Board members will have the ambition to play a major role in growing participation, increasing sporting opportunities and creating a more physically active Greater Essex, to improve the physical and mental health and wellbeing of the population.
YOUR APPLICATION

Dear Applicant,

Thank you very much for your interest in Active Essex and the role of Board Member. On the following pages you will find information about the position, the Board and Active Essex, along with details of the selection process, to assist you in completing and tailoring your application. In order to apply you should submit:

- A current up to date Curriculum Vitae.
- A supporting statement detailing why you are interested in wanting to be a Board Member, detailing how you are the best candidate for this post.
- To complete and submit the Experience & Knowledge Matrix and Skills Matrix.
- To complete the declaration forms. Completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: Jason.fergus@activeessex.org

Applications must be received by XX

Please do contact me, on the email above, or call 07501482790 if you wish to have an informal discussion about the role/organisation or if you have any other questions to help you decide whether to apply.

I look forward to hearing from you.

Kind regards,

Jason Fergus
Director Active Essex
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Dear Potential Applicant,

Active Essex – Board Recruitment

Active Essex is the driving force in our county to increase levels of physical activity and sport, creating significant change in our attitudes and behaviours, and making regular activity part of our daily lives. Everyone benefits from being active - for our personal physical and mental health and wellbeing.

I am therefore delighted to be able to offer the opportunity for individuals, with the required skill set and drive to join the Active Essex Board, on our journey, as we launch our new strategic plan in June this year - to get 1 million people active by 2021.

We recognise this is an ambitious goal and we are ready for the challenge. Where we want to be in 2021 will require a step change in behaviours so that regular physical activity becomes part of the everyday lives of children and adults. Twenty years ago the health challenge for our nation was to make our lives smoke free. Today it is to increase physical activity.

Please read the information provided in this pack as it will give you an insight into the role.

We have identified the following sector experience, insight and connections, at the highest possible decision making level, as key for the new Board members:

- **LIST OF SKILLS REQUIRED TO BE RECRUITED TO**

  If you feel you are the person we are looking for - please submit an application to us by XX.

  I look forward to hearing from you.

Azeem Akhtar
Chair of Active Essex
ABOUT ACTIVE ESSEX

We want to increase people’s participation in and enjoyment of activities that benefit their physical and mental health and wellbeing.

Active Essex is uniquely placed as the strategic lead for Physical Activity and Sport across the county and is supported by Essex County Council and Sport England.

<table>
<thead>
<tr>
<th>Drive &amp; Sustain Participation</th>
<th>Improve Health &amp; Wellbeing</th>
<th>Develop Individuals &amp; Organisations</th>
<th>Strengthen Localities, Communities &amp; Networks</th>
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<tbody>
<tr>
<td>Focus: More People in Essex being active, taking part and living healthy and active lifestyles.</td>
<td>Focus: Change behaviours to reduce inactivity and make a real impact on Physical and Mental health and wellbeing.</td>
<td>Focus: Enable people and organisations to develop skills, achieve goals, ambitions, and maximise their potential.</td>
<td>Focus: Lead, develop and drive the Ecosystem across Essex, raising the profile and impact of Physical Activity &amp; Sport.</td>
</tr>
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We have 14 local Active Essex Networks plugged into each Local Authority area and work dynamically with partners’ right across the Essex Ecosystem to create an active, healthier county.

We do this through:

- Education Providers – Nurseries, Schools, Academies, Pupil Referral Units, Colleges & Universities
- Professional Sports Clubs
- Activity Providers
- Local Businesses & Employers
- Providers & Managers of Public & Private Sector Leisure Facilities, Gyms & Health Clubs
- Parks & Open Spaces Providers & Friends of Groups
- National & Local Charities
- Politicians
- Active Networks
- Volunteer Networks & Volunteers
- Developers & Land Owners
- Housing Providers, Associations, Tenants & Residents Associations
- Local Leagues, Sport & School Sport Associations
- Coaches, Instructors, Teachers & Officials
- Community Organisations (inc. those representing specific demographic groups)
- Sport England
- Clinical Commissioning Groups & NHS
- Funding Bodies, Corporate Sponsors & Philanthropists
- National Governing Bodies of Sport
• **Promoting Physical Activity across all age groups and abilities.** For example – supporting national campaigns like ‘This Girl Can’, local initiatives like ‘All Together Essex’ and long term programmes such as Braintree District Council’s ‘Live Well’ programme aimed at supporting families.

• **Developing Sport.** For example - working with grass roots community sports clubs, individuals and organisations to increase and sustain participation, develop talent, and with schools to deliver School Games festivals, Sportivate programme and Daily Mile.

• **Operating Hadleigh Park.** This Olympic legacy mountain bike facility stages world class events and encourages families to enjoy the Park as an active outdoor space.

• **Partnering with the Active Essex Foundation** our charitable arm that harnesses the power of physical activity and sport, as a tool, to address inequalities.

**Mission**

Our mission is to get 1 million people active by driving and sustaining participation in physical activity and sport. Working with our partners we will create the opportunities and resources to achieve this, reducing inactivity and developing positive attitudes to health and wellbeing in communities across Greater Essex.

**Values**

Active Essex values are about:

• Effective **collaboration** and delivery with partners and localities

• Being **innovative** in how we work

• Making positive, **measurable impacts** in what we do

• Using our insight, passion and **commitment** to make a difference
ROLE OF THE BOARD

Active Essex is managed by the Board that make decisions on the strategic and operational activity of the organisation. The Board also provide leadership, are accountable for its decisions and set high standards at all times. This is skills based group, which operates under a terms of reference.

- Developing Strategy - Board members should actively and constructively contribute to and challenge the development of strategy
- Delegated Authority - Ensuring that the board operates within the set parameters.
- Decision Making - Monitoring & evaluating against priority aims and ensuring risk is managed appropriately
- Overseeing Results - Ensuring the delivery of planned results by monitoring performance against agreed priority aims and outcomes
- Championing and leading on specific areas of work (this may be in liaison with sub-groups and / or project groups
- Promote the partnership, improve the regional networks and help the board reach sound decisions

The responsibilities of the Board:

- Developing Strategy - Board members should actively and constructively contribute to and challenge the development of strategy
- Delegated Authority - Ensuring that the board operates within the limits of its delegated authority. Board members do not have any individual delegated authority
- Decision Making - Monitoring & evaluating against KPI’s and ensuring risk is managed appropriately
- Overseeing Results - Ensuring the delivery of planned results by monitoring performance against agreed strategic objectives and targets
- Championing and leading on specific areas of work (this may be in liaison with sub-groups and / or project groups
- Promote the partnership, improve the sub regional networks and help the board reach sound decisions.
ROLE PROFILE

We are looking for individuals who can or are able to continue to operate at a high senior strategic level, with experience of successful partnership working, who can take lead in driving forward participation, physical activity and widening sporting opportunity across Greater Essex.

Being passionate about sport and physical activity is important, but it isn’t enough. Active Essex Board members will provide strategic leadership, advocacy and management accountability for the Partnership and will, along with the Chair, act as ‘champions’ within their various spheres of influence, opening doors and creating links.

The current Chair and Board have identified the following sector experience, insight and connections, at the highest possible decision making level, as key for the new Board members:

- **LIST OF SKILLS REQUIRED TO BE RECRUITED TO**

  Alongside this, Board Members will also:

  - Support the overall direction of the work of Active Essex, setting targets and agreeing a business plan with partners
  - Attend Board meeting, bringing together a diverse range of interests and partners to work together on a common agenda
  - To represent the Board at internal and external events and drive partnerships as required.

**Role of Individual Board Members**

Board Members actively promote and improve sport and physical recreation every day using both their networks and expertise. Sound judgment is central to the Board member’s role.

The objectivity and fresh perspective acquired through their relative distance from day to day matters, combined with experience acquired elsewhere, is the basis for challenging the accepted thinking of the sub regional partnership and encouraging stronger partnership performance.

Board members will provide the following functions:

**Leadership**

- To ensure the work of the partnership is planned, developed and implemented in order to pursue the partnership’s vision, aims, objectives and core values, guiding and supporting the Director to fulfil and achieve the vision.
- Agree a Greater Essex Framework (long-term), an annual delivery plan and annual report including the identification of clear priorities for the development of sport and physical activity for Greater Essex.
• Act as ‘advocates’ for the partnership as well as ‘champions’ within their various spheres of influence, opening doors and creating links for the partnership.
• Seek to ensure resources required by the partnership are provided in a co-ordinated way and monitored effectively.
• Ensure effective communication systems are put in place to gain understanding, inclusion and ownership from partners.
• Ensure all partners are kept updated on local, regional and national developments where they relate to sport and physical recreation
• That the core staff and structures are in place to deliver the aims of the partnership

**Monitoring & Evaluation**

• To ensure all aspects of the partnership are properly monitored and evaluated against goals/key performance Indicators in the Framework/business plan.
• To identify key risks and ensure they are managed appropriately.

**Representation**

• Ensure that the Board is made up of an independent, skills based, diverse range of people and partners, from the Essex Eco-system to ensure that stakeholder are represented in the decision making process, in line with the Sport England Good Governance code.

**Accountability**

• Report on performance to members, partners, Sport England, host agency and any other funders.
• Assume responsibility, both moral & legal, for the actions of the partnership.
• Day-to-day management of the partnership is not a Board function
PERSON SPECIFICATION

There are 2 supporting document’s/ matrix’s included in this pack. These are self-assessments of the knowledge, expertise and skills you feel you can offer the Active Essex Board.

The information provided will ensure Active Essex appoint a balanced board that has the relevant skills and experience to oversee the delivery of the Active Essex strategy (2017-2021). And should reflect your career and volunteering experiences please tick the boxes that are relevant to you.

An understanding and empathy of the current sporting landscape with a passion for sport and physical activity will be needed for the successful candidate.

Essential Skills

- Can command confidence and respect, and exercise influence across Greater Essex and Nationally
- Good communication and presentation skills
- Experience of media and public speaking
- Ability to build relationships with a wide range of partners challenging environments
- Skills in strategic leadership and negotiation
- Skills in teamwork and diplomacy
- Skills in managing people and resources
- Personal integrity with commitment to maintaining high standards in public life
- Strategic thinker and engage
- Commands confidence and sets high standards
Terms of Office

Terms of Appointment and Re-Appointment

- Board members will be appointed for 3 years (1 term = 3 years) and can serve a maximum of two terms. At the end of the first term there will be a review of skill set by the Chair, which will lead to either the re-appointment of current Board members or the appointment of new Board Members.
- A third term can be served by a Board Member, subject to Chair’s approval, if required, to ensure the Board retains corporate memory.
- The re-appointment or recruitment of Board members will be managed in a timely and efficient manner to ensure minimal disruption to the work of the Board and the wider organisation.
- When a Board Member has completed their maximum term (9 years), at least 4 years must elapse before an individual can be eligible to stand as a Board Member for Active Essex again.
- Active Essex recognises the importance of appointing Board Members that are independent to the organisation, so that they can enhance decision-making by providing objective scrutiny, and an independent perspective by drawing on their current and previous experience outside of Active Essex.

The code of Good Governance asks for minimum of 25% Board Members recruited by Active Essex are deemed independent, working within the definition referenced below:

**Independent** - a person is independent if they are free from any close connection to the organisation and if, from the perspective of an objective outsider, they would be viewed as independent:

- A person may still be deemed to be ‘independent’ even if they are a member of the organisation and/or play the sport. Examples of a ‘close connection’ include:
- They are or have within the last four years been actively involved in the organisation’s affairs, e.g. as a representative of a specific interest group within the organisation such as a sporting discipline, a region or a home country;
- They are or have within the last four years been an employee of the organisation; or (C) they have close family ties with any of the organisation’s Board members or senior employees.

Active Essex has an aspiration that at least 80% of its Board members will be independent.

Commitment

- Board Members may be required to represent Active Essex at county, regional and national events as required.
- Board Members are asked to attend the 4 meetings a year of the Board.
- The time requirement is likely to be a minimum of 1 day a month (on average) although there will be periods of greater engagement with the Chair & Director, Flexibility, in terms of hours during the day and sometimes evenings will be required.
Training for Board members

- Board members have a responsibility to learn about their roles and to keep their knowledge and skills up-to-date.
- Active Essex will support them in this by providing them with a comprehensive induction programme, and then training and development on an on-going basis (three sessions per year) with periodic review and forward planning.
- The training should reflect the requirements of the Greater Essex partnership and the needs of the individual Board member.
KEY DATES

Closing Date for all submissions is XX

Please forward all submissions to:

a) via e-mail to: Jason.fergus@activeessex.org
b) Should you require any clarification or an informal discussion please contact Jason Fergus on the email above or 07501482790

Applications Closing Date
XX 2018

Review Applications
This will be carried out by:

• Active Essex Chair
• Host Agency and Sport England
• Active Essex Director

Individuals invited for discussion
led by Active Director:
Week commencing XX 2018