

Culture, Media and Sport Committee

Pre-appointment hearing for the Chair of the Independent Football Regulator

Second Report of Session 2024–25

HC 694

Culture, Media and Sport Committee

The Culture, Media and Sport Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department for Culture, Media and Sport and its associated public bodies.

Current membership

[Dame Caroline Dinenage](#) (Conservative; Gosport) (Chair)

[Mr Bayo Alaba](#) (Labour; Southend East and Rochford)

[Zöe Franklin](#) (Liberal Democrat; Guildford)

[Mr James Frith](#) (Labour; Bury North)

[Rt Hon Damian Hinds](#) (Conservative; East Hampshire)

[Dr Rupa Huq](#) (Labour; Ealing Central and Acton)

[Natasha Irons](#) (Labour; Croydon East)

[Liz Jarvis](#) (Liberal Democrat; Eastleigh)

[Jo Platt](#) (Labour; Leigh and Atherton)

[Tom Rutland](#) (Labour; East Worthing and Shoreham)

[Paul Waugh](#) (Labour; Rochdale)

Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No. 152. These are available on the internet via www.parliament.uk.

Publication

This Report, together with formal minutes relating to the report, was Ordered by the House of Commons, on 7 May 2025, to be printed. It was published on 9 May 2025 by authority of the House of Commons.
© Parliamentary Copyright House of Commons 2025.

This publication may be reproduced under the terms of the Open Parliament Licence, which is published at www.parliament.uk/copyright.

Committee reports are published on the Committee's website at www.parliament.uk/CommonsCMS and in print by Order of the House.

Contacts

All correspondence should be addressed to the Clerk of the Culture, Media and Sport Committee, House of Commons, London SW1A 0AA. The telephone number for general enquiries is 020 7219 6188; the Committee's email address is CommonsCMS@parliament.uk. You can follow the Committee on X (formerly Twitter) using [@commonsCMS](https://twitter.com/commonsCMS).

Contents

1	Chair of the Independent Football Regulator	1
	The Independent Football Regulator	1
	The role	2
	<i>Criteria</i>	2
	Recruitment process	3
2	The Candidate	5
	Our questioning	5
3	Conclusions	7
	Appendix 1: David Kogan CV	9
	Appendix 2: David Kogan Requested Information	14
	Appendix 3: David Kogan Candidate Questionnaire	20
	Formal minutes	25
	Witness	26
	List of Reports from the Committee during the current Parliament	27

1 Chair of the Independent Football Regulator

1. On 25 April 2025 the Government announced that its preferred candidate for Chair of the Independent Football Regulator (IFR) was David Kogan OBE.¹ The IFR will be set up as a new public body under powers in the Football Governance Bill.² As such, the appointment to the Chair is subject to the bill being granted Royal Assent. Any appointments made to the regulator ahead of this are being made on a designate basis.

The Independent Football Regulator

2. The Football Governance Bill was first introduced by the previous Government on 19 March 2024 following the findings of a Government-commissioned Fan Led review in 2021.³ The review examined the English Football system and made a series of recommendations to improve governance, ownership and financial sustainability of clubs in the football pyramid. A key proposal was that a new Independent Regulator for English football be established by Act.
3. A Football Governance Bill was presented at the end of the last Parliament, and had reached Committee stage when it fell due to the election. The bill was subsequently re-introduced, with some changes⁴, in the House of Lords on 24 October 2024.⁵ The legislation is intended to improve the financial sustainability of football clubs, ensure financial resilience across the league, and safeguard the heritage of English football. The bill establishes an Independent Football Regulator whose primary strategic purpose is to ensure that English football is sustainable and resilient, for the benefit of fans and the local communities football clubs serve. The IFR will have powers to operate a licensing regime, and to monitor and enforce compliance with requirements on financial regulation, club ownership

1 Department for Culture, Media and Sport, [Government announces preferred candidate for Independent Football Regulator Chair](#), gov.uk, 25 April 2025

2 [The Football Governance Bill \[HL\] \[as introduced\]](#) Bill 213 2024–2025

3 Department for Culture, Media and Sport, [Fan-Led Review of Football Governance: securing the game's future](#), 24 November 2021

4 Department for Culture, Media and Sport, [Fact sheet - changes from the previous Football Governance Bill](#), gov.uk, accessed 2 May 2025,

5 [HL First reading](#), 24 October 2024

and directors, fan engagement and club heritage protection. They will set corporate governance standards and have the power to prohibit clubs from joining competitions where they would threaten the heritage and sustainability of English football. The IFR will also have backstop powers to intervene on financial redistribution between leagues.⁶

The role

4. The Chair of the IFR will be responsible for overseeing the setting up of the Regulator. This will include recruiting the CEO and sitting on the panel for other Ministerial non-executive appointments to the Board. The Chair will also lead the Board in ensuring the IFR effectively fulfils its statutory objectives as well as maintaining and developing strong relationships with government, Parliament and major stakeholders in football including clubs, fans and leagues, and ensuring the IFR has the resources it needs to effectively and efficiently discharge its functions and duties. The post is regulated by the Commissioner for Public Appointments.⁷

Criteria

5. The advertisement for the Chair of the IFR requires candidates to demonstrate that they meet the following criteria:
 - Strong understanding of economic and financial regulation;
 - A credible understanding of the business of football;
 - A commitment to the five principles of Government's Better Regulation Framework, with particular focus on proportionality;
 - Proven track record in developing a strategy to drive impact and delivery;
 - Proven track record of successfully chairing a board with a strong understanding of corporate governance;
 - Excellent communication skills with the ability to be an accessible and engaging ambassador for the organisation;
 - Experience of dealing with intense public scrutiny, and ability to influence high level stakeholders within government, Parliament, the media and football sector and;

6 Department for Culture, Media and Sport, [Fact sheet - the Independent Football Regulator \(IFR\)](#), gov.uk, 29 April 2025

7 [Public appointments](#), Independent Football Regulator - Chair, gov.uk, 25 October 2024

- A commitment to the economic and social value of football and commitment to the strategic priorities of the IFR, to improve financial sustainability of football clubs, and protecting the cultural heritage of football clubs for their fans.⁸

6. The following criteria were listed as desirable:

- Experience of setting up a new organisation;
- Leadership of major projects from initiation, through development and to delivery;
- Experience of designing and implementing investment strategies in a regulated environment.

7. The pay for the role will be £130,000 per annum for 3 days per week. The appointment is for 5 years.⁹

Recruitment process

8. The recruitment was first launched on 18 April 2024 and closed to applications on 16 May.¹⁰ Following the General Election, the role was re-opened to applications on 25 October and closed again on 15 November.¹¹

9. The selection panel was made up of Ruth Hannant (DCMS Policy Director General), Hedley Finn OBE (Member of the Advisory Committee on Business Appointments and Director and President of Radio Lollipop International), Tracey McDermott CBE (Former Interim CEO and Board Member of the Financial Conduct Authority. Retired as Group Head of Conduct, Financial Crime and Compliance at Standard Chartered in December), and Tony Burnett (Former Chief Executive of Kick It Out and Assistant Director for Diversity and Inclusion at West Midlands Police).¹²

10. A total of 52 candidates submitted applications before the deadline. 84% were male, 16% were female, 29% were from ethnic minority backgrounds, 2% declared a disability and 50% lived outside London/South East. Of the 10 candidates who met the job criteria and were shortlisted for interview, 90% were male, 10% were female, 10% were from a declared ethnic minority background, 11% declared a disability and 45% lived outside London/South East.¹³

8 Public appointments, [Independent Football Regulator - Chair](#), gov.uk, 25 October 2024

9 Ibid

10 Public appointments, [Independent Football regulator - Chair](#), gov.uk, 18 April 2024

11 Public appointments, [Independent Football Regulator - Chair](#), gov.uk, 25 October 2024

12 Appendix 2

13 Appendix 2

11. In March 2025 it was reported that three candidates were being considered by the Government for the IFR Chair role.¹⁴ Following the interview process, the information provided to the Committee confirmed that four candidates were found by the selection panel to be appointable to the position.¹⁵ On 24 April 2025, various news outlets reported that David Kogan OBE was the Government’s preferred candidate.¹⁶ The Government confirmed the announcement on 25 April.¹⁷

14 Sky, [“Kick It Out chair Bhandari shortlisted to head new football regulator”](#), 1 March 2025

15 Appendix 2

16 Sky, [“Nandy to sign off appointment of Kogan as top football referee”](#), 24 April 2025

17 Department for Culture, Media and Sport, [Government announces preferred candidate for Independent Football Regulator Chair](#), gov.uk, 25 April 2025

2 The Candidate

12. David Kogan OBE has held senior positions in the television and sports industries during a 45-year career as a media executive, business leader and corporate advisor. He has negotiated TV rights deals on behalf of major sporting bodies, including the Premier League and the English Football League. He has also advised UEFA, the Scottish Premier League, Six Nations, Premier Rugby and the NFL. Most recently he sold the broadcast rights on behalf of the Woman's Super League. He is a former managing director of Reuters Television, and former CEO of the Magnum photo agency. Among his roles on public boards, David was a non-executive director at Channel 4, a member of the board of Foreign & Commonwealth Office's Services from 2007–14 and Chair of Westminster Kingsway Corporation.¹⁸
13. Mr Kogan co-founded both Reel Enterprises and the media rights agency Women's Sports Group [WSG]. In his response to the Committee's pre-hearing questionnaire, he confirmed his intention to resign from WSG, give up dividends and ultimately divest from the company.¹⁹ He is currently an advisor to the New York Times Group and CNN on their commercial, digital and AI strategies.
14. Mr Kogan is the co-author of three books on the Labour Party, and was a board member and Chair of the website Labourlist between 2020 and 2025. He also made donations to Labour party candidates, Members of Parliament and their constituency parties. In response to the Committee's pre-hearing questionnaire, he confirmed that he will no longer make donations to any political causes.²⁰

Our questioning

15. Prior to the announcement of David Kogan as the Government's preferred candidate, we supplied the Department for Culture, Media and Sport with a questionnaire to be returned to us ahead of the pre-appointment hearing. This covered the candidate's motivations for applying, their personal background, and their initial priorities for the regulator.

18 Appendix 1

19 Appendix 2

20 Appendix 2

16. In oral evidence we asked David Kogan about the following specific matters:

- His reasons and motivations for applying for the post;
- His experience and background, including relevant regulatory experience;
- His vision for the Independent Football Regulator and views on the challenges facing the football industry;
- Stakeholder management across the entire football pyramid;
- Personal independence of the Chair and institutional independence of the regulator from the Government;
- His views on the provisions of the Football Governance Bill as they relate to fan engagement, licensing, owners and director tests and the financial redistribution mechanism.

3 Conclusions

17. David Kogan OBE has a distinguished career in the media and football industries. In his oral evidence he was able to demonstrate vast knowledge of the football industry, having spent over 25 years negotiating commercial deals across football. The deals he has negotiated have primarily been on behalf of the Premier League and EFL. If appointed, the Committee expect Mr Kogan to demonstrate clear independence from both of these parties. The Committee will closely monitor how he works with leagues across the football pyramid.
18. One of our concerns before our hearing was Mr Kogan's lack of regulatory experience and how this would impact his ability to adequately set up a new regulatory body. He was able to address some of our concerns and reassure the Committee that he will prioritise helping appoint a CEO and Executive Board with the relevant experience to assist in establishing a new and effective framework. His other priorities for the organisation suggested a measured and accurate analysis of what would be expected from the regulator in the first 18 months.
19. Aside from his experience in media and broadcasting, Mr Kogan has experience leading some large and small businesses and as a non-executive director in public bodies such as Channel 4 and the Foreign and Commonwealth Office. He has chaired Kogan Page, a family publishing company, LabourList and Westminster Kingsway Corporation.
20. When asked in written evidence about criteria the Committee should use to judge his performance as Chair over his term in office, he was unable to provide a clear response. We explored measures of success in his hearing and, if appointed, we intend to hear from Mr Kogan and the Independent Football Regulator regularly during the course of this Parliament.
21. The independence of the regulator is vital to ensure that it can gain the confidence of all those involved in football. While political activity does not disqualify individuals from public appointments, Mr Kogan's donations to and involvement with the Labour Party has already given rise to concerns about his independence from Government. We recognise that Mr Kogan has confirmed he will cease making any political donations and that his public service and interest in the role has spanned the tenure of governments of different political colours. Nonetheless, there remains a risk that he will be perceived as having political bias, which may undermine the regulator in its infancy.

CONCLUSION

- 22.** We are content to endorse David Kogan OBE's appointment as Chair of the Independent Football Regulator, recognising his vast experience in the football and media sectors.

CONCLUSION

- 23.** We acknowledge that there are concerns around his political impartiality and past donations to the Labour Party, including the Prime Minister and Secretary of State for Culture, Media and Sport. We welcome his transparency and candour but recommend, in taking this role, he takes concrete steps to reassure the football community that he will act impartially and in a politically neutral way.

CONCLUSION

- 24.** We look forward to working with him constructively and holding him to account.

Appendix 1: David Kogan CV

David Kogan OBE

Biography

Summary

I have had a 45-year career in the media and sports industries. This has included acting as CEO in two global media businesses, advisor and lead commercial negotiator for a wide variety of media and sports organisations and chairing and serving on public and private Boards including the trading fund Board of the FCO Services Division, the Channel 4 Corporation and the Westminster Kingsway Corporation.

I have extensive commercial, managerial and governance experience as well as 25 years knowledge of the business and organisation of football and other sports.

Career Summary

2024

Lead negotiator for the Women's Super League and Championship for five-year broadcasting contracts with Sky and BBC securing the future of both leagues until 2029.

2023-present

Lead commercial advisor to CEO and COO of CNN

Advisor on negotiation with digital platforms including AI and the managerial organization of the global news division.

2015-present

Advisor to CEO and senior management of The New York Times

Advisor on negotiation with digital platforms and now on AI.

January 2020- present

Founder Director, The Womens' Sports Group

Leading media rights agency in sport. Sold the broadcasting rights for the Women's Super League and Lionesses in 2020. Currently representing Women's rugby and football.

April 2019

Publication by Bloomsbury of 'Protest and Power; The Battle for the Labour Party'

The forty-year sequel to my first book in 1981 (see below)

July 1st 2014- March 1st 2019

Chief Executive Officer, Magnum Photos

Global management responsibility for the Photo Agency

September 1st 2014- 2018

Partner of Exile Enterprises Ltd.

February 2011 – August 2014

Managing Director, Global Media; Wasserman Media Group

Responsible for the global media division

January 1998 to February 2011

Chief Executive and majority shareholder Reel Enterprises Ltd

Sold to Wasserman Media Group in 2011

Reel Enterprises worked for a wide range of broadcasters, newspaper groups and sports federations to drive their commercial objectives by commercial negotiations and strategy. Reel sold media rights to the value of £24 billion in the UK and global markets

Clients in sports included

The Premier League; five rights' cycles over 15 years

The Football League (EFL) for 10 years

Scottish Premier League

UEFA

Premier Rugby

Six Nations

The NFL for 15 years in the UK

The IOC

A variety of broadcasters and sports in the USA and Latin America

The broadcaster client base included

The BBC

ITV

Channel 4

Virgin Media

BT

The Guardian

NBC Universal

Cable systems in Germany and Spain

January 1997 to January 1998

Executive Director, Channels, Granada Media Group

Responsible for the creation and launch of Granada's digital channels

1988–1997 Reuters Television

1988 Managing Editor, responsible for 90 global bureaux. 350 staff in London, global news coverage

1993 Managing Director UK, responsible for Reuters Television news coverage worldwide and commercial activity in the UK including BSkyB and GMTV launches

1994 Managing Director Global, responsible for global news coverage and commercial activities with 450 clients worldwide. Was the senior executive in a division with £500 million annual turnover.

1982–1988 BBC Radio and Television

1982–1984 Producer/ assistant editor ‘Today’ Radio 4

1984–1985 Radio Editor BBC New York

1985 Assistant Producer ‘Newsnight’ BBC2

1986–1988 Producer/Senior Producer ‘Breakfast Time’

1981

Co-author ‘The Battle for the Labour Party’ and ‘The Attack on Higher Education’

Local Government Correspondent LBC Radio

1979–1981

Marketing Executive Express Newspapers

Non-Executive Positions

Chair Kogan Page Ltd

2020 - 2025

Board Member and Chair, LabourList

2021- 2024

Non-Executive Director Channel 4 Corporation

2008–2014 Chairman, Westminster Kingsway Corporation

Member Resources, Nominations and Search Committees

OFSTED inspection awarded highest ranking for leadership and governance

2007–2014 Foreign and Commonwealth Office, Ministerial Advisory Board

2008–2014 FCO Services Trading Fund Non- Executive Director

2014 Awarded the OBE on the diplomatic list

2005–2010, Shed Media plc,

2005–09 Non- Executive Director, Chair Audit Committee,

2009–10 Chairman of PLC and Nominations Committee

2004–2009 Chairman

Broadcasting and Creative Industries Disability Network

2003–2007 Governor, University of Bedfordshire (previously Luton)

2007 Awarded Honorary Doctorate of the Arts

2000 Awarded Fellowship, Royal Television Society

Education

1968–1976 Haverstock Comprehensive School, London

1976–1979 Balliol College, Oxford University BA (hons) in Modern History

1979 Awarded the Coolidge Scholarship to the USA

Appendix 2: David Kogan Requested Information

Box 1. Providing information to select committees

Information about the preferred candidate

- Name of the preferred candidate

David Kogan OBE

- Their current CV (redacted for publication)

Attached

- Declaration of relevant interests made by the candidate:

Conflict of Interest: Co-founder and Director of the Women's sport group which advises a wide range of businesses in women's football, rugby and other sports. I receive dividends for this.

Mitigation: If appointed I would expect to give up this role and its remuneration.

- Declaration of relevant political activity made by the candidate required under paragraph 9.2 of the Governance Code on Public Appointments:

David Kogan has declared that he has made donations to local Labour Party candidates over the last three years, as publicly disclosed on the Electoral Commission donation register. He recently stepped down as Chair of LabourList, an independent website covering the Labour movement.

As per the paragraph 9.2 of the Governance Code, political activity should not affect any judgement of merit nor be a bar to appointment.

- Proposed terms of appointment and remuneration (if any)

This is an appointment of five years. The remuneration is £130,000 per annum for an initial term of 3 days per week.

Substantive appointment to the Chair role is ultimately subject to the Football Governance Bill being granted Royal Assent which will be subject to Parliamentary process. **Any appointment made ahead of this will be done on a designate basis.**

Further information on the Independent Football Regulator, the role, the process and the candidate can be found below. Also attached at Annex A is the CO's proforma.

Background to Independent Football Regulator

The Football Governance Bill establishes a new independent regulator for English football. The Independent Football Regulator (IFR)'s core purpose will be to improve financial sustainability of clubs, ensure financial resilience across the leagues, and to safeguard the heritage of English football. In line with this, it will have powers to operate a licensing regime, and to monitor and enforce compliance with requirements on financial regulation, club ownership and directors, fan engagement and club heritage protection. The IFR will set corporate governance standards and have the power to prohibit clubs from joining competitions where they are not fair and meritocratic and would threaten the heritage and sustainability of English football. The IFR will also have backstop powers to intervene as a last resort to bring about a solution on financial redistribution between the football leagues.

The Bill is generally in line with the Bill introduced in March 2024 by the previous government, however we have made some key changes to strengthen some of the measures. These changes are outlined in the attached supplementary document.

The IFR will have no role in sporting rules or 'on-pitch' matters, nor will it micromanage commercial decisions made by clubs. Furthermore, the IFR will have a duty to have regard to the desirability that, when exercising its functions, it avoids impacts on sporting outcomes and also any adverse impacts on the competitiveness of clubs and on financial investment in English football.

Role specification

The Chair of the IFR will oversee the initial setting up of the Regulator, including recruiting the CEO, as well as sitting on the Panel for other Ministerial non-executive appointments to the Board. They will also be responsible for ensuring the IFR has the resources it needs to effectively

and efficiently discharge its functions and duties. The Chair will then be responsible for leading the Board in ensuring the IFR effectively fulfils its statutory objectives as well as maintaining and developing strong relationships with government, Parliament, football bodies and other major stakeholders.

Role assessment criteria

Candidates for the Chair role are required to demonstrate that they meet a majority of the following criteria to a high degree:

- Strong understanding of economic and financial regulation;
- A credible understanding of the business of football;
- A commitment to the five principles of Government's Better Regulation Framework, with particular focus on proportionality;
- Proven track record in developing a strategy to drive impact and delivery;
- Proven track record of successfully chairing a board with a strong understanding of corporate governance;
- Excellent communication skills with the ability to be an accessible and engaging ambassador for the organisation;
- Experience of dealing with intense public scrutiny, and ability to influence high level stakeholders within government, Parliament, the media and football sector and;
- A commitment to the economic and social value of football and commitment to the strategic priorities of the IFR, to improve financial sustainability of football clubs, and protecting the cultural heritage of football clubs for their fans.

Desirable criteria:

- Experience of setting up a new organisation;
- Leadership of major projects from initiation, through development and to delivery and;
- Experience of designing and implementing investment strategies in a regulated environment.

About the recruitment process

- The campaign to appoint a Chair of the IFR first closed to applications in May 2024. Following the General Election, the role was reopened to applications on 25 October and closed on 15 November. There were a total of 52 applications, the diversity of which, where data was provided, is outlined below:
 - Male: 84%
 - Female: 16%
 - Ethnic Minority: 29%
 - Declared Disability: 2%
 - Living Outside London/South East: 50%
- The Advisory Assessment Panel assessed ten candidates as meeting the criteria as published in the role specification and shortlisted them for interview. The diversity of the shortlist, where data was provided, is outlined below:
 - Male: 90%
 - Female: 10%
 - Ethnic Minority: 10%
 - Declared Disability: 11%
 - Living Outside London/South East: 45%

Diversity data for individual candidates was not made available to the Panel

- The Advisory Assessment Panel interviewed ten candidates and made an assessment on whether the candidate was appointable, or not, against the essential criteria in the published role specification; the Panel identified four candidates as appointable to the role of IFR Chair.

Panel Composition

- Panel Chair: Ruth Hannant (DCMS Policy Director General)
- Senior Independent Panel Member: Hedley Finn OBE (Member of the Advisory Committee on Business Appointments and Director and President of Radio Lollipop International)

- Tracey McDermott CBE (Former Interim CEO and Board Member of the Financial Conduct Authority. Retired as Group Head of Conduct, Financial Crime and Compliance at Standard Chartered in December)
- Tony Burnett (Former Chief Executive of Kick It Out and Assistant Director for Diversity and Inclusion at West Midlands Police.
- The appointment of a Chair of the Independent Football Regulator has been made as the result of a fair and open competition, run in accordance with the Governance Code on Public Appointments. The Chair of the IFR is appointed by the DCMS Secretary of State.
- This appointments campaign was administered by the Public Appointments and Football Governance team at DCMS. The process was undertaken in accordance with the Governance Code and with the Principles of Public Appointments.

About the candidate

David Kogan OBE has held senior positions in the television and sports industries during a 45 year career as a media executive, business leader and corporate advisor. He negotiated a succession of multi-billion pound TV rights deals on behalf of major sporting bodies, including the Premier League and the English Football League. He has also advised UEFA, The Scottish Premier League, Six Nations, Premier Rugby and the NFL. Most recently he sold the broadcast rights on behalf of the Women's Super League.

He is a former managing director of Reuters Television (the global television news agency) , and an ex-CEO of the Magnum photo agency. He has co-founded both Reel Enterprises and the Women's Sports Group. He is currently an advisor to the New York Times Group and CNN on their commercial, digital and AI strategies. Among his public boards David was a non-executive director at Channel 4, a member of the Foreign & Commonwealth Office's Services board from 2007-14 and Chair of Westminster Kingsway Corporation. He is the author of three books.

Proforma for departments to provide campaign information to select committees

Campaign Launch Date	May 2024 (reopened to applications on 25 October 2024 following General Election)
Campaign Closing Date	15 November 2024
Reason for any changes in timetable to that originally published	The process was paused due to the calling of the General Election in July.
Advertising strategy	The role was advertised on the Government Public Appointments website and promoted on DCMS channels including LinkedIn. The role was shared with a wide range of relevant sector organisations and networks. Direct approaches were made to a large number of individuals with suitable expertise and experience.
Advisory Assessment Panel	<p>Panel Chair: Ruth Hannant (DCMS Policy Director General)</p> <p>Senior Independent Panel Member: Hedley Finn OBE (Member of the Advisory Committee on Business Appointments and Director and President of Radio Lollipop International)</p> <p>Tracey McDermott CBE (Former Interim CEO and Board Member of the Financial Conduct Authority. Retired as Group Head of Conduct, Financial Crime and Compliance at Standard Chartered in December)</p> <p>Tony Burnett (Former Chief Executive of Kick It Out and Assistant Director for Diversity and Inclusion at West Midlands Police.</p>
Number of applicants	The campaign closed with a total of 52 individual applicants.
Number of candidates invited to interview	10 candidates were invited to interview.
Number of candidates found appointable	4 candidates were found appointable.

Appendix 3: David Kogan Candidate Questionnaire

Motivation

- 25.** What motivated you to apply for this role, and what specific experiences would you bring to it?

Over the last 26 years I have worked in football for the Premier League, Football League (EFL), Scottish Premiership, UEFA and most recently the Women's Super League. The commercial deals I helped negotiate across football are valued at billions of pounds. I have extensive experience in football finance, in working with leagues and working with clubs. I have been in football but not of it.

Over that period the game has grown beyond all recognition, not just at elite level but at grassroots level and across the football pyramid. I believe in football's power as a sport, as a business but most of all its impact on communities, fans and society. It is at the heart of communities and needs to be protected and supported. It is the national game and has to be preserved and developed accordingly.

I also have extensive experience in large and small business and as a Chair and NED in public and commercial bodies. All of this encouraged me to respond when approached about the role.

- 26.** If appointed, are there specific areas within your new responsibilities where you will need to acquire new skills or knowledge?

I have never been a regulator. I recognise that the particular skillset in creating specific regulatory structures will need specialist skills among the executive team when it is assembled. But my experience in business and commercial and public bodies as a Chair and NED means I am well used to helping to lead and shape organisations. While I have considerable experience in the professional game, I have spent less time in the National League or among Supporters organisations. Both are priorities for me to meet and develop relationships with, in the near future.

- 27.** How were you recruited? Were you encouraged to apply, and if so, by whom?

I was approached by the Permanent Secretary at the Department when the role was advertised. This was under the previous government who approved me to apply.

Personal Background

- 28.** Do you currently or potentially have any business, financial or other non-pecuniary interests or commitments, that might give rise to the perception of a conflict of interest if you are appointed?

Yes, as a shareholder and director of the Women's Sports Group that specialises in commercial activities in women's sport including women's football. Although this does not fall under the IFR's brief it is still a potential conflict. I have been receiving director's dividends from WSG.

- 29.** If so, how do you intend to resolve any potential conflicts of interests if you are appointed?

I will resign as a director of WSG and give up all dividends. Ultimately, I will hand back equity or the company will be sold.

- 30.** If appointed, what professional or voluntary work commitments will you continue to undertake, or do you intend to take on, alongside your new role? How will you reconcile these with your new role?

I advise both the New York Times and CNN on commercial activities in the USA. These are not a conflict, and I will continue to act for them. I chair a family publishing company Kogan Page. I will continue charitable donations but not political donations. I have no other commercial activities.

- 31.** Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality? If so, how will you demonstrate your political impartiality in the role if appointed?

I have in the past been a donor to Labour party candidates and been on the Board of, and Chaired, LabourList – an independent website covering the Labour movement. I will make no more donations to any political cause, and I am no longer involved in LabourList. In this role I will pledge total political impartiality. I was first approached about this role under the previous Conservative government.

- 32.** Do you intend to serve your full term of office? Do you intend to seek re-appointment?

Yes. I would hope so, but five years is a long time in football!

The Independent Football Regulator

33. If appointed what will be your main priorities on taking up the role?

It is essential that the first 18 months of activity for the IFR will be underpinned by the building and embedding of effective machinery. Every decision will be the first of its kind and set the benchmark for subsequent years and activities. This must be got right from Day One. In practical terms this will mean:

- Appointing a CEO, Board, key Execs and subsequently the Expert committee
- Creating a budget and levy to go with it – proportionate on financing and bureaucracy
- Delivery of the State of Game report within 18 months to set out a clear, robust and on- going strategy for the future of the game
- Creating and delivering a provisional licencing regime, and from it creating a benchmarking relationship with football clubs over the long term
- Issuing guidance when necessary – allowing for legal challenge
- Examining a corporate governance code and directors and owners' tests
- Building wide and deep relationships with supporters groups and grassroots football, while managing stakeholder expectations – which will be huge and constant

All of this will be rooted in the right decisions taken early about people, budget and outreach

34. What criteria should the Committee use to judge your performance over your term of office?

The IFR may be judged in five years by the following questions:

- Is it, in line with its remit, protecting and promoting the financial soundness of regulated clubs?
- Is it, in line with its remit, protecting and promote the financial resilience of English football?
- Is it, in line with its remit, safeguarding the heritage of English football?

- Is it an effective high delivery organisation that is smart and insightful enough to spot danger early and deal with it. But with as light a role as possible?
- Is it regarded as a valued support to the pyramid rather than a barrier to growth?
- Is it sufficiently savvy in the politics of football to help find solutions to funding distribution without resorting to the backstop, but tough enough to act if necessary?
- Does it clearly understand the external pressures on the pyramid and help to manage the risk?
- Is it managed and budgeted well enough to be fully effective?

35. How will you protect and enhance your personal independence and the institutional independence of the regulator from the Government?

The IFR must be Independent of Government as must its Chair. The duty is laid upon it to consult and to listen to all its many stakeholders but ultimately it must take its own decisions objectively and independently. I have a long history of independent thought and actions based on 45 years of professional life. I have dealt with high pressure activities and considerable risks in my journalistic and business lives. My role will be the public face and defender of the IFR against pressure from all sides but with transparency and coherence on the decisions it takes.

36. What risks do you think the regulator will face over your term of office? How do you intend to manage them?

The regulator's remit is clear

- To protect and promote the financial soundness of regulated clubs
- To protect and promote the financial resilience of English football
- To safeguard the heritage of English football

The risks to its meeting these goals are that it is not sufficiently resourced to do the work entailed in the legislation. This is why the first 18 months are so crucial. However, beyond that are the pitfalls of failing to protect the pyramid. The challenges are many.

The internal relationships within football being a barrier to agreement and progress.

The economic effect of a significant reduction in media revenues and the impact on smaller clubs down the pyramid.

The impact of other international competitions.

All of these are events that may challenge the basis of English football and its success. The IFR needs to work effectively to protect and promote the financial soundness of regulated clubs by having a robust, transparent approach that is focussed on delivery and responsiveness.

Its protection will be in the effectiveness of its actions and its responsiveness to the unexpected events that will undoubtedly take place.

Formal minutes

Wednesday 7 May 2025

Dame Caroline Dinenage, in the Chair

Bayo Alaba

Zöe Franklin

Dr Rupa Huq

Liz Jarvis

Tom Rutland

Paul Waugh

Pre-appointment hearing for the Chair of the Independent Football Regulator

Draft Report (*Pre-appointment hearing for the Chair of the Independent Football Regulator*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 24 read and agreed to.

Appendices agreed to.

Resolved, That the Report be the Second Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No.134.

Adjournment

Adjourned till Tuesday 13 May at 9.30 am.

Witness

The following witnesses gave evidence. Transcripts can be viewed on the [inquiry publications page](#) of the Committee's website.

Wednesday 7 May 2025

David Kogan OBE, Government's preferred candidate for the Chair of the Independent Football Regulator

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website.

Session 2024–25

Number	Title	Reference
1st	British film and high-end television	HC 328
3rd Special	Grassroots music venues: Government response	HC 380
2nd Special	Trusted voices: Government response	HC 292
1st Special	Creator remuneration: Government response	HC 293