



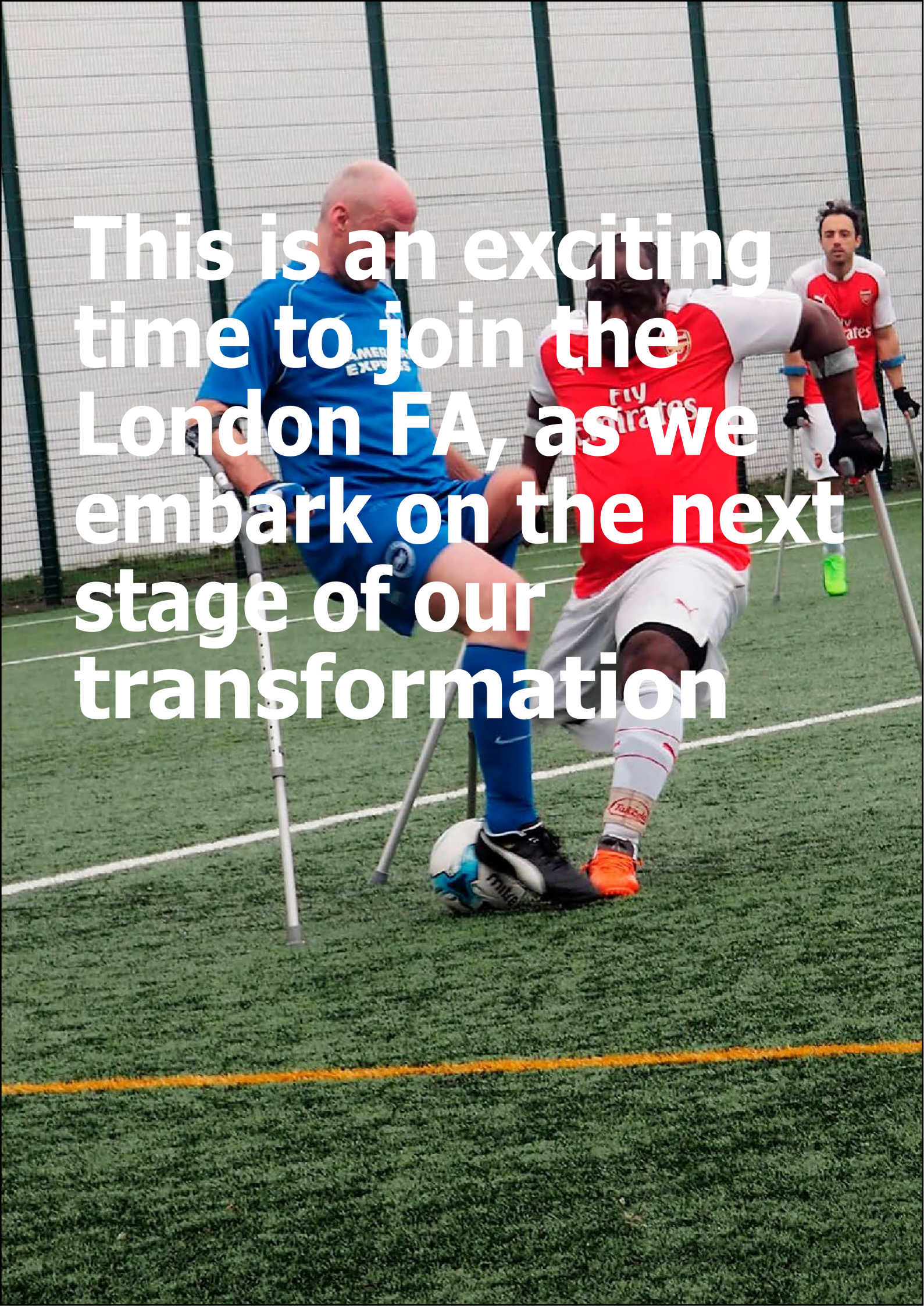
LONDON FOOTBALL

APPLICATION PACK

Chair

October 2021



A photograph of two soccer players on a green artificial turf field. The player on the left is wearing a blue jersey with 'AMERICAN EXPRESS' on the front and blue shorts. The player on the right is wearing a red and white Arsenal jersey with 'Fly Emirates' on the front and white shorts. Both players are using prosthetic legs and are in a dynamic pose, with the player in red appearing to be kicking a soccer ball. In the background, another player in a red and white Arsenal kit is visible, and a white fence with green vertical posts surrounds the field.

**This is an exciting
time to join the
London FA, as we
embark on the next
stage of our
transformation**

CONTENTS PAGE

1. Your application	04
2. Welcome to the London FA	05
3. London FA's Strategy 2020 – 2025	06
4. The Board	07
5. Role Description	08
6. Person Specification	10

YOUR APPLICATION

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process, to assist you in completing your application.

To apply, you should submit:

- An up-to-date CV, which shows your full career history (we recommend that this is no longer than three pages)
- A supporting statement explaining why you are interested in this role, how you are a good candidate for this post, and how you fulfil the role requirements as set out in the person specification on page 10 (we recommend that this is no longer than three pages)

Please note that applications can only be considered if all the documentation is complete.

Please send your application, preferably in MS Word or PDF format by email to:

Paul.Bickerton@londonfa.com

Applications must be received by **Friday 22nd October 2021, at 12 noon.**

If you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply, please do not hesitate to contact either:

Paul Bickerton (CEO)
Paul.Bickerton@londonfa.com

Or

Sir Simon Hughes (Senior Independent Director)
simon@simonhughes.org.uk

WELCOME TO THE LONDON FA

Thank you for taking time to find out more about the role of Chair at the London FA.

We are lucky to serve one of the most diverse cities in the world. This strength differentiates London from many global cities and allows people living and working in London to float across the different communities that they wish to connect with – whether ethnic, class, religious, gender, sexuality, physical ability, demographic, or locality-based. We see this rich pool of different communities as fundamental to achieving our new strategy.

Football is there for every citizen to enjoy, and our challenge is to create the opportunities and pathways for all communities to see participating in football as something for them and reflecting them.

Our Chair will have a key role in stewarding change, and we would expect anyone coming into the role to have a depth of career experience in a senior leadership role, with a good all-round knowledge of how to connect vision and strategy with delivery.

Our Chief Executive has been in post for three years now and will welcome a sounding board and ally in mapping the organisation's development both internally and externally.

The London FA Board has undergone some renewal over the last three years and the organisation was the first County FA to be compliant with the Sport England / UK Sport Code for Sports Governance. We are currently working towards the FA's new Governance Code for County FAs and have only two remaining standards to become fully compliant.

The Chair will be an important architect in leading the Board to find its shared voice and cement its profile among a range of key stakeholders – such as the FA, the London FA Council and London FA members, as well as other private and public sector partners. You will also need to be armed with a good understanding of how to role model and promote good governance, earned through your own non-executive experience and learning, and will be able to inspire the Board to add value and insight to the organisation's aspirations and challenges.

As Chair, you will be an important ambassador for the organisation, whether engaging in high level discussion with funders, or connecting with the grassroots membership.

You will be an individual who handles relationships with ease and diplomacy and actively enjoys engagement, and you'll be alive to the dynamics of membership organisations.

Your commitment to and interest in football will be central to building your credibility in this role. Organisations like ours rely on the commitment of a vast array of volunteers, and your values and experience need to be able to resonate with these volunteers.

We think it is likely that you will come with experience of the football or sports sector. This is not essential however and if you don't but believe you are our ideal candidate, you will need to be able to demonstrate at interview that you have absorbed what's particular to our sector and relationships and that your skills are strong enough to establish credibility within this peer group.

The term of office for this position is for a minimum of a three-year term from 1st January 2022 (with the possibility of additional terms up to a maximum of three terms of three years).

You can find more information in this pack about us and about the role but do also speak to our CEO or Senior Independent Director if you have specific questions.

Yours faithfully

The London FA Board

LONDON FA'S STRATEGY: 2020 – 2025



THE LONDON FOOTBALL ASSOCIATION

HARNESSING THE POWER OF GRASSROOTS FOOTBALL

STRATEGY 2020 - 2025



4. LONDON FA STRATEGY 2020 – 2025



VISION	Harnessing the power of grassroots football to enrich more lives in London			
MISSION	To govern, safeguard and develop the grassroots game to ensure the best and most welcoming football experiences for all across the capital			
GOALS	 1 Safer environments for people to thrive	 2 Lead the growth of structured football in London	 3 Develop a workforce that is as diverse as the city itself	 4 Improve the business, to better serve our members
VALUES	Leadership, Collaboration, Professionalism, Integrity, & Performance			

You can view our strategy on our website at [London FA Strategy 2020-2025 - London FA](#)

THE BOARD



7. INTRODUCTION TO THE LONDON FA BOARD

In 2017 the London Football Association changed its Articles of Association to become compliant with the highest tier of sports governance, as set by Sport England and UK Sport through the Code for Sport Governance¹⁵. The Code was launched in October 2016 as the gold standard for sports governance and is widely recognised to be amongst the most advanced governance standards in the world.

The code sets specific goals in relation to transparency, independence and diversity and the London FA was the first County Football Association in England to reach these standards. The London FA also boasts one of the most diverse Boards in sport and you can meet them here:



James Middlehurst
Independent Chair

James lives and works in London and is an experienced Chair & Non Exec with over 25 years' experience in Board Governance.

Term limit ends, 31 Dec 2021



Ian Wallis
Deputy Chair

A Council Member since 2002 Ian joined the London FA Board in 2012. Currently Deputy Chair and Chair of the Cups & Competitions Committee.



Alistair Morgan
Independent Director - Finance & Risk

Finance & Risk Director at London FA. Ali is Director at the National Audit Office with Responsibility for Consumers & Competition Regulation.



Sir Simon Hughes
Senior Independent Director

Formerly Minister of State for Justice and Civil Liberties and the Liberal Democrats Deputy Leader and President, Simon was appointed in November 2015 as the London FA's first Independent Director and oversaw the adoption & implementation of the Governance Code for Sport.



Jill Berry
Independent Director

Jill is an experienced HR Director who has worked for several global brands, both profit and non-profit. Jill started her career working for Richard Branson at Virgin and more recently has been HR Director at Save The Children, Christies and now Amnesty International.



Roger Fox
Football Director

Involved in Grassroots football since 1972, a referee and former Director at London FA Roger re-joined the Board as a new Football Director in 2019.



Christina Oshodi
Football Director

A former football player who was part of Nigeria's national team training camps, Christina has a wealth of experience in the sports industry. She is a qualified coach and coach educator, working for the FA from 2014 to 2020 as an FA Coach Developer, and is a member of the Lawn Tennis Association's Safeguarding & Protection Committee.



Karen Greene
Football Director

Karen is currently secretary to one of London's largest youth leagues - the Camden and Islington Youth League. She is also a Partner and Retail Manager at Waitrose in Holloway Rd in Islington, responsible for a team of 40 staff.



Yashmin Harun
Football Director

Yashmin is Chair of the Board of Trustees for the Muslimah Sports Association delivering footballing participation opportunities for Muslim women.



Mark Deveney
Football Director

Mark has been Chairman of Eith Town FC since 2017, taking the club from near collapse to a thriving community club that encompasses the adult teams, an academy and 6 youth teams. The club works across the local community, running a weekly community scheme and raising money for local charities.



Paul Mortimer
Football Director / Safeguarding Champion

A professional footballer Paul is the London FA Board Safeguarding Champion working across the Association to ensure the highest standards of safeguarding for all.

ROLE DESCRIPTION

Reports to:

The London FA Board

Role purpose:

- The Chair provides strategic leadership to the Board and to the organisation, working with the Chief Executive to ensure that the design of the Board's work supports achieving the London FA's outcomes.
- The Chair ensures that the Board delivers its key strategic role and provides effective governance of the organisation, securing its viability and sustainability, and looking to maximise its effectiveness, within the scope of its Terms of Reference.
- The Chair plays a lead role in shaping the Board's development as a strong team, working in a complementary way with the Chief Executive's leadership of the executive team, to encourage quality discussions and debate.
- The Chair contributes to the promotion and positioning of the organisation with a wide range of external stakeholders

Core responsibilities:

Strategic leadership

- Ensures the Board sets the London FA's vision, mission, values, and standards and that its obligations to its stakeholders and others, including any funders, are understood and met.
- Promotes good governance and ensures that the London FA's affairs are conducted in accordance with the Code for Sports Governance.
- Contributes to the effective governance of the London FA through membership of any committees or sub-groups.

Conduct of Board business

- Ensures that the business of the Board is conducted efficiently.
- Ensures that Board members are given the opportunity to express their views and their views are sought before important decisions are taken
- Deals with paperwork associated with the function of chairing board meetings, including development of the agenda and papers with the Chief Executive.
- Ensures that the Board receives professional advice when it is needed from external sources.
- In the case of urgent business occurring between meetings, takes necessary decisions on behalf of the Board, in accordance with agreed urgency arrangements.

Stakeholder Engagement

- Is a visible and known presence to members of the London FA Council and can champion change initiatives with them.
- Can work constructively with the membership
- Ensures that a constructive working relationship is established with, and support is provided for, the Chief Executive
- Ensures that the Board make proper arrangements to appraise the performance of the Chief Executive, to set objectives and to determine the remuneration for this role
- When necessary (e.g. following a resignation) ensures that any new Chief Executive is recruited in a timely and orderly manner in line with the London FA's employment policies.

Developing the Board team

- Considers what the business needs from non-executive skills and takes an active role in Board renewal, recruitment, and succession planning.
- Ensures that annually the performance of individual Board members, including the Chair, and the Board's collective performance, is evaluated.
- Establishes a constructive working relationship with any deputy and with fellow Board members.

Promoting the organisation

- Acts as an ambassador for the London FA externally and helps to build its brand and public image, ensuring an effective local and regional profile in consultation with the Chief Executive.
- Represents the London FA with key stakeholders, such as the Football Association, other County Football Associations and other influential decision-makers.
- Attends ad-hoc meetings as required (for example stakeholder meetings) to promote the values and purpose of the organisation.

PERSON SPECIFICATION

Core competencies:

- Leadership – exceptional leadership skills. Ability to chair meetings, listen, contribute to the discussion as required, interpret debates, and drive the Board to decisions, with a willingness to speak their mind. Can also hold their own in a range of public environments, presenting arguments with knowledge and understanding of wider strategic contexts. Able to listen and make reasoned contributions to debate and a willingness to speak their mind.
- Strategic thinking – demonstrates strategic vision, thinking, foresight and insight. Can encourage the Board to think about the level of risk it can entertain to achieve organisational objectives and has ample experience of business planning and review.
- Judgement – can provide clear, independent, balanced advice and guidance with the ability to challenge constructively.
- Compliance – Experienced in appreciating the importance of corporate compliance, with a track record of its application across a public-facing organisation.
- Negotiating and influencing – demonstrates effective skills in persuasion and negotiation to influence others. Can set the style and tone of Board meetings to promote effective debate and decision making. Can network and make an impact with wider audiences.
- Team working – ability to develop positive relationships that generate confidence and respect. Ability to engage and enthuse people individually and in groups. Experience of working in collaboration with others, working towards common goals and shared objectives. Can bring team unity from a range of different backgrounds and experiences.
- Change management – can find ways of keeping everyone on board with change, is willing to challenge unhelpful or disruptive behaviours and can keep everyone to task around the evidence for decision-making.

Ability, skills & knowledge:

- Has non-executive experience, including having chaired in a team environment (e.g. a committee or Board)
- An excellent grasp of the tenets of good governance and would be able to apply these to the development of the London FA Board and its ways of working
- Has a proven track record of leading or having high level management experience in an organisation, whether commercial, charitable, or public sector, and delivering impact.
- Must be up to speed with Government and Greater London Authority policy as it applies to the sport and physical activity landscape and will understand its application in the football sphere.
- Understands the sports infrastructure (e.g. the FA, Sport England, London Sport) as it applies to London.
- A strategic thinker, who can apply creative and imaginative solutions, with good judgement and a commitment to results.
- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, building consensus and encouraging 'cabinet style' decision making.

Personal attributes:

- Must bring a genuine enthusiasm for football and a willingness to promote its benefits for personal and community well-being.
- Diplomacy – able to present, defend or champion changes of different kinds to a variety of audiences, in a way that is authentic, inclusive and demonstrates the capacity to entertain and engage with other points of view.
- Is recognised as a person of integrity and credibility in the conduct of all aspects of the role and can command confidence across a wide range of stakeholder interests.
- Can devote the necessary effort and input to the role. Estimated time commitment for the role is 4 days per month. Can be flexible in the application of time. Is committed to at least a three-year tenure.
- Has effective self-management skills: will take the time needed to learn, engage, prepare, discuss, and negotiate as needed.
- Has a personal and clear commitment to equality and diversity and how it might apply within the work of the London FA.
- Is business minded but with a social ethos

CAMPBELL
WICKELL