

**RESEARCH  
AND  
REPORTS**



# **BLACK, ASIAN AND MINORITY ETHNIC FOOTBALL MANAGERS 2015**

Report by the  
League Managers Association

November 2015

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## 01 INTRODUCTION

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

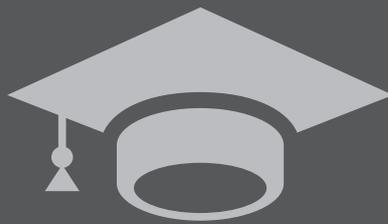
An area which frequently arises as a concern is that of the low number of black, Asian and minority ethnic (BAME) football managers and coaches relative to the proportion of black, Asian and ethnic minority football players. This relative under-representation of BAME football managers and coaches suggests an issue worthy of further research, and which would appear to require positive intervention in order to bring these two proportions more into line with each other.

>> There are a number of key stages along a career pathway into professional football coaching and management where effective intervention will have an impact:



**RECRUITMENT AND EQUAL OPPORTUNITIES**

The LMA supports an open and transparent recruitment process for all football coaching and management roles, in which the best candidate is appointed to a role without any discrimination against any ethnic or other minority group.



**EDUCATION**

The provision of world class learning and education, open to all, equipping all candidates with the appropriate skills to build a successful career in coaching and management.



**ROLE MODELS AND MENTORS**

There are a number of managers and coaches within the LMA's membership and across the game who can and will act as role models and mentors for young and aspiring coaches and managers from all backgrounds, encouraging them to pursue their career ambitions.

To ensure that all possible opportunities are provided, the LMA has been an active member of the PFA's Black Coaches Forum since its inception in 2003. We also engage with the PFA, FA, Premier League, Football League and other stakeholders to play an active part in helping to achieve a better balance between the proportion of BAME players and BAME football managers.

This document provides an overview of the statistics and trends in the appointment of BAME managers as well as an analysis of the challenge and areas in which the game can look to make positive interventions to achieve progress.

## 02 THE CURRENT STATUS

&gt;&gt;

**04**  
CURRENT  
BAME LEAGUE  
MANAGERS

**25%**  
OF PROFESSIONAL  
PLAYERS ARE BAME  
INDIVIDUALS

>> As at November 2015, there are 4 BAME league managers, Chris Hughton at Brighton and Hove Albion in the Championship, Jimmy Floyd Hasselbaink at Burton Albion and Ricardo Moniz at Notts County in League 1 and Keith Curle at Carlisle United in League 2.

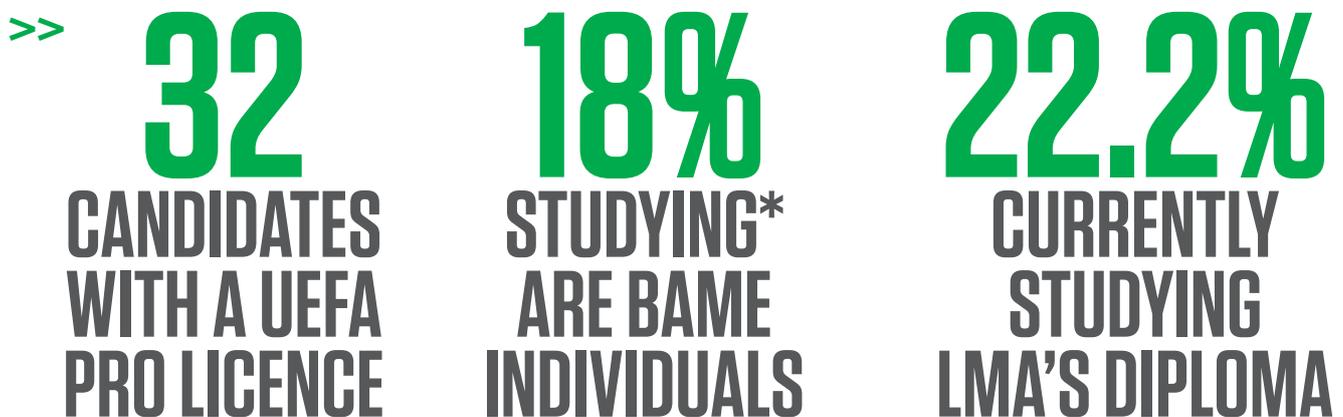
>> Chris Powell (Huddersfield Town) and Chris Ramsey (QPR) in the Championship were dismissed on the same day in November 2015. Fabio Liverani was dismissed by Leyton Orient in May 2015.

>> In 2014 the game saw the dismissals, in close succession, of Edgar Davids by Barnet, Paul Ince by Blackpool, Chris Powell by Charlton Athletic and Chris Hughton by Norwich City.

>> At the current level of 4 of 92 managers the proportion of BAME football managers is low (4.35%) in relation to the proportion of BAME players.

>> PFA numbers suggest that approximately 25% of professional football players are BAME individuals.

## 03 EDUCATION AND QUALIFICATIONS



>> There are 21 BAME candidates who have studied the Pro Licence in England and 11 BAME candidates who have studied their Pro Licence in Wales, Scotland and Northern Ireland.

>> PFA numbers suggest that around 18% of the candidates who attend football coaching courses and other qualifications on the pathway to becoming football managers are BAME individuals.

>> This number is, if not as high, at least closer to the proportion of BAME players.

>> 2 of this season's 4 BAME managers (Keith Curle and Chris Hughton) have come through the LMA and PFA's football management courses.

>> 16% of all students of the LMA Diploma in Football Management, accredited by The University of Liverpool, have been BAME candidates.

\* football coaching and management qualifications

# 04 TOTAL BAME MANAGER APPOINTMENTS TO DATE

>> Figure 1 shows:

**50**

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

**28**

DIFFERENT MANAGERS HAVE HELD ONE OR MORE THAN ONE POST

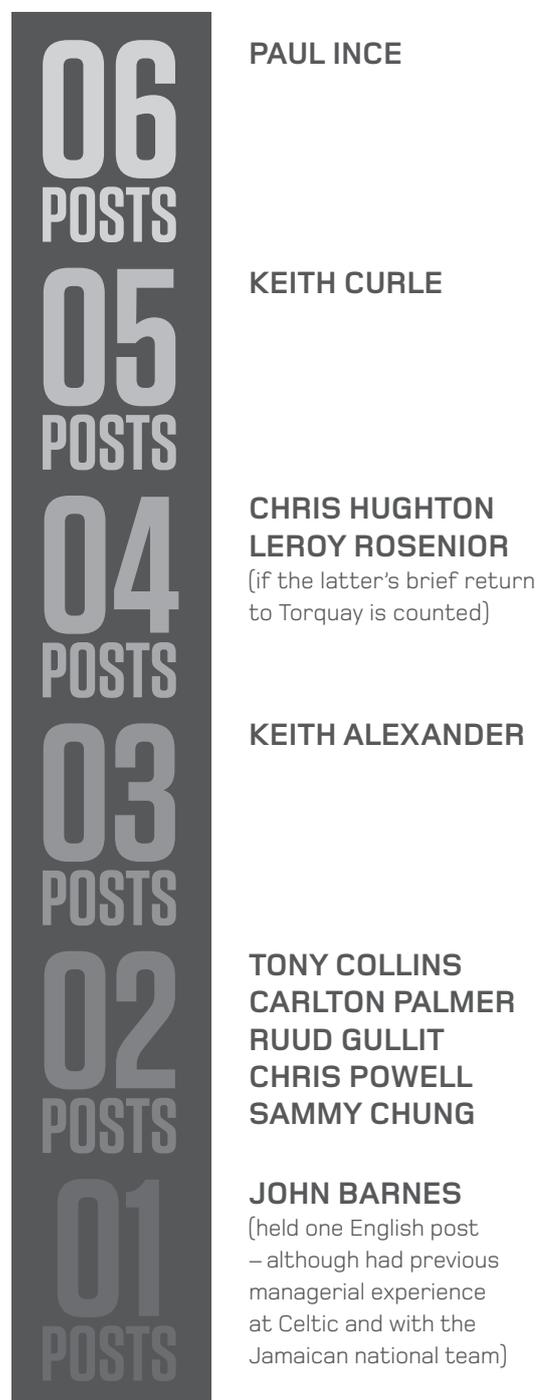


Figure 1: List of BAME Football Manager Appointments to Date

MANAGER	CLUB	DATE APPOINTED	DATE LEFT	HIGHEST LEVEL
Tony Collins	Rochdale	01/06/1960	30/09/1967	L2
Sammy Chung	Wolverhampton Wanderers	19/06/1976	08/11/1978	Ch <sup>1</sup>
Tony Collins	Bristol City	01/09/1980	30/09/1980	Ch
Eddie Stein	Barnet	01/04/1992	30/06/1993	L2
Viv Anderson	Barnsley	01/06/1993	02/06/1994	Ch
Ruud Gullit	Chelsea	10/05/1996	12/02/1998	Prem
Sammy Chung	Doncaster Rovers	01/08/1994	31/07/1996	L2
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
Leroy Rosenior	Bristol City	14/01/2000	27/06/2000	L1
Jean Tigana	Fulham	01/07/2000	17/04/2003	Prem
Gary Bennett	Darlington	02/08/2000	24/10/2001	L2
Ricky Hill	Luton Town	10/07/2000	15/11/2000	L1
Carlton Palmer	Stockport County	06/11/2001	18/09/2003	Ch
Garry Thompson	Bristol Rovers	24/12/2001	09/04/2002	L2
Leroy Rosenior	Torquay United	09/05/2002	19/02/2006	L2
Keith Alexander	Lincoln City	05/05/2002	09/06/2006	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	19/02/2006	L2
Iffy Onuora	Swindon Town	30/09/2005	22/05/2006	L1
Leroy Rosenior	Brentford	14/06/2006	18/11/2006	L1
Keith Alexander	Peterborough United	30/05/2006	15/01/2007	L2
Paul Ince	Macclesfield Town	23/10/2006	25/06/2007	L2
Keith Curle	Torquay United	08/02/2007	17/02/2007	L2
Leroy Rosenior	Torquay United	17/05/2007	17/05/2007	L2
Paul Ince	MK Dons	25/06/2007	21/06/2008	L1
Keith Alexander	Macclesfield Town	27/02/2008	03/03/2010	L2
Paul Ince	Blackburn Rovers	21/06/2008	16/12/2008	Prem
Paul Ince	MK Dons	06/07/2009	08/05/2010	L1
John Barnes	Tranmere Rovers	14/06/2009	09/10/2009	L1
Chris Hughton	Newcastle United	27/10/2009	06/12/2010	Prem
Paul Ince	Notts County	20/10/2010	03/04/2011	L1
Chris Powell	Charlton Athletic	14/Jan/2011	11/03/2014	Ch
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	30/12/2012	18/01/2014	L2
Chris Kiwomya	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	To date	L2
Jimmy Floyd Hasselbaink	Burton Albion	13/11/2014	To date	L1
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	To date	L1

## 05 TOTAL BAME MANAGER APPOINTMENTS BY LEAGUE



### PREMIER LEAGUE

**8** THERE HAVE BEEN APPOINTMENTS OF BAME MANAGERS IN THE PREMIER LEAGUE

**RUUD GULLIT** (TWICE)  
**CHRIS HUGHTON** (TWICE)  
**JEAN TIGANA**  
**PAUL INCE**  
**TERRY CONNOR**  
**CHRIS RAMSEY**

>> The first English BAME manager to be appointed to a Premier League club was Paul Ince at Blackburn Rovers, followed by Chris Hughton at Newcastle United, Terry Connor at Wolverhampton Wanderers and then Chris Hughton again at Norwich City. Chris Ramsey was appointed QPR manager in February 2015, until the end of the season. Sammy Chung, at Wolverhampton Wanderers was appointed at Championship level\* and then took the club up into the top tier

>> Chris Hughton was appointed at Championship level with Birmingham

City and promoted into the Premier League, although he was appointed directly into the Premier League with Newcastle United and Norwich City.

### CHAMPIONSHIP

**10** THERE HAVE BEEN APPOINTMENTS OF BAME MANAGERS IN THE CHAMPIONSHIP

**CHRIS POWELL** (TWICE)  
**CHRIS HUGHTON** (TWICE)  
**PAUL INCE**  
**VIV ANDERSON**  
**CHRIS KAMARA**  
**TONY COLLINS**  
**SAMMY CHUNG** (THE OLD SECOND DIVISION)  
**CARLTON PALMER**

>> Chris Powell was the first English BAME manager appointed twice into Championship clubs.

\* Sammy Chung was appointed into the old 2nd Division which was then the second tier and predecessor of the Championship

## LEAGUE 1

**13** THERE HAVE BEEN APPOINTMENTS OF BAME MANAGERS IN LEAGUE 1

PAUL INCE (THREE TIMES)  
 LEROY ROSENIOR (TWICE)  
 ANDY PREECE  
 CHRIS KIWOMYA  
 KEITH CURLE  
 JOHN BARNES  
 IFFY ONUORA  
 RICKY HILL  
 FABIO LIVERANI  
 RICARDO MONIZ

## LEAGUE 2

**19** THERE HAVE BEEN APPOINTMENTS OF BAME MANAGERS IN LEAGUE 2

KEITH CURLE (FOUR TIMES)  
 KEITH ALEXANDER (THREE TIMES)  
 LEROY ROSENIOR (TWICE)  
 SAMMY CHUNG  
 TONY COLLINS  
 EDDIE STEIN  
 NOEL BLAKE  
 GARY BENNETT  
 GARRY THOMPSON  
 CARLTON PALMER  
 EDGAR DAVIDS  
 PAUL INCE  
 JIMMY FLOYD HASSELBAINK\*

\* Promoted to League 1 with Burton Albion at the end of 2014/15 season.

# 06 BAME MANAGERS TIMES MANAGED

>> **64.3%**

A SIGNIFICANT PROPORTION OF BAME MANAGERS HAVE MANAGED ONLY ONCE

>> However this %age includes recent dismissals of first-time managers who might well go on to get other roles.

>> This %age also includes Noel Blake, who, whilst not managing in the League went on to manage England U18s for 5 years.

**49.1%**

OF ALL FIRST TIME MANAGERS MANAGE ONLY ONCE

>> Until recently, those who had managed more than once had done so primarily in the lower leagues, such as Keith Alexander, Carlton Palmer and Leroy Rosenior.

Figure 3: BAME Managers - Times Managed

TIMES MANAGED	HOW MANY	WHO	% OF TOTAL
1	18	Barnes (in England), Connor, Tigana, Stein, Anderson, Kamara, Preece, Blake, Bennett, Hill, Thompson, Onuora, Kiwomya, Davids Hasselbaink, Liverani, Ramsey, Moniz	64.3
2	5	Collins, Chung, Palmer, Gullit, Powell	17.6
3	1	Alexander	3.6
4	2	Rosenior, Hughton	7.1
5	1	Curle	3.6
6	1	Ince	3.6

## 07 BAME MANAGERS PER SEASON

>> The trendline for appointment of BAME managers has generally been upwards.

>> The cumulative number of BAME managers in post peaked in April/ May 2015 with 7 of 92 managers being BAME (7.6 percent of managers), from a previous high of 6 in 2001 - 03 and again in 2014 - 15 and currently stands at 4 BAME managers (4.35%) after the dismissals of Fabio Liverani in May 2015 and Chris Powell and Chris Ramsey in November 2015.

>> Chris Hughton, Chris Kiwomya, Edgar Davids, Paul Ince and Chris Powell (from previous club Charlton Athletic) were all dismissed in the 2013/14 season.

>> In the final months of the 2014 - 15 season, there were 7 BAME managers in post, Keith Curle, Chris Powell, Fabio Liverani, Jimmy Floyd Hasselbaink, Chris Hughton, Chris Ramsey and Ricardo Moniz. With the departures of Fabio Liverani, Chris Powell and Chris Ramsey, there are currently 4 BAME league managers.

Figure 4: BAME Managers – appointed and cumulative 1992 to date

SEASON	APPOINTED	CUMULATIVE
1992-93	0	0
1993-94	1	1
1994-95	0	0
1995-96	2	2
1996-97	0	2
1997-98	0	2
1998-99	2	1
1999-00	3	3
2000-01	2	5
2001-02	5	6
2002-03	0	6
2003-04	2	5
2004-05	1	4
2005-06	1	5
2006-07	2	2
2007-08	2	2
2008-09	1	2
2009-10	3	4
2010-11	2	3
2011-12	3	5
2012-13	3	5
2013-14	0	3
2014-15	7	7
2015-16	0	4

# 08 BAME MANAGERS TENURE PERIOD

>> **1.23**  
YEARS

AVERAGE TENURE FOR ALL DISMISSED FOOTBALL MANAGERS 2014/15

**1.31**  
YEARS

OVERALL AVERAGE TENURE OF DISMISSED BAME MANAGERS

**7.33**  
YEARS

TONY COLLINS IS THE LONGEST SERVING BAME MANAGER (ROCHDALE)

OTHER LONGEST SERVING BAME MANAGERS INCLUDE:

**3.94 YEARS**  
ANDY PREECE (BURY)

**3.93 YEARS**  
KEITH ALEXANDER (LINCOLN CITY)

**3.79 YEARS**  
LEROY ROSENIOR (TORQUAY)

**3.16**  
YEARS

CHRIS POWELL MANAGED CHARLTON

**2.79**  
YEARS

JEAN TIGANA IS THE LONGEST SERVING BAME MANAGER IN THE PREMIER LEAGUE AT FULHAM

**1.83**  
YEARS

CHRIS HUGHTON MANAGED IN THE PREMIER LEAGUE

**1.18**  
YEARS

THE AVERAGE TENURE OF DISMISSED BAME MANAGERS WITHOUT THE SEVEN YEAR TENURE OF TONY COLLINS AT ROCHDALE

Figure 5: BAME Managers – Average Tenure

LEAGUE	AVERAGE TENURE OF BAME MANAGERS (YEARS)
Premier League	1.47
Championship	1.1
League 1	0.86
League 2	1.7
Overall	1.31

# 09 CAUSES AND POTENTIAL SOLUTIONS TO THE LACK OF BAME MANAGERS

>> Interviews with a number of BAME coaches, BAME managers and prospective BAME managers identified a number of areas in which they perceived barriers to BAME football players becoming coaches and managers, or else in which they believed that positive interventions would increase the number of BAME coaches and managers in the professional game (Bridgewater 2004, Bridgewater 2007).

This analysis identifies a number of areas in which it was thought that positive interventions would decrease the barriers to BAME candidates becoming managers and a number of barriers to entry, which would need to be removed or the effects minimised. According to Lewin, change can be achieved by increasing the positives and / or by reducing the negatives.

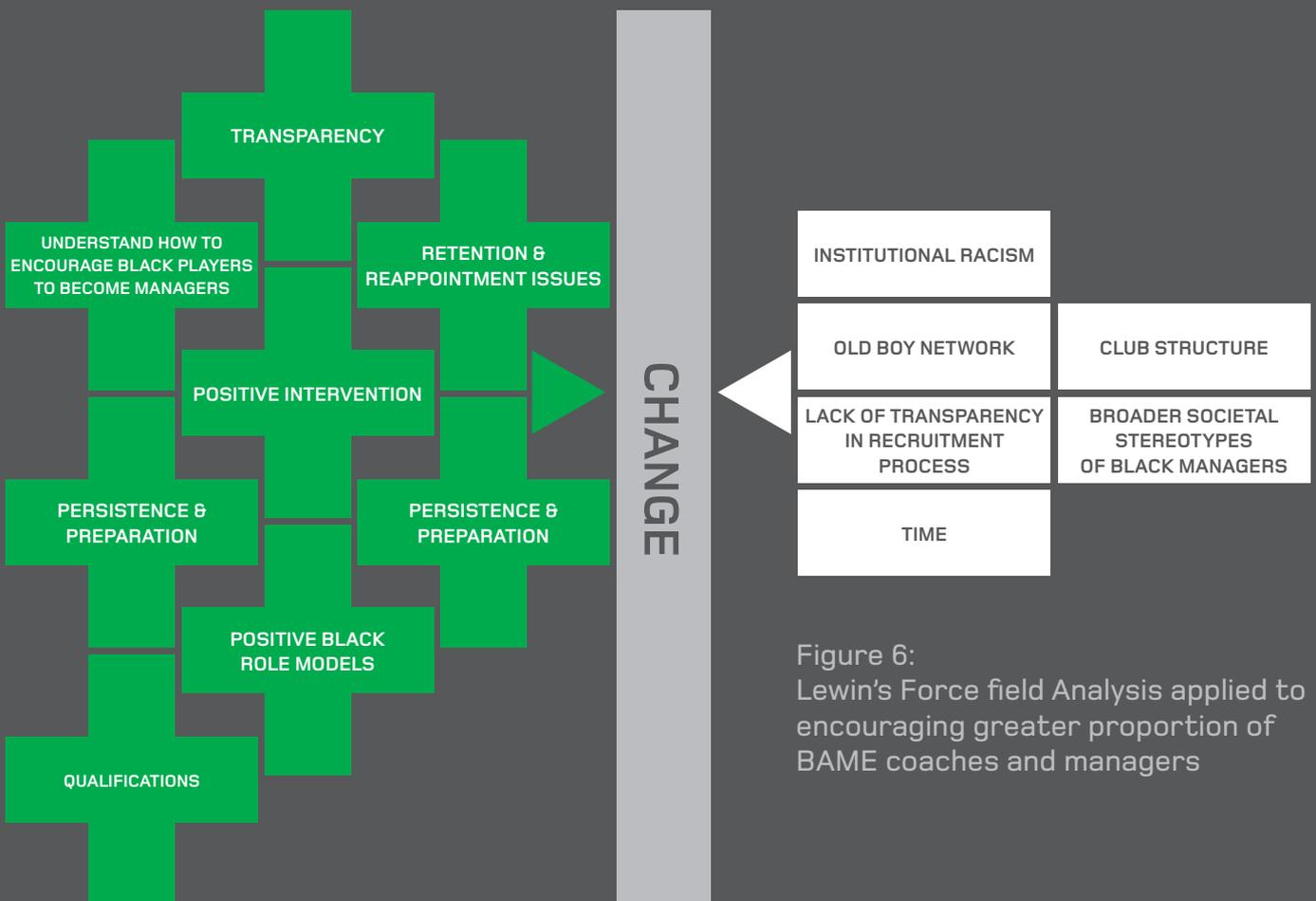


Figure 6: Lewin's Force field Analysis applied to encouraging greater proportion of BAME coaches and managers

## Positive interventions

- >> Explore ways of identifying potential BAME managerial and coaching talent.
- >> Explore ways of encouraging more BAME candidates onto and through coaching and other necessary qualifications.
- >> Build a more open and transparent recruitment and reappointment process.
- >> Discuss a range of options for positive interventions into the recruitment process.
- >> Encouraging and supporting persistence and preparation for job applications.
- >> Using positive role models to encourage and mentor BAME players to consider coaching and management careers.
- >> Researching and understanding the ways in which all coaches and managers are appointed to understand how best to help BAME candidates to gain employment.

## Barriers to be addressed

### Among the barriers perceived by BAME interviewees were the following:

- >> Worries that there could be bias in the appointment process.
- >> Suggestions that appointments were made on the basis of an 'old boy network' or who you know rather than what you know which might preserve the status quo of BAME representation.
- >> A perceived lack of future opportunity is a discouragement to investment in obtaining qualifications and experience.
- >> Suggestions that 'the situation will naturally improve over time' might deter positive interventions.
- >> A broader societal lack of BAME leaders in fields other than football, eg: BAME CEOs, MPs and other types of leaders also being under-represented in society.