

Independent Review Implementation of Recommendations *(Status at 26 November 2020)*

Independent Review Recommendation	Summary	Status
New PFA Rules	New PFA Rules to restructure the PFA's governance, as well as clarify the eligibility for membership to the PFA.	New PFA rules drafted and require adoption at the AGM.
Restructuring the PFA's governing bodies	<p>Create an Operational Board responsible for the day-to-day operation of the PFA, and a Players' Board to be the supreme governing body of the organisation.</p> <p>Membership of both boards requires trade union compliant elections rules.</p>	New PFA Rules create the recommended governance structure and required elections.
Recruitment of non-executive expertise	To convene an independent selection panel to propose four experienced, independent, and senior non-executives for election to the Operational Board by the Members.	The individuals recommended by the Independent Review for the Selection Panel have been appointed and the search for the four individuals is significantly advanced.
Recruitment of a new Chief Executive	Non-Executive Members to conduct an open recruitment exercise for the new Chief Executive, with new election (or re-election) taking place at least every 5 years.	Once the potential non executives have been found (anticipated by December 2020), they will commence their search and recommend a new Chief Executive Officer to be considered at a future election.
Sub-Committees	To form appropriate sub-committees of the Operational Board.	New PFA Rules provide for the creation of sub-committees as recommended by the Independent Review, including a remuneration committee and a governance, risk and audit committee.

Transparency and conflicts of interest	To increase the transparency of the PFA's governance to its members, as well as introducing conflicts of interest policies for all committees and boards.	The new PFA Rules require enhanced transparency of the governance processes by the Operational Board and the Players' Board. Agendas and summaries of meetings to be published in the Members' section of the PFA website.
Effectiveness reviews	To introduce both internal and external effectiveness reviews for each of the Operational Board, the Players' Board, the board of trustees of the PFA Charity and the board of Enterprises.	For the future Players' Board and Operational Board
Staff surveys	To introduce annual staff survey, which should be acted upon and employees' concerns be taken into account.	Survey of all staff has been conducted, to enable staff to feed into our strategy and identify possible gaps and areas where improvement is needed.
PFA-wide budgeting process	To introduce processes for the proposal and approval of budgets and to measure the expenditure against these budgets.	For the future Players' Board and Operational Board
Setting strategies	To set a medium and long-term strategy for the PFA, including the setting of clear objectives for all PFA entities and departments. The achievement of any such strategy would require progress to be monitored.	For the future Players' Board and Operational Board
IT - Digitising records and IT audit	To digitise records and conduct an IT audit to ensure that staff has access to all they need to perform their individual roles, as well as receiving all relevant training.	For the future Operational Board

Improving communication	To improve communication with the PFA's membership, the public and the press, as well as internally, between PFA departments.	Communication with the membership to form part of the new strategy. Survey of all staff has been conducted, to identify possible gaps and areas where improvement is needed.
HR capabilities	To create an internal HR department, or otherwise outsource this capacity to a suitable third-party provider.	Work to form part of future operation of the PFA, once the new structure is in place.
Review staffing structure	The newly elected Chief Executive should conduct a comprehensive review of the existing staffing structure of the PFA.	Work to form part of future operation of the PFA, once the new structure is in place.
Training	To increase training, including compulsory training for all new incumbents to governance roles.	New PFA Rules require that members of the Players' Board complete certain induction courses within 6 months from the date of their appointment. Failure to do so results in that individual being required to vacate their office.
PFA Charity		
Review of nominated trustees	To ensure that trustees are nominated by the Players' Board to the board of trustees of the PFA Charity.	New PFA Rules maintain the duty on the Players' Board to appoint two nominated trustees.
Review of co-opted trustees	To ensure that co-opted trustees are recruited through an open recruitment process, having identified where there are gaps in the skills and knowledge of the existing board of trustees. One of the new co-opted trustees should chair the board of trustees.	Recruitment process ongoing. Communicated to the PFA Charity Trustees

Governance training	To ensure that all incumbent trustees are provided with governance training.	Work to form part of future operation of the PFA, once the new structure is in place.
Annual impact reviews	To formally evaluate the PFA Charity's impact annually, in a transparent and systematic manner. A report should be produced and shared with the Union and membership as a whole.	Work to form part of future operation of the PFA, once the new structure is in place.
Improving communication	To establish better protocols for communicating with the Union, beneficiaries, stakeholders and the press.	Work to form part of future operation of the PFA, once the new structure is in place.
PFA Enterprises		
Review of board of directors of PFA Enterprises	To ensure that the board of directors of Enterprises is made up of the same members as the Operational Board.	The new PFA Rules provide that all members of the Operational Board be appointed as directors of PFA Enterprises.