



# Lancashire Football Association ('Lancashire FA')

## Senior Independent Director

### Board of Directors | Role Profile

#### Overview of Lancashire FA Board's Role & Responsibilities

Collectively, the Board of Directors of Lancashire Football Association Limited are required to direct the business affairs of the Association. Determining the vision and strategy and the plans, policies and financial investment required to achieve the Associations' aims. As such, individually and collectively, the Directors are accountable to the membership, and the Board is:

1. Legally responsible to conduct and exercise its powers under prevailing law and regulations, managing conflicts of interests and applying a duty of care.
2. Empowered to strategically direct and lead the Company, setting ambition and direction for the sport and the Company, whilst ensuring there are the necessary financial and human resources available to achieve goals. To effectively provide this function, understand the position of the Company in its markets and its relationship and responsibilities to its members, key stakeholder and partners.
3. Responsible for providing governance and accountability, overseeing excellent standards of corporate governance and the management of the governance processes within a framework of prudent and effective risk assessment and management controls.
4. Responsible for monitoring and evaluating the Company's performance towards its strategic aims and objectives and review management performance.
5. Required to set and lead clear expectations concerning the Company's culture, values, standards and behaviours to achieve success and growth for the Company and the sport.
6. Required to commit appropriate time, capacity and application of skills and knowledge to significantly contribute to the effective management and performance of the Company.
7. Required to champion equality, diversity and inclusion throughout grassroots football, and ensure it is embedded through leadership, direction and example.
8. Required to champion safeguarding throughout grassroots football, and ensure it is embedded through leadership, direction and example.
9. Required to monitor and evaluate safeguarding children and adults at risk throughout Lancashire ensuring Lancashire FA exceeds the requirements of the FA Safeguarding Operating Standard.
10. Primary accountability for safeguarding across the county. Appointing a Board Safeguarding Champion and ensuring each director has a good awareness of safeguarding children and adults at risk.
11. Ensuring safeguarding is a standing agenda item at each meeting and that the Executive is held to account for discharging its safeguarding responsibilities.

#### Overview of Director's Role & Responsibilities

Lancashire FA's purpose is to serve its members' interests and Directors must make decisions impartially in the best interests of both the Company and its members and ensure the Company culture reflects this purpose. Members of the Board are expected to:

- Serve as a Director of the Company and to actively participate in its strategic management.
- Provide independent, expert advice to support the Board and Executive team to optimise performance.
- Execute the responsibilities of a Company Director in accordance with the Companies Act (2006) and other relevant legislation.
- Safeguard the interests of the Membership and stakeholders of the Association.
- In conjunction with other members of the Lancashire FA Board and Executive team, develop and execute the Lancashire FA vision, establishing clear objectives to deliver the agreed strategy and business plan and regularly review performance against those objectives.
- Ensure the effective implementation of Board decisions by the CEO and staff, holding the Executive to account for the effective management and delivery of the Association's strategic aims and objectives.
- Set challenging objectives for continuously improved performance.
- Oversee the management of risk to the Association, including matters of Health and Safety.
- Develop and maintain an effective corporate governance structure, and ensure Lancashire FA promotes best practice corporate governance, providing constructive challenge and feedback as required.
- Monitor the financial affairs of the Association through reports provided by the Finance Director and to ensure the



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effective use of financial and other resources.

- Contribute to constructive debate on all Board matters.
- Promote and be accountable for the equality of opportunity throughout the Association.
- Assurance to equality, diversity and inclusion and the need to provide equal opportunities for protected characteristics, including age, disability, gender, gender reassignment, marriage/civil partnership status, pregnancy and maternity, race, religion or belief and sexual orientation, in line with legislation
- Act as an ambassador for safeguarding in all work, ensuring it is truly embedded across grassroots football in Lancashire.
- Fully participate in Board induction, training or development and performance monitoring.
- Provide the role of Lancashire FA ambassador, forging constructive links and relationships within the local Football community.
- Promote the long-term interests of Lancashire FA across a diverse range of activities.
- Perform other responsibilities as assigned by the Board.

<b>Job Title</b>	Senior Independent Director of Lancashire FA
<b>Reports to</b>	Chairman of the Board of Directors

<b>Job Purpose</b>	
<ul style="list-style-type: none"> <li>• The Senior Independent Director is a non-executive Director appointed by the Board who may be, but does not have to be, the Vice-Chair.</li> <li>• Collectively, the Board of Directors of Lancashire FA are required to direct the business affairs of the Association and to determine the vision and strategy, plans, policies and financial investment required to achieve the Association's aims. As such, individually and collectively, the Directors are accountable to the Membership.</li> <li>• In the absence of an appointed Vice-Chair, to be responsible for supporting and deputising for the Chairman in overseeing the affairs of the Association and ensuring that the Board meets its obligations and responsibilities to the organisation as a whole and to guide the company forward to its targeted goals and vision.</li> <li>• To oversee &amp; champion the Directors in their roles of responsibility when called upon to chair a board meeting.</li> <li>• To oversee &amp; control ongoing Board topics to a conclusion when chairing board meetings.</li> <li>• To be an active Board Member, assisting in guiding the Company forward, fully contributing to all areas of the Company through Board involvement, without limitation to specific areas of expertise.</li> </ul>	
<b>Direct Reports</b>	<p>In the absence of an appointed Vice-Chair and when deputising for the Chairman:</p> <ul style="list-style-type: none"> <li>• Chief Executive Officer</li> <li>• Company Secretary</li> <li>• Board of Directors</li> </ul>
<b>Location</b>	<ul style="list-style-type: none"> <li>• Homeworking/working remotely</li> <li>• The County Ground, Thurston Road, Leyland, PR25 2LF</li> </ul>
<b>Commitment</b>	Monthly evening-based Board and Committee Meetings, with a choice of involvement in wider activities. Reasonable expenses are paid. Board meetings are usually held at the County Office, or virtually using Microsoft Teams.
<b>Term</b>	3-year term (subject to review and maximum 3 terms)



### Director of Lancashire FA | General Responsibilities, Role, Scope & Purpose

- To ensure that all activities of Lancashire FA comply with the Memorandum and Articles of Association, Company Law and all other legal requirements.
- To serve as a Director of the Association and to actively participate in its strategic management.
- To execute the responsibilities of Company Directors in accordance with the Companies Act (2006) and other relevant legislation.
- To safeguard the interests of the Membership and stakeholders of the Association.
- To fully participate in Board induction, training or development and performance monitoring.
- To devise an appropriate and achievable strategic plan which will ensure secure and sustainable growth and development within the memorandum and articles of association.
- As part of the Board of Directors to set goals and objectives, monitor progress and ensure that contingency plans are made in the event of slippage from the plan.
- As part of the strategic plan to set appropriate Key Performance Indicators of all aspects of the activity of Lancashire FA.
- To develop the business activities of Lancashire FA so that it becomes less reliant on FA / Government funding whilst balancing the financial requirements with the needs of the stakeholders.
- To develop, promote and act in accordance with the Vision, Mission and Values of the organisation.
- To develop, promote and act in accordance with a positive culture, suitable for delivering the strategic plan and supporting the Memorandum and Articles of Association, setting a strong example of the values and behaviours adopted, acting at all times in line with the Code of Conduct agreed by the Board.
- To ensure that the activities of Lancashire FA work within the guidance of the Football Association.
- To ensure that a corporate financial plan has been developed and is maintained in accordance with strategic plans.
- To closely monitor the operating and financial results against plans and budgets agreed by the Board.
- To ensure the effective implementation of Board decisions by the CEO and staff, holding the Chief Executive to account for the effective management and delivery of the Association's strategic aims and objectives.
- To identify, manage and mitigate risk.
- To monitor company solvency.
- To act, at all times, in the best interests of Lancashire FA.
- To bring any legitimate concerns to the Chief Executive Office and/or the Chair of the Board of Directors as appropriate.
- To be involved as appropriate in the generation of policies and the ongoing monitoring of their implementation.
- To develop, and keep up to date, a Disaster Recovery Plan to reduce risk to Lancashire FA and its activities.
- To keep abreast of the environment within which Lancashire FA operates and bring to the notice of the Board any trends which may affect it.
- To act, at all times, with due diligence and in a confidential manner acting in an entirely non-discriminatory manner.
- To ensure that the administration of discipline and misconduct hearings are efficient and effective and are, at all times, in line with FA governance and Lancashire FA procedures.
- To assist the Chair of the Board of Directors and the Chief Executive with the appropriate discharge of their duties.
- To receive Board reports from the Chief Executive and senior staff members and take action accordingly.
- To provide specialist advice to the Chair of the Board of Directors and the Chief Executive as appropriate.
- To serve as an ex officio member of all committees.
- To attend and participate in all safeguarding training whether mandated by the SOS or agreed locally,
- To take personal responsibility in understanding key safeguarding issues and remain updated on these issues.
- To understand how to report concerns and be familiar with the Lancashire FA Whistleblowing Policy.
- To have a clear understanding that safeguarding is the responsibility of everybody.
- To perform other responsibilities as assigned by the Board.



### Director | Lancashire FA Board of Directors

**Key Responsibilities:**

- Directing the business affairs of Lancashire FA, collectively with all other Board Members, and fully contributing to all areas of business without limitation to specific expertise.

**Major Objectives:**

- Strong Board of Directors team – collaborating constructively with other Directors and all business sectors.
- LFA as a unique top tier company - to assist in the delivery of LFA becoming a unique top tier company within Football.
- Financial stability for LFA - to assist in the delivery of Company Financial Stability.
- High customer satisfaction - to assist in the delivery of customer satisfaction at all levels.
- Growing LFA - to assist in the delivery of Company Growth.
- Repositioning LFA – integrating football, business performance and the professional game to jointly promote and stimulate economic growth in Lancashire.

### Senior Independent Director of the Board of Director of Lancashire FA | Specific Area of Responsibility & Objectives

**Key Responsibilities:**

- Be available to County FA staff and volunteers if they have concerns which contact through the usual channels of CEO or Chair has failed to resolve or where it would be inappropriate to use such channels.
- Support the Chair in leading the Board and acting as a sounding Board and source of advice for the Chair.
- Hold a meeting with the other Directors at least once per year in the absence of the Chair as part of the Chair's appraisal process.
- There may be other circumstances where such meetings are appropriate. Examples might include informing the reappointment process for the Chair, where concerns have been expressed regarding the Chair or when the Board is experiencing a period of stress.
- Carry out the appraisal of the Chair.
- Take responsibility for an orderly succession process for the Chair role where a re-appointment or a new appointment is necessary.

In the absence of an appointed Vice-Chair, responsibilities also include:

- To Chair and manage meetings of the Board of Directors when the chairman is unable to attend or when the Chair wishes to take part in discussions, ensuring that meetings are conducted in an efficient, effective and focused manner.
- To act as an ambassador and represent the Association at internal and external meetings and functions as required.
- In the absence of the Chair:
  - To agree with the CEO Board Agenda
  - To give guidance where necessary to the Board of Directors.
  - To manage and oversee performance of The Board of Directors.
  - Involvement as a member of the Business Management Team
  - To sign off and approve Quarterly Management Accounts
  - To sustain consistent Company financial growth.
- Ensuring that the Association exceeds the requirements of the Safeguarding Operating Standard.
- To work alongside the Board Safeguarding Champion in ensuring safeguarding children and adults at risk is prioritised and embedded throughout the Association and football across the county.

**Major Objectives:**

- LFA as a unique top tier company - to lead in the delivery of LFA becoming a unique top tier company within Football.
- Financial stability for LFA - to lead in the delivery of Company Financial Stability.
- High customer satisfaction - to lead in the delivery of customer satisfaction at all levels.
- Growing LFA - to lead in the delivery of Company Growth.
- Strong Board of Directors team – collaborating constructively with other Directors and all business sectors.



Senior Independent Director of the Board of Director of Lancashire FA | Specific Area of Responsibility & Objectives

- Repositioning LFA – integrating football, business performance and the professional game to jointly promote and stimulate economic growth in Lancashire.

Person Specification

Key Skills and Experience Required

Essential

Experience in, and knowledge about:

- Football
- Business Leadership
- Communication & Influence
- Inclusion
- Stakeholder Management
- Resilience

Football/LFA Understanding

- Passion for Football and LFA
- An understanding of The FA National Game Strategy and how this affects the work of the County Football Associations
- An understanding of and commitment to equality, diversity and inclusion

Strategic leadership and management skills

- Experience of sitting on a Board of Directors
- Understanding/Experience of the role of the Board of Directors and individual Directors within a 'not for profit' organisation
- Experience of working at a Senior Role within an organisation
- Proven Leadership abilities
- Ability and willingness to accept responsibility
- Ability to cope with and manage change at pace appropriately
- Ability to chair meetings effectively, including the ability to generate a productive group discussion ensuring that all voices and points of view are heard and given due consideration
- Time management leadership skills

Communication

- Effective communication skills including verbal, written and presentation skills
- Ability to debate, discuss and challenge peers/staff in a constructive manner
- Ability to write objective, factual reports and make recommendations based on the evaluation of evidence
- Active listening skills
- Able to develop rapport and effective, productive relationships with stakeholders and people at all levels within LFA and externally, interacting at the appropriate level
- Ability to give and receive evidenced feedback
- Negotiation skills (with staff and within a business context) including the ability to deal appropriately with conflict
- Ability to influence stakeholders

Desirable

Experience in, and knowledge about:

- HR/Governance
- Safeguarding/Equality
- Digital Marketing
- Marketing & Communications

Football/LFA Understanding

- Previous FA & LFA Personnel interaction including written, personal and e-mail contact
- Football club playing & committee management experience
- League management committee experience
- Worked or had experienced in developing facilities

Skills

- Performance management
- (Chair) conducting appraisals (in relation to the management of CEO)
- Business coaching and mentoring
- Working with Board skills audits

Experience:

- Knowledge of other key areas of legislation including Health and Safety, Employment, GDPR, Bribery and anti-corruption, whistleblowing and Taxation
- Risk management
- Customer experience and engagement
- Succession planning



**Strategy**

- Experience of strategic planning and delivery in significant areas of a strategic plan
- Ability to develop and monitor organisational strategy
- Effective risk management
- Ability to understand business accounts at an appropriate level (P&L, budgeting, financial reporting, resource management etc)
- Proven ability to solve problems and make decisions, using knowledge and experience, in a timely manner in line with the strategy of, and to the benefit of, the organisation
- Ability to decide priorities for LFA and act accordingly
- Performance evaluation of organisation and individuals within it
- Ability to evaluate Board performance
- A sound understanding of the volunteer / professional relationship and how this can be leveraged to support the work of the organisation

**Personal**

- Competent in the full range of IT particularly Microsoft Office programmes, email, the internet, and willing to learn other packages (smartsheets)
- Effective use of digital communication including email and the internet.
- Commitment to personal and professional development in self, staff. Volunteers and other Board members
- Understanding of and commitment to the highest levels of customer service balanced with the needs of the organisation
- Resilience to persevere and overcome obstacles
- Ability to foster an inclusive culture
- A commitment to Equality in Action

**Chair-specific Requirements: (Vice-Chair/SID)**

- Excellent meeting chairing skills including the ability to generate a productive group discussion ensuring that all voices and points of view are heard and given due consideration
- Strategic leadership and management skills
- The ability to facilitate a positive Board culture, and in particular the relationship between the Board and the executive workforce
- Decision-making skills. The appropriate use of knowledge and experience to make informed decisions to the benefit of the organisation
- Excellent interpersonal skills including rapport-building, active-listening and incisive questioning
- Recruitment and selection skills
- The ability to form productive relationships both internally and externally and strategic partnerships for the benefit of the Association
- Knowledge and understanding of the responsibilities of a Board Director
- Knowledge and understanding of the Companies Act (2006)
- Thorough knowledge and understanding of the Safeguarding Requirements for the Association
- Thorough knowledge of the Articles of Association and their application
- Up to date and thorough knowledge of Grassroots Football and the role of the Association in its governance



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<ul style="list-style-type: none"><li>• Knowledge of the County FA Governance Code</li><li>• Understanding of how to apply Principles of inclusive practice</li><li>• Knowledge and understand of financial accounts, management accounts and budgeting</li><li>• An understanding of The FA National Game Strategy and how this affects the work of the County Football Associations</li><li>• A sound understanding of the volunteer/ professional relationship and how this can best work to support the work of the Association</li><li>• An understanding of and commitment to equality, diversity and inclusion</li><li>• Effective use of digital communication including email and the internet</li></ul>	
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<b>Enhanced DBS Check required?</b>	NO
<b>Check Companies House Disqualified Directors Register?</b>	YES
<b>Clean full driving licence?</b>	YES



The Role Holder will be expected to understand and work in accordance with the Lancashire FA values and behaviours, as described below	
Value	Behaviours
<b>CARING</b>	<ul style="list-style-type: none"> <li>• Respect for colleagues and customers - Regularly finds ways to praise the work of stakeholders and colleagues and recognises their expertise and competencies.</li> <li>• Respect for our environment - Champions working in a clean, organised and professional environment and challenges when this doesn't happen.</li> <li>• Supports customers and colleagues - Consistently asking customers what they want, listening and providing appropriate response/services. Goes out of their way to help and support colleagues and customers.</li> <li>• Empathy and kindness - Recognising and showing understanding when customers and colleagues are facing challenges and going the extra mile to help them.</li> </ul>
<b>INTEGRITY</b>	<ul style="list-style-type: none"> <li>• Taking responsibility - Relentless in getting the job done. Always finding solutions to challenges. Celebrating personal success and acknowledging the contribution of others.</li> <li>• Decision making - Taking responsibility for decisions for the organisation, my team or my work. Influencing decision making. Making brave decisions.</li> <li>• Honesty - Standing up for what you believe is right. Strong moral code. Always having challenging conversations.</li> </ul>
<b>INSPIRATION</b>	<ul style="list-style-type: none"> <li>• Inspiring others to perform – Consistently reflects and adapts to deliver to the highest level of performance – constant self-improvements. Coaches and mentors others. Delegates effectively. Shares the success of Lancashire FA stakeholders to inspire others.</li> <li>• Motivating and engaging – Stands out as bringing energy and the driving force for motivating others to take action.</li> <li>• Enthusiasm – Always thinking positively and communicating that both Lancashire FA, and I personally, can make a positive difference.</li> <li>• Vision and communication - Creating a compelling vision for your area of work/customer that matches business needs and gaining buy in to implement the vision.</li> </ul>
<b>CREATIVITY</b>	<ul style="list-style-type: none"> <li>• Curious - Making time to thinking about how we can be ahead of the game in the future. Looking externally for new ideas Encouraging diverse opinions. Proactively promoting and role modelling Growth mindset.</li> <li>• Ideas into action - Being proactive about shaping, developing and implementing new ideas. Always thinking and challenging “is this realistic?” Monitors and learns from creative ideas and processes.</li> <li>• Challenging - Challenges internally to make time to think and be creative individually and in teams. Implements new solutions and ways of working.</li> </ul>
<b>TEAMWORK</b>	<ul style="list-style-type: none"> <li>• Communication - Always speaks positively about the way we do things and our values. Champion our vision, strategy and plans and taking care of our reputation. Holding each other accountable.</li> <li>• Collaboration - Leads projects successfully engaging with the right people and skills sets. Engages internal and external stakeholders to improve products and services.</li> <li>• Conflict - Addresses issues quickly and effectively, finding solutions to maintain team productivity and togetherness. Brave and courageous conversations to address issues.</li> <li>• Teamwork - Role models being a team player and or leads a high performing team. Uses the skills and knowledge of team members to develop solutions. Supporting and challenging coaching conversations to help others improve.</li> </ul>





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Job Description reviewed and modified by:	<i>Tina Brunner – Operational Support [In consultation with Simon Gerrard (CEO)]</i>
Date Job Description reviewed and modified:	<i>5<sup>th</sup> June 2021</i>
Job Description agreed on behalf of the Association by:	<i>Roger Haydock - Chairman</i>
Signed by role holder (on appointment):	
Date signed:	

**One copy to be retained by the role holder, one signed copy to be stored confidentially by Lancashire FA.**