



Information Pack
For
Prospective
Active Lancashire Board Members

January 2026

Dear Applicant

Thank you for your interest in finding out more information about our role of Board member at Active Lancashire. This pack provides further information about the Board positions at Active Lancashire, along with details of the selection process, to assist you in considering and completing your application. The application process consists of you as a potential Trustee for the Charity submitting:

- An up-to-date CV which shows your full career history (no longer than three pages);
- A supporting statement explaining why you are interested in this role detailing how you are a good candidate for this post, how you meet the skills we are seeking and how you fulfil the person specification – we recommend that this is no longer than two pages;
- The declaration of interest form (contained in the appendix). Note: 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, to companysecretary@activelancashire.org.uk

Applications must be received by 30th March 2026

If you would like any further information or a detailed discussion about Active Lancashire or the Board member role, please contact me (Adrian Leather, Chief Executive) aleather@activelancashire.org.uk and we will be in contact directly.

Regards



Adrian Leather
Chief Executive

CONTENT

1. Welcome from the Chair
2. Process and context
3. About Active Lancashire
4. The Active Lancashire Team
5. Roles and Terms of Office for Board Members
6. Board member interests
7. Directors legal duties and code of conduct
8. Appendices:
 - a. Strategy 2021-31
 - b. Board member role description
 - c. Chair role description
 - d. Senior Independent Director role description
 - e. Board Safeguarding Lead role description
 - f. Declaration of Interest form
 - g. Chief Executive role description
 - h. Organisational contact details

SECTION ONE: Welcome from our Chair, Brian Cookson OBE



Dear Applicant

At Active Lancashire we are on a mission to improve wellbeing county wide, through encouraging active lifestyles and by enhancing our sporting infrastructure.

We are making a significant impact to enable a more active Lancashire, particularly with people who have barriers to engaging with and sustaining active lifestyles. Our innovative partnership approach, working with likeminded independent organisations, is already delivering impressive results locally and trailblazing nationally. From this strong base, we are well placed to benefit from the future opportunities that will emerge through national strategic developments and local initiatives with key health, economic, local government and business partners.

Our aim is to be a leader for system change and to champion new models of delivery and investment in effective partnerships that deliver a targeted and sustainable impact to all parts of our community: from engaging school children in sport, to helping the least active members of our county to enjoy the benefits that can result from increased activity.

As the leadership body in Lancashire for Sport and Active Lifestyles on behalf of Sport England, we want to ensure that we practice and promote good governance (in line with UK Sport Guidelines), supported by a balanced set of skills and expertise that underpins the development of the business and enables us to achieve our visionary expectations. Our 10 year Charity strategy (2021-31), together with our strong cross-sector strategic leadership, creates further delivery opportunities and positions us as the leading organization within the County and wider region for new and innovative partnership projects that improve the health and prosperity of Lancashire residents through active and sporting lifestyles. We are looking for candidates who will bring genuine passion and interest for our work, the technical skills and lived experiences outlined in this pack, the ability to challenge and ask the right questions and work collaboratively as part of our Board team.

Prospective candidates may have access to important networks or contacts in other sectors relevant to our work and the ability to enhance our strategic positioning and political influence. Others may bring a strong geographic overview of sports and physical activity or the insights of opportunities gained through lived experience. Above all, you will be committed to our aims and values, including equality, diversity and inclusion and have the time available to work with us.

This pack is designed to help you understand more about us, but please call myself or Adrian, our CEO, to help you answer any further questions you may have. We look forward to hearing from you.

A handwritten signature in black ink that reads "Brian Cookson". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Brian Cookson
Chair of Active Lancashire

SECTION TWO: PROCESS AND CONTEXT

Sport England Strategy

Sport England released their 10 Year Strategy “Uniting the Movement” in February 2021 to transform lives and communities through sport and physical activity.

The strategy outlines an approach to adapt and rebuild from the huge disruption caused by the coronavirus pandemic, to collectively reimagine how we can keep movement, sport and activity central to the lives of everyone. <https://www.sportengland.org/why-were-here/uniting-the-movement>

The strategy focusses on five key issues:

- Recover and reinvent
- Connecting communities
- Positive experiences for children and young people
- Connecting with health and wellbeing
- Active environments

Sport England is currently in the process of revising its Strategy to determine its implementation priorities for the second half of its delivery phase (2026/31). Announcements will be made on its changes at the start of the new financial year.

Active Lancashire’s 10 Year Strategy (2021-31)

In developing our 10 Year Strategy, the Board have reflected on our strengths and how we can serve the communities of Lancashire and beyond as a high performing and innovative leadership, development and delivery partner.

Our strategy will enable Active Lancashire to focus on key partnerships, developments and improved engagement with our communities, particularly those experiencing health and economic inequalities. We want to ensure they can access the benefits of movement and become more physically active and able to engage with sporting lifestyles.

<https://www.activelancashire.org.uk/assets/uploads/downloads/AL-digital%20only.pdf>

OUR GOAL

We want to see a future where every person in Lancashire has access to, and benefits from, a physically active lifestyle.

MISSION

Over the next 10 years, we want to understand how we can work together to grow participation across all communities as we know every person can benefit from increased movement. Our pursuit of this goal will never end and our ambition to achieve it is relentless.

VALUES

Forward thinking

People first

Everyone counts

Working together

Passion

Influencing others

OUR MEASURES OF SUCCESS

In ten years' time, we will have supported individuals and communities to harness the power of an active lifestyle, taking responsibility for their own wellbeing and benefitting from the effects of moving more.

Engaging Partners

This work cannot be done alone. Working collaboratively with like-minded partners who share our vision, we can address challenges and create opportunities across Lancashire and beyond.

Empowering Communities

Combining an individual and collaborative approach, we will support our diverse communities to create, deliver and sustain physically active lifestyles.

Enabling Individuals

With our help, each individual will thrive from improving, and taking responsibility for, their physical and mental health.

You can find out more about our delivery priorities through our website:

Priority Area	More Information
Children and Young People	Find out more
Environment	Find out more
Health	Find out more
Inequalities	Find out more
Place Leadership	Find out more

System Leadership

[Find out more](#)

For an overview of all our delivery priorities, please visit our website: <https://activelancashire.org.uk/Priority>

Board composition, appointment, expectations and induction

In line with UKSport national Guidance for Tier 3 organisations, the Active Lancashire Board seeks to provide a balanced 'skills based' structure consisting of up to 12 Trustees, and a blend of internal and external expertise, influence and contacts which represents the partners we work with, the customers base we are seeking to influence and provides the expertise to lead an effective business.

There are:

- At least 25% of members associated through their work directly with Active Partnerships (Stakeholders) recruited through an open process that places a focus on skills and competencies;
- At least 25% of members are not connected through their work to Active Partnerships (Independents), recruited through an open process to meet identified skills and experience needs; and
- One Chair, to be drawn from and appointed by the Board membership.
- Board members will be approved by the Company Owner (Lancashire County Council), following recommendation for appointment by the Active Lancashire Nominations and Remuneration Committee members.

SECTION THREE: ACTIVE LANCASHIRE

About Active Lancashire

Active Lancashire is part of the network of 42 Active Partnerships across the country. The Partnership is the 'one voice for sport' and lead on Physical Activity in Lancashire, coordinating delivery to avoid duplication and ensuring the optimum use of existing and potential resources based on customer insight and marketplace analysis. Within Lancashire, local key partners include Local Authorities, National Governing Bodies of Sport, Sports Clubs, Schools, Colleges and Universities, Health, the Criminal Justice partners and Voluntary Sector Organisations (see 'Our Partners' diagram on next page).

Active Lancashire is a strategic leadership organisation, with a primary focus on System and Place leadership. Active Lancashire does engage in limited direct delivery to test and pilot approaches. We support and enable our networks to undertake their delivery role through our leadership, development and commissioning activity. In order to test and risk assess approaches to engage with new and challenging customer groups, Active Lancashire will directly support activity to test and learn from engagement projects with potential customer groups, linking them with local delivery providers. Our focus is always to develop a network of providers that are effective and fit for purpose and include the expertise of those with lived experience.

As of 2025/26 we currently have a turnover of c.£3m and a staff team of approximately 35 individuals. We continue to develop our Place and System leadership role and remain committed to delivering a number of challenging projects to develop capability across our networks in the areas of adult safeguarding, mental health and substance misuse, all supported by passionate staff and partners committed to sport and physical activity. We are an organization that is increasingly valued by our partner organisations and offering highly valued services to our partners and beneficiaries in Lancashire.

More information about Active Lancashire can be found through our website:

www.activelancashire.org.uk

Our Vision

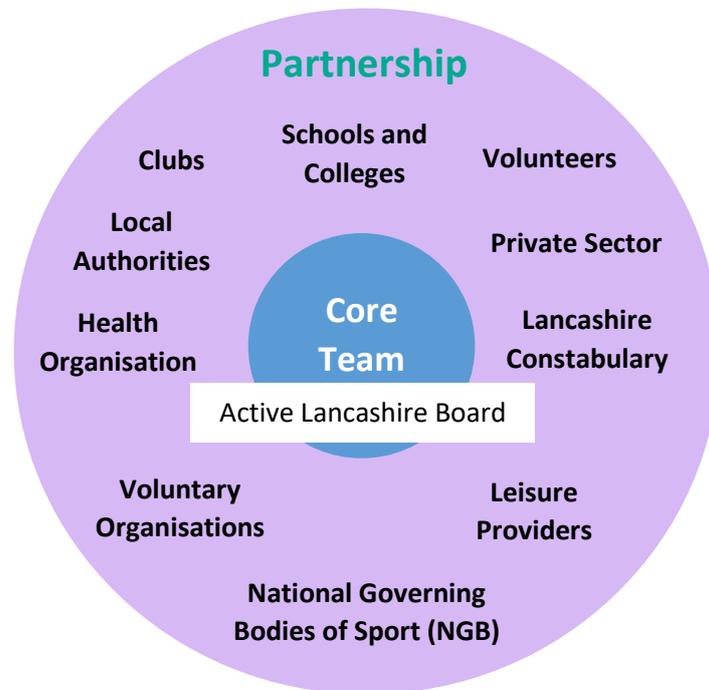
"A future where every person in Lancashire has access to, and benefits from, a physically active lifestyle. Our goal is simple. Over the next 10 years, we want to understand how we can work together to grow participation across all communities as we know every person can benefit from increased movement. Our pursuit of this goal will never end and our ambition to achieve it is relentless."

Taken from our 10 year Strategy #ADecadeOfMovement

<https://www.activelancashire.org.uk/assets/uploads/downloads/AL-digital%20only.pdf>

Our Partners

At Active Lancashire, the Partnership is supported by a Partnership of diverse organisations, which work collectively in the interests of our wider partners and communities which we serve as outlined through our strategy document.



The Core Team's work

The Core Team operates with funding from public and private sources, including Sport England (our long term funder and parent body), Local Authorities and private sector sponsorship. As a diverse county geographically and economically, the Partnership offers a variety of solutions based on customer insight to the Lancashire population to inspire and support them to reach their full potential and live more healthy and active lives.

The Core Team takes a leadership and advocacy role influencing funding bodies and partners to create a joined-up approach to the development of sporting and physical activities in Lancashire. The Core Team also gathers intelligence and evidence that will support the coordination, delivery and communications of sport and physical activity throughout the county.

Finally, the Core Team supports the Partnership with a range of resources such as staff time, financial support, advice and information.

SECTION FOUR: ACTIVE LANCASHIRE CORE TEAM

The Core Team

The Active Lancashire Core Team is one of the largest in the national network with approximately 35 staff, operating across some of the most geographically and demographically diverse communities in England. The Core Team led by a full time Chief Executive whose job description is attached (see Appendix 5).

Active Lancashire's staff and Board members have considerable insight and experience into the needs of Lancashire's communities enabling us to develop a specialist portfolio of projects and partnerships that reflect our use of sport to build social value and cohesion, improve health and drive skills and wealth creation for our communities. As such, we work closely with colleagues from Local Authorities, Health, National Governing Bodies and Sport England to build participation opportunities and opportunities into policy, investment and planning across all our communities and for the long-term aspirations of our partners.

Our projects encourage individuals to engage in sporting lifestyles, develop confidence, new skills and networks to go to seek educational and employment opportunities; at the same time improving their physical and mental health outcomes. This is a good example of the innovative strategic thinking that the Core Team and Board have developed to enable our offer to resonate across sectors and be valued beyond sport. These projects represent major challenges and opportunities for the Active Lancashire Board in terms of our appetite for growth and the risk associated with managing and sustaining that growth.

SECTION FIVE: ROLES AND TERMS OF OFFICE FOR BOARD MEMBERS

Purpose of the Board

The purpose of the Board is to direct and support Active Lancashire in its work with key agencies to achieve our charitable aim:

To increase and sustain participation in, and widen access to, sport and physical activity through quality pathways and high quality sport infrastructure.

The Board will champion and advocate the strategic development of the organisation, to ensure that effective cross-organisational cooperation and strategic alliances are maintained and developed.

The Board are the ultimate decision making body and have oversight of business planning for the Core Team and a responsibility to review performance outcomes of the partnership on a quarterly basis. The Board are responsible for setting the strategy of the organisation and ensuring that the Chief Executive achieves identified operational outcomes. The Board are responsible for facilitating their good practice that promotes Board decision making transparency and positive behaviours within Board meetings.

Performance for the previous quarter, alongside financial information, will be reviewed at each Board meeting to manage the activity and reporting arrangements for the Board.

Active Lancashire Ltd is a company wholly owned by Lancashire County Council (Company no 6859894) and a Charity (Charity no 1159832).

Responsibilities of the Board

Board members are responsible for monitoring the effective delivery of the charity's objectives and the achievement of key targets and outcomes consistent with their legal duties.

It is the Board's responsibility to ensure that these aspects of Active Lancashire business are maintained and improved to the satisfaction of the partners and funders through transparent and planned processes.

The Board is required to endorse and support delivery of strategic documents and reports on behalf of Active Lancashire as may be required by partners and funders. The Board will provide an annual statement of review of the partnership and the Boards own effectiveness.

Individual Board members are responsible for communicating correspondence provided through membership of the Board to the networks and organisations they represent.

Individual Board members are responsible for contributing ideas and taking an appropriate role in delivering actions that emerge from the group.

Board members will be responsible for ensuring the Partnership, through all aspects of its business, operates with equity and transparency in all areas of its activity.

The Board are responsible for maintaining a matrix of their skills, experience, knowledge and level independent representation that is reviewed on an annual basis to facilitate Board development activity.

Board members are required to complete an annual review. This consists of a 30 minute Teams meeting with either the Board Chair or Senior Independent Director, and completion of a short form.

Membership of the Board

Lancashire County Council as Company owners are entitled to appoint Trustees to the Board with such experience, skills and knowledge as they consider appropriate. In addition, the Board may appoint officers in an ex officio basis. Board member appointments will be considered by the Nomination and Remuneration Committee. The Board will appoint one of its members to be Chair through majority agreement. All Board appointments (including the Chair) will be considered and consulted upon with Sport England as a condition of their funding.

The Board is a skills based board of up to 12 individuals, of which no less than 25% will be independent. The status of an 'independent' Board member is that they are not personally engaged as a member or staff or as part of the governance structures of any Active Lancashire commissioned or funded organisations.

Key skills, knowledge and experiences identified at this current time to operate the charity effectively have been identified as:

- Legal
- Financial management
- Risk and compliance
- Human Resources
- Business Acumen
- Sports and active recreation
- Local delivery networks and structures
- Political and democratic structures
- Public Health commissioning and delivery
- Education and delivery structures
- Digital innovation and partnerships
- Communications, PR and marketing
- Economic development and regeneration networks and partnership
- Social inclusion (e.g. housing, prisons, probation, employability)

Board members will initially be appointed for four years, with the Board being able to re-appoint for a second term of office as appropriate, with the support of their nominating body. Individuals cannot

serve more than two terms of four years, unless there is a gap period between appointments of four years. The Board reserves its right to act in a discretionary manner to provide an extension of up to one year for a member undertaking the Chair function to enable business and leadership continuity and effective transition to the following Board Chair.

The Board has established two Committees on which our Directors' serve, namely the Audit and Finance Committee and Nomination and Remuneration Committee. The Committees shall comprise not less than three and not more than six Board members. The Committees shall meet periodically to support and review the work of the organisation and Core Team, to ensure good financial governance and undertake, on behalf of the Board, the management of the Company's Human Resources.

Board members may also be invited to form Board led or to join existing project working groups, with the support of the wider Board, to which they will oversee the business activity of the partnership.

Recruitment of Board members

Board members will be recruited (based on need and our desired diversity profile) by an open process of external advertisement, application and interview, subject to approval by the Board, the Company Owner and Sport England. The recruitment process will be overseen by the Nomination and Remuneration Committee, with recommendations for membership being made to the full Board for final formal approval.

Applications to the Board will be made in the form of a CV and expression of interest reflecting the role description for either Board member or Chair (Appendix B and C).

It is important to note that an individual may not occupy the roles of both Chair and Chief Executive concurrently.

Meetings of the Board

The Board generally meets four times a year, normally April, July, October and January, to be aligned with the reporting schedules for the Sport England Lottery funding reporting cycle.

The Company Secretary will record all proceedings of all meetings of the Board and of the Committees of the Board, and all business transacted at such meetings. This information will be available to Board members at the Board meetings, with non-confidential Board minutes being shared externally through the Active Lancashire website.

Reporting to the Board

The Active Lancashire Chief Executive will coordinate and provide a quarterly report comprising a three month operational performance review, business plan update, strategic risk assessment and activity forecast for the Board.

The Board will receive an annual review of the Core Team capacity and skills to deliver the proposed business plan (through the Nomination and Remuneration Committee).

An annual business plan and four year forecast will be provided to the Board at the April meeting, with an associated four year or more strategy and budget cycle.

Non-attendance at meetings

Board members are asked to inform the Chair and Company Secretary of non-attendance at meetings. If a Director has been absent for more than three consecutive meetings without the permission of the Directors, the Directors can resolve that their office be vacated.

Conflicts of Interest

Board members are asked to always act in the best interest of Active Lancashire and its activities. There is the acceptance that conflicts of interest may emerge and that to maintain the integrity of the Board and our partners confidence in our activities, Board members are asked to note and adhere to the guidance contained in Section 6 and Appendix D.

Recovery of expenses

Board members will receive out of pocket expenses in line with the Active Lancashire staff policy for attendance at meetings, events and training. The roles are otherwise entirely voluntary and without financial payment.

Further information about the Active Lancashire Board and staff member expenses policy will be offered at induction.

SECTION SIX: BOARD MEMBER INTERESTS

Under the provisions of the Companies Act 2006, as a Trustee of Active Lancashire Limited (“the company”) there are two different types of conflict of interest that Board members will need to declare to the Company, and Board members are required to complete an updated Declaration of Interest form within their annual review meeting.

The organisation will hold and make public a register of Board members interests which will be reviewed and updated through the annual Board member review process.

Situational conflicts

Upon accepting your appointment as a Director, all Board members are required inform the Company Secretary of any interest, or any connection you have, which could potentially divert your mind from giving sole consideration to promoting the success of the Company.

Although there is nothing to prohibit you from holding multiple directorships or even from engaging in business that competes with Active Lancashire Limited, any situation where there is a degree of tension must be declared and recorded on the Active Lancashire register of Board member interests.

For example, as a Director of the Company it is your duty to act in the sole interest of the Company. However, if you have been nominated by another organisation, a tension may arise out of any actual or perceived duty to act in the best interests of that organisation as opposed to the Company itself.

Once any potential interests have been declared, they will be put to the other Trustees, who have the power to authorise them.

You have an ongoing duty to update the Company Secretary of any changes to your situational interests. An update to the register of interests will be part of the annual Board member review meeting.

Transactional conflicts

A transactional conflict arises where as a Director, you or a ‘connected person; (for example a family member), has an interest in a proposed or existing transaction or arrangement with the Company.

If you realise that you are in any way, directly or indirectly interested in a proposed transaction or arrangement with the Company, you must declare the nature and extent of that interest to the other Trustees. This should be done via the Company Secretary. Any such declarations should be made as soon as practicable, ideally before or at the start of any Board meeting at which the item is to be considered.

If you have made such a declaration, the default position is for you not to be counted as participating in the decision making process for quorum or voting purposes during consideration of the matter. However, Active Lancashire Limited’s Articles of Association do enable the remaining non-interested Directors to, if they see fit, authorise any such conflicts and in these instances they may agree for you to take part.

Please note that specific provisions relating to Directors’ interests are set out in Clause 11 of the Company’s Articles of Association.

SECTION SEVEN: DIRECTORS LEGAL DUTIES AND CODE OF CONDUCT

Board members are to:

- Be responsible for directing the affairs of the charity.
- Ensure the organisation is solvent and well run.
- Ensure the organisation delivers the charitable outcomes for the benefit of the public for which it has been set up.
- Ensure the organisation complies with charity law, its own governing document and other relevant legislations.
- Ensuring that the organisation's funds and assets are used only to further the objects (or purpose) of the charity.
- To avoid undertaking activities that might place the organisation's funds, assets, endowments or reputation at risk.
- To use reasonable skill and care in their work as Trustees to assure themselves that the organisation is well managed and led by the leadership and operational teams.
- To consider getting external professional advice when appropriate, e.g. if there is a material risk to the charity.
- To act with integrity and avoid any personal conflicts of interest or misuse of organisation funds or assets.

Directors must act in the best interest of the charity and its beneficiaries. They must avoid situations where their personal or other interests conflict with the interest of the charity and must not profit from their role unless it has been allowed.

In carrying out their duties, Directors have a duty of care to act reasonably and prudently, and a higher duty in areas of their own expertise.

The Board takes decisions collectively and they must meet as often as they need to in order to carry out their responsibilities.

Directors can only take decisions independently in their role as Director if the governing document or statutory provisions, and a decision of the Board, gives them the authority to do so. An individual Director cannot bind the other Trustees to a course of action unless it has been authorised by the Trustees as a whole.

Directors are not expected to be experts in every field, but they have a duty to take advice when they are not confident about taking a decision.

Directors need to remember that duties such as that to avoid conflicts of interest, act with integrity and not obtain personal benefit are triggered not only by their own interest but also those of individuals or organisations connected to them by personal financial linking or duties. For example; family, business partners or other trusteeships. Such people are referred to as "connected persons" or persons "sharing a common purse".

APPENDIX A: ACTIVE LANCASHIRE STRATEGY

<https://www.activelancashire.org.uk/assets/uploads/downloads/AL-digital%20only.pdf>

OUR GOAL

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MISSION

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Passion

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OUR MEASURES OF SUCCESS

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Empowering Communities

Combining an individual and collaborative approach, we will support our diverse communities to create, deliver and sustain physically active lifestyles.

Enabling Individuals

With our help, each individual will thrive from improving, and taking responsibility for, their physical and mental health.

APPENDIX B: BOARD MEMBER ROLE DESCRIPTION

Board Member Role Outline

BOARD MEMBER ROLE OUTLINE

Each individual member of the Board has a responsibility to contribute to the discharging of the Board's duties. They can do this by:

- Maintaining an awareness of the business of Active Lancashire.
- Taking responsibility for their own learning and development.
- Regularly attending, preparing for and taking a full part in meetings.
- Actively contributing to setting policy and strategic direction, defining goals, setting targets and evaluating performance.
- Monitoring whether the service complies with its governing document, and how well the needs of the members are being met.
- Monitoring the financial position of Active Lancashire and ensuring that it operates within its means and objects, and that there are clear lines of accountability for day to day financial management.
- Supporting the development of Active Lancashire through participation in agreed projects.
- Actively seeking to further the strategic objectives of Active Lancashire, and acting in the best interests of the membership at all times.
- Maintaining confidentiality about any sensitive or confidential information received in the course of duties as a Director.
- Engaging with the Board member Annual Review process including collection of protected characteristics (EDI survey) and skills data and revision of the Declaration of Interest form.

PERSONAL SKILLS AND QUALITIES FOR ALL BOARD MEMBERS

Each individual member of the Board brings skills and qualities to the Board. They add to the collective knowledge and experience by providing:

- Commitment and availability to attend Board meetings.
- Effective communication skills and willingness to participate actively in discussion.
- Willingness to gain knowledge of local needs and resources.
- Commitment to the aims and policies of Active Lancashire, including those relating to equal opportunities.
- Willingness and ability to act in the best interests of Active Lancashire and the wider membership.
- Ability to understand and accept their responsibilities and liabilities as Directors of the Board.
- Willingness to participate in democratic process which develops Active Lancashire policies and priorities.
- Numeracy to the extent required to understand accounts with the support of our finance lead officer.
- Willingness and ability to learn, and to develop and examine their own attitudes.
- Ability to think creatively and strategically, and exercise good, independent judgement.
- Ability to work effectively as a member of the team.

TIME REQUIREMENTS

It is anticipated that Board members will participate in a regular annual cycle of meetings, these are likely to be:

- Quarterly Board meetings (approximately 3 hours each).
- Wider partnership, staff and planning meetings (approximately 2 hours, once a year).
- Individual Board member Annual Review with either the Board Chair or Senior Independent Director (30 minutes on Teams).
- Nomination and Remuneration and Audit / Finance Committee meetings (approximately 2 hours each, up to three meetings a year). Board members are normally required to support one of these Board Committees as a Committee member

OPTIONAL EVENTS AND REPRESENTATION ACTIVITY

- Membership engagement events (approximately 2 hours, quarterly).
- Attendance at Awards and Events e.g. Volunteer awards

EXPENSES

This is a voluntary role and no remuneration will be provided by Active Lancashire other than valid and reasonable expenses in line with Active Lancashire Guidelines.

APPENDIX C: CHAIR OF THE BOARD ROLE DESCRIPTION

Chair role outline (in addition to the Board member outside (Appendix B)).

Active Lancashire Mission Statement:

OVERALL

- To provide leadership for the Board.
- Leading the Board and the organisation to enable it to fulfil its purpose.
- To ensure an effective relationship between:
 - The Board and staff / volunteers.
 - The Board, membership and the external stakeholders / community.
- Acting as a spokesperson and figurehead as appropriate at internal membership and external stakeholder events and joint activities.
- To supervise and support the Chief Executive.
- The period of Office is four years from the decision made by Board members. A maximum of two successive terms can be served in line with our Governance guidelines.

SPECIFICALLY

- Plan and prepare the Board meetings with the Chief Executive and other Board members as appropriate.
- Chair Board meetings ensuring:
 - A balance is struck between time keeping and space for discussions.
 - Business is dealt with and decisions made.
 - Decisions, actions and deliberations are adequately minuted.
 - The implementation of decisions is clearly assigned and monitored.
- Ensure adequate support and supervision arrangements are made for the Chief Executive.
- Ensure that successors are found before the term of office finishes for Board members.

QUALITIES

- A willingness, together with the appropriate skills and knowledge to effectively lead the organisation.
- Confidence and skills to enable the effective operation of the Board and its activities.
- Possesses tact, diplomacy and powers of persuasion.
- Possesses relevant knowledge of the sectors and partnership which Active Lancashire operates within.
- Has the relevant skills to Chair a meeting well.
- Impartially, fairness and the ability to respect confidences.

TIME REQUIREMENTS

It is anticipated that the Board Chair will lead and participate in a regular annual cycle of meetings, these are likely to be:

- Quarterly Board meetings (approximately 3 hours each).
- Wider partnership, staff and planning meetings (approximately 2 hours, 4 times a year).
- Supervision of the Chief Executive (approximately two hours, six times a year).
- Undertake half of the Board member Annual Reviews (30 minutes each) with the Senior Independent Director undertaking the other half of these review meetings.

OPTIONAL EVENTS AND REPRESENTATION ACTIVITY

- Membership engagement events (approximately 2 hours, quarterly).

EXPENSES

This is a voluntary role and no remuneration will be provided by Active Lancashire other than valid and reasonable expenses in line with Active Lancashire Guidelines.

APPENDIX D: SENIOR INDEPENDENT DIRECTOR

The Senior Independent Director role serves as a sounding board for the Board Chair and CEO, and acts as an intermediary for other Board members where required.

The Senior Independent Director undertakes the Board Chair's annual review, and the Senior Independent Director's Annual Review is undertaken by the Chair of the Nomination and Remuneration Committee.

The Senior Independent Director also undertakes half of the Board member Annual Reviews (30 minutes each) with the Board Chair undertaking the other half of these review meetings.

APPENDIX E: BOARD SAFEGUARDING LEAD

The Board are required under the guidance provided by the UKSport Code of Governance (<https://www.uksport.gov.uk/resources/a-code-for-sports-governance>) to identify a Board member with the skills, knowledge and experience to act as a first point of contact for Safeguarding and welfare issues.

The Board member with this responsibility will be an existing Board member, who will take on this role as an additional responsibility. The individual is required to also be a member of the Nominations, Remuneration and Human Resources Committee. This Committee will receive a dedicated report at each meeting to outline Welfare and Safeguarding reporting of issues, actions and training. Through this reporting the Committee will be informed of and able to manage risk on behalf of the main Board with the direct support of the Safeguarding and Welfare team lead.

In exceptional circumstances the Safeguarding and Welfare lead Board member will be required to hear the detail of cases and to discuss options and actions on behalf of the Board in line with our Safeguarding and welfare procedures and policy standards.

Additional responsibilities for the Board Member Safeguarding lead (CYP and Adults)

In addition to the general responsibilities of a Board member, the Lead for Children, Young People, and Adult Safeguarding will:

- Act as the Board's champion for safeguarding, ensuring that Active Lancashire maintains a strong safeguarding culture.
- Ensure that safeguarding remains a key priority in the organisation's strategy, policies, and decision-making.
- To provide Board assurance through engagement with the Executive team to ensure compliance with relevant safeguarding legislation, policies, and best practice.
- Support and challenge the organisation to ensure robust safeguarding procedures are in place, including safe recruitment, training, and reporting mechanisms.
- Ensure that the Committee monitor and review safeguarding risks, policies, and procedures, and report to the Board on safeguarding performance and risk.
- Support engagement with key stakeholders, including statutory agencies, safeguarding boards, and partner organisations, to promote best practices in safeguarding.
- Ensure that all Board members, through the work of the Safeguarding lead and Executive team are aware of their safeguarding responsibilities and receive appropriate training as necessary.
- Provide oversight on serious safeguarding incidents, ensuring they are managed appropriately and that learning is implemented effectively.
- Advocate for the welfare and well-being of children, young people, and vulnerable adults in all aspects of Active Lancashire's work.

Additional skills and competences for the Safeguarding lead Board member (CYP and Adults)

- Knowledge and understanding of Active Lancashire safeguarding policies, procedures, and legislation relevant to children, young people, and adults.
- Experience of safeguarding practice, either through professional experience or governance roles
- Ability to challenge and scrutinise safeguarding policy and practice.
- A commitment to continuous improvement in safeguarding standards within Active Lancashire.

APPENDIX F: DECLARATION OF INTEREST FORM

Policy on the use of this information

The Information that you provide on this form will be used by Active Lancashire Ltd to understand any relationships you have with partners, contractors and individuals related to your employment and / or roles with Active Lancashire. By providing this information you consent to this personal data being included on a computerised database and consent to us sharing this information for the purposes of transparency and disclosure of any personal or professional interests which may relate to your role and any decisions being made with regards to Active Lancashire. We may check the information collected with third parties or with other information held by us. We may share information where legally required.

DECLARATION FORM: NON-EXECUTIVE APPOINTMENTS

Position applied for:

Organisation:

Section A

CONTACT DETAILS

Surname:

First Name:

Address:

Postcode:

Mobile number:

Home number:

Work number:

Email address (to be used for primary communication):

RECRUITMENT AND SELECTION PROCESS

How did you hear of this opportunity?

ELIGIBILITY

There are restrictions on who can apply to become a Board member, because company law requires that certain conditions must be met. You may not be eligible to become a Board member if:

- You are a member of the Associations staff.
- You are a tenant or leaseholder (including freehold service charge account holder) of the Association.
- You are a Board member of the Association.
- You have been a director of a company which has gone into liquidation.
- You have been convicted of a serious criminal offence (in particular, any offence involving dishonesty or imprisonment or in relation to the promotion, formation, management or liquidation of an Association).
- You are an employee (at a senior level) or a board member or director of a contractor or supplier to the Association.

Do any of these conditions apply to you:

If you have answered yes, please give further details.

REHABILITATION OF OFFENDERS ACT 1994

Active Lancashire is committed to recruiting professionals from all areas of the community including offenders and ex-offenders.

The Rehabilitation of Offenders Act 1994 requires us to ask if you have any 'unspent' convictions. The information you provide will be treated in the strictest confidence and only be taken into account where, in the reasonable opinion of Active Lancashire, the offence is relevant to the post for which you are applying. All disclosures will not be revealed to others except the client organisation, if appropriate. If you inadvertently disclose a conviction regarded as 'spent' it will be ignored.

Under the Exception Order 1995, certain types of employment and professionals are exempt from the Rehabilitation of Offenders Act 1974 and in cases for example where the employment sought involves working with children or vulnerable adults, details of all criminal convictions – both spent and unspent – must be disclosed to us.

If you are unsure of whether your conviction(s) should be disclosed please check:

<http://www.nacro.org.uk/what-we-do/resettlement-advice-service/advice/disclosing-criminal-records/rehabilitation-of-offenders-act-1974,1646,NAP.html#4>

Failure to declare a conviction may result in your exclusion from our register and / or termination of any assignment if the offence is not declared but later comes to light.

A spent conviction will still show on your criminal record, but we will not take it into account when considering your application unless the post is considered exempt under the Act. All posts that require DBS disclosure will be exempt under the Act and will require you to disclose spent and unspent convictions.

Do you have any unspent criminal convictions or spent convictions covered by the Exemption Order 1995?	
If yes, please provide on a separate sheet marked 'CONFIDENTIAL' and submit it with this form.	

REFERENCES

Please provide the full contact details of two referees who have known you in a professional and / or Board capacity ideally spanning at least the last two years. Please note that references will not be taken up unless you have been successful. We will notify you when we intend to take up preferences.

	Reference One	Reference Two
Full Name:		
Position:		
Organisation:		
Relationship to you:		
Address:		
Postcode:		
Work number:		
Mobile number:		
Email address:		
Prior consent required:		

DECLARATION OF INTEREST

Are you known or related to any board members/trustees/management committee member/ Councillor (as appropriate) or employees of Active Lancashire?	
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If you have answered yes, please give further details.

Do you have any interest that may relate to the work of Active Lancashire – be it employment, contracts, positions of responsibility, directorships etc and any financial interests, through you or a partner or close relative.	
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If you have answered yes, please give further details.

Is there anything in your employment history that you should reasonably draw to Active Lancashire's attention, which, if it came to light subsequently, and the employer was unaware of the matter, could bring the employer into disrepute?

If you have answered yes, please provide details on a separate sheet marked 'CONFIDENTIAL' and submit it with this form. If you are in doubt please speak to the Company Secretary.

DECLARATION

I hereby confirm that the information given is true and correct. I approve the use of my personal data declarations of interests being shared within Active Lancashire and shared publicly within the minutes of Board meetings to inform the transparency and quality of decision making.

I understand that my continued role with Active Lancashire is conditional upon the accuracy of this information and false or misleading information, as well as withholding relevant information, may lead to the ceasing of my role with Active Lancashire.

Signed (Please print your name):

Date:

Section B

The information provided in this section of the form is not mandatory nor is it used to select applicants for posts. All applicants are judged only on their ability to undertake the post for which they are applying. The information that you provide will be kept secure and separate from your application.

PERSONAL INFORMATION

Gender:

Marital status:

Ethnic origin:

Religious belief:

Sexual orientation:

DISABILITY

Please state if you have a physical or mental impairment that has a substantial (that is, more than minor or trivial) and long term adverse effect, on the ability to carry out normal day to day activities.

Please inform us of any specific arrangements you require for the interview.

APPENDIX G: CHIEF EXECUTIVE JOB DESCRIPTION

JOB PURPOSE

To Strategically lead and manage the Active Lancashire Charity and associated business activity including development and positioning of the organisational strategy and annual plan, securing structural funding, providing effective management of organisation finances and wider resources to the satisfaction of the Partnership Board. To be the overall accountable officer for compliance and delivery of all external funded programmes and activities, specifically including Sport England Lottery funding and UK Shared Prosperity Fund. To lead, advocate and enable the development of the organisations activities and profile at a Lancashire and wider national level.

KEY ACCOUNTABILITIES

- To lead strategic planning and development of Active Lancashire: overseeing the production and implementation of the organisational 10 Year Strategy, development and funding strategy and annual budgetary, resources and implementation plans to support the organisations Charitable aims and vision for the future of the organisation.
- To be the accountable officer for all aspects of financial management and control, risk identification and management including compilation of reports and evidence which satisfy the requirements of private, public and voluntary partners, funding bodies, regulatory and auditing conditions including strategic commissions and structural programmes such as Sport and UK Shared Prosperity Funding.
- To ensure Active Lancashire establishes and maintains the highest quality systems and procedures which effectively manages organisational risk and responsibilities in respect of financial control, health and safety, child protection, employment legislation, organisational liability and Environment, Social and Corporate Governance (ESG).
- To ensure effective two way communication and planning across the partnership and organisation to enable the organisation to be 'customer focused' to the business development needs and future requirements of district, cluster, sub-regional and national partners. This will include work with economic and health partners and bodies, national networks and local government structures.
- To provide overall leadership for the coordination and subsequently management of external funding applications, commissions, and service level agreements with external partners such as Sport England, health and social investment bodies.
- To work with the Active Lancashire Board, Partnership organisations and Core Team to promote and facilitate a performance management culture, including the development and maintenance of performance management systems, procedures and standards which will support the work of the Partnership and enable our performance to be effectively audited.

MEASURES

- Development of the organisational 10 year strategy, business development and business plan that meets the expectations of the Board and strategic partners.
- Implementation of the strategy, business development and business plans to agreed standards and levels of performance as agreed by the Board and funding bodies.

- Leadership and management of the staff team and other organisational resources to achieve the strategy and performance measures.
- Proactively manage risk to the satisfaction of the Board and funding bodies.
- Ensure that planned service and delivery standards meet or exceed legislation and / or partners expectations.
- Enable growth and development of the business which is sustainable and enables delivery of the organisations strategic vision and long term positioning.
- Build and maintain the profile of the organisation as a significant strategic contributor to the health and prosperity of Lancashire at an Executive level.

DIMENSIONS IMPACTED BY JOB (including number of people managed, turnover and budgets expressed in £p.a.)

- Overall leadership, management and accountability for all aspects of the organisations strategic relationships, performance, resources, risk and compliance.
- Executive relationships to the Active Lancashire Board and partnership operational activity.
- Leadership and management of the Active Lancashire Core Team (c. 40 individuals).
- Management of the Core Team finances (c. £3m to £5m p.a.).
- Satisfactory delivery of funded programmes (c. 40 programmes).

Direct reports job titles and grades: (where applicable)

- Director of Finance, Director of Operations, Director of Business.

Education, qualifications, skills and experience required in the role (essential and desirable if applicable)

- Evidence of continuous professional development activity.
- Management qualification or equivalent experience.
- A thorough knowledge of the professional and practice issues associated with leadership and delivery in the sport and physical activity, health and economic development sectors.
- Understanding of performance and risk management principles and evidence of successfully applying them in a strategic partnership context.
- Ability to demonstrate significant experience as a senior manager in a complex customer facing organisation.
- Ability to demonstrate a proven track record of achievement within an independent organisation.
- Successful leadership of diverse customer facing staff team and alliance of partnership organisations.
- Evidence of successful support and leadership provided to a strategic Management Board.
- Successful track record of establishing effective and sustainable partnerships and shared activity with a complex and diverse range of partner bodies.
- Evidence of securing and effectively managing strategic roles and resources to the satisfaction of funders, stakeholders and customers.

CORE BEHAVIOURS

Active Lancashire has a series of Team Values which all staff are expected to display reflective behaviours, including:

- Working Together
- Everyone Counts
- Forward-thinking
- Influencing Change
- Passion
- People First

KEY INTERFACES (internal and external) AND REASONS (e.g. inform, negotiate)

Internally:

- Chair and Board Members (Inform, seek direction and approval).
- Executive staff team (lead, inform and direct).

Externally:

- Key funders and contract holders including Sport England, DWP, Local Authorities and Health Commissioning Bodies (inform, negotiate and secure resources).
- Strategic Partner Executives including Sport England and Sport Sector Executives, Local Authority Chief Executives and Leaders, NHS Lead and Commissioning Executives, LEP Chair and CEO, University Executive Directors, Charity CEOs (national and regional) (inform, build alliances and secure support).

THE OPERATING ENVIRONMENT AND CONTEXT OF THE JOB

This role is in part funded by Sport England which requires a lead officer, with a role to develop and ensure delivery of the primary purpose specification. The post-holder is required to work closely with Sport England staff to ensure effective delivery of that specification.

The role requires the development of strategic alliances locally and nationally with a range of partners at an executive level (public, private and voluntary sector), advocating and growing organisational activity with wider partners and providers, influencing partners to prioritise and resource physical activity and sporting services and assets across the spectrum of community provision and facilities in Lancashire and a wider footprint.

The role requires all key decisions and direction to be determined by the Active Lancashire Board, who support the Chief Executive as the lead officer in establishing the strategy, business development and business plans, managing risk, securing the resources and delivering activity to the standards and performance as agreed by the Board, partners and funders.

This role is part funded by Sport England for which this post is the overall accountable officer.

GOVERNING BODY / LEGAL REQUIREMENTS

The Chief Executive is the lead officer responsible for the operation of the organisation to satisfy:

- Financial standards and Charity Law.
- Pension scheme (Lancashire County Pensions) compliance.
- Employment Law.
- Data Protection.
- Our commitment to Safeguarding.
- Our commitment to equality, diversity and inclusion.

APPENDIX H: ORGANISATIONAL CONTACT DETAILS

For further information:

Active Lancashire
Offices 3 & 4 Farington House
Lancashire Business Park
Centurion Way
Leyland
PR26 6TW

Telephone: 07465 759 911

Email: contact@activelancashire.org.uk

Website: www.activelancashire.org.uk

If you require any further information or advice, please do not hesitate to contact:

companysecretary@activelancashire.org.uk

Information Pack for Prospective Active Lancashire Board Members

January 2026