



INDEPENDENT CHAIR RECRUITMENT PACK

MARCH 2026

Our Commitment

The following commitments apply across all recruitment at Hampshire FA, be it employment or voluntary, if you have any questions regarding these please feel free to contact us.

- Hampshire FA are an equal and inclusive opportunities employer/volunteer recruiter and actively encourage people from all diverse backgrounds to apply for all roles. Hampshire FA are committed to maintaining at least 1/3 gender balance within the Board of Directors.
- Hampshire FA are committed to the safeguarding of children and adults at risk and will require successful applicants to undergo training and Disclosure and Barring Service checks. The possession of a criminal record will not necessarily prevent an applicant from obtaining this post, as all cases are judged individually according to the nature of the role and information provided.

Further information on Hampshire FA can be found at www.HampshireFA.com



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Introduction

Hampshire FA, established in 1887 and incorporated in 2000, is the not for profit governing body for football in the county.

As the home of grassroots football in Hampshire (including the Isle of Wight) we are committed to providing opportunities for all our communities to engage in football activities. We have responsibility to administer, regulate and develop the game at every level and to positively influence football participation for all in affiliated and recreational settings. We strive to ensure that we create the right culture across our business incorporating our core values of being forward thinking, person centred, accountable and collaborative.

Hampshire FA is very aware of its responsibility for helping to deliver the health and wellbeing of the communities we serve and beyond, to deliver and develop these with diverse and committed partners, along with delivering our core business of traditional affiliated football provision.

We have a professional team of over 60 dedicated members of the workforce deployed across four sites in the county to support the grassroots game – Winklebury Football Complex in Basingstoke, Front Lawn Community Hub in Havant, Stoneham Lane Football Complex in Eastleigh and King George V Football Complex in Portsmouth. This workforce is underpinned by an exceptional army of volunteers who serve the game they love week in week out enabling the game to thrive and progress.

Our Board comprises a team which that have been elected from various professional sectors who collectively have a drive and ambition to enhance, improve and further develop grassroots football in Hampshire.

We are currently half way through our 2024-2028 Business Strategy – Evolving with the Game – which focuses on four headline strategic objectives:

- Lead the industry for football site delivery
- Deliver a thriving academy with equal opportunities
- Work together to create a safer culture and environment across the game
- Delivery The FA National Game Strategy – to improve playing choice and opportunities, deliver equal opportunities for Women & Girls to play, build more and improve existing football facilities, tackle poor behaviour and develop a valued network of volunteers, coaches and referees

We are seeking an independent chair to lead Hampshire FA through an exciting period of change and commercial growth whilst maintaining effective delivery across all of our services for our customers and stakeholders including the potential to maximise the opportunities that exist through our portfolio of hub sites.

The successful candidate will need to be able to demonstrate strong inclusive leadership experience, an appetite for creativity and innovation to fuel future growth within the company and share our passion for using the power of grassroots sport, physical activity and improved health and wellbeing to transform lives of our local football communities. Furthermore, we will need to see a commitment to our living our values, safeguarding and equality, diversity and inclusion. It is also desirable, albeit not essential, to have an understanding of football and/or football/sport governance.

Hampshire FA is an equal opportunity employer and value diversity within our organisation. We passionately believe that having a diverse workforce and diversity of thought makes us stronger and we positively encourage applications from under-represented communities and people of all backgrounds, experiences and perspectives.



HOW TO APPLY



If you are interested and would like to be considered, please complete a brief online application form by clicking [here](#). Please contact us if you require the form in an alternative/offline format.

The closing date for applications is 5pm on Tuesday, 14 April 2026 with shortlisting to be completed by the end of the week. Interviews for selected candidates will be held on Tuesday, 29 April 2026 at Winklebury Football Complex, Basingstoke, RG23 8BF.

The process is undertaken by the Hampshire FA Nominations & Appointments Panel who will make recommendations to the full Board.

Hampshire FA have an understanding and commitment to equality, diversity and inclusion and would be grateful if you could complete an optional, anonymous equality monitoring form as part of your application. By completing this questionnaire, you are helping us to plan for the future and ensure we recruit from a diverse pool of applicants that are appropriate and relevant to the community we serve.

Please complete the equality monitoring form by clicking [here](#).

Require further details?

Check www.HampshireFA.com for further information about us or contact CEO Neil Cassar at neil.cassar@hampshirefa.com with any questions.



OUR STRATEGIC CONTEXT

BRINGING THE FA GRASSROOTS FOOTBALL STRATEGY TO HAMPSHIRE



Our **Evolving with the Game** strategy has been formed with the needs of our community in mind and centres around 12 clear member priorities that were identified through consultation. We believe that by focusing on these 12 key areas we will achieve success across all strategic objectives, provide the best possible service to our community and realise our purpose of **Creating Opportunities for Our Game to Evolve & Thrive**.

Both football and the Hampshire community are continuously changing so it is important that Hampshire FA adapts with it. We aim to be a modern County FA that acts in balance as both a local governing body for our game and a high-quality football service provider. We are confident that this unique combination will help to ensure football in Hampshire goes from strength to strength over the next four years and beyond.

Want to Know More?

- Click [here](#) for a more detailed look at the Hampshire FA Evolving with the Game 2024-28 Strategy
- Click [here](#) for an update on progress against the strategy following the 2024/25 season



OUR VALUES

BOARD & WORKFORCE

FORWARD THINKING

Definition: Look to the past & future to identify ways to adapt, improve and progress

BEHAVIOURS

- Plan With Vision | think ahead and align plans to long-term strategic goals
- Reflect & Learn | review everything critically to maximise learning for next time
- Be Adaptable | react positively to change and be ready to make the most of any opportunity

PERSON CENTERED

Definition: Act inclusively with everyone's best interests at heart

BEHAVIOURS

- Be Approachable | ensure you are open and accessible to customers, members and colleagues
- Listen & Act | listen to feedback with an open mind and use it to be even better
- Be Open & Transparent | share information with honesty and clarity to keep people informed

ACCOUNTABLE

Definition: Be accountable to and for the game

BEHAVIOURS

- Take Ownership | accept responsibility, champion change and take meaningful action
- Act with Integrity | strive to be your best self at all times

COLLABORATIVE

Definition: Work as a community towards shared goals

BEHAVIOURS

- Build Relationships | create a network of partners and stakeholders who support each other
- Work as a Team | adopt a coordinated approach which includes and respects everyone's views
- Empower Others | support and upskill those around to us to achieve shared success



ABOUT THE BOARD

The Board of Directors provide strategic and financial direction and oversight for Hampshire Football Association Limited and its subsidiary companies.

Board Members

The Board comprises a diverse team of members elected by the membership of the Association - these members are appointed for the value they bring to our work.

Purpose

The role of the Board is to enable Hampshire FA to achieve its vision and mission through effective leadership, governance, influence and accountability. The Board members are the company directors of the Hampshire FA Group of companies, our HFA Foundation is a charitable company registered with both the Charity Commission and Companies House, the Board of Directors will confirm which of them will represent the Board of Directors on this subsidiary company.

Hampshire FA Limited Group of Companies:

- Hampshire Football Association Limited
- Hampshire FA Foundation Limited
- Hampshire FA Leisure Operations Limited

Key Roles:

- Leadership - provide effective direction to Hampshire FA, the staff, our member partnerships and key stakeholders. Guide, uphold and protect the values, integrity and reputation of Hampshire FA.
- Governance - ensure Hampshire FA complies with its Articles of Association/Membership Rules/Governing Documents, safeguarding and governance best practice, and any other relevant legislation or regulations, safeguard the assets and continuity of the organisation.
- Strategy - set the strategic direction and aims of Hampshire FA. Develop, approve and monitor the implementation of our Business Strategy, The FA Grassroots Football Strategy and EDI plans.
- Financial - take financial responsibility to safeguard the assets and continuity of the organisation, agree strategic priorities for funding, investment and business development, explore commercial opportunities, assess and manage risk and compliance, ensure that financial information is accurate, and that controls, monitoring and reporting systems are robust and defensible.
- Partnership - ensure high level strategic relationships and alliances are developed through effective partnership engagement, transparent communication, relationship management and satisfaction.
- Advocacy and Influence - champion and advocate the work of Hampshire FA, engage with and influence key decision-makers and influencers.
- Delivery & Impact - provide scrutiny and constructive evaluation regarding delivery plans, policies, progress and impact.
- People - working collaboratively with our CEO, SMT and wider workforce and delivery of our People Plan.



ABOUT THE ROLE

PURPOSE OF THE ROLE

To be responsible for the leadership of the Board of Directors and accountable to the membership for the Association. Responsibility for overseeing the Association and for ensuring that the Board meets its objectives and responsibilities.

To hold the Board to account for the performance of the Association providing inclusive leadership to the Board ensuring that each director fulfils their duties and responsibilities for the effective governance of the Association.

The Chief Executive Officer reports into the Board through the Chair who is directly responsible for his/her performance review and management.

COMPETENCY & DIVERSITY

Hampshire FA recognises the benefit of a diverse Board in promoting Board effectiveness. The Board places great emphasis and encourages all forms of diversity including gender, race, disability, sex, religion or belief, age, marriage or civil partnership, pregnancy or maternity as well as culture and personality. In reviewing the Board composition, the Board will:

- Maintain at least 1/3 gender balance within Board composition;
- Consider all aspects of diversity and its benefits for the current Board composition;
- Identify suitable candidates based on their skills, experience and suitability for the role;
- Focus on improving one or more elements of diversity while recommending new Directors, where applicable.

TERM

The appointment is for an initial period of three years with the possibility to seek re-election for up to two further terms (of three years).

TIME COMMITMENT & REMUNERATION

This is a voluntary position. Travel and other reasonable expenses will be reimbursed in accordance with our Expenses Policy. The Remuneration & Governance Committee may also decide to make honoraria payments for exceptional service and contribution above and beyond the standard expected in accordance with our Honoraria Policy. Time commitment includes attendance and preparation for 12 Board meetings and other key meetings and events which is likely to require circa 20 hours per week currently.

DEFINITION OF INDEPENDENT

A person is considered independent if they are free from close connection to the Association and if, from the perspective of an objective outsider, they would be viewed as independent. A person may still be deemed to be 'independent' even if they are a member of the Association and/or play the sport. Examples of a 'close connection' include:

- a) They are or have within the last four years been actively involved in the Association's affairs, e.g. as a representative of a specific interest group within the Association unless that role has been served as a Independent Member.
- b) They are or have within the last four years been an employee of the Association.; or
- c) They have close family ties with any of the Association's directors or senior employees.



Key Responsibilities

- 1 Serve as a Director of the Association and to lead the Board in setting the strategy for the Association.
- 2 Demonstrate strong inclusive leadership experience with an appetite for creativity and innovation to fuel future growth and share our passion for the using the power of grassroots sport, physical activity and improved health and wellbeing to transform lives of our local football communities
- 3 Execute the responsibilities of a Company Director in accordance with the Companies Act (2006) and other relevant legislation (including the Charities Act 2011).
- 4 Ensure the Board maintains and demonstrates a clear division between the Board's management and oversight role and the executive's operational role.
- 5 Lead the Board in the approval of the long term financial plan and annual budget.
- 6 Chair Board meetings effectively, ensuring that Directors receive accurate, timely and clear information and that adequate time is available for discussion and time is used productively.
- 7 Lead the Board in demonstrating transparency and accountability, engaging effectively with stakeholders and nurturing internal democracy.
- 8 Setting an example in the values and behaviours adopted, acting at all times in line with the Code of Conduct agreed by the Board.
- 9 Monitor the delivery of the strategic plan and objectives of the Association.
- 10 Undertake and maintain effective evaluation records of the Board's skills and performance of individual directors, and that of its committees and working groups in line with the Code of Governance
- 11 Use evaluation findings to develop the skills and effectiveness of the Board.
- 12 Manage the performance of the CEO, providing opportunities for coaching and development as required.
- 13 Lead the Board in identifying proportionate and appropriate actions to be taken to support and/or maintain diversity targets set and agreed for the Board.
- 14 Act as an ambassador and represent the Association at internal and external meetings and events.
- 15 Appoint Chairs to the various Board committees and working groups in consultation with directors.
- 16 Perform other responsibilities as assigned by the Board



PERSON SPECIFICATION

SKILLS & EXPERIENCE

All appointments to the Board will be competency based. Hampshire FA Board members should have a commitment to the role and function of Hampshire FA, understand the nature of football and/or business structures, have sufficient independence to take an objective and dispassionate view, offer a range of business skills and competencies, and come with contacts and influence within appropriate high-level networks.

You will share our passion for the power of grassroots football, the benefits it brings through physical/mental activity and the potential it has to transform lives. You will be committed to our aims and values, to safeguarding, and to equality, diversity and inclusion.

ROLE SPECIFIC

- Proven experience of leading a Board and accessing continued professional development in a volunteer or professional setting
- Strategic inclusive leadership and management skills
- The ability to lead and influence positive commercial business growth
- The ability to facilitate a positive Board culture and in particular the relationship between the Board and the executive workforce
- Excellent interpersonal skills including rapport building, active listening and inclusive questioning
- The ability to form productive relationships both internally and externally and strategic partnerships for the benefit of the Association.

1. Knowledge of the County FA Code of Governance and FA National Game Strategy
2. Understanding of financial procedures, management accounts, budgeting and internal controls
3. Understanding of how to apply principles of inclusive practice
4. An understanding and acceptance of the legal duties, responsibilities and liabilities of directorship
5. An ability to work effectively as a member of a team
6. Thorough knowledge of grassroots football and the role of the Association in its governance including our commitment to EDI and safeguarding
7. Effective use of digital communication including an openness to embrace new and creative ways of working



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