

## Impact case study (REF3)

<b>Institution:</b> Loughborough University		
<b>Unit of Assessment:</b> C24 Sport and Exercise Sciences, Leisure and Tourism		
<b>Title of case study:</b> Influencing strategies, policies and programmes to increase the representation of BAME coaches in men's professional football in England		
<b>Period when the underpinning research was undertaken:</b> 2010-2019		
<b>Details of staff conducting the underpinning research from the submitting unit:</b>		
<b>Name(s):</b> Dr Steven Bradbury	<b>Role(s) (e.g. job title):</b> Lecturer in Sport, Equality and Diversity	<b>Period(s) employed by submitting HEI:</b> 2002-present
<b>Period when the claimed impact occurred:</b> 2014-2020		
<b>Is this case study continued from a case study submitted in 2014?</b> N		
<b>1. Summary of the impact</b> (indicative maximum 100 words)		
<p>Black, Asian, and Minority Ethnic (BAME) coaches are significantly under-represented in men's professional football in England. Research undertaken by Dr Bradbury at Loughborough University identified low levels of representation and racialised barriers to career progression, and evaluated national programmes to support BAME coaches, leading to three key impacts. (1) It shaped the Football Association's (FA) <b>national strategic approach</b> to increase BAME representation in coach employment and coach education. (2) It informed and improved the FA and English Football League's <b>recruitment policies and regulations</b> to ensure equitable practices at FA national teams and professional clubs. (3) It informed and improved the effectiveness of <b>national development programmes</b> to support BAME coaches to achieve High Level Coach Education awards and gain experience of coaching at FA national teams and professional clubs.</p>		
<b>2. Underpinning research</b> (indicative maximum 500 words)		
<p>BAME coaches are significantly under-represented in men's professional football in England. Research conducted by Dr Bradbury at Loughborough University between 2010-2019 examined two interconnected areas of focus in this respect. The first strand of the research (2010-2017) examined the levels of representation and racialised barriers to career progression experienced by BAME coaches in men's professional football. It was initially commissioned by Kick It Out and the Football Against Racism in Europe Network as part of two European level studies (<b>R1-R3</b>) before extending the focus to all levels of the men's professional game in England (<b>R4, R5</b>). These studies used documentary analysis of representation levels within FA national teams, at all 92 professional football clubs and at FA High Level Coach Education (HLCE) courses, and interviews with 30 BAME coaches and stakeholders at football governing bodies. Findings indicated low levels of representation of BAME coaches in senior coaching positions within FA national teams (6%), and professional club first team (3.3%) and youth academy (3.6%) coaching operations and low levels of BAME coaches achieving HLCE awards, such as FA UEFA B (4.2%), FA UEFA A (4.6%), and FA UEFA Pro-License (6.4%) awards (<b>R1, R2, R4</b>). Findings also identified racialised barriers to career progression for BAME coaches. These included limited access to and negative experiences of HLCE courses, racisms and stereotypes in coach education and club workplace settings, racially closed network-based methods of coach recruitment, and reduced motivations to pursue coaching careers (<b>R2-R5</b>).</p> <p>The second strand of the research (2012-19) examined the implementation and effectiveness of national programmes to develop and support BAME coaches to achieve HLCE awards and gain experience of coaching at the FA and professional clubs (<b>R6</b>). It was initially commissioned to examine the FA COACH Bursary (pilot) programme (FA 2012-14), before evaluating the more expansive (and rebranded) FA Coach Inclusion and Diversity Programme (FA 2015-19). These studies used quantitative and qualitative methods of data collection and analysis, including a survey of 100 BAME coaches and interviews with 55 BAME coaches and academy staff at professional clubs. Findings indicated examples of operational good practice and challenges to programme delivery, with respect to ensuring accessibility and inclusivity at HLCE courses and club-based placements (<b>R6</b>). They also indicated educational, experiential, and vocational</p>		

benefits for BAME coaches with respect to learning and development (social, technical, vocational skills), and career progression (formal qualifications, building networks, enhancing employability in the football coaching marketplace) (R6).

### 3. References to the research (indicative maximum of six references)

**R1: Bradbury, S.** (2013) *'Institutional racism, whiteness and the under-representation of minorities in leadership positions in football in Europe'*. Soccer and Society, 14(3), 296-314. [doi.org/10.1080/14660970.2013.801262](https://doi.org/10.1080/14660970.2013.801262)

**R2: Bradbury, S., Van Sterkenburg, J., Mignon, P** (2018) *'The under-representation and experiences of elite level minority coaches in professional football in England, France and the Netherlands'* International Review of the Sociology of Sport, 53 (3), 313-334. [doi.org/10.1177/1012690216656807](https://doi.org/10.1177/1012690216656807)

**R3: Bradbury, S.** (2020) "Fit for doing but not fit for organising": Racisms, stereotypes and networks in coaching in professional football in Europe' in Bradbury, S., Lusted, J., and Van Sterkenburg, J. 'Race', Ethnicity and Racism in Sports Coaching (pp 22-42). Routledge. London

**R4: Bradbury, S.** (2018) 'The under-representation and racialised experiences of minority coaches in high level coach education in professional football in England' in Hassan, D., and Action, C. Sport and Contested Identities (pp 11-29). Routledge. London.

**R5: Bradbury, S., and Conricode, D.** (2020) 'Addressing the under-representation of BAME coaches: An examination of the EFL mandatory code of coach recruitment in professional football club youth academies' in Wallis, J., and Lambert, J. (2020) Sport Coaching with Diverse Populations: Theory and Practice (pp100-112). Routledge. London

**R6: Bradbury, S.** (2016) 'The progression of Black and Minority Ethnic footballers into coaching in professional football: a case study analysis of the COACH bursary programme' in Allison, W., Abraham, A., Cale, A. Advances in Coach Education and Development: From Research to Practice (pp 137-148). Routledge. London.

The research was published in high quality international peer reviewed journals or as peer reviewed chapters in edited collections. The research was conducted with the support of competitively awarded funding from NGBs, NGOs and charitable organisations and totalled £[REDACTED] across six separate research projects.

### 4. Details of the impact (indicative maximum 750 words)

Research identifying racialised barriers to the representation and career progression of BAME coaches had three impacts via **two pathways**: 1) Nine reports commissioned by Kick It Out (KIO) (2010-11), Football Against Racism in Europe (FARE) Network (2012-14), Sports People's Think Tank (SPTT) (2014-17), Football Association (FA) (2012-19), summarising research (R1-R6), included recommendations for action for the FA, football governance bodies and professional clubs in the three areas described below. 2) Formal presentations of recommendations to MPs and senior governance staff at UEFA, FA, English Football League (EFL), English Premier League (EPL), Professional Footballers Association (PFA), NGOs and BAME coaches at seven seminars held between 2011 and 2017 in Amsterdam (x2), Rome, (x2) and London (x3). They were also discussed informally with senior governance staff at the FA, EFL and PFA at regular junctures between 2013 and 2020, and achieved further reach through broadcast, print, and online media coverage (e.g., Guardian, Independent, Mirror, BBC, ITV) and industry events (Soccerex) between 2011 and 2020 (S3).

#### **Impact 1: Shaped the FA's national strategic approach to increase BAME representation in coach employment and coach education.**

The research underpinned recommendations that were adopted by the FA, directly underpinning its national strategic approach to increase BAME representation in coach employment and coach education (S4, S5, S6, S8). The FA produced and implemented three strategy documents between 2017 and 2020 (S1, S2).

Firstly, the FA launched the new FA BAME Coach Development Strategy (2017-2020) (S1). This strategy adopted in full the recommendations outlined above in relation to:

- i. A holistic strategic approach to increase BAME representation in coach employment and coach education, incorporating target setting, timescales, monitoring and evaluation.
- ii. Policy regulations to ensure equitable practices of coach recruitment at the FA and professional clubs, incorporating an inclusive shortlisting policy for coach recruitment at FA national teams, a national database of elite level BAME coaches, and programme of diversity and inclusion training for all FA staff.
- iii. National development programmes to support BAME coaches to achieve HLCE awards and gain experience of coaching at FA national teams and professional clubs, incorporating course bursaries, placements, and mentoring opportunities.

(S1).

Secondly, in 2018, the FA launched a new FA Equality, Diversity and Inclusion (EDI) Action Plan (2018-2021) (S1, S2). It adopted and built on the research and recommendations embedded within the FA BAME Coach Development Strategy (2017-2020). It includes a strategic commitment to establish targets and timescales for increasing the representation of BAME staff as coaches (and leaders) at the FA and to 'improve the recording of diversity data'. It also includes a commitment to 'ensure qualified diverse candidates are interviewed for England roles, provide BAME coaching placements in England camps, provide coaching bursaries for BAME candidates', and 'provide inclusion education to the FA's 900 employees, FA Board and FA Council'.

(S8).

Thirdly, in 2020, the FA launched a new Football Leadership Diversity Code (2020) (S1, S2). This code has adopted and built on the research and recommendations embedded within the above strategies and features a strong commitment to 'drive diversity and inclusion across English football'. It is targeted at professional clubs and aims to support them to establish EDI action plans, target setting, timescales, and equitable practices of coach (and leadership) recruitment. In total, 40 professional clubs have initially signed up to the principles embedded in the code.

(S5).

## Impact 2: Informed and improved the FA and EFL recruitment policies and regulations to ensure equitable practices at FA national teams and professional clubs.

The research has changed the way FA national teams and EFL professional clubs recruited coaches to ensure equitable practices of coach recruitment (S5, S6, S7, S8). This is evidenced in the development and operationalisation of three new policies relating to coach recruitment. Firstly, in 2018, as part of its stated commitment to 'ensure qualified diverse candidates are interviewed for England roles', the FA implemented a new policy of coach recruitment which states that 'for every national team role (i.e., head coach assistant coach, specialist coach and mentees) at least one BAME candidate will be interviewed, if a suitably qualified BAME candidate applies'. In the two years since its implementation (from 2018 to 2020) this policy has doubled the representation of BAME coaches at England teams from 13% to 25%, more than the 20% target outlined in the FA EDI action plan (2018-21) (S1, S2).

██████████' (S5).

Secondly, in 2016, the EFL implemented two new policies of coach recruitment at 72 member professional clubs: the voluntary and mandatory codes of coach recruitment. These codes of coach recruitment have been embedded in the EFL regulations (S2). The mandatory code targets professional club youth academy coaching operations and states that all academies 'should run a full recruitment process for any position requiring an individual to hold an FA UEFA B or FA UEFA A qualification' and 'should interview at least one suitably qualified BAME candidate for a coaching position where an application has been received'. In the first year of its implementation in the 2016-17 season, this policy improved the representation of BAME coaches. Overall, 98% of qualified BAME candidates who applied were interviewed, 58% of BAME candidates interviewed were appointed as coaches, and 49% of all appointed coaches at academies were from BAME backgrounds (R5). The voluntary code targets first team coaching operations and states that clubs 'will be expected to interview one or more BAME candidate for any First team managerial/coaching role (where an application has been received) in instances where they run a full recruitment process'. In the period since its implementation (2016 to 2020) this policy has doubled the representation of BAME head coaches at EFL clubs from 3.3% to 6.6% (R5). ██████████

██████████' (S6).

### **Impact 3: Informed and improved the effectiveness of national development programmes to support BAME coaches to achieve HLCE awards and gain experience of coaching at the FA and professional clubs.**

The research has directly underpinned the implementation and effectiveness of national development programmes to support BAME coaches to achieve HLCE awards and gain experience of coaching at FA national teams and professional clubs (S4-S10). This is evidenced in the development and operationalisation of three national development programmes.

Firstly, in 2012, the FA launched the FA COACH Bursary (pilot) programme (2012-14) and which in 2015 was expanded (and rebranded) to become the FA Coach Inclusion and Diversity programme (2015-19). This programme provides bursaries and resource support to BAME coaches to achieve HLCE awards such as the FA UEFA B, FA UEFA A, FA UEFA AYA, and the FA UEFA Pro-License, and gain experience of coaching at placement professional clubs. Initial evaluation of the FA Coach Bursary (pilot) programme alongside research and recommendations identifying the under-representation and racialised barriers experienced by BAME coaches more broadly (R1, R2, R3, R4) led directly to a £1.4 million investment by the FA to launch the FA Coach Inclusion and Diversity programme in 2015 (S2, S4). Evaluation of this latter programme has led directly to its extended roll-out for a further five years from 2019 to 2024 (S9).

The programme has adopted further evaluation recommendations in two key areas. (1) Enabling applications and accessibility (inclusive advertising, continuing course subsidies, establishing BAME specific HLCE courses, ensuring priority allocation for BAME participants at HLCE courses) (S9). (2) Enabling learning and career development (hosting support and networking events, establishing placement opportunities at professional clubs, and promoting BAME role models) (S9). This has led directly to the improved operational delivery and effectiveness of the programme and has had significant representational outcomes for BAME coaches (S4, S8, S9, R6). ██████████

[Redacted]

(S9)

Secondly, in 2018, as part of its stated commitment to 'provide BAME coaching placements in England camps', the FA and PFA launched the new 'Elite Coach Placement' programme. The programme provides 12-month placements for elite level BAME coaches at England national team camps. This has engendered significant experiential and representational outcomes for BAME coaches. In the two years since its implementation (from 2018 to 2020), 15 BAME coaches have undertaken season long placements with England national team squads. (S1, S2, S5, S7, S8).

[Redacted]

[Redacted]

(S7).

Thirdly, in 2020, the PFA, EPL and EFL launched the new 'Professional Player to Coach' scheme (S1, S2, S10). The programme provides opportunities for six BAME ex-professional players per annum to undertake training and development opportunities as part of a 23-month fixed term salaried work placement within EFL first team or youth academy club coaching operations. In addition to these experiential opportunities, the programme also provides support for these BAME coaches to undertake HLCE courses such as the FA UEFA A and FA UEFA AYA awards. The programme first intake of six BAME coaches began in September 2020, with plans for further recruitment in 2021 and 2022.

[Redacted]

[Redacted]

(S10).

**5. Sources to corroborate the impact** (indicative maximum of 10 references)

S1. FA national strategy documents.

S2. Football bodies: official media and web-links.

S3. Dr Bradbury's research: public media and web-links.

S4. Testimonial: [Redacted]

S5. Testimonial: [Redacted]

S6. Testimonial: [Redacted]

S7. Testimonial: [Redacted]

S8. Testimonial: [Redacted]

S9. Testimonials: [Redacted]

[Redacted]

S10: Testimonial: [Redacted]