



Detailed Terms of Reference – Inclusion Advisory Group

Reason for the ADVISORY BOARD Delegation

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

Equality, Diversity & Inclusion: To embed inclusion across Liverpool FA and its football community, through support and advice on all matters regarding diversity and inclusion within the strategic and operational workings of the organisation. Advisory Board remit may be adjusted according to business needs as determined by Liverpool FA's business plan and stakeholder views at any given time. In addition, additional Advisory Boards may be set up to respond to changing priorities, or new and differing project delivery. The initial remit for each Advisory Board will be communicated at the point of recruitment of members.

Responsibilities of Members

Advisory Boards provide an advisory, counsel and support role for the Board and Liverpool FA Senior Leadership and are **non-decision-making**. The boards enable Liverpool FA to test new ideas, obtain market research and utilise feedback. Advisory Boards additionally provide expertise and fill skills gaps, especially when working on specific project-based ideas. Advisory Boards may form smaller working groups to target specific areas of their responsibilities. The Advisory Boards 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:

1. All Advisory Boards Chairs will act as a conduit between the Board and the Advisory Board, providing a 1-pager document summarising each meeting and will join Liverpool FA Board Meetings, at the Board's request, to answer their questions about the Advisory Boards advice and insights, as well as obtaining Board feedback and disseminating this to the Advisory Boards member group. Equality, Diversity & Inclusion:

Inclusion Advisory Group

The Football Advisory Board has a consultative, non-decision making responsibility, reporting to the Liverpool FA Board, with the focus to:

- Maintain a strategic overview of Liverpool FA's work from an inclusion perspective.



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- Support Liverpool FA in the design, planning and consultation of County Plans and project development plans, advising any likely impact this may have on under-represented communities within the Liverpool FA region, e.g. diverse ethnic communities, women and girls, people with impairments, LGBTQ+, multi-faith communities and people of all ages.
- Monitor and review the impact of the County FA's work in relation to equality through the County plans and working towards achieving the next level of the Equality Standard for Sport, including the creation of a robust Equality Action Plan to sit alongside and aid shaping of Liverpool FAs wider operations plan.
- Review, monitor, and analyse Liverpool FA programmes from an inclusion perspective, as well as counsel on specific interventions to increase participation within the community to address gaps in provision and growth of the game.
- Receive and comment on inclusion assessments of key aspects of Liverpool FA work and report and feedback effectively on the delivery of Inclusion to Liverpool FA Board and Senior Management.
- Provide counsel and support, around:
 - Community engagement, so that football can be used to create positive sporting opportunities, bring diverse groups together and increase participation for all.
 - Proactive involvements to address gaps in equality and inclusion.
 - Embedding inclusion into Liverpool FA's development process.
 - Enhancing development programmes to aid and develop inclusion.
 - Provide feedback on any adjustments required to Liverpool FA's communication platforms, including the Liverpool FA website and social media feeds.
 - Provide advice and support where relevant on adjustment of disciplinary procedures to support good practice on handling allegations of discrimination.
 - Support Liverpool FA in the development of campaign projects within targeted communities.

Furthermore, by supporting the above, the Equality, Diversity and Inclusion Advisory Board may also:

- Analyse data to provide intelligence and support recommendations for Liverpool FA.
- Consult on and support the county planning process, including the setting of business objectives and targets which ensure that the needs of all communities are considered, catered for and met where possible. This will include supporting the Football Development teams with the development and implementation of Action Plans in respect of the Equality Standard for Liverpool FA.
- Provide support to Liverpool FA's community engagement, consultation, development programme and disciplinary procedures.



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- Act as Ambassadors within the community, as appropriate for Liverpool FA.
- Bring a diverse and inclusive perspective, outlook, and culture to Liverpool FA.
- Identify key equality matters and support the identification and delivery of solutions.
- Advocate the benefits of addressing equality issues.
- Assess and counsel on equality impacts arising out of Liverpool FA project plans.
- Coordinate consultation sessions with the wider community in relation to annual Liverpool FA plans and general football inclusion matters.
- Identify key issues and trends that may promote the growth of the game through inclusion and diversity interventions.
- Promote inclusion and diversity in football.
- Devise, monitor and evaluate Liverpool FA secondary Key Performance Indicators for inclusion and diversity.

The Chair will have an bystander role on the Liverpool FA Board and act as a channel between the Board and the Inclusion Advisory Group, Advisory Board, providing a 1-pager document summarising each meeting and answer questions from the Board about the Advisory Boards advice and insights, as well as obtaining Board feedback and distributing this to the Inclusion Advisory Group, Advisory Board.

Advisory Board Membership

- Duration of membership: 12 months, with annual review.
- Membership Pre-requisites:
 - o All Advisory Boards – 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 Liverpool FA.
 - o Permanent Advisory Boards – Advisory Boards configuration should be reflective of the Liverpool FA football community's diversity, cover the range of protected characteristics, have a variety of experience and knowledge.
 - o Inclusion Advisory Group: A member of Liverpool FA's Youth Advisory Board and Women & Girls Advisory Board will sit on the Inclusion Advisory Board (must comply with the role description's 'essential' criteria to ensure the relevant standards, skills, experience and qualities are brought into the Advisory Group).
- Size and Scope: Typically, minimum 5, maximum 12, but adjustable according to individual Advisory Board requirements.



Liverpool FA Staff Attendance

All Advisory Boards will have a Liverpool FA principal who will provide both input and direction on topics that require consideration, whom will also fulfil the role of Advisory Group secretary during meetings.

Advisory Boards may also require additional attendance by Liverpool FA staff:

- Inclusion Advisory Group, Advisory Board will include the Football Development Officer lead on Inclusion. This person may be the same as the Liverpool FA Lead
- Liverpool FA Directors/CEO Attendance: Attendance at meetings is in an advisory capacity only to answer questions, at the request of the Advisory Board Chair. Generally, non-attendance enables free discussion.

Recruitment Process

- The process shall be designed to ensure fair representation.
- Advisory Boards requiring specialist skills may additionally be from outside of the typical football community. Where the number of candidates put forward may exceed membership limits, composition of the Advisory Group regarding fair representation is prioritised, with all additional candidates chosen via a ballot system.
- The Advisory Board Chair is responsible for being the single point of contact for the Liverpool FA Board, preparing updates, and joining Board meetings on request to answer any pending questions. This position is reappointed annually. In the Chair's absence they shall nominate a substitute Chair in advance of the meeting.
- The Advisory Board secretary is responsible for finalising the agenda with the Chair and recording minutes for circulation.

Formation of the Advisory Board:

Recruitment of the Chair:

- Open and transparent interview process requiring completion of an application form, outlining interests and experience in the Advisory Board.
- Relevant Chairperson experience, skills and abilities, with short-listed candidates interviewed by at least one member of the Liverpool FA Board, and additional panel members as suited to the criteria, with the Chair appointed according to merit.

Recruitment of other members:

- Open and transparent interview process requiring completion of an application form, outlining interests in the Advisory Board, relevant experience, skills and capabilities, with all candidates interviewed by the Advisory Board Chair and the Liverpool FA lead.



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- Non-County FA members may only sit on one Advisory Board to avoid any conflict of interest.
- Advisory Board Chairs will be reviewed on an annual basis as part of the Advisory Board review.
- When Advisory Board members reduce through attrition to below 8 members, recruitment shall commence for additional members to join. This number may be adjusted according to the agreed minimum and maximum number for each particular Advisory Board.
- Certain Advisory Boards have specific recruitment criteria:
 - Inclusion Advisory Group: The Chair of the Advisory Group is appointed via an open, publicly advertised recruitment process and has a clear, specific role description. The Chair will have a bystander role on the Liverpool FA Board.

Meetings

Meeting Frequency

- Advisory Board to meet a minimum of four times a year.
- Advisory Board to assemble additional meetings as dictated by circumstances or at the Board's/Liverpool FA CEO's request to handle urgent matters.
- All meetings to have a minimum 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.
- Liverpool FA lead shall deliver the role of Secretary for the Advisory Board.
- The Advisory Board Chair and all Advisory Board members to join an annual Advisory Board review meeting with the Board of Directors celebrating success and reviewing the previous 12-month period.

Meeting Agendas and Minutes:

- Agenda items are finalised by the Liverpool FA Lead and Advisory Board Chair and included within the Advisory Board agenda/minutes smartsheet at least 5 working days prior to the meeting.
- For urgent or short-notice called 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 from previous 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:



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- Normal Administrative Items: Apologies for Absence / Minutes & Status from Last Meeting to Action (Board feedback, Updates on actions taken) / Declaration of Interests.
- Schedule of Matters – annual items planned throughout the year according to business requirements and assigned to specific meetings. Discussion for items to include:
 - ▪ Commentary on discussions.
 - Actions agreed for next steps and whom will lead.
 - Key advice for notification to the Board.
- Any Other Business (AOB)
- Safeguarding Perspective and points to review
- Youth Voice Perspective, including any specific items advised by the Youth Advisory Board
- Innovation & Opportunities.
- Date of Next Meeting
- Draft minutes are approved by the Chair within 24-hours.
- Process for adding an agenda item:
 - Advisory Group Members use either the 'meeting agenda submission form' on the Advisory Board dashboard, or email directly to notify the Advisory Board Chair and Liverpool FA Secretary of additional agenda items for discussion and provide any additional accompanying papers.
 - Once approved, the Liverpool FA Secretary will add the paper to the new smartsheets agenda line.

Reporting to the Board

- Recommendations and advice are recorded in the Advisory Board Agenda/Minutes.
- The Advisory Board Chair will provide a single-page report on the advisory output after each meeting.
- Every Liverpool FA Board Meeting has an agenda item for each Advisory Board to discuss the single-page advice and ask the Advisory Board Chair questions as well as provide feedback for the Advisory Board.
- The Advisory Board can make whatever recommendations to the Board it deems appropriate on any area within its remit.
- Advisory Boards do not have delegated authority from the Liverpool FA Board and therefore do not have the power to make requisite decisions.

Football Advisory Boards *Terms of Reference*



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Advisory Boards provide an advisory and support role, providing insights to assist the Board with decision-making. •

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