



The SD INED Programme

The SD Independent Non-Executive Director (INED) Programme

Does your Club need new Board members?

Supporters Direct (SD) are developing a database of individuals with a range of skills and expertise willing to join the Board of a football club as an Independent Non-Executive Director.

The INED is unlikely to be a supporter of your Club or have had any previous attachment but will share your values and will want to see the Club flourish and deliver wider social impacts that benefit the whole community.

What does an INED do?

INEDs bring can particular skills and expertise to the Board, enhancing the skill set of the Directors (whether supporters or not), for example. finance, HR, legal, marketing or construction. However, their primary aim is to bring independence, impartiality alongside any personal skills or expertise they may have

As the role requires outside perspective of the business the INED should not be 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 skills do they bring?

An INED will have skills and expertise acquired outside of football that can be utilised in sustaining and developing clubs. They will have specialist skills, or Board level experience in another environment.

The competencies required of an INED 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?

For an INED to be independent there should be no relationships or circumstances that could affect or appear to affect their judgment. Such relationships or circumstances would include where they are:

- are a former employee of the Club;
- have personally, or in a senior role in a company, had a commercial relationship with the Club;
- have been paid by the Club in any form;
- have close family ties with any of the Club's advisers, directors, senior employees or players;
- hold cross-directorships or has significant links with other directors through involvement in other relevant companies or bodies;
- represent or are 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 from club to club, depending on a number of things including 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 role of an INED is voluntary and unremunerated.

Is there a cost to participate?

To support the operation of the INED scheme, SD will charge a one-off fee to each club where an INED has been placed for 6 months or more. It is dependent on club turnover as follows:

- Under £250k £100
- £250 - £1 million £250
- £1 million+ £500

How do we recruit an INED?

We are developing a database of individuals who could be recommended to clubs as INEDs.

Visit our website at www.supporters-direct.org/the-sd-ined-programme to register your Club's interest, you will be asked to upload details of the skills and expertise you are seeking from an INED.

Or for more information please email Richard Irving from Supporters Direct at Richard.irving@supporters-direct.org