

Active Essex Board induction pack

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1. Purpose of the induction programme

Active Essex wants its board members to be able to contribute to the organisation as quickly as possible. A well thought out induction programme will help you hit the ground running.

The induction programme is a structured way of providing new board members with all the information and support you need to be confident and productive in your role.

The aim is to help new members to understand the organisation, the environment in which it operates, and your role in making the organisation a success.

What is involved in the induction programme:

The induction programme is bespoke and can be scheduled for between a few months and a year, depending on needs and understanding of each new board member and their current knowledge of the organisation.

We will welcome new board members and introduce them to the board team and other key personnel, including the Executive of each functional area of Active Essex.

An introduction to:

- [The strategic plan of Active Essex](#)
- The governance arrangements which are in place
- The financial position of the organisation
- The culture of the organisation
- Their role and responsibilities as a board member
- Meeting with key stakeholders where relevant
- Regular reviews with the chair and Director to check understanding, identify issues and encourage development.

The Chair and Active Essex Director will work with you to organise and implement a plan that fits our your current commitments, in order to cover the above.

2. Introduction from Chair

Dear New Board member,

I am delighted that the Active Essex Board and I, have been to be confirm your appointment and you are able to take up the opportunity to join the Active Essex Board, on our journey, 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.

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.

XXXX – finish off...

I look forward to working from you.

Azeem Akhtar

Chair of Active Essex

3. Terms of Reference

This is an important, overarching governance document for the operations of the Active Essex Board and can be found on the website [at \(insert link\)](#)

Please take your time to familiarise yourself with the document, its format, content, policies and procedures.

4. Code of Conduct

You will have already completed the declaration forms contained with the ToR and its vital to the culture of the organisation the, as Board members, we take responsibly, adhere the values of the organisation and provide strong leadership through our actions, on behalf of the Board.

During the induction process, the Chair and Director wish to bring to your attention the importance that the Active Essex Board places on strong and transparent governance and the standards expected of Board members, associated with the organisation.

We will cover in detail, the policies of the Board that are included in the ToR. The following are examples (but not an exclusive list) and include:

- Conflict of Interest
- Finance Management
- Anti -Bullying
- Social Media
- Information Governance
- Safeguarding Policy
- Equal Opportunities

5. Role and Functions of Board

The role of the Board is to:

- Execute the Sport England grant to Active Essex CSP and make decisions on the strategic and operational activity of the organisation.
- Provide leadership, take account of partners' interests, be accountable for its decisions and set high standards at all times
- Provide the strategic direction for the overall work of Active Essex (setting objectives/priorities within the Framework and Annual Delivery Plan), whilst monitoring and evaluating progress towards achieving those goals and be accountable for the final outcomes.

The Board will provide the following functions:

- To ensure the work of Active Essex is planned, developed and implemented in order to pursue the partnership's vision, aims, objectives and core values.
- 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.
- The Board has a key role in guiding and supporting the Director to fulfil and achieve the vision, and identify ways in which these priorities can be achieved.
- Act as 'advocates' for Active Essex as well as 'champions' within their various spheres of influence, opening doors and creating links for Active Essex.
- Seek to ensure resources required by Active Essex 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 key stakeholders.
- Ensure all partners/stakeholders are kept updated on local, regional and national developments where they relate to sport and physical recreation.
- The people (core staff) and structures/networks are in place to deliver the aims of Active Essex.

6. Role of 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:

- 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 the Strategic Plan for Active Essex, 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.
- To ensure all aspects of the partnership are properly monitored and evaluated against goals/key performance Indicators in the Framework/business plan.
- Assume responsibility, both moral & legal, for the actions of the partnership.
- To identify key risks and ensure they are managed appropriately
- Report on performance to members, partners, Sport England, host agency and any other funders.

7. Terms of Office and 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:

Independence

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.

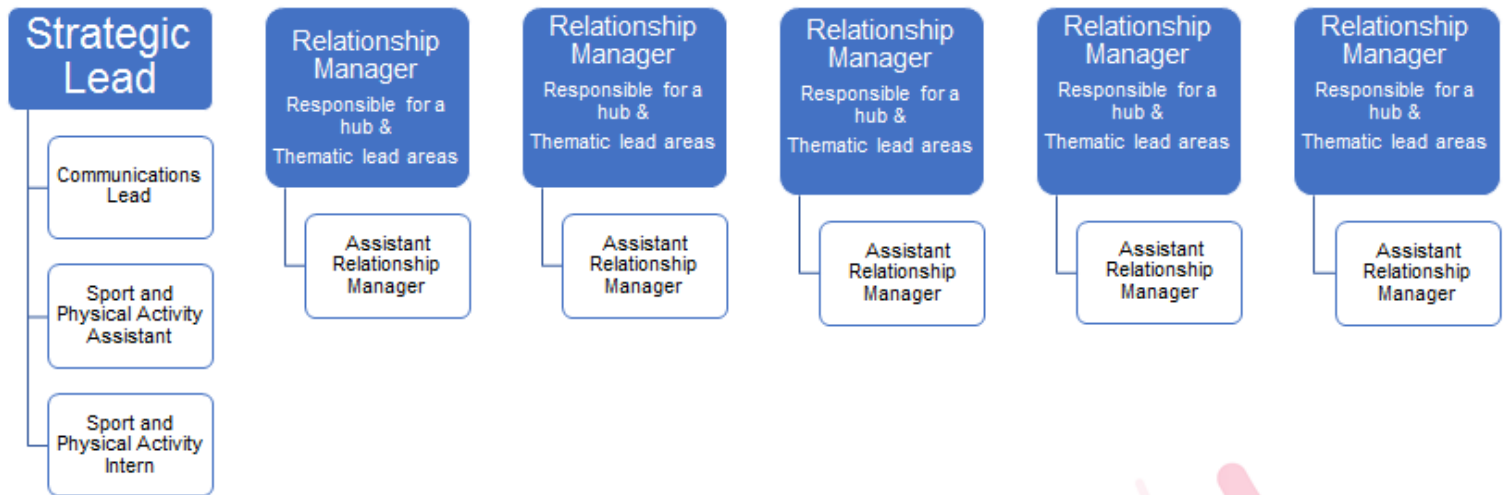
Active Essex has an aspiration that at least 80% of its Board members will be independent.

Diversity

As detailed within the Active Essex Equality Statement within the ToR, Active Essex have adopted a target of a minimum of 30% of each gender on its Board. The statement (which is published on the Active Essex website) demonstrates a strong and public commitment to progressing towards achieving/maintaining gender parity and greater diversity on its Board, including, but not limited to Black, Asian, minority ethnic (BAME) diversity and disability.

8. Active Essex Executive structure

The current Executive team structure and roles are:



Through your induction process the Director will provide opportunities for you to meet the team and for them to explain to you the role they plan in day to day business of Active Essex.