

# Non-Executive Director

RECRUITMENT PACK

Spring 2024



# Introduction

**Since meeting Lyndsey in 2015 and convincing her to take a sabbatical from the NHS, I am hugely proud of everything this organisation has achieved and the boundaries it continues to break in challenging the perception of what inclusive practice really means in the sport and physical activity sector. I am even more excited by the next chapters of our story which we hope you, the reader, will be equally as passionate to explore in more detail through this process.**

Personally, I do not believe there are many other groundbreaking social enterprises in the UK which are delivering meaningful change through a therapeutic approach to using movement, activity and sport for betterment in local communities – predominantly, but not exclusively, for individuals who traditionally face barriers to living an active life.

The business has grown up significantly in the last 36 months, and is gearing up to deliver more meaningful impact in the next few years. We successfully navigated (and grew) during the global pandemic, we continue to innovate and diversify our work, we are committed to support the next generation of Occupational Therapists understand the role of physical activity, and we are consistently asked to use our platform to be the change.

We are award winning (in sport, in social care and in public health), independently evaluated (see our PEM report around social value) using the Wellby measure, externally celebrated, multi-disciplinary in our approach, and most importantly co-created with the people who matter the most.

We are a Sport England System Partner, collaborator with many NGBs of sport, strategic partner to leisure operators, commissioned by local authorities and have recently secured a long term agreement with Essex County Council.

For the next part of our story, we need up to four new Non-Executive Directors to bring their energy, wisdom, expertise and challenge to the Boardroom – to help drive our business through the societal and economic challenges we face. This includes but isn't restricted to the ESG agenda, growing to >50 staff, expanding our provision, extending our portfolio, and driving our EEDI ambitions. We retain a small business, family owned set of values, but also remain unwavering and unapologetic in our commitments to place an Occupational Therapist into every leisure centre in the Country. We'd love for you to come and *#PlayYourPart*.

**Stephen Mitchell**  
*Chairperson, Sport for Confidence*



# Company Overview

**Sport for Confidence CIC was founded in 2016 and was the first organisation to demonstrate the true power and value of an Occupational Therapist working with leisure centres as one of their own. Our vision is to play our part in reducing inequalities that exist within society. To tackle the inequalities that marginalised groups encounter when seeking to be physically active, through creating inclusive community spaces and opportunities to be active, which promote empowerment, choice and independence.**

Our mission is to utilise sport and physical activity to have a positive impact on people's lives and to enable occupational outcomes through inclusive opportunities. We do this through the collective expertise of our occupational therapists and sports coaches. We work together with people who encounter challenges and barriers when participating in sport and physical activity. We do this because we believe everyone should have the opportunity to participate in activities that matter to them, to enhance their health and well-being.

Reimagining physical activity in leisure centres and community places from an occupational perspective is exciting, innovative and brave – we strongly believe it provides the best possible experience for people who are traditionally signposted into prescriptive services and it provides meaningful and therapeutic opportunities preventatively to those who need it most.

Alongside our Occupational Therapists are our coaches, who provide inclusive, accessible, dynamic, and adaptable physical activity opportunities, supporting people to move more often. Collaboratively, our team on the ground adopt a social relational model of disability, empowering people to facilitate recovery and overcome barriers preventing them from doing the activities (or occupations) that matter to them.

8 years on from inception, our commitment to demonstrate the power of Occupational Therapy and the Coaching profession remains stronger than ever, as society combats a national healthcare & economic crisis, whilst still recovering from the Covid pandemic – the need to be creative in our approaches and thinking is crucial to the overall health and well-being of society.

## **Learning locally and influencing nationally.**

Over the past 4 years, health inequalities have continued to rise, and more disabled people are experiencing occupational injustice as a result. Our delivery models continue to provide opportunities to disabled people and those with long term health conditions, we are now a system partner to Sport England helping deliver their strategy (Uniting the Movement) and our unique selling point of Occupational Therapy, physical activity and coaches has enabled the organisation to adapt and shape new pathways in Primary Care Networks, Long Covid and Strength & Balance provisions.



# The Recruitment Process

**The recruitment window will open on Monday 22nd April.**

We would encourage all interested applicants to reach out to the Chairperson in advance of submitting an application:

[mitch@sportforconfidence.com](mailto:mitch@sportforconfidence.com)  
**07968 364189**

We would also welcome any informal visits which prospective candidates might wish to make to see our programmes in action – in Essex or London.

All appointments will be approved via the People and Skills Sub-committee and ratified by the July board meeting.

- **Application deadline:**  
**Midday on Friday 17th May 2020**
- **Application format:**  
**A CV (paper or digital) and a short covering letter (one side of A4 or creative pitch/vlog) submitted to: [careers@sportforconfidence.com](mailto:careers@sportforconfidence.com)**
- **Interviews:**  
**W/c 27th May 2024, in person, Essex**
- **Appointments:**  
**By July 2024**

## Equality & Inclusivity

Sport for Confidence recognises the benefits of a diverse workforce and welcome applicants from a range of backgrounds to apply. We particularly welcome applications from disabled people and people from diverse ethnic communities.

As a part of the Disability Confident Scheme, we endeavour, where possible, to offer an interview to candidates meeting the essential criteria of the role, who has a substantial physical/mental impairment which impacts their ability to carry out day-to-day tasks.

We are committed to making our recruitment processes accessible to all and as part of this, we are flexible in the ways we give and receive information. If you would like to apply using a different format, please contact the Recruitment Team at [careers@sportforconfidence.com](mailto:careers@sportforconfidence.com) and we will endeavour to put any reasonable adjustments in place.

Sport for Confidence is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults who have contact with our services, staff and volunteers. We are committed to creating a culture in which safeguarding children and vulnerable adults runs through all we do and we expect all staff and volunteers to share this commitment.

As part of our Safer Recruitment processes, we will carry out a series of background checks and for relevant posts we may require a Disclosure and Barring Service (DBS) check.

# Being a NED at Sport for Confidence



**Being a Non-Executive Director for the incredible organisation that is Sport for Confidence has been an exhilarating journey.**

Sport for Confidence seeks to support those who have become disconnected from the community/ loved ones and who require additional support to be able to access meaningful opportunities; so is incredibly mission driven and values focussed. I've personally found it immensely worthwhile, ranging from the emotional satisfaction gained through playing my part in contributing to the organization's success and seeing the new strategy being lived out, to being part of the exciting change that comes with experiencing growth.

This role has provided a diverse and enriching experience, allowing me to develop new skills and apply existing ones in innovative ways. It has also expanded my network significantly. The board comprises outstanding individuals with a wide range of expertise, and the connections formed among board members have proven to be enlightening.

Above all, if you crave a role that goes beyond the ordinary, offering the chance to give back to society within a mission-driven powerhouse like Sport for Confidence, this is your calling.

And let's not overlook the festive cherry on top – the annual Christmas Jumper dance session!



**Victoria Wells**

*NED term December 2020 to December 2023  
Currently Director of Sport at Youth Sport Trust*



**Inclusivity is at the heart of Sport for Confidence and its decision-making, which is something to be admired.**

I thoroughly enjoyed my time as a Non-Executive Director, contributing to strategic direction and energised by the people across the organisation and within the diverse communities served.



**Dr Amy-Jo Lynch**

*NED term December 2020 to December 2023  
Currently Founder of Be Your Own Date; Wellbeing Coach; Chartered Psychologist*



# Non-Executive Director – Role Descriptor

## Role Purpose

- To further the aims of Sport for Confidence (SFC), in keeping within its social enterprise objectives.
- To comply with the main legal responsibilities as explained in the Companies Act 2006.
- To take part in formulating and regularly reviewing our strategic aims.
- To ensure that the organisations pursues its objectives as defined in its governing documents and as outlined in its purpose.
- Support at least one of the existing Sub-Committees.
- With other Directors, help ensure that the business functions within the legal and financial requirements of a sustainable business and strives to achieve exemplary best practice – for our clients and for our people.

## Principle Responsibilities & Accountabilities

### Planning

- Approve and challenge the SFC business plan statement and review the Exec team performance in achieving it.
- Annually assess the changing environment and approve the relevant plans.
- Develop and then regularly review and approve SFC key operating processes against key policies such as harm prevention, MEL, risk assessments, etc.
- Review and approve SFC financial goals, and annually review and approve budgets.
- Approve major policies.

### Organisation

- Oversee all people matters – appointments, remuneration, wellbeing, recognition.
- Regularly discuss with the Founder matters that are of concern to them.

- Be assured that management succession is being properly provided and planned for.
- Be assured that the organisational strength and staffing is equal to the requirements of the long-range goals.
- Approve appropriate salaries, terms and conditions of service for all staff.

### Operations

- Review the results achieved by the SFC Team in relation to its aims and objectives, annual and long-range goals and the performance of similar project.
- Be certain that the financial structure of the organisation is adequate for its current needs and its long-range strategy.
- Provide candid and constructive criticism, advice, comments and praise.
- Approve major actions of SFC, such as expenditure on all items over authorised limits and major changes in activities and services.

### Key Qualities

- Possesses a sound knowledge of and commitment to the work of SFC.
- Possesses a supportive and confident leadership style.
- Is methodical and able to analytically assess information and data presented.
- Able to challenge constructively and with respect.
- Appreciates the importance of discretion and confidentiality and has a mature and professional approach.
- Can contribute to the outcomes of the organisation's goals through insight, skillset and/or connections where necessary and where appropriate.

This descriptor is not exhaustive and does not form a contractual relationship. The content may be subject to change dependent upon the needs of Sport for Confidence CIC and following consultation with the current incumbent.

# Our Board Organogram

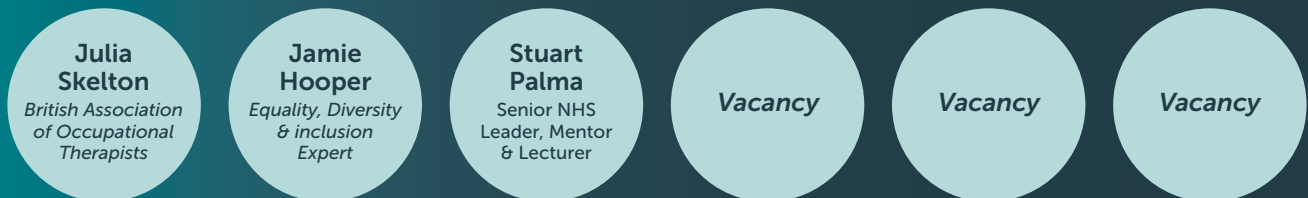
## FOUNDING DIRECTORS



## OPERATIONS DIRECTOR



## NON-EXECUTIVE DIRECTORS



## SUB-COMMITEE GROUPS



# Terms of Appointment

As you will note from our business model and our existing Board composition, we have specific skill sets and experiences which complement the current business model. From our new INEDs we are clearly keen to see and understand their unwavering commitment to inclusion, their lived experiences of growing start-up businesses, their belief in the power of sport, movement and physical activity, and their personal story through lived experiences which connect to our founders beliefs.

All candidates should be motivated by the opportunity to lead Sport for Confidence CIC into a new era of further growth, impact and success. They should be visionary; fully committed to promoting the purpose of the business and embody our values.

## **We are specifically targeting three of our INED vacancies at individuals with the following super strengths and professional skills:**

- Employment law – we are growing to over 50 staff
- Legal – how we diversify, start and grow our services including a trading arm
- Insight and Academia – keeping abreast of changes to this landscape

## **We are also looking for either one or two INEDs who we will recruit for their passions, values and commitment to our mission. Our outgoing INEDs have had skills in:**

- Children and young people – we have lots of market potential in this space
- Employee wellbeing – duty to care is hugely important to us
- Education – working with and alongside schools, FE and HE is critical to our growth

## **On the horizon, we can see complex societal and sector issues which we need to face into and be sufficiently geared up to address:**

- Equality, diversity and inclusion
- Environmental and Carbon footprint
- Commercial partnerships
- Measurement, evaluation and intelligence
- Learning and development

## **Time Commitment**

We hold four Board meetings p.a. and each one lasts 2 hours. We tend to meet virtually, but bring people together in Essex for a Festive celebration. There are a series of Sub-Committees to the Board whose meeting frequency matches that of the Board – all INEDs will be expected to sit on at least one of these. These all last 90 minutes and are chaired by a NED. There will be work in between and across the Year, depending on the business need and availability of NEDs.

We believe there is a minimum of 6 days p.a. required.

The INED roles are unremunerated.

Expenses will be covered for any travel or accommodation needs.

## **Further Information**

### **Sport for Confidence CIC Website:**

[www.sportforconfidence.com](http://www.sportforconfidence.com)

### **The current Sport for Confidence CIC board:**

[www.sportforconfidence.com/board-members](http://www.sportforconfidence.com/board-members)

We are also happy to share our Business Plan and Directors Code of Conduct with prospective applicants, as well as more confidential information at the discretion of the Exec Chair. Further policies and insight available on request.



# Service & Award Examples

## Prevention & Enablement Model

- Introduced in 2020, the Prevention and Enablement Model (PEM) is a test and learn Local Delivery Pilot (LDP) in Essex . Established to document and evaluate the impact of a whole system approach to adult health and social care, PEM places physical activity at its core, with an aim to measure the impact on improving the lives of people living with disabilities and/or long-term health conditions.
- Driven by a strategic partnership between Adult Social Care at Essex County Council, Active Essex, and Sport for Confidence CIC, the initiative also involved a diverse range of wider partners across Adult Social Care, the NHS, and the third sector (e.g., local authorities, Essex County Council teams, Provider Quality Innovation Team, and care homes).
- In October 2023 our work on the Prevention & Enablement Model was recognized at the Chief Allied Health Professions Officer's Awards (CAHPOs) and we were awarded the Public Health Champion title.
- Essex's Prevention and Enablement Model (PEM) Independent Evaluation Report by the University of Essex Concludes: ***the Positive Impact of Embedding Physical Activity Into A Whole System Approach To Adult Health & Social Care Could Deliver £58.72 of Social Value Per £1 Invested.***
- [Click here to find out more or read the full PEM Evaluation Report and supporting documents.](#)

## The CAHPO Award 2023

Sport For Confidence CIC was crowned national winner at the prestigious annual NHS England Chief Allied Health Professions Officer (CAHPO) Awards, recognising its outstanding contribution to service improvements which benefit population health and wellbeing by tackling health inequalities.

The awards programme, now in its seventh year, promotes the adoption and dissemination of good practice whilst celebrating the dedication, innovation, leadership and success of individuals and teams. The awards are open to all members of the allied health professions (AHP) community and nominations are made by peers or individuals themselves.

Lyndsey Barrett, Founder of Sport for Confidence, said: *"Gaining this recognition from NHS England reinforces the value in the work our team of community-based occupational therapists deliver every day, using physical activity as the foundation to improve the lives of those who traditionally struggle to access facilities and services.*

*"Our application was focused on the work we delivered as part of a ground-breaking Prevention and Enablement model (PEM) that embedded physical activity into a whole system approach to adult health and social care. The project was a test and learn Local Delivery Pilot (LDP), delivered by us in partnership with Adult Social Care at Essex County Council, Active Essex.*

*"Winning this award not only helps us promote the success of PEM, it also recognises and rewards the dedication and hard work of every coach, occupational therapist, participant, volunteer, supporting partner and leisure centre team member involved in the project delivery. We accept this award on behalf of everyone who played a part in the project."*

- [Click here to find out more and read the full article.](#)

# Testimonial



Sport for Confidence, is a valuable and irreplaceable asset to the community.

The Occupational Therapists are friendly, approachable hard working and caring. The Occupational Therapists and workers not only focus on exercise but also in connecting the individual who use the services to external supports to help them outside of the group.

We have seen the incredible work that they have done for carers and their cared for by bringing them together and helping give them an escape from their roles.

We have also seen Sport for Confidence help build friendships and reduce isolation in addition to supporting the continued development of those involved physical and mental wellbeing. We have witnessed individuals grow within their own confidence and strength.

Sport for Confidence is a fantastic service that is valued by all who use it.

**Senior Carers Support & Assessment Co-ordinator**  
Carers First



# Testimonial



I have absolutely loved the whole day. The team and the event was inspiring and I am excited to work with my team to implement positive changes within our Occupational Therapy schedule. I will spread the word!



**Participant**  
**Moving OT's Sharing Event**



As part of the national MovingOTs agenda, Sport For Confidence hosted its first professional sharing event at Basildon Sporting Village, bringing together allied health professionals, students and partners to explore the 'therapeutic value of physical activity'.

The event took place on November 30, 2023, and attracted more than 50 attendees including occupational therapists, occupational therapy students and national partners, all keen to explore how physical activity can be successfully embedded into their practice settings.

# SPORT FOR CONFIDENCE

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