

# Candidate Pack

Chief Executive

January 2019

# SPORT+ RECREATION ALLIANCE



We speak on behalf of 320 governing bodies,  
150,000 clubs and 8 million regular participants  
in sport and recreation across the UK



# Welcome Letter

Dear Candidate,

Thank you for your interest in the Chief Executive post at the Sport and Recreation Alliance, succeeding Emma Boggis.

At the Alliance we believe that sport and recreation has the power to change people's lives and bring communities together. We are now looking for our next leader who shares our values, will get things done and who will bring energy and drive to make our vision a reality. While you do not necessarily need to have a background in the sector, you will come to us with a genuine passion for sport and recreational pursuits as well as an exceptional ability to engage with stakeholders at all levels.

We are mindful of our heritage, having been established in 1935 as the Central Council of Physical Recreation, but are forward looking and ambitious and always seeking to develop our role as the leading membership organisation for sport and recreation organisations across the UK. We are an effective lobbying organisation, responding to societal challenges such as childhood obesity, community cohesion and economic regeneration, and as such, our work has significant reach and importance.

The Chief Executive provides leadership and management to the Sport and Recreation Alliance. Critical to this role is the successful delivery of our ambitious strategy 'The Heart of An Active Nation', supported by an enthusiastic and committed Board. They will provide the staff with the direction and strategic leadership necessary to achieve our vision, mission and strategic objectives, as well as act as an ambassador for the Alliance - being the focus of the organisation both externally and internally. Influencing key decision makers, building effective relationships within the sector and government, and developing the financial sustainability of the organisation in a tough external climate, will be key tasks for the postholder.

If you feel you can demonstrate the skills and track record that we are looking for as well as a passion for what we do, then we would like to hear from you.

Andrew Moss

**Chairman**

## About Us

The Sport and Recreation Alliance believes that the power of sport and recreation can change lives and bring communities together. Together with our members and in partnership with the wider sector, we make the most of opportunities and tackle the areas that provide a challenge. We provide advice, support and guidance to our members, who represent traditional governing bodies of games and sport, county sports partnerships, outdoor recreation, water pursuits, and movement and dance exercise and the wider sector.

As the voice of the sector, we work with Government, policy makers and the media to make sure grassroots sport and recreation grows and thrives. Having an active nation is important as it delivers huge benefits to society and the millions of participants, volunteers, staff and spectators.

An active nation through sport and recreation is at the heart of all we do. Our new five-year strategy, [The Heart of an Active Nation](#), focuses on four main areas. This 2017-21 strategy is in response to the current environment and the one we expect to develop in the years ahead.

We are an umbrella organisation which represents the interests of over 320 member organisations across the country. Our members are grouped into divisions: to find out more about the composition of our divisions, see below:

- [Games and Sports](#)
- [Major Spectator Sports](#)
- [Movement and Dance](#)
- [Outdoor Pursuits](#)
- [Water Recreation](#)
- [Associate](#)



# Our Vision & Mission

Our **vision**: is to create an active nation through sport and recreation. This vision is at the heart of all we do. It describes the world that we want to see because sport and recreation plays such an important role in both physical and mental wellbeing, the economy and the development of our society.

## Values

- A** We are **accountable** to our members, our stakeholders, our colleagues and the wider sector.
- C** We actively look for opportunities to **collaborate** with a wide range of organisations so we can deepen the impact of what we can achieve.
- T** We **work as a team** to support and help each other achieve more.
- I** We **innovate** so we can continually develop and improve.
- V** We **value** the work and contribution of others.
- E** We strive for **excellence** in all that we do.

## Objectives

1. Demonstrate the economic and social value of sport and recreation.
2. Make sport and recreation volunteering more representative and more accessible.
3. Work together with the sector to improve the availability, accessibility and quality of sport and recreation for children and young people.
4. Make our members and us fit for the future.

Over the lifetime of this strategy, the sector landscape and environment will continue to change; therefore, we will make sure our objectives continue to be appropriate in helping us to get the nation active.

## Principles

- Focus on grassroots sport and recreation.
- Encouraging more people from under-represented groups into sport and physical activity.
- Continue to speak up on behalf of the sector.
- Shaping the landscape.
- Help our members operate as well as they can.
- Retain flexibility to respond to real time events.
- Offering direct value to our members.
- Working in partnership with others to increase our impact.

Our **mission**: To create a vibrant sport and recreation sector which is fit for the future. We lead by using our knowledge and expertise to commission and publish research, to stimulate debate and discussion, and to challenge the sector and our members.

# Our Strategy

Our strategy - **The Heart of an Active Nation** - is our response to the current environment and the one we expect to develop in the years ahead. It sets out the work we plan to undertake and is made up of three key elements:

- **Strategic Principles** that will keep us focused;
- **Objectives** which will be the focus of our work and draw the majority of our resources;
- **Values** which set out the behaviours we will demonstrate in all that we do.

To see more about our strategy, please see here:

<https://www.sportandrecreation.org.uk/pages/heart-of-an-active-nation>

# Role Description

## Chief Executive

### PURPOSE

The Chief Executive provides leadership and management to the Sport and Recreation Alliance and any other subsidiary bodies for which the Alliance is responsible, and will successfully deliver the 'Heart of An Active Nation' strategy agreed by the board. The CEO is accountable to the Chair and will:

- Provide the Sport and Recreation Alliance (Alliance) and its staff; Act as an ambassador for the Alliance and to be the focus of the organisation both externally and internally. Develop value; through consulting with its members in order to establish how additional value can be achieved for all involved. Inspire and continue the development of transformation within the organisation alongside developing and expanding commercial value and potential revenue streams.
- Develop an effective advocacy and policy strategy which has positive impact for our members and the wider sport and recreation sector.

## MAIN DUTIES

- Lead and develop the senior executive and management, ensuring that individuals perform to their full potential to meet the Alliance's strategic objectives.
- Provide leadership to the organisation and to be responsible for its management and administration within the strategic, policy and accountability frameworks laid down by the Board.
- Drive, inspire and motivate staff and volunteers to create a high performing inclusive organisation, taking the lead in the executive on issues of equality and diversity.
- Lead the implementation and subsequent reviews of the 'Heart of an Active Nation' strategy for the organisation in line with its objects, vision and ethos.
- Make certain high quality internal controls and corporate governance, including financial controls, are in place to discharge the Alliance's reporting and legal obligations and to ensure that the management structure, resources, infrastructure and systems are in place to provide cost effective operations.
- Report regularly to the Board on progress against operational plans including the provision of clear, timely and accurate management information and advice to the Board to enable proper consideration of progress against plans.
- Ensure that robust business, operational and/or delivery plans to underpin the strategy are developed, agreed and implemented.
- Identify appropriate methods for monitoring the performance of the organisation and report back to the Board on the performance of the organisation against its strategy, its operational plans and budget.
- Be responsible for the financial health of the organisation, including developing, overseeing and monitoring an effective programme of income generation and creating an environment of innovation and commercial opportunity for income generation.
- Ensure that the major risks to which the Alliance is exposed are reviewed regularly by the Board and that systems are established to manage and mitigate these risks.
- Maintain excellent communications throughout the organisation, its membership and externally to government and key stakeholders.
- Develop the Alliance's public profile and create good working relations with government, statutory, voluntary, public and private bodies and other external stakeholders.
- Agree with the Chair a set of KPIs which will form the basis of performance management of the Chief Executive by the Chair on behalf of the Board



# Person Specification

## Part One: Knowledge and Experience

- Graduate or graduate level.
- Proven ability to establish a strategic vision for an organisation and to lead the organisational, management and cultural changes to realise that vision.

- Experience of leading and developing senior executive teams to deliver against strategic aims and objectives and a track record of management within tight financial constraints.
- Evidence of success in motivating people, brokering collaborative working relationships with a range of stakeholders, building relationships across the industry both national and internationally.
- Evidence of involvement in business development and the building of successful commercial and financial relationships with third party partners.
- Understanding of the media and experience of communications strategies, campaigns and plans.
- Experience of representing a major organisation at senior level, and experience and awareness of policy creation.

## **Part Two: Skills and Abilities**

- Excellent communication skills, with proven ability to communicate and present complex ideas, issues, systems and procedures successfully, at all levels, to a variety of audiences.
- A resilient, patient and diplomatic operator who will lead by example, with an open and dynamic leadership style.
- An analytical, numerate and disciplined thinker who has the ability to think complex issues through and develop effective solutions in a timely manner.
- Excellent inter-personal, motivational and team working skills, with a proven ability to form and work successfully in teams and partnerships.
- A range of negotiating skills with the ability to command the trust and respect of, and influence and persuade, decision-makers at the highest level.
- Ability to exercise effective judgment and decision making within constrained time-scales and resources.

## **Part Three: Personal Attributes, Values and Behaviours**

- Positive, pro-active and dynamic
- Inclusive and flexible, with a consultative approach to leadership
- Committed to best practice
- Open to innovation and continual improvement for the organisation, individuals and themselves
- Approachable
- Motivated and enthusiastic

- Creative thinker

## Terms and Conditions

<b>Appointment Terms</b>	Permanent, full-time contract
<b>Location</b>	Holborn Tower



	137-145 High Holborn London WC1V 6PL
<b>Reward</b>	A competitive package, depending on experience, including base salary, performance related bonus, pension, a generous holiday entitlement

# How to Apply

The Chief Executive will be selected on the basis of a combination of a written application and interview. To apply for the role, please provide the following:

- an up to date CV (maximum 3 pages);
- a supporting statement that addresses all of the bulleted criteria set out in the Person Specification and tells us why you are interested in this role;
- the names and contact details of two referees who we may contact after the shortlisting stage (please note that we will not take up these references without advising you first).

Please ensure that you complete the equalities monitoring questionnaire that automatically appears on the GatenbySanderson website as you complete your application with us online. **This form will not be disclosed to anyone involved in assessing your application.**

Applications should be submitted via the GatenbySanderson website <https://www.gatenbysanderson.com/job/GSe50216/chief-executive-officer-29/>

Please contact the GatenbySanderson team on 0207 426 3982 if you experience any difficulties when uploading your application.

The closing date for applications is **Monday 18th February 2019 at 10am**

If you would like an informal, confidential discussion about the appointment, please contact our advising consultants at GatenbySanderson, Mark Bate (0113 502 6288) or Joanna Thornton (0207 426 3972).

We are committed to supporting the principle that everyone should have the same opportunities for employment, development and progression. This should be based on their ability, competence and suitability for the role. We welcome applicants from all backgrounds.

If you have a disability, please indicate in your application whether you need any specific assistance or adjustments to enable you to be interviewed.

# Recruitment Timeline

<b>Closing Date</b>	Monday 18th February 2019 -10 am
<b>Longlist Meeting</b>	Thursday 21 <sup>st</sup> February 2019
<b>Preliminary Interviews (with GatenbySanderson)</b>	Week commencing 25th February/ early w/c 4th March 2019
<b>Shortlist Meeting</b>	Thursday 7 <sup>th</sup> March 2019
<b>Final Panel Interviews</b>	End of w/c 18 <sup>th</sup> March 2019

**Please let us know in your application if you are unable to meet the proposed interview date.** It may be possible to arrange an alternative date but this cannot be guaranteed. Note that expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance.

# SPORT+ RECREATION ALLIANCE

<https://www.sportandrecreation.org.uk/>



Gatenby Sanderson