



## Football Advisory Boards (FABs) – Terms of Reference

[To be read in conjunction with 'Appendix A - Workflow and Detailed Terms']

### Reason for the delegation

Enable Lancashire FA to leverage the knowledge, experience, insights and opinions of our stakeholders to inform the strategic direction of the game.

### Responsibilities that have been delegated

FABs provide an advisory and support role for the Board, and are non-decision-making. They are required to meet all governance requirements for their specific remit from The FA Code of Governance.

### Details about membership of the committee

FABs shall comprise between 5 and 20 members, with specific criteria according to their remit.

### Frequency of meetings

Minimum quarterly FAB meetings, plus an annual FAB review meeting in person with the Lancashire FA FABs Lead and periodic planning meetings with the Executive Leads online.

### How decisions are recorded and reported to the Board

Decisions are recorded within the appropriate FAB Agenda/Minutes Committee smartsheet, and minutes from committee meetings are finalised within 24-hours of each meeting and available for FAB and Board Member access. The Chair of the Committee provides a 1-pager report for the Board summarising each committee meeting, and attends the Board Meeting on request to present to the Board about the FABs work, providing insights and observations.

### Members required to make decisions (quorum)

For the purposes of FAB operations, a quorum of 5 is required.

### Reporting decisions under 'delegated authority'

N/A

### Behaviours for committee members

Committee members are required to bring their personal expertise, experience and insights to contribute to the wider picture of the Advisory Board without any personal agenda, and are to refer to the Board Code of Conduct for the values and behaviours of all Board of Directors, Committee and FAB Members.



## **Appendix A - Workflow and Detailed Terms**

### **Reason for the delegation**

Football Advisory Boards operate in an advisory capacity providing intelligence, insights and direct project delivery from Lancashire FA's stakeholders directly into the Lancashire FA Board and Executive, to inform the decision-making process and delivery of Lancashire FA's business plan and VMOST. FABs may be permanent in structure or set up specifically to advise on a standalone project.

**Youth Voice:** To share the innovative and perceptive views of young people to inform the decision-making process of the Lancashire FA Board, Executive, all other relevant committees, and LFA staff. Providing Lancashire FA with a dedicated and organised forum vocalising the youth perspective, ensuring that the game is shaped taking into account this perspective, so programme-development meets their needs and requirements with the ultimate objective of increasing the number of young people engaged in and playing the game and supporting the future game as part of our volunteer workforce.

FABs remit may be adjusted according to business needs as determined by Lancashire FA's business plan and stakeholder views at the time. In addition, additional FABs may be set up to respond to changing priorities. The initial remit for each FAB will be communicated at the point of recruitment of members.

### **Responsibilities**

FABs provide an advisory and support role for the Board and Executive, and are non-decision-making. They enable Lancashire FA to test ideas, obtain market research and feedback. Project-based FABs additionally provide specialist expertise and fill skills gaps.

FABs may form smaller working groups to target specific areas of their responsibilities.

The FABs are required to meet all governance requirements for their specific remit, where identified in The FA Code of Governance, and have the following specific responsibilities:

All FAB Chairs act as a conduit between the Board and the FAB, providing a document summarising each meeting and presenting at Board Meetings, at the Board's request, on insights from their work, the subsequent Board feedback and discussion will then be disseminated to the FAB membership.

#### **Youth Voice:**

This Football Advisory Board recognises that young people have currently little or no say in the way their football is organised and the experience they face. This is both undemocratic and belies the fact that young people are innovative and perceptive and fundamentally have the right to be consulted so they can help shape their future game. This Advisory Board is consultative and reports directly to the Lancashire FA Board on the following aspects of Youth Development allowing the young person's perspective to freely be heard. The Youth Voice FAB is tasked with:

- Encouraging and supporting young people in the county's game and providing them with a voice.
- Supporting the development of a fully inclusive and representative game.
- Increasing membership of the Youth Voice FAB.
- Providing feedback on any youth football policies that may impact upon young people in the county's game.
- Having input into the future of the youth game and the strategic direction of youth football in the county's game.
- Advising on the development of resources, programmes and campaigns for young people in the county's game.
- Linking and promoting communication between youth participants in the county's game.
- Supporting the set-up of club youth committees/forums if deemed appropriate.
- Distributing regular notes, actions and regular information.
- Communicating regular and appropriate messages to young people through social media accounts to help raise the profile of Lancashire FA's work with young people.



- Promoting youth engagement throughout member clubs and leagues, being ambassadors for engagement.
- Bringing forward ideas to improve engagement, recruitment and retention, sharing the experience of players, for use to lobby for changes at the Lancashire FA Board and at The FA.
- Developing our future volunteer grassroots workforce.

The Youth Voice FAB may nominate a member to sit on the Lancashire FA Equality, Diversity & Inclusion FAB and represent young people, as long as the appointed member complies with the Equality, Diversity & Inclusion FAB Membership criteria.

## FAB Membership

- Set Up: 12 months, with annual review and extension.
- Membership Pre-requisites:
  - **All FABs** – All members aged 18+ are required to have completed, or agree to complete within 3 months, the FA Safeguarding Training and Equality, Diversity and Inclusion Training provided by Lancashire FA.
  - **Permanent FABs** – FAB composition where possible should be reflective of the Lancashire FA football community's diversity and cover the range of protected characteristics as well as having diversity of experience, knowledge and thought. Similar Board inclusion and diversity targets should be adopted as a minimum (minimum of 30% of each gender).
  - Certain FABs have specific additional membership criteria:
    - **Youth Voice:**
      - Adult members may only comprise a maximum of 50% of membership and to have current involvement in youth football.
      - Youth members, minimum age 11, and to have involvement in football in any capacity.
- Numbers: Typically, minimum 5, maximum 20, but adjustable according to individual FAB requirements.
- Lancashire FA Staff Attendance: All FABs will have a Lancashire FA lead who will provide both input and direction on topics that require consideration and fulfil the role of committee secretary during meetings. Certain FABs also require additional attendance by Lancashire FA staff:
  - **Youth Voice:** to include, in addition, to the Lancashire FA Executive Lead, either the Designated Safeguarding Officer, Head of Safeguarding, Senior Safeguarding Lead or Deputy Senior Safeguarding Lead or Safeguarding Board Champion at every meeting
- Lancashire FA Directors/CEO Attendance: Attendance at meetings is in an advisory capacity only to answer questions, at the request of the FAB Chair. Generally, non-attendance enables free discussion.

## FAB Recruitment Process

- All footballing stakeholders of Lancashire FA are permitted to apply to become a member of a FAB where the nominee meets the membership criteria. Non-permanent FABs requiring specialist skills may additionally be from outside of the typical football community. Where the number of candidates put forward exceeds membership limits, composition of the committee regarding fair representation is prioritised, with all additional candidates chosen via ballot.
- The FAB Chair is responsible for being the single point of contact with the Board, preparing update papers, and joining Board meetings on request. The position is reappointed every three years. In the Chair's absence they nominate a substitute Chair ahead of the meeting.
- The FAB secretary, who is the Executive Lead, is responsible for finalising the agenda with the Chair and recording minutes in real time.
- Formation of the FAB:
  - Recruitment of the Chair: Open and transparent interview process requiring completion of an application form, outlining interests in the FAB, relevant Chair experience, skills and abilities, with short-listed candidates interviewed by one member of the Lancashire FA Board and the Lancashire FA lead, with the Chair appointed according to merit.



- Recruitment of members: Open and transparent interview process requiring completion of an application form, outlining interests in the FAB, relevant experience, skills and abilities, with all candidates interviewed by the FAB Chair and the Lancashire FA lead.
- Members may remain in place for three years from initial appointment, and are able to be reappointed for a further term. They can only sit on one FAB to avoid any conflict of interest.
- FAB Chairs will be reviewed on an annual basis by the People & Culture Committee as part of the FAB review.
- When FAB members reduce through attrition to below 8 members, recruitment reopens for additional members to join. This number may be adjusted according to the agreed minimum and maximum number for each particular FAB.
- Certain FABs have specific recruitment criteria:
  - **Youth Voice:**
    - The members should represent all facets of football, including playing, coaching, refereeing, events, administration, leadership.
    - No more than 50% of the membership shall be classed as Adults.
    - *Recruitment of the Chair:* The Youth Voice Chair is aged 16-21 when taking post or, in the event of there not being a suitably aged candidate for Chair, an interim Adult Chair will be put in place, with the remit of developing a Youth Chair and handing over the role within 6-months.
    - *Recruitment of Members:*
      - The Youth Voice Chair will be tasked with initially recruiting Youth members aged 16-21, (younger are permitted), who may self-nominate or be nominated to join the FAB.
      - The Chair and FAB members will then be tasked with engaging with and recruiting younger members to represent youth ages across the game.
      - The Chair may appoint up to a corresponding number of adults, who have put their names forward, to join the Committee.

## Meetings - Frequency & Agenda Setting

### Meeting Frequency

- FABs to meet a minimum of four times a year.
- FABs to convene additional meetings as dictated by circumstances or at the Board's/CEO's request to handle urgent matters. All meetings to have a quorum.
- Notice of each meeting, confirming venue, time, date and connection details, to be sent no later than five business days before the meeting, except for short-notice meetings referred to above.
- FAB Chair to join an annual FAB review meeting with the FAB Executive Lead celebrating success and looking to the future, and periodic planning meetings with the Executive Leads.

### Meeting Agendas/Minutes:

- Agenda items are finalised by the LFA Lead and Chair and added to the FAB agenda/minutes smartsheet 5 working days prior to the meeting.
- For short notice meetings, Members are advised by email when agenda items and papers are uploaded within the email requesting the meeting. All meetings require a quorum, and the line item will be discussed at the next meeting when reviewing 'Minutes and Status from Last Meeting'.
- Minutes are added to the Agenda line item in real time during the meeting by the secretary, as a formal record.
- Agenda to include:
  - Standard Administrative Items: Apologies for Absence / Minutes & Status from Last Meeting to Action / Declaration of Interests.
  - Agenda items, to include:
    - Commentary on discussion.
    - Action agreed for next steps and by whom.
    - Key advice for notification to the Board.



- Any Other Business.
- Safeguarding Perspective
- Equality Diversity & Inclusion Perspective.
- Youth Voice Perspective.
- Innovation & Opportunities.
- Date of Next Meeting.
- Draft minutes are approved by the Chair within 24-hours.

**Process for adding an agenda item:**

- Committee Members email directly, to notify the Chair and Secretary of additional agenda item for inclusion, and provide any additional accompanying papers.
- Once approved, the FAB Secretary (LFA Lead) adds the paper to the new smartsheets agenda line.

### **How recommendations and advice are recorded and reported to the Board**

- Recommendations and advice are recorded in the FAB Agenda/Minutes.
- FAB Chair provides a 1-pager summary report on the advisory output after each meeting.
- Periodically, the Lancashire FA Board invite a different FAB Chair to each Board meeting to present on their work programme and insights.
- The FAB can make whatever recommendations to the Board it deems appropriate on any area within its remit.

### **Members required for a meeting to take place (quorum)**

- FABs do not have delegated authority from the Board and therefore do not have the power to make binding decisions. FABs provide an advisory and support role, providing insights to assist the Board with decision-making.
- For the purposes of FAB operations, a quorum of 5 is required.

### **Reporting decisions under delegated authority**

Not Applicable

### **Behaviours for FAB committee members**

FAB Committee members are required to bring their personal expertise, experience and insights to contribute to the wider picture of the Advisory Board and Lancashire FA, without any personal agenda.

Refer to the Board Code of Conduct for values and behaviours of Board of Directors and all Committee Members.

For the avoidance of doubt:

- Prepare well ahead of meetings, reading and digesting all papers circulated, to enable meeting time to be spent efficiently;
- Listen respectfully and openly to alternative views, ensure each person has sufficient time and opportunity to provide their view;
- Be measured and consider the best interests of the business at all times;
- Be mindful of the personal impact on others of your communication-style (tone and delivery);
- Be conscious of time management constraints during debate and decision making and respect the Chair's decision when it is time to move on;
- Be calm, polite, professional and respectful when challenging, operating as a critical friend;
- Be mindful of the balance between support and challenge for agenda items, during meetings and with each other;



- Remain strategic in approach, aligned to strategy and business priorities. Remain non-parochial and generally non-operational. Note, under certain circumstances you may be required to provide a more operational approach at the request of the CEO and The Board;
- Ensure no undue influence is exerted within, or outside of, meetings;
- Behave in accordance with the LFA Code of Ethics & Conduct and Company Values at all times, role modelling these behaviours;
- Use an agreed mechanism for respectfully calling out behaviours that are counter-productive to the team operating efficiently (such as talking over someone, not moving on when a decision has been reached, going off topic, not being prepared for a meeting);
- In the case of a conflict of interests preclude yourself from voting, and leave the meeting. Do not participate in any discussions, debate or voting, and engage only if specifically asked to do so. The conflict is recorded in the minutes; and
- Once a decision has been made, it must be supported even if initially there was disagreement.