



**NON-EXECUTIVE DIRECTOR  
APPLICATION PACK  
2017**





## **WE ARE ON A MISSION TO HELP MORE PEOPLE PLAY FOOTBALL IN THE CAPITAL – CAN YOU HELP US?**

### **INTRODUCTION**

Thank you for your interest in becoming part of our Board. Football is the most popular sport in the UK and we're delivering great experiences across London.

Over half a million people currently play football in London, with the potential to grow that by another quarter of a million. We've got big ambitions and the resources to help encourage more people into and continue playing the game.

We're on a journey to transform our governance structure to make sure we are delivering both effectively and efficiently. We are searching for Non-Executive Board of Directors to help us promote, foster, develop and support the game. Can you join us on our journey to enrich lives through football and help us to turn our ambition into action?

Whether you're a lifelong football enthusiast, player, volunteer, coach or a corporate professional looking to volunteer your expertise, we are committed to creating a Board of diverse skills, experience and backgrounds that can add value to the game.

We are running an open recruitment process to attract and recruit the best people for the roles. In this pack, you will find details of the skills and experience we are looking for, the values we live by and the process for applying.

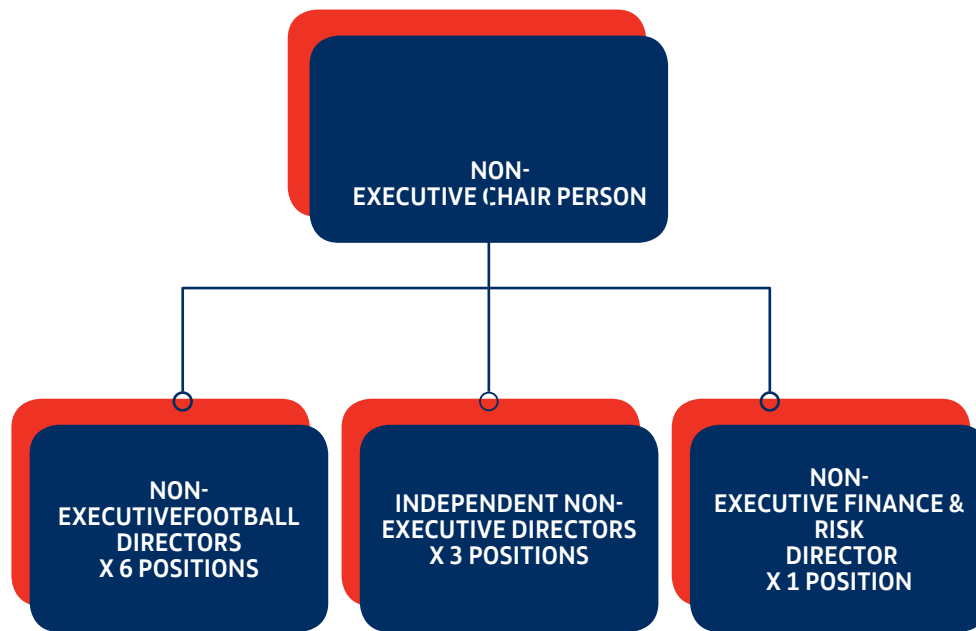
If you have any questions, please contact [Lisa.Pearce@londonfa.com](mailto:Lisa.Pearce@londonfa.com), our CEO. I am looking forward to reading your application.

**George Dorling**  
LFA Chair



## OUR BOARD STRUCTURE

The Non-Executive Board of Directors will ensure the London Football Association (LFA) is effectively and efficiently run, with appropriate oversight and governance, in line with the Sport England Code for Sports Governance. With representation from experts in football, finance and corporate professionals, diversity of thought and experience will add value to the LFA strategy, plans and delivery.



## BOARD ROLE OVERVIEW

LFA Board Role Overview	Act as leaders to <b>promote, foster, develop</b> and <b>support</b> the sport of Football within London
	Create and evaluate the <b>LFA's strategic direction</b> , objectives, mission, plans & values
	Make sure that the <b>financial resources &amp; people</b> are in place for the LFA to meet its objectives
	Provide <b>effective controls</b> which enable risks to be understood, assessed and managed
	Provide monitoring and evaluation of success through effective <b>performance management</b>
	Ensure that its obligations to its <b>Association Members</b> and others are understood and met

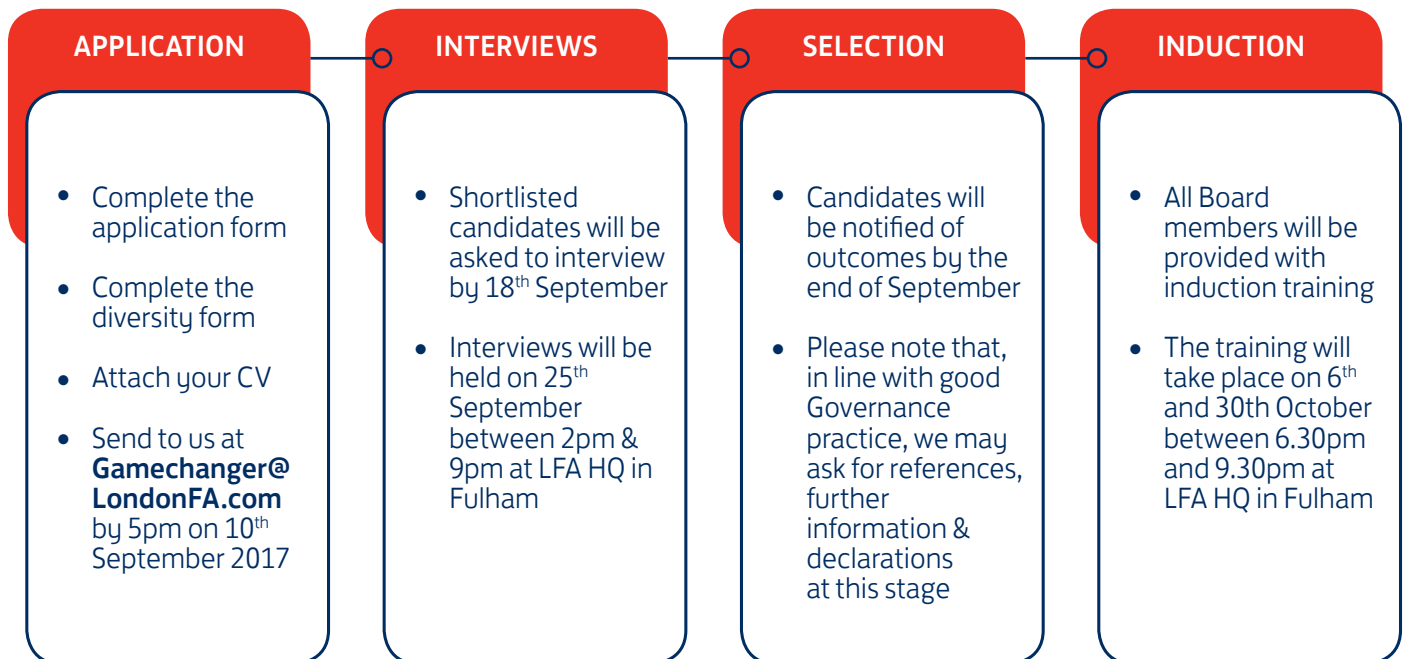
## COMMITMENT

Non-Executive Board of Directors will be expected to commit a minimum of 10 hours each month. This time includes attending the monthly Board meetings which are held most months. All Board Directors will be required to attend induction training. The term of appointment is up to three years.

## APPLICATION PROCESS

We know that applying for roles can be time consuming, so we've made our application process as simple as possible. All we need from you at this stage is three things:

- A 1-page application form of key information
- A copy of your CV
- A Diversity monitoring form



## NON-EXECUTIVE BOARD OF DIRECTORS SKILLS MATRIX

The Non-Executive Board of Directors **skills matrix** gives an overview of the type of skills and experience we feel would add value to the LFA. We are keen to hear from applicants who feel they have the skills outlined below for the role they are interested in.

		<b>Expertise</b>	<b>Specialisms</b>	<b>Experience</b>	<b>Knowledge</b>	<b>Overview</b>
<b>Expertise, Experience &amp; Knowledge</b>	<b>Non-Executive Football Directors</b> Adds value through sporting experience and connection with service users	Experienced in one or more of the following areas in football from a professional or grassroots background:	<ul style="list-style-type: none"> <li>• Playing</li> <li>• Coaching</li> <li>• Managing</li> <li>• Volunteering</li> <li>• Refereeing or other officiating</li> <li>• Organising Leagues or other Competitions</li> </ul>	A widely recognised role model for their expert area within football	A depth of knowledge gained through experience in their specialist football activity	Able to understand, communicate and champion the needs of the football community in London
	<b>Non-Executive Independent Directors</b> Adds value through perspective, professional expertise & corporate experience	Qualified & experienced professionals, with senior leadership expertise in any of the following areas:	<ul style="list-style-type: none"> <li>• Legal &amp; governance</li> <li>• Commercial &amp; sponsorship</li> <li>• Marketing &amp; communications</li> <li>• HR &amp; people development</li> </ul>	A career with depth of experience in specialist area at a senior level and breadth of expertise in organisational leadership	A thought leader within their subject matter, able to communicate and advise on best practice approaches	Able to translate professional knowledge and expertise to the LFA context, make sure of effective leadership in area of specialism
	<b>Non-Executive Finance &amp; Risk Director</b> Adds value to the Board through expert financial advice and risk mitigation	An accountant and experienced senior leader from a financial / risk management role where advising non-financial leaders is key to corporate success and sustainability		A professional career at a senior level in finance and risk management	A depth of knowledge of accounting, reporting, risk management & governance	Able to provide best practice advice and guidance to the Board on all finance and risk related matters

## NON-EXECUTIVE BOARD OF DIRECTORS KEY CHARACTERISTICS

All Directors will hold collective responsibility for making sure the LFA Board is efficient and effective. The following characteristics apply to all roles.

<b>Board Characteristics : All Board Directors</b>		<b>All Board Members</b>
<b>Strategic advisor</b>		<ul style="list-style-type: none"> <li>• Constructively check, challenge and support the development of the LFA's strategy</li> <li>• Support the development of plans and programmes that will deliver the strategy</li> <li>• Approve the annual operating and delivery plan</li> </ul>
<b>Active ambassador</b>		<ul style="list-style-type: none"> <li>• Be a positive ambassador for football in London, representing the LFA</li> <li>• Act as a positive voice for the work of the LFA with the media</li> <li>• Seek to expand public awareness of the work of the LFA</li> </ul>
<b>Performance evaluator</b>		<ul style="list-style-type: none"> <li>• Monitor organisational performance against plans</li> <li>• Review and evaluate organisational performance against agreed objectives</li> <li>• Make sure of efficient and effective corporate governance</li> </ul>
<b>Finance &amp; Risk manager</b>		<ul style="list-style-type: none"> <li>• Demand robust measures to ensure integrity of finances</li> <li>• Ensure systems of risk management and controls are in place</li> <li>• Approve annual operating and capital expenditure budgets</li> </ul>
<b>People leader</b>		<ul style="list-style-type: none"> <li>• Determine and approve appropriate levels of resources to deliver the strategy</li> <li>• Advise on the appointment, management &amp; remuneration for Executive</li> <li>• Use expertise, time and connections to support employees</li> </ul>
<b>Sports savvy</b>		<ul style="list-style-type: none"> <li>• Act in the best interests of football in London</li> <li>• Develop and maintain critical key relationships with the various sporting partners</li> <li>• Continually seek to improve the sporting experience for all</li> </ul>



## ROLE SPECIFIC ACCOUNTABILITIES

With specific skills and experience, the Directors will add value to the Board by taking ownership of the following role specialist responsibilities:

	<b>Football</b>	<b>Finance &amp; Risk</b>	<b>Independent</b>
<b>Strategic advisor</b>	<ul style="list-style-type: none"> <li>Act as strategic adviser to the Board and staffing team on football</li> </ul>	<ul style="list-style-type: none"> <li>Act as a strategic adviser on all financial and risk matters</li> </ul>	<ul style="list-style-type: none"> <li>Act as a strategic adviser to the Board and staffing team on specialist expertise</li> </ul>
<b>Active ambassador</b>	<ul style="list-style-type: none"> <li>Act as a positive two-way communications conduit between members and the Board</li> </ul>	<ul style="list-style-type: none"> <li>Act as an ambassador for good governance with the Board, staffing team, partners and key funders</li> </ul>	<ul style="list-style-type: none"> <li>Seek out and utilise business connections to build partnerships to support delivery</li> </ul>
<b>Performance evaluator</b>	<ul style="list-style-type: none"> <li>Make sure that football products and programmes are having the desired impact on the field</li> </ul>	<ul style="list-style-type: none"> <li>Regularly review the financial performance of the organisation and report to the Board</li> </ul>	<ul style="list-style-type: none"> <li>Make sure best practice performance management is embedded in area of expertise</li> </ul>
<b>Finance &amp; Risk manager</b>	<ul style="list-style-type: none"> <li>Advise on areas of risk related to area of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Introduce and maintain robust financial and risk procedures</li> </ul>	<ul style="list-style-type: none"> <li>Advise on finance &amp; risk elements related to area of expertise</li> </ul>
<b>People leader</b>	<ul style="list-style-type: none"> <li>Add value to the Board acting as a subject matter expert on participants, volunteers and coaches</li> </ul>	<ul style="list-style-type: none"> <li>Add value to the Board acting as a subject matter expert and mentor on finance &amp; risk</li> </ul>	<ul style="list-style-type: none"> <li>Add value to the Executive acting as a subject matter expert and mentor in area of expertise</li> </ul>
<b>Sports savvy</b>	<ul style="list-style-type: none"> <li>Keep up to date with the latest thinking on football</li> </ul>	<ul style="list-style-type: none"> <li>Whilst an interest in football is an advantage – previous experience working within sport is not a requirement</li> </ul>	

Role Specific Accountabilities





## OUR SHARED VALUES, BEHAVIOURS AND SKILLS

Our values are at the heart of the LFA. Applicants are required to demonstrate positive behaviours, approaches and skills.

Behaviours & Skills Framework – All Board Roles	Values		Behaviours / Approach	Skills
	<b>Teamwork</b> We work together to grow football across London	Respect Communication Understanding	<ul style="list-style-type: none"> <li>Sensitivity, openness and awareness of others</li> <li>High levels of self-awareness</li> <li>Championing equality, diversity &amp; inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Excellent listening skills, with the ability to appreciate differing perspectives and adapt to different situations</li> <li>Ability to effectively communicate ideas both verbally and in writing</li> <li>Able to act as a sounding board and critical friend</li> </ul>
	<b>Integrity</b> We take responsibility for our actions and do what is right	Trust Honesty Transparency Ownership	<ul style="list-style-type: none"> <li>Interested and inquisitive mindset</li> <li>Resilience in times of challenge and change</li> <li>Taking ownership, holding self and others accountable</li> </ul>	<ul style="list-style-type: none"> <li>Able to assess and analyse complex information and identify potential problems</li> <li>High ethical standards with sound judgement and ability to deal effectively with risk</li> <li>Able to skilfully handle conflict through to resolution</li> </ul>
	<b>Passion</b> We have enthusiasm which makes everyone want to be a part of what we do	Pride Motivation Inspiration Commitment	<ul style="list-style-type: none"> <li>A proactive, solution focused and positive mindset</li> <li>Demonstrate confidence, with the ability to gain respect and attention</li> <li>Act with the future in mind and embrace innovation</li> </ul>	<ul style="list-style-type: none"> <li>Capable of developing constructive relationships with key partners</li> <li>Able to act as a spokesperson of the LFA for the media</li> <li>Politically astute, well networked and able to engage stakeholders</li> </ul>
	<b>Excellence</b> We continually strive to be the best we can	Focus Challenge Learn Feedback	<ul style="list-style-type: none"> <li>Think critically with creativity and strategic awareness</li> <li>Willing to learn, challenge and change</li> <li>Determined and with drive to succeed</li> </ul>	<ul style="list-style-type: none"> <li>Ability to take the wider, strategic view and enable focus</li> <li>Able to check, challenge and champion the work of the LFA</li> <li>Strong commercial acumen with the ability to identify opportunities</li> </ul>

