

# ON THE BOARD

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BOARD MEMBER



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ON THE BOARD



## FROM THE PITCH TO THE BOARDROOM

Working together to usher in a new  
era of diversity at football's top table



## EFFECTIVE BOARD MEMBER

The Effective Board Member (EBM) Programmes are a series of programmes designed to equip those people who want to contribute to the leadership of an organisation by becoming board members. The programmes are delivered by experienced facilitators who have real and practical experience on boards and all share the ability to communicate these experiences clearly and concisely.

By partnering with organisations like the Association of Corporate Governance Practitioners (ACGP), The Professional Footballers' Association (PFA), The Football Association (FA), Edinburgh Napier

University, The Professional Cricketers' Association (PCA) and Birmingham Future, we have been able to create outstanding programmes catering for the specific needs of women, young professionals, footballers, cricketers and other sports people.

On The Board has been designed specifically for current and ex-professional footballers and those working in the sport to improve their understanding of boards and train them to become competent board members.

### UPCOMING PROGRAMME DATES

<b>On The Board</b>	St George's Park	14 Sep 2016 - 5 Apr 2017
<b>Lead The Board</b>	Birmingham	26-27 Sep 2016 - 23-24 Jan 2017
<b>Lead The Board</b>	London	12-13 Sep 2016 - 16-17 Jan 2017

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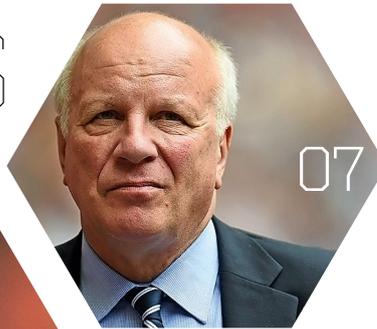
### ACCREDITED BY



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# EFFECTIVE BOARD MEMBER™



**FOR THE GOVERNANCE FORUM**  
Elizabeth Muir

**FOR THE PFA**  
Oshor Williams

### FUTURE FUSION

**Senior Editor** Lee Hart  
**Art Director** Dermot Rushe  
**Contributing Editor** Lee Hall  
**Photography** PA Photos,  
Click Jones, Joe Branston  
**Commercial Manager**  
Mike Vincent

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# WELCOME

I first met Karl George in 2013 when he and Michael Johnson approached me with the idea of running a governance programme for footballers and those connected to the sport. It was clear at that point that he was a leader in the field of governance, he was passionate about his field and that he genuinely wanted to help rectify the issue of a lack of diversity in the boardrooms and senior tiers of the sport.

As Chief Executive at the PFA, I have seen this issue continue to challenge the game that I love and felt this should be another part of our equalities campaign for inclusion off the field as well as on.

As the main sponsor of On The Board, the Effective Board Member programme for current and ex-footballers and those working in the sport, the PFA is demonstrating to the world that if you've had experience in the game you can bring that experience to the boardroom no matter what background you are from.

Presently, the dugouts and sidelines of football do not represent the diversity on the pitch. Supporting our players to become competent and effective board members, coaches and managers and educating them about governance, ethics and decision-making will ensure the longevity of our reputation as one of the best footballing nations and players' unions. Governance is not only about what we are doing now – it's about the future.

**Gordon Taylor OBE**

*Chief Executive*

*Professional Footballers' Association –  
main sponsor of On The Board*



I am delighted that I have the opportunity to work with the Professional Footballers' Association, The FA and several organisations in promoting boardroom diversity within football through the delivery of On The Board. As one of a series of Effective Board Member programmes\* and now entering its fourth year, On The Board is continuing to demonstrate that players can become valued contributors in the boardroom.

The question of diversity on boards goes beyond the sports sector – as reports such as 'Women on Boards', authored by Lord Davies in 2011 with its subsequent follow up reports, suggests. However, in sport and particularly in football, there is marked disparity between the number of BAME players on the pitch and those who go on to be board members or senior coaches or managers within the top tiers.

Having been a board member and served many organisations for a number of years, I have continually seen a lack of diversity in the place of influence, which is typically at the top of an organisation. This lack of diversity extends beyond ethnicity and reaches to many of the other protected characteristics, including age and gender.

In my opinion, recruitment for board members should be based on competency, skill and experience. Competent board members are the most valuable resource in any organisation. However, if we aren't proactive in finding the talent that is prevalent in football – or we neglect to nurture the next generation of leaders – unfortunately the demographics of our current boards will not change for the foreseeable future.

The recent high-profile coverage of governance failures at FIFA, in athletics and in tennis demonstrate that there is a responsibility on us all to ensure that – from the smallest community club through to the highest tier – governance becomes an integral part of how football operates. One of the benefits of a diverse board is the potential for challenge and scrutiny, which reduces the likelihood of groupthink and passivity in the boardroom.

Sporting Equals published their report 'Who's On Board, Evaluating Diversity in Sports Leadership' to highlight the current position of people from BAME



**“We are very proud to be working in association with EBM, delivering their programmes across the Caribbean and thoroughly enjoy the delivery style and quality of teaching from Karl George”**

**Bruce Scott, Partner, PwC Jamaica**

groups in National Governing Bodies of Sport. They found that only 2% of chairs and those on their boards were from BAME groups, with 3% being represented in the executive decision-makers category.

In only three years, On The Board has achieved success in the boardroom with examples such as Les Ferdinand, Nathan Blake, Michael Johnson and Johnny Ertl being just the beginning of changing the face of boardrooms in football.

**Karl George MBE**

*Managing Director at The Governance Forum, international governance consultant and creator of the Effective Board Member programmes*

*\*More information about the Effective Board Member programmes can be found on page 2.*

## Board Appointments

<b>BM</b>	NATHAN BLAKE	▶	NEWPORT COUNTY F.C.
<b>BM</b>	SOYE BRIGGS	▶	SURREY FA
<b>BM</b>	JOHNNY ERTL	▶	PORTSMOUTH SUPPORTERS TRUST
<b>BM</b>	LES FERDINAND	▶	QPR
<b>BM</b>	MARCUS GAYLE	▶	BERKS AND BUCKS FA
<b>BM</b>	MICHAEL JOHNSON	▶	LMA LEADERSHIP AND EDUCATION BOARD
<b>BM</b>	DARREN MOORE	▶	KALEIDOSCOPE PLUS GROUP
<b>CM</b>	KEN MONKOU	▶	FA JUDICIAL PANEL AND APPEALS BOARD
<b>BM</b>	IFFY ONOURA	▶	KICK IT OUT
<b>BM</b>	BEN PURKISS	▶	KALEIDOSCOPE PLUS GROUP
<b>CM</b>	DAVE REGIS	▶	SHROPSHIRE FA LFADP
<b>CM</b>	MARVIN ROBINSON	▶	FA JUDICIAL PANEL AND APPEALS BOARD
<b>BM</b>	NATHAN TALBOTT	▶	TRIDENT SOCIAL INVESTMENT GROUP
<b>BM</b>	TROY TOWNSEND	▶	KENT FA

On The Board graduates have secured a variety of board appointments as a result of completing the programme.

1/3 of our graduates have also undertaken board observations at meetings in a number of sectors.



Board Member



Committee Member



For more info:

[effectiveboardmember.co.uk](http://effectiveboardmember.co.uk)  
**0845 505 1875**



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The FA's Greg Dyke and Heather Rabbatts are leading advocates of On The Board.

# THE FA: SUPPORTING ON THE BOARD

Greg Dyke and Heather Rabbatts on why the game's governing body is behind On The Board

The Football Association has been a supporter of the On The Board programme since its inception. Not only has Wembley Stadium hosted the previous two graduation ceremonies but FA Chairman Greg Dyke has demonstrated a keen personal interest in the programme, visiting students during their hours at St George's Park.

"If you look at the people who run football and sit on football-related boards they are still overwhelmingly white and male," said Dyke. "That has to change and I believe On The Board will help bring about that change."

Another On The Board advocate at the top of The FA's hierarchy is Dame Heather Rabbatts: "The success of On The Board is about a collective responsibility, where we all accept that we need to make a difference and then having the will to enact to make those changes happen."

"The On The Board programme is one of the steps. Let's use it to ensure we develop people like Chris Hughton and Les Ferdinand and others, to fight the battle in ensuring football is no longer

a closed system but opens itself up so we can recruit the best possible talent."

With 14 graduates appointed onto boards from the first two years of the course, and 65% of the overall cohort gaining board experience, participants are having the opportunity to put the theory of corporate governance, legal liabilities and trustee responsibilities into action.

## **BENEFITTING FROM ON THE BOARD**

Two County FAs benefiting from On The Board are Shropshire and Surrey, who have co-opted Dave Regis and Soye Briggs respectively onto their boards.

"The On The Board scheme has helped me widen my skillset and equip me with the tools to make a positive contribution to board-level decisions," said Regis.

Equally, Surrey FA have unearthed a real find in Soye Briggs, according to

CEO Caroline McRoyall: "Soye has been a member of the Surrey County FA since 2012, serving on our Equality Committee. We recognised his potential as a future

director and nominated him for On The Board. We are delighted that after finishing his training he applied for a position on our board and I am confident he will

make a significant contribution to the progress of the county."

The FA will continue to support programmes like On The Board and others within the Effective Board Member family, in order to ensure that football is reaching the widest possible talent pool of potential board members.

**"Let's use On The Board to ensure football is no longer a closed system"**

official sponsor





# CASE STUDY: LES FERDINAND & CHRIS RAMSEY

Meet two directors at QPR, a club that is bucking the trend of 'male, pale and stale' football governance

## LES FERDINAND

### ROLE:

Football Director, QPR

### ON THE BOARD

### GRADUATION:

2014

### PLAYING CAREER:

Hayes, QPR, Newcastle United, Spurs, West Ham, Leicester, Bolton and England (17 caps)

### COACHING CAREER:

Spurs, QPR

### BORN:

8 December 1966

## CHRIS RAMSEY

### ROLE:

Technical Director, QPR

### ON THE BOARD

### GRADUATION:

2014

### PLAYING CAREER:

Brighton & Hove Albion, Swindon Town, Southend United

### COACHING CAREER:

England U20

Charleston Battery,

QPR

### BORN:

28 April 1962

## How does the Football Director and Technical Director relationship work?

**Chris Ramsey:** Our relationship works well. Les deals with most of the first team stuff and is ultimately in charge of me. I try to make sure everything outside the first team doesn't encroach on what he has to deal with. We're in daily contact most of the time. Sometimes he has to be away flying or scouting, so he has to know the academy is in a safe pair of hands and that executive decisions can be made without having to involve him.

**Les Ferdinand:** Chris works with the under-21s level down and I see the whole football club. I knew what I was buying into when I brought Chris to the club. In terms of developing players I'd put Dario Gradi up there but other than that there are not many on the same page as Chris. My job is to bring in people who can improve the club and I certainly have that with Chris.

## Why did you do the On The Board programme?

**LF:** I wanted to be a Football or Sporting Director so it was important for me to know how a board worked, what your role is on a board and what you oversee. It gives you an understanding of the corporate side rather than the playing side.

**CR:** I was wildly out of my comfort zone! I have an education degree and a sport science masters, so understanding the ins and outs of how a board works and the rationale of your fiduciary duties is really out of my comfort zone. But meeting the other people on the course with experience like Osh [Williams, PFA Assistant Director of Education] who you could look up to and speak to about things you have never really considered was really good.

## What specific things did you learn?

**LF:** The way boards operate and should do what they say on the tin. That's what boards are all about and most of them don't do it. At QPR we haven't got a big board in terms of numbers as that is how decisions are made. It's learning that, if you have a plan, you stick to it and should not get emotional. I've gone into an emotional board, you learn about that and how to deal with that and what your role is. I'm seeing things I learned in the course coming to fruition.

**CR:** It gave me insight into how, at board level, it's important you know what everyone else does and also the political climate of how to change things in the best interests of the club. It's also realising some people at a club won't like change or will have self interest at heart, rather than the club and the players. I've been able to take that into my role even when I was a manager and even more so now because I'm overseeing a much larger department. When things are comfortable people don't like to move on to the next level.

## Looking back to the move into the boardroom, were you prepared for that step?

**LF:** It was something I always wanted to do. When I came out of football I did the applied management >

**"It's important to know the political climate of how to change things in the best interests of the club"**





**“You get boards where people don’t look outside of where they have looked before”**



> course at Warwick to give me an idea of running football clubs rather than the coaching side. I'd done my coaching badges but this was the other side of football - the side supporters don't see and understand.

**CR:** As a manager, in effect you're on a board as an operations person at the very coalface. Sometimes you haven't got the control you would want. You can voice your opinion but the factors that affect you are sometimes not in your control.

#### **Is it important to have diversity in football boardrooms?**

**CR:** Yes, because sometimes you get boards with a traditional membership where people don't tend to look outside where they have looked before. That isn't always down to racism. That is down to familiarity with the type of people they're comfortable with. But sometimes we understand there is an element of racism that stops people getting jobs.

**LF:** We keep talking about racism in sport and where you attack it from. It's very difficult - when you're the owner of a football club you obviously want people you trust, know or someone that buys into your club. If you look through history it's been male, it's been pale and it's been stale for a long time. Unfortunately, to try to get into those positions you look at people doing the interview processes at board level and it's the same criteria.

#### **Are GPR particularly committed to tackling BAMES under-representation in football?**

**LF:** The club owner is Malaysian. Would I have been given this opportunity had he not been? I'm not so sure. It's all about breaking down barriers and someone has to pioneer.

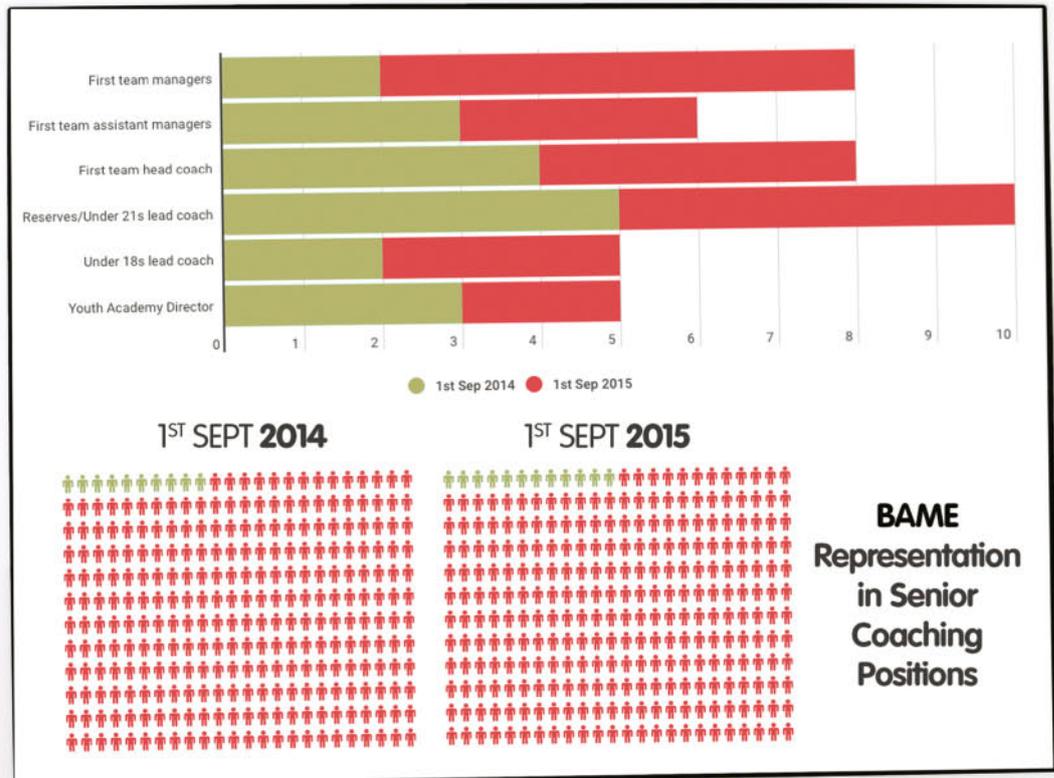
#### **The PFA are heavily involved in both On The Board and helping players with transition. Did they support you through the course?**

**CR:** Yes. Outstanding support. The fact they put people in place and Gordon Taylor came and spoke at the first session meant everyone knew the PFA was there to help. There could be criticism of the PFA doing this. Some people might say 'why are they doing it for these people and not others?' It takes some bravery to say 'we have looked at the boards and looked at creating pathways for people from different backgrounds'. The PFA is not stereotyping and saying 'get them into coaching'. The PFA understands football has many other jobs and not everyone is suited to coaching.

**LF:** The PFA do a fantastic job in supporting education for players in different areas of football. I was part of the pilot group that did the On The Board course and now loads of players go on it. Even if they don't go back into football and go into other businesses it gives them a great start in knowing what they are going to encounter in boardrooms.

# BAME Representation in Senior Coaching Positions

The **Sports People's Think Tank** have undertaken research in conjunction with Loughborough University investigating the current position in the UK of those from **BAME** groups who hold senior coaching positions in football. This is what they found.



Gabby Logan

TV presenter best known for her groundbreaking roles with BBC Sport and ITV.



Eniola Aluko

England forward and first female footballer pundit on Match of the Day.



Sian Massey

Football referee, performing the role of assistant referee in the Premier League and the Football League.



# Celebrating Women in Football

Celebrate the Women in Football in your life by tweeting @WomeninFootball

## Join Women in Football

Women in Football aims to remove all barriers and support women in reaching their potential in the football industry.

If you work in or around the football industry and want to be part of this network then contact [info@womeninfootball.co.uk](mailto:info@womeninfootball.co.uk) to join for free.

## Report sexism

If you would like to help Women in Football highlight incidents of abuse or discrimination tweet us @womeninfootball. Should you wish to report sexist abuse during your matchday experience today or at any other time, you can do so anonymously by contacting us at [info@womeninfootball.co.uk](mailto:info@womeninfootball.co.uk).

You can also report abuse to The FA [footballforall@thefa.com](mailto:footballforall@thefa.com) or Kick It Out [info@kickitout.org](mailto:info@kickitout.org)



Women in Football is a networking organisation representing over 1,400 women employed across the football industry which seeks to champion female talent and raise awareness of sexist abuse and discrimination in football.

**WOMEN IN  
FOOTBALL**

# NEHEMIAH UCHA: SUPPORTING ON THE BOARD



Nehemiah CEO Llewellyn Graham explains how boardroom diversity benefits everyone...

Midlands-based housing association Nehemiah UCHA is an organisation that embraces good governance and supports diversity – and has an excellent track record for both.

“We are pleased to support the EBM programme because we believe that both nurturing and recruiting the next generation of leaders from diverse backgrounds is vital for any organisation to both grow and be successful in serving its diverse customer base,” said Llewellyn Graham, Chief Executive of Nehemiah UCHA.

“As one of the UK’s leading independent BAME housing associations, serving varied communities across the Midlands, we believe diversity in the boardroom makes all the difference between a successful organisation and one that gives rise for concerns,” continued Graham. “It is important that in the

**“It is important for organisations of all kinds and sectors to embrace diversity”**

services we provide and the work we do that our staff and board reflect the diverse communities we serve. Building communities, not simply houses, is something Nehemiah UCHA has always worked towards.”

Sitting on the housing association’s board are members from mixed ethnicity, including African, African-Caribbean, White European, Asian and Mixed Race backgrounds, with a ratio of 45% female to 55% male board members.

## REPRESENTING COMMUNITIES

“Sadly our diverse boardroom is still not commonplace,” says Llewellyn Graham. “Currently, women make up just over 20% of board memberships in the FTSE

100 companies and the target for 2015 was 25%. Our housing association far exceeds this level and is constantly adopting measures to ensure we fully represent the communities we serve. To keep the board modern and as diverse as possible we have a Board Recruitment, Review and Renewal Policy with a succession programme in place to ensure that the board – while being true to its core values – is continually refreshed.”

Llewellyn Graham adds: “A McKinsey report found a correlation between diversity and business, showing that companies in the top quartile for diversity and with the highest proportion of women in the boardroom – out of the 180 companies studied in France, Germany, the UK and USA between 2008 and 2010 – had 53% higher equity returns than those in the lowest quartile.

“This, together with the findings from our own experience, helps to highlight how important it is for organisations of all kinds and sectors to embrace diversity.”

To find out more about Nehemiah UCHA and its range of services visit us online at [nehemiah-ucha.co.uk](http://nehemiah-ucha.co.uk)



OFFICIAL SPONSOR





# ON THE BOARD GRADUATES

51 graduates across three cohorts - here's our proud roll call of On The Board success

## COHORT 1 - 2013/14



### CHRIS RAMSEY

Currently the Technical Director at QPR, Chris has extensive experience as a player and football professional. Having previously managed QPR, coached the England under 21 team and the first team at Tottenham Hotspur and with a history of coaching in the USA and Malta, Chris has demonstrated that it is possible to be a success in both the world of sport and the academic world - his academic achievements to date include gaining two undergraduate degrees as well as graduating from the On The Board course.

### JASON ROBERTS MBE

A former player with the likes of Blackburn and Reading, in 2007 he established the Jason Roberts Foundation, which seeks to improve the lives of youngsters through sport. In 2011, Jason co-hosted the biggest phone in on radio with BBC 606 - the first Premier League player to do so while still being a current player - and has become a regular contributor in the media, including Match of the Day. He has also hosted Sports World Have Your Say on BBC World Service. In 2009, Jason was awarded an MBE for services to sport.



### MARVIN ROBINSON

Following a career in football, Marvin is now CEO of The HAUSOFGENIUS, a global brand collective that blurs the lines between

fashion, art, commerce and technology. His company was voted in the top 100 high potential start-up companies in the UK by INTUIT and the Department for Business, Innovation and Skills in 2012.



### MICHAEL JOHNSON

A UEFA Pro licenced coach, Michael has held a variety of coaching positions and has also appeared as a pundit on Sky Sports and the

BBC. Michael is a current member of the Football Inclusion Advisory Board, who report to the FA on all issues surrounding inclusion in the game, and has recently joined the LMA Leadership Board.



### JAMIE BUNCH

Skilled in negotiating and developing partnerships with public, private and voluntary organisations, Jamie has extensive

knowledge of grassroots and professional football development along with experience in growing a successful business operation in wider sporting developments.



### LEON MANN

With over 10 years' experience working in sport and media, Leon is a sports consultant, interviewer and filmmaker. Having begun his career as

a spokesperson for Kick It Out and Football Against Racism, Leon founded the Black Collective of Media in Sport (BCOMS), having already co-founded The Football Black List in 2008.



### DARREN MOORE

A UEFA A licenced coach with over 20 years' playing and coaching experience gained from some of the country's top clubs, Darren is strongly committed to staff development and achieving excellence. He has successfully transferred the experiences and skills he gained as a professional player into his current role as a regional coach with the PFA and is a member of the board at the Kaleidoscope Plus Group. Outside of football, Darren has been heavily involved with charity work with clubs in the community.



**IFEM ONUORA**

Ifem's career highs have been based on a desire for continual self-improvement. Equally comfortable working in a

corporate environment and an active, outside environment, he retains a restless search to be socially useful and make a significant contribution – as he has recently in his work for Kick It Out.



**NATHAN BLAKE**

When he finished playing in 2006, Nathan became Company Director at Footprints Sports Management Ltd. – a mentoring organisation developing young sporting professionals. He also worked in the media for the likes of the BBC and Sky Sports. Nathan is an ambassador for StreetGames, a sports charity that changes lives by supporting a network of projects designed to give opportunities to young people in disadvantaged communities across the UK. Nathan has recently joined the board of Newport County FC.



**IAN TAYLOR**

Best known for his time at Aston Villa, Ian Taylor had a 15-year career in the Football League and Premier League, making over 450 league appearances. Ian is now co-owner of Stadia Sports and Lifestyle, an organisation aiming to join the dots between sports, music, media and business. He is also the owner of iTAudio7, who create innovative audio products and products specifically for sports people. An occasional football pundit for AVTV, in February 2011 Taylor rejoined Villa after being appointed club ambassador.



**TAFF RAHMAN**

A former young player at Arsenal, Taff is now a coach and holds the UEFA A licence. He is one of the very few people from an Asian background

involved in the professional game. A leading figurehead in the community, he has operated as senior youth worker and now serves as committee member for his local league.



**DAVID REGIS**

One of the first ex-players to be appointed Head of Education at a football academy, Dave implemented an education programme at

Charlton, teaching young players important life skills. Since 2011 he has been working with the Football League Academies supporting and advising on the implementation of the EPPP standards.



**OSHOR WILLIAMS**

As PFA Assistant Director of Education, Oshor's role is to ensure that current and former members have access to as many education and training opportunities as possible in preparation for life after football. As a programme graduate he coordinates PFA support for On The Board students throughout the course. He sits on the Executive Committee of the General Federation of Trade Unions, the FIFPro Education Committee and as Chair of the Steering Group is a driving force behind the PFA 'Achievement through Sport' project.



**LES FERDINAND MBE**

The Football Director at QPR, responsible for all football matters at the club, Les enjoyed a star-studded career as a striker for the likes of QPR, Newcastle, Spurs and England. After hanging up his boots Les gained a number of qualifications including a certificate in Applied Management with the LMA as well as his coaching badges – which led to him working as the first team coach at Spurs and then assistant manager. Les has also been involved in a number of charitable projects and is an ambassador for Cancer Research UK.



**DAVE BARNETT**

Dave played for a number of teams throughout his 20-year football career. He has also worked as a coach, including at the Birmingham City

Academy. Dave has a passion to help and support the upcoming generation of footballers and encourages them to develop a range of skills that will sustain their career after they leave the pitch.

PHOTO: CLICK JONES



## COHORT 2 - 2014/15



### JOHANNES 'JOHNNY' ERTL

A former Austrian international, Johnny Ertl arrived in English football in 2008 with Crystal Palace and went on to play for Sheffield United and, most famously, Portsmouth where he was club captain and won the Player of the Year award in the 2012/2013. Johnny has built a broad skillset within football through contributions across multiple aspects of club operations as well as outside business interests. He has an MA in General Management and is currently working on the board of the Pompey Supporters' Trust.



### SOYE BRIGGS

Previously the Director of Community Development at Crystal Palace's Foundation and Head of Operations and Social Inclusion Manager at Fulham FC's Foundation, Soye also chaired the Race and Religion Equalities subgroup and has now been elected onto the board as a Director of Surrey County FA.



### JASON BROWN

A UEFA qualified outfield and goalkeeping coach, Jason has made the successful transition from a playing career to engaging with the next generation of talent. Currently, Jason is coaching with several clubs including Arsenal Ladies, Millwall FC's academy, Wales youth squads and has his own goalkeeping clinic.



### RAUF MIRZA

Rauf is an experienced sales, marketing and management professional with wide commercial experience, ranging from blue chip companies to community enterprises. He has worked as a consultant with the FA and has set up community development projects covering business, education and sports for BAME communities.



### BRIAN MCGORRY

Brian has set up several businesses within education and sport, worked as a Further Education and Higher Education lecturer as well as being a full and part-time professional footballer for 19 years. Brian has a Sport Science degree, a UEFA A licence, and has taught on behalf of charities to help people back into work.



### HANNAH DINGLEY

A Senior Lecturer in Sports Coaching Practice at The University of Wolverhampton, Hannah has worked as a football coach and coach educator and is one of a small number of female coaches who hold a UEFA A licence. She has also worked with Tackle Africa running projects that use football as a vehicle to educate young people about HIV and AIDS.



### NATHAN TALBOTT

Nathan qualified as a solicitor in 2010 after retiring from professional football at the age of 21. He presents on integrity and disciplinary matters to sporting governing bodies and specialises in Commercial Litigation and Sports Disputes. He looks forward to helping organisations by combining his legal experience with his corporate governance knowledge.



### MARCUS GAYLE

Following a career in professional football spanning over 25 years - most famously playing for Brentford, Wimbledon, Watford and Jamaica in the 1998 World Cup - Marcus worked as a media guest and analyst and recently managed the first team at Staines Town FC. He is now working with Berks & Bucks FA.



### TROY TOWNSEND

The Education and Development Manager for Kick It Out, Troy specialises in equality and diversity workshop delivery and is a UEFA B qualified coach - having founded the S&T Academy to provide specialist football coaching to young people from deprived backgrounds. Troy was named as one of the FA's 150 Grassroots Heroes.



### UGO EHIGOGU

Ugo had a very successful career as a professional footballer in both the English and Scottish Premier Leagues and as an international. After successfully completing parts one and two of his UEFA A licence, he has coached the England U20s and the Under 21 team in the Tottenham academy. Ugo has several business interests and has supported various charities including World Vision and the Bobby Moore fund. He is keen to continue to develop his coaching techniques and knowledge as well as his media and business skills.



**TERRY ANGUS**

A Community Equalities Executive with the PFA, Terry is an experienced Youth Justice and Social Inclusion practitioner and co-founded the

ARTS4LEARNING programme. Terry is an active community member volunteering his time to help young people and seniors and offering sports coaching to young football groups within the community.



**CHRIS HUGHTON**

Currently managing Brighton and Hove Albion, Chris has a glittering CV with experience of playing, managing and coaching at Premier, Championship, and international level with great success. He holds football coaching qualifications, a Certificate of Applied Management in Football and is a qualified lift engineer! An ambassador for Show Racism the Red Card and Kick it Out, he has organised many charity events and received a citation from the UN for his involvement in the anti-apartheid movement.



**JASON LEE**

Jason is an experienced Equalities Executive in education at the PFA. He has delivered a number of community projects for Nottingham Forest, working with apprenticeships and scholarships, mentoring young people and helping them to find direction. After a long and successful playing career that lasted into his 40s, he also had a spell in management with Boston United. Jason is an active member of the community and regularly gives time to offer support for various charities.



**STEVE BROWN**

Assistant Head of Talent Identification at the FA, Steve had a professional football career for over 15 years before moving into coaching. He was Academy Manager at QPR before venturing into player recruitment for Everton and Adidas. In 2012 he was appointed as an EPPP Auditor tasked with auditing clubs in the Premier and Football Leagues.



**RIZ REHMAN**

A former young professional footballer player with Brentford, Riz is part of the PFA Education Department and works on the

Achievement through Sport programme. He has a 1st Class Honours degree in Sport Science and the FA Level 2 and UEFA B qualifications. He is currently a director for the Zesh Rehman Foundation.



**DAVID JOHNSON**

With a varied career in football, including playing in the Premier League, David retired from the game in 2007 following injury. Since then he has

coached the U14s Academy at Nottingham Forest and qualified as a personal trainer and a UEFA B licenced coach. David has also worked for Umbro as a recruitment manager and has several business interests.



**DARRYL POWELL**

Darryl had a professional football career that spanned 17 years playing in the top two tiers of the English game and represented Jamaica internationally. Darryl founded Paramount Sports Management in 2006 after qualifying as an FA Licensed Agent. His core business is contract negotiation on behalf of players and player placement.



**KEN MONKOU**

Having played professionally in the Netherlands, Ken played for Chelsea and Southampton in English football. Currently working for the PFA as an Equality and Diversity Officer, Ken set up and launched the quarterly magazine Football Life – a magazine focused on not only football but topical sports, business and lifestyle items, managing the creative team throughout the concept and production processes. Ken was inducted into the Show Racism the Red Card Hall of Fame at the 15th anniversary event in 2011.



**BEN PURKISS**

A professional footballer with Port Vale and a member of the PFA Management Committee, Ben is a graduate in Law and French and is the co-founder of socceractics.com. Ben won the Community Player of the Year award in 2014 and in December 2014 became a member of the board at the Kaleidoscope Plus Group.



## COHORT 3 - 2015/16



### DELE ADEBOLA

Recently retired following a playing career spanning 20 years for clubs like Crewe, Birmingham City and Crystal Palace, since hanging up his

boots Dele has involved himself in a number of community projects. He currently coaches U18s for Birmingham City Community Department and U14s at West Brom academy.



### NOEL BLAKE

Previously a National Coach for the FA for seven years, Noel now has his own consulting company supporting players with lifestyle and behaviour and he also consults within the Premier League. He played football professionally with clubs such as Leeds, Birmingham City and Aston Villa and one of Noel's key achievements was being captain at a number of the clubs he represented. He has acquired several qualifications including a UEFA Pro licence and a BA (Hons) in Professional Studies in Education.



### JAMES CHAMBERS

James retired from football in 2015 to focus on being the business owner of My Farewell. He played for clubs including Walsall, Leicester City and West Bromwich Albion and has a number of academic and football-related qualifications such as his UEFA B licence and served on the PFA Management Committee during his time at Doncaster Rovers. James has worked with Ambassadors In Sport, volunteering in South Africa in prisons, townships and orphanages. He has also been a player ambassador for Kick It Out.



### ADNAN AHMED

As the Managing Director of his own company, Adnan has demonstrated vision and drive in establishing himself in business after playing football for a number of clubs including Huddersfield Town and Tranmere Rovers. Adnan is active in his local community and has been called upon to present awards on behalf of third sector groups.



### MATTHEW ALEXANDER

Matt was recently appointed CEO at Notts County Women's FC having worked as an advisor at the club for a number of

years. Prior to this he had roles as an FA Licenced Agent and in player recruitment. His work in talent management and scouting has lead to him building an extensive network of contacts in football.



### MARTIN CARRUTHERS

Martin is the Head of Football and Development at Central College. He has also worked as an Education Officer at Notts

County Football in the Community, progressing to Education Manager prior to leaving to undertake his current role. Martin also runs the successful semi-pro non-league club Basford Utd.



### JON GITTENS

Currently working for The FA as National Coach Developer for London, Jon has completed several FA and UEFA qualifications and is a UEFA A and B Licence Qualified Tutor. In addition to his football-related qualifications, Jon has an FdSc degree in Coach and Athlete Development and a Certificate in Teaching.



### MARK JULES

Mark currently works for the PFA as a Coach Educator with responsibility for equality. Prior to this Mark was the Head of Coaching

at Chesterfield where he worked alongside the board on many occasions. Mark has a degree in Sport Science, which complements his several FA qualifications including his A and B coaching licences.



### BRIAN DEANE

Brian currently works at Sheffield United in a coaching and mentoring role at their academy, in addition to undertaking European scouting for the club. During a 20-year playing career he played for a number of clubs at Premier and Championship levels, including Leeds and Sheffield United, and also represented England. Between 2012 and 2014 he managed Sarpsborg 08 FF, a Norwegian Premiership Team who finished the 2014 season in eighth place. He is a proud ambassador for The Princes Trust.



**JASON EUELL**

Jason is the U21 Coach at Charlton Athletic. His career saw him play for a number of clubs including Wimbledon, Middlesbrough and Southampton in addition to the club where he now holds a coaching position. Jason is currently Lead Mentor for The Aspiration & Pathway Programme (Sports Division) for Cre8ing Vision. An ambassador for Kick it Out and a Patron for Show Racism the Red Card, Jason has his UEFA A and B licences as well as having completed FA Youth Award and Modules 1, 2 and 3.



**CHRIS FREESTONE**

Chris is the National Coach Development Manager at the Football League Trust. He is a patron for Show Racism the Red Card and has been involved in a number of community projects, such as working with schools to offer soccer camps. He holds a UEFA A licence, has passed FA Youth Award modules 1, 2 and 3 and has a National Diploma in Fitness and Nutrition.



**DARREN KENTON**

After retiring from football due to injury, Darren pursued a career in fitness. In addition to working as a fully-qualified personal trainer,

Darren is currently completing a series of FA and UEFA qualifications. His football career was played at a number of clubs including Norwich, Southampton, Leicester and Leeds.



**HANNA NEWTON**

Hanna is an equality representative on the Management Committee at Surrey FA. Her role includes ensuring the standards of grassroots football and governance within the sector remain high. She has a professional background in administration and business support and has previously held several board appointments. Her current role sees her as an ambassador for Surrey FA and Hanna is working towards completing a degree in Business Management (Sport and Football). She has multiple FA qualifications.



**WILL ANTWI**

At present, Will is a coach at the Tottenham Hotspur academy. He has played professionally both in the UK and in Sweden for teams such as Crystal Palace and AFC Wimbledon. Will has a number of qualifications including an LMA Management Diploma, UEFA A and B licences and has completed levels 1, 2 and 3 of The FA's Youth module. His community work extends to his consultancy for grassroots issues in the London area and he is a committee member and ambassador for Kick It Out.



**LAUREN O'SULLIVAN**

Lauren is the National Football Development Manager at AoC Sport. With an extensive career in education and development in football, Lauren is a qualified mentor, tutor and coach. She has a degree in Sport and Exercise Sciences and in 2012 was appointed The FA's Chair of National Game Youth Council.



**MARTIN O'CONNOR**

Martin is Director of Education at MOCEFA Football Academy. He played for various clubs for 18 years, also representing

the Cayman Islands. Martin has management experience having been Assistant Manager at Walsall. He also worked for Birmingham City's Community Development Programme.



**PAUL ROBINSON**

Currently playing for AFC Wimbledon, before that Paul spent 16 years at Millwall, captaining the team for eight of these years and also undertaking a substantial amount of work for the club's community scheme. His work led to him being recognised as Community Player of the Year on two occasions and he was a firm fan favourite having started out at Millwall as a trainee. Paul was also the PFA representative for his colleagues at Millwall, another demonstration of his proven strength in leadership.

PHOTO: CLICK JONES



# CASE STUDY: CHRIS HUGHTON

The Brighton boss - and On The Board Cohort 2 graduate - on planning for life after the dugout and boosting his managerial skills

## ROLE:

Manager, Brighton & Hove Albion

## ON THE BOARD GRADUATION:

2015

## PLAYING CAREER:

Spurs, West Ham, Brentford and Republic of Ireland (53 caps)

## COACHING CAREER:

Tottenham Hotspur, Newcastle United, Birmingham City, Norwich City

## BORN:

11 December 1958

## Why did you sign up for the On The Board programme?

My role as a football manager has a lifespan that goes with it. What interests me is the possibility - once I'm not managing, coaching or scouting anymore - of being involved in the administrative side of the game.

## What did you learn from it?

It was an eye-opener about the roles and responsibilities of being on a board - that was the biggest thing. If you have a board above you, it's an appreciation of what they do and gives you a bit more of an insight. It certainly makes you pay more attention to conversations you have with your chairman or CEO. It really helps to have that understanding about what they do.

## What makes the programme different to other courses you've done?

It deals with a role that isn't just football or sport-specific. It's the first course of that nature I've been on. It's very interesting that it's not necessarily leading towards a full-time role but roles you can do in conjunction with jobs as a manager, coach or if you're involved in scouting.

## Football seems to differ from other industries where people are promoted from the operational side to

**“Once we start going up into the Premier League there's no doubt there is an under-representation”**

## the boardroom quite regularly...

You're right, it just doesn't happen. There might be a handful of ex-players that are on boards. Normally they went into management and then on from there. If you look at the make up of traditional football boards, they were very family-oriented before and became very businesslike with a lot of foreign investors making up boards. It's something I see changing but not dramatically. In coming years I don't see there being a vast number of ex-football people employed on the boards of football clubs. It would be a good thing, there's no doubt about that.

## Is this programme, which aims partly to tackle under-representation, important for football?

I think it is. At the moment there is an enthusiasm from stakeholders to see more representation in the game. Certainly a lot more black and ethnic coaches are involved at academy and scholar level. Once we start going up into senior squads and the Premier League there's no doubt there is an under-representation. I genuinely feel there is an enthusiasm to change that. How quickly that will come, I don't know. A big part of that isn't coaches and managers, it's other aspects of the game - sport science, analytics, senior roles and absolutely that can also be at board level.

## What would you say to others thinking about taking part in On The Board?

It's absolutely something I would recommend. I thoroughly enjoyed it. The work was tough - particularly fitting it in around other things. For half the course I wasn't working and for half I was a manager. It was tough to do all the work but I enjoyed it and got a lot out of it. I completed the course and at some stage I would like to revisit it.



# EQUALITY IN THE GRASSROOTS GAME

Surrey FA Chief Executive Caroline McRoyall on the importance of ensuring your organisation is representative of those playing the game



The Surrey County Football Association looks after grassroots football in Surrey. We cover 15 local authorities and have over 4,000 teams registered, 800 clubs and 49 leagues/competitions. This includes all formats of football from youth to adults (including veterans), for male and female players and those with disabilities. We also provide opportunities to play recreational forms of the game, such as 'walking football', for over those aged over 55.

We govern the game by sanctioning leagues, ensuring they adhere to the FA rules and regulations. We provide training and CPD sessions for volunteers, coaches and referees and develop the game by supporting new clubs to set up and advise on funding including facility development.

We are a 'not for profit' organisation with 21 staff governed by a voluntary board of 11 directors. We are also supported by over 60 voluntary County Members, who help us by attending matches to observe clubs, sitting as commission members on discipline panels or running one of our 23 County Cup Finals.

Our mission statement is 'Leading the development of grassroots football in Surrey ensuring participation and enjoyment of football by everyone' and it is

important that the decisions we make for football in Surrey are right for the game. As such we want to ensure our Staff, Board and County Members are representative of those playing the game.

We were the first County FA to achieve the Preliminary Level of the Equality Standard for Sport and as part of the process we reviewed our structures to enable us to increase diversity across the organisation and ensure we have the right skills and experience leading the association.

## IMPROVING GOVERNANCE

We support the Effective Board Member programmes as they provide essential training for individuals on corporate governance. We have supported two of our County Members to attend On The Board training and were delighted when the first of these graduates Soye Briggs applied for a board position and was elected in July 2015 (pictured above). Most recently our Chairman Les Pharo and I attended the Lead The Board programme to enhance our understanding of corporate governance and learn from best practice examples on how to improve the governance of our organisation further.

**LEFT TO RIGHT: Les Pharo, Surrey FA Chair, Soye Briggs, Surrey FA Director and On The Board graduate, Caroline McRoyall, Surrey FA CEO.**



**Abigail Robson, Chair of the Trident Social Investment Group, is a graduate of the Lead the Board EBM programme.**

# TRIDENT: SUPPORTING ON THE BOARD

The housing provider has found numerous benefits in Effective Board Member sponsorship...

The Trident Social Investment Group is an innovative housing provider managing and providing homes to 6,000 people across the Midlands, many of whom are the most vulnerable. The Group incorporates housing associations, charities and social enterprises and serves disadvantaged neighbourhoods – ensuring that no communities are left behind with the aim of providing hope in the Age of Austerity and beyond.

The Group believes that good governance means developing the capacity and capability of the governing body to be effective. Ensuring that we have competent boards across the Group requires a clear recruitment, induction and development strategy for our board members. This is underpinned with a robust succession strategy that considers the skills, experience and diversity of our boards.

Our Corporate Plan seeks to position the Group at the forefront of tackling social and financial exclusion, disadvantage and issues of social justice. We can only do this by having a diverse group of board members each

contributing in their own unique way to the challenges facing the Group, and the environment within which we operate.

Trident has seen tangible benefits to sponsoring the Effective Board Member (EBM) programmes. Being involved has allowed the Group to attract young leaders and develop members of our existing senior leadership team. On The Board graduates have taken their place on our boards and it's clear that the course gave them the competence to be able to contribute to governance across our Group and other organisations.

## WOMEN ON BOARDS

Furthermore, we value the impact of women on our boards and committees and how this can aid the active promotion of their development. The current Chair of the Group Board, Abigail Robson completed Lead The Board, the EBM

programme designed for women in senior leadership. Ann Rivera the Group's Director of Organisational Development also completed Lead The Board and

continues to apply the knowledge gained to impact change across the Group.

With only 4 in 10 housing associations reporting to have female leaders, our commitment

to ensuring that our board is diverse is demonstrated by representation in this area – recognising the benefits this brings to our organisation, while welcoming and valuing their expertise.

For more information about Trident Social Investment Group and joining our board visit us online at [trident-ha.org.uk](http://trident-ha.org.uk).

**“Trident has seen tangible benefits to sponsoring the EBM programmes”**

OFFICIAL SPONSOR



**EFFECTIVE**  
BOARD MEMBER



# CASE STUDY: JOHNNY ERTL

Meet the ex-Pompey star who swapped the bootroom for the club's fan-run boardroom

**ROLE:**

Board member,  
Pompey Supporters'  
Trust

**ON THE BOARD****GRADUATION:**

2015

**PLAYING CAREER:**

Sturm Graz, Austria  
Wien, Crystal Palace,  
Sheffield United,  
Portsmouth and  
Austria (7 caps)

**BORN:**

13 November 1982

**What drew you to the On The Board programme?**

I was always fascinated by what was going on behind the scenes in a football club. I wanted to see a different perspective - what the decision-makers were doing. When I did the course I was still a player and it helped me a lot. I was asked to join the Supporters' Trust so I stood for election and they voted me in. It's really helped me to understand what is required and to put the theory I learned into practice.

**But this wasn't your first step into boardroom education...**

I completed a Masters in Business Administration in 2013 and I wrote about Portsmouth as a case study because the club went through a very difficult financial time.

**Did the PFA support you through the courses?**

The PFA helped me through my MBA and the On The Board corporate governance course. I'm really grateful. I think the PFA are absolutely fantastic. You can't compare them to any other football institution.

**What do you do on the Supporters' Trust board?**

I represent the board in public. We work on everything from increasing membership to finding sustainable investment models and the stadium - are we going to keep Fratton Park or get a new ground? We also work closely with the community.

**Does the fact that the club is fan owned change how things work?**

It makes a difference because we are quite unique. We are the biggest community club in England. We have to look at what is best for the club to really protect our heritage because we don't want somebody to come in and for us to become Portsmouth Tigers in three years. We also look at how we can increase investment into the club so we

are successful and climb up the leagues to where we belong. We are a big fish in a small pond in League Two. A club with this fan base and size belongs in the Championship.

**Is the ultimate aim to return the club to the heights of the Premier League?**

I think this is a dream. You have to be realistic. We are a community club. With our current model dreams can come true but we are working on a strategic plan to get to League One. We have the financial stability to compete in League One. When we come to the Championship we are looking for a future investment model. The fans always come first. In every single part of the business - even ticket prices - the fans are involved. With big clubs it just becomes an owner from abroad. I came from abroad but owners may change things like at Cardiff. At the end the fans suffer because they grew up with Cardiff blue and they need to change their living room because it was blue and it becomes red!

**What did you learn from the course that has really helped in your current role?**

Organisation is the key. Organisation and preparation.

**Would you recommend the course?**

Yes, very much. I actually recommended it to a friend who played with me at Portsmouth - Paul Robinson. He has completed the course now.

**"I wanted to see a different perspective - what the decision makers were doing. The course helped me a lot"**





## Snippets of the last Programme Evaluation

"On the Board is a great course and fully appreciate the time and effort from Karl and Lisa as well as all the guests."

"The board game was an excellent way to engage people and get them discussing the various aspects of corporate governance while building communication skills in a fun and relaxed manner."

"The course equips participants with a sound knowledge of corporate governance, an understanding for your role and responsibilities as a Director and the confidence to sit on a board and make valid contributions."

"While the course tutors always ensured they had a recap before the start of the course it was very good to have CG First the online portal to access any information and carry out revision. Very good tool!"

## Outcome

### Status

- Recruitment of 20 Candidates ..... ✓
- Successful Attendance 80% ..... ✓
- Completion of Examination 80% ..... ✓
- Graduation 80% ..... ✓
- Board Observations 50% ..... ✓
- Board Appointments 25% ..... ✓
- National Media Coverage ..... ✓
- Partnership working PFA/FA/ Players/ TGF ..... ✓

Find out more: [effectiveboardmember.co.uk](http://effectiveboardmember.co.uk)  
**0845 505 1875**

 @TheBoardEffect



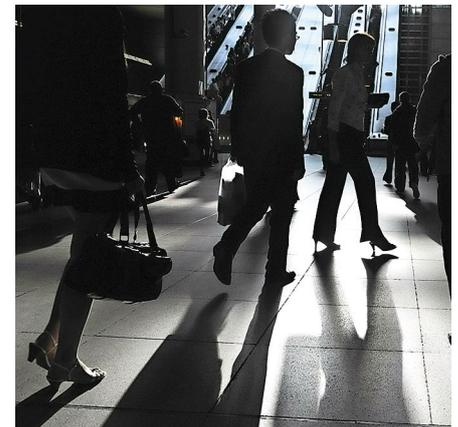
## DIVERSITY IN THE FINANCIAL SERVICES SECTOR

An inclusive culture is critical for businesses to thrive and grow. It provides the ability to promote the best talent without bias, which leads to better retention of staff and an environment where people are confident to leverage their different perspectives, connections and ideas for the benefit of the organisation.

At KPMG we encourage our staff to be able to bring their whole selves to work, which in turn empowers them to have the confidence to be more engaged with the business and challenge themselves to always produce for the best outcomes. Of course, this is the kind of language and behaviour that is well practised in the world of sport.

But this is more than words. In 2014 KPMG became the first professional services firm to publish dedicated three-year diversity targets across the areas of gender, ethnicity, disability and sexual orientation, which are used as a benchmark against which we recruit and develop our workforce.

Having diversity at every level, including the board, is essential for a thriving business.



# THE LEAGUE MANAGERS ASSOCIATION

Discover how On The Board graduate Michael Johnson is utilising his skills on the LMA Leadership Advisory Board



The LMA is the representative association of the managers, past and present, of the 92 football league clubs. As a member organisation, the LMA is committed to providing equal

opportunities for all in order to achieve the best possible outcome for its members.

The LMA has witnessed first-hand the positive impact a diverse board can have on its governance and strategic leadership, as both the LMA Executive Board, with 50% female representation, and the LMA's Leadership Advisory Board benefit from a diverse boardroom.

Michael Johnson (pictured above), a member of the Professional Football Coaches Association – the LMA's sister association – graduated from the LMA Diploma in Football Management in June 2015. After completing the On The Board programme, the LMA invited Michael to

join the LMA Leadership Advisory Board. This gave him a platform to utilise the skills he had learnt and offer his insights into making improvements to the LMA's Leadership programme – thus helping to shape its future educational programme.

### GOOD GOVERNANCE

The example Michael has set is what encourages the LMA to engage and support Effective Board Member programmes. It also demonstrates why diversity at board level is vital in ensuring a representative and varied approach to good governance and ethical practice. The LMA is continually looking at ways in which it can promote, educate and facilitate initiatives in support of Football's Inclusion and Anti-Discrimination Action.





# CASE STUDY: KEN MONKOU

The PFA Diversity and Equality Officer talks confidence, integrity and finding out about yourself through On The Board

**ROLE:** How did you hear about On The Board?

PFA Diversity and  
Equality Officer

**ON THE BOARD**

**GRADUATION:**

2015

**PLAYING CAREER:**

Feyenoord, Chelsea,  
Southampton,  
Huddersfield Town

**BORN:**

29 November 1964

I was recommended by the PFA to participate and when I found out what it entailed and about The Governance Forum, I loved it and it was exactly what I needed as a person. Because I've been out there in the real world sort of burning my fingers and actually finding out what it takes to run a business successfully and properly, with integrity, it was ideal.

**Why did you think it was important to take part in the programme?**

I'm a person that's like a sponge – I like to learn, meet other people, because that's how you find out about yourself and how you find out about other people. And of course it's knowledge, it's skills, it's tools that you can actually put out in the real world, that's why I wanted to come and participate.

**What were the three main things you learned and how have you applied them?**

Communication, openness, integrity. These are the key things I got out of it. I've learned the hard way in the real world that you need the foundation to understand governance, and that's what we were taught.

**Have you had the opportunity to sit on, or observe a board?**

Not yet, I've been asked a couple of times to come and sit on boards but because of the logistics, where I'm based and also the timing with all the stuff I was doing it didn't work out. But I'm definitely going to be sitting on a few in the next couple of months.

**What was your favourite thing about the programme?**

Seeing people come out of their shell. Because I'm one of those guys that comes across very confident and speaks quite easily, people don't believe it when I say I'm quite shy. But I think the course taught us to find out about ourselves and gave us the confidence to have the knowledge and use the knowledge and the tools to go out there.

**What would you say to others who are thinking about applying for On The Board?**

Don't hesitate – join! I've spoken already to Brian Deane, he is one of my friends, when he spoke to me

a few months ago he said, "Ken I've been approached, what's it like?" I said, "Just do it." That's exactly how Darren Moore approached me and said, "Ken, you're thinking about participating in EBM. Don't even think about it, do it, you'll love it." And it's so true. That's what I would say, don't even think about it. Dive in. You are in good hands.

**Why do you think the programme is important for football and sport in general?**

It comes down to knowledge. By going on this programme it gives you the knowledge and understanding because governance is everywhere – at home, your local sports team, the club, everywhere you look is governance. It teaches you how to communicate, how to go about things with integrity, about running a business and all the different facets of it. The understanding and the tools are invaluable in the real world. It definitely has an impact on football because football has a certain stigma but if you look at the guys that did the course, people will be surprised how intelligent quite a few of these football players are – and people associated with football and in sports in general. I think they have the right ingredients because as a football player or sports person you need to have discipline, focus and drive. Also you will be humbled as you won't have everything done your way. You have to communicate and be part of a team, these are the things governance teaches you and gives you the confidence to go out there and put these things into practice. That's why I think the programme's fantastic and it's good for football and sport and life in general.

**What are your thoughts on boardroom diversity in football and how do you think the programme is helping to tackle that?**

Things won't change if you don't change the top. It's the people at the top making the decisions. That's why I always said I didn't want to become a coach or a manager, because I knew there are only certain vacancies available anyway but there's a lot of other jobs you can apply for and it depends on the people at the top who have the power to make things happen. So if you don't change things at the top you'll never have enough diversity or equality.



“If you don’t change things at the top you’ll never have enough equality or diversity”

PHOTO: CLICK JONES



# THE PFA: SUPPORTING ON THE BOARD

PFA Assistant Director of Education Oshor Williams on the value of the course to PFA members

When PFA Chief Executive Gordon Taylor pledged support for the first On the Board pilot programme in 2013, he suggested that I undertake the programme as this would enable me to evaluate the value and impact of the initiative. As I took my place with the 14 other candidates comprising the first cohort, I wondered whether it would be possible to deliver on the aims and objectives outlined by Karl in his opening address. Six months later, having experienced Karl's innovative delivery methods, I was left in no doubt about the effectiveness of the programme in preparing our members for future board and committee representation.

Following the positive impact of the pilot we have continued our support as the main sponsor of On the Board and it is hard to believe that 44 PFA members have already graduated from the programme – with many progressing into areas of board and committee representation. Our support also incorporates mentoring and study support for candidates throughout the programme and my thanks go to my

PFA colleague Jason Lee and fellow graduate Michael Johnson for providing advice and guidance, sometimes on a one-to-one basis, to this year's cohort.

I would also like to thank another former graduate Nathan Talbott for hosting study sessions – demonstrating the ongoing relationship with the programme that participants maintain even after completion.

## WORK STILL TO BE DONE

The benefits of creating diverse boards are very clear. However, there is work to do in all sectors in maximising this potential and addressing some of the gaps in age, gender and ethnicity. There is also more work to be done in progressing our graduates into boardroom and committee representation and we at the PFA are grateful to all those organisations who

have provided opportunities for members to develop their governance experience through such appointments and board observations. This is vital if we

are going to reap the rewards of the excellent training they experience on the On The Board programme under Karl's tutelage.

As a player it is not sufficient to merely train on a daily basis, it is also essential to gain match experience to apply skills to realistic situations and to be effective on the pitch. So it is with corporate governance and the PFA will continue to seek more opportunities for our members to hone their skills and truly become Effective Board Members.

**“Preparing our members for future board and committee representation”**

official sponsor





the  
governance  
forum

Home of the Effective Board Member Programmes, **the governance forum**, (TGF) consists of a group of specialist organisations working together to deliver exceptional standards in the whole area of governance.

The main aim of the forum is to encourage organisations in the private, public and voluntary sector to think more strategically about the benefits and importance of effective governance. The forum provides a practical approach to building a firm governance structure and helps such organisations to operate to the best of their ability.

We offer governance reviews for organisations in all sectors. Reviews include the following:

- **Board appraisal**
- **Board observation**
- **Skills audit**
- **Documentation review**

“The Board Game brought amusement, fun but most of all a great way of learning and understanding the dynamics of governance.”

**Michael Johnson**  
Former Professional Footballer

Visit

[thegovernanceforum.com](http://thegovernanceforum.com)  
to find out more!

**Get in touch:**

the governance forum  
One Victoria Square  
Birmingham  
B1 1BD

**T:** (44) 0845 505 1875  
**E:** [admin@thegovernanceforum.com](mailto:admin@thegovernanceforum.com)  
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**#tgf**



The Board Game is an interactive team based educational tool delivered in a fun and stimulating classic board game style. It promotes accelerated learning techniques and practical case studies to consolidate governance knowledge.

An innovative and inclusive way for your entire board to perfect their governance knowledge. As a learning technique, it's revolutionary!



# THE PFA: AT THE HEART OF FOOTBALL

**1961**

maximum wage for professional footballers is abolished thanks to the PFA

**50,000**

current and former PFA members. Once you've been with the PFA you can look to us for help for you and your family for the rest of your life

*"They have been brilliant to me. It's just knowing that support is there when you need it"* Paul Gascoigne

**24/7**

mental health helpline with a network of 50 counsellors nationwide

**£128m**

amount paid out by the PFA's Non-contributory Pension Scheme since 1980

**2001**

with 99% backing from members, the PFA fights for a fair share of TV money to maintain the union's strength

**2016**

will be 30 years since the PFA helped establish the Football in the Community scheme with over £36m spent on social inclusion, education, equality and health since 1986

**£1.1m**

medical grants to help current and former players in 2014/15 (including six weekly rehab places at St George's Park)

amount the PFA has paid for education, charity, accident and benevolent purposes since 1980

**£297m**

*"The PFA have been magnificent throughout my illness. It's so good being a player in this country - you know they have your back"* Stiliyan Petrov

*"I'm probably speaking on behalf of every professional footballer when I say it's a top organisation. I don't think the game would be what it is without the PFA"* **Steven Gerrard**

**14**

fully-qualified coach educators helping to deliver coaching qualifications for PFA members

*"The PFA contradicts rightwing arguments that collective bargaining and trade unions are bad for business"* **Ellie Mae O'Hagan, The Guardian**

spent on education and vocational grants to current and former players in 2014/15

**£1.6m**

**1963** PFA support for George Eastham sees the end of the retain and transfer system. 32 years later the Bosman ruling delivers freedom of contract

*"The PFA has led the way for its members and the game in equality and diversity"* John Barnes

*"The PFA have made massive improvements in women's football. Their involvement will be huge for the women's game going forward"* Steph Houghton



The Professional Footballers' Association  
Working for the good of the game since 1907