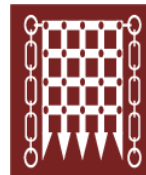


Westminster Media Forum policy conference:

Next steps for football governance in England

Timing: Morning, Tuesday 18th November 2025

Taking place online



WESTMINSTER
MEDIA FORUM

Draft agenda subject to change

- 8.30 Registration
- 9.00 **Chair's opening remarks**
Senior Parliamentary
- 9.05 **Next steps for the operation and rollout of the Independent Football Regulator**
Martyn Henderson, Interim Chief Operating Officer, Shadow Regulator
Questions and comments from the floor
- 9.30 **Stakeholder views on implementation of the IFR and its future role and remit**
priorities for the regulator's first year | incorporating fans and wider stakeholders into consultation processes | assessing the regulator's enforcement powers | the future for revenue distribution and parachute payments | key considerations for protecting the heritage of English football | next steps for evaluating the impact of the IFR | addressing player welfare concerns | transition from existing governance frameworks | development of statutory guidance and licensing conditions
Maheta Molango, CEO, Professional Footballers' Association
Senior representative, club
Senior representative, fans
Senior representative, legal
Questions and comments from the floor
- 10.15 **Key considerations and best practice for financial sustainability, governance and ownership rules**
design and operation of a club licensing system | standards for financial resilience | embedding financial best practice | design of the Football Club Corporate Governance Code | industry and stakeholder consultation | meeting EDI and ESG reporting requirements | embedding ESG and EDI responsibilities | supporting clubs in adapting to new requirements
Aaryaman Banerji, Head, Football Governance, LCP
David Gracie, Director, Indigo Governance
Senior representative, club
Questions and comments from the floor
- 11.00 **Chair's closing remarks**
Senior Parliamentary
- 11.05 Break
- 11.15 **Chair's opening remarks**
Senior Parliamentary
- 11.20 **Priorities for the State of the Game report - assessing market structure, financial health and economic issues**
considerations for the scope and priorities of the report | consultation process | implications for future investment into English football | commercial and broadcasting implications for financial sustainability | enabling the regulator to achieve its objectives | assessing financial vulnerabilities in the pyramid | key considerations for preparatory work | broadening consultation beyond traditional supporter groups | inclusion of governance practices and stakeholder experience
Senior representative, club
Senior representative, investment
Senior representative, broadcaster
Questions and comments from the floor
- 12.00 **The future for professional and semi-professional football in England moving forward**
priorities for supporting economic growth in the football pyramid | strategies for growing the game | innovation in consumer engagement and revenue generation | pathways for sustainable expansion | potential future amendments to regulatory remit | impacts for competition with Europe | market dynamics and visions for the future | women's game support, investment and visibility | player wellbeing and safeguarding
Senior representative, top-tier competition
Senior representative, professional tiers
Senior representative, non-league/transitional level
Senior analyst
Questions and comments from the floor
- 12.55 **Chair's and Westminster Media Forum closing remarks**
Senior Parliamentary
Thomas Howard, Westminster Media Forum