

INDEPENDENT NON-EXECUTIVE TRUSTEE – RECRUITMENT POLICY

Introduction

1. Under charity law, the Board of Trustees has the ultimate responsibility for the governance of a charity and for directing how it is managed and run. Accordingly, the Football Foundation (FF) Board of Trustees must work collectively to ensure that the FF Charity operates effectively and efficiently. The Trustees must ensure that the funding provided by the Foundation's Funding Partners (FP)¹ is allocated appropriately to realise the Foundation's aims and objectives; and that the Foundation complies with charity and all other relevant legislation.
2. The Foundation recognises that an effective Board of Trustees is essential for it to achieve its objectives and develop and strengthen the standards of good governance.
3. The Board of Trustees is committed to develop a Board that is as inclusive as possible and which effectively represents the broad, diverse constituency that the FF is looking to support. The aim, therefore, is to bring together a diverse, informed body of individuals who can use their specific backgrounds, skills, experiences and perspectives to contribute to a healthy debate that leads to effective decision-making.
4. The FF as a recipient of public funding is also required to satisfy the requirements of the Government's Code for Sports Governance, which requires 25% of Board members to be independent non-executive Directors – or in the case of the FF – Trustees (INET).
5. This policy explains how the FF recruits its INETs.

Governing document and eligibility

6. The FF's Articles of Association dictate the size and composition of the FF Board of Trustees. The minimum required is four, with a maximum of ten. It comprises representatives from the FF's FPs and Sport England, in addition to two INETs; one of which will always be a Senior INET.

¹ The Football Association (FA), the Premier League (PL), and the Government Department for Digital, Culture, Media and Sport (DCMS) are known collectively as the FF Funding Partners (FP)

7. INETs are initially appointed for a three-year term, and are limited to serving two additional terms of three years (a maximum of nine years), before being required to stand down. Four years must then elapse before an INET is deemed eligible to stand again as a FF Trustee.
8. The Board should have regard to these provisions and should take steps to ensure that the retirement of existing INETs and recruitment of new INETs is managed appropriately to ensure continuity.
9. The FF adopts the Charity Commission's eligibility criteria for Trustees. Therefore, Trustees must:
 - a. be at least 16 years old.
 - b. not be disqualified under the Charities Act; i.e. **they must not:**
 - i. Be disqualified as a company director;
 - ii. Have an unspent conviction for an offence involving dishonesty or deception (such as fraud);
 - iii. Be an undischarged bankrupt (or subject to sequestration in Scotland), or have a current composition or arrangement including an individual voluntary arrangement (IVA) with creditors; and/or
 - iv. Have been removed as a Trustee of any charity by the Charity Commission (or the court) because of misconduct or mismanagement.

Nominations Committee

10. When a need is identified to recruit an INET, a Nominations Committee (NomCom) is appointed, comprising a number of Trustees approved by the Board, the majority of which will be independent Trustees, with the Chair leading the process. The responsibility of the NomCom is to manage the whole process of advertising, short-listing, interviewing and recommending a preferred candidate to put to the Board for endorsement. This includes the appointment and management of external consultants, if required.
11. The NomCom must ensure that the whole recruitment process is carried out in an open, fair and transparent way to ensure that the best possible candidate is identified.

Recruitment and interview process

12. The NomCom could decide to use the services of external recruitment consultants. In which case these services must also be procured via an open, fair and transparent tender process that seeks to secure maximum value for money.

Alternatively, it could decide to advertise directly, through the national media and other forms of communication.

13. A job description will be drafted that reflects the personal and professional requirements for the role, together with an information pack that gives potential applicants information about the FF generally and the role.
14. The FF seeks to ensure diversity in its Board of Trustees as well as its staff. Whichever recruitment route is chosen, consideration will be given to ways in which under-represented groups might be reached and encouraged to apply.
15. A deadline will be set for receipt of applications. If direct recruiting is adopted, all applications will be reviewed by the NomCom with a view to selecting a short list of candidates for interview. If a recruitment consultant is used, the consultant will refine the applications into a short list based on the quality of candidates set against the stated requirements.
16. The number and quality of applicants will determine whether a single or two-stage interview process should be adopted.

Selection and appointment

17. Following the interview process, the NomCom will select a preferred candidate and a standby candidate that most closely match the skills and qualities required by the Board. The preferred candidate is then presented to the Board for endorsement. The hope is that the Board would approve the preferred candidate, but if not, the Board would be offered the standby candidate.
18. Once a candidate is approved by the Board, the Chair of the NomCom will inform the successful candidate verbally, but will follow this up more formally in writing.
19. The successful candidate will then be required to confirm in writing that they are not prevented from acting as a Trustee, and will be asked to declare any conflicts of interest. They will also be required to provide the details of two references, which will be taken up prior to their first Board meeting. It is the responsibility of the Chair of the NomCom to ensure that references are obtained and all other relevant checks are completed.
20. After accepting the role, the candidate will be provided with:
 - a. Charity Commission Publication CC3 – ‘The essential trustee’;
 - b. A copy of the FF Memorandum and Articles of Association;
 - c. A copy of the latest accounts;

- d. A copy of the minutes of the last three Board meetings (edited to conform to the principles of data protection if necessary);
- e. The Trustees' Handbook.

Induction

- 21. The FF provides all new Trustees with induction support and reference materials to ensure that they are fully informed regarding how the FF operates and what is expected of them. This is usually achieved via a detailed induction day that takes place before the new Trustee's first Board meeting, when the new Trustee meets and is briefed by the FF CEO and Heads of Department. Relevant documentation will also be is completed to finalize the 'on-boarding' process.

Policy review

- 22. The FF is committed to keeping this policy current and relevant. It will be monitored and reviewed annually, or as required.

Football Foundation

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