



**Valley Services Ltd, Director Recruitment Pack**  
**Rossendale Leisure Trust Group**

## Introduction

Rossendale Leisure Trust (RLT) Group is proud of the great strides made for the people of Rossendale, but recognise the need to work further across the valley, with new people and in different communities. Since 2004, when a board of Directors took over running the trust from the local authority, we have overseen the expansion and investment in leisure, with a stronger focus on wellbeing, working with more schools through the in-school coaching & holiday club programmes, and offering a wider range of activities, including the climbing wall at the Adrenaline Centre, developing health referral programmes, supporting the development of local walking and cycling opportunities, and expanding the learn to swim programme.

As we grow and add more facilities and services into our group portfolio, we need people who are passionate and care about the people of Rossendale, but also have the knowledge and skills to support us to create the best RLT Group that we can. RLT is a registered Community Benefit Society (IP29747R). In addition, RLT is registered with HMRC as a charitable body and therefore able to access charity related reliefs and exemptions.

RLT is aware that we have a lot of learning and development to do, in terms of equality of our board, staff team and members. We are reaching more of the communities through the valley, and we welcome and encourage applicants from the diverse communities who call Rossendale home. Importantly, we are also seeking other often underrepresented communities to join our Boards. Including people aged under 35, women, disabled people, and people from Black, Asian and minority ethnic communities.

After a year of consolidating the leisure and culture portfolio across Rossendale we now have a group that includes RLT, Ski Rossendale Ltd and The Whitaker. This process has been fully supported by Rossendale Borough Council. The next part of the development is the formation of a new trading company – Valley Services Ltd – to service the group's commercial activities.

Therefore, the RLT Board (Parent of the Group) is seeking new people to join the Board of Valley Services Ltd. RLT Board is keen to seek Directors who will support a greater diversity of life experiences and viewpoints, care about community, and help develop Valley Services Ltd, by adding specific skills and commercial competencies.

RLT Board is seeking to appoint Directors based on their experience and skills within one or more of the following: commercial development/leadership/growth; developing hospitality and catering services; experience of business law and its implementation; company accounting; experience of working within / developing group structures.

Further information is detailed in the following pages.

## Commitment

<b>Company</b>	Valley Services Ltd
<b>Role</b>	Company Director
<b>Company HQ</b>	Adrenaline Centre, Helmshore Road, Haslingden, Rossendale BB4 4DN
<b>Meeting base</b>	Rotates but usually Adrenaline Centre, Marl Pits, Ski Rossendale or The Whitaker Museum
<b>Term of Office</b>	Three years (with the option of two further three years)
<b>Meetings &amp; Accompanying Work</b>	<p>The Valley Services Ltd Board, it is anticipated, will meet once per quarter (four times per year), unless an extraordinary circumstance arises. However, due to the Company being newly formed, there maybe additional requests for meetings or additional email communications as the Company gets established.</p> <p>Board meetings are usually in an evening (6.30 – 9pm). Preparation for Board meetings would require 2/3 hours of time, typically spent on pre reading papers and developing questions you may wish to ask at the meeting.</p>
<b>Remuneration</b>	Out-of-pocket expenses are paid e.g. travel costs etc.

## Governance aspirations

RLT is going through significant change, this has mainly been the creation of a group structure. A significant part of securing the future of the leisure and culture assets in the Valley, is being achieved through the consolidation and partnership, and through creating a resilient group of like-minded partners. RLT have had longstanding relationships with Community Leisure Association for Whitworth (CLAW), The Whitaker, and Ski Rossendale – providing support, advice and resource through formal partnership agreements. Prior to and during the Covid-19 pandemic, all three organisations had approached RLT for support and suggested ever increasing levels of partnership working and support.

All partners are solely focused on Rossendale and creating the best opportunities for communities. The arrival of Covid-19 prompted a series of discussions across the partners, about its impact and issues created. The group individually concluded that their organisations, their assets and services would be more resilient as a group, and each potential partner actively led discussions with RLT to explore closer working partnerships and merger.

Similar discussions have been ongoing with RBC and RLT. Those conversations from the outset have driven the motivation for the mergers. These motivations from an RBC and RLT perspective included:

- protecting the local authorities' position and public funds invested, in CLAW, The Whitaker and Ski Rossendale;
- securing the future of leisure and culture assets for the Valley's communities; and
- building the health resilience of local communities during and post Covid-19.

The vision driving the merger with The Whitaker was to secure the long-term sustainability of the Whitaker Museum and associated cultural and leisure opportunities supporting a vibrant Whitaker Park and making a significant contribution to people and place.

The partnership with CLAW was focused on securing the leisure and events assets for the Whitworth community and enable business stability and growth.

The Ski Rossendale merger vision was centred on mitigating the immediate short term financial challenge, and safeguard public investments from RBC and Sport England. Aiming to achieve a deliverable and sustainable business model.

In tandem, RLT are in the process of establishing a new trading company – Valley Services Ltd – to service the group. It is anticipated, and agreed between RLT and Rossendale Borough Council, that the initial year of Valley Services Ltd, will focus on the hospitality services delivered within The Whitaker Museum and Gallery. Currently, the revenue and costs are being incurred by RLT, whilst Valley Services Ltd is created, and then the revenue and costs will be transferred. During summer 2021, RLT is working with RBC to develop the appropriate legal and governance arrangements for the creation of Valley Services Ltd. These include Articles of Association, Intra Group Agreement between RLT and Valley Services Ltd, Profit Share Agreement between RBC, RLT, The Whitaker and Valley Services Ltd, and Loan Agreement for the upfront capital costs of set up.

# RLT Group Corporate Governance and Committee Structure

<p>Rossendale Leisure Trust (Parent Company)                  Community Benefit Society: IP29747R                  HMRC Charity Number: XR80333                  (Meet Quarterly)</p>			
Diverse and Experienced Board of 10 to 12 members including lead members for:			
Finance	Legal	Health	Culture & Arts
Facility H&S and Maintenance	Safeguarding	Local Political Representative	Local Political Representative
Digital	Sport & Adventure	Employee Representative	Insight/Evaluation

<p><b>Audit and Finance Committee</b>                  (Meet Monthly)</p>
Board Members 3-4
Senior Officers 3-4
Council Officers including Communities Director and Head of Finance

<p><b>Group H&amp;S / Facilities Committee</b>                  (Meet Quarterly)</p>
Board Members 3-4
Head of Operations and All Facility Operations managers
Council Lead on Facilities/Maintenance and H&S

<p><b>Group Community Committee</b>                  (Meet Quarterly)</p>
Board Member Lead
Support From Senior Officer
Committee Members (8-12) Fitness, Sports Clubs, Parents, Young People

<p><b>Group Employee Council</b>                  (Meet Quarterly)</p>
Board Member Lead
Support From Senior Officer
Committee Members: Team representatives from each facility/department

<p><b>Ski Rossendale Limited</b>                  (Wholly Owned Subsidiary)                  Ltd by Guarantee 07497215                  (Meet Bi-Monthly)</p>
Senior Employed Officer: Ken Masser Secondary Officer: Dave Fuller
Diverse and Experienced Board of 8-12 members

<p><b>The Whitaker Limited</b>                  (Wholly Owned Subsidiary)                  CIC 08802662                  Converting to CIO (Charity)                  (Meet Bi-Monthly)</p>
Senior Employed Officer: Carl Bell
Diverse and Experienced Board of 8-12 members

<p><b>Valley Services Ltd</b>                  (Wholly Owned Subsidiary)                  Ltd by Guarantee (TBC)                  (Meet Bi-Monthly)</p>
Senior Employed Officer: Ken Masser
Experienced Commercial Board of 3-7 members

<p><b>Whitworth Committee</b>                  (Meet Quarterly)</p>
Senior Lead Officer: Phill Holden
Experienced Panel of Whitworth Residents

## Process

We want to create as open and transparent application process as possible.

If you have any questions please do not hesitate in contacting RLT CEO, Ken Masser.

The following pages outline the role description. However, although this is a guideline of what board duties are, we welcome people who will bring their experience and knowledge and share this with us.

We welcome submissions in any medium, via letter over email, video submission, or phone conversation etc.

We ask that in your application you outline how you meet the role description below, and why you would want to be part of the Valley Services Ltd .

Colleagues from the RLT Board, the RLT CEO, Rossendale Borough Council, and the nominated Director from The Whitaker on the RLT Board, will shortlist applicants against the outlined role description.

Colleagues will invite the shortlisted candidate(s) to an in-person (Covid-19 allowing) discussion in a place and time that suits the applicant.

Following those discussions, the RLT Chair will make a recommendation to the RLT Board including Rossendale Borough Council for approval, and appointment, and the RLT Chair will then formally invite the candidate(s) to join the Valley Services Ltd Board.

The deadline for receiving applications is **Monday 20 September, at 12 noon.**

We ask that you please email RLT colleague Emily Cryer to outline your proposed application method so that appropriate mechanisms can be put in place to receive the various application types: [emily.cryer@rltrust.co.uk](mailto:emily.cryer@rltrust.co.uk)

For further information or for an informal discussion with Ken, please email Emily Cryer who will arrange a time for a telephone or Zoom call: [emily.cryer@rltrust.co.uk](mailto:emily.cryer@rltrust.co.uk)

More information about RLT can be found on the website at <https://www.rltrust.co.uk/> and if on Twitter, the RLT Twitter handle is @RLTrust.

An aerial photograph of a town and surrounding hills. The town is densely packed with houses and buildings, situated in a valley. The surrounding hills are covered in green grass and trees, with some hills showing signs of erosion. The sky is filled with soft, grey clouds, suggesting an overcast day. The overall scene is a mix of urban and natural landscapes.

## Role Description: Board Director

**HEALTH FUN  
& HAPPINESS  
FOR EVERYONE**

through charitable community leisure

## The role of a Board Director

- to ensure that Valley Services Ltd complies at all times with its governing document, company law and any other relevant legislation or regulations
- to maintain proper financial control and ensure that Valley Services Ltd applies its resources exclusively in pursuance of its aims and objectives.
- to set and maintain vision, mission and values
- to develop strategy, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- to ensure accountability
- to set up employment procedures and respect the roles of staff/volunteers
- to support the operational management of the organisation
- to draw up and monitor the implementation of internal policies, which must include equality and diversity as well as health and safety policies and grievance and disciplinary procedures
- to ensure that risk assessments for all aspects of the business are carried out
- to safeguard the good name and values of Valley Services Ltd and RLT Group to maintain effective board performance and ensure the effective and efficient administration of the company including funding, insurance and premises
- to promote and advocate for Valley Services Ltd
- to share networks and contacts where and when appropriate
- to act in the best interests of the Company, never in the interests of yourself or another organisation

In addition to the above statutory duties, each Board Director should use any specific skills, knowledge or experience she/he/they has to help the Board reach sound decisions. These may involve scrutinising Board and meeting papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives and other issues in which the Board Director has special expertise.



Experience of	Essential / Desirable
Being a charity Trustee and/or a Company Director	D
Working in a commercially-focused business at a senior management level	D
Working with boards or committees as a member or advisor	D
One or more of the following skills or experiences: <ul style="list-style-type: none"> <li>• commercial development/leadership/growth,</li> <li>• developing hospitality and catering services,</li> <li>• business law and its implementation,</li> <li>• company accounting</li> <li>• working within / developing group structures.</li> </ul>	E
Knowledge of	
Commercially-focused organisations / charity / third sector / social business organisations	E
Effective governance and how it applies to Valley Services Ltd	D
Efficient financial planning and monitoring	D
Public leisure and culture services	D
Additional attributes	
Excellent communication skills (verbal, non-verbal and listening)	E
Willingness to devote additional time and effort to the role	D
Excellent leadership and advocacy skills	E
Teamwork	E
Able to influence and persuade	E

## Finally

Thank you for taking the time to read this recruitment pack for new Directors to join Valley Services Ltd and to be part of RLT Group.

There is lots to tell you about the trust and the group's work, Covid-19 implications and recovery, and the opportunities and aspirations for the future as a Group. Valley Services Ltd has a pivotal and vital role to play in supporting, driving and commercially-developing the Group, with an initial focus on the hospitality offer at The Whitaker, but with the scope and hoped appetite to expand the company's role and commercial achievements.

Even though 2020 and into 2021 has been incredibly challenging, RLT and the Group's agile approach and closeness to Rossendale communities has certainly helped the collective of partners through this period. As a leadership team across the Group, we are in awe of the staff and volunteer teams who have continued to do their very best through professionally and personally turbulent times. The Boards of The Whitaker, CLAW and Ski Rossendale, made up of local people from Rossendale, have provided strategic insight and expertise to support the careful navigation through this challenging period.

RLT's ambition is health, fun and happiness for everyone. Although some of these elements have been difficult to feel and achieve at times, RLT's commitment to that purpose remains as strong as ever. RLT are deeply dedicated to Rossendale and our communities, and will continue to strive to improve physical and mental wellbeing, and tackle the increasing health inequalities resulting from Covid-19.

Thank you for your interest in Rossendale Leisure Trust Group and partners.