

# Non-Executive Director Roles

Central South Active Partnership

Candidate Information Pack

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PARTNERSHIP**

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# Letter From The Chair

Dear Candidate,

Thank you for your interest in the Central South Active Partnership (CSAP).

In partnership with Sport Wales, the Central South Active Partnership was established in 2024 to help more people across our region enjoy and access physical activity. Our mission is clear:

*“To create a significant step-change in the health and wellbeing of our local communities by collaborating across the region to address inequality and improve activity levels.”*

The move to Regional Partnerships gives us a unique opportunity to tackle local challenges across Rhondda Cynon Taf, Merthyr, Bridgend, the Vale of Glamorgan, and Cardiff. We will be taking a regional approach to delivering local needs so that we can reduce inequalities in sport and physical activity.

CSAP operates as a company limited by guarantee, under a robust and transparent governance framework. At the core of this structure is a skilled, inclusive, and diverse Board of Directors, that will work with our partners to shape and deliver our strategic direction.

Our Board is composed of passionate volunteers who contribute their time, experience, and expertise to help us achieve our goals. To govern effectively and remain forward-thinking, we value diversity of perspective and a commitment to inclusion.

It is essential that we have diversity of perspective to govern effectively, and to ensure that we continue to be a forward-thinking, inclusive organisation that is committed to achieving our vision.

We are currently recruiting four innovative individuals to join our Board as Non-Executive Directors. We are specifically seeking a:

- **Marketing & Communications Director**
- **Finance Director**
- **Commercial Director**
- **Non-Executive Director**

We welcome applicants who:

- Are confident asking insightful questions that drive progress,
- Have relevant experience in the areas above,
- Bring diverse perspectives and a strong commitment to equity, inclusion, and diversity.

If you're passionate about physical activity, committed to inclusion, and care about making a difference in our region — and if you're ready to champion, challenge, and support our work — we would love to hear from you.

Warm regards,

Prof Leigh Robinson

Chair, Central South Active Partnership

# Overview of Central South Active Partnership

Central South Active Partnership (CSAP) is proud to be working in partnership with Sport Wales to develop our new regional sport partnership.

CSAP is on a journey to change the community sport landscape across the Central South region and how sport and physical activity is delivered.

We intend to create a step change in sport and physical activity levels among people in our region. Together we are committed to getting more people active through sport and physical activity, so we achieve our purpose:

*“To create a significant step-change in the health and wellbeing of our local communities by collaborating across the region, so that collectively we address inequality and improve activity levels.”*

Our Partnership will bring together key stakeholders across Central South who understand the importance and have a focus on delivering the benefits of sport and physical activity.

Our Partnership will be led by insight and be person-centred in its approach, providing strategic leadership, planning, and commissioning at a regional level, with a common purpose delivered at a local level, ensuring that everyone has equal access to sport and physical activity through a range of opportunities that best meet their needs.

We are keen to introduce new ways of working, maximising the potential for a regional approach to delivery, whilst also creating a compelling vision which will foster new strategic relationships with a wide number of organisations and partners across all industries.

At its heart will be a balanced, inclusive, diverse, and skilled Board which shall be focused on our strategic direction.

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Cardiff  
Metropolitan  
University

Prifysgol  
Metropolitan  
Caerdydd



Bwrdd Iechyd Prifysgol  
Caerdydd a'r Fro  
Cardiff and Vale  
University Health Board



Bwrdd Iechyd Prifysgol  
Cwm Taf  
University Health Board



# Our Strategic Objectives



## Our Strategic Objectives:

### Create Active Societies- Social Norms and Attitudes

Create a paradigm shift in all of society by enhancing knowledge and understanding of, and appreciation for, the multiple benefits of regular sport and physical activity, according to ability and at all ages.

### Create Active Environments- Spaces and Places

Create and maintain environments that promote and safeguard the rights of all people, of all ages, to have equitable access to safe places and spaces, in their cities and communities, in which to engage in regular sport and physical activity, according to ability.

### Create Active People- Programmes and Opportunities

Create and promote access to opportunities and programmes, across multiple settings, to help people of all ages and abilities to engage in regular sport and physical activity as individuals, families and communities.

### Create Active Systems- Governance and Policy Enablers

Create and strengthen leadership, governance, multisectoral partnerships, workforce, advocacy, research and information systems across sectors to achieve excellence in resource mobilisation and implementation of coordinated international, national and subnational action.

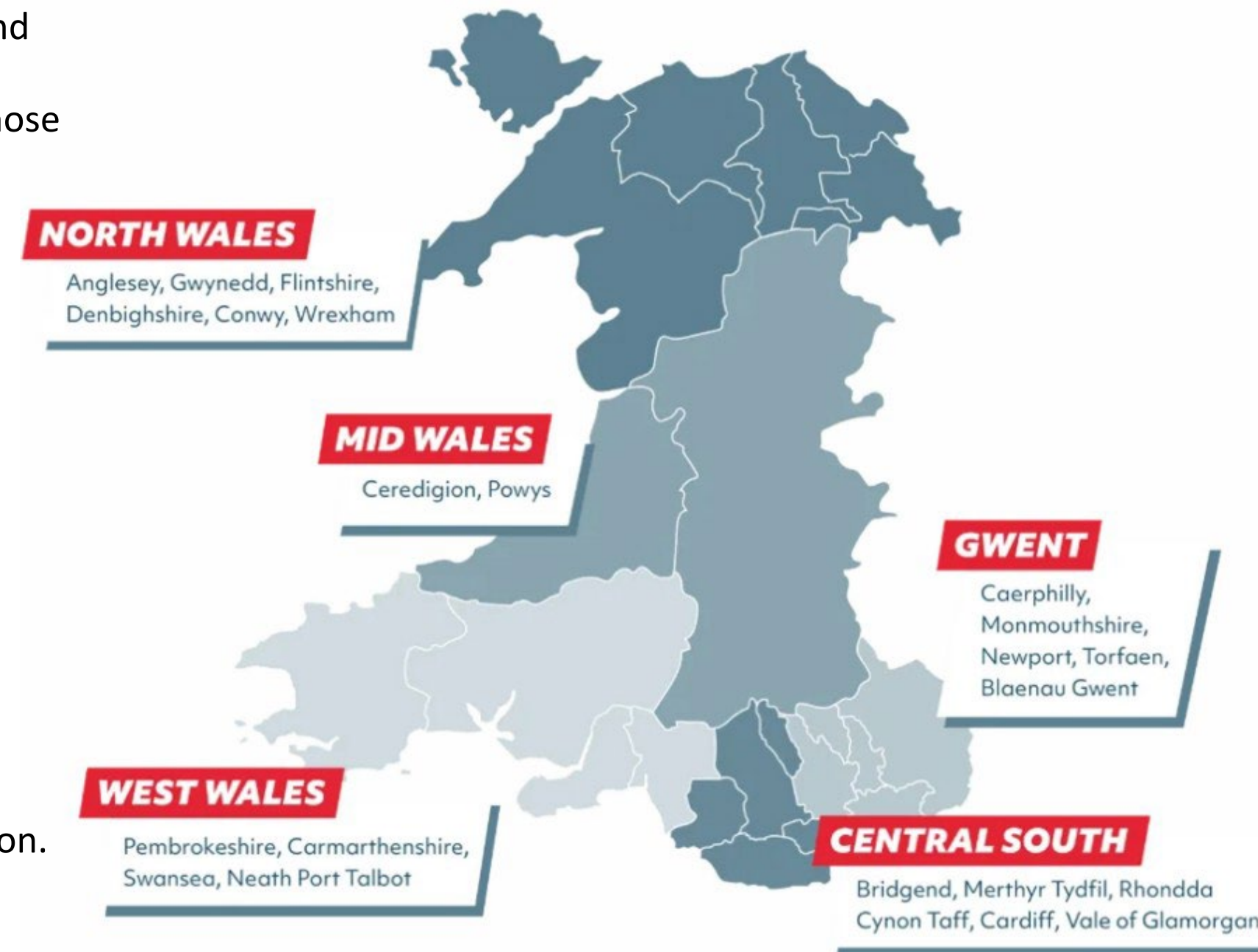


# Our Approach



CSAP will increase participation in sport and physical activity by applying these guiding principles:

- Making decisions based on data and insight.
- Acting with integrity, accountability, and transparency.
- Prioritising workloads on areas that can make the biggest difference.
- Actively promoting equality, diversity, sustainability, and inclusivity in all actions.
- Tackling the socio-economic challenges confronting those involved with community sport and physical activity.
- Putting participants' interests at the heart of decision-making and ensuring a participant-focused approach.
- Tackling inequality in sport and physical activity, catering for the diverse nature of the sector to ensure the safety, wellbeing, and welfare of all participants.
- Attracting investment from other sources of funding.
- Establishing a basis for conversations about how the CSAP Members can improve as organisations.
- Developing a focused outcomes framework, which addresses the needs of the residents of the region.



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# Non-Executive Director

## General Board Member Role:

- Providing efficient and effective strategic leadership of Central South Active Partnership (CSAP).
- Upholding and working towards the vision, mission, values, behaviours, and objectives of CSAP and ensuring the organisation continues to work towards these.
- Leveraging of networks to support fundraising, organisational and business development.
- Always acting in the interests of CSAP in relation to assets, property, statutory obligations and management requirements as outlined in the Board Handbook.
- Agreeing a schedule of matters specifically reserved for major decision-making by the Partnership Board.
- Ensuring CSAP complies with relevant legal and governance requirements.
- Promoting prudent and effective management of organisational resources (Financial and human).



# Non-Executive Director

## General Board Member Role (continued):

- Ensuring there are strategies and policies in place that will support the objectives of CSAP.
- Developing and monitoring effective risk management strategies for CSAP.
- Developing and monitoring internal controls and systems that are transparent and accountable to stakeholders.
- Creating and maintaining positive and productive relationships with stakeholders.
- At all times, acting with integrity and upholding the interests of CSAP.
- Championing the work of CSAP and acting as a spokesperson for CSAP where required

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# Non-Executive Director with Marketing & Communications Responsibilities

Along with the general Board role responsibilities, the Director with Marketing & Communications will have the following responsibilities:

- To provide strategic direction in relation to the development of the CSAP brand and its associated offerings linked to the overall vision, mission, values, behaviours, and objectives of CSAP.
- To work with the Board/Executive team and wider stakeholders to develop buy-in and regional ownership of the brand, both at launch and during the development of business plans for growth and diversification.
- To support and drive CSAP marketing and communications strategy.
- To work with the CSAP team and other stakeholders to understand key target groups and develop insights which will inform the regional priorities and commissioning strategy.
- To support PR activities in preparation for and during events and regional activities.
- To provide input on commercial packages, particularly in relation to brand alignment and marketing of opportunities to leverage the brand values of CSAP.
- To provide input to press releases and marketing campaigns.

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# Non-Executive Director with Financial Responsibilities

**Along with the general Board role responsibilities, the Director with Financial Responsibilities will have the following responsibilities:**

- Provide strategic financial direction to support the Partnership Board in meeting its strategic goals.
- Assist the Partnership Board in identifying, understanding, and managing its financial risks.
- Provide strategic direction to ensure that CSAP is financially robust and sustainable.
- Ensure the Partnership Board is fully compliant with any statutory and regulatory obligations.
- Ensure CSAP achieves high standards of financial governance and transparent decision-making.



# Non-Executive Director with Commercial Responsibilities

Along with the general Board role responsibilities, The Director with Commercial will have the following responsibilities:

- To provide commercial acumen and strategic insight to support the organisation's mission of promoting sport and physical activity.
- To provide independent oversight and strategic input on commercial and financial matters.
- To support the development of sustainable income streams, including sponsorship, fundraising, and partnerships.
- To advise on brand positioning, stakeholder engagement, and market opportunities.
- To ensure alignment between commercial activities and the organisation's not for profit objectives.





# Person Specification



- Evidence of success, within or outside of the sport sector, in a Regional or collaborative organisation, Charity, Corporate, Health, Housing, Education, Equalities or Professional Services environment.
- Evidence of the ability to act with professionalism and probity, and with a strong philosophy of equity, inclusion, and diversity.
- Evidence of leading in a change environment.
- Experience of strategic planning and strategic management.
- Knowledge of the Welsh sport and physical activity sector.
- Understanding of Regional Sports Partnerships and their potential.
- Relevant qualifications and experience specific to the expectations outlined in the Board role descriptions.

# Further Information and Recruitment Process



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Initially, the Board shall meet monthly but will review the frequency of its meetings as it becomes more established.

The primary role of the Central South Active Partnership Board is to ensure the strategic direction and objectives of CSAP are progressed, to monitor performance and to use insight and learning to continually improve and target its offer.

## Term:

The term of office is 3 years. No Director shall serve more than two consecutive terms of 3 years in office.

## Remuneration:

Voluntary.

## Inquiries and Further Information

We would welcome and encourage applications from underrepresented groups including ethnic minority, LGBTQ+ and disabled people.

For further details about the role or to discuss your application, please contact:

**[Leigh.Robinson2012@outlook.com](mailto:Leigh.Robinson2012@outlook.com)**

**Application Deadline: Monday 7th July**  
**Interviews: Monday 21<sup>st</sup> July**

## How to apply:

If you are a strategic thinker with an absolute commitment to improving the health, well-being, and happiness of people in Central South, we would love to hear from you.

**As part of your application, please submit the following:**

- Your **up-to-date CV** detailing your professional experience, educational background and any other relevant information that supports your application.
- A **letter of application** (max 2 pages of A4), highlighting your suitability for the role referencing the requirements found in the person specification. Please outline relevant experience and your vision for contributing to the success of the Central South Active Partnership.

Both your CV and letter of application should be emailed to us at **[hr@cobalt-hr.co.uk](mailto:hr@cobalt-hr.co.uk)**

Please use the subject line:

Non Executive Director (Marketing & Comms / Finance / Commercial/ General Director) Application – **[Your Full Name]**

**Privacy Notice:** By submitting your application, you agree to Cobalt HR processing your personal data for recruitment purposes. We are committed to acknowledging every application and look forward to considering yours. Thank you for your interest in contributing to the success of the Central South Active Partnership. Good luck with your application!