maximising impact

ABOUT THE ROLE

CSP NETWORK BOARD MEMBER

Purpose of the Role

To contribute to the development, leadership and governance of the County Sports Partnership Network (CSPN), with a particular focus on our organisational development work, driving improvement, generating learning and supporting performance management.

Eligibility & Appointment

The Board appoints all trustees through an open recruitment process.

The Board is made up of six individual Trustees/Directors associated with CSPs and up to 5 other Trustees. The Board member we are currently recruiting will be independent with no connection to our membership of CSPs. This is a co-opted role specifically to secure additional expertise within the Board.

Competency & Diversity

The CSP Network Board recognises the benefit of a diverse Board in promoting Board effectiveness. The Board places great emphasis and encourages all forms of diversity including gender, race, disability, sex, religion or belief, age, marriage or civil partnership, pregnancy or maternity as well as culture and personality.

All appointments are made on the basis of merit, against the skills and competencies which the Board requires to be effective. In reviewing the Board composition the Board will:

- Consider all aspects of diversity and its benefits for the current Board composition;
- Identify suitable candidates based on their skills, experience and suitability for the role while having regard to diversity levels on the Board;
- Annually discuss and approve the objectives to achieve optimum levels of diversity on the Board;
- Focus on improving one or more elements of diversity while recommending new Directors;
- Aim to include at least 30% of each gender on board at all times with an aspiration of gender parity;

Term

The appointment is for an initial period of two years with the possibility to be re-appointed for one additional term.

Location

Members will be expected to attend meetings arranged by consensus by the group. About 2/3 of meetings and events tend to be in Central London.

Time Commitment & Remuneration:

These are voluntary positions. Travel and other reasonable expenses will be reimbursed.

Time commitment includes attendance and preparation for 4-6 meetings and up to two CSPN events annually as a minimum.

Other appropriate contributions will be considered and agreed following appointment and may include acting as the CSPN Board lead for a specific project or contract, or to represent the Network on time limited working groups or at conferences and events etc. This role may contribute to our Improvement sub group.

Key Tasks

1. Provide leadership for the Network of 43 independent CSPs across England, through influence and natural authority, to be a collective force to unlock the power of sport and physical activity to transform lives and to ensure that County Sports Partnership Network:
 - (a) Complies with its governing document, charity law, company law and any other relevant legislation or regulations
 - (b) Pursues its objects as defined in its governing document
 - (c) Uses its resources exclusively in pursuance of its objects:
2. To contribute actively to the board of trustees' role in giving firm strategic direction, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
3. Assisting in communications with, and engagement of CSPs and other stakeholders, valuing and drawing on the perspectives and contribution of our members and stakeholders.
4. To safeguard the good name and values of the CSP Network
5. Take full collective responsibility, respecting confidentiality and valuing the views of fellow Board members and staff
6. To ensure the effective and efficient administration of the organisation
7. To ensure the financial stability of the organisation and oversee the management of risk
8. To protect and manage the property of the organisation and to ensure the proper investment of its funds
9. To appoint the Chief Executive and monitor his/her performance and remuneration

In addition to the above each trustee should use any specific skills, knowledge or experience they have to help the Board make sound decisions. This may include:

- Scrutinising Board papers
- Leading discussions
- Focusing on key issues
- Providing advice and guidance on new initiatives or other issues in which the trustee has particular experience

Skills / Experience Being Sought & Trustee Person specification

All appointments to the Board will be competency based. CSP Network Board members should have a commitment to the role and function of CSPs; understand the nature of federated structures; have sufficient independence to take an objective and dispassionate view; offer a range of business skills and competencies; and come with contacts and influence within appropriate high level networks.

We are particularly looking for expertise in organisational development, learning and performance management.

You will also have an understanding of and commitment to the network of CSPs and locality based sports development, share our passion for the power of grassroots sport and physical activity to transform lives, and will also need to be committed to our aims and values, and to equality and diversity.

1. A commitment to CSPs and the CSP Network
2. A willingness to devote time and effort
3. Strategic vision for the Network
4. Good independent judgement
5. An ability to think creatively
6. A willingness to speak their mind
7. An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
8. An ability to work effectively as a member of a team
9. A commitment to work to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
10. Specific Sector based expertise and experience eg grass roots sports development policy & practice
11. Charity/Business specific expertise and experience eg HR, Finance, Marketing, Business Development, legal

THE CSP NETWORK BOARD

The Board of Trustees provides strategic direction and oversight for the CSP Network charitable company.

CSP Network Board Members

The Board comprises a diverse team with six members drawn from CSPs and five from other sectors, all appointed for the value they bring to our work.

Details of our Board members can be found [here](#).

The Role of the CSP Network Board

The purpose of the Board is to enable the CSP Network to achieve its mission and charitable objects through effective leadership, governance, influence and accountability.

The Board members are both the charity trustees and the company directors of the CSP Network, which is a charitable company registered with both the Charity Commission and Companies House.

The Board's key roles are:

Leadership – to provide effective leadership to CSPs and key stakeholders, guiding, upholding and protecting the values, integrity and reputation of the CSP Network.

Governance – to ensure the CSP Network complies with its Articles of Association/governing documents, governance best practice, and any other relevant legislation or regulations, safeguard the assets and continuity of the organisation.

Strategy – to set the strategic direction and strategic objectives of the CSP Network, develop, approve and monitor the implementation of the Business Plan.

Financial – to take financial responsibility to safeguard the assets and continuity of the organisation, agree strategic priorities for funding, investment and business development, explore commercial opportunities, assess and manage risk and compliance, and ensure that financial information is accurate and that controls, monitoring and reporting systems are robust and defensible.

Partnership – to ensure that strategic relationships and alliances are developed at high levels through effective partnership engagement, transparent communication, relationships and satisfaction.

Advocacy and Influence – to champion and advocate the work of CSPs and the CSP Network, engaging with and influencing key decision makers and influencers.

Delivery & Impact – to provide scrutiny and constructive challenge with regard to delivery plans, policies, progress and impact.

The charity's Articles of Association further outline the formal powers of the Board.

MEDIA ADVERTISEMENT



***Want to make a difference to sport and physical activity
across England?***

Join the CSP Network Board!

The CSP Network is the improvement and innovation agency that leads, supports and represents the 43 County Sports Partnerships across England which are committed to transforming lives by growing grassroots sport and championing active lifestyles.

We are seeking a new independent Board member that is not connected with our member CSPs, with ***expertise in organisational development, learning and performance management.***

You will also have an understanding of and commitment to the network of CSPs and locality based sports development, share our passion for the power of grassroots sport and physical activity to transform lives, and will also need to be committed to our aims and values, and to equality and diversity.

We recognise the benefit of a diverse Board in promoting Board effectiveness and seek to improve one or more elements of diversity when appointing new Directors.

This is a really exciting time to join us – we are moving into the next phase of our evolution as strategically influential agencies with a key role in helping deliver the Government strategy for sport and partnering with Sport England to support the local delivery of its strategy to tackle inactivity and maximise the social and economic impact of sport.

The role is non-remunerated but expenses will be reimbursed.

Closing date for applications: 9am, Monday 25th June 2018.

You can download a job pack from the CSP Network web site or by email at info@cspnetwork.org For an informal discussion, please contact Lee Mason, Chief Executive, lmason@cspnetwork.org

