



Trustee of the Board

The Football Foundation Information Pack





The Football Foundation

1. The Premier League, The FA and the Government's charity, the Football Foundation (Foundation), is the largest sports charity in the UK. It is the only example whereby a national Government, through Sport England, has partnered with a nation's leading sport to create a public/private partnership to support local communities through sport.
2. Between them, the Funding Partners contribute c. £72 million per year towards the development of grassroots football facilities across the country and other football development programmes to sustain the game at the community level. The Foundation uses this funding to leverage a further c. £42 million per year from local authorities (LA), schools and other organisations, which means that c. £114 million is being invested straight into the heart of grassroots football and other sports.
3. Over the past 19 years, the Foundation has delivered projects worth more than £1.5 billion, which has developed more than 700 third-generation (3G) artificial grass pitches (AGP) with floodlights, more than 1,000 modern changing pavilions, and helped to renovate and properly maintain thousands of natural turf football pitches up and down the country. These high quality, sustainable facilities are helping to improve the experience of playing grassroots football, thereby sustaining and increasing participation and improving general skill levels.
4. However, the impact of these projects runs well beyond sport, into health, education and justice, providing benefits such as socialisation, inclusion, community cohesion, dealing with anti-social behaviour (i.e. giving young people something to do), mental health and general wellbeing. Professional club community trusts/foundations often work in unison with community clubs to deliver these outcomes.
5. In his foreword to the Government Sports Strategy⁽¹⁾, the then Prime Minister stated that: "we will be much bolder in harnessing the potential of sport for social good...we will change sport funding so it is no longer merely about how many people take part, but rather how sport can have a meaningful and measurable impact on improving people's lives". In her foreword, the then Sports Minister stated: "At the heart of this new strategy sit five simple but fundamental outcomes: physical health, mental health, individual development, social and community development and economic development".
6. As a recipient of government funding, the Foundation fully recognises its responsibilities to these objectives and is working towards being able to demonstrate and evidence how its investment is supporting these principles.

¹ Sporting Future: A New Strategy for an Active Nation – The Cabinet Office – December 2015



7. It is known that deprived communities have less access to sports facilities than more affluent areas, and health inequalities are more prevalent in deprived communities, so this continues to be a significant driving force for our work. The Foundation seeks to over-invest into the most deprived communities in the country, using the national Indices of Multiple Deprivation 2015 (IMD).⁽²⁾

The National Football Facilities Strategy and Local Football Facilities Plans

8. A ten-year-plus National Football Facilities Strategy (NFFS) has been developed to ensure that this significant investment is effectively focused and prioritised to support the long-term, sustainable development of the grassroots game. The NFFS has a clear set of priorities, allowing for improved planning, decision-making and investment flexibility. This is supported by the development of 326 Local Football Facilities Plans (LFFPs), one for each Local Authority area in England. LFFPs encapsulate the requirements of all stakeholders in a local authority area and provide the Foundation with prioritised investment targets. All 326 LFFPs will be completed by mid-2020.
9. The **mission** of the Foundation is to execute the NFFS and ensure that funding is directed to where it is going to achieve the greatest impact in terms of the outcomes outlined in the Strategy, as efficiently and as effectively as possible.

Priorities for the next three years

10. As explained above, there is much to do, and – while significant – the Foundation’s annual grant-giving budget only goes so far. Therefore, there is a need to prioritise investment in the short-term. A three-year Business Plan has recently been agreed, which includes investment priorities agreed with our Funding Partners for the current (2019-22) funding period.

Transformation Programme

11. Given the significant investment that flows through the Foundation, it is only right that its Funding Partners should receive confidence that the Foundation’s operating model is as optimised as possible. A review was conducted by independent consultants early this year, which confirmed that “the Foundation has delivered great success since 2000 and there is an overwhelming desire to see this continue”. As expected, the report goes on to recommend improvements, which have formed the basis of a Transformation Programme approved by the Board.

² The Indices of Multiple Deprivation 2010 combines several indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation. These have been produced at Lower Super Output Area level, of which there are 32,482 in the country.



12. The Transformation Programme divides the Foundation operation into seven ‘enabler’ areas: Technology, Insight, Marketing and Communications, Partnerships, Process, Governance and, importantly, People and Culture. Each ‘enabler’ area has a change programme – or Game Plan – that seeks to support three ‘Game Changers’: attribution; being easy to work with; and being Insight-led. This programme will be delivered over the next three years.

Governance and management structure

13. The Football Foundation is a registered charity whose objects are to promote all purposes recognised as charitable under the law of England and Wales, through an association with sport.

Charitable purpose

14. The purpose of the Football Foundation charity is to:
- a. Put in place a new generation of modern facilities in parks, local leagues and schools;
 - b. Provide capital/revenue support to increase participation in grass roots football; and,
 - c. Strengthen the links between football and the community and to harness its potential as a force for good in society.

The Board of Trustees

15. The Foundation’s Board of Trustees comprises representatives from its three funding partners: the Premier League, The FA and the Government. Each Funding Partner is entitled to nominate two representatives each to form the Board of Trustees. The Board, together with the Chief Executive, sets policy and the strategic direction of the Foundation. The Board is not remunerated.

Trustees

Non-Executive Chair	Martin Glenn
The FA Nominee	Mark Bullingham, CEO The FA
The FA Nominee	Jack Pearce, FA Vice-Chair
Premier League Nominee	Peter McCormick OBE, Chair Premier League Football Board
Premier League Nominee	Bill Bush, Director of Policy the Premier League
Sport England Nominee	Tim Hollingsworth OBE, CEO Sport England
Government Nominee	Charlotte Leslie, Director Conservative Middle East Council
Senior Independent Trustee	Jemima Bird, CEO and Founder Hello Finch



Grant Assessment Panel

16. The Board is assisted by the Football Foundation Grants Panel, made up of representatives drawn from non-remunerated independent volunteers. The Panel is responsible for ensuring that applications to the Foundation are properly assessed by our staff in accordance with current policy, that they meet the stated aims and objectives of the Charity, and to make recommendations to the Board of Trustees.

Staff structure

17. The Foundation currently employs around 80 people across several different functions; around a third are based in three regions across England, with the remainder working at the Foundation's office at 10 Eastbourne Terrace, Paddington.

Senior Management Team

Chief Executive	Paul Thorogood
Director of Grants Management	Dean Potter
Director of Finance	Rupen Shah
Director of Business Services	Jennie Goodman
Director of Marketing & Comms	Sam Bunis
Director of Business Planning	Jemma Coles

More information on the Foundation can be found at:
www.footballfoundation.org.uk

To apply:

18. To apply candidates should send the following:

- Letter of application.
- CV.
- Names and contact details from two referees (referees will NOT be contacted before interview).

To:

Nominations Committee (c/o Jennie Goodman)
The Football Foundation
10 Eastbourne Terrace
London W2 6LG



Or by email to: jobs@footballfoundation.org.uk

19. The Football Foundation is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.

We encourage all applicants to complete our automated equality and diversity monitoring form by clicking [here](#). This confidential form helps the Football Foundation build up a picture of who is applying to join the organisation.

The closing date for applications is Midnight, Sunday, 1 March 2020

Interviews are currently scheduled around week commencing 23 March 2020



ROLE DESCRIPTION

Role title: Trustee
Responsible to: Chair of the Board
Place of Work: 10 Eastbourne Terrace, Paddington, London, W2 6LG.
£ Expenses only

Main purpose of the role

1. Under charity law, the Board of Trustees is ultimately responsible for the governance of the Football Foundation (the Foundation) charity and for directing how it is managed and run. Accordingly, the Trustees must work collectively to ensure that the Foundation operates effectively and efficiently. They must ensure that the money provided by the Foundation's Funding Partners is spent appropriately in realising the charity's aims and objectives, and that the Foundation complies with charity law and other relevant legislation.

Roles and responsibilities of a Trustee

2. **Maintaining vision, mission and values:** The Board of Trustees has a very significant responsibility to ensure that the charity has a clear vision, mission and strategic direction and is focused on achieving these. Trustees must work in partnership with the Chair, Chief Executive, and other senior staff, to ensure that operational plans and budgets support the vision, mission and strategy of the Foundation and to hold them to account for the delivery of those plans.
3. **Performance management:** Trustees must make sure that the Foundation measures its impact and progress towards its strategic objectives. They are required to ensure that there are quality and service standards for major areas of delivery and that these are met, and they must regularly examine and scrutinise the Foundation's performance reports.
4. **Creating policies and guidelines to govern activity:** The Board of Trustees must ensure that there is an appropriate governance structure in place for the size and complexity of the Foundation. Policies and/or processes must be in place for reporting and decision-making e.g. the Foundation's scheme of delegation, and minute-taking. Trustees should make sure that they are familiar with and maintain compliance with all guidelines provided.
5. **Ensuring accountability and compliance:** Assuming overall legal and fiduciary responsibility for the Foundation's work and taking care that the charity is complying with its legal, statutory and regulatory responsibilities. This means becoming familiar with the responsibilities of a charity Trustee and maintaining knowledge of charity law and best practice in charity governance.
6. **Maintaining proper financial oversight and asset management:** Responsibility to ensure that the Foundation's financial obligations are met and that there are adequate financial controls in place:



- Ensure that the Foundation’s resources are managed responsibly so it can meet its charitable purpose. This includes monitoring spend; approving the annual financial statement, budget, reports and accounts; and seeking to minimise risk appropriately.
 - Act prudently in all matters relating to the Foundation and always in the interest of the charity.
 - Ensure that intangible assets such as organizational knowledge and expertise, intellectual property and the Foundation’s brand, good name and reputation are recognised and safeguarded.
7. **Risk management:** Ensure that major risks to the Foundation are identified and reviewed, and that systems are in place to mitigate or minimise these risks.
8. **Maintaining effective Board performance:** Responsible for ensuring that meetings remain productive and constructive. This includes reading relevant material provided prior to Board meetings and contributing to a high standard of deliberation, consensus-building and decision-making within the Board.
9. **Participating in events and activities and promoting the Foundation and its work:** Willingness to undertake activities outside of Board meetings at the request of the Chair or CEO. This may include representing the Foundation at a facility opening event or giving support to senior staff on specific issues.
10. Trustees are also expected to undertake duties as can be reasonably expected to ensure the smooth running and efficiency of the Foundation and the Board.

Additional information

11. As a voluntary position, the role is non-remunerated; however, Trustees may claim reasonable out-of-pocket expenses incurred as a result of carrying out their role.



TRUSTEE PERSON SPECIFICATION

1. Football Foundation Trustees are expected to demonstrate all the following personal competencies and the capacity to apply these to the direction of a mid-sized organisation:
 - Empathy with the vision, mission and aims of the Football Foundation and a way of working that demonstrates this. Ability to communicate this enthusiasm to others;
 - Ability to think and apply knowledge strategically;
 - Ability to analyse and evaluate management information and other evidence;
 - Ability to communicate clearly and sensitively and to take an active part in discussions;
 - Willingness to express their own opinion in a reasoned way, while also listening to the views of others;
 - Ability to challenge constructively and ask questions appropriately;
 - Ability to exercise sound and independent judgement;
 - A proven track record of effective, independent, decision making;
 - Willingness to work effectively as part of a team that makes collective strategic decisions and to accept collective responsibility for decision making;
 - Ability to manage difficult and/or challenging situations;
 - Ability to maintain confidentiality on confidential and/or sensitive information; and
 - Personal credibility, with an ability to act as an ambassador for the Foundation with a variety of stakeholders.

Skills and experience

2. The knowledge, skills and experience in the following list are relevant to the Foundation's main areas of activity. They are represented across the charity's Executive and staff, who apply them at an operational level.
3. It is desirable for Trustees to have knowledge and understanding of some of these areas to enable the Board to collectively cover all operational activity of the Foundation, contribute well informed views and to challenge appropriately with an informed and constructive approach. Overall, a willingness to work together as part of a Board committed to helping the Foundation achieve its aims is critical.



Specialist experience – desirable

- Strategic planning, strategic framework and systems.
- Financial management and accounting
- Funders and fundraising.
- Business development.
- Equal opportunities and discrimination.
- Community development.
- Policy and research.
- Marketing
- PR, networking, campaigning.
- Legal (charity, company, employment, property, or H&S).
- Monitoring and evaluation/insight.
- Health, welfare and disability.
- Performance management.
- Digital development
- Networks/alliances/partnerships.
- Social/political environment.
- Governance and regulation.
- Education and training.
- Corporate Social Responsibility (CSR).

4. Property/asset management experience is welcomed, but not essential.

5. The Foundation recognise that Trustees can contribute to the charity in a range of ways. The Foundation's objective is to have a governing Board with different skills, backgrounds, experiences and perspectives that creates a diverse body of knowledge.

Sector experience – essential

6. All Trustees are expected to have a working knowledge and a genuine interest in the charitable sector, as well as an interest in sports and an understanding of the inter-relationships between Sports Governing Bodies in the UK.

Commitment

7. Trustees must understand and accept the duties, responsibilities and liabilities of being a charity Trustee.

8. The Board meet four times a year and Trustees are expected to be available for all these meetings. As well as these scheduled meetings, other contact – usually by email or telephone – may be necessary.

9. There must be a willingness from all Trustees to give at least the minimum time commitment required for the role, both during and between Board meetings.

10. Trustees must always carry out their duties and responsibilities in compliance with Foundation policies and legal and statutory guidelines.