



the national governing body for group exercise



**CANDIDATE
BRIEFING PACK**

**INDEPENDENT CHAIR
OF EMD UK**



Introduction

from our Chief Executive, Marcus Kingwell



EMD UK is the national governing body for group exercise. Our vision is healthier communities through group exercise, and we aim to achieve this through our mission: to support group exercise instructors to be the best they can be.

EMD UK has undergone significant change over the last two years and now has a much higher profile, membership numbers and credibility across the physical activity sector.

The board has recently approved a new five-year strategy which focuses on instructor engagement, instructor quality, social impact, reputation and influence. A key driver is delivering growth within the group exercise sector by representing both individual instructors and organisations, and collaborating with partners and stakeholders while meeting the following challenges:

- ensure financial and strategic success in a challenging economic climate
- oversee the delivery of a regulatory and governing framework for group exercise instructors in partnership with CIMSPA and Sport England

EMD UK is a non-profit distributing company limited by guarantee, financially supported by Sport England. The organisation's annual turnover is £2m with a large proportion provided by Sport England. We have 23 staff and 12 board directors, and we operate across the country. We have a strong commitment to equality, diversity and inclusion.

The current chair has played a key role in developing the strategy, building the relationship with the sector partners and significantly improving the organisation's governance. We are now seeking a chair who can build on these achievements and:

- create new partnerships within and beyond the fitness sector
- represent the organisation externally alongside the CEO.

Our vision

Our vision is healthier communities through group exercise. We know this can be achieved because of physical, mental and social health benefits that group exercise brings.

Our mission

Our mission is to support group exercise instructors to be the best they can be.

Not only will we support instructors to get qualified and insured but we'll also support them to develop professionally, follow best practice and sustain their businesses in a changing world.

Our role

- 01 To be the leader, influencer, collaborator and coordinator across the group exercise sector with a focus on the instructor workforce
- 02 To be the voice of group exercise, providing advice, support and guidance to the workforce and wider ecosystem to achieve greater collaboration and to create healthier communities
- 03 To create solutions for the problems that instructors face, as well as identify opportunities for improvement
- 04 To raise standards in the group exercise instructor workforce, leading to higher quality experiences for all



Our role in the physical activity world

Sport England's strategy, Uniting the Movement, sets out a vision for sport and physical activity in England: a nation of more equal, inclusive and connected communities; a country where people live happier, healthier and more fulfilled lives. EMD UK's vision and mission closely aligns with this vision and as such we fully support Uniting the Movement.

Sport England has invested in EMD UK as a system partner with two key roles in the physical activity ecosystem:

A systemic role

To connect and influence across the sector.

A governing role

To lead and regulate a discreet and defined part of the system with the ability to shape and influence it.

Our systemic role will increase substantially as we grow our reach and engagement with group exercise instructors. We will adapt and shift these work areas to place more emphasis on tackling inequality but without ignoring our mission to support all instructors to be the best they can be. We will also communicate our role in tackling inequalities to external partners.

As a workforce NGB we will focus our efforts on adult instructors. Our role in providing positive experiences for children and young people is to advise and influence group exercise programmes to ensure they meet children's needs.

We are a unique sector, one made up of predominantly micro-businesses and self-employed people who are well placed to have a positive impact on underrepresented communities. Our challenge is to retain and increase the diversity we see across our workforce, and to gather the insight and knowledge to support it, especially as we grow our direct reach.

For our governing role, we will build on our strong relationship with CIMSPA to support workforce regulation for group exercise instructors, in line with the Workforce Governance agenda, the Whyte Review and recommendations of the National Plan for Sport and Recreation Committee. This will provide CIMSPA with our specialist expertise which in turn means better regulation and governance of instructors.

The board



The EMD UK board is comprised of the CEO (ex officio) and eleven non executive directors who offer a mix of skills and experience that help the organisation meet its strategic aims.

Directors must abide by EMD UK Code of Conduct for Directors and the relevant parts of the UK Code for Sports Governance while discharging their legal duties as directors.

The Board meets four times each year. Meetings are held in London, EMD UK's head office in Horsham or on line.



The role of the Chair

The Chair can serve up to two four-year terms. The duties of the Chair include:

- To provide leadership for the board of directors in their role of setting the strategy and policy of the organisation
- To plan the annual cycle of board meetings and set the agendas
- To chair and facilitate board meetings and to give directions to board policy decisions
- To ensure decisions taken at board meetings are implemented
- To promote equality, diversity and inclusion principles across the Board, the Executive and throughout the sector
- To represent the organisation at appropriate events, meetings or functions, opening doors to opportunities within and outside of the group exercise sector acting as a spokesperson for the organisation where appropriate
- To line manage the chief executive and keep an overview of the organisation's affairs and provide support as appropriate
- To sit on appointment panels as required
- To act as final stage adjudicator for disciplinary and grievance procedures
- To attend and be a member of other committees or working groups when appropriate in role as Chair

In addition, the chair must fulfil all the duties of a director including:

- To ensure that EMD UK complies with its Articles of Association, company law and any other relevant legislation or regulations.
- To contribute actively to the role of the Board in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To ensure the effective and efficient administration of EMD UK.
- To ensure the financial stability of EMD UK through all income sources
- To appoint the chief executive officer(s) and monitor their performance
- To ensure that public money is used appropriately.

Directors should also use any specific skills, knowledge, or experience to help the board reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives or on other issues in which the director has special expertise.

Key competencies

Essential

- Strong, leadership ability supported by a track record of delivering success
- Substantial board experience, either as Chair or other senior level in the public, private or voluntary sector
- A high level of objectivity and independent judgement, integrity and probity
- Ability to think and act strategically, managing and steering through change
- A good understanding of financial management and ability to interpret financial reports
- Strong commercial acumen
- An ability to work in partnership
- A demonstrable commitment and track record of promoting equality, diversity and inclusion
- Ability to communicate concisely and effectively
- Chairing meetings
- Experience in the physical activity sector

Desirable

- Experience in the group exercise sector
- Involved in the running of a not for profit organisation

The board recognises and encourages the benefits of greater board diversity and an inclusive culture. As such, we are keenly looking to build a more representative board and welcome applications from women, people from ethnically diverse communities, disabled people and other under-represented groups.



Term

All directors can serve up to two four-year terms.

It is anticipated that the time commitment is one to two days per month after the induction period. This includes attendance at up to four Board meetings a year.

Remuneration

As chair this post attracts an honorarium payment of £4000 per annum. Expenses will be paid in accordance with EMD UK's expense policy.

How to apply

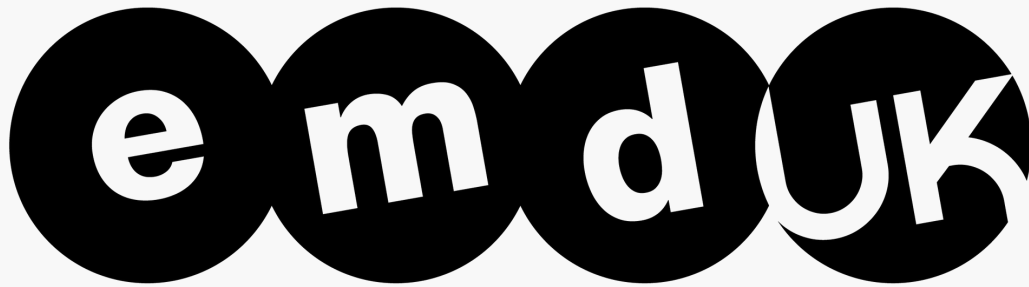
Please submit a CV and letter of application setting out how you meet the criteria based on your skills and experience to marcus@emduk.org

For an informal discussion on the post of EMD UK chair, please contact Nigel Wallace (current chair) on consultnigelw@gmail.com or Julie Evans (Senior Independent Director) on julieevans36@gmail.com.

Closing date for applications is 24 October 2022.

Interviews are scheduled for 16,17 or 23 November 2022 in London.





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**SPORT
ENGLAND**