

**RESEARCH
AND
REPORTS**



BLACK, ASIAN AND MINORITY ETHNIC (BAME) FOOTBALL MANAGERS

Report by the
League Managers Association

June 2018

**“IT IS SHOCKING AND THE MORE WE
SPEAK ABOUT IT, AND REFLECT ON IT, THE
MORE IT HITS HOME THAT THERE’S AN
INCREDIBLE IMBALANCE. THE GAME HAS A
RESPONSIBILITY TO REDRESS THE BALANCE.”**

CHRIS HUGHTON, LMA BOARD MEMBER

CONTENTS

	INTRODUCTION	04
01	THE EMPLOYMENT LANDSCAPE – AFFECTING CHANGE	06
	+ TALENT IDENTIFICATION	
	+ CONTINUED INVESTMENT IN EDUCATION	
	+ RECRUITMENT AND EQUAL OPPORTUNITIES	
	+ CAREER APPEAL, SHORT-TERMISM AND RETENTION	
	+ ROLE MODELS, CAREER GUIDANCE AND MENTORING	
	+ GAME-WIDE DIVERSITY	
	+ A UNIFIED APPROACH	
	+ APATHY	
02	LMA STAKEHOLDER ENGAGEMENT	08
	+ ENGLISH FOOTBALL'S INCLUSION AND ANTI-DISCRIMINATION ACTION PLAN	
	+ FA BAME ELITE COACH MENTEESHIP PROGRAMME	
	+ FA STATE OF PLAY	
	+ THE INSTITUTE OF PROFESSIONAL COACHING	
	+ KICK IT OUT	
	+ ON THE BOARD PROGRAMME	
	+ SHOW RACISM THE RED CARD	
03	THE LMA INSTITUTE OF LEADERSHIP & HIGH PERFORMANCE	10
	+ QUALIFICATIONS – THE LMA DIPLOMA IN FOOTBALL MANAGEMENT	
	+ MASTERCLASSES – LMA MEMBERS AND TEAM	
	+ SUPPORTING INDIVIDUALS	
04	STATISTICS	12

INTRODUCTION

- > The LMA is committed to equal opportunities for all candidates who wish to become professional football managers and coaches.

The statistics within the professional game clearly identify that there continues to be a significant under-representation of BAME individuals in coaching and management roles, especially relative to the number of BAME players. This is an issue that the LMA takes extremely seriously.

We want to see more BAME individuals progressing through the coaching and management ranks and taking up senior positions with clubs. We are certain that there will be significant benefits to the game with a more diverse coaching and management workforce, and that there are many BAME individuals that can, and should, build long and successful coaching and management careers.

>> There has been some progress in addressing the game’s weaknesses in this area over the past two years as the game has embraced a more joined-up approach, but there is still much more that can be done.

This is an issue that requires tangible and practical game-wide interventions if significant change is to be realised. The LMA continues to take a positive approach to all initiatives that seek to proactively influence this issue and we continue to work with all the relevant stakeholders in the game to move this issue forward.

This report provides the following:



THE LMA'S ASSESSMENT OF THE CURRENT EMPLOYMENT LANDSCAPE FOR BAME INDIVIDUALS



A SUMMARY OF THE LMA'S ONGOING WORK WITH THE GAME'S STAKEHOLDERS



AN OVERVIEW OF THE POSITIVE ACTIONS TAKEN BY THE LMA ACROSS OUR OWN PROGRAMMES



AN OVERVIEW OF THE SUPPORT SERVICES OFFERED TO BAME INDIVIDUALS

01 THE EMPLOYMENT LANDSCAPE AFFECTING CHANGE

>> Through feedback from our members and from an assessment of the current employment landscape that exists within the professional game the LMA has identified a number of important areas that require positive intervention as well as barriers that need to be overcome if we are to affect significant change and see the numbers of BAME players that become coaches and managers increase.

Talent identification

The game must develop a unified approach to proactively identify BAME individuals, both players and those in the amateur game, with the potential to develop coaching and management skills for the professional game. These individuals need to be encouraged and supported to view coaching and management as a viable career option through which they must be supported by coaching and assistance with other necessary qualifications.

Continued investment in education

For any BAME individual to realise their potential and to build a successful career in the increasingly competitive international coaching and management market, it is imperative that the game provides them access to world-class education and training opportunities. It is vital that the game takes a more unified approach in the provision of coaching and manager education, delivering a consistent approach across the various coaching levels including in-career learning and development. Education programmes must also adapt to the specific requirements of working in the professional game, including a focus on subjects that will have a positive impact on career and personal development and drawing on the practical

insights and experiences of those who have gone before. The LMA will continue to expand its targeted and vocational qualifications and education offering delivered through its Institute of Leadership and High Performance with continued encouragement for uptake and attendance of BAME candidates across all its programmes.

Recruitment and equal opportunities

The LMA is an advocate for significantly more open and transparent recruitment processes in the game. The game is currently too reliant on informality in its recruitment processes with a strong influence of private networks that can create a recruitment environment that is at risk from the impact of unconscious bias – to the detriment of BAME individuals. The LMA is supportive of interventions that ensure BAME individuals are afforded interview opportunities.

The LMA will continue to be supportive of all BAME individuals in encouraging and supporting preparation for job applications and persistence. >>

Career appeal, short-termism and retention

The issue of shortening role tenure for managers and coaches, especially in the lower leagues, is one that impacts across the whole employment market, including BAME candidates. The short-term hire and fire approach, which is endemic across the game, as well as a perceived lack of opportunity, act as a disincentive to those considering coaching and management as a career option. Clubs will derive more stability and more long-term progress and success if they retain, work with, and develop their talent. In turn, individuals will build more viable careers thus enhancing the attractiveness of the profession. The LMA will continue to advocate for a more long-term, strategic approach to recruitment and retention across the game.

Role models, career guidance and mentors

Undoubtedly, BAME role models can, and will over time, have a significantly positive impact in encouraging BAME individuals to consider coaching and management careers. The game needs to be proactive in using role models, acknowledging their achievements, and, where possible, engage them in well-structured formal mentoring programmes. In addition, the game can and must do more in funding the provision of in-career guidance and support services for all those in the professional game, especially BAME candidates. Appropriate investment in quality career support services, designed for the specific requirements of the profession, will have a positive impact on individuals' career development and the retention of talent in the game. The LMA will continue to engage and champion its BAME members and, where appropriate, work with them to act as mentors for the next generation of BAME managers and coaches. In addition, we will continue to invest in and expand our programme of career support services delivered through the LMA Institute of Leadership and High Performance.

Game-wide diversity

The game as a whole must address the significant lack of diversity across leadership in the game, not just from a BAME perspective - but for all under-represented groups. Increasing diversity in the boardroom will have a lasting and positive influence on decision-making, recruitment and performance across the game. The LMA will continue to proactively and openly work with all stakeholder groups that look to positively influence diversity across the game.

A unified approach

The under-representation of BAME individuals within coaching and management roles is an issue that cannot be addressed effectively using the silo mentality that so often dominates thinking in football. There has been some progress in attempting to unify various stakeholder groups and coordinate an approach and the FA's 'English Football Inclusion and Anti-Discrimination Action Plan' has been a positive step. However, more can still be done to bring all parties together for the benefit of the game as a whole and the LMA will continue to advocate for a more unified approach to this issue.

Apathy

Suggestions that the 'situation will naturally improve over time' are hugely detrimental to delivering a positive outcome for BAME coaches and managers. The game must continue to assess and evaluate the progress it is making across this issue and where required resolve to increase investment and positive interventions. The LMA will continue to proactively assess the BAME employment landscape, remain an advocate for change and progress, and make recommendations where appropriate.

02 LMA-STAKEHOLDER ENGAGEMENT

>> The LMA works proactively with the main stakeholder organisations and programmes in the game to address the issues faced by BAME coaches and managers. We work with:

English football's Inclusion and Anti-Discrimination Action Plan

The LMA is an active partner in the FA's 'English Football Inclusion and Anti-Discrimination Action Plan'. We fully endorse and support the four goals of the Plan:

- Goal 1:** To widen football's talent pool
- Goal 2:** To clarify anti-discrimination regulations and sanctions
- Goal 3:** To instil confidence in reporting discrimination
- Goal 4:** To increase knowledge and awareness

FA Elite Coach Menteeship Programme

The LMA works closely with mentees on The FA Elite Coach Menteeship Programme, which provides learning and professional development opportunities for promising elite female and BAME male coaches, offering practical support and engagement.

During the 12 month programme the mentees are invited to join the LMA Masterclass series which includes topics such as media strategy, building your backroom team and mental resilience. The LMA also provided a bespoke CV and Interview workshop for the mentees to prepare the mentees for life after the programme.

FA State of Play

The LMA proactively engages its membership with the FA-led initiative that looks to capture all game-wide relevant data across the employment landscape in the game, especially for BAME and other minority groups.

The LMA has facilitated access to its entire membership for a first 'state of the game survey' providing a huge volume of relevant data and insights.

Under the LMA's new 'Research Strategy', the LMA will continue to support the game with relevant qualitative and quantitative insights from across its membership.

The Institute for Professional Coaching

The LMA actively works with the Premier League's Institute for Professional Coaching (IPC), the body comprising of the Premier League, FA, Football League, PFA, and LMA, which is focused on developing home grown players and world leading youth coaching.

The LMA actively supports the IPC's BAME programmes through visibility in and engagement with its membership and the membership of the PFCA (the Professional Football Coaches Association).

The LMA provides a programme of training and development for the IPC's mentors with a specific focus on career development, >>

CV preparation, recruitment and interview processes and technique.

The LMA also actively supports the IPC's BAME and Women's coaching pilot recruitment programme.

Kick It Out

The LMA's relationship with Kick it Out (KIO) is covered by a Memorandum of Understanding agreement that is focused on KIO building a strong and professional relationship directly with the LMA and its members.

The MOU takes a collaborative approach to promoting KIO initiatives in the game and engages the LMA members directly through meetings and a programme of direct communications. KIO attend all the manager pre-season meetings with the LMA and the LMA facilitates a programme of club visits and 1-to-1 information meetings between KIO and the managers during the season.

In addition, the LMA is a visible presence at all key KIO conferences and events and the LMA actively engages its members to attend.

The LMA helps provide mentors for KIO's programmes, and has provided LMA members to support KIO with their external communications, providing ongoing visibility for all KIO activity through its own publications including the Manager Magazine and members' Touchline Journal.

On the Board Programme

The LMA provides a programme of practical engagement with the On the Board programme which aims to upskill BAME individuals in preparedness for board positions across the game. The LMA provides ongoing insights and input into programmes for the students and facilitates a number of leadership experiences.

In addition, the LMA provides guidance and informal mentoring to the students on the programme, as well as provision of positions on the LMA Leadership Board.

Show Racism the Red Card

The LMA provides ongoing support to Show Racism the Red Card and assists in promoting key initiatives and programmes as required, including LMA members attending key events.

03 THE LMA INSTITUTE OF LEADERSHIP & HIGH PERFORMANCE

>> The LMA Institute of Leadership and High Performance was established to provide vocational in-career learning and continuous personal development for the managers, coaches and performance support teams across English football. It aims to develop the leadership and performance capacity of all professional practitioners in the game, supporting them throughout their careers.

It provides tailored, relevant, and effective, high-quality learning experiences and support services which draw on the insights and experiences of a world-class team of experts and performance advisors. It draws directly on the significant body of knowledge and experiences of the LMA's senior members and delivers year-round, peer-to-peer networking and interaction.

Qualifications – The LMA Diploma in Football Management

The LMA Institute's flagship qualification is a one-year course consisting of two residential weeks - at the start and end of the course - with 7 one-day masterclasses throughout the year designed specifically for the practical requirements for managing and coaching in the professional game.

The annual cohort, approximately 30 students, is assessed via assignments, group work and presentations.

The course programme covers key principles and themes of diversity throughout and has a specific module delivered on Diversity, Equality and Inclusion at the mid-point of the course. Furthermore, the LMA works hard to ensure that on every Diploma intake there is strong representation from BAME candidates and for the 2017/18 intake 21% of the students are

BAME individuals, and all BAME candidates who met the qualifying criteria were accepted onto the course.

Masterclasses – LMA members and team

Throughout the year the LMA runs a full programme of tailored and relevant masterclasses. Each year the programme delivers a stand-alone masterclass on 'Diversity, Equality & Inclusion' delivered by industry-respected practitioners, which is open to all LMA members and PFCA members.

Additionally, the LMA runs a mandatory and bespoke annual Diversity, Equality and Inclusion masterclass for all the LMA team members. This masterclass is an integral part of the LMA's internal code of practice applicable to all staff and office bearers. >>

Supporting individuals

The LMA Institute continues to invest in its programme of 1-1 support for all current and prospective LMA members. The Institute has access to a range of industry experts and consultants whose services and advice on the areas below are offered to all BAME members including:

- Career guidance and advice
- Recruitment, CV writing and interview support
- Formal or informal mentoring programmes

04 STATISTICS

THE CURRENT STATUS

06
CURRENT
BAME LEAGUE
MANAGERS

4
RECENT BAME
DISMISSALS
(SEASON 2017/18)

6.52%
OF MANAGERS ARE
BAME INDIVIDUALS

CURRENT **BAME** MANAGERS ARE:

Chris Hughton, Jos Luhukay, Dino Maamria,
Darren Moore, Chris Powell and
Nuno Espirito Santo

EDUCATION AND QUALIFICATIONS

21%
OF LMA DIPLOMA
2017/18 STUDENTS ARE
BAME INDIVIDUALS

4/6
CURRENT BAME MANAGERS
STUDIED ON THE
LMA DIPLOMA

18 OF THE PREVIOUS 22
BAME **LMA DIPLOMA**
GRADUATES ARE
CURRENTLY WORKING
IN FOOTBALL

TOTAL BAME MANAGER APPOINTMENTS TO DATE

60 APPOINTMENTS OF BAME FOOTBALL MANAGERS
ACROSS ALL PROFESSIONAL LEAGUES SINCE THE
APPOINTMENT OF TONY COLLINS TO ROCHDALE IN 1960

35 DIFFERENT MANAGERS HAVE
HELD ONE OR MORE POSTS

List of names and number of posts:

01
POST

VIV ANDERSON
JOHN BARNES
GARY BENNETT
MARCUS BIGNOT
NOEL BLAKE
TONY COLLINS
TERRY CONNOR
EDGAR DAVIDS
RICKY HILL
CHRIS KIWOMYA
JACK LESTER
FABIO LIVERANI
JOS LUHUKAY
DINO MAAMRIA
RICARDO MONIZ
DARREN MOORE
JOSÉ MORAIS
IFFY ONUORA
ANDY PREECE
CHRIS RAMSEY
NUNO ESPIRITO SANTO
EDDIE STEIN
GARRY THOMPSON
JEAN TIGANA

02
POSTS

SAMMY CHUNG
RUUD GULLIT
CHRIS KAMARA
CARLTON PALMER

03
POSTS

JIMMY FLOYD HASSELBANK
CHRIS POWELL
LEROY ROSENIOR

04
POSTS

KEITH ALEXANDER
CHRIS HUGHTON

05
POSTS

KEITH CURLE

06
POSTS

PAUL INCE

Full table of BAME football manager appointments to date

MANAGER	CLUB	APPOINTED	DATE LEFT	LEVEL
Tony Collins	Rochdale	01/06/1960	30/09/1967	L2
Sammy Chung	Wolverhampton Wanderers	19/06/1976	08/11/1978	Ch
Eddie Stein	Barnet	01/04/1992	30/06/1993	L2
Viv Anderson	Barnsley	01/06/1993	02/06/1994	Ch
Keith Alexander	Lincoln City	01/08/1993	16/05/1994	L2
Sammy Chung	Doncaster Rovers	01/08/1994	31/07/1996	L2
Chris Kamara	Bradford City	27/11/1995	06/01/1998	L1
Ruud Gullit	Chelsea	10/05/1996	12/02/1998	Prem
Chris Kamara	Stoke City	22/01/1998	08/04/1998	Ch
Ruud Gullit	Newcastle United	27/08/1998	28/08/1999	Prem
Andy Preece	Bury	30/12/1999	06/12/2003	L1
Noel Blake	Exeter City	10/01/2000	24/09/2001	L2
Jean Tigana	Fulham	01/07/2000	17/04/2003	Prem
Ricky Hill	Luton Town	10/07/2000	15/11/2000	L1
Gary Bennett	Darlington	02/08/2000	24/10/2001	L2
Carlton Palmer	Stockport County	06/11/2001	18/09/2003	Ch
Garry Thompson	Bristol Rovers	24/12/2001	09/04/2002	L2
Keith Alexander	Lincoln City	03/05/2002	30/05/2006	L2
Leroy Rosenior	Torquay United	01/07/2002	25/01/2006	L2
Keith Curle	Mansfield Town	04/12/2002	11/11/2004	L2
Carlton Palmer	Mansfield Town	20/12/2004	19/09/2005	L2
Keith Curle	Chester City	29/04/2005	18/02/2006	L2
Iffy Onuora	Swindon Town	26/09/2005	02/05/2006	L1
Keith Alexander	Peterborough United	30/05/2006	15/01/2007	L2
Leroy Rosenior	Brentford	14/06/2006	18/11/2006	L1
Paul Ince	Macclesfield Town	23/10/2006	25/06/2007	L2
Keith Curle	Torquay United	08/02/2007	17/05/2007	L2
Leroy Rosenior	Torquay United	17/05/2007	17/05/2007	L2
Paul Ince	MK Dons	25/06/2007	21/06/2008	L2
Keith Alexander	Macclesfield Town	27/02/2008	03/03/2010	L2
Paul Ince	Blackburn Rovers	21/06/2008	16/12/2008	Prem
John Barnes	Tranmere Rovers	15/06/2009	09/10/2009	L1
Paul Ince	MK Dons	06/07/2009	08/05/2010	L1
Chris Hughton	Newcastle United	27/10/2009	06/12/2010	Ch
Paul Ince	Notts County	20/10/2010	03/04/2011	L1
Chris Powell	Charlton Athletic	14/01/2011	11/03/2014	L1
Chris Hughton	Birmingham City	22/06/2011	06/06/2012	Ch
Keith Curle	Notts County	20/02/2012	05/02/2013	L1
Terry Connor	Wolverhampton Wanderers	24/02/2012	01/07/2012	Prem
Chris Hughton	Norwich City	07/06/2012	06/04/2014	Prem
Edgar Davids	Barnet	12/10/2012	18/01/2014	L2
Chris Kwomya	Notts County	05/02/2013	27/10/2013	L1
Paul Ince	Blackpool	18/02/2013	21/01/2014	Ch
Chris Powell	Huddersfield Town	03/09/2014	04/11/2015	Ch
Keith Curle	Carlisle United	19/09/2014	05/05/2018	L2
Jimmy Floyd Hasselbaink	Burton Albion	13/11/2014	04/12/2015	L2
Fabio Liverani	Leyton Orient	08/12/2014	13/05/2015	L1
Chris Hughton	Brighton and Hove Albion	31/12/2014	To date	Ch
Chris Ramsey	Queens Park Rangers	12/02/2015	04/11/2015	Prem
Ricardo Moniz	Notts County	07/04/2015	29/12/2015	L1
Jimmy Floyd Hasselbaink	Queens Park Rangers	04/12/2015	05/11/2016	Ch
Marcus Bignot	Grimsby Town	07/11/2016	10/04/2017	L2
Nuno Espirito Santo	Wolverhampton Wanderers	31/05/2017	To date	Ch
Jimmy Floyd Hasselbaink	Northampton Town	04/09/2017	02/04/2018	L1
Jack Lester	Chesterfield	29/09/2017	23/04/2018	L2
Jos Luhukay	Sheffiled Wednesday	08/01/2018	To date	Ch
Chris Powell	Southend United	23/01/2018	To date	L1
José Morais	Barnsley	16/02/2018	06/05/2018	Ch
Dino Maamria	Stevenage	20/03/2018	To date	L2
Darren Moore	West Bromwich Albion	02/04/2018	To date	Prem

TOTAL BAME MANAGER APPOINTMENTS

PREMIER LEAGUE: 8

8

RUUD GULLIT (TWO TIMES)
 TERRY CONNOR
 CHRIS HUGHTON
 PAUL INCE
 DARREN MOORE
 CHRIS RAMSEY
 JEAN TIGANA

CHAMPIONSHIP: 13

13

CHRIS HUGHTON (THREE TIMES)
 VIV ANDERSON
 SAMMY CHUNG
 JIMMY FLOYD HASSELBANK
 PAUL INCE
 CHRIS KAMARA
 JOS LUHUKAY
 JOSÉ MORAIS
 CARLTON PALMER
 CHRIS POWELL
 NUNO ESPIRITO SANTO

LEAGUE ONE: 15

15

PAUL INCE (TWO TIMES)
 CHRIS POWELL (TWO TIMES)
 JOHN BARNES
 KEITH CURLE
 JIMMY FLOYD HASSELBANK
 RICKY HILL
 CHRIS KAMARA
 CHRIS KIWOMYA
 FABIO LIVERANI
 RICARDO MONIZ
 IFFY ONUORA
 ANDY PREECE
 LEROY ROSENIOR

LEAGUE TWO: 24

24

KEITH ALEXANDER (FOUR TIMES)
 KEITH CURLE (FOUR TIMES)
 PAUL INCE (TWO TIMES)
 LEROY ROSENIOR (TWO TIMES)
 GARY BENNETT
 MARCUS BIGNOT
 NOEL BLAKE
 SAMMY CHUNG
 TONY COLLINS
 EDGAR DAVIDS
 JIMMY FLOYD HASSELBANK
 JACK LESTER
 DINO MAAMRIA
 CARLTON PALMER
 EDDIE STEIN
 GARRY THOMPSON

BAME MANAGERS PER SEASON

BAME Managers – appointed and cumulative 1991/92 to date¹

SEASON	APPOINTED	CUMULATIVE
1991/92	1	1
1992/93	0	1
1993/94	2	3
1994/95	1	4
1995/96	2	6
1996/97	0	6
1997/98	1	7
1998/99	1	8
1999/00	2	10
2000/01	3	13
2001/02	3	16
2002/03	2	18
2003/04	0	18
2004/05	2	20
2005/06	2	22
2006/07	4	26
2007/08	2	28
2008/09	1	29
2009/10	3	32
2010/11	2	34
2011/12	3	37
2012/13	4	41
2013/14	0	41
2014/15	7	48
2015/16	1	49
2016/17	2	51
2017/18	7	58

¹ BAME managers appointed pre-1991/92 include Tony Collins (1960/61) and Sammy Chung (1976/77)

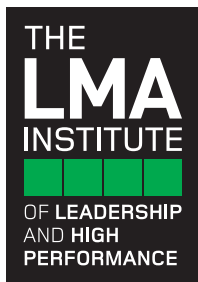
BAME MANAGERS TENURE PERIOD

Top 5 longest serving BAME managers

MANAGER	CLUB	TENURE
Tony Collins	Rochdale	7.33
Keith Alexander	Lincoln City	4.07
Andy Preece	Bury	3.93
Keith Curle	Carlisle United	3.63
Leroy Rosenior	Torquay United	3.57

1.34 YEARS
AVERAGE TENURE
OF ALL DISMISSED BAME
MANAGERS TO DATE

1.18 YEARS
AVERAGE TENURE FOR ALL
DISMISSED FOOTBALL
MANAGERS 2017/18



UNIFIED | RESPECTED | FORWARD THINKING | PRIDE | PASSION | EXPERTISE