emdUK

the national governing body for group exercise

CANDIDATE BRIEFING PACK

NON-EXECUTIVE DIRECTOR

Introduction

EMDUK is a system partner of Sport England and the leading membership organisation of the group exercise instructor workforce and the wider sector.

As a key system partner of Sport England, we have a clear ambition, strategic vision and mandate to lead the sector.

We will do this by understanding, collaborating, championing, innovating and supporting group exercise instructors to create inclusive and healthier communities.

We are a non-profit distributing company limited by guarantee, financially supported by Sport England. We have 26 staff and 12 board directors.

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

Our strategic goals are:

Strategic Goal 1: To be the membership organisation of choice for group exercise instructors to join.

Strategic Goal 2: To have the most in-depth insight and resource base of any organisation for group exercise instructors.

Strategic Goal 3: To be the voice of group exercise; to represent and advocate for group exercise instructors in the sector and community.

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 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. 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 opportunity

EMD UK is entering an exciting phase of development involving a new Chair of the Board, a new Chief Executive, refreshed strategic goals and a new supportive staff structure.

EMD UK is looking to appoint two non-executive board directors to lead and guide the delivery of our Finance Strategy and our Digital Strategy, both essential to our aspirations and drive for continuous development.

If you have the necessary skill set and ambition to make a real difference to our organisation, group exercise instructors and their participants, we would be delighted to hear from you.

EMD UK encourages and welcomes applications from all people, regardless of background, ability and circumstances.

Reasonable adjustments will be made during the recruitment process, on request.

Your role as a non-exec director

The key responsibilities of a director (jointly with other directors) are:

1. To ensure that the organisation has a clear vision and strategic direction and is focused on achieving these.
2. To be responsible for the overall performance of the organisation and for its culture and ethos.
3. To ensure that the organisation complies with all legal and regulatory requirements.
4. To act as a guardian of the organisation's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
5. To ensure that the organisation's governance and probity is of the highest possible standard.

Duties and tasks

1) Ensuring that the organisation has a clear vision and strategic direction and is focused on achieving these

- To work in partnership with fellow directors, the Chief Executive and other staff as appropriate to ensure that the organisation has a clear vision and strategic plan that have been agreed by the Board, and that there is a common understanding of these on the part of directors and staff.
- The business, operational and/or other plans and Board decision-making reflect and support the vision and strategic priorities.
- There are effective mechanisms:
  - to listen to the views of the organisation's members and other key stakeholders
  - to review the external environment for changes that might affect the organisation
  - to review regularly the organisation's strategic plans and priorities

2) Being responsible, with the other directors, for the overall performance of the organisation and for its culture and ethos:

- To agree the method for measuring objectively the progress of the organisation in relation to its vision, strategic objectives/priorities, delivery plans and annual targets, and to receive regular reports on the performance of the organisation in meeting these
- To ratify the appointment of the Chief Executive and ensure that there is a rigorous process in place for setting and reviewing his/her terms and conditions of employment and providing opportunities for professional development
- To receive regular reports from the Chief Executive on progress towards achieving the agreed strategic priorities
- To hold the Chief Executive to account for the management and administration of the organisation
- To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the organisation and in meeting his/her annual targets and objectives
- To ensure that there is a robust and effective process in place for the appointment and continuous appraisal of senior managers
- To ensure through the Chief Executive that all staff undergo regular reviews of their performance and receive feedback

- To agree and review Board policies
- To ensure that there are mechanisms in place for staff members, volunteers, other individuals, groups or organisations to bring to the attention of the directors any activity that threatens the integrity of the organisation
- To promote the work of the organisation, its achievements and successes to members, key stakeholders and the wider sport and recreation community.

3) Ensuring that the organisation complies with all legal and regulatory requirements:

- To be aware of, and to ensure that the organisation complies with, all legal, regulatory and statutory requirements
- To maintain familiarity with the governing instruments of the organisation, to ensure that it complies with its Articles of Association and to review the Articles of Association regularly
- To agree the levels of delegated authority, to ensure that these are recorded in writing by means of minutes, terms of reference for committees, role descriptions for Officers, directors and key staff etc, and to ensure that there are clear reporting procedures which are also recorded in writing and complied with
- To ensure that the responsibilities delegated to the Chief Executive are clearly set out and understood.

4) Acting as a guardian of the organisation's assets, both tangible and intangible, taking all due care over their security, deployment and proper application:

- To ensure that the organisation has satisfactory control systems and procedures for holding in trust for its members all monies and other assets and to ensure that these are invested to the maximum benefit of the organisation, within the constraints of the law and ethical and other policies laid down by the Board
- To ensure that the major risks to which the organisation is exposed are reviewed annually and that systems are established to manage and mitigate these risks
- To act reasonably, prudently, ethically and collectively in all matters and always in the best interests of the organisation, avoiding any conflicts of interest
- To be accountable for the solvency and continuing effectiveness of the organisation

- To exercise effective overall control of the organisation's financial affairs and to ensure that the way in which it is administered is not open to abuse of any kind; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience
- To ensure that intangible assets such as corporate knowledge and expertise, intellectual property, the organisation's good name and reputation etc, are properly valued and safeguarded.

5) Ensuring that the organisation's governance and probity is of the highest possible standard:

- To ensure that the organisation has a governance structure that is appropriate to its size, complexity and stage of development and that enables the directors to fulfil their responsibilities
- To reflect annually on the Board's performance and one's own individual performance as a director
- To ensure that the Board has the skills required to govern the organisation effectively and well, and has access to relevant external professional advice and expertise
- To ensure that there is a systematic, open and fair procedure for the election and appointment of directors
- To ensure that there are succession plans in place for the positions of Chair and Chief Executive
- To participate in the individual and collective development and training of directors.

In addition to the above duties, each director should 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, becoming a member of relevant committees or working groups and on other issues in which the director has special expertise.

Person specification

- A high level of objectivity and independent judgement
- A high level of integrity and probity
- Ability to think and act strategically
- Demonstrated experience in Finance and/or Digital
- Experience of working in a not-for-profit or grant funded environment
- An ability to work in partnership
- An ability to communicate concisely and effectively
- A commitment to equality, diversity and inclusion
- A commitment to EMD UK's values and behaviours: we are ambitious, we are inclusive, we act with integrity, we support and we collaborate.

The EMD UK board is currently under-represented in terms of people from ethnically diverse communities and we have skills gaps in Finance and Digital areas.

We are particularly interested in receiving applications from people in those groups or with those skills.

Terms of appointment

Directors can serve up to two four-year terms.

The time commitment is up to one day per month after the induction period, including attendance at four Board meetings a year.

The Finance sub-committee also meets four times a year. Other sub committees meet on a project basis.

Meetings are held in London, Horsham or online. Expenses are paid in accordance with EMD UK's expense policy.

Commitment to Equality, Diversity & Inclusion

EMD UK is committed to policies and practices of equality, diversity and inclusion across everything that we do. We support staff and volunteers to ensure their behaviour is consistent with this commitment.

We have created a working environment which is inclusive and welcoming, in which all individuals can make the best use of their skills, free from discrimination or harassment, and in which all decisions are based on merit.

How to apply

If you would like to register your interest, please send in:

1. Your CV together with a covering email, setting out how you meet the requirements of the post to Gill Cummings-Bell (Interim Executive Lead) at gill@emduk.org
2. EDI monitoring form found with this job pack.

For an informal chat about these opportunities call Julie Evans (Independent Director) on 07729 697508.

The deadline for submission is 28th April 2023.

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