

Getting your board ready for the Football Governance Code

Does your club have an **effective** board which:

- ✓ comprises the right people with the right mix of skills, knowledge and experience with training to plug gaps?
- ✓ focuses its limited time together on the right issues including strategy, financial sustainability and culture?
- ✓ makes good decisions informed by comprehensive management reporting, stakeholder views and open debate?

Are **responsibilities** within your board:

- ✓ clearly set out, distinguishing the board's governance and leadership remit from day-to-day management roles?
- ✓ undertaken by directors who understand their duties and have sufficient time to commit to their role?
- ✓ delegated appropriately to management or committees, but with some matters reserved to the board to decide?

Is your **board composition**:

- ✓ reflective of strategic priorities, with people with the right mix of skills, knowledge and experience to lead the club?
- ✓ managed via a rigorous and open external search process, taking account of diversity factors?
- ✓ regularly refreshed based on planned succession and to reflect evolving requirements and strategic objectives?

Is the club's **culture**:

- ✓ determined by the board, with its values clearly communicated and demonstrated in how the club operates?
- ✓ inclusive and welcoming, making the club a safe place where football enjoyment and participation is encouraged?
- ✓ respectful of the club's history, protecting its heritage for the benefit of the community and future generations?

Is your board's approach to **risk management**:

- ✓ effective in setting the parameters of acceptable risk, identifying principal risks and mitigating key threats?
- ✓ scrutinised by a separate audit & risk committee that has sufficient time and expertise to delve into the detail?
- ✓ underpinned by appropriate policies and a robust framework of internal controls and processes?

Does your board have adequate **support** including:

- ✓ an annual schedule of agenda items that enables the board to plan and prioritise how it will use its time?
- ✓ the right reporting providing timely information on performance, financial outlook, risks and strategic delivery?
- ✓ a robust framework providing appropriate structures for decision making and implementation of actions?

Does your board embrace **transparency**:

- ✓ ensuring that conflicts of interest are disclosed, authorised where appropriate and properly managed?
- ✓ publishing information on the club's finances, strategy, culture, policies and governance arrangements?
- ✓ consulting with stakeholders and sharing details of how the club engages with its fans on major decisions?

Does your board's approach to **engagement**:

- ✓ offer meaningful opportunities for genuine two-way dialogue with fans, with feedback informing board decisions?
- ✓ provide the board with insight into the views of fans, colleagues, suppliers, sponsors, and the wider community?
- ✓ encourage openness and transparency on both sides and engender trust in the board's commitment to the club?

Is colleague and director **remuneration**:

- ✓ designed to align management, club and fans' interests and to incentivise appropriate performance and behaviour?
- ✓ approved via procedures which do not involve any director deciding their own remuneration?
- ✓ determined via transparent and fair processes taking account of affordability factors?

Does your board **evaluate** its effectiveness:

- ✓ recognising the value of assessing processes, information flows, boardroom dynamics and individual contributions?
- ✓ developing an action plan to improve ways of working and tracking delivery of agreed enhancements?
- ✓ ensuring that board performance, governance and leadership are optimised for the benefit of the club?

To find out more, contact our Chief Executive

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Is your board guided by Fair Game's 11 Football Governance Code tenets?

Effective board

- ✓ has your board got the necessary processes, people and resources in place to operate effectively?

Integrity

- ✓ does your board act, and is it seen to behave, in a way that builds trust with fans, colleagues and other stakeholders?

Long-term sustainability

- ✓ does your board have a long-term plan to achieve financial sustainability despite short-term pressures?

Respect of club heritage and culture

- ✓ how does your board value and preserve its history and place in the community and create a positive club culture?

Engagement

- ✓ does your board truly engage in two-way dialogue with fans, using their views to help shape decisions and strategy?

Transparency and communication

- ✓ how transparent is your external reporting, with real information on the club's challenges, plans and outlook?

Accountability

- ✓ how comfortable is your board with being accountable to fans for their decisions and how does it demonstrate this?

People

- ✓ does your board receive information so it can take account of the impact of its decisions on fans, staff and others?

Equality, diversity and inclusion

- ✓ how well does your board create an accessible and inclusive environment and facilities for fans and colleagues?

Continuous improvement

- ✓ does your board embrace critical evaluation of its own performance and is it open to changing as needs evolve?

Spirit of the rules

- ✓ does your board demonstrate, through words and actions, respect for the standards expected of a professional club?

Indigo Governance is a specialist provider of corporate governance services working with the boards of numerous UK household names and major businesses.

We are proud to support Southend United as its Good Governance Partner and to work with Fair Game in creating a fairer and brighter future for all clubs in the English professional football pyramid

Every care has been taken to ensure the accuracy of the information in this document but it does not constitute advice. Its contents should not be relied upon. Independent advice should be taken.

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