

BOARD MEMBER RECRUITMENT PACK

Appointment of two Board Members, one from our membership, and one Independent Member

Active Partnerships National Board

April 2019



LOTTERY FUNDED

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Further information is available from www.activepartnerships.org

Dear colleague,

Thank you very much for your interest in being a member of the Active Partnerships National Board.

It is an exciting time to join us – established nearly 20 years ago as a nationwide network of local partnerships (formerly known as CSPs), we have become a significant part of the sport and physical activity landscape across England. We have successfully delivered a number of high impact programmes, built strong local networks and adopted the highest standards of governance.

However, the needs of our partners and communities are changing, levels of physical activity remain worryingly low, and stubborn inequalities remain. We know that activity levels are affected by a complex system of influences and no single organisation or programme can create sustainable change at scale.

So over the last 18 months, we have been changing and strengthening our approach to help us to better tackle these issues. This has included confirming our long-term future in partnership with Sport England, with a redefined core purpose as change agents who work collaboratively to create the conditions to help deliver the national strategy, Towards an Active Nation. We have a focus on inactive and under-represented groups, a shift in emphasis from programme delivery to a place-based, whole system approach driven by robust insight, and a focus on developing a learning and improvement culture, evaluating the impact of our work on social outcomes.

To reflect these changes we have recently rebranded from CSP Network to Active Partnerships.

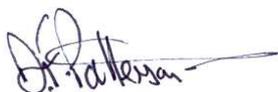
At the national level, we are a charity that acts as the improvement and innovation agency that leads, supports and represents the Active Partnerships. Our Board comprises a diverse team with six members drawn from our members, and five from other sectors, all appointed for the value they bring to our work. As a result of two colleagues completing their term of office, we **are currently seeking to appoint one independent Board member, and one Board member connected with our membership**. We are particularly seeking people with knowledge or experience in one or more of the following areas;

Marketing & Communications, Government Policy & Public Affairs, Health sector, Place-based System Change, Impact Measurement and Financial Management.

You will also have an understanding of and commitment to the network of Active Partnerships and locality based approaches, share our passion for the power of grassroots sport and physical activity to transform lives, and will also need to be committed to our aims and values, and to equality and diversity.

This pack is designed to help you understand more about us, and the role, and we are happy to answer any questions you may have.

Yours sincerely



Doug Patterson
Chair
Active Partnerships National Board

YOUR APPLICATION & THE RECRUITMENT PROCESS

Thank you for your interest in becoming a member of the Active Partnerships National Board. Please find below details of the selection process, to assist you in completing and tailoring your application. On the following pages you will find further information about the organisation and the role.

In order to apply you should submit:

- An up-to-date CV which shows your career history
- A supporting statement explaining why you are interested in this role, detailing how you meet the skills we are seeking – we recommend that this is no longer than two pages;

Please send your application, by email to Nicki Couzens: ncouzens@activepartnerships.org

by 9am on Monday 6th May 2019

You will receive an acknowledgement and we suggest that if you don't receive this, you contact us to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

The process is undertaken by the Nominations Sub-committee of the Active Partnerships National Board, who will make recommendations to the full Board.

Interviews will be arranged and we very much see these as a two way opportunity for us to find out more about each other.

Please do contact us if you wish to have an informal discussion about the role or our organisation or if you have any other questions to help you decide whether to apply. In the first instance we recommend you contact Lee Mason, Chief Executive – lmason@activepartnerships.org 07843-311854

We look forward to hearing from you.

OUR STRATEGIC CONTEXT

The Active Partnerships play a key role in helping deliver national strategies and programmes in their area.

Government Strategy

In 2016 the Government has published a new strategy for sport and physical activity, 'Sporting Future: A New Strategy for an Active Nation'.

At the heart of the new strategy is a simple framework which sets out a set of outcomes that define why government invests in sport and by which organisations should look to measure impact:

1. Physical wellbeing, 2. Mental wellbeing, 3. Individual development, 4. Social and community development, 5. Economic development

The strategy advocates a more bottom up approach with local organisations encouraged to work together in their areas so that local people can get the most value from sport and physical activity, and recognises the role that Active Partnerships have played in such local partnership work over many years.

Sporting Future: A New Strategy for an Active Nation



#SportingFuture

Appraisal

As part of the Sporting Future Strategy, the Government commissioned an independent review of the role played by Active Partnerships in the delivery of sport and physical activity at the local level and their contribution to the delivery of the new strategy. This review confirmed the important role the Partnerships can play in the delivery of the Government strategy, and made a number of recommendations to the network and to Sport England who have committed funding them to help deliver their strategy to 2021.

Sport England Strategy

Sport England's strategy 2017-2021 Towards an Active Nation, is aligned to the Government strategy and takes forwards many of the key themes. Active Partnerships will partner with Sport England to help deliver the strategy in every locality by developing a strong understanding of their local place, broker and support the right relationships to maximize the impact on the Government's outcomes through sport & physical activity, with a focus on inactivity and under-represented groups.

Other National Strategies

Active Partnerships are also referenced as having an important role to play in the Government Childhood Obesity Strategy, and in the Government approach to PE & School Sport, including helping schools maximise the impact of the Primary Premium.



ABOUT US

Introducing Active Partnerships; Engaging Communities, Transforming Lives

There are 43 Active Partnerships which were established nearly 20 years ago as locally led, non-profit, strategic enterprises, which come together to provide a nationwide network covering every part of England.

Our Vision: An active lifestyle is the social norm for everyone

Our Mission: Our mission is to increase levels of engagement in sport and physical activity, reducing levels of inactivity, tackling stubborn inequalities and using the power of sport and physical activity to transform lives.

Our Core purpose: Our core purpose is to create the conditions for an active nation;

- an in-depth **understanding** of the needs of the local community built on robust data and insight.
- cross-sector partnerships with a **shared understanding and commitment** to the benefits of an active lifestyle.
- a vibrant, inclusive, customer focussed sport and physical activity sector with a skilled, welcoming and diverse **workforce**.
- **communities engaged** in co-designing the delivery of impactful **behaviour change interventions**.
- **shared learning** of what works locally to get people active and compelling **evidence of the impact** that sport and physical activity can have on a range of outcomes.

For more information about our approach, please see our brief video here <https://youtu.be/XfcUUuN28o4>



Our Values: All our work is underpinned by the following values:

- **Collaboration** - We are outcome focussed and act with integrity to broker productive relationships.
- **Equality** - We value diversity and tackle inequalities to engage those with the most to gain.
- **Learning** - We value learning to continuously improve and maximise our impact.
- **Customer Focus** - We focus on the needs of our communities to ensure great experiences.
- **Enterprise** - We constantly seek out opportunities to benefit the communities we serve and ensure sustainable growth.

More information about our services, impact and case studies are available at www.activepartnerships.org

Active Partnerships National Board & Team

At the national level, Active Partnerships is the improvement and innovation agency that leads, supports and represents the Partnerships, learning what works locally and driving collaboration and impact across the network.

We are a charitable company, governed by a [Board of Trustees](#) under the guidance of our Chair Doug Patterson, including CSP Member representatives and independent members.

We have a small national team led by our Chief Executive Lee Mason, and currently employ 7 staff. Details of our team can be seen [here](#).

We are a federated membership structure. The Partnerships are independent organisations and on the whole we do not directly fund, direct or manage them. Our approach is to celebrate the local ownership and independence of the Partnerships and support them to deliver real local impact, whilst also championing the power of the network and facilitating collective action – this local presence combined with national coverage and reach is our key USP.

We work closely with Sport England as the major funder of the network, to maximise their collective impact.

Our Objectives:

1. **Leadership & Collaboration** - Provide leadership and facilitate collaboration to stretch and inspire Active Partnerships and create more than the sum of the parts.
2. **Active Partnerships Performance & Improvement Support** - Create improvement tools, training and guidance and provide targeted support to help create high performing Active Partnerships.
3. **Partnerships, Programmes & Resources** - Secure and develop partnerships, programmes & resources to enhance Active Partnerships added value and impact.
4. **Promotion & Stakeholder Management** - Promote the work of Active Partnerships to increase understanding & support amongst key stakeholders.
5. **Governance & Member Engagement** - Underpinned by effective governance, member engagement and ensuring we have a strong and sustainable National Team.

ABOUT THE BOARD

The Active Partnerships National Board

The Board of Trustees provides strategic direction and oversight for the Active Partnerships National Charity and Company.

Board Members

The Board comprises a diverse team with six members drawn from our members and five from other sectors, all appointed for the value they bring to our work.

Details of our Board members can be found [here](#).

The Role of the Board

The purpose of the Board is to enable the Active Partnerships National Charity to achieve its mission and charitable objects through effective leadership, governance, influence and accountability.

The Board members are both the charity trustees and the company directors of Active Partnerships, which is a charitable company registered with both the Charity Commission and Companies House.

The Board's key roles are:

Leadership – to provide effective leadership to the national charity, the staff team, our member Partnerships and key stakeholders, guiding, upholding and protecting the values, integrity and reputation of the Active Partnerships.

Governance – to ensure the Active Partnerships national charity complies with its Articles of Association/governing documents, governance best practice, and any other relevant legislation or regulations, safeguard the assets and continuity of the organisation.

Strategy – to set the strategic direction and strategic objectives of the Active Partnerships national team, develop, approve and monitor the implementation of the Business Plan.

Financial – to take financial responsibility to safeguard the assets and continuity of the organisation, agree strategic priorities for funding, investment and business development, explore commercial opportunities, assess and manage risk and compliance, and ensure that financial information is accurate and that controls, monitoring and reporting systems are robust and defensible.

Partnership – to ensure that strategic relationships and alliances are developed at high levels through effective partnership engagement, transparent communication, relationships and satisfaction.

Advocacy and Influence – to champion and advocate the work of the Active Partnerships and the national team, engaging with and influencing key decision makers and influencers.

Delivery & Impact – to provide scrutiny and constructive challenge with regard to delivery plans, policies, progress and impact.

The charity's Articles of Association further outline the formal powers of the Board.

ABOUT THE ROLE

Active Partnerships National Board Member

Purpose of the Role

To contribute to the development, leadership and governance of the Active Partnerships National Charity, with a particular focus on our organisational development work, driving improvement, generating learning and supporting performance management.

Eligibility & Appointment

The Board appoints all trustees through an open recruitment process.

The Board is made up of six individual Trustees/Directors associated with our member Partnerships and up to 5 other Trustees.

Board members will be classed as connected with our membership if they are either a Board member or member of staff of one of the Active Partnerships.

Competency & Diversity

The Active Partnerships National Board recognises the benefit of a diverse Board in promoting Board effectiveness. The Board places great emphasis and encourages all forms of diversity including gender, race, disability, sex, religion or belief, age, marriage or civil partnership, pregnancy or maternity as well as culture and personality.

All appointments are made on the basis of merit, against the skills and competencies which the Board requires to be effective. In reviewing the Board composition the Board will:

- Consider all aspects of diversity and its benefits for the current Board composition;
- Identify suitable candidates based on their skills, experience and suitability for the role while having regard to diversity levels on the Board;
- Annually discuss and approve the objectives to achieve optimum levels of diversity on the Board;
- Focus on improving one or more elements of diversity while recommending new Directors;
- Aim to include at least 30% of each gender on the Board at all times, with an aspiration of gender parity.

Term

The appointment is for an initial period of three years with the possibility to be re-appointed for one additional term.

Location

Members will be expected to attend meetings arranged by consensus by the group. About 2/3 of meetings and events tend to be in Central London.

Time Commitment & Remuneration:

These are voluntary positions. Travel and other reasonable expenses will be reimbursed.

Time commitment includes attendance and preparation for 4-6 meetings and up to two Network events annually as a minimum.

Other appropriate contributions will be considered and agreed following appointment and may include acting as the Board lead for a specific project or contract, or to represent the Network on time limited working groups or at conferences and events etc.

Key Tasks

1. Provide leadership for the Network of 43 Active Partnerships across England, through influence and natural authority, to be a collective force to unlock the power of sport and physical activity to transform lives and to ensure the Active Partnerships national charity:
 - (a) Complies with its governing document, charity law, company law and any other relevant legislation or regulations
 - (b) Pursues its objects as defined in its governing document
 - (c) Uses its resources exclusively in pursuance of its objects:
2. To contribute actively to the Board of Trustees' role in giving firm strategic direction, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
3. Assisting in communications with, and engagement of member Active Partnerships and other stakeholders, valuing and drawing on their perspectives and contribution.
4. To safeguard the good name and values of Active Partnerships, both the national charity and the wider network.
5. Take full collective responsibility, respecting confidentiality and valuing the views of fellow Board members and staff.
6. To ensure the effective and efficient administration of the organisation.
7. To ensure the financial stability of the organisation and oversee the management of risk.
8. To protect and manage the property of the organisation and to ensure the proper investment of its funds.
9. To appoint the Chief Executive and monitor his/her performance and remuneration.

In addition to the above each trustee should use any specific skills, knowledge or experience they have to help the Board make sound decisions. This may include:

- Scrutinising Board papers
- Leading discussions
- Focusing on key issues
- Providing advice and guidance on new initiatives or other issues in which the trustee has particular experience

Skills / Experience Being Sought & Trustee Person specification

All appointments to the Board will be competency based. Active Partnerships Board members should have a commitment to the role and function of the Active Partnerships; understand the nature of federated structures; have sufficient independence to take an objective and dispassionate view; offer a range of business skills and competencies; and come with contacts and influence within appropriate high level networks.

On this occasion, we are particularly looking for expertise in one or more of the following areas;

- *Marketing & Communications,*
- *Government Policy & Public Affairs,*
- *Health sector,*
- *Place-based System Change,*
- *Impact Measurement and Financial Management.*

You will also have an understanding of and commitment to the network of Active Partnerships and locality based approaches, share our passion for the power of grassroots sport and physical activity to transform lives, and will also need to be committed to our aims and values, and to equality and diversity.

1. A commitment to Active Partnerships
2. A willingness to devote time and effort
3. Strategic vision for the Network
4. Good independent judgement
5. An ability to think creatively
6. A willingness to speak their mind
7. An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
8. An ability to work effectively as a member of a team
9. A commitment to work to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
10. Specific Sector based expertise and experience eg grass roots sports development policy & practice
11. Charity/Business specific expertise and experience eg HR, Finance, Marketing, Business Development, legal