



Live Longer Better Project Manager

Part time, 2-year fixed term
(Secondment available)

Closing Date: Monday 19th July at 9am

RECRUITMENT PACK



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Section 1. Application Process

Please review the information contained within this information pack in particular the Role Description and Person Specification.

If you would like to discuss the role further, please contact Adrian Ledbury
aledbury@activepartnerships.org

To apply, please forward your CV with covering letter to Nicki Couzens by email to ncouzens@activepartnerships.org by Monday 19th July at 9am.

The covering letter should highlight:

- Your interest in the role – why you are applying.
- The kind of person you are – your motivations, core values and personal working style.
- Your suitability for the role, setting out your experience, skills and abilities and qualifications against the key requirements of the person specification.
- Whether you would prefer a secondment.
- Your salary expectations

Your CV should include 2 references one of which should be your present or most recent employer.

Following the closing date, shortlisted candidates will be invited for a virtual **interview which will be scheduled for Monday 26 July**. Please reserve this date in your diary or inform us if you are not available on this date. If you do not hear from us within 7 days of the closing date, you can assume you have not been successful.

We look forward to receiving your application.

Kind regards

The Active Partnerships National Team

Section 2. About Active Partnerships

There are 43 Active Partnerships across England who work collaboratively with local partners to *create the conditions for an active nation*, using the power of sport and physical activity to transform lives.

Active Partnerships are locally based strategic organisations that recognise that activity levels are affected by a complex system of influences and no single organisation or programme create sustainable change at scale. By adopting a collaborative whole system approach, Active Partnerships seek to make active lifestyles the social norm for everyone and address the worrying levels of inactivity in society.

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 see 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.

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

Active Partnerships National 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 both Member representatives and independent members.

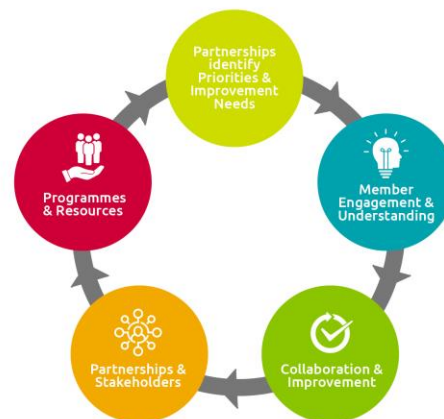
We have a small national team, and currently employ 8 staff. Details of our team can be seen [here](#).

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.

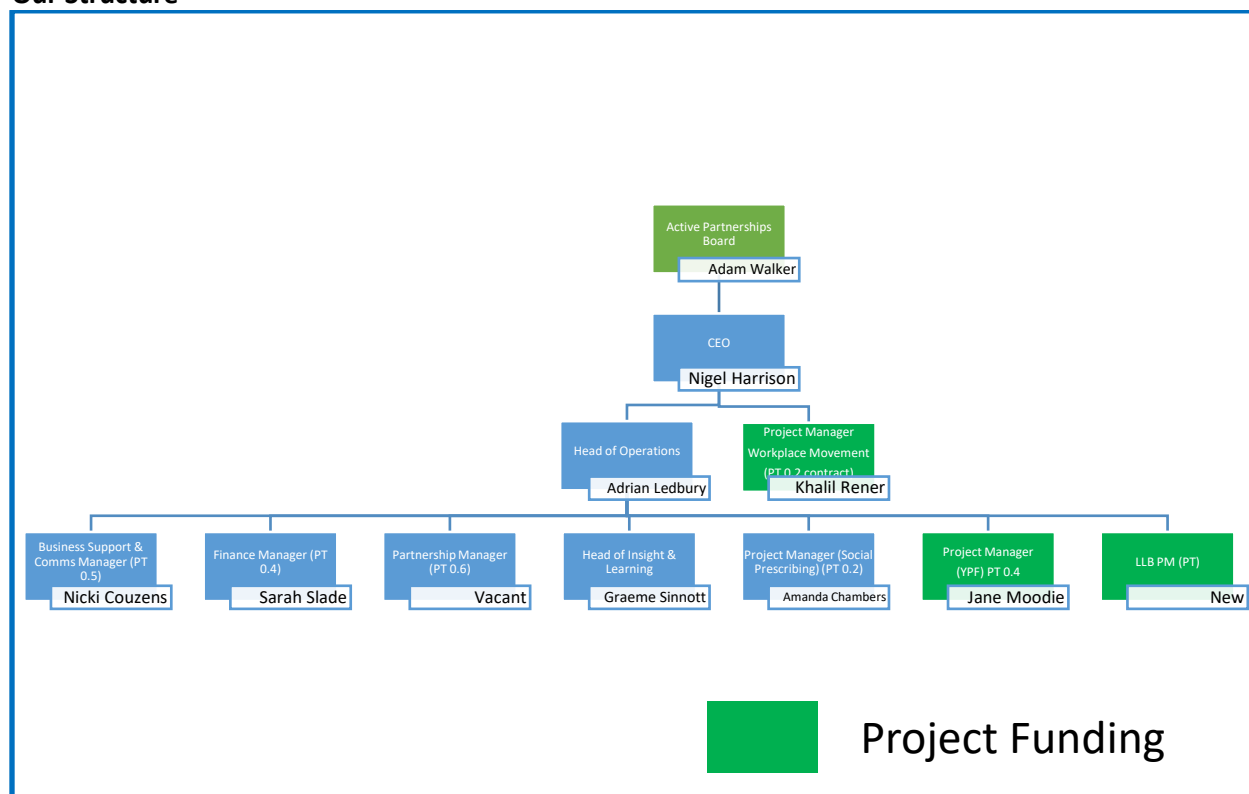
We work closely with Sport England as the major funder of the network, to maximise their collective impact and support the delivery of the national strategy in ways that meet local needs.

Our **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;

1. **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.
2. **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.
3. **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.
4. **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.



Our Structure



Whilst line management would sit with the Head of Operations, we would expect the postholder to liaise closely with all the other team members to connect with their work areas.

Office Base

The team are home-based at various locations across the country with frequent travelling required to different locations across England for work purposes. Subject to Covid-19 guidelines their maybe scope to be based at a partner organisation's office.

Equality & Diversity Policy Statement

The Active Partnerships national team is committed to eliminating discrimination and encouraging diversity and inclusion within our workforce, in the partnerships we support and in the delivery of sporting activities and programmes. We oppose all forms of unlawful and unfair discrimination including direct and indirect discrimination, harassment, bullying and victimisation. Active Partnerships national team will abide by the requirements of the Equality Act 2010.

The purpose of this policy is to provide equality and fairness for those in our employment and all those we work with and ensure they are not unlawfully discriminated against because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including lack of belief), sex and sexual orientation (together the protected characteristics). Our aim is that our workforce will be truly representative of all sections of society and those we engage with and everyone feels respected and able to give their best.

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

Our commitment is to:

- Create a working environment that promotes dignity and respect for all
- Ensure fair access to all to the opportunities we offer. The Active Partnerships national team recognises that it has a duty to make reasonable adjustments for disabled persons.
- To create an environment in which individual differences and the contributions of all our staff, sportsmen, sportswomen and volunteers are recognised and valued
- In the course of our work, eliminate discrimination and promote equality of opportunity between different groups in society
- Encourage Partner organisations, members and suppliers to demonstrate their commitment to the principles and practice of equality
- Develop programmes and action to help people realise their true potential by ensuring that training, development and progression opportunities are available to all
- Regularly review our all practices, policies and procedures to ensure fairness in our day to day work
- Help staff, those who participate in our programmes and volunteers to understand that breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings
- Monitor this policy and review it every year or when new legislation requires changes. Each time the policy is reviewed the Board will be consulted
- To take all complaints seriously and if necessary take appropriate measures against any stakeholder who unlawfully discriminates against, harasses, bullies or victimises any other person

This policy is agreed and endorsed by the Active Partnerships Board and is available on the Active Partnership website. We recognise that equality in the workplace and our day to day practice is not only good management but makes sound business sense.

The Chief Executive has overall responsibility for the implementation of this equality policy with the Business Support & Communications Manager having the day to day responsibility for the implementation of the policy and the board champion acting in an advisory role. Equality will be an agenda item at Board meetings at appropriate times.

Section 3. About the Role

Live Longer Better

For the first time in history, people aged 60 years or over outnumber children under 5 years¹. The over 80s population will double within ten years, with the majority of those aged over 65 likely to experience poor health for more than half of their remaining years. Older adults and those with long-term conditions or disabilities (including mental health challenges) are among the least likely to be active and most likely to be inactive.

The impact of COVID-19 continues to exacerbate these issues. The health and wellbeing of our older people has reached levels of tragic concern, as COVID-19 has taken a tremendous toll on the physical and mental wellbeing of millions. A report produced by Age UK in October 2020 provides a harsh reminder of how our older people's resilience and self-sufficiency has been shattered by COVID-19². The findings convey just how frightened, depressed, and isolated older people are feeling, with one in three people reporting less energy and one in four unable to walk as far as before. Vaccinations are tremendously important but this in itself will not resolve the increasing levels of anxiety, isolation, and loneliness. Furthermore, whilst restrictions may begin to ease, there is a deconditioning pandemic which particularly affects our older population who are also more severely affected both mentally and physically.

Physical activity can play a fundamental part of the COVID-19 recovery and now is the time to be even more ambitious about prevention through enabling an active ageing society and it is clear the scale and nature of the challenge requires a radical systemic change.

Live Longer Better is a Community of Practice & Learning amongst Active Partnerships and local and national partners that seeks to drive forward transformational change and lead a cultural revolution in the health and social care system for older people "From Care to Enabling" underpinned by a learning and development programme to support those involved.

Following the successful implementation of phase 1 of Live Longer Better (November 2020 to March 2021) 20 Active Partnerships have signed up to be part of Live Longer Better (LLB) phase 2 which started in April 2021. Phase 2 will be managed by the Active Partnership National Team, through the appointment of the LLB Project Manager and with expert input from Optimal Ageing. Each Active Partnership has nominated a LLB Lead who is a member of the LLB (CoPL).

The Active Partnerships will develop local networks, which will include representatives from key regional organisations including, Age UK, Local Authority Social Care, Public Health, Leisure Services, NHS, Integrated Care System. The network will be used to shift the current concept of provision of care for an 'ageing' population, to a system of personal responsibility and self-management through cascading the "Care to Enabling" training. In addition, quarterly thought leadership events will promote LLB to local stakeholders to encourage engagement and action locally.

¹ World population ageing 2019. Highlights. New York City (NY): United Nations, Department of Economic and Social Affairs; 2019

² Age UK. The impact of COVID-19 to date on older people's mental and physical health. Oct 2020.

A LLB National Advisory Network has been developed to enable cross transference of information from local Active Partnerships with this National Advisory Network (inwards and outwards). By working locally and nationally simultaneously the aim is to avoid the usual void between national policy and insight driven guidance, to that which is landed and delivered locally.

This role provides an exciting opportunity to continue to galvanise this collaborative movement. This will involve leading the development of the LLB Community of Practice and Learning, and work in partnership to truly co-create the conditions to affect system change at local and national level.

See LLB presentation for more information.

Section 4. Job Description:

Job Title	Live Longer Better Project Manager
Salary / Fee:	Negotiable
Term:	2-year fixed term (secondment is an option)
Part time:	30 hours per week
Location	Home based or with a partner organisation (subject to negotiation) and there will be a need to travel to different locations across England for work purposes (subject to Covid-19 guidelines).
Responsible for:	Active Partnerships contracts and resources in line with APNT policies
Responsible to:	Head of Operations

JOB PURPOSE

- To be responsible and accountable for the successful development and implementation of the Live Longer Better Community of Practice & Learning.
- To support Active Partnerships to embed Live Longer Better into wider local systems.
- To work in partnership with key national organisations to influence national policies and plans for inclusive active ageing.

MAIN DUTIES AND RESPONSIBILITIES

1. Understand the needs of APs and support them to embed LLB into their local health systems, and put appropriate learning and support systems in place.
2. Take a leadership role working with Active Partnerships and partners to design, manage, plan, deliver, evaluate and co-ordinate the LLB community of practice and learning.
3. Establish effective monitoring, evaluation, learning and sharing processes, with partners, which can be used to support the LLB Community of Practice and Learning.
4. Generate and maintain influential partnerships with key stakeholders, foster inter-connection between partners to co-design a strategic approach to inclusive active ageing, in line with current evidence, national guidance and policies.
5. Design and deliver a LLB Communication Plan, to ensure consistency of message and branding.

General

6. Link LLB work to the other work areas of the national team and partners.
7. Support and lead applications for external funding to national, regional and local sources.
8. Support APs to evaluate progress across system change work.
9. Undertake training and development as required to do the tasks above to a high standard.

10. Ensure that activities and procedures are undertaken in an inclusive and equitable manner that follow best practice and comply with all relevant policies of the organisation.
11. Keep up to date with new legislation, policy developments and other relevant information to enable the post holder to deliver an effective service and maintain a good knowledge of the sector.
12. Undertake performance appraisal in line with the organisation's procedure.
13. Adopt a collaborative, enterprising and high-performance culture.
14. Carry out any other duties commensurate to the level as may be required.

Section 5. Person Specification

Qualification & Training	Essential / Desirable	How measured
<ul style="list-style-type: none"> A degree (or equivalent qualification) in a related field. 	D	A
<ul style="list-style-type: none"> Evidence of on-going professional development. 	E	A / I
Experience & Knowledge		
<ul style="list-style-type: none"> Knowledge and experience of the health, older people and social care sector. 	E	A / I
<ul style="list-style-type: none"> Understanding of the context of Active Partnerships and physical activity sector. 	D	A / I
<ul style="list-style-type: none"> Experience of developing approaches to learning / training and sharing learning to stimulate change. 	D	A / I
<ul style="list-style-type: none"> Understanding of system change / thinking and working in complex systems. 	D	A/I
<ul style="list-style-type: none"> Knowledge of key evidence, policies and national guidance, funding landscape relating to physical activity, health, active ageing, and ability to unlock opportunities for active lifestyles. 	E	A/I
<ul style="list-style-type: none"> Experience of cross-sector stakeholder working (including strengthen connections between health / wellbeing and physical activity), developing strong and successful partnerships at a senior level. 	E	A
Skills & Abilities		
<ul style="list-style-type: none"> Strong track record in supporting organisations to develop their influencing, collaboration and system leadership skills and approaches. 	E	I / A
<ul style="list-style-type: none"> Excellent personal organisation skills including the ability to balance competing priorities and manage a varied workload within deadlines. 	E	I
<ul style="list-style-type: none"> Excellent stakeholder management skills – building long term trusted relationships, influencing, negotiation and advocacy. 	E	I
<ul style="list-style-type: none"> Bid writing skills 	D	I / A
<ul style="list-style-type: none"> Able to work without close supervision and use own initiative. 	E	I / A
<ul style="list-style-type: none"> Ability to work as part of a team and to make an effective contribution. 	E	A

<ul style="list-style-type: none"> • Excellent communication and inter-personal skills and the ability to gain the trust and confidence of others internally and externally and at all levels. 	E	I
<ul style="list-style-type: none"> • Ability to enthuse and motivate colleagues and stakeholders using coaching and mentoring skills. 	E	I / A
<ul style="list-style-type: none"> • Strategic management skills – the ability to develop and evolve programmes /strategy; undertake a strategic analysis of the future operating environment including use of insight; determine business critical priorities and how best to achieve them. 	E	I / A
<ul style="list-style-type: none"> • Excellent planning, project management, monitoring and reporting skills 	E	I / A
<ul style="list-style-type: none"> • Good IT skills 	E	I / A
Personal Qualities		
<ul style="list-style-type: none"> • Commitment to the objectives and values of Active Partnerships passionate about improving people’s lives through physical activity. 	E	I
<ul style="list-style-type: none"> • Committed to continuous self-development and improvement. 	E	A / I
<ul style="list-style-type: none"> • Willingness to work extra hours when required. 	E	I
<ul style="list-style-type: none"> • Willingness to travel nationally as required to fulfil the obligations of the job. 	E	I
<ul style="list-style-type: none"> • Respect for others and to work within the equality guidelines. 	E	I

I = Interview; A = Application Form