

active^{as}surrey

Chair Recruitment Pack



Apply by noon, Monday 24 September 2018



Introduction

Thank you for your interest in becoming the Chair of Active Surrey, the strategic lead agency for increasing physical activity levels in our county.

As an independent, not-for-profit County Sports Partnership, we focus on providing leadership and support to hundreds of stakeholders and partner organisations to achieve Surrey's collective goal to be the most physically active county in England by 2020.

Active Surrey is a well-respected and valued organisation with high levels of partner, customer and staff satisfaction. Every year we broker collaborative relationships between organisations, deliver impactful events from conferences to multi-sport extravaganzas, initiate new activity programmes and train thousands of teachers, coaches and young leaders.

We engage with children through to care home residents and work with village volunteers through to big businesses. Based on local needs and our revised remit from Government, significantly more resource is now being focused on enabling inactive residents to move more.

The Board is responsible for the overall governance and strategic direction of Active Surrey and is made up of eight independent Members and four nominated Members. The key role of Chair is vitally important to ensure the Board functions well and that the organisation achieves its objectives. With our current Chair, Steven Day, stepping down in October after five successful years on the Board, we are now looking for a new Chair to take the helm.

The role of Chair is an exciting and challenging opportunity. First and foremost we are looking for someone who can effectively chair an experienced, enthusiastic and committed Board. Allied to that, applicants should have significant experience at a senior level from the commercial, professional or public/charity sector.

An interest in sport/physical activity is helpful but not essential – whatever your background we want to draw on your experience, skills and knowledge and for you to share our passion to make a difference to thousands of lives through the power of physical activity.

If you feel you can help us please read on - this pack is to help you understand more about the Partnership and the role. You can also contact myself or Steve to discuss the role (contact details overleaf). We look forward to hearing from you.

A handwritten signature in black ink, appearing to read "CL", is positioned above the name Campbell Livingston.

Campbell Livingston
Director
Active Surrey



Chair Recruitment - Advert

Could you play a part in ensuring Surrey is the most active county in England? We want to hear from people with leadership qualities and the passion to make a difference to people's lives to Chair the Active Surrey Board.

Evidence shows that active people live more enriched lives and are healthier, happier and more prosperous. As the local lead agency for physical activity and sport, Active Surrey has a key role in ensuring this happens. Our mission is to influence, enable and develop physical activity and sport in Surrey in an innovative, inspiring and impactful way. We have a strong track record but we want to do even more for our residents and partners.

An exciting and challenging opportunity has arisen for the role of Chair for applicants with the experience needed to drive the expansion of Active Surrey, the not-for-profit County Sports Partnership. If you are passionate and ambitious about how increasing physical activity levels can bring wider health, social and economic benefits, and want to turn our vision into reality, then we want to hear from you.

For full details of the role, please visit the "About us" section of www.activesurrey.com to download the recruitment pack. Key requirements of the Chair includes:

- Proven track record of leading and managing a business or multi-agency partnership.
- Proven track record in a high profile management role in the commercial, professional, public or voluntary sectors.
- Interest in the development of sport and physical activity.
- Well connected and capable and willing to use influence to benefit the Partnership.
- Experience of involvement with boards and committees and the governance role of non-executive directors.
- Ideally either live or work in (or near) Surrey.

This voluntary position is non-executive and is not salaried but expenses will be reimbursed.

The Board appointments panel is running the selection process and the closing date for applications and interview dates are listed below. Application will be by CV and an accompanying statement/cover letter (max 2 sides of A4) explaining your interest and motivation in applying and what you believe you can contribute to Active Surrey. **Please send these to campbell.livingston@surreycc.gov.uk**

We are committed to achieving gender parity and greater diversity generally on our Board and encourage applicants from all backgrounds; we particularly welcome applications from disabled people and from Black, Asian and minority ethnic people, who are under-represented in our workforce.

For an informal conversation about the positions please contact Active Surrey's Director, Campbell Livingston (campbell.livingston@surreycc.gov.uk) or outgoing Chair, Steven Day (steven.day@thefa.com).

Closing Date for all applications: Noon, Monday 24 September 2018

Interview date: Tuesday 16 October 2018 (in Woking)

About Active Surrey

Active Surrey, the County Sports Partnership (CSP) for Surrey, has been running very successfully since it was set up in 1999 by Sport England and local partners as a not for-profit organisation, hosted by Surrey County Council. The Partnership is an open, inclusive, cross sector, multi-agency partnership involving all individuals and organisations with an involvement or interest in the development of physical activity. Active Surrey is commissioned by Sport England and local partners to play a crucial role in blending Government strategic, health and economic-related objectives with the needs of local people.

A More Active County

Evidence shows that active people live more enriched lives and are healthier, happier and more prosperous. The Surrey Physical Activity Strategy, published in June 2015, sets out our county's collective vision for Surrey to be the most active county in England by 2020 and therefore realise associated health, social and economic benefits. This will be achieved by partners from a wide range of sectors working on a whole-system approach to increase participation rates in the whole population, but with particular focus on targeting inactivity in under-represented groups, thus reducing health inequalities.

Our Strategy

As the lead agency for physical activity in the county, Active Surrey has a key role in ensuring this happens. Our 2018-21 organisational strategy provides a clear road map for Active Surrey for the next three years. We will make evidence-based decisions and focus our efforts on making a real difference to the lives of local residents. Our mission is to influence, enable and develop physical activity in Surrey in an innovative, inspiring and impactful way to help our partners achieve the county's vision.

Our Objectives

- **Influence** policy, strategy and investment.
- **Enable** more people to be more active more often.
- **Develop** and connect the local infrastructure.

Our Values

We are committed to making a positive difference through our values. They reflect what the Partnership staff and Board believe in and see as truly important; and how we want others to judge our behaviours as we deliver our vision.

- **Enterprise:** Resourceful and innovative in our search for new opportunities.
- **Passion:** A genuine belief that sport and physical activity can improve a person's life.
- **Integrity:** Accountable for our actions and operating with honesty and fairness.
- **Excellence:** Performing to the highest standards.

Financial Performance

Income consists of a mix of grant funding, commissions, sponsorship and direct product sales, with turnover expected to be £1.1m in 2018-19. Over the last two years, the Active Surrey Board and staff team have been exploring ways to diversify income streams to become less reliant on stakeholder/grant funding in the future in order to benefit sport and physical activity in Surrey. Our aim is to increase unrestricted income sources over the next few years with a target of at least £85k growth per year.

Legal Status

Active Surrey is an unincorporated organisation and therefore Surrey County Council (SCC) acts as the accountable body (host authority) on behalf of Active Surrey. SCC has delegated authority to the Active Surrey Board to enable it to make autonomous decisions. The Council provides administrative, financial, HR, office, employment and IT services to support the work of the Partnership.

The Active Surrey Board

An independent and openly recruited Active Surrey Board guides the work of the Partnership, makes strategic decisions and provides good governance. The Chair and the independent Board Members are appointed based on their skills; they join four existing, highly skilled Board Members appointed to represent the host authority, local authority partners and Active Surrey staff.

The Active Surrey Team

The core staff team support the strategic delivery of local and national objectives and are dedicated to improving opportunities for Surrey residents. The Director, Campbell Livingston, provides strategic leadership for the core team (18 staff).



National & regional context

A network of 43 County Sports Partnerships (CSPs) work across the sporting landscape in England, actively supporting partners to increase participation in physical activity. CSPs are contracted by Sport England to strategically connect partners, understand the needs of the local area, support the development of projects and attract external investment. As well as this “Primary Role”, CSPs assist schools in raising attainment in physical education, help establish meaningful school-club links to assist young people develop healthy movement habits for life, coordinate activities to attract participation from under-represented groups and support businesses with staff health and wellbeing. CSPs are also uniquely positioned to boost delivery of wider physical activity alongside sport and help the health sector to utilise sport and physical activity more effectively to increase health and well-being. They are recognised by the Department of Health as a key network to co-ordinate local physical activity programmes linked with local health commissioners.

Active Surrey is an active member of the County Sports Partnership Network.



How to apply

If you would like to play a part in making Surrey the most active county in England, please send your CV and a covering letter (maximum 2 sides of A4) which explains why you are right for the role. Your application should address how you have the skills, knowledge and experience we are looking for that will create a strong and diverse Active Surrey Board.

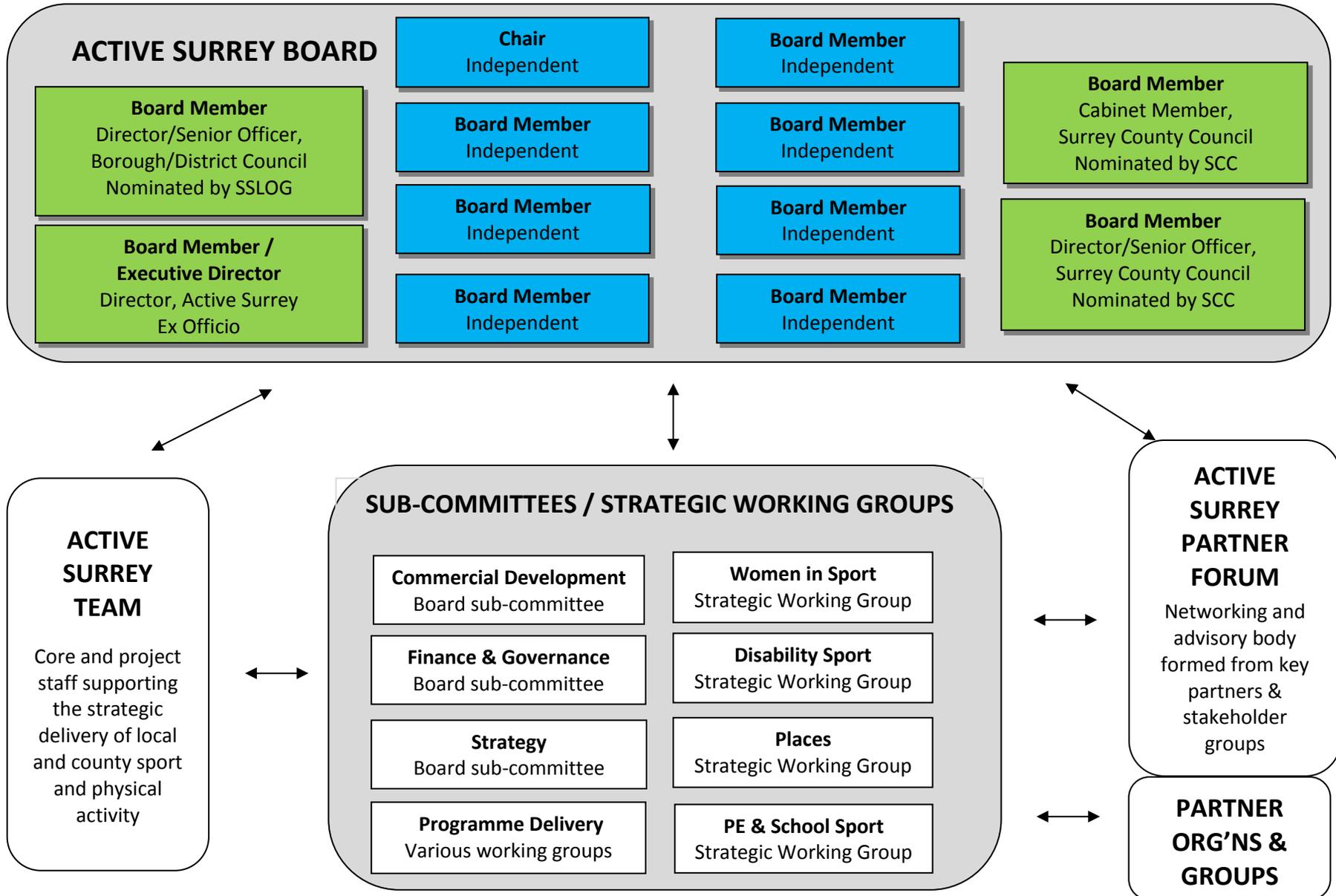
Completed applications should be returned, by **noon on Monday 24 September 2018**, to **campbell.livingston@surreycc.gov.uk** or to Active Surrey, Quadrant Court, 35 Guildford Road, Woking, Surrey, GU22 7QQ. We look forward to receiving your completed application.

Following review of all applications a shortlist of candidates will be invited for an interview which will take place in Woking on Tuesday 16 October 2018.

Visit **www.activesurrey.com** for more information or, for an informal discussion, please contact

- Campbell Livingston, Director: Campbell.livingston@surreycc.gov.uk or
- Steven Day, Chair: steven.day@thefa.com

ACTIVE SURREY GOVERNANCE ARRANGEMENTS



Role Description – Chair

Title

- Active Surrey Chair.

Eligibility

- The Chair should either live or work within Surrey (as defined by the Surrey County Council area).
- The Chair will be appointed following an open, publicly advertised recruitment process.
- The Chair will be classed an independent Board Member (i.e. they cannot be an ex officio or nominated Board Member).
- 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. Examples of a 'close connection' include:
 - (i) They are or have within the last four years been actively involved in the organisation's affairs, e.g. as a representative of a major sponsor or main funder. An exception is that the Chair can have been a Board Member during this time;
 - (ii) They are or have within the last four years been an employee of Active Surrey; or
 - (iii) They have close family ties with any of Active Surrey's Board Members or senior employees.

Remuneration

- This is a non-salaried position. Travel and other reasonable expenses will be reimbursed.

Location

- Partnership meetings and events will be held throughout Surrey. There will be a need to attend occasional regional / national meetings.

Term

- Three years with the opportunity to be considered for reappointment for a second term.
- The Chair may serve a maximum of twelve years if they were previously or subsequently also a Board Member.

Time commitment

- As a minimum, attendance and preparation for:
 - An induction training event.
 - Four meetings of the Board annually.
 - Two Partnership events annually.
 - Two other partner meetings or events such as conferences, launch events, etc.
 - Regular contact with the Partnership's Director, management team and Vice Chair of the Board.
- Other appropriate contributions will be considered and agreed following appointment.

Purpose of role

- The main duties of the Chair (supported by the Vice Chair) should include:
 - Establishing and providing strategic leadership to a high performing Board.
 - Defining the overall direction of the work of Active Surrey (the Surrey County Sports Partnership), setting targets and agreeing a business plan with partners.
 - Being the public face of the Partnership, representing it and the Board to partners / at appropriate events.
 - Ensuring that Board decisions are acted upon, that the Partnership is fit for purpose and that it achieves continuous improvement.
 - Supporting and appraising the work of the Partnership's Director (with the Host Authority representative).

Main responsibilities

- The main responsibilities of the Chair include:
 - **Being the leading advocate for Active Surrey:** encourage member agencies to support, and invest in, the Partnership. Negotiate and influence agreed outcomes, make statements to member agencies, confirm decisions and help communicate policy.
 - **Managing the Active Surrey Board:** Providing strategic leadership to a high performing Board, chairing its regular meetings and bringing together a diverse range of interests and partners to work together on a common agenda. Set meeting agendas which take full account of the issues and the concerns of all Board members, are forward looking, and concentrate on strategy and developing the Partnership, rather than focusing on management issues.
 - **Ensuring that Board members receive accurate, timely and clear information:** to enable the Board to make sound decisions, monitor effectively and provide advice to promote the success of the county.
 - **Managing Board meetings:** to ensure that sufficient time is allowed for discussion of issues, and where appropriate, arranging informal meetings beforehand to enable thorough preparation for Board discussion. It is particularly important that Board members have sufficient time to consider critical issues and are not faced with unrealistic deadlines for decision making.
 - **Liaising with and supporting the Partnership's Director and other management staff.** Note that formal day-to-day line management of the Director is shared with the senior officer of the Host Authority.
 - **Member Development:** taking the lead in inducting and developing individual Board members, with a view to enhancing the Board's overall effectiveness as a team.
 - **Member Engagement and Mobilisation:** Encouraging active engagement by all members of the Board. Setting tasks for members to assist in the achievement of the Board's goals.
 - **Performance Assessment:** Providing an assessment of performance of individual Board members on request, when they are being considered for reappointment or for appointment to the Board of another public body.
 - **Planning and monitoring:** Present the business plan and annual reports to partners.
 - **Code of conduct, duties and personal liability:** Abide by the code of conduct for all Active Surrey Board Members.

Experience

- Proven track record of leading and managing a business or multi-agency partnership.
- Proven track record in a high profile management role in the commercial, professional, public or voluntary sectors.
- Involvement in the development of sport and physical activity.
- Well connected and capable and willing to use influence to benefit the Partnership.
- Experience of involvement with boards and committees and the governance role of non-executive directors.
- Experience of strategic and business planning and review mechanisms.
- Experience of public relations and working with the media.
- Proven track record in a similar position.
- Proven track record of working at a high level in one or more of the following:
 - Commercial / business development
 - Voluntary sector sport
 - Professional / performance sport
 - Marketing / communications
 - Ageing and living well
 - Education
 - Youth sector / children's services
 - Health / physical activity
 - Equity / social inclusion
 - HR / workforce development
 - Finance / sponsorship / fundraising
 - Governance / board development

Knowledge and Skills

- Ability to motivate and inspire others.
- Ability to build constructive relationships.
- Understanding of partnership working.
- Knowledge of the sport and physical activity sector.
- Understanding of local, regional and national government policy and networks relating to sport and physical activity.
- Understanding of organisational development and planning for business growth
- Ability to confidently present ideas and arguments and negotiate convincingly.
- Skilled communicator and negotiator.
- Ability and willingness to act as an advocate for sport to a broad audience.
- Understanding and commitment to equal opportunities and valuing diversity.

Personal Qualities

- Public respect.
- Passion for sport and physical activity.
- Independence.
- Influence and personal acumen.
- Objectivity.
- Discretion.
- Well connected networks.

activesurrey

The Active Surrey Board (August 2018)



Steven Day (Chair)

Head of Participation,
The Football Association



Sue Barham (Vice Chair)

Strategic Director,
Woking Borough Council



John Cunningham (SIBM)

School Business Manager,
Prior's Field School



Paul Dimmock

Director of Commercial Services,
Weydon School



John Hubbell

Chief Executive Officer,
Hubbell Associates



Ruth Hutchinson

Deputy Director of Public Health,
Surrey County Council



Abbie Lench

Head of Club Support,
England Golf



Peter Lee DL

Trustee,
Peter Harrison Foundation



Campbell Livingston

Director,
Active Surrey



Kerry McDonald

Consultant,
Kerry McDonald Consulting



Rebecca Trumper

Principal Consultant,
Q5 Partners



Denise Turner-Stewart

Cabinet Member – Communities,
Surrey County Council

For more information about Active Surrey,
please visit our website: www.activesurrey.com