



**Chief  
Executive  
Officer**

**recruitment  
pack**

**February  
2022**

# Chief Executive Officer



**Circa £70k p.a.** (dependent on suitability) with attractive benefits package  
Full Time | Permanent contract | Home based with travel across England

Our vision is clear

**We want to make active lives the social norm for everyone.**

Why? because we know that **sport and physical activity has the power to transform people's lives.** It can improve health and wellbeing, develop skills, create job opportunities, bring communities together, drive regeneration and growth and impact on real wide-scale change in our societies.

And contributing to making people healthier, happier and more fulfilled, with better prospects in life, is a great way to work!

So we're passionate about what we do. But we're also purposeful. We've spent time recently thinking hard about how we want to move forward as an organisation.

Great work has been done to date.

The network of 43 Active Partnerships, as locally-led, non-profit, strategic enterprises, have become a significant and unique part of the sport and physical landscape across all parts of England. Putting inequalities at the heart of their work, they are helping ensure that everyone can unlock the advantages of an active life; and as a valued partner of Sport England, they are a central feature of it's Uniting the Movement strategy, playing a pivotal role in connecting, influencing and driving change in their local places.

They've grown into a strong collective as members of our umbrella organisation. A network that comes together to learn, share, do joint work, support one another and speak with one voice like never before. Together

we now want to build on this with a leader for our core national team of committed, experienced individuals, who can carry this voice even further and amplify it wider, positioning sport and physical activity as a critical driver in all agendas.

We're bold with our ambitions because we know our challenge is big.

Therefore how we work matters hugely to us. We embrace that we can't, and don't, have all the answers and solutions. We see ourselves as part of a greater whole and progress our mission by building strong, trusted relationships with partners across all sectors of society who share a common purpose.

We recognise therefore we need someone with exceptional skills and qualities. We're open minded to the background and experience the right person would bring but we know who could excel here.

Someone with essential attributes such as courage, empathy and an

ego-less approach. Someone who can win hearts and minds with a bold and dynamic people-led style who thrives being visible on national platforms and ensuring their voice becomes instrumental in shaping solutions. A person with an ability to develop multiple inter-connected strategies based on uncertain and ambiguous future possible scenarios that we can't always yet see. And a leader who can develop a high performance culture in which our core team can be adaptive and resilient, with a fluid skills base ensuring they listen, understand, connect, learn and ultimately help us achieve our mission.

**Share our passion?**  
If so and you'd like to hear more then get in touch.

**For a more informal discussion about the role please contact the Chair of our Board, Adam Walker via [adam@oaksconsultancy.co.uk](mailto:adam@oaksconsultancy.co.uk)**

## To apply for the role

Please send an up-to-date CV and supporting statement (of no more than 2 pages) outlining your skills, suitability and experience to

**Ali Shipway,**  
National Board Member, via  
[alishipway@shipway-consulting.co.uk](mailto:alishipway@shipway-consulting.co.uk)

**For more supporting information about who we are, what we do and how we work download here.**

Active Partnerships is committed to achieving the highest standards of employment practice. We're building a culture where diversity is valued and we can all be ourselves. We still have work to do but are strongly committed to inclusive practices which demonstrate fairness, equality and anti-racism in everything we do. We will not tolerate less favourable treatment of anyone, especially those with legally protected characteristics, and welcome applications from all sections of communities, particularly those under-represented in our organisation.

Closing date for applications is **13th March 2022.**

# Job Description and Role Specification

## Overall Purpose:

- To support the development of the network of Active Partnerships in England so that they maximise their impact on creating the conditions for people to be active in their area.
- To influence national policies and strategies that are directly and indirectly related to physical activity.
- To strategically lead the direction and development of the Active Partnerships Company in accordance with strategic plans and the ethos and vision of the organisation.
- To hold overall responsibility for the operational running of the organisation, ensuring the organisation meets statutory and regulatory responsibilities.

## Reports to:

- Through the Company Chair, the National Active Partnerships Board of Trustees

## Main Relationships:

- Members of the company board and officer team; senior officers of Sport England and other national agencies within and outside of the physical activity sector; senior officers and board members of Active Partnerships; Elected and non-elected government representatives.

## Expected Impact and outcomes:

- A highly valued national network of Active Partnerships that are making an impact on physical activity at a local level.
- A highly collaborative network of Active Partnerships that has a culture of trust, integrity, honesty and sharing of information to enable easy and effective joint working, sharing of practice and high levels of learning.
- National policy and strategy is influenced by the learning and experience of the Active Partnerships working at a local level.
- Increased profile of Active Partnerships through national advocacy, promotion and representation.
- A highly respected National Active Partnerships organisation and team operating to the highest standards of governance and operations.

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## Main Actions

### Supporting the Active Partnership Network

- Where appropriate provide leadership for the Network and promotes a culture of distributed leadership across the whole of the Network
- Promote and lead a culture of collaboration across the Network both within the Network and across a wide range of partners that have an effect on people becoming active.
- Promote a core principle to tackle inequalities and drive approaches which value inclusive practices and celebrate diverse experiences, voices, styles and stories enabling participation for all.
- Give one-to-one support to Active Partnership CEOs and team members where appropriate; offering advice and guidance where required.
- Establish and oversee a range of mechanisms to connect Active Partnerships with each other and to external agencies.
- Where appropriate advocate for, support, establish and maintain a range of mechanisms for learning and sharing between Active Partnerships and across wider partners.

### Influencing on behalf of the Active Partnership Network

- Influence national policy and strategy in relation to physical activity on behalf of the Network.
- Represent the Network on national strategic groups contributing towards joint and agreed advocacy and influence on policy and strategies.
- Develop and maintaining effective relationships with national senior level decision makers.
- Communicate with the Network to establish agreed policy positions and communicate them nationally.

### Company Management

- Leading the development of the company's short and long-term strategy, ensuring their alignment with short-term and long-term objectives.
- Making major decisions, managing the overall operations and resources of a company.
- To hold overall responsibility for the financial assets of the Company and ensure effective reporting procedures are in place.
- To be the accountable officer for funding received from Sport England and other sources.
- To ensure there are effective processes in place for evaluating the work of the Company and supporting the evaluation of the impact of the Network as a whole.
- Ensure the Company adheres to the highest standards of corporate governance including the development and operation of the Board.
- Creating a positive culture in the company, in particular, by taking actions such as listening to employees and paying attention to diversity and inclusion.
- Line management of people within the National Team.

## Skills, values and behaviours

- Is passionate about transforming lives through sport and physical activity and making active lives the social norm for everyone.
- A proven leader cutting across organisational responsibilities and accountabilities demonstrating the essential attributes of courage, resilience, vulnerability and empathy.
- Can influence policy and strategy on behalf of physical activity beyond the needs of any individual organisation.
- Can lead and be responsible for all aspects of running a Company including having good knowledge of financial management, people management, marketing and communication, and data and insight
- A strong communicator who can provide inspiration for people and organisations with the ability to act as a figure-head for the Company and the Network
- Demonstrates an ability to work as a trusted partner and build strong, effective, and valued relationships across a wide range of people and organisations.
- Visibly values and promotes co-design and can bring people together to jointly create innovative ideas and practice.
- Has reliable up to date knowledge and expertise of a thematic work area.
- Shows skills in agile and adaptive working proving they can respond quickly, work flexibly and navigate through fast-paced, changing, complex and uncertain environments.
- Can demonstrate a quality of thought disseminating data, insight and trends translating it into meaningful action and decision making.
- Can effectively project manage, where required, showing ability to prioritise and set and meet objectives within deadlines and budgetary parameters.
- Demonstrates a proven desire and ability to positively help foster a high performing, values-driven team culture.
- Is an analytical problem solver who can use reason, logic and initiative to reach sound conclusions.
- Shows confidence in checking and challenging strategic thinking and ways of working in order to influence continual improvement and development.
- Has high emotional intelligence demonstrating an ability to be self-aware and perceptive and can call on an understanding of their own and other's emotions and behaviours to ensure an collaborative, inclusive and diverse approach to working with people.

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# Our Context

There are 43 Active Partnerships established over 20 years ago as locally led, non-profit, strategic enterprises, covering every part of England, all striving to collaboratively transform lives through the power of sport and physical activity. Their ambitions sit at the heart of England's need to create the conditions for an active nation which remains as relevant as ever, but the landscape it works within, and therefore approaches, roles and ways of working have changed significantly, and at pace, in more recent years.

Sport England recently launched an ambitious strategy for the next decade to guide what it will do as an organisation and how it will work collectively with others. The vision of Uniting the Movement is seen as being part of a much wider purpose and vision and, to achieve it, relationships for the implementation of the strategy are required in every place in England and, in some places, more targeted effort.

Sport England and Active Partnerships share the vision of a nation of more equal, inclusive, and connected communities, where people live happier, healthier, and more fulfilled lives, maximising the role of movement, sport and physical activity in achieving that.

And a mission that recognises that opportunities for people to get involved and benefit from being more active are not equal, unlocking them for everyone and removing the barriers that exist for some is at the core of everything we do.

This strategic unity presents a significant opportunity to create genuine collaboration between Sport England and Active Partnerships. Over the next 10 years we can maximise the impact of our combined efforts, working more as a collective, single network and workforce across all of Sport England and all Active Partnerships. This means deliberately placing the relationship as a foundation of the implementation of the strategy in every place in England.

The Active Partnerships come together as members of a nationwide network through our umbrella charitable organisation, the Active Partnership's organization – a small core team of highly committed, skilled and experienced individuals whose purpose is to support members to deliver sustainable and meaningful local impact, whilst also celebrating, championing and harnessing the collective might of the network to drive wider and deeper societal level change.

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# Our Organisation

## 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 focused 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 view our brief video here <https://youtu.be/XfcUUuN28o4>

# Our Values

All our work is underpinned by the following values:

- > **Collaboration**  
We are outcome focused 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.



Our current operating model and objectives are a bottom up way of working, focused on supporting the priorities and improvement needs of the 43 Active Partnerships, driving the work of the National Team and Board to add value in the network.

## Member Engagement & Understanding

To engage effectively with each Partnership to build a detailed understanding of our members, their local context, priorities, strengths, opportunities and challenges, underpinned by effective governance.

## Collaboration & Improvement

To connect Active Partnerships to facilitate collaboration, enable shared learning & provide improvement support to stretch and inspire Active Partnerships and create more impact than the sum of the parts.

## Partnerships & Stakeholders

To establish relationships with relevant agencies to advance shared priorities, join up national policy with local practice, and increase understanding & support of Active Partnerships amongst key stakeholders.

## Programmes & Resources

To secure and develop programmes & resources to advance priorities, with individual Active Partnerships, clusters or the whole network, to enhance Active Partnerships added value and impact.

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# Our Structure

We are a charitable company, governed by a **Board of Trustees** under the guidance of our Chair and including both Member representatives and independent members.

Having recently undergone a review of our way forward we have re-structured our existing organisational structure to better reflect our future ambitions and ways of working. Operating with a small core team of 5, these roles report through to the Chief

Executive Officer who reports through to the Chair of the Board.

More information about who we are and what we do is available via [www.activepartnerships.org](http://www.activepartnerships.org)

## Our Equality Statement

Active Partnerships is committed to achieving the highest standards of employment practice.

We're building a culture where diversity is valued and we can all be ourselves. We still have work to do but are strongly committed to inclusive practices which demonstrate fairness, equality and anti-racism in everything we do. We will not tolerate less favourable treatment of anyone, especially those with legally protected characteristics, and welcome applications from all sections of communities, particularly those under-represented in our organisation.