



LondonFA

CAMPBELL
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RECRUITMENT
PACK

Chief Executive
March 2018



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020 3434 0990



A group of people using prosthetic limbs are playing football on an artificial turf field. One player in a red Arsenal kit is in the foreground, kicking the ball. Another player in a blue kit is to the left, and a third player in a red kit is in the background. The scene is set on a green artificial turf field with white and yellow lines. A dark grey semi-transparent box covers the top half of the image, containing white text.

**This is an exciting
time to join the
London FA, as we
continue to pursue
a new phase of
transformation**



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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 and tailoring your application. In order to apply you should submit:

In order 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 18, see below – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and

- Indicate on the declaration form if you cannot attend any of the interview dates.

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: LondonFA@campbelltickell.com.

Applications must be received by Monday 16th April 2018, 12 noon.

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call us on 020 3434 0990. It helps if you refer to the role/organisation in the header and use a secure email address from which to send your application, to avoid it being treated as spam.

Do contact one of us 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.

Kind regards
Radojka Miljevic
Partner
07989 608 380

Kelly Shaw
Senior Recruitment Associate
07900 363803



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WELCOME TO **LONDON FA**

We welcome your interest in the role of Chief Executive at the London FA and the investment of time to find out more about us.

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 of interest as fundamental to growing participation in our sport. 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.

This is an exciting time then to join the London FA, as we continue to pursue a new phase of transformation. You as our new Chief Executive would be focused on getting London active, and specifically active in football, a sport that can be played in the back garden, in a local park, on an all-weather pitch, in a wheelchair, walking, in a gym, by listening to the ball rather than seeing it, in a big stadium, on a table top, with a rotating bar, and even on a screen.

Like our partner organisations across the sports sector, we are strongly focused on increasing participation in our sport. And this means diversity must be core to our approach, informing who we are, how we work and whom we look to work with. There is a huge amount of potential in London for more people to be engaged in football, but to make that happen will require finding new partners, new initiatives and new sources of funding. It will also mean using customer insight to inform our understanding of the barriers that hold people back from activating their interest into engagement.

Our new Chief Executive will have the right leadership attributes to spearhead our change process, embrace diversity and knit it into our DNA, network to raise our profile and diversify our income, all with the outcome of increased participation in football. You will be someone who can interact with ease with our different audiences, whether principal funders or grassroots coaches and participants, and you will understand how to wield influence to advance the organisation's priorities. The

operating environment for sport can be tough at times, and you need to be tenacious and resilient in the face of challenge or resistance.

We see scope to develop into the role of Chief Executive – you may have been a member of an executive or senior team elsewhere and have managed staff teams and budgets. Sports sector experience may help you, but we are also open to someone from another sector with strong transferable skills who has done their homework to get well versed in the current challenges of the sports sector.

Whatever your experience, your enthusiasm for football, London and getting people active needs to be real.

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

Yours faithfully

The London FA Board

ABOUT LONDON FA

Established in 1891, and affiliated to The Football Association, the London FA is the regional Football Association for London, working in partnership with other regional County Football Associations. It administers all levels of men's, women's and youth football and is responsible for developing and supporting all grassroots football across the capital.

Mission: get more people playing football more often in the capital

Purpose: to enrich the maximum number of lives through football

Values: teamwork, passion, integrity, excellence

Following a comprehensive business review, and with extensive consultation with our clubs, leagues, partners and local authorities, this season the London FA launched a three-year strategic plan to transform football in the capital. We have realigned resources to build on a foundation of partnership work at every level to enable more people to play football more often across the capital.

As we build to the Euro 2020 finals and semi-finals here in London, we have a wonderful opportunity to inspire and unite the game across the capital and further recognise the remarkable achievements of our volunteers. London is a hugely diverse city where football is enjoyed and

played by over half a million people whether at school, Sunday league, five-a-side or professional level. But there is the potential to ensure further growth in the game and to embed all of the socio-economic advantages it can bring to a community and to individual lives.

We are working hard to stem the decline in men's 11x11 football, but we have also seen a rise in the women's game. Women and girls football continues to be the number one female team sport in England, with just shy of three million people currently playing some form of the game. There are now more opportunities than ever before for women and girls in London to get involved in the game – regardless of age, ability or ambitions. Whether you want to be part of the next generation of Lionesses and take to the world stage or just want to play casually, there's an opportunity for all.

Our new three-year strategy has set a roadmap to delivering necessary change at the London FA. Beginning with governance, we have ensured that our corporate governance reforms comply with Sport England's Code for Sports Governance, to ensure the highest levels of transparency. Our newly reformed Board is one of the most experienced and representative boards in grassroots football, and better reflects London's diversity.

Our key strategic objectives are focused on:

- **Participation & development:** Support and deliver football participation and development interventions to retain and grow football participants
 - **Football workforce:** Train, develop and monitor the football workforce of coaches, referees and club & league officers
-



- **Facilities:** Support and coordinate the development of new and maintenance of existing facilities
- **Governance:** Deliver football governance and administration activities to support the coordination of football
- **Competitions & awards:** Arrange, manage and deliver the appropriate competitions, leagues and awards to promote football
- **Business functions:** Run the internal business functions to support the business activities of the County FA.

Some of the highlights from the last 12 months include:

- We have delivered a new £70k Grassroots Fund to support our clubs to develop and retain teams which has generated 94 new teams across London;
- Based on this success we have grown this fund to £100k for the 2017/18 season;

- For the first time ever, for the 2017/18 season, clubs received a welcome pack on completion of affiliation which provides a 'one stop shop' guide to the support service available to them;
- Via a new partnership with Sportsguard, we have been able to reduce the cost of insurance at every level of the game to provide a safe environment for people to enjoy football;
- We have directly supported six local authorities in London to apply for funding from the Parklife Fund which aims to create a sustainable model for football facilities based around artificial grass pitches on hub sites; and
- We have seen year on year team growth of 12% – an increase of 336 teams across all age groups – making us the top growth county in the country.

In the first year of implementing our new strategic plan, we have established solid foundations for success in future years, including stabilising our finances, putting us in a strong position to reinvest even more capital into grassroots football. We are already starting to see results.

If you're committed to utilising the power of sport to transform and enrich people's lives, and you want to lead an organisation with an exceptionally skilled and committed Board, supported by a brilliant staffing team, then this could be the ideal opportunity for you.

Visit Londonfa.com to find out more, [the annual report](#) is here and take a look at these [videos](#) too.

OUR PEOPLE

THE BOARD



GEORGE DORLING,
chair

George was appointed to the Board in 2001 and is a Vice-President of the London FA. He is also the London FA representative on the FA Council where he serves on the Alliance committee, Judicial Panel and Trophy Committee of which he is Vice Chair. George held many positions within the footballing world including Chair of the AJY League and is currently Chair of the London Inter League Cup. He was a senior referee and officiated in the Isthmian league and refereed the London FA Senior Cup Final and London FA Sunday Challenge Cup Final. George had a career in the manufacturing industry before becoming a Health & Safety Consultant in the construction industry.



ALISTAIR MORGAN,
non-executive risk & finance
director

Ali is a qualified accountant (CIPFA) and an Engagement Director at the National Audit Office. In a public-sector career spanning almost 20 years, Ali has managed and led audits within the NHS, local government, and the charity sector as well as government departments. His current portfolio of clients are primarily within the justice system and include the Ministry of Justice. He is experienced in successfully delivering change, most notably overseeing financial reporting of the complex reorganisation of the NHS in 2013, involving over 400 organisations with a turnover of over £90 billion. Ali is a keen football fan and long-time Arsenal season ticket holder and fulfilled a lifetime ambition in going to the World Cup in 2014.



DEREK HARRIS,
non-executive football director

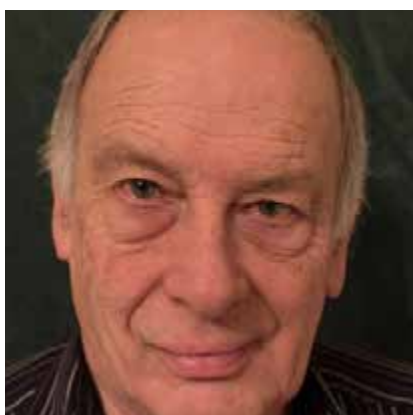
Derek, like many other volunteers, became involved in football administration when his son Paul joined a Youth Club in 1981 and he has been involved in all aspects of a football club as Team Manager, Club Secretary, Chair, Child Welfare Officer. In 2002 he joined Tandridge Youth League as Disciplinary Secretary and later took on the General League Secretary role. Due to the lack of volunteers, Derek also covers many other tasks, including Fixtures Secretary. He was a Surrey County FA Council Member, serving on the League Representative and Facilities Committees. Having spent some 36 years in youth football, Derek remains passionate about continuing to provide a safe, friendly and enjoyable environment for young people to play and enhance their skills.



GABBY SHIRLEY,
non-executive football director

Youth Sport Trust London Region Development Manager, Gabby has an in-built passion for football. The impact of the Trusts' development work across the Capital has been substantial, providing a huge demographic of young Londoners the opportunity to change their lives using the power of sport. Gabby has 20 years industry experience across the education and community landscape of PE, sport and physical activity. Following a sabbatical year as Athletic Union President, Gabby embarked on a career journey that has developed a highly driven, results orientated, strategic leader with strong project management skills.

Having played from the age of 8, in the London Metropolitan 5-a-side league through to University first team representation and full colours, Gabby is well placed to support the development of the London FA strategy.



IAN WALLIS,
non-executive football director

Ian joined the Council of the London FA in 2002 and has been on the Board of Directors since 2012. He also Chairs the Cup Competitions Committee, as well as the South-East Division and many Judicial Commissions.

Previously, he spent 27 years as General Secretary and 20 years as Chair of the London & Kent Border Football League, at that time comprising 120 adult Sunday teams and has therefore considerable experience with all aspects of football at grassroots level. He is also a founder and Trustee of the Charlton Athletic Museum.



KIRSTIN FURBER,
non-executive
independent director

Kirstin is the Chief People Officer, at ClearScore, one of the leading FinTech businesses based in the UK, changing the way people across the world manage their finances.

She was previously People Director at BBC Worldwide, a commercial subsidiary, employing approximately 1,800 employees, across 14 countries. She had responsibility for organisational development & learning; talent management & resourcing; culture & engagement; and reward.

Prior to joining BBC Worldwide, Kirstin held the roles of Executive HR Director at Twentieth Century Fox, VP of HR International at Discovery Channel and positions at Ziff Davis, Warner Bros and the Granada Media Group. Kirstin is an accredited coach, has CIPD Fellowship status, is a Business Management graduate and a keen travel photographer.



LOUISE DORLING,
non-executive football director

Louise has recently retired after a lifetime in the teaching profession, where she used her mathematics, administration and people skills expertise to become a senior leader in a local primary school. Louise also has over 40 years voluntary experience within both youth and open-age football. Having served as a league secretary and management committee member, undertaking roles including registrations, fixtures, cups, results and disciplinary matters for a large league over many years, she is currently secretary of the London Inter League Cup Competition as well as a trained Judicial Secretary and Chair. Louise has been a member of the London FA Council for over four years.



PAUL MORTIMER,
non-executive football director

his playing career ended, Paul held coaching roles with Wimbledon, Arsenal, Torquay United and Brentford. In 2007, Paul returned to Charlton Athletic to coach the club's women's team.

Paul is currently the Professional Players Engagement Manager at Kick It Out, working with current and former professional footballers. His role involves gaining a better understanding of the real issues affecting players and allowing them to feed into the delivery of the campaign's future strategies to tackle racism and discrimination in football.



RUTH HOLDAWAY,
non-executive
independent director

Since 2013, Ruth has been Chief Executive of Women in Sport, where she has created and embedded a new vision to transform sport for the benefit of every woman and girl in the UK. She has had a 13-year career in the voluntary sector fighting for gender equality; with senior roles in communications, service delivery and business development for Breakthrough Breast Cancer, Prostate Cancer UK and Women's Aid. Earlier roles were at the NHS, the BBC, the World Health Organisation, and the US Senate.

Ruth is on the Board of the English Sports Development Trust & has an Honorary Doctorate from the University of East London. She is also a regular judge for the Sky Sports Woman of the Year Awards and was named by The Independent as one of the 50 most influential women in sport.



SIMON HUGHES,
non-executive
independent director

Simon was appointed to the Board in November 2015 and has lived in London since 1977. He was a Liberal Democrat MP for Bermondsey from 1983-2015. Simon was Minister of State for Justice and Civil Liberties from 2013-2015, and before that his Party's Deputy Leader and President and is currently the President of the Liberal Democrats in London. Since leaving Parliament, Simon has worked as Head of Public Affairs for the Open University. He is: Honorary Fellow, South Bank University; Chair, London Bubble Theatre Company; Chair of Governors, St. James's CoE Primary School Bermondsey, Vice-Chair, Bacon's College; and Trustee, Millwall Community Trust. He is a long-standing Millwall FC fan, and a supporter of the Welsh rugby and Glamorgan cricket teams.



non-executive football director

Vivienne has over 15 years of experience working across corporate, public, not-for-profit and commercial sectors. In addition to working at a senior level in human resources and people development throughout her career, Vivienne has held the position of Chair and Co-Ordinator of the CIPD Diversity and Inclusion Special Interest Group. She is also a non-executive director of the Metropolitan Police Service and Co-Chair of BAME Challenge at Inclusive Employers.

Since 2013, Vivienne has held the position of Chair of the Footballer's Anti-Discrimination Disciplinary Panel for the FA. She's also a member of Women in Football and has a keen interest and expertise in the sport.

OUR PEOPLE **MANAGEMENT TEAM**



BECKY GREAVES
head of governance

Becky has worked at the London FA for nearly 3 years, as the governance manager and now the Head of Governance.

She has over 10 years' experience of working in grassroots football governance. Becky's role includes club and league affiliation and sanctioning, discipline commission and the Respect campaign. She is also our Senior Safeguarding Lead with the day to day operational responsibility for safeguarding. Becky is a Northampton and Arsenal fan.



NATALIE DOYLE
head of engagement and support

Natalie has worked at London FA for a decade, holding a number of roles before being appointed to her current post in 2016.

Natalie's role includes building strategic partnerships with key organisations; leading on technology and workforce development; and overseeing participation campaigns for walking football and women's and girls' football. This includes London Leopards, funded by £200,000 total investment from Wembley National Stadium Trust and London FA, which will see 1,000 new girls aged 7-11 and 100 new female coaches engaged into football.

Natalie has a three-year-old son and is a Liverpool fan.



NEIL TWITCHETT
head of delivery

Neil has worked at the London FA for a year. His role includes leading on developing facility projects including Parklife, delivering club and league-based programmes and Local Authority partnerships. He manages a team of four Football Development Managers who work with partners across Local Authority areas to grow and sustain football delivery.

Neil currently coaches an Under 10 grassroots football team which play in the Cambridgeshire league. He has three children who are all involved in sport and he supports West Ham United.



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ROLE PROFILE

Reports to:

The Board, via the Chair

Line manages:

Head of Delivery; Head of Engagement and Support; and Head of Governance/SSL.

Job purpose:

- As our leader, representative and ambassador, the CE is the primary contact for the Board, partners and stakeholders.
- Accountable to the Board for the leadership and agreed overall direction of the London FA.
- Set the culture and pace across the organisation.
- Responsible for the organisation's effective financial and operational performance, maximising use of assets and supporting growth.
- Working within agreed values to deliver our strategic objectives.
- Ensure compliance with statutory and regulatory requirements, within a robust framework of good governance.

Key responsibilities:

Strategic:

1. Accountable to the Board and will be the primary interface between the Board and the rest of the organisation.
2. Orchestrate the delivery of London FA Strategic Plan
3. Lead the development and delivery of London FA's investment and income Plan.
4. As accountable officer, ensure financial rigour in all that we do. Responsible for demonstrating to the Board and partners' robust investment decisions and a clear line of sight between income sources and expenditure.
5. Ensure the promotion and effective representation of London FA and its brand on critical domestic platforms, including but not limited to The FA, Sport England, GLA and Wembley National Stadium Trust.

Governance:

6. Work collaboratively with the Board to support the delivery of sound governance, ensuring compliance with London FA's rules; scheme of delegation; agreed code of governance; and regulatory standards
7. Support the recruitment, induction, training and development of Board members, to ensure the organisation has the right skills and experience across its Board team.
8. Be proactive in providing the Board with the information that it needs to make informed decisions about compliance; managing risk; and the future direction of London FA.
9. Be proactive and open about alerting the Board to matters that present a risk or material concern to the business, its reputation and viability.
10. Attend, participate in and service meetings of the Board, committees, and any ad hoc working groups.

Leading people:

11. Work within the mission and values of London FA, putting plans in place that cascade through the business.
12. Lead by example, adopting a coaching leadership style which empowers and develops staff to fulfil their potential, creating a culture that motivates and supports staff to deliver high levels of performance, celebrate success and tackle performance issues.
13. Ensure positive and productive relationships between staff and the Board.
14. Adopt inclusive arrangements so staff are fully involved and engaged in London FA's work and are able to influence plans.
15. Champion a culture of learning and accountability so that staff are enthused about their contributions and can see their impact and value.

16. Take lead responsibility for all HR and employment matters, seeking professional/legal advice where necessary.
17. Ensure that the organisation has the necessary financial, human, IT, office and other resources required to deliver the Board's approved strategic plan.

Operational performance:

18. Set budgets and ensure their effective management; reporting to the Board against key performance indicators.
19. Direct and manage the organisations focus and activities, evaluating progress against the annual delivery plan.
20. Ensure London FA's continued financial viability through the development, pursuit and delivery of new income generation opportunities, deploying funds to meet business critical priorities.
21. Support the development of a high performing organisation; enabling staff at all levels to build their skills and competencies.

No leadership job description can cover every issue which may arise and the postholder is expected to be sufficiently flexible to carry out other duties as required from time to time.

SPECIFICATION

Experience, insight and qualifications:

- A senior track record in a leadership role in community and/or professional sports or a related field.
- Insight into increasing community engagement/ individual participation, across a diverse population.
- Insight into running a business, and whole organisation leadership.
- Familiarity with the Code for Sports Governance would be an advantage.
- Proven experience of working with a Board.
- A successful track record of managing a range of complex stakeholder relationships.
- Experience of successfully leading and managing people, developing successful teams.
- Experience of financial management at a strategic/ operational, with business acumen.
- Knowledge of or ability to quickly gain an understanding of the factors influencing London FA's strategy and operations.
- Insight into safeguarding issues on a strategic and operational level.
- Educated to degree level or equivalent work experience.

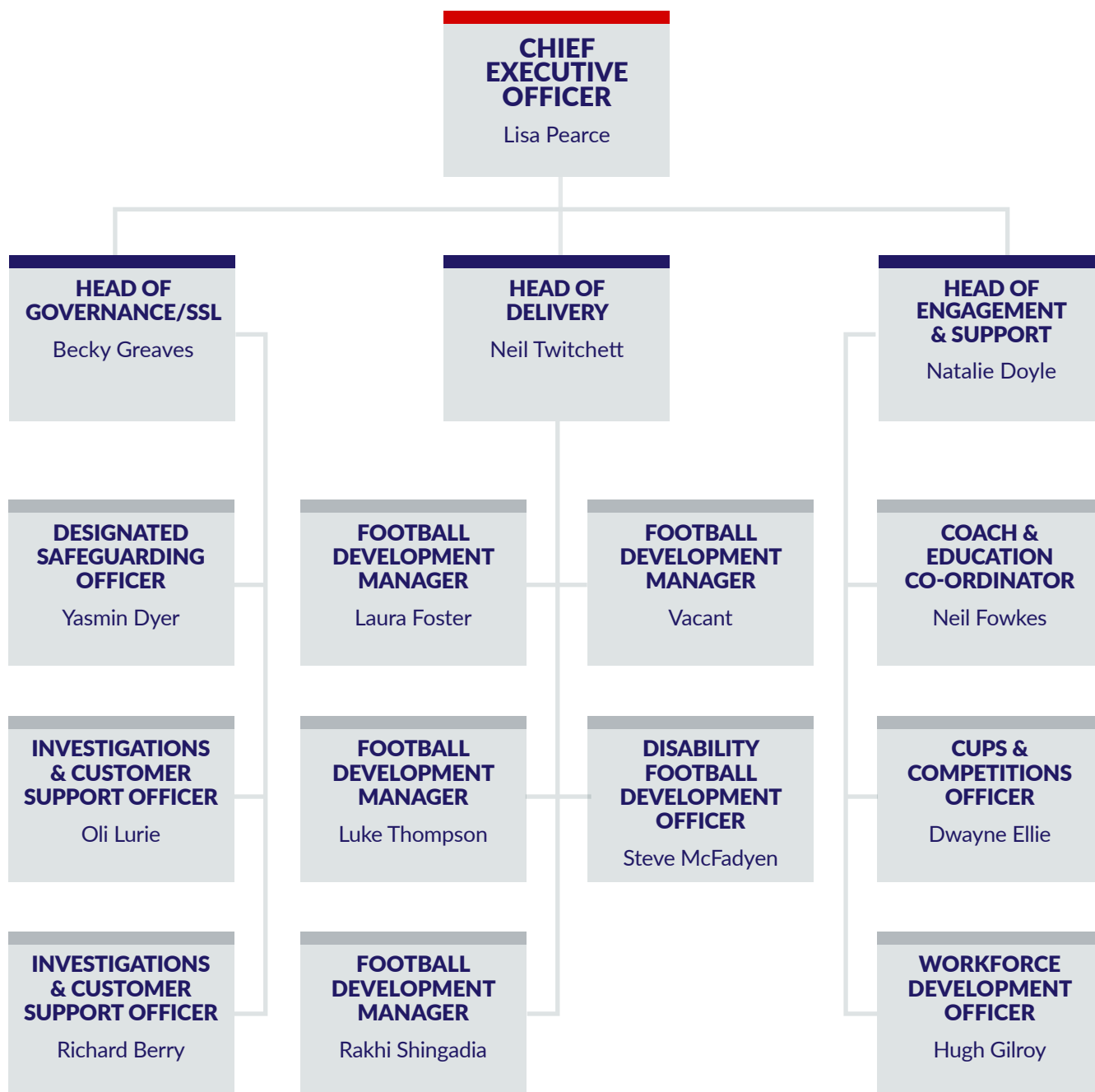
Skills and abilities

- Acts with integrity, is accountable and actively promotes and supports our values.
- A motivational leader, who coaches and inspires excellence and creativity, encouraging ideas and input from staff.
- A high level of interpersonal, communication, influencing and negotiating skills.
- Able to work intuitively with a wide range of stakeholders and secure buy-in, enjoys networking and appreciates its value in maintaining effective relationships.
- Able to translate strategy into short, medium and long-term plans.
- Ability to identify, explore and initiate new business opportunities.

Personal attributes:

- Passionate about the power of sport to make an impact in communities and to individual lives across the Capital.
 - A self-starter, who is resilient and can build resilience in others/in an organisation.
 - Proactively demonstrates a strong commitment to equality and inclusion, to ensure London football reflects London's diversity.
 - Able to make sound judgements, confident in own knowledge, able to give advice to others and be accountable for that advice.
 - Offers high levels of diplomacy and tact but can also work in unorthodox situations.
 - IT literate, champions the optimal use of IT and other new technology.
 - Willingness to work flexibly, given the seniority of role.
-

STAFF STRUCTURE



SHARED ADMINISTRATORS: Nicholas Wright, Calum Opere-Hoyal

PRINCIPAL TERMS AND CONDITIONS

Remuneration package:

The annual salary for the role fair and competitive and you can discuss this further with Campbell Tickell.

London FA currently operates an auto-enrolment pension scheme with a 3% employer contribution for a 2% employee contribution.

Annual leave:

The annual leave entitlement is 25 days, plus public and bank holidays.

Location:

The head office is based at 11 Hurlingham Park, Sullivan Road, Fulham, London, SW6 3DU.

Regular travel across London and nationally is expected in line with the requirements of the role.

Hours of work:

Usual office hours are 35 per week, from Monday to Friday. However, this is a leadership role and as such flexibility

is expected in fulfilling role requirements. This will include regular evening work and occasional weekends too.

Probation and notice periods:

Confirmation of employment is subject to satisfactory completion of a six-month probationary period.

The contractual period of notice is three calendar months on either side.

KEY DATES AND THE SELECTION PROCESS

Closing date:

Monday 16th April, at 12 noon

We will be in touch from Friday 20th April to let you know the outcome of your application.

written exercise, which can be undertaken remotely.

There will also be an opportunity to visit the London FA office and meet some of the staff before final interview.

First interviews:

Friday 27th April 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held in central London.

Final stage selection:

Friday 11th May 2018

There will be an opportunity to meet with Board & Council members and a selection of other key stakeholders.

Candidates will be asked to deliver a prepared presentation to the selection panel, and this will be followed by an interview.

Testing and office visit:

From Tuesday 1st May 2018

Shortlisted candidates will be asked to complete a

ADVERT

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