



Social Prescribing Project Manager

Fixed term 12-month contract 2-3 days per week
(Secondment available)

RECRUITMENT PACK

Closing Date: Monday 20th July 2020



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Section 1. Application Process

Please review the information contained within this information pack in particular the Role Description and Person Specification.

If you would like to discuss the role further, please contact Charlie Crane ccrane@activepartnerships.org or Adrian Ledbury aledbury@activepartnerships.org

To apply, please forward your CV with covering letter to Nicki Couzens by email to ncouzens@activepartnerships.org by 20th July.

The covering letter should highlight:

- Your interest in the role – why you are applying.
- The kind of person you are – your motivations, core values and personal working style.
- Your suitability for the role, setting out your key qualifications, experience, skills and abilities against the requirements of the person specification.
- Your preferred days and hours of work.
- Whether you would prefer a secondment.
- Your salary expectations

Your CV should include 2 references one of which should be your present or most recent employer.

Following the closing date, shortlisted candidates will be invited for a virtual **interview which will be scheduled for week commencing 27th July**. Please reserve this date in your diary. If you do not hear from us within 7 days of the closing date, you can assume you have not been successful.

We look forward to receiving your application.

Kind regards

The Active Partnerships National Team

Section 2. About Active Partnerships

There are 43 Active Partnerships which were established over 20 years ago as locally led, non-profit, strategic enterprises, which come together to provide a nationwide network covering every part of England.

Our Vision: An active lifestyle is the social norm for everyone

Our Mission: Our mission is to increase levels of engagement in sport and physical activity, reducing levels of inactivity, tackling stubborn inequalities and using the power of sport and physical activity to transform lives.

Our Core purpose: Our core purpose is to create the conditions for an active nation;

- an in-depth **understanding** of the needs of the local community built on robust data and insight.
- cross-sector partnerships with a **shared understanding and commitment** to the benefits of an active lifestyle.
- a vibrant, inclusive, customer focused sport and physical activity sector with a skilled, welcoming and diverse **workforce**.
- **communities engaged** in co-designing the delivery of impactful **behaviour change interventions**.
- **shared learning** of what works locally to get people active and compelling **evidence of the impact** that sport and physical activity can have on a range of outcomes.

For more information about our approach, please see our brief video here <https://youtu.be/XfcUUuN28o4>



Our Values: All our work is underpinned by the following values:

- **Collaboration** - We are outcome focused and act with integrity to broker productive relationships.
- **Equality** - We value diversity and tackle inequalities to engage those with the most to gain.
- **Learning** - We value learning to continuously improve and maximise our impact.
- **Customer Focus** - We focus on the needs of our communities to ensure great experiences.
- **Enterprise** - We constantly seek out opportunities to benefit the communities we serve and ensure sustainable growth.

More information about our services, impact and case studies are available at www.activepartnerships.org

Active Partnerships National Team

At the national level, Active Partnerships is the improvement and innovation agency that leads, supports and represents the Partnerships, learning what works locally and driving collaboration and impact across the network.

We are a charitable company, governed by a [Board of Trustees](#) under the guidance of our Chair Doug Patterson, including both Member representatives and independent members.

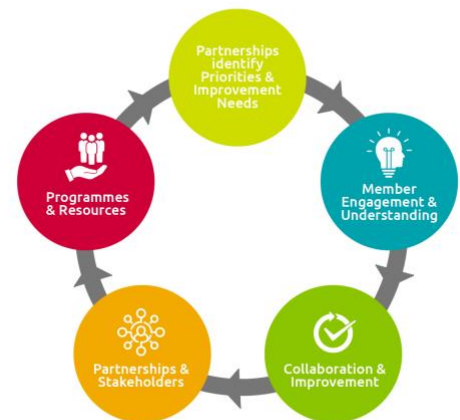
We have a small national team led by our Chief Executive Lee Mason, and currently employ 7 staff. Details of our team can be seen [here](#).

We are a federated membership structure. The Partnerships are independent organisations and on the whole we do not directly fund, direct or manage them. Our approach is to celebrate the local ownership and independence of the Partnerships and support them to deliver real local impact, whilst also championing the power of the network and facilitating collective action – this local presence combined with national coverage and reach is our key USP.

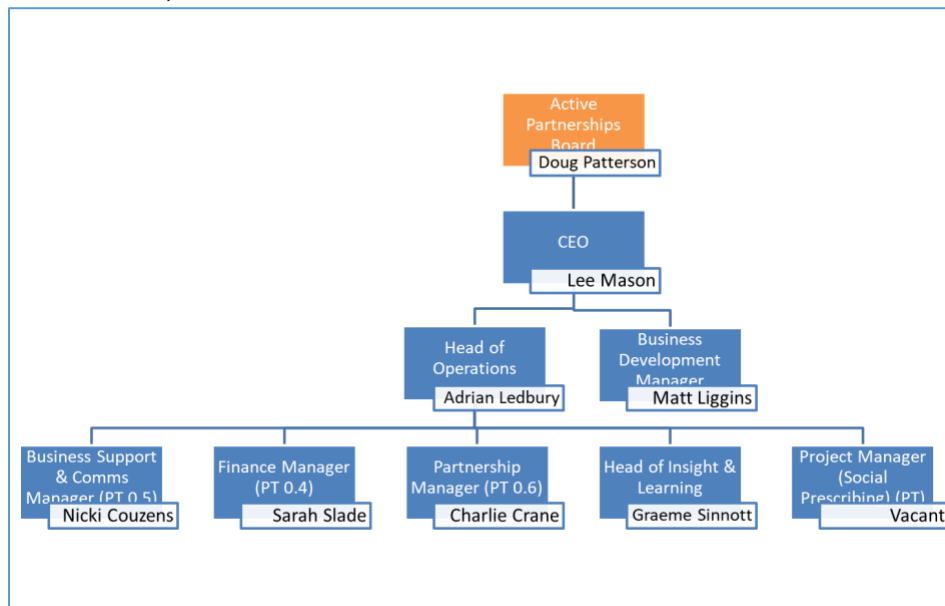
We work closely with Sport England as the major funder of the network, to maximise their collective impact and support the delivery of the national strategy in ways that meet local needs.

Our **operating model and objectives** are a bottom up way of working, focused on supporting the priorities and improvement needs of the 43 Active Partnerships, driving the work of the National Team and Board to add value in the network;

1. **Member Engagement & Understanding** – to engage effectively with each Partnership to build a detailed understanding of our members, their local context, priorities, strengths, opportunities and challenges, underpinned by effective governance.
2. **Collaboration & Improvement** – to connect Active Partnerships to facilitate collaboration, enable shared learning & provide improvement support to stretch and inspire Active Partnerships and create more impact than the sum of the parts.
3. **Partnerships & Stakeholders** – to establish relationships with relevant agencies to advance shared priorities, join up national policy with local practice, and increase understanding & support of Active Partnerships amongst key stakeholders.
4. **Programmes & Resources** – to secure and develop programmes & resources to advance priorities, with individual Active Partnerships, clusters or the whole network, to enhance Active Partnerships added value and impact.



Our structure;



Whilst line management would sit with the Head of Operations, we would expect the postholder to liaise closely with all the other team members to connect with their work areas.

Office Base

The team are home-based at various locations across the country with frequent travelling required to different locations across England for work purposes. Subject to Covid-19 guidelines their maybe scope to be based at a partner organisation’s office.

Equality & Diversity Policy Statement

The Active Partnerships national team is committed to eliminating discrimination and encouraging diversity and inclusion within our workforce, in the partnerships we support and in the delivery of sporting activities and programmes. We oppose all forms of unlawful and unfair discrimination including direct and indirect discrimination, harassment, bullying and victimisation. Active Partnerships national team will abide by the requirements of the Equality Act 2010.

The purpose of this policy is to provide equality and fairness for those in our employment and all those we work with and ensure they are not unlawfully discriminated against because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including lack of belief), sex and sexual orientation (together the protected characteristics). Our aim is that our workforce will be truly representative of all sections of society and those we engage with and everyone feels respected and able to give their best.

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

Our commitment is to:

- Create a working environment that promotes dignity and respect for all
- Ensure fair access to all to the opportunities we offer. The Active Partnerships national team recognises that it has a duty to make reasonable adjustments for disabled persons.
- To create an environment in which individual differences and the contributions of all our staff, sportsmen, sportswomen and volunteers are recognised and valued
- In the course of our work, eliminate discrimination and promote equality of opportunity between different groups in society
- Encourage Partner organisations, members and suppliers to demonstrate their commitment to the principles and practice of equality
- Develop programmes and action to help people realise their true potential by ensuring that training, development and progression opportunities are available to all
- Regularly review our all practices, policies and procedures to ensure fairness in our day to day work
- Help staff, those who participate in our programmes and volunteers to understand that breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings
- Monitor this policy and review it every year or when new legislation requires changes. Each time the policy is reviewed the Board will be consulted
- To take all complaints seriously and if necessary take appropriate measures against any stakeholder who unlawfully discriminates against, harasses, bullies or victimises any other person

This policy is agreed and endorsed by the Active Partnerships Board and is available on the Active Partnership website. We recognise that equality in the workplace and our day to day practice is not only good management but makes sound business sense.

The Chief Executive has overall responsibility for the implementation of this equality policy with the Business Support & Communications Manager having the day to day responsibility for the implementation of the policy and the board champion acting in an advisory role. Equality will be an agenda item at Board meetings at appropriate times.

Section 3. About the Role

Context

Social prescribing involves helping patients to improve their health, wellbeing and social welfare by connecting them to community services and support. Over 60% of Clinical Commissioning Groups use social prescribing for patients with anxiety, mental health problems and dementia. In 2017, the University of Westminster published an Evidence Summary which identified 28% fewer GP consultations and 24% fewer A&E attendances for people receiving social prescribing support. Social prescribing is not a new entity and has been around for numerous years, what is new however is the spotlight on the role physical activity and sport can play in supporting people with varying challenges from long-term health conditions to isolation.

There have been significant developments in social prescribing in recent months including the investment by NHS England in 1,000 new Link Workers in Primary Care by the end of 2020/21 with a further 3500 being recruited by 2023/24. Furthermore, a new National Academy for Social Prescribing has been set up in partnership across government with Sport England, Arts Council and a range of voluntary sector partners. The Academy will aim to standardise the quality and range of social prescribing available to patients, increase awareness of the benefits of social prescribing by building the evidence-base, bring together all partners to adopt a collaborative approach to social prescribing as well as focus on developing training and accreditation across sectors.

Social Prescribing and Active Partnerships

82% of Active Partnerships are actively working on the social prescribing agenda and 16% are interested in but not actively work in this space yet. The recent 'Navigating the Social Prescribing Agenda' e-learning webinar engaged over 90 representatives from the Network, again indicating the levels of interest in this area. There is a lot of fantastic work being done by a large number of Active Partnerships for example London Sport have created and piloted their own social prescribing training model which they are now rolling out across the network in partnership with Sport England. Think Active are also doing some great work around building the community capacity of local organisations to make them 'ready' for individuals being signposted to community provision as part of social prescribing programmes. Active Gloucestershire are also exploring their role and connectivity into social prescribing options for children and young people.

The degree to which each Active Partnership is involved in this agenda varies greatly. Some have identified social prescribing as a priority and are well connected on this agenda locally whereas others are at the beginning of the journey and are seeking support in understanding the landscape and hearing about what other Active Partnerships are doing. The majority of Active Partnerships are approaching this from a workforce angle especially following the recruitment of nearly 1,000 new Link Workers i.e. trying to influence how these new and existing Link Workers can signpost and support individuals to sport and physical activity opportunities through appropriate training and guidance.

The current COVID-19 crisis has changed the role of Social Prescribers as they adopt a more-hands on role in delivering core services to the most vulnerable individuals in communities and increase the use of online platforms to engage with communities. As highlighted by the Active Wellbeing Society on the recent e-learning webinar, there is a huge opportunity to hardwire sport and physical activity into the

work of social prescribers and programmes as we start to recover from COVID-19. Research indicates that there will be a surge in referrals to healthcare professionals post-COVID-19 as the nation starts to recover physically, mentally and socially to the crisis. We therefore need to capitalise on the opportunity this brings to put sport and physical activity at the forefront of social prescribing programmes, where possible.

Social Prescribing and the Active Partnerships National Team

To date, the Active Partnerships National Team have been carrying out a light-touch role on this agenda due to limited capacity. They have worked with the Health Team at Sport England to facilitate 6 learning and sharing webinars for Active Partnerships. The webinars have been well received by both our network and Sport England who appreciate the opportunity to share approaches, ideas and ways to engage with key partners on this agenda.

Due to the fast-paced nature of the social prescribing agenda and the wealth of work being undertaken by Active Partnerships in this space, the national team feel it would be timely and of benefit to the whole network to bring in additional capacity to take a lead on social prescribing. Ideally, this lead will have a health background and a good understanding of social prescribing and how it fits in the wider health and wellbeing agenda i.e. making the connections to Moving Healthcare Professionals, #Weareundefeatable etc.

What could success look like after 12 months (for discussion with the successful candidate and key internal and external partners)?

- Good connections with those Active Partnerships who have the appetite and capacity to develop this area of work.
- APs have a route map to sustaining social prescribing within the systems they work in.
- Enhancing confidence and skills of the Active Partnership staff to build meaningful relationships with health system colleagues, and influence this area of work effectively.
- Ensuring the social prescribing model is optimised by supporting the Active Partnership network to engage effectively with, and learn from, broader opportunities e.g. Moving Healthcare Professionals Programme, activating the We Are Undefeatable campaign, supporting the 'supply' side of the system including developing community organisations to provide a great experience for people with LTCs.
- Build the business case to embed physical activity in local social prescribing / health systems and build up a database of funding / resource support opportunities.
- Good connections with key regional and national stakeholders,
- A learning and sharing framework in place and delivery against the framework.
- A measurement and impact framework in place.
- A workforce development plan in place and delivery against the plan e.g. develop training in partnership with NASP for social prescribing teams to build into their staff as core foundation training.
- Delivery of bespoke support packages for individual APs or clusters linked to local need.
- Explore newer opportunities for social prescribing such as the children and young people angle.

Section 4. Job Description: Social Prescribing Project Manager

Job Title	Social Prescribing Project Manager
Salary / Fee:	Negotiable
Term:	Fixed Term: 12 months from start date (secondment is an option)
Part time:	Minimum 2 days per week
Location	Home based or with a partner organization (subject to negotiation) and there will be a need to travel to different locations across England for work purposes (subject to Covid-19 guidelines).
Responsible for:	Active Partnerships contracts and resources
Responsible to:	Head of Operations

A JOB PURPOSE

To support the Active Partnerships to embed physical activity into local social prescribing arrangements, linked to wider local systems.

B MAIN DUTIES AND RESPONSIBILITIES

Please note that we would want to work with the successful candidate to review the list below to help shape the role based on their experience, vision and ambitions for this role.

1. To take a leadership role working with Active Partnerships, the National Academy of Social Prescribing, Sport England and other partners in supporting the network on the social prescribing agenda.
2. Build the business case to embed physical activity in the social prescribing / health agendas and build up a database of funding / resource support opportunities.
3. To establish effective learning and sharing processes across the network which can be used to support Active Partnerships as well as drive a bottom-up localised approach to national policy and practice.
4. To support individual Active Partnerships / clusters to embed and sustain social prescribing within their local systems.
5. Develop relationships with key stakeholders (e.g. Sport England, NHS England, NASP, CCGs, Social Prescribing Network etc.), foster inter-connection between partners and

establish communication channels between the NHS England Regional Facilitators and each region to strengthen links between the health and physical activity sector.

6. Link social prescribing to the other work areas of the national team.
 7. Undertake training and development as required to do the tasks above to a high standard.
 8. To manage resources (financial, physical and human) as assigned.
 9. To ensure that activities and procedures are undertaken in an inclusive and equitable manner that follow best practice and comply with all relevant policies of the organisation.
 10. Keep up to date with new legislation, policy developments and other relevant information to enable the post holder to deliver an effective service and maintain a good knowledge of the sector.
 11. Undertake performance appraisal in line with the organisations procedure.
 12. To adopt a collaborative, enterprising and high performance culture.
 13. Undertake such other duties, of a similar level and responsibility, as may be required.
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Section 5. Person Specification

Qualification & Training	Essential / Desirable	How measured
<ul style="list-style-type: none"> A degree (or equivalent qualification) in a related field. Evidence of on-going professional development. 	D E	A A / I
Experience & Knowledge		
<ul style="list-style-type: none"> Knowledge and experience of the social prescribing / health sector. Understanding of the context of Active Partnerships and the sport and physical activity sector. Experience of developing approaches to learning and sharing learning to stimulate change. Understanding of system change / thinking and working in complex systems. 	E D D D	A / I A / I A / I A/I
Skills & Abilities		
<ul style="list-style-type: none"> Strong track record in supporting organisations to develop their influencing, collaboration and system leadership skills and approaches. Excellent personal organisation skills including the ability to balance competing priorities and manage a varied workload within deadlines. Able to work without close supervision and use own initiative. Ability to work as part of a team and to make an effective contribution. 	E E E E	I / A I I I
<ul style="list-style-type: none"> Excellent communication and inter-personal skills and the ability to gain the trust and confidence of others internally and externally and at all levels. Ability to enthuse and motivate colleagues and stakeholders. 	E E	I I / A
<ul style="list-style-type: none"> Strategic management skills – the ability to develop and evolve programmes /strategy; undertake a strategic analysis of the future operating environment including use of insight; determine business critical priorities and how best to achieve them. 	E	I / A

<ul style="list-style-type: none"> Excellent stakeholder management skills – coaching, influencing, negotiation and advocacy 	E	I / A
<ul style="list-style-type: none"> Good planning, project management, monitoring and reporting skills 	E	I / A
<ul style="list-style-type: none"> Good IT skills 	E	I / A
Personal Qualities		
<ul style="list-style-type: none"> Commitment to the objectives and values of the organisation and a belief and enthusiasm for the value of sport and physical activity in positively changing lives. 	E	I
<ul style="list-style-type: none"> Committed to continuous self-development and improvement. 	E	A / I
<ul style="list-style-type: none"> Willingness to work extra hours when required. 	E	I
<ul style="list-style-type: none"> Willingness to travel nationally as required to fulfil the obligations of the job. 	E	I
<ul style="list-style-type: none"> Respect for others and to work within the equality guidelines. 	E	I

I = Interview; A = Application Form