



# Recruitment Pack

BOARD MEMBERS

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March 2018

# Welcome Letter

Dear Applicant,

**Be instrumental in enhancing our impact!**

Thank you for your interest in a Sport Across Staffordshire and Stoke-on-Trent (SASSOT) Board Member 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 SASSOT may need from you.

SASSOT has long been considered a high-performing County Sports Partnership (CSP), and has been 'green' RAG-rated by Sport England in all areas since 2013-14. Recent consultation with our stakeholders illustrated a universally high level of support for the work of SASSOT and, in particular, the quality and maturity of our relationships locally.

SASSOT is currently on a positive journey of change. A new Chair and leadership team, completion of a governance review and the development of our strategy have all driven an evolution of the CSP.

The aspiration of the Board is for SASSOT to become a progressive, adaptable and thriving organisation, with a visionary Board at its helm. To help us achieve this and to comply with UK Sport and Sport England's Code for Sports Governance, we have reviewed our Board composition, legal operating models and a number of procedures and processes

Following a change in the policy landscape (Sporting Futures and Towards an Active Nation) and Sport England's recent definition of the Primary Role for CSPs, we have reassessed our priority outcomes. To that end, we recently finalised our new three-year strategy (2018-2021), and have secured three years of funding from Sport England to deliver the Primary Role. This is a stimulating and challenging time in the field of physical activity and sport, requiring new ways of thinking and the formation of new relationships and partners if there is to be genuine progress in addressing inactivity, reducing inequalities in participation as well as helping those with a sporting habit to stay that way.

We are seeking new Board Members to help steer us through this exciting period of transformation, so that SASSOT can continue to embrace the challenges posed by the changing sport and physical activity landscape both locally and nationally. We hope that you will read this pack, get a flavour of who we are and what we do, and feel inspired to want to join us.

Please do contact me 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 me on 07825 415153.

Yours faithfully



**Malcolm Armstrong**  
**Chair**  
**SASSOT**

# Contents

Welcome Letter	1
Contents	2
Your Application	3
About Us	4
The Board	6
Board Members	6
Our Staff	8
Organisational Structure	11
Role Profile and Person Specification	12
Principle Terms and Conditions	17
Key Dates and Supplementary Information	18

# Your Application

On the following pages, you will find details of the role and the selection process to help you to complete and tailor your application. To apply you should submit:

- An up-to-date CV which shows your full career history and provides two referees – we recommend that this is no longer than three pages
- A covering letter explaining how you found out about the role, why you are interested in this role, and telling us why you are a good candidate for this post. You must make sure that your CV/covering letter gives us enough information to demonstrate that you have the requisite experience, competencies and personal qualities as set out in the person specification. We recommend that this is no longer than three pages;
- Please indicate in your covering letter if you cannot attend the interview date.

Please note that applications can only be considered if all the documentation is complete. Please send your application by email to Sarah Bixter: **[sbixter@staffordbc.gov.uk](mailto:sbixter@staffordbc.gov.uk)**.

**Applications must be received by Friday 16<sup>th</sup> March at 12 noon.**

You will receive an acknowledgement within two working days of receipt and we suggest that if after that time you have not heard from us, you telephone the office (01785 619349) to ensure that it has arrived.

# About Us

## Our Vision: Everyone More Active More Often

**Sport Across Staffordshire and Stoke-on-Trent (SASSOT)** is a partnership of agencies working together to create active places and healthy lives through physical activity and sport.

We are part of an England-wide network of 43 CSPs. Through our nationwide coverage and our local knowledge CSPs are uniquely positioned to support the development of physical activity and sport. Increased participation in sport and physical activity can have a positive benefit on a wide range of agendas, such as physical wellbeing, mental wellbeing, individual development, social and community development and economic development.

SASSOT is funded by national and local partners, including Sport England, our Local Authorities and Universities. We have recently finalised our long-term strategy (2018-21). The following diagram illustrates our approach:



We believe the above approach will enable us to deliver effectively across the four roles which Sport England has tasked CSPs to fulfil via our Primary Role funding:

- A strong granular understanding of the place and people
- An ability to broker and facilitate a much wider range of relationships
- Where necessary supporting projects and relationships on Sport England's behalf
- Supporting local authorities by consent



# The Board

The Board is collectively responsible for providing leadership, inspiration and vision for SASSOT, and for setting our strategic direction based on intelligence and insight. Board members should be staunch advocates for the benefits of physical activity and sport, and for the role SASSOT can play in addressing inactivity and in reducing inequalities in participation.



## Board Members

<b>Malcolm Armstrong, (Independent) – SASSOT Chair</b>
Strategy; leadership; governance; sports & exercise science
<b>David Pinnock, Voluntary Sector - Senior Independent Director</b>
Strategy; leadership; governance; local/community
<b>Janene Cox OBE, Commissioner for Culture and Leisure, Staffordshire County Council</b>
Culture and leisure
<b>Angela Dale, Head of Sport, Keele University</b>
Local Authorities; Higher Education; partnership, community and workforce development
<b>Councillor Mark Deaville, Staffordshire County Council</b>
Cabinet Member for Commercial
<b>Alistair Fisher, Strategic Manager, Primary Prevention, Public Health City of Stoke-on Trent</b>
Primary prevention and Public Health
<b>Wendy Jennings, HR and Payroll Manager, Stafford Borough Council (Host)</b>
HR; Employment Law
<b>Tony McGovern, Managing Director, Cannock Chase District Council</b>
NHS; local government; managing change.



**Sport Across Staffordshire and Stoke-on-Trent**  
Board Member Recruitment

**Kimiyo Rickett, Independent Member**

Inclusion; finance; strategy

**Rebecca Roberts, Independent Member**

Marketing; communications

**Jonathan Topham, Senior Commissioning Manager, Public Health Staffordshire**

Public Health; commissioning

**Russell Turner, Relationship Manager – Local Government, Sport England (Advisory Role)**

Local Government; Sport England and Government policy





# Our Staff



**Jane Kracke, Strategic Lead – Service Delivery**

Partnership management, budget monitoring and NGB engagement



**Jude Taylor, Strategic Lead – Strategy and Relationships**

Partnership and alliance building for effective investment, delivery and implementation



**Ben Hollands, Strategic Partnerships, Investment and Workforce Manager**

New partnerships, workforce, safeguarding and investment



**Chris Milward, Youth Sport Manager**

Developing and managing partnership's youth function



**Naomi Bird, Knowledge, Communications and Equalities Manager**

Marketing and communication, equalities and research



**Claire Greenwood, Club Development Manager**

Club development and support



**Lee Booth, Workforce and Coaching Development Manager**

Workforce development and coaching systems support network



**Alex Bedford, Coaching Development Manager**

Delivery of SASSOT's coaching plan



**Camilla Denham, School Games / NGB Activation and Volunteer Development Officer**

Supporting NGBs, recruitment, volunteers and games



**Catherine Pendlebury, Satellite Club Links Officer**

Satellite club links – school club links in secondary schools and colleges



**David Richards, Inclusion Engagement Officer**

Inspire disability sport and supporting strategic networking



**Georgia Phillips, Social Media and Digital Marketing Apprentice**

Social media and marketing



**Sarah Bixter, Administrative Office Manager**

Administration support to Board and team, finance administration



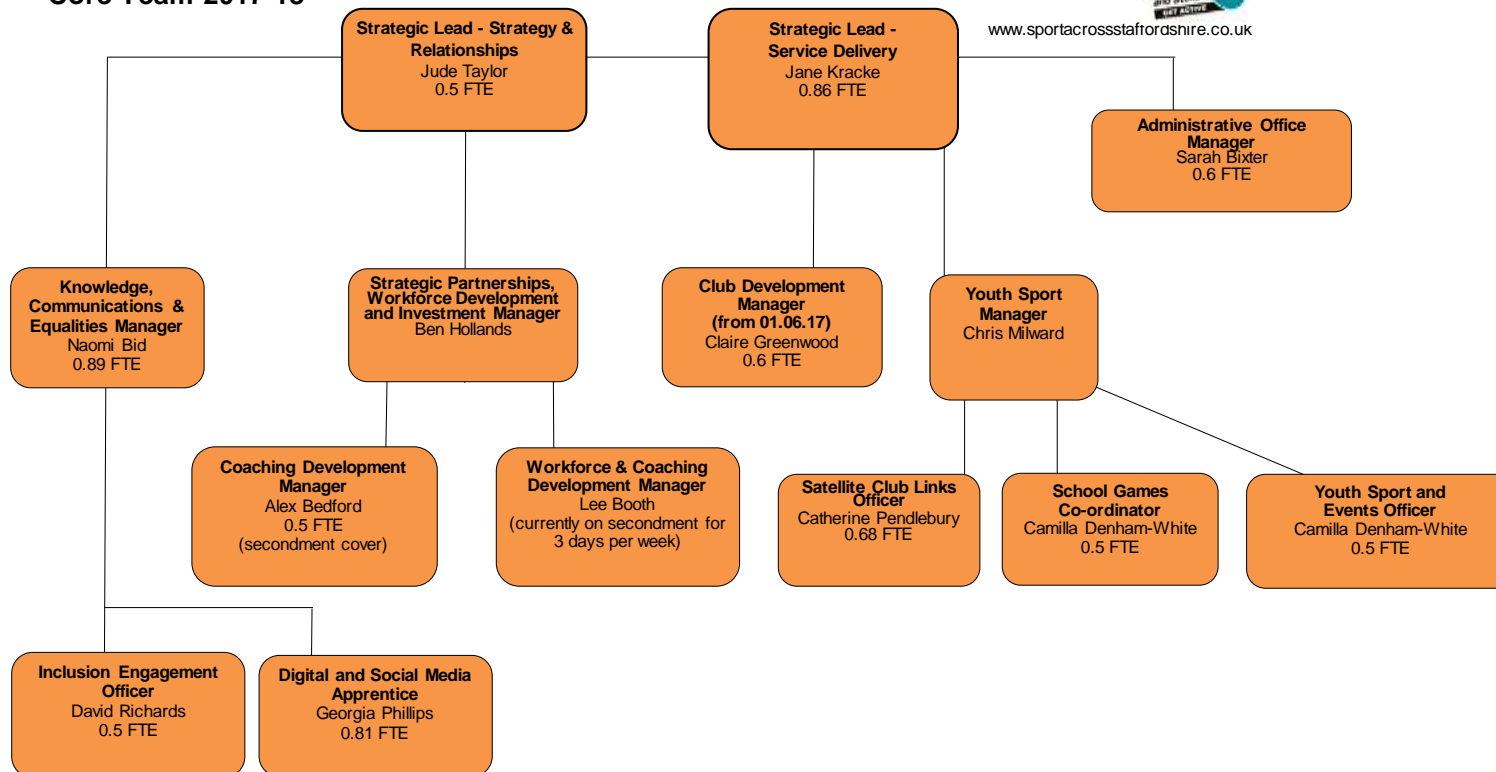
# Organisational Structure

Sport Across Staffordshire & Stoke-on-Trent

Core Team 2017-18



[www.sportacrossstaffordshire.co.uk](http://www.sportacrossstaffordshire.co.uk)



Please note: the Board is currently working through the logistics of putting the right staff team in place to deliver the priorities of Sport England and local partners, and therefore the staffing structure will change from 01.04.18

# Role Profile

**Role title:** Board Member

**Job purpose:**

- To ensure the Board provides leadership and sets the strategic direction of SASSOT
- To approve SASSOT's strategy, long-term financial plans and annual budget, and to monitor delivery against these
- To take decisions collectively and act solely in the best interests of SASSOT.
- To ensure that SASSOT complies with its Constitution and Terms of Reference, the law and good practice and that SASSOT applies its resources solely for the purposes set out in its Constitution and Terms of Reference.
- To ensure that SASSOT's controls, monitoring and reporting systems are robust, and to periodically review and address major risks
- To uphold and protect the values, integrity and reputation of SASSOT.
- To be a visible role model for the Partnership, and to advocate and champion SASSOT's work
- To advocate the role of physical activity and sport for its own sake and for how it contributes to wider cross-cutting agendas
- To contribute towards making the Board a high performing team.
- To contribute towards ensuring SASSOT's long term success.
- To support as appropriate the Chair, other Board members, senior management and other staff, sharing expertise and experience
- To engage with SASSOT's current and potential partners and to represent SASSOT and its Board at events.

**Duties:**

**Duty of care**

Board members are expected to act reasonably and prudently in all matters relating to SASSOT and to act in its long-term interest.

**Duty to comply with the law**

Board members are required to understand the key legal and regulatory obligations that affect the Board and SASSOT and to seek expert advice where necessary.

**Duty to protect the organisation's resources**

Board members have a duty to protect all of the resources belonging to SASSOT. Board members have a duty to protect the organisation's reputation and its intellectual property. Board members have a duty to demonstrate honesty and integrity in financial matters.



### Duty to act in the best interests of SASSOT

Board members must act in the best interests of SASSOT as a whole. Inevitably, Board members have a wide range of interests in private, public and professional life, and those interests might, on occasion, conflict. Board members have a responsibility to identify, declare and where possible to avoid such conflicts of interest. Board members must comply with any conflicts of interest policy set out and the requirements of SASSOT's Constitution and Terms of Reference.

### Duty to act collectively

Board members are responsible for the activities of the Board and must act together.



# Person Specification

## Core competencies:

- **Leadership** – Has a successful track record of leadership and strategic management, having operated effectively at a senior level in the public, voluntary private or community sector. The ability to inspire confidence.
- **Communication** – Able to listen and make reasoned contributions to debate and a willingness to speak their mind.
- **Strategic thinking** - Understands the organisation's overall strategy, able to assess implications before making decisions. Strategic vision, thinking, planning and oversight.
- **Judgement** - Proven track record of providing clear, independent, balanced advice and guidance with the ability to challenge constructively.
- **Influence** - Demonstrates effective skills in persuasion and negotiation to influence others.
- **Team working** - Experience of working in collaboration with others, working towards common goals and shared objectives. An ability to build effective relationships and work well as a member of a team.

## Abilities, skills and knowledge:

- Experience of board or committee membership.
- Knowledge of good governance and an understanding and acceptance of the legal duties, responsibilities and liabilities of a SASSOT Board member.
- Knowledge and understanding of the sport and physical activity landscape and the issues currently influencing it
- Ability to actively monitor and manage the performance of the organisation, encouraging and supporting others to achieve the highest standards of governance, scrutiny, legal and financial responsibilities.
- Able to assess and manage risk and promote risk awareness without being risk averse.
- Ability to apply creative and imaginative solutions, with good judgement and a commitment to results.
- Ability to participate fully and effectively as a member of the Board, take decisions for the good of SASSOT and deliver collective responsibility.
- Demonstrate a strong and clear commitment to equality and diversity.
- Ability to inspire others and build trust and respect from colleagues and stakeholders.
- IT literate and comfortable with handling, analysing and prioritising data.
- Demonstrate proficiency in financial management, strategy and planning.

## Personal attributes:

- Commitment to SASSOT and its effective governance.
- Integrity and credibility.
- Willingness to devote the necessary time and effort to the role.
- Effective self-management skills.



**Board Member Code of Conduct**

Sport Across Staffordshire and Stoke-on-Trent (SASSOT)’s values underpin everything we do as a Board and as individuals. We believe that by using these values to guide our decisions and actions, we will be best placed to achieve our vision of *Everyone More Active More Often*.

As a Board member for Sport Across Staffordshire and Stoke-on-Trent (SASSOT), I will respect and uphold these values:

<b>Integrity</b>	This is our foundation; we will work openly, honestly and sincerely, showing respect and sharing our passion for what we do
<b>Inclusive</b>	Actively accessible to all, whilst putting the individual at the heart of what we do
<b>Collaborative</b>	Drawing on our strengths and those of others, brokering, enabling and influencing for positive results
<b>Ambitious</b>	Committed to excellence and continually improving our services through innovation and creativity
<b>Objective</b>	Making informed decisions for the benefit of the local population, based on robust evidence
<b>Purposeful</b>	Having clearly articulated goals underpinned by appropriate insight and action
<b>Accountable</b>	Owning decisions and delivering on promises individually and collectively

**GENERAL**

- I will act within the Constitution of SASSOT and the law, and abide by the policies and procedures of the organisation. This includes having a knowledge of the contents of the Constitution and relevant policies and procedures.
- I will support the vision and mission of SASSOT, championing them, using any skills or knowledge I have to further them and seeking expert advice where appropriate.
- I will be an active Board member, making my skills, experience and knowledge available to SASSOT and seeking to do what additional work I can outside of Board meetings, including sitting on sub-committees.
- I will respect organisational, Board and individual confidentiality, while never using confidentiality as an excuse not to disclose matters that should be transparent and open.
- I will develop and maintain a sound and up-to-date knowledge of SASSOT and its environment. This will include an understanding of how SASSOT operates, the social, political and economic environment in which it operates and the nature and extent of its work.
- I will use SASSOT’s resources responsibly, and when claiming expenses will do so in line with SASSOT procedures.
- I will seek to be accountable for my actions as a Board member of SASSOT, and will submit myself to whatever scrutiny is appropriate.
- I accept my responsibility to ensure that SASSOT is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.

**MANAGING INTERESTS**

- I will not gain materially or financially from my involvement with SASSOT unless specifically authorised to do so.
- I will act in the best interests of SASSOT as a whole, and not as a representative of any group –

considering what is best for SASSOT and its present and future beneficiaries and avoiding bringing SASSOT into disrepute.

- Unless authorised, I will not put myself in a position where my personal interests conflict with my duty to act in the interests of the organisation. Where there is a conflict of interest I will ensure that this is managed effectively in line with SASSOT policy.
- I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.

#### **MEETINGS**

- I will attend all appropriate meetings and other appointments at SASSOT or give apologies. I understand that I am expected to attend 75% of formal Board meetings during a calendar year.
- If I cannot regularly attend meetings I will consider whether there are other ways I can engage with SASSOT.
- I will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything I do not understand, thinking through issues before meetings and completing any tasks assigned to me in the agreed time.
- I will actively engage in discussion, debate and voting in meetings; contributing in a considered and constructive way, listening carefully, challenging sensitively and avoiding conflict.
- I will participate in collective decision making, accept a majority decision of the board and will not act individually unless specifically authorised to do so.

#### **GOVERNANCE**

- I will actively contribute towards improving the governance of the Board, participating in an induction and training and sharing ideas for improvement with the board.
- I will help to identify good candidates for Board membership at SASSOT and, with my fellow Board members, will appoint new Board members in accordance with agreed selection criteria.

#### **RELATIONS WITH OTHERS**

- I will endeavour to work considerately and respectfully with all those I come into contact with at SASSOT. I will respect diversity, different roles and boundaries, and avoid giving offence.
- I recognise that the roles of Board members and staff of SASSOT are different, and I will seek to understand and respect the difference between these roles.
- I will seek to support and encourage all those I come into contact with at SASSOT. In particular I recognise my responsibility to support the chair and senior staff members.
- I will not make public comments about the organisation unless authorised to do so. Any public comments I make about SASSOT will be considered and in line with organisational policy, whether I make them as an individual or as a Board member.

#### **LEAVING THE BOARD**

- I understand that substantial breach of any part of this code may result in procedures being put in motion that may result in my being asked to resign from the Board member board.
- Should this happen I will be given the opportunity to be heard. In the event that I am asked to resign from the board I will accept the majority decision of the board in this matter and resign at the earliest opportunity.
- If I wish to cease being a Board member of SASSOT at any time, I will inform the Chair in advance in writing, stating my reasons for leaving.

# Principal Terms and Conditions

## Position:

Board member of Sport Across Staffordshire and Stoke-on-Trent County Sports Partnership (SASSOT)

## Remuneration package:

These are non-salaried positions. Travel and other reasonable out-of-pocket expenses will be reimbursed for attendance at official meetings and events on behalf of SASSOT.

## Location:

Meetings will be held throughout Staffordshire and Stoke-on-Trent.

## Terms of office:

Three years initially. Maximum of three, three-year terms

## Time commitment – attendance and preparation for:

- An induction training event;
- A minimum of 4 and a maximum of 8 meetings of the Board annually;
- Where appointed a member, meetings of any sub groups or time-limited action groups;
- Occasional SASSOT events;
- Participation in Board learning and Board appraisals;
- Occasional Partner events, representing SASSOT.

## Liability – the Constitution states:

Although any legal proceedings initiated by a third party are likely to be brought against the Partnership, in exceptional cases civil, or in certain cases, criminal, proceedings may be brought against a Chair or other individual board member. For example, a board member may be personally liable if he or she makes a fraudulent or negligent statement, which results in loss to a third party. Board members who misuse information gained by virtue of their position may be liable for breach of confidence under common law or may commit a criminal offence under insider dealing legislation.

However, the Government has indicated that individual board members who have acted honestly, reasonably, in good faith and without negligence will not have to meet, out of their own personal resources, any personal civil liability, which is incurred in execution or purported execution of their board functions. The Partnership indemnifies its board members against legal proceedings brought against them personally in execution of their board duties, provided they have acted in accordance with this paragraph.

# Key Dates and Supplementary Information

## Closing date:

**Friday 16<sup>th</sup> March at 12 noon**

All candidates will be informed of the outcomes of the shortlisting process by 21<sup>st</sup> March.

Please email applications to Sarah Bixter – [sbixter@staffordbc.gov.uk](mailto:sbixter@staffordbc.gov.uk)

## Interviews:

**Wednesday 28<sup>th</sup> March**

Shortlisted candidates will be invited to an interview with the SASSOT selection panel.

The interviews will take place at Stafford Borough Council's Civic Centre, Riverside, Stafford, ST16 3AQ.

## Supplementary information

**The weblink for our Annual Report is**

<http://sportacrossstaffordshire.co.uk/wp-content/uploads/2015/05/SASSOT-Annual-Report-17-web.pdf>

**To find out more please visit the SASSOT website: <http://www.sportacrossstaffordshire.co.uk>**

Based on a recruitment pack produced for SASSOT by Campbell Tickell

