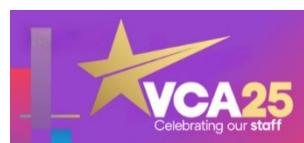


The logo for Herts Sport & Physical Activity Partnership is centered in the upper half of the page. It features a dark blue, rounded rectangular shape with a light blue starburst graphic to its right. Inside the dark blue shape, the text "Herts" is in light blue, "Sport & Physical Activity" is in white, and "Partnership" is in light blue.

**Herts
Sport &
Physical
Activity
Partnership**

Board Member Recruitment Pack

October 2025



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Welcome

We are delighted that you are interested in the role of Board Member with the Herts Sport & Physical Activity Partnership (HSP).

HSP creates the conditions so that people in Hertfordshire can be active and reap the benefits of an active lifestyle. We work with local groups and partners to help **More People**, be **More Active**, **More Often**. We focus on supporting people and communities who find it hardest to get involved in sport and physical activity. Board members are volunteers who support us to achieve this. We are looking for new Independent Board Members to join our Board who:

- Are well connected with local communities and organisations in Hertfordshire and understand what life is like for people who find it hard to get involved in sport and physical activity.
- Are committed to the valuable role that sport and physical activity can play to address a range of social issues.
- Value different experiences and ways of thinking, and who can bring diverse ideas, knowledge and skills to the Board.
- Can commit the time required to carry out the role well.

We especially want to hear from those who:

- Have skills, expertise, and influence from across the community, business, education, health, criminal justice and sports sectors.
- Understand the challenges faced by Hertfordshire's community sport and physical activity sector.
- Know about the things that make it hard to be active for people who are: disabled, living with a long-term health condition, from ethnically diverse communities or less wealthy areas.
- Understand the challenges to being active faced by groups such as women and girls, older adults and children and young people.

If this sounds like you, we would love to hear from you. This pack provides you with information to help you decide whether to apply to join HSP as a Board Member. We are more than happy to answer any questions you have and would encourage you to get involved, even if this would be your first board position.

For an informal conversation about the role please contact Adrian Ledbury, Strategic Lead – Transformation, a.ledbury@herts.ac.uk.

Yours sincerely,

Mervyn Morgan, Chair

Herts Sport & Physical Activity Partnership (HSP).

About the Herts Sport & Physical Activity Partnership

The Herts Sport & Physical Activity Partnership (HSP) works *strategically and collaboratively to improve the lives of the people of Hertfordshire, by using the power of sport and physical activity to tackle inequality and disadvantage*. Our [Strategic Plan 2022-27](#) provides the framework for our work, and our Annual Impact Report highlights how we deliver our strategy in practice.

[HSP Annual Impact Report 2024 – 2025](#)

Watch our Impact Video [here](#)

Being active can be a fun, enjoyable and social experience; it can also bring enormous benefits for our health, wellbeing and happiness for individuals, communities and wider society. Encouragingly, across Hertfordshire, **60% of adults and 48% of young people** are active enough for it to benefit their health. However, we see distinct inequalities within different population groups and in different localities who find it harder to be active and reap the benefits of an active lifestyle.

The Partnership will ensure that we have a laser-like focus on identifying and addressing inequality and inactivity and optimising limited resources for the greatest impact. Further information about the insight driving our work areas can be found on the **HSP Physical Activity Story Map**.

Established in 2003, we are based at the University of Hertfordshire in Hatfield and are one of 42 Active Partnerships across England, that are part funded by Sport England to deliver locally against their **Uniting the Movement Strategy**.

Known as HSP, the Partnership has a **core team** of full and part-time professionals, and we are involved in a wide range of exciting **projects**, campaigns and strategic influencing work to deliver against our objectives.

The HSP team works alongside numerous public, private and voluntary **partners**, bringing together expertise, resources and ideas from all parts of the sports, health and physical activity arena in Hertfordshire and beyond.

The Herts Sport & Physical Activity Partnership (HSP) prides itself on setting and maintaining high standards across its business operations as the cornerstone of delivering a high performing organisation which is inclusive, innovative and impactful. Here are the standards and recognition schemes that we operate within:

- Tier 3 – UK Code for Sports Governance Compliance
- CPSU Safeguarding Standard and Anne Craft Trust Adult Safeguarding Standard – Met
- MODESHIFT Stars Business – Approved Travel Plan

HSP has also been recognised for:

- Winner – Hertfordshire Chamber of Commerce Inspiring Hertfordshire Award – Diversity and Inclusion
- University of Hertfordshire Vice Chancellor Awards Team of the Year – EDI Team Highly Commended:

Role of the Board and Board Members

Role of the Board & Structure

The HSP Board comprises [volunteers](#) with diverse skills, experience and backgrounds linked to the objectives set out in the HSP Strategic Plan 2022–27. The board plays a vital function – to provide strategic direction and oversight, and support the staff team to achieve the Partnership’s mission.

The Board has a:

- Chair – leadership of the Board, ensuring its effectiveness on all aspects of its role and for setting its agenda.
- Vice-Chair – deputising for the Chair.
- Senior Independent Member – Acting as an alternative contact for stakeholders to share any concern and leading on the process to appraise the Chair’s performance.
- 4 Ex-Officio Members representing the host organisation (University of Hertfordshire x2), Herts County Council Public Health and Herts Local Authorities.
- 8 Independent Board Members.

Board Member Roles

Key roles include:

- Actively promote and champion the work of the Partnership, represent the Partnership at events and help to build relevant partnerships.
- Drive and monitor the Strategic Plan and direction of HSP.
- Approve the Annual Work Programme and support and monitor progress.
- Approve the long-term financial plan and annual budgets.
- Hold periodic reviews of major risks.
- Have oversight of the work of the Senior Leadership Team, providing support and challenge.
- Approve and review of the organisation’s key Governance policies and documents e.g. UK Code for Sports Governance, Diversity and

Inclusion Action Plan, Safeguarding and environmental sustainability policies.

Board members may also volunteer for task and finish groups that may be needed from time to time or act as a Champion for key work areas depending on their skillset e.g. Hertfordshire Year of Sport & Physical Activity 2026, Equality, Diversity and Inclusion, Environmental Sustainability, Marcomms, Monitoring, Evaluation and Learning etc.

Time Commitment

The overall commitment is estimated at 4 days per year and will include:

- Attendance at quarterly Board meetings.
- Participation in development days, working groups, or ad hoc meetings as required.
- Occasional representation at events or stakeholder meetings.

Term

All members may serve on the Board for an initial period of four years and be eligible for re-appointment, but for no more than 2 terms.

Remuneration

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

Conduct

All members of the Board must agree to act in accordance with the following principles of public life that were set out by the Committee on Standards in Public Life (the Nolan Committee) for the benefit of all who serve the public.

- **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so to gain financial or other material benefits for themselves, their family, or their friends.
- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or

organisations that might influence them in the performance of their official duties.

- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example.

How to Apply & Application Process?

You can apply by writing an email with a word attachment to Davinia Thakkar d.thakkar2@herts.ac.uk.

Start your email by clearly saying you are applying to be a Board Member with the Herts Sport & Physical Activity Partnership and use 'Board Member for HSP' as the subject line.

In the word document please explain:

- Why you would like to join the HSP Board.
- How you would use your skills and experience to help HSP to get More People, More Active, More Often.
- The strengths you have that would help you carry out the role of a Board Member.

Please also provide a short summary of any relevant work history over the last 10 years (include dates, organisations, and positions) and the names and contact details of two referees who know you well. Referees must not be closely related to you (e.g. family members or partners).

Try to keep your word document to three pages or less and please remember to include your contact details.

The closing date for applications is 30th January 2026. Referees will not be contacted without your prior consent.

What will happen after you apply?

If you are shortlisted, you will be invited to our offices to meet with members of the board, the Partnership Director (or designated deputy), and some of the team during the week commencing 23 February 2026. You will be given a time to arrive and can expect the meeting to last approximately 1 hour.

This will be a chance for you to learn more about HSP and what it means to be a Board Member. The team will talk to you about your application, your skills and experience, and how you could contribute to the board.

We want to understand how your skills, experience, and ideas fit with what we need, and for you to make sure the role is right for you. You can bring notes if that would help you.

Appointments will be made subject to satisfactory references and completion of declaration of interests and declaration of good character forms.

Important Dates

- Closing date for applications – 30th January 2026.
- Suitable applicants invited for a discussion – no later than 13 February 2026.
- Discussion with representatives of the board, Partnership Director and team – week commencing 23 February 2026.

More Information

For an informal conversation about the role please contact Adrian Ledbury, Strategic Lead – Transformation, a.ledbury@herts.ac.uk.

Board Meeting Dates

- Tuesday 9th December 2025
- Thursday 19th March 2026
- Thursday 18th June 2026
- Thursday 17th September 2026
- Thursday 10th December 2026

Normally board meetings are scheduled for 10–12pm at the University of Hertfordshire de Havilland Campus.

Privacy Notice and Equity Policy

Privacy Notice

By submitting your application, you are giving consent to your personal data being stored and processed for the purpose of this selection process.

Please be assured that the information you provide will only be used as part of this process. All information will be securely held and access to it restricted to colleagues involved directly in the selection process. HSP is committed to being transparent about how it collects and uses data and to meeting its data protection obligations.

Please read our full Privacy Policy [here](#).

Equity Policy

As the Active Partnership for Hertfordshire, we recognise that providing equality of opportunity, valuing diversity, and promoting a culture of inclusion are vital to our success. Consequently, we want to be an organisation where people can be free to be themselves no matter what their identity or background and we will strive to create an environment and culture where everyone can reach their potential and can utilise their skills and talent to the full, without fear or prejudice or harassment.

Inclusion is at the heart of the Partnership's values, and we will use our position as both a system partner to Sport England, and as system leader for the wider sport and physical activity sector in the county, to bring about positive change. It is only when our workforce reflects the communities that we are seeking to support that we will be able to better understand their needs and priorities. So, we will be proactive in our attempts to diversify the local sport and physical activity workforce and to create employment and participation opportunities for those who until now, have felt excluded.

Please read our full Equity Policy and Action Plan [here](#).