

DIRECTOR OF DERBYSHIRE SPORT

Job Pack



welcome

This pack is to help you understand our ambitions and aspirations for our County Sports Partnership and for this vital post. It contains:

- Advert
- Information
- Recruitment Process
- Job Description
- Person Specification
- Strategic Framework Summary
- Partnership core team staffing structure

If you want more information please visit our web site at: www.derbyshiresport.com

If you want to discuss this post please contact Andrea Kemp from Derbyshire Sport on 01629 530509 or Nikki Enoch from Vaga Associates on 07989 351047.

Vaga Associates

07989 351047 www.vagaassociates.com

ADVERT

DIRECTOR – DERBYSHIRE SPORT

Derbyshire Sport - 'Making sport a part of everyone's life'

Salary - £ 43,161 - £45,579

Derbyshire Sports Partnership is looking for an individual prepared to take up a challenge to lead and advocate at the highest levels on behalf of this dynamic organisation.

We are particularly interested in people who can demonstrate vision and leadership and have a track record of building relationships, networking and empowering others. This will require an understanding of issues affecting the development of sport in a range of settings, experience of strong partnership working and an ability to make things happen.

We envisage opportunities for growth and development within this role and will support the successful candidate to fulfil their own potential whilst maintaining a life balance for enjoying the many attractions of our county and the Peak Park. The recruitment process will provide opportunities to demonstrate your skills.

For further information about our Partnership, log on to www.derbyshiresport.com
For a recruitment pack, please contact Call Derbyshire on 08456 058058

Closing Date: 20 March 2005

INFORMATION

Derbyshire

Derbyshire is a spectacularly attractive place to live, work and play sport! It is situated in the East Midlands with a population of just under one million people. It includes the Peak District National Park, the City of Derby with its university, cathedral and cultural centre and many famous tourist venues such as Chatsworth, Buxton and Matlock.

As well as the City, the County comprises eight Boroughs and Districts:

- Amber Valley
- Bolsover
- Chesterfield
- Derbyshire Dales
- Erewash
- High Peak
- North East Derbyshire
- South Derbyshire

It is a mixture of urban and rural, new and old, innovation and tradition - all offering a wide variety of opportunities to ***make sport a part of everyone's life.***



Derbyshire Sport

Derbyshire was one of the very first counties in England to recognise the value of partnership working. The Derbyshire and Peak Park Sport and Recreation Forum was established over 10 years ago with commitment from all of its local authorities, its two educational authorities, the Peak District National Park and Sport England. It was a front runner then and has ambitions to continue leading the way.

The Forum produced its first strategy for sport in 1998-2004 and secured considerable resources to invest in a range of individual, team and outdoor adventure sports and recreational activities. Over time more sports agencies, other organisations and volunteers have become involved in the work of the Forum.

Last year the Forum commissioned Vaga Associates to undertake a fundamental review of its work and to prepare a new Strategic Framework for the next phase of its development. A Leadership Team involving more than 20 people from the community, education and sports sectors was formed to make recommendations on the future purpose, vision, priorities and structure of the Forum. One of its recommendations was to change the name of the Forum to 'Derbyshire Sport' and set the vision of '**making sport a part of everyone's life**'. The term sport includes physical activity and education.

At its meeting on 21st October 2004 the Forum approved the new Strategic Framework and is now gearing up to make the new structure operational.

Fundamental Review

The brief for the review was to 'help transform our Partnership'. To do so the review used innovative approaches to engage over 150 people through:

- The Strategy and Management Group
- A Leadership Team
- A Development Team of over 30 Sports Development Officers
- Workshops and consultation events with stakeholders and volunteers
- Two full Forum events/meetings.

There is now a good level of understanding of what is working well and what needs improving by the Partnership and we are confident of moving forward with the support from many of our original and new partners. Consequently our new Director will be starting at an exciting time when interest and support is high and when we have a renewed purpose and vision for Derbyshire Sport.



New Strategic Framework

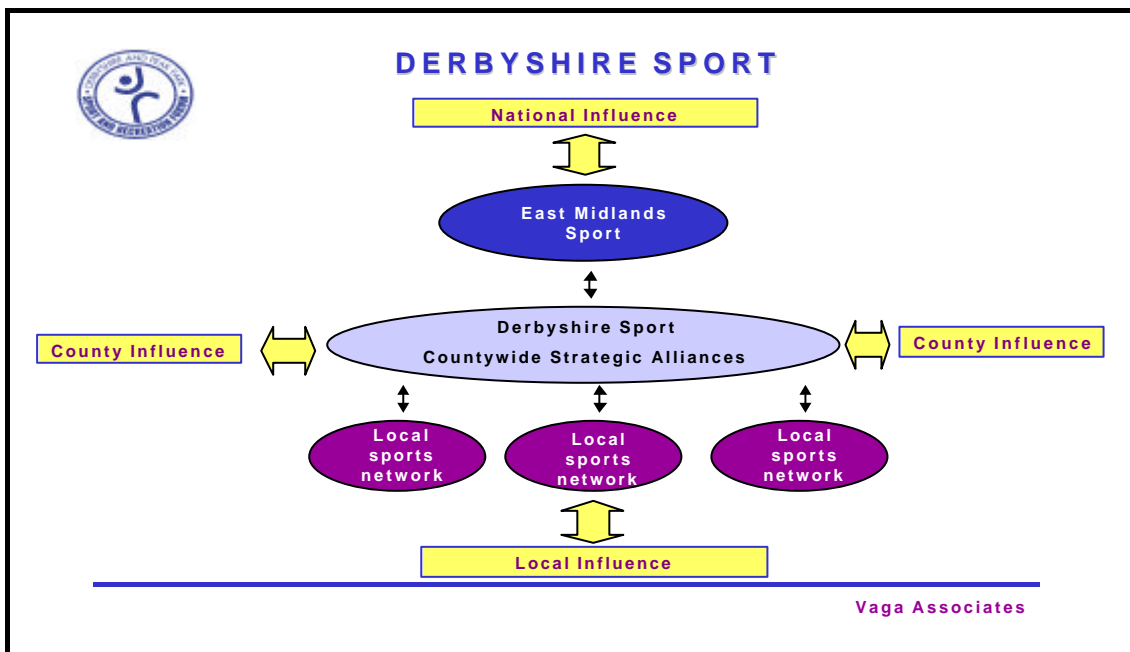
A summary of our Strategic Framework is provided in this job pack and the full version can be obtained from our web site www.derbyshiresport.com . It includes sections on:

- Our aspirations and ambitions
- Our approach
- Core functions
- Local sports networks
- Countywide strategic alliances
- Communication, learning, support and measuring impact
- Management and decision making
- Our partnership team
- Funding projections

We see Derbyshire Sport operating in three ways:

- Leading the development of sport in East Midland's sub region of Derbyshire
- Co-ordinating the countywide influences and alliances that can benefit sport across Derbyshire
- Supporting the development of Local Sports Networks throughout Derbyshire and interpreting their needs.

This role is illustrated below.



The framework is just what it says – a framework! It provides direction and structure but not detail. Our Director's role will be to work out how to translate it into action and make it happen.

Regional Sport

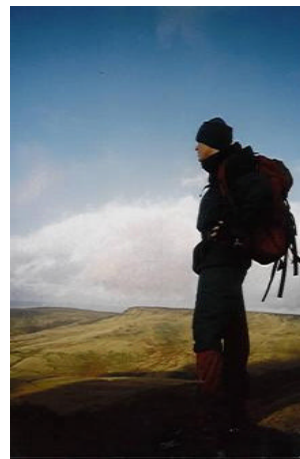
The East Midlands Office of Sport England and its Sports Board are fully behind the region's five County Sports Partnerships and are investing heavily in developing the leadership abilities of the Partnership Directors, encouraging them to work as part of its 'extended' team - building up a dynamic and progressive sub regional structure.

The regional office has been involved in the review of Derbyshire Sport and is fully committed to our Strategic Framework. Our new Director will have this support from Sport England.

Peak District National Park

Over a third of the people living in England live within one hours travelling time of the Peak District. It is estimated that over 22m people visit the Peak District National Park each year. The Park provides a rich source of inspirational opportunities to take part in sport and active recreation. There is a fine balance in catering for the demand whilst preserving the resources of the Park for future generations.

From the outset the Peak District National Park Authority has been a major player and active supporter of our work. This relationship is set to continue as we are currently seeking ways of assisting the Board to fulfil its access and recreational objectives.



Outdoor Adventure

Many County Sports Partnerships hold Youth Games and in Derbyshire we also have held Outdoor Adventure Youth Games. Several governing bodies from the outdoor adventure sports have already expressed an interest in investing in the County as they recognise the special contribution it offers for their sport.

Resources

Our annual budget is over three quarters of a million pounds with an agreement to move towards three year funding commitments from our key partners so that we can forward plan our business. Our intention is to use this investment to attract more.

Partnership Set Up

Currently Derbyshire Sport is 'hosted' by Derbyshire County Council in offices based at the Lea Green Conference Centre near Matlock. Initially the Director will be:

- Employed by Derbyshire Council
- Accountable to the Chair of Derbyshire Sport
- Based at Lea Green Conference Centre with the rest of the Partnership Team.

One of the first jobs for the Director is to help recruit the new Executive and support its work. The role, remit and membership of the Executive have been agreed as part of our review.

In looking to the future we want to explore the benefits of Derbyshire Sport becoming an independent trust or social enterprise so that it can operate dynamically and independently in the best interest of sport. Derbyshire County Council is happy to continue hosting our Partnership and is equally happy to support modern and more progressive ways of working in partnership.

We also want to improve the relationships with our partners who are operating at countywide and local levels. We therefore want to explore where team members are best placed to fulfil their roles.

Partnership Team

Our aim is to have a relatively small core team working very closely with an extended team of people based in different partner agencies – all working collaboratively as a high performing team. The likely new structure for the team is provided in the job pack, job descriptions and person specifications have been drafted for each of the posts so that we can proceed with getting the staff in place and operational as soon as possible.



Partnership Director

A full job description and person specification is provided in this job pack. Fundamentally the core purpose of the role is to:

- Develop and implement Derbyshire Sport's Strategic Framework and evaluate its impact
- Drive the strategic direction of Derbyshire Sport
- Maximise the resources available to develop sport across Derbyshire
- Work with partners to build a high performing Partnership
- Direct the Partnership operations towards delivery of its strategic objectives.

We recognise the Director is critical to our future success.

Available Support

We appreciate the role of Director is very demanding and will require on-going support. We will provide a customised support package for the Director to develop their talent, skills and competencies in order that they can excel in this role.

Investing in Leadership and Learning

As a Partnership we are committed to investing in leadership and personal development of our staff and members. Our rationale is simple: people make partnerships work so by investing in our people we will be investing and strengthening our Partnership.

Setting Higher Standards



Derbyshire's Ellen MacArthur sails into the record books

We want to attract and retain the person best able to take Derbyshire Sport to new levels. If you think you have what it takes then we want to hear from you.

RECRUITMENT PROCESS

Two-Way Process

Our new Director will be critical to the success of Derbyshire Sport. We are therefore prepared to invest time and resources to ensure we select the person best able to lead our Partnership. We recognise the need for the recruitment process to offer candidates the opportunity to find out more about the post and our Partnership so they too can make informed judgements.

Host Agency

The recruitment process will comply with Derbyshire County Council's policies and procedures as the acting host agency and employer of the post.

Vaga Associates

Vaga Associates are helping us to help design the job package and assessment centre and will be providing specialist advice on competency assessment and personal development.

Schedule

20 th March	Closing date for applications
24 th March	Short listing of candidates
7 th & 8 th April	Assessment Centre

Assessment Centre

The assessment centre will take place over two days and will be managed by an experienced CIPD tutor. It will be designed to:

- Test a range of core competencies
- Provide formal and informal opportunities for two way discussion and exploration of skills, experiences, behaviours and views
- Brief prospective candidates on Derbyshire Sport
- Incorporate a formal interview.

Each candidate who takes part in the assessment centre will be offered the opportunity for debriefing on their performance, skills and personal development.

The assessment centre will provide insight into the induction and personal development programme for the successful candidate to give them the best start in their new position.

JOB DESCRIPTION

POST TITLE: Director, Derbyshire Sport

GRADE/SALARY: £43,161 - £45,579

RESPONSIBLE TO: Chair, Derbyshire Sport and the Executive Board

RESPONSIBLE FOR:

- (a) Developing and implementing the Derbyshire Sport Strategic Framework and evaluating its impact.
- (b) Gaining the commitment of partners in and outside of Derbyshire Sport to meet the objectives in the Derbyshire Sport Strategic Framework
- (c) Work strategically with the Derbyshire Partnership Forum and other partners at all levels within Derbyshire to assist their policy development and practical implementation where this meets the objectives of the Derbyshire Sport Strategy.
- (d) Providing leadership, advocacy and vision for sport in Derbyshire, ensuring that the Partnership has a strong public and political profile and is highly regarded within the County and at the regional and national level.
- (e) Ensuring that Derbyshire Sport attracts resource to be deployed to sustain and expand the work of the Partnership.
- (f) The effective and efficient operational management of Derbyshire Sport including financial, physical and human resources
- (g) Leading an organisation which is recognised as leading sport in new directions, exploring new ways of working, building sustained participation and success in sport at all levels.
- (h) Ensuring consideration is given to options for an independent structure for Derbyshire Sport in line with the Strategic Framework

KEY TASKS:

1. To develop, implement and review the annual business plan.
2. To lead, inspire, manage and develop Partnership staff in ways which attract and retain high quality personnel.
3. To develop Derbyshire Sport as a learning organisation.

4. To ensure that Partnership business is conducted in ways which encourage inclusion and participation and which develop consensus, consistent with the constitution of the Partnership.
5. To develop and sustain a good working relationship with the Chair of the Partnership and with executive members.
6. To be responsible for the financial, physical and human resources of the Partnership.
7. To maintain and develop effective, high quality working relationships with partner organisations, especially with representatives from national, regional and local strategic bodies.
8. To promote equality and diversity in sport.
9. To monitor and evaluate the impact of the Partnership's work on participation and achievement in sport and on the impact of sport in improving the quality of life for Derbyshire people.
10. To maintain and develop the best possible knowledge of Government policies which affect the work of Derbyshire Sport, contributing as appropriate.
11. To represent and be an advocate for Derbyshire Sport at national, regional and local meetings as required.
12. To develop and review service level agreements on financial, legal and personnel support provided by the host agency or agencies.
13. To act as Chief Executive of the Partnership company (when the Partnership moves its plans forward of considering greater independence e.g. becoming a company limited by guarantee etc).
14. To ensure an effective communication strategy is developed and implemented.

METHODS OF WORKING:

1. The post holder will be expected to adopt the values agreed by the partnership in their day-to-day work (honest, committed, progressive, aspirational, respectful, equitable, empowering)
2. The post holder will be expected to adopt a positive and collaborative style of management, encouraging team working.
3. The post holder will be expected to develop appropriate management information systems.

4. The post holder will be expected to take an active part in appraising his or her own work against agreed priorities and targets in conjunction with their line manager.
5. The post holder will be expected to undertake any necessary training associated with the duties of the post.
6. The post holder will comply with all Health and Safety Policy and Legislation in the performance of their duties and responsibilities.
7. The post holder will be expected to carry out any other reasonable duties within the overall function, commensurate with the grading and level of responsibilities of the post.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE:

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly
2. You balance agendas and build consensus
3. You encourage others to share information and knowledge
4. You identify and work with people and organisations that can provide support for the work of Derbyshire Sport
5. You work to develop an atmosphere of professionalism and support
6. You model behaviour that shows respect, helpfulness and co-operation
7. You show sensitivity to stakeholders' needs and interests and manage these effectively
8. You constructively challenge the status-quo and seek better alternatives
9. You make time available to support others
10. You deploy a range of legitimate strategies and tactics to influence people
11. You recognise the opportunities presented by the diversity of people
12. You create a sense of common purpose
13. You show integrity, fairness and consistency in decision making
14. You encourage and support others to make the best of their abilities
15. You use communication styles which are appropriate to different people and situations

PERSON SPECIFICATION

A. Experience

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| 1. | A proven track record of successful experience in achieving at a senior management level within an organisation with a developed understanding of the issues facing sport development. | Essential |
| 2. | Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies. | Essential |
| 3. | Experience of leading an organisation, creating and sustaining a common purpose and negotiating, communicating and delivering in a diverse and political environment. | Essential |
| 4. | A demonstrable track record of leading, motivating and managing to achieve significant sustainable service improvements and outstanding results, through internal and external partnerships with sports and non-sports organisations. | Essential |
| 5. | Experience of developing and sustaining a learning organisation that meets the needs of and engages with partners and staff within a safe, open and high performing working environment. | Essential |
| 6. | Evidence of sustaining a performance management culture, including service planning, target setting, performance appraisal and the management of diverse staff groups. | Essential |
| 7. | Evidence of success in building and enhancing the reputation of an organisation with external bodies, the community and the media. | Essential |
| 8. | A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non-governmental organisations, the private and voluntary sectors. | Essential |
| 9. | Experience of reporting to a Governing Body, Council or Partnership, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation. | Essential |

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| 10. | Significant resource management experience, including financial, physical and human resources. | Essential |
| 11. | Proven experience (and understanding) of implementing Sports Equity. | Essential |
| 12. | Experience of successfully obtaining funds from non-sporting public and/or commercial agencies as well as experience of making a significant contribution to funding bids from the Sport England Lottery Scheme, both capital and revenue. | Essential |
| 13. | Experience of working with and within education and an understanding of National Curriculum requirements for Physical Education. | Essential |

B. Knowledge, Abilities & Skills

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| 1. | A thorough understanding of best practice and contemporary issues affecting the provision of sport and an understanding of good management practice and best value. | Essential |
| 2. | Ability to operate effectively within the democratic processes, with the political acumen and skills to develop productive working relationships with partners that command respect, trust and confidence. | Essential |
| 3. | Ability to provide visible and supportive transformational leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture. | Essential |
| 4. | Understanding and a record of achievement in promoting diversity. | Essential |
| 5. | Financial and commercial awareness, with strong analytical skills and an excellent aptitude for developing innovative solutions. | Essential |
| 6. | Ability to propose, develop and implement effective strategies in pursuit of agreed goals and to make clear, informed, appropriate and timely decisions. | Essential |
| 7. | Highly developed networking, partnership, advocacy, negotiating and presentation skills that are persuasive and influential with others. | Essential |

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| 8. | Outstanding negotiation, interpersonal and communication skills. | Essential |
| 9. | Knowledge of relevant education policy and legislation. | Essential |
| 10. | Knowledge of relevant sport policies and legislation. | Essential |
| 11. | Empathy with, and understanding of, the sporting needs of young people. | Essential |
| 12. | Ability to develop a strong working relationship with the Chair of the Partnership. | Essential |
| 13. | A knowledge and experience of how effective processes enable young people to effectively develop their sporting performance. | Essential |

C. Qualifications

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| 1. | A degree or equivalent qualification in a sports related subject. | Essential |
| 2. | Postgraduate qualification in management. | Desirable |
| 3. | Membership of a relevant professional institute. | Desirable |