



## The SD INED Programme

### The SD Independent Non-Executive Director (INED) Programme

#### Why become an INED for a football club?

Being an INED at a football club can be an exciting, challenging and rewarding role. Clearly the success of the club and sustainability of the business is key but working within community sport provides other rewards.

It's a fast-paced environment with a high degree of external scrutiny over how the teams are performing or the facilities are being run. But these days clubs are just as likely to be judged or appreciated away from the pitch, enjoying goodwill and delivering wider social impacts that benefit the whole community.

#### How is an INED different from a 'supporter director'?

The primary role of the Supporter Director is to act as an expert of the Club and culture, albeit they may of course possess additional skills of use to the Board.

Typically this means that they bring stakeholder involvement and provide the following insight:

- Different and well-informed 'local' insights and perspective.
- Help the Board consider the specific football club "culture".
- Contribute essential historical background/context, (not to mention valuable expertise in successfully running an English football club).
- Be a conduit for two-way information flow (within the bounds of commercial sensitivity).
- Provide constructive and well-informed challenge/checks and balances before crucial decisions and investments are made.

#### So, what is the role of an INED?

INEDs bring particular skills and expertise to the Board, enhancing the skill set of the Directors (whether supporters or not) for i.e. finance, HR, legal, marketing or construction. However their primary aim is to bring independence, impartiality, special knowledge and personal skills or expertise.

As the role requires outside perspective of the business the INED should not be a fan, or involved elsewhere in football in a position that might cause a conflict.

This outside perspective helps to balance the views of other directors, and the interests of other key stakeholders (i.e. shareholders, employees, fans). It should also provide constructive challenge that is beneficial to business development and ensure the Board adheres to the principles of good corporate governance.

### What competencies are required to be an INED?

The competencies required are similar to those you would expect from a Supporter Director. These include:

- Team-working – the ability to work collaboratively with others and ensure participation across the business, as well as with key partners, to support the achievement of the Club.
- Communicating – communicates with others in a clear, concise and purposeful way to build effective relationships and gain support and commitment for ideas.
- Customer service excellence – demonstrates a passion for customer service excellence to internal and external customers that benefits both the customer and Club.
- Decision making and problem solving – uses analysis, wisdom, experience and logical methods to solve problems and arrive at effective solutions.
- Delivery – completes tasks to high standards and continually looks for ways of improving.
- Developing self and others – provides support that enables themselves and others to develop and improve for the benefit the Club.
- Leadership – proactively influences improved business practice and organisational change through implementing best practice.
- Strategic management – provides clarity, direction and inspiration through a compelling vision of the future and what can be achieved.
- Confidentiality – It's important to build a trusted relationship at board level and business confidence is key

### What does independence really mean?

To be independent there should be no relationships or circumstances which could affect or appear to affect, the director's judgment. Such relationships or circumstances would include where the director:

- is a former employee of the Club;
- has personally, or in a senior role in a company, had a commercial relationship with the Club;
- has been paid by the Club in any form;
- has close family ties with any of the Club's advisers, directors, senior employees or players;
- holds cross-directorships or has significant links with other directors through involvement in other relevant companies or bodies;
- represents or is a significant shareholder.

An INED will bring constructive challenge to the Board's discussions and will be able and willing to present thoughts that differ from the other Directors and Executives.

### Time commitment / remuneration

The time commitment for an INED will vary depending on the frequency of board meetings at individual clubs. Typically, it would entail attendance at approximately six board meetings per year. INEDs will often also be a member of a sub-committee of the main board.

Usually the INED commits about a day a month to the role and serves on the Club Board for up to three years. At which point their involvement with the Club tends to have muted their independence.

The overall time commitment will vary from club to club,

The role of an INED is voluntary and unremunerated.

### How do I become an INED?

We are developing a database of individuals who could be recommended to Clubs as INEDs. Visit [www.supporters-direct.org/the-sd-ined-programme](http://www.supporters-direct.org/the-sd-ined-programme) to register your interest, you will be asked to upload your CV, short supporting statement and relevant skills.

Or for more information please email Richard Irving from Supporters Direct at [Richard.irving@supporters-direct.org](mailto:Richard.irving@supporters-direct.org)