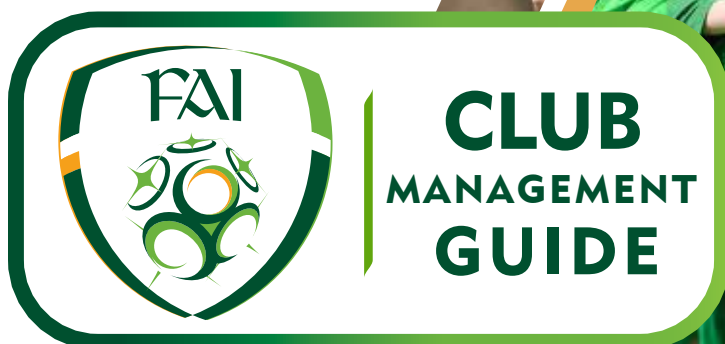


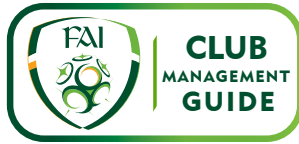
CLUB MANAGEMENT GUIDE



3rd edition



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PRESIDENT'S MESSAGE

Ní neart go cur le chéile – this is one of my favourite Irish sayings and one I use frequently in correspondence with clubs and Leagues right across the country in my role as President of the Football Association of Ireland.

Loosely translated, this proverb means there is no strength without unity, that a chain is only as strong as its weakest link. That statement has never been more relevant for Irish football than it is today as we build a new FAI.

Football is the biggest participation sport in the country and we are rightly proud of the fact that the beautiful game has reached out into every village, town, city and community across our land. Now, more than ever before, Irish football needs a strong club structure.

From those starting out with our nurseries and academies to those enjoying the sedate environment of walking football, we owe it to them to provide a safe and secure future for our sport and a game that they can enjoy whatever their background.

We will continue to strive together to achieve that. The COVID-19 experience has shown us how much our sport can offer Irish society when our players, volunteers and clubs worked so hard to support the Government's guidelines in the battle against the COVID-19 pandemic. So many of our members served on the frontline and we thank them again for that service to their communities and their country.

There was real strength in the unity of Irish football in 2020 and I know our clubs will bring that strength with them as we build for the future of our game. This Club Management Guide serves as an essential and worthwhile resource for all our clubs and I can promise you the full support of our Association as we march forward together.

Gerry McAnaney,
President

CEO'S MESSAGE



It is a pleasure, in one of my first assignments as the new Chief Executive of the Football Association of Ireland, to write this introductory note to the third edition of our FAI Club Management guide.

One of the great things about this beautiful game of ours is that we all have a football story to tell, how we first fell in love in football and the journey we have shared together with the sport we love to call our own.

My own football story, I am delighted to say, is intertwined with the amateur game and when we finally get a chance to meet up, I will happily share my football tales with anyone who will listen.

It's a story that began with football in primary school and with the cub scouts, continued as a teenager with Leeds Celtic and carried on to captaining the Nottingham University football club in the final years of my education.

Stuttgart is of course a very special place in Irish hearts thanks to Ray Houghton and Jack Charlton and I too have a Stuttgart story to share, having played at a semi-professional level there for two years when I learnt so much from the German model and their approach to amateur football facilities and administration.

A founder member of Nottsborough FC in London, a club founded in 1988 for ex Nottingham and Loughborough University students which is now of London's most successful amateur clubs, I still line up for the Vets side on a regular basis.

I am also proud to give back to the game at grassroots level, having worked with the English FA on their Whole Game planning for amateur football in a previous life and serving as a coach at underage level with Broomwood FC in South West London.

As a parent of three children, two girls and a boy, all of whom play at the weekends and train midweek, I know all about the demands of life supporting our next generations as well.

All the above makes me proud to help launch this new Club Management guide for our wonderful clubs here in Ireland. Our game can only ever be as strong as our clubs and I congratulate you all for the work you do on behalf of Irish football.

Rest assured we will be here to support you all the way.

Jonathan Hill
CEO

What is the Club Management Guide?

The Club Management Guide is a manual for use by all grassroots clubs in Ireland. The aims of the guide are to:

- Identify best practice in running a club.
- Provide advice and guidance on variety of areas of club management.
- Provide practical templates and sample documents.
- Outline the main duties of the key volunteer roles within a club.
- Be a user-friendly and useful resource for club administrators.
- Support the FAI Club Mark.

The guide has seven main sections. Each of these is further divided into specific sub-sections. In the appendices, there is sample documents clubs can refer to when creating their own policies and procedures.

The main sections are as follows:

1. Introduction
2. Governance and Administration
3. Volunteers
4. Fundraising and Sponsorship
5. Infrastructure and Operations
6. Coaching and Participation
7. Appendices

Benefits of the Guide

Football has grown into one of the most widely played and loved games in the country. This is largely due to the fantastic work undertaken for years by countless dedicated volunteers who administer, support and coach local football across Ireland.

Clubs and their volunteers play an essential role in the experience that players have and while this is a great privilege and source of pride for club administrators it also brings a huge responsibility.

More than ever it is essential that all clubs are well organised in all areas of club management. They must aspire to the highest standards of governance, planning, financial and volunteer management while also keeping child welfare and safety at the core of what they do. Central to this is a commitment to quality coaching, player development, coach development, inclusiveness and raising the standards of behaviour in the game.

Football clubs in Ireland vary in many ways, however, for any club to achieve its potential it should strive to make steady improvements in everything it does. This guide will assist all leaders within clubs to continue moving forward and create stronger clubs.



The Football Association of Ireland

The Football Association of Ireland (FAI) is the governing body of football in the Republic of Ireland. Today, over 450,000 people participate in football as players, coaches, officials and volunteers. The role of the Association is to promote, foster and develop this activity.

The FAI controls the activities of Ireland's international football teams and is affiliated to the Fédération Internationale de Football Association (FIFA). Through its own affiliated bodies, the FAI also organises all domestic competitions from the National League to the FAI Schools 5-a-side competition.

In addition, the FAI is active in the training and education of players, coaches and officials and aims to develop better facilities and support services for all those involved in the game.

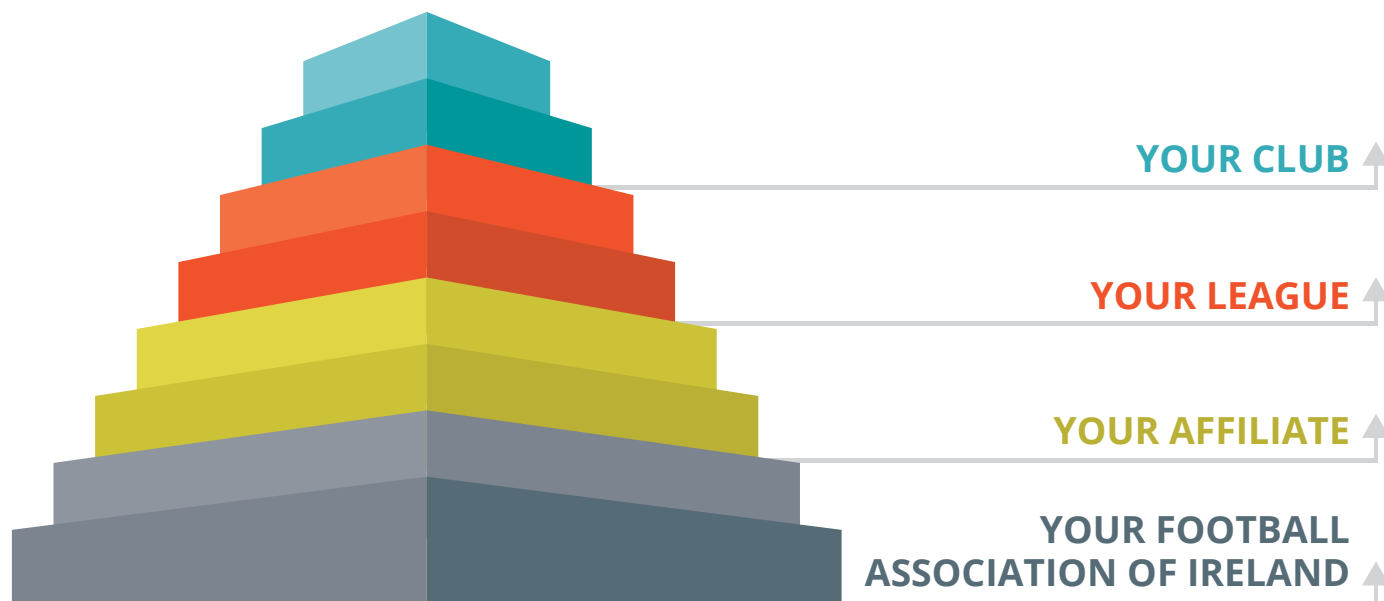
Vision - To enable every Irish person to participate in our game, to allow all involved in the game to reach their full potential, whatever level that might be, and to inspire the nation through international success at the highest level.

Mission Statement - To promote, foster and develop the game of Association Football in Ireland.

Values

- **Respect** - On and off the field, respect is a central value of the Football Association of Ireland. Respect for the game, diversity, opponent, officials and supporters. Football in Ireland is administered by a wide range of people; it is essential that a collaborative dynamic is created that is respectful of everyone involved in the game. Acknowledgement and appreciation of diversity should be encouraged across the Association. Positivity and encouragement should be the guiding hallmark of our attitudes.
- **Integrity** - In all our dealings we must strive for equity, consistency and fairness in our treatment of others and in our decision making. We will deliver competitions under the laws of the game in an honest and transparent manner and be accountable to all members of the Association in our commitments.
- **Passion** - Football brings out a passion in people. The Association will encourage and nurture this passion in players, supporters and administrators so that it impacts the game and all involved in a positive manner.
- **Teamwork** - Our success requires a commitment to teamwork at all levels of the Association. Teamwork involves combining the skills, talent, knowledge, and experience of all members in a coordinated manner. We embrace teamwork through mutual support, encouragement and accountability. By working together as a team and sharing knowledge, we can achieve greater results than by working as individuals.
- **Excellence** - The Association will strive to achieve excellence in all our interactions and decision making. Development and innovation will be fostered so that our game continues to be the number one team sport in the country.

Structure of football in Ireland



The Association's structure can best be split into four sections: the FAI Council, The Board of Management, the FAI staff and the Affiliates.

The FAI Council is made up of members from across the Irish football family. Council elects the FAI's President, a number of committee members and also pass major decisions.

The Board of Management comprises of members who act as the Directors of the Association. They govern the affairs of the Association, are responsible for ensuring the delivery of the objectives of the Association, setting its strategic direction and upholding its values.

FAI staff assist in the planning and delivery of the Association's strategic goals across all areas of work.

The Affiliates coordinate and oversee their own areas of the game and work closely with the Association to ensure a collaborative and unified approach.



Section 2 GOVERNANCE & ADMINISTRATION

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GOVERNANCE & ADMINISTRATION

Introduction

Governance is the system by which an organisation is directed and managed. A club with good governance will have an honest and transparent culture supported by a good structure, that adheres to the policies and procedures of the club. This allows the club to progress in the direction set out by the members and ensures that no individual or group within the club is in a position to operate without oversight or review.

The administration of a club refers to the day to day activities carried out by the volunteers and staff of a club. While good governance must provide transparency, oversight and review; good administration needs to be effective and efficient.

Section 2.1 will focus on the key elements that enable a club to have a suitable structure that lends itself to good governance practices.

Constitution

The constitution is the primary governing document for a club. It outlines the purpose of a club, how a club is structured and managed and the rules that govern the club. This document is important when making decisions, solving disputes, dealing with disciplinary issues, electing committee members, managing the dissolution of the club and highlighting to external bodies why the club exists and how it conducts its affairs.

A club without a constitution is in danger of being led by people who have no foundation on which to base their decisions. This leads to inconsistency and a lack of direction. It also denies members a say in the rules that govern a club and an opportunity to change and create new rules.

When working with external bodies, particularly funders, a constitution is normally a requirement as it highlights the legitimacy, purpose, structure and operations of the club.

The constitution should be adopted at an Annual General Meeting (AGM) and should be capable of amendment by an AGM or Special General Meeting (SGM).

A constitution will not cover all contingencies, and decisions in cases of dispute may lie with the committee or an AGM/SGM. It is advisable to have a constitution covering the activities of the club. It should include clear provisions showing the matters determined by the committee, items that require voting, and the requirements to make a valid decision.

PROFESSIONAL ADVICE

Consult a professional to ensure that the club's specific areas of activity are accounted for in the constitution. Professional advice is essential should your club be in any of the following situations:

- Employing staff
- Applying for an alcohol licence
- Raising Finance
- Purchasing property
- Any other scenarios that raise doubts about the relevance of the constitution

Please see Section 7, Appendix A for a sample constitution

Annual General Meeting

The AGM is the most important meeting of the year and enables the members to play their role in the governance of the club. It should be held each year at such time and place as determined by the committee, at approximately twelve monthly intervals, but no more than fifteen months after the date of the previous AGM.

The AGM usually provides the mechanism for electing the members of the committee, considering a report on the previous year's activities, reviewing the accounts, voting on motions put forward by the membership or the committee and considering other matters of importance. The constitution states when the AGM is held each year and the protocols for holding an AGM.



The AGM provides an opportunity for the membership to review the club's performance annually and make changes where necessary.

The club constitution highlights how the AGM is conducted. It will identify the quorum, how committee members are elected and member's voting rights. It also outlines how and when the Secretary should notify members, how motions are put forward and the primary agenda items.

Not all clubs will elect their officers (Chairperson, Secretary, and Treasurer) at an AGM. Some clubs prefer to elect their committee. It is then up to the committee to elect the best suited candidates for Chairperson, Secretary and Treasurer. Whatever the method it should be clearly defined in the club constitution.

Club Ethos Statement

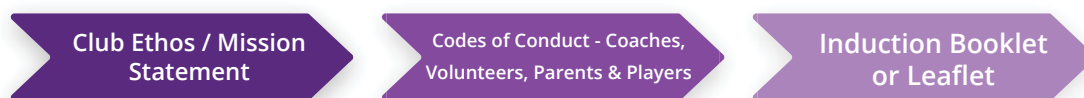
Each football club sets out to write their history and while there are shared characteristics amongst all clubs, each club is unique.

Effective clubs are those that are transparent, proactive, organised, communicate regularly, have just and structured policies and procedures in place and value their members.

A club should strive to instil its unique ethos in all of its members. The ethos may include an expectation on how club members conduct themselves and the values that the club promote. Clubs can present their specific values via a club ethos statement that has a positive and welcoming message.

Clubs have a responsibility to provide for and develop all their members equally. It may mean a shift from focusing on results to prioritising player development. For young players, the aim should be to provide a platform for them to learn about the game and grow their skills without the pressures of over-competitiveness.

The club should incorporate equality as a core value, welcoming players of all ages, abilities and backgrounds and encouraging everyone to get involved. Football should be safe, fun and conducted in a spirit of fair play. Clubs can take this on board and use it as a basis for creating a positive environment that will attract coaches, volunteers, players, and sponsors. Every member of the club should be aware of the club ethos statement. The items that a club may address to successfully promote its ethos include:



Please see Section 7, Appendix B for a sample club ethos statement

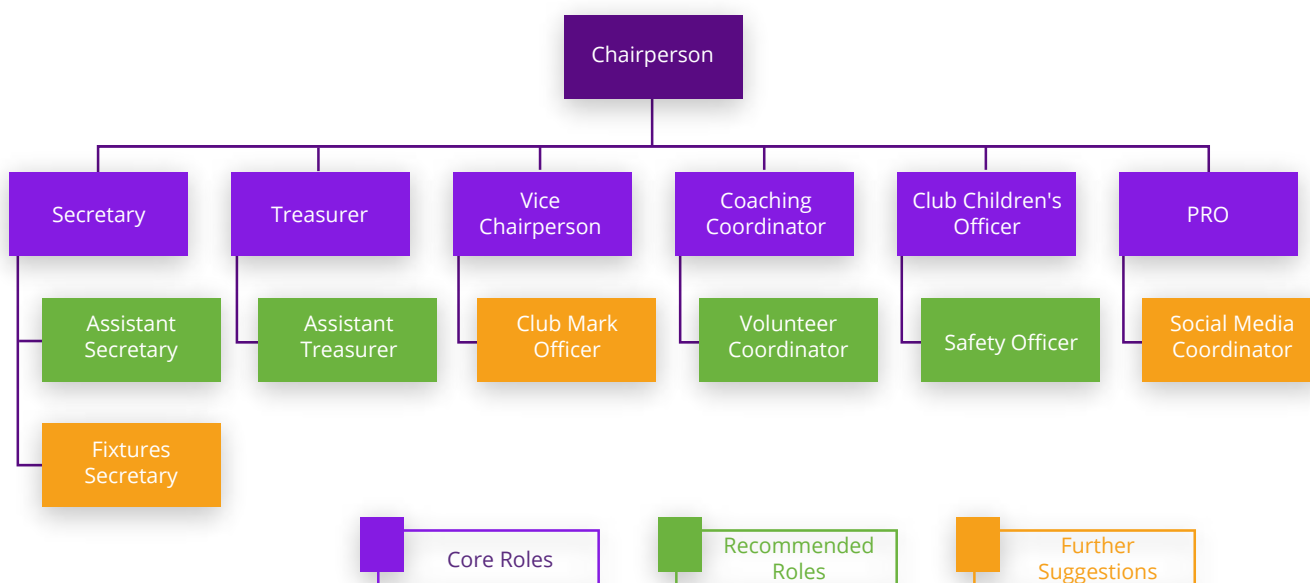
Club Committee

Clubs require a committee to govern and manage the club. The club committee can also be known as the 'Executive Committee' or 'Management Committee'. It enables the club to operate in an efficient manner and has governance and management responsibilities. The committee is empowered by the members to make decisions and complete actions.

It can be difficult for clubs to attract people onto the committee and as a result, clubs may need to start with a small committee which can fill the core positions. From there the club may decide to add various other roles dependent on its size and requirements. People with particular skills should be assigned as far as it is possible to appropriate roles, e.g. an accountant or bookkeeper may make a good treasurer. Identified in the table are 'core' positions that a club should strive to fill, as well as some other recommended positions.

AGM - LIST OF ITEMS

- Receive and approve the minutes of the previous AGM
- Receive reports from the Chairperson, Secretary
- Presentation of the club's annual financial accounts.
- Election of officers / committee members
- Appoint someone to certify the club's accounts
- Fix the subscription for the year
- Consider motions
- Any Other Business



The committee is responsible for:	
<ul style="list-style-type: none"> ■ Managing the financial matters of the club. ■ Managing the legal matters of the club. ■ Managing relationships with key stakeholders. ■ Setting the aims and objectives of the club. ■ Communicating with the members. ■ Conducting long-term planning of activities. 	<ul style="list-style-type: none"> ■ Overseeing the running of all club business on a day to day basis. ■ Organising the running of and recording the meetings of the club. ■ Organising and running the club's AGM. ■ Providing role descriptions to volunteers. ■ Developing and ensuring the implementation of policies and procedures. ■ Representing the club locally, regionally and nationally.

Role and Responsibilities of Committee Members

Below is a list of key positions for every club and an overview of their functions. Often termed the *'Officers'* of the club, the Chairperson, Secretary and Treasurer are the roles with the most responsibility. Other suggestions for further roles are listed below.

Chairperson

- Presides at all meetings of the committee and the AGM.
- Has the power on behalf of the club to perform all acts and execute all documents (policies and procedures).
- Ensures that the decisions of the committee are implemented.
- Performs such other duties assigned to the role from time to time by the committee.
- Reports to the full committee at each of its meetings on all matters of significance requiring committee consideration and advice.
- Is the primary representative of the club within the policies and strategies adopted by the committee or the AGM.
- The Chairperson is also the Designated Liaison Person in accordance with the FAI Rule Book and FAI Child Welfare and Safeguarding Policy.

Please see Section 7, Appendix C for a sample role description.



Secretary

- The club's primary administrator.
- Requires a good working relationship with the Chairperson.
- Responsible for scheduling meetings, assisting with the preparation of agendas, recording committee decisions, pursuing follow-up actions and reporting on matters arising.
- Develops a committee member induction programme.
- Facilitates good information flow between committee members and fosters effective working relationships between them.
- Establishes and manages the implementation of an effective system of record-keeping.
- Manages correspondence flows to and from the club.
- Should be an excellent communicator and very well organised.
- Supports the Chairperson and all other bodies of the football club.

Please see Section 7, Appendix D for a sample role description.

Treasurer

- Responsible for the financial aspect of a club.
- Records all financial transactions and regularly reports the club's financial position to the committee.
- Manages the club's accounts, keeps records, provides reports and assists with fundraising.
- Must not commit the club to any expense that has not had prior approval.

Please see Section 7, Appendix E for a sample role description.

Club Children's Officer

- Act as a resource to members with regard to Children's issues and also ensure that Children have a voice in the running of the club and can freely talk about their experiences.
- Be familiar with the FAI Child Welfare and Safeguarding policy, Complaints and Disciplinary procedures, Social Media Policy and any other relevant guidelines.
- To undertake the role of Children's Officer, the individual must have completed the Safeguarding 1 and Safeguarding 2 courses.
- Ensure the club have a completed Risk Assessment and Child Safeguarding Statement.

Please see Section 7, Appendix F for a sample role description.

Public Relations Officer

Responsible for the publicity / Promotion of the club.

Please see Section 7, Appendix G for a sample role description.

Coaching Coordinator

Responsible for a player development and coaching strategy through all levels of the club.

Please see Section 7, Appendix H for a sample role description.

Guidelines for Committee Members

- Do not place self-interest above the needs of the club.
- Find more information on issues that you are confused about or that may have legal implications.
- Show care and diligence when acting as a member of the management committee.
- Regularly attend committee meetings to stay involved and informed.
- Always act in ways that show good will and good faith.
- Do not gain financially from your position or any information obtained from being a member.
- Make yourself aware of the club's financial situation.
- At meetings, respect the Chairperson and the agreed meeting protocols.
- Treat the deliberations at meetings as confidential to the meeting itself.
- Support the decisions of the committee or, at a minimum, do not seek to undermine them even if you disagree.

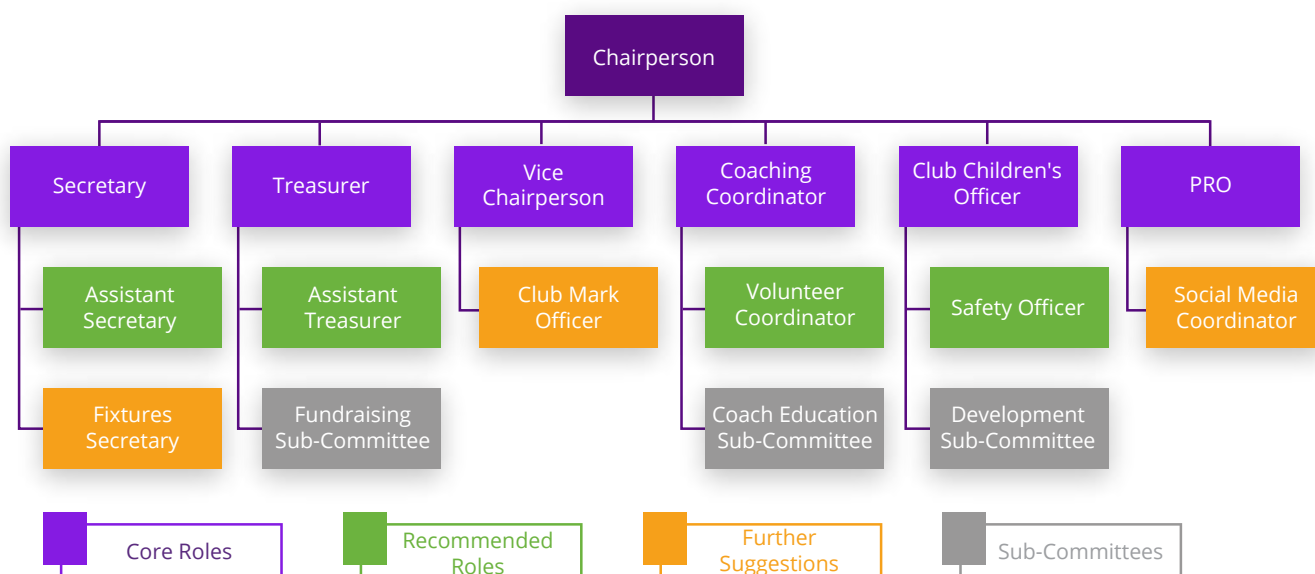
Subcommittees

The committee is responsible for the decisions the club makes. The committee may, however, empower a sub-committee to investigate issues in more depth.

A subcommittee is a small group (3-5 people) assigned to focus on a particular task or area such as fundraising, development, strategic planning, etc. A subcommittee will make recommendations based on their work to the committee for decision (e.g. the fundraising committee may propose a particular fundraising event that needs to be decided on by the committee.)

Subcommittees are an effective method for a club to distribute the workload. They can be utilised to distribute tasks among members and allow people who may have limited time contribute on a smaller scale. The committee should set clear guidelines for subcommittees in how they work, their powers and the reporting process. These guidelines are called terms of reference. It is important that subcommittees do not act beyond their remit. All subcommittees should have a sunset clause by which they will automatically cease to exist after a period unless re-appointed by the club. Ideally, a subcommittee's Chairperson is a member of the committee to maintain a strong link between them.

The table below identifies how to incorporate a subcommittee into the club's organisational chart. Note the logical reporting structures, i.e. a 'Fundraising Sub-Committee' reports to the Treasurer (Finance), 'Coach Education Subcommittee' reports to the Coaching Coordinator (Coaching). The relevant committee member should also serve on the subcommittee e.g. the Treasurer should be the chairperson for the fundraising subcommittee.





Club Planning

Club planning is a commitment to the continued and future development of a club. A club plan brings members together to outline the needs of the club and align those needs with goals. Goals should be SMART- Specific, Measurable, Attainable, Realistic and Time Bound. The club plan should be viewed as a working document and reviewed annually. Items that a club plan cover may include administration processes, fundraising & sponsorship, volunteer development, facilities, communications, coaching & player development.

Creating a Club Plan

Assign a subcommittee to the club plan. The process does not need to be complicated. An initial survey of the members can be completed to gauge the priorities of the club. Complete a SWOT (Strength, Weaknesses, Threats and Opportunities) analysis to bring more clarity to the key areas of development. Once this initial homework has been completed a club workshop should be organised to discuss the findings in more detail. The steps below outline one possible method to run a club workshop.

Step 1 - Introduce and welcome all members and explain the purpose of the workshop.

Step 2 - Present the findings from the member's survey.

Step 3 - Split members into groups and assign one of the following topics to each group (Or the topics that are relevant to your club)

■ Coaching & Player Development	■ Communication & PR
■ Club Structure & Administration	■ Fundraising and Sponsorship
■ Facilities	■ Volunteer Development

Step 4 - Ask each group to discuss the topics and write down three examples of what the club is doing well and three examples of what the club needs to improve on or start doing.

Step 5 - Ask the groups to present their answers to the room. Collate all the information on flipcharts.

Step 6 - Ask members to pick a topic they are interested in and invite them to another meeting in a smaller group at a later date to discuss it in more depth.

After the initial workshop with members, the subcommittee can organise smaller meetings among interested members to flesh out actions that will make up the basis for the development plan. The subcommittee should then write the document and present to the committee for final approval.

The final plan should:

- Be easy to read.
- Have clear objectives.
- Have clear timelines.
- Assign responsibility to tasks.
- Include an ongoing evaluation process.

Please see Section 7, Appendix I for a sample club development plan.

Legal Status – Options Available to Clubs

Every club has a legal status whether the members are aware of it or not. Each club at the very minimum is an unincorporated association. Therefore, it is important the club's committee is aware of the different types of legal status, what legal status their club has, and what responsibilities come with that status.

There are some different options available to clubs when setting up, or at different times during their development where they have to consider their legal status. This is a brief overview of the most commonly used structures. The club's legal status may depend on their level of responsibility.

A club with little or no assets may benefit from being an unincorporated association covered by insurance. A club which owns land, buildings and employs staff may decide to register as a company. It is recommended that a club takes professional advice before making a decision on which legal status to adopt. Below are two of the common options. More options are available.

1. Unincorporated Association

An Unincorporated Association is the most common structure for clubs as it is the easiest and most informal way to establish an organisation. A group of individuals come together to form a club, governed by a constitution to provide direction and regulate the relationship between its members, and provides for a committee to run its affairs. Put simply, any club which is not a company is an unincorporated association.

It is suitable for clubs that do not hold assets or employ staff, and when combined with adequate insurance policies covers liabilities. It should be remembered, however, that while an unincorporated association does not fall under Company or Co-operative Society law, it is still subject to Common Law and members and others can take actions against it within that legal framework.

Benefits include that an unincorporated club is easy to establish with an agreement of members and a constitution. There is no requirement to file any documents and administrative costs are kept low. The club can also keep their rules and accounts private. Disadvantages include that Trustees will be required if the club is to hold property and if the club enters a contract members of the club must act on its behalf because the club has no legal identity itself.

2. Company Limited by Guarantee not having a share capital

Larger clubs that hold assets such as property including pitches or clubhouses may look at this type of structure as it protects its members from legal and financial liability by holding assets in its name. Any profits generated (if any) are not distributed to its members but reinvested in the company/club.

A company limited by guarantee is set up under the 2014 Companies Act, and its founding document is a Constitution which incorporates a Memorandum and Articles of Association. The company is managed by a Board of Directors and is bound by the requirements of company law. It has responsibilities for making annual returns to the Companies Registration Office and must produce annual accounts even if the club has an exemption from having these audited.

Advantages include the exposure of members limited to the guarantee amount. Normally a nominal fee of €1. The club is a legal entity and can, therefore, hold property. Disadvantages include a regulated environment in which clubs will have to adhere to the Companies Act 2014. Directors will also have specific statutory duties and may be liable if the company fails to comply with the Companies Act.

There are other types of companies that a club may form. When establishing a club and or considering changing the club's legal status, the FAI strongly recommend that the club consults professional services.



ADMINISTRATION

Introduction to Club Administration

The administration processes involved in a football club vary. A club requires the right structures in place to enable the effective and efficient completion of all their administration responsibilities. This section will provide insight on some key administration areas that are relevant to a club.

Club Committee Meeting

The club committee meetings are key to the effective running of the football club. It is important that meetings are run efficiently, allow good decision making and avoid time wasting. This section will highlight methods and tips of running a productive meeting.

Ground Rules

Clear guidelines on how to conduct meetings will result in a more constructive outcome. Compiling a list of ground rules is important to this process. Ground rules can be quite comprehensive; however, it is easy to compile a basic list of principles to guide the meeting. Ground rules assist in maintaining order and creating a positive environment. They also help the Chairperson effectively chair the meeting.

Examples of simple ground rules:

- The opinions of all committee members will be respected.
- Personal attacks on committee members are not acceptable at any time.
- As much as possible, discussions should stay within the allocated time.
- Items not on the agenda can be raised under AOB (Any other business). However, AOB should not be used to raise major matters requiring consideration or decision. All major items should be on the agenda.

The Agenda

The agenda is important as it provides an overall structure for a meeting. A suggested approach is as follows:

1. The Secretary and the Chairperson should prepare the Agenda.
2. Any member of the committee can propose an agenda item to the Chairperson or Secretary. Any such proposal should be received at least five days before the date of the meeting.
3. If the item proposed for the agenda is unsuitable the member should be informed as to why it is unsuitable, and where and when the item can be addressed.
4. Any significant issue not on the agenda should not be dealt with at the meeting.
5. In the case of a dispute the Chairperson will have the final decision.
6. The agenda will be circulated four days before the meeting.
7. The agenda will identify items for decision, discussion and information. Items for decision will be dealt with first, followed by items for discussion.
8. Items for information are presented in writing and by means of a short verbal summary.
9. If an item for decision or discussion has a related document, circulate it with the agenda.

Please see Section 7, Appendix J for a sample agenda.

Common Challenges

The Chairperson plays a critical role in managing meetings. It is important, therefore, that when the Chairperson is being chosen that their skills in this area are considered. There are common challenges when running meetings. The Chairperson should be aware of these to minimise the negative effects.

Committee Meeting Challenges	
Meetings are too long	Ensure people know when the meeting will start and end. The Chairperson must keep to this time unless it is agreed by the meeting that a short additional period is necessary to complete the order of business.
Someone is talking too much	Others will often become bored, irritated or disinterested. They may feel that their presence is not needed, as they do not have an opportunity to input their ideas. Take opportunities to acknowledge what the person has said and then ask others for their opinions.
Some people don't speak at all	If people feel comfortable, they are more likely to express their ideas and opinions. The Chairperson can ask non-threatening, direct questions to those who are less keen to speak.
When members argue	It is important that the Chairperson has a sound knowledge of the issues around conflict and how to manage it. Conflict is not always negative and if managed correctly can be a positive force in sound decision making. There are some areas that are more difficult than others and must be handled quickly and competently. Personal attacks or disrespect for a particular person or their ideas is not acceptable. It is not the role of the Chairperson to take sides but to remain neutral and manage the discussion. Always revert to the established ground rules.
When members argue	Some people can start side discussions at a meeting. This can be distracting and irritating for other members. Make all contributions through the Chairperson, and he or she should be the one to call on people to speak.
The meeting ends without clarity as to what has been decided	If the agenda is structured as suggested above this is less likely to happen. However, it is good practice for the Chairperson to sum up what has been decided at the end of the meeting.

Conflict of Interest

A conflict of interest occurs when someone close to a committee member (e.g. family, partner and friends) has an interest in, or potential to benefit from a decision which will be taken by the committee. If there is a possibility of a conflict of interest, the individual should bring it to the attention of the committee. If a member believes that a conflict of interest will or is likely to emerge, then it is their responsibility to withdraw from any business or discussion regarding that issue. It is always best to err on the side of caution.

There are several steps to take if this situation arises.

- Acknowledge the conflict at the beginning of the discussion with as much or as little detail as is relevant.
- Ask that the acknowledgement of the conflict of interest and the withdrawal from participation in the discussion be recorded in the minutes.
- Leave the room or area in which the discussion is being held, asking to be informed when the time is right to return.
- On returning to the discussion, the individual may be informed of the decision, and that should be noted in the minutes.



Minutes

Minutes of a meeting are recorded notes of what happened at the meeting. The Secretary is responsible for taking and typing up minutes of each meeting with appropriate wording (agreed, noted, approved, recommended, received, etc.). There are different types of minutes –

1. Those that record only those present, the decisions taken and who voted on which issues and how.
2. Those that record the key elements of discussions as well as the matters outlined at 1.
3. Narrative minutes which record in detail what was said at the meeting as well as the decisions.

Approach no. 1 or no. 2 is recommended. Approach no. 3 is time-consuming and can give rise to a lot of subsequent disagreement about exactly what was said and by whom.

Minutes

- List the people present and record the apologies for absences.
- Follow the order of the agenda.
- State the main decisions made.
- Complete the minutes and circulate to members as soon as possible after the meeting.
- When taking minutes at the AGM, keep a formal record with the names of proposers and seconders, quoting any resolutions and the results of any voting.

Decision Making

The work of the committee involves making decisions. Each committee may have a different way of making those decisions and voting on whether to accept or reject proposals. In many cases, the committee will seek to achieve consensus. But if a meeting arrives at a point where a decision or resolution needs to be made, each member will be asked to cast a vote. Casting one's vote can be done in various ways, but a show of hands, or written ballot are the most common. The scope of a committee's decision making should be highlighted in the club's constitution. In most constitutions, the Chairperson will have a second or casting vote in the event of a tie.

Registration and Affiliation

After making contact with and being accepted by the league(s) that the club plans to affiliate to, the club will need to assign a volunteer to act as a contact to the league.

The club may need to convince the league(s) that they will have enough players available to form teams, and volunteers to administer the club.

The league to which the application is being made may require details on the club's membership, finances and the previous AGM accounts. The club should be in a position to provide the relevant documentation. This is to ensure that the club is capable of fulfilling their fixtures. The league contact will need to understand the league(s) rules as they may differ for each league. He/she should be familiar with registration procedures for players and of any associated cost/duties that are required by the League.

Communication with League, Affiliate & the FAI

Every League holds regular meetings which a club's league contact is obliged to attend. He/she will also update the club's committee and team managers with relevant information. The club's league contact should be the primary contact for all league business. They should also attend league and affiliate AGM's as required.

Insurance

To safeguard your members, your club must be properly insured. The insurance cover that your club will need will depend on your club's size, the activities that members take part in and the club's assets. Insurance is required to cover a range of scenarios from the loss of equipment through to serious personal injury, fire damage or a break in. Therefore, whatever the size or type of club, seek professional advice from an insurance company or broker. The main elements of an insurance policy should include the following:

Public Liability Insurance

Public Liability indemnifies the club against claims by members of the public visiting the club's grounds, club house and or other properties of the club against accidental loss or injury. Public Liability Insurance for football clubs protects a club on their legal liability to third parties for injury/damage etc. Public Liability is a vital cover for every club as no-one can ever predict accidents, and operating without this safety net puts the club and individuals at risk. Clubs need to explore the details of their public liability insurance with their insurance broker.

Personal Accident Insurance

Personal accident insurance provides cover for accidental injury to members that may arise due to playing and training. The policies are often very specific, such as payment for hospital expenses and weekly payments over the period of disablement or injury. Many clubs offer group insurance to provide personal accident cover for members.

Employer's Liability Insurance

Employer's liability covers incidents pertaining to employees. The policy covers legal liability to employees for injury or disease sustained during their employment.

Insurance Key Points

- Clubs require insurance to protect assets and to deal with any liabilities which may arise.
- Taking appropriate professional advice on insurance is essential.
- Clubs should ensure they have appropriate health and safety procedures.
- Plan frequent reviews of the terms and extent of insurance cover.
- Put in place support and training for those in key positions in the club, whether they are a coach, manager, child protection officer, etc.
- Consider where there is a duty of care owed and where the main areas of vulnerability exist.
- Ensure that proper records are kept when an incident occurs and statements are taken at the time.
- Never condone bad working practice.

Please see Section 7, Appendix K for a sample Accident/ Incident report form.

Financial Management

For the benefit of the club, the treasurer, the committee, all the club's members and external stakeholders it is essential that the club's finances are managed properly and transparently. Good financial management is necessary for the health and sustainability of the club. To do this, the club requires a budget and financial procedures.

- Every club should have a bank account opened in the club's name.
- The designated account signatories are the three officers; Chairperson, Secretary and the Treasurer. No sum should be drawn from the club account except by cheque signed by two of the three designated signatories.



- All monies payable to the club should be received by the Treasurer and deposited in the club account.
- The committee should have the power to authorise the payment of remuneration and expenses to any member of the club and any other person or persons for services rendered to the club.
- Some banks have specific packages aimed at not for profit clubs with operating benefits that may assist the club. The committee should discuss its needs with their bank.

Budgeting

The committee should draw up an operational budget projection for the year. When working on the budget, the club should project revenue cautiously. Expenses should also be realistic with an added input of 5-10% contingency in case expenses increase during the year. Examples of items in the budget are:

Expenses	Revenue
<ul style="list-style-type: none"> ■ Pitch Lease ■ Affiliation Fees ■ Insurance ■ Salary ■ Administration Expenses ■ Training Equipment ■ Team Equipment and Travel ■ Facilities Development ■ Excess on Insurance Claims 	<ul style="list-style-type: none"> ■ Membership Subscriptions ■ Raffles ■ Lotto ■ Fundraising/Sponsorship ■ FAI Summer Soccer Schools ■ FAI Soccer Sisters

Please see Section 7, Appendix L for a sample budget planner.

The annual budget will enable the club committee and members to make better decisions concerning the club finances in the coming year. For example, the club may decide that they need to reduce expenses and increase fundraising. The Treasurer should keep account of all transactions and report to the committee on an ongoing basis.

Please see Section 7, Appendix M for a sample income and expenditure account form.

Responsibility

The Treasurer is responsible for day to day financial tasks which should be recorded. It is the job of the committee to ensure that the financial state of the club remains healthy. At each committee meeting the Treasurer should present:

- Income
- Expenditure
- Bank balance
- List of monies owed
- List of moneys due
- Financial commitments

For the AGM, the Treasurer will need to prepare:

- Annual financial statement and balance sheet.
- Treasurer's report to be put before the AGM.
- Financial statements to be forwarded to club members before the AGM.
- Financial statement to be approved by the committee before the AGM and signed by any two of the three officers of the club.

Discipline

Disciplinary processes can be positive and encourage members to take responsibility for their actions when representing the club. The club is required to have a disciplinary process that adheres to the Rules of the FAI. Members should be made aware of club rules and policies.

Before the disciplinary process starts clubs should try to mediate informally first particularly in disputes between members. If a situation can be resolved informally, it will save time and energy. The further the process goes the more difficult it becomes to find an amicable resolution.

Clubs may entrust disciplinary matters and investigations to a disciplinary subcommittee. If no subcommittee exists, the responsibility lies with the committee to initiate and progress disciplinary proceedings. A disciplinary subcommittee is a three-person committee normally involving an officer of the committee, the Child Welfare Officer, and another member of the club that may have experience in this area. The subcommittee requires clear terms of reference to carry out disciplinary matters. Complaints to the subcommittee should be in writing and require a response in writing within a certain time frame (e.g. five working days).

If a complaint involves suspected abuse or criminal offence, then the internal investigation should be stopped, and details passed on to the statutory authorities as soon as possible.

The Disciplinary Committee

1. The disciplinary committee is authorised to recommend sanctions for any breach of the rules. The committee should have the final decision.
2. The disciplinary committee shall be a three-person subcommittee with at least one officer.
3. Members of the disciplinary committee shall decline to participate in any hearing concerning a matter where there are grounds for questioning their impartiality.
4. The members of the disciplinary committee shall ensure that disclosures made to them remain confidential to the disciplinary body unless they are of a criminal nature in which case they must inform the statutory authorities.
5. The members of the disciplinary committee of the club may not be held personally liable for any deeds or omissions relating to any disciplinary procedure.
6. The disciplinary committee shall notify any member or official of any disciplinary charge being brought against them. The disciplinary committee shall set a date for a hearing giving at least seven days' notice unless a shorter period is necessary due to the nature of the offence. Any person charged shall be entitled to attend and present or be represented at a hearing if they so wish.
7. The disciplinary committee shall determine the procedures for the hearing and nominate one of their members to act as Chairperson. The disciplinary committee may adjourn a hearing and reconvene if necessary.
8. The disciplinary committee shall ensure a copy of its decision is sent to all parties to the procedure within 7 days.
9. Decisions are best communicated by registered post.
10. Anyone dissatisfied with the decision may have grounds for an appeal depending on the rules of the club and or the league.

SANCTIONS

A disciplinary committee may recommend the following sanctions

- An instruction
- A reprimand
- A fine
- A warning
- A suspension from membership
- An expulsion ban from the club and club activities



Disciplinary Steps	
Step 1	Complaints and/or concerns brought to club secretary in writing
Step 2	Convene Disciplinary Committee
Step 3	Disciplinary Committee inform all parties and afford opportunity to reply and ensure access to fair process
Step 4	Disciplinary Committee hears the facts and evidence of case of and decide if a rule or regulation has been infringed
Step 5	Disciplinary Committee inform all parties in writing of sanctions according to the rules
Step 6	Any party unhappy with the findings may be able to appeal to the club and or their respective superior body
Step 7	The appeal body should uphold or reject or vary, alter or set aside any sanction imposed by the disciplinary committee

For more information on disciplinary processes please revert to the Rules of the FAI.
www.fai.ie/domestic/governance/fai-rule-book

Club Supports

To assist with all the different elements of running a club the volunteers involved can draw on supports that exist in the community for voluntary sports clubs. These supports may assist with grants, advice, coaching courses, facilities, league affiliations etc. The primary sources of assistance are listed below.

FAI Development Officers	In all areas of Ireland, their role is to assist with the development of football clubs.
Local Sports Partnerships	Have a wealth of experience drawn from all areas of sport to assist your growth at different stages of development.
Local League	The local league is an excellent resource for football clubs that need additional supports and/or information.
Local County or Civic Council	If you're looking for a pitch to hire for training or home games, your club may be able to get access to a council owned ground.

NOTE: The General Data Protection Regulation (GDPR) will be effective from 25th May 2018. This will replace the existing data protection framework under the EU Data Protection Directive. The FAI will issue guidance to clubs on their compliance with the Regulation by making informative resources available on GDPR at www.fai.ie. For more information and resources on GDPR please email datamanager@fai.ie.

COMMUNICATION

Introduction

Communication is essential to run a club and requires planning. It involves good verbal and writing skills, an ability to be creative and a working knowledge of communications technology.

Communications is not only about the media. It covers internal communications such as that between the committee and the members as well as communications with those outside the club such as parents, supporters, leagues, other clubs and sponsors.

Poor communication can lead to missed meetings, poor external relationships, missed games, missed training sessions and a bad image for the club. Good internal and external communications can keep everyone involved and informed, highlight the positives of the club, attract sponsors and ensure the club is valued by the community.

Communication for a football club can be split into internal communication and external communication.

Internal Communication

Internal communication refers to day to day operations and ensuring that the right message is getting to the right people. Members need to be made aware of all upcoming club activities to ensure their continued involvement. People ultimately need to know what, when and where activities are happening.

The people involved in internal communications include:

- The Committee
- Public Relations Officer
- Subcommittees
- Managers/Coaches
- Parents
- Members
- League Secretary

Every member of the club plays a role in communication however certain people within the club have the responsibility of informing members of certain activities. The secretary is responsible for informing and providing information for club meetings. Team managers and coaches disseminate information relating to training and matches, and the League Secretary will bring back relevant information from the League(s).

Tips for good internal communications

- Everyone is connected
- People know their roles and responsibilities
- Everyone is up to date with the club's plan
- Club functions take place and are supported by members
- Club activities run smoothly from day to day



External Communication

External communication is the correspondence with people and organisations external to members of the club. It includes the league(s), the affiliate(s), the FAI, the local community, school, parents, sponsors, etc. Good external communication highlights a vibrant image of the club, gives a positive impression to parents, attracts sponsors and encourages people to get involved as volunteers. Methods of external communication include:

Newspapers

A club can benefit from building a relationship with a newspaper. To achieve this, the PRO should request a meeting with the paper, find out if they have a football section, offer to send them articles and pictures, offer to send them information about any community events/fundraising event the club are involved in and inform them of any upcoming games. Getting articles in a newspaper will help build awareness for the club, enhance the club's reputation and add value and attract sponsors.

Club Website

A club website is a valuable cost effective tool to promote the club and inform people of club activities'. The website should present a professional image, should be regularly updated and promoted amongst the members and the wider community. A good website will result in:

- Increased interest
- Members and the community being kept informed
- Promotion of sales for the club shop/lotto
- Added value for sponsors
- Widespread promotion of the club

Social Media

Social media platforms including Facebook, Twitter, Instagram and YouTube provide a unique opportunity to promote the club. Social Media also creates an opportunity to engage with members, supporters, parents and the wider football community in a two-way conversation.

The different platforms offer:

- A very large reach.
- An opportunity to grab people's attention.
- An opportunity to create and share content.
- Excellent feedback through analytics and statistics.
- An economic method of promotion.

Access to social media sites that represent the club should be limited to designated people, and the club should ensure that no inappropriate content is posted or that club members do not breach the Social Media Policy.

Please see Section 7, Appendix N for a sample social media policy.



Section 3 VOLUNTEERS

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VOLUNTEERS

Introduction

A club is reliant on the commitment of volunteers to develop and progress. This section considers how a club can engage with, recruit and retain volunteers. Club management entails planning, finance, meetings, coaching, facility development, etc. The list of jobs is varied and requires time and a mixed skill set. A club will need a team of volunteers to complete the various tasks.

Without an adequate number of volunteers many functions of your club may not be complete. This is a risk to all clubs and can escalate to the point where a club can no longer operate effectively. A team of volunteers, with specific roles are ultimately better placed to manage the club.

How volunteers are welcomed into the club is hugely important. Volunteers come into clubs with different needs, expectations and skills. Managing this involves planning their recruitment, selection, orientation, training and appraisal. Primarily the aim is to attract the right volunteer to the right job and keep them.

Volunteer Recruitment & Selection

To assist in the effective recruitment of volunteers, clubs should understand why people volunteer, and the benefits that volunteering within a club may provide to the individual. This enables a club to target people in their community who may be interested in volunteering.

Why People Volunteer?	What are Benefits of Volunteering?
<ul style="list-style-type: none"> ■ Former players giving back. ■ Have a child playing for the club. ■ Love of the game. ■ Asked by a friend. ■ Take on a challenge. 	<ul style="list-style-type: none"> ■ Sense of pride. ■ Gain experience (e.g. a new coach gets to use their skills to train a team). ■ Coaching a sport, they love. ■ To pass on skills and knowledge of the game. ■ Social interaction.

For volunteer positions, the recruitment process is often informal. The majority of people who get involved are asked to do so by friends or they have children playing with the club. Therefore, once potential volunteers are identified a club should get someone known to them to discuss a voluntary position and gauge their interest. Potential volunteers should be provided with a realistic preview of what a job entails. Volunteers need to know the size and nature of the task ahead of them before committing to a position. This is where an adequately prepared role description is helpful. Details should include:

- Meeting times.
- Major tasks.
- Average weekly or monthly time commitment for the position.

Benefits and conditions need to be clearly specified so applicants can make an informed decision about whether a job might suit their skills, experience and availability. When recruiting, it is important to emphasise the benefits for volunteers rather than the needs of the club. Many volunteers give up their free time to help clubs and may not be attracted by a work-like recruitment campaign.

Selection

Key in the selection process is choosing the individual who best meets the requirements of a position. The selection process should involve a number of steps which include screening, interviews and reference checks.

A consideration in the selection process is whether an individual has the required accreditation (or is prepared to undertake relevant training), has some experience in working with others in a positive way, and is of good character. Remember, the FAI's Garda Vetting & Child Welfare regulations must be followed at all times.

TIP – Appointing a person to a volunteer position as a last resort, may be more harmful in the long term than temporarily leaving the position vacant.

Clubs may assign a Volunteer Coordinator to manage this process. This role involves ensuring that the club has a recruitment and selection process that is followed and that volunteers in the club are supported. The primary duties of such a role will include:

Volunteer Coordinator

- Determining what volunteers are needed and why.
- Writing volunteer role descriptions.
- Planning & implementing the recruitment strategy.
- Organising induction and training of volunteers.
- Reporting to the committee.

Please see Section 7, Appendix O for a sample role description.

The following is a recruitment and selection checklist that can be used as a guide when creating a recruitment plan.

Recruitment and Selection Checklist	Yes	No
Appoint a Volunteer Coordinator		
Identify what positions need to be filled		
Prepare job descriptions		
Target people for certain positions		
Get friends to ask potential volunteers to commit to the club		
Screen applicants and select volunteers for interview		
Conduct interviews and select volunteers		
Check references		
Follow Garda Vetting & child welfare regulations		
Notify successful volunteers and set up a time for induction		

The checklist should be incorporated into the club's volunteer recruitment policy which will guide the recruitment and selection of volunteers.

Please see Section 7, Appendix P for a sample Volunteer Recruitment Policy.



Inducting Volunteers

Inducting volunteers is another key aspect of the recruitment process. An induction includes welcoming new members and giving them details about their new position, the day-to-day operations of the club and introducing them to other club members. For example, a newly appointed coach needs to know where the equipment is stored, how to access it, what times the facility opens and closes and what to do in case of an emergency. A well thought out induction process reduces stress on new volunteers, makes them feel welcome and will reduce the likelihood of them having difficulty getting up to speed.

Below is an Induction checklist a club can follow.

Volunteer Induction Checklist	Yes	No
Provide an induction document with all relevant information.		
Provide a copy of the club constitution.		
Enter Details of new volunteers into the club's register.		
Introduce key volunteers & staff.		
Introduce the club's culture, history, aims, and ethos.		
Outline the roles and responsibilities of key members of staff.		
Highlight the roles and responsibilities of the volunteer's new position.		
Familiarise volunteers with facilities, equipment, and resources.		
Familiarise volunteers with the club's day-to-day operations.		
Explain safety policies and procedures.		
Gather and file copies of qualifications from each volunteer.		

Retaining Volunteers

Having recruited new volunteers, a club should strive to keep them active. The benefits of retaining volunteers include:

- Less time invested in the training and the development of new volunteers.
- The continuity of the club ethos is maintained.
- Establishment of a consistent and experienced team of volunteers.

Volunteer Retention	
1. Have a welcome pack and induction	<ul style="list-style-type: none"> ■ See 'Volunteer Induction Checklist'.
2. Communicate with your volunteers	<ul style="list-style-type: none"> ■ Clear, regular communication is vital. ■ Hold volunteer meetings. ■ Use text messaging or email for quick communication. ■ Have a volunteer page or section in your club newsletter, social media accounts or website. ■ Hold one-to-one meetings where appropriate.
3. Make sure they are enjoying the challenge	<ul style="list-style-type: none"> ■ Vary volunteer roles from time to time. ■ Give recognition and reward 'say 'Thank You!' ■ Provide and ask for feedback. ■ Make the volunteer feel valued.

<p>4. Upskill and train volunteers</p>	<ul style="list-style-type: none"> ■ Meet with volunteers to identify if training is required. ■ Promote training as a positive reward. ■ Understand that training will give confidence.
<p>5. Recognise Volunteers</p>	<ul style="list-style-type: none"> ■ Smile, say 'hello' and 'thank you' to volunteers. ■ Write letters of reference. ■ Provide club training gear or clothing. ■ Acknowledge and profile volunteers in newsletters and website, social media, etc. ■ Host a volunteer appreciation night. ■ Provide complimentary tickets to volunteers for events. ■ Award life memberships for long-serving volunteers.

All of these steps aim to provide a more positive environment for volunteers and will assist in keeping volunteers working within the club. The club needs to acknowledge however that turnover in voluntary positions will arise and will need to plan for the succession of roles e.g. the Vice Chairperson becomes the Chairperson.

Club & Volunteer Responsibilities

Volunteering is the gift of time, and it is important that those within your club do not feel overstretched. While volunteers have responsibilities within the club, the club also has responsibilities to the volunteer.

All clubs are responsible for:

- Treating volunteers with respect.
- Aiming to provide a suitable role for the volunteer.
- Informing volunteers about the club, its ethos, policies and procedures.
- Providing training for the position where necessary.
- Providing an outline of a role description.
- Encouraging feedback from volunteers.
- Providing recognition through expressions of appreciation.
- Providing sound guidance and direction.

Volunteer responsibilities include:

- Being prompt and reliable in reporting for scheduled tasks, training or games.
- Keeping note of the hours they have committed to the club.
- Notifying the relevant person(s) as early as possible if they are unable to work as scheduled.
- Attending induction and training sessions that have been organised by the club.
- Being considerate, respecting the ability of others, and working as a member of the team.
- Carrying out assignments in good spirit and seeking assistance where necessary.
- Accepting the right of the club to dismiss any volunteer for poor performance/attendance.
- Declining tasks, that are not acceptable to them.
- Maintaining an open mind about other people's standards and values.
- Communicating personal limitations such as time constraints and transportation needs.
- Providing feedback, suggestions, and recommendations to the relevant committee.
- Giving notice if they cannot continue in their volunteer position.
- Respecting and adhere to club policies and procedures.



CHILD WELFARE AND SAFEGUARDING

Introduction

The Football Association of Ireland is committed to ensuring that children can participate in all football activities in a safe environment. Football provides an excellent opportunity for children to learn new skills, become more confident and maximise their potential as members of teams and as individuals. Participation in football should be fun, enjoyable and, provide a platform to learn and develop life skills. It helps children make new friends and enhance personal growth. The safety and welfare of all children is paramount. It is the responsibility of all adults involved in football to actively promote best practice standards while being ever vigilant and aware of their responsibilities.

Garda Vetting and the FAI Child Welfare and Safeguarding Policy

The FAI is a registered organisation with the Gardai for Garda Vetting. Garda Vetting is a process which involves an individual giving consent to the disclosure of information by the National Vetting Bureau to the FAI pursuant to Section 13 (4)(e) National Vetting Bureau (Children and Vulnerable Persons) Acts 2012-2016. The FAI has in place a Child Welfare and Safeguarding Committee that review all disclosures sent to them through the Garda Vetting process. It is the responsibility of the FAI Child Welfare and Safeguarding Manager and the Child Welfare and Safeguarding Committee to determine a person's suitability to work with children or vulnerable persons based on the disclosures received. For more information on the FAI Child Welfare and Safeguarding Committee, please see the FAI Child Welfare and Safeguarding Policy.

<http://www.fai.ie/domestic>

Garda Vetting must be completed before the commencement of any position for those working with children and vulnerable persons in any capacity. This approach is in line with the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016, the FAI Rulebook, the FAI Child Welfare and Safeguarding Policy and Children First: National Guidance for the Protection and Welfare of Children 2017. Garda Vetting is not a substitute for safe recruitment but provides another element in determining a person's suitability to work with children. The FAI recommends that affiliated members do not solely rely on vetting checks but should also seek to determine an individual's suitability for a position through standard recruitment processes including interviews and reference checks.

Each club that provides services to children is also required to do a child risk assessment, signed off by their committee and returned to childwelfare@fai.ie. Each club must then complete a Child Safeguarding Statement (CSS). The CSS must be displayed and accessible to all.

For more information on Garda Vetting and the club's responsibilities as well as a sample risk assessment and a sample CSS please see the FAI Child Welfare and Safeguarding Policy.

Child Welfare and Safeguarding Roles

All Clubs are required to have two key roles in place in order to fulfil the Child welfare and safeguarding roles and responsibilities within the service. These two roles are Club Children's Officer and Designated Liaison Person.

Club Children's Officer shall:

- Act as a resource to members with regard to Children's issues and also ensure that Children have a voice in the running of the club and can freely talk about their experiences.
- Be familiar with the FAI Child Welfare and Safeguarding policy, Complaints and Disciplinary procedures, Social Media Policy and any other relevant guidelines.

- Undertake the role of Children's Officer, the individual must have completed the Safeguarding 1 and Safeguarding 2 courses.
- Ensure the club have a completed Risk Assessment and Child Safeguarding Statement.

Please see Section 7, Appendix F for a sample role description for the Club Children's Officer.

Designated Liaison Person shall:

- Be the Chairperson who will be responsible for dealing with any concerns about the protection of Children.
- Be responsible for reporting allegations or suspicions of child abuse to Tusla and/or An Garda Siochana.
- Undertake the role of Designated Liaison Person, the individual must have completed the Safeguarding training 1 and Safeguarding 3 course.

Please refer to Section 7, Appendix Q for a role description of the Designated Liaison Person.

Reporting Child Welfare Concerns

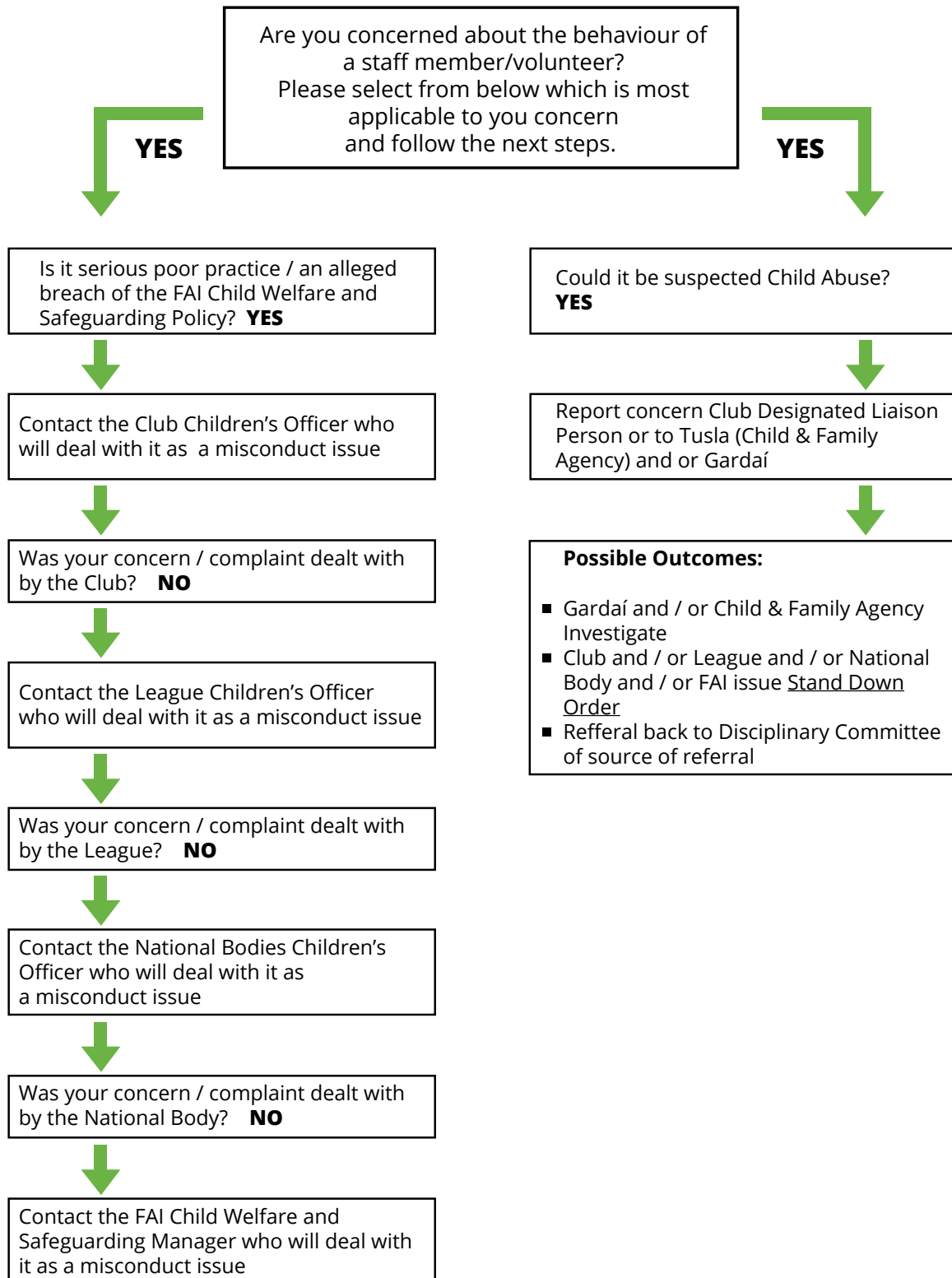
The FAI treat all concerns reported under the Child Welfare and Safeguarding Policy in a serious manner and in line with the principles laid out in the policy. Reporting child welfare concerns and abuse can follow two avenues as shown in the table on page 37 of this guide. The approach taken depends on whether the concern or complaint is based on poor practice, a breach of the FAI Child Welfare and Safeguarding Policy or suspected child abuse.

Judgement about whether an incident is one of child abuse or poor practice may not be possible at the point of referral, but only after the collation of relevant information. The majority of poor practice concerns should be dealt with directly by the club in the first instance and then the league, affiliate, provincial body and then the FAI.

For further information on reporting and dealing with sanctions please refer to the FAI's Child Welfare and Safeguarding Policy and the full Concern / Complaint Procedure which can be found at www.fai.ie/domestic/safeguarding/overview.



Concern / Complaint Procedure



For further information on reporting, dealing with and sanctions concerning both child abuse and serious poor practice concerns, please refer to the FAI's Child Welfare and Safeguarding Policy.
www.fai.ie/domestic

Child Welfare & Transport

Children being transported should have the express permission of parents/guardians to do so. Appropriate insurance should be in place by the transporter and duties conducted in accordance with relevant legislation including the use of seat belts. Only the permitted number of passengers should be allowed in specific transport. Clear itineraries for transport arrangements including collection, drop off and contact details for the appropriate adults in charge should be provided. Personnel shall not allow themselves be alone with any one child when assisting with transport arrangements. The use of private cars may be necessary from time to time but where possible this should be avoided.

Parents/guardians have a responsibility to ensure that they are fully aware and happy with transport arrangements. Children should be collected promptly, and it is a matter for parents/ guardians to make any necessary arrangements. If a parent/guardian is late for collection or drop off, immediate contact should be made with the contact person involved. If a child is late being collected, efforts should be taken to contact the parent/guardian to make other appropriate arrangements. It is a matter for parents/guardians to arrange transport to events for children unless specific arrangements are made by the club. If a private arrangement is made between parents/guardians, they should be aware that there are extra responsibilities placed on persons who transport players to events.

For more information on away day trips, please refer to the FAI's Child Welfare and Safeguarding Policy.

Child Welfare & Training

Under the FAI rulebook, everybody who works with children and vulnerable persons is required to complete the Safeguarding 1 course delivered through the FAI Child Welfare Office.

The Club Children's Officer is required to complete the safeguarding 1 and the Safeguarding 2 training courses. The Designated Liaison Officer is required to complete the Safeguarding 1 and the Safeguarding 3 training courses. For a list of available courses please visit www.fai.ie/domestic.

Coaches Code of Conduct

Coaches need to be aware of why children want to play football. They want to learn new skills, make new friends, to be part of a group, experience challenges, excitement and action. Remember that winning at all costs does not meet the needs of players. Results are not necessarily a good indicator of coaching ability, the improvement level of players and their level of enjoyment. It is important that coaches follow an agreed code of good practice. It gives parents confidence that the coaches are suitable to lead activities for children.

Please see Section 7, Appendix T for a sample coaches/mentors code of conduct.

Players Code of Conduct

Players both under and over 18 not only represent themselves but their club as well. The player's behaviour on and off the field reflects on the club. Therefore, it is essential that players represent the values and identity of their club. One method of ensuring that players are aware of the club's ethos is to ensure they sign a player's code of conduct. The code of conduct can highlight what is expected of players and the standards that they need to adhere to. It is not about setting down rules for players but merely informing them that the club has an ethos that has been agreed among the members.

Please see Section 7, Appendix U for a sample players code of conduct.



Parents Code of Conduct

Parents/guardians play a vital role in promoting children's happiness and success in football. Parental expectations and behaviour have a significant bearing on children's attitude, behaviour and willingness to stay involved in football.

Along with Coaches it is important that parents / guardians need to be aware of why children play football. Children want to learn new skills, make new friends, be part of a group, to win and be successful, experience challenges, excitement and action. While winning is important, it must be remembered that winning at all costs does not meet the needs of players.

Parent / Guardian Support leads to:

- Higher self-esteem.
- An enjoyment of football.
- A sense of personal achievement.
- Improved physical fitness.
- A greater level of skill.
- Improved social skills.

Please see Section 7, Appendix V for a sample parents/spectators code of conduct.

To help create the right ethos among parents, clubs should host parent education workshops. Please visit the FAI website to see the Parent Education Video. This video is a guide to assist clubs to educate parents on their role within the club.

www.fai.ie/domestic/player-development-plan/parent-education

Clubs are responsible for being aware of the FAI Child Welfare and Safeguarding Policy and the FAI Concern Complaint Procedure & Policy.

For more information on Safeguarding and Child Welfare, please contact, Football Association of Ireland Address: National Sports Campus, Abbotstown, Dublin 15 Email: info@fai.ie | childwelfare@fai.ie Tel: +353 1 8999 500, Fax: +353 1 8999 501.



Section 4 **FUNDRAISING & SPONSORSHIP**

FUNDRAISING AND SPONSORSHIP

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FUNDRAISING AND SPONSORSHIP

Introduction

Fundraising and sponsorship are necessary for the survival and growth of a football club. Ensuring the club has sufficient funds to cover or exceed running costs annually results in financial security. Once the club can operate in this manner, it can start the process of directing funds to specific projects such as facilities, coach education, etc. This section provides information on raising funds and attracting sponsorship.

Setting up a Fundraising Subcommittee

Fundraising and sponsorship management is ongoing and can drain time and energy from the committee. Therefore, a club may opt to start a fundraising subcommittee. The subcommittee is empowered by the committee to investigate fundraising and sponsorship avenues.

A fundraising subcommittee is chaired by the Treasurer of the club and has clear guidelines on its role and responsibilities. The establishment of a subcommittee allows the club an opportunity to invite other members with particular links and skills in fundraising and sponsorship to participate. The fundraising subcommittee should be assigned an annual target identified in the budget and reported on at the AGM. The Treasurer should report back regularly to the committee on the progress of the fundraising subcommittee.

Fundraising Ideas

Organising fundraising events in the locality of the club can raise funds and also promote the club locally. There are many ways to raise money, and a club should start with the methods that require the least effort and work their way up to more complicated projects depending on their goals. The table below identifies some ways a club can use to fundraise.

Fundraising Ideas	
Summer Soccer Schools	FAI organised summer camps. A percentage of the fee charged to each participant goes directly to the club. Email: summersoccerschools@fai.ie
Membership Fees	Membership fees and subscriptions are a starting point for every club. To be part of a club, every member should contribute. Clubs set different memberships fees depending on the age of the member, playing status and family memberships.
Bag Packing	This can be a great way for the underage section of the club to assist with fundraising. A link with the local supermarket is essential. This may also provide an opportunity to get more parents involved.
Table Quiz	Easy to organise fundraiser. Prizes can be donated by local business. Charge teams per table. A raffle can also be run on the same night.

Race Night	Best held on a licenced premises. This may be available for free if you can guarantee enough customers. All the equipment can be hired. Each horse can be sponsored, and horses in the last race can be auctioned off. Betting can also take place on each race.
Sponsored Walk	A fundraiser that relies on agreeing a route, printing sponsorship cards and distributing these through members.
Coffee Morning	Can be run every Saturday, selling tea coffee and cakes made by volunteers.
Club Lotto	Can be run on weekly basis and sold to members and non-members. A licence may be required from the district court.
Other Ideas	Golf Classic, Fashion Show, etc.

TIP – Each project can be coordinated by a member of the fundraising subcommittee. A club should try however to involve different volunteers in the work that is being carried out e.g. The nursery parents may get involved in organising the coffee morning on a Saturday, the underage section may take the lead on bag packing, the adult section may run the Race Night and committee members may organise the Lotto/National Draw. This also helps to target a different audience with different fundraisers. Also, speak to your insurance company before trying any fundraising activities.

Sponsorship

Sponsorship is another form of revenue for clubs. Clubs may get their jerseys, events, match programmes, etc. sponsored. Note that sponsorship is not the same as a donation and that the sponsor may require a return for their investment. This may be in the form of publicity, free tickets, access to facilities, etc. However, some sponsors may just want to support their local team. Steps to take to attract a sponsor include:

1. Assigning sponsorship to the fundraising subcommittee or a sponsorship coordinator.
2. Identifying potential sponsors in the area, especially those that the club may already have a contact with and that align with the club ethos statement.
3. Develop a sponsorship package highlighting what the club can offer a sponsor, the profile of the club and what the club expects in return.
4. Write a sponsorship letter. The purpose of the letter is to attract the interest of the business, to get a meeting, rather than to sell the sponsorship there and then.
5. Create a presentation for your potential sponsor that outlines the profile of your club, your plans and the benefits to the sponsor for getting involved.
6. Once a sponsor has invested in your club, it is essential the relationship runs smoothly. This will help to cultivate a long-term relationship.
7. Treat the sponsor well. Promote their sponsorship and business at your events and honour the commitments you agreed to at the meeting stage.
8. Evaluating the sponsorship deal will provide you with information and knowledge to help you in any future sponsorship applications. It also demonstrates to the current sponsor that their investment is valued.



Sponsorship Proposal

Creating a sponsorship proposal allows the club to focus on their unique attributes and highlight all the areas in which they can benefit a business. The sponsorship proposal should include:

- Your past success. For example, an annual report or favourable press cuttings.
- Your future objectives. What you need from them and what you intend to do.
- Why the company should sponsor you and what they can expect in return.
- How you fit in with their business objectives and how they will be achieved.
- A plan for the sponsorship funding.
- Contact information.

It is important that the details of how and when the sponsor is to pay or give goods is included. The club should also provide details of dates when the sponsorship will start and finish.

Sponsorship Key Points

- People give to people (build relationships).
- People give because they are asked.
- People respond to their peers.
- People respond to a winning cause.
- People's enthusiasm for a cause is contagious.
- Appropriate recognition is essential.
- Planning and patience are key.



Section 5 INFRASTRUCTURE & OPERATIONS

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INFRASTRUCTURE AND OPERATIONS

Introduction

Section 5 explains two areas of operations, event management and health and safety. Health and safety is fundamental to every football club. All members are responsible for Health and Safety and should always be conscious of their responsibility.

Event management is necessary for clubs, whether the club has a fundraiser or a big match, knowing how to run a safe and well-organised event is critical. Developing volunteers experience in event management can improve and increase the scale and size of events the club is capable of hosting. Section 5 will discuss both Health and Safety and Event Management in more detail.

Event Management

All clubs run events of some kind. Events can be a fantastic way to promote your club in the community, and they help get people involved. Most of the work for an event is in the planning. This section will cover the key steps to delivering a successful event.

Although every match could be considered an 'event', when we talk about events we generally mean something that is a little out of the ordinary. Examples of common events in clubs include:

- Larger football event than normal (e.g. Cup final).
- Awards night.
- 'Legends' match.
- Blitz days.
- Fundraising event.
- Invitational tournament.

Regardless of the type of event the key principles are the same. Developing a culture of effective goal setting, planning, delegation, and team work will not only help your club run better events, it will make it easier for club volunteers to do so.

Planning your event

Planning is about deciding what kind of event your club wants and making it happen. To begin with you need to ask and answer the six main questions:

1. *What* is the event we want to run?
2. *Why* is the event taking place? It is essential that you know what you want to achieve out of the event and how it will benefit the club.
3. *When* is the best time for it to take place?
4. *Where* is the best location for the event?
5. *Who* is the event for? Who will organise it?
6. *How* are we going to make this event happen and how much will it cost?

By answering these questions, you can decide if it is worth the time, effort and money it takes to make it a success. If you have answered all these questions and still want to go ahead, then it is time to start developing your *Action Plan* (or project plan) and your *Event Day Plan*.

Action Plan

Your event action plan is the list of tasks that need to be completed for the event to proceed and run safely and successfully. There are four simple steps:

1. Identify the tasks or actions that have to be done.
2. Decide when the tasks need to be completed.
3. Decide who is going to undertake each task.
4. Document the tasks, timelines and responsibilities in a pre-event action plan.

The structure of an action plan matches the first three steps above. In relation to getting equipment for your event, for example, the relevant section of the event plan might look like the following:

Task	By when	Responsibilities	Done
Talk to event team to identify what equipment is needed (e.g. tables, chairs, loudspeaker, etc.)			

When this has been done for each area of your event, the task lists can be combined into an overall plan.

The main benefits of documenting an action plan are that:

- It ensures that nothing is forgotten about.
- It is more easily communicated and is no longer 'in someone's head'.
- It can be tracked in the weeks coming up to your event so that the event team can see how preparations are progressing.
- It helps to ensure that there are no overlaps with people doing the same thing.

Event Day Plan

As progress is made through the tasks in the action plan, information and decisions will be clarified and made. These will determine how the event will be run on the day.

The event day plan should cover the same areas worked on as part of the Action Plan such as equipment, parking, catering and so on. Rather than tasks or open questions, however, the event day plan should state what will actually happen. For example, the parking section of the event day plan, based on the outcomes of the tasks outlined above, might read as follows:

Parking

There will be 30 spaces reserved for affiliated group buses in the visitors' car park. A further 20 spaces will be available for family members and volunteers, on a first-come first-served basis. The car park will be staffed by event services volunteers from 9am – 6pm.

Please see Section 7, Appendix W for a sample event day plan.



Using & Tracking your Action Plan

Implementing a pre-event action plan is the key to a successful event, which means it needs to be actively used and monitored throughout the planning phase. There are a number of ways this can be achieved:

- Ensure every member of the team has the action plan.
- Check that everyone who has a task to undertake, understands the task fully.
- Meet regularly to review the plan, cross off completed tasks and identify what has to be done to finalise incomplete tasks.
- In the same meetings, look ahead at upcoming tasks, again ensuring that they are clear and understood.
- If possible, redistribute the plan once it has been updated.

Contingency planning

It is always important to put some thought into contingency plans. Ask the *'What if?'* questions.

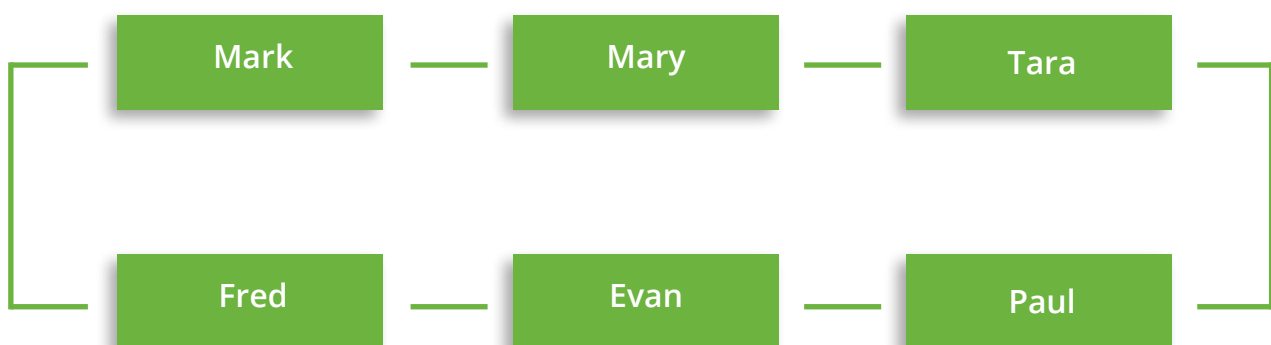
- What if the pitch is flooded?
- What if we don't sell enough tickets?
- What if we don't have enough car parking spaces?

It is good practice to ask these questions, identify the ones that could potentially have the biggest impact on your event and, where possible, put a backup plan in place.

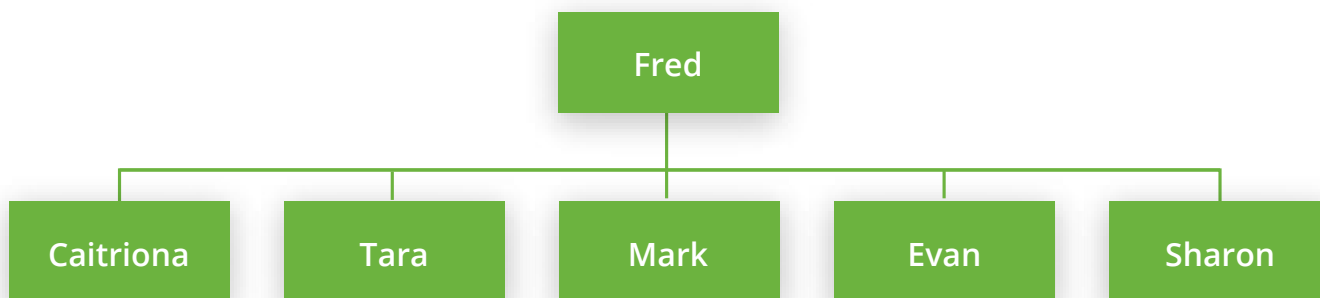
Event team

Teamwork enables ordinary people to achieve extraordinary results. Nowhere better does this apply than to the running of events. In some cases, one or two individuals could plan, manage and deliver an event. However, depending on the size of the event it may be a huge workload for those people, and it may not achieve the same result as what a team could. Most events require a team of people, working together, to make it a success. They should each have a specific job, or jobs, and should be included in the planning process as early as possible.

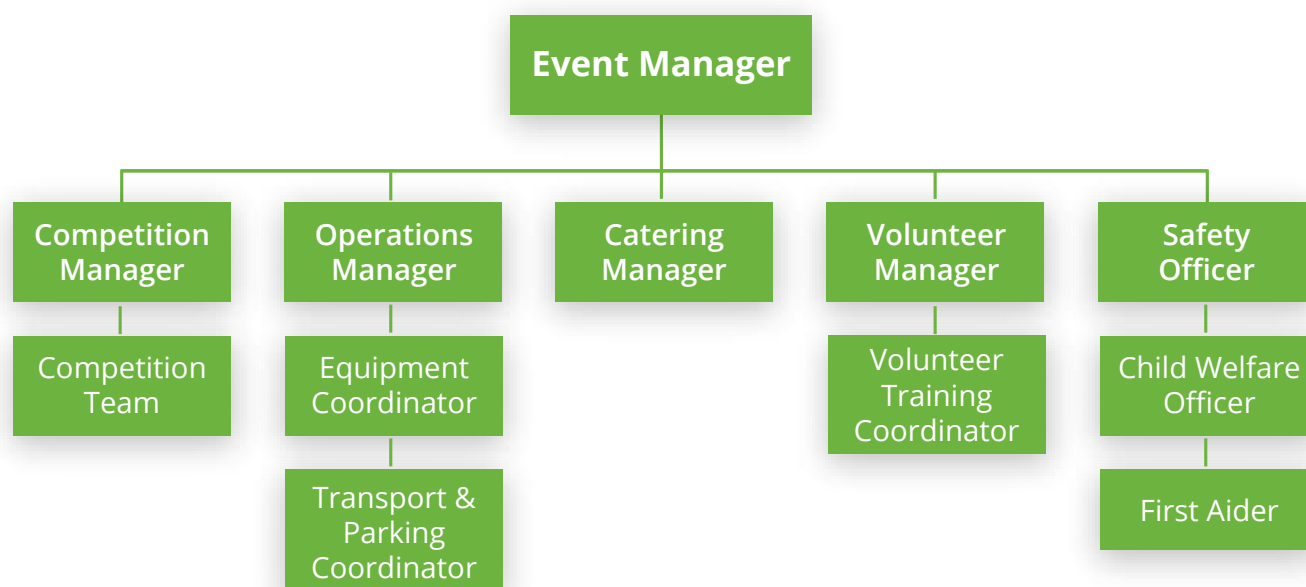
For small, straightforward events, the event team can simply be a group of people with equal responsibility and authority:



However, it is often better to have an 'Event Manager'. Someone who will coordinate and drive the planning, lead the team and be the decision maker when necessary:



For bigger or slightly more complicated events it might be better to use a functional structure that is role based. Each individual has a responsibility and potentially a small team of their own. It may look something like this:



A structure of this type has many benefits:

- Shared workload.
- Reduce the dependency on any one person.
- Defined roles and responsibilities.
- Better communication – making it clear who can be contacted on a particular issue.
- A clearly identified management structure.
- No single point of failure – if any member of the team needs to leave there are others who can continue their work.

Whatever structure you use the most important thing is that each member of the team knows what their job is and that the team work well together.



Venue

Planning your venue is a critical part of the planning process. The first step in this process is choosing the right venue. Most events will take place at the club's own grounds but if not, then there are many factors to consider when making this decision, including:

- Space available or number and quality of pitches.
- Cost of the venue.
- Parking facilities.
- Ease of access.
- Spectator viewing areas.
- Toilet facilities.
- Disability access.

Once you have decided on the location for the event, it's time to start thinking about where exactly everything will happen. Clubs are usually good at organising the laying out the field of play, i.e. the pitches. However, there are also many other spaces that need to be planned and laid out correctly. This can be done using a venue layout drawing. Venue layout drawings can be as simple as a hand-drawn sketch with all the different spaces identified on it. If the location, you are using already has venue plans or drawings then it will make it even more straightforward.

Using a venue layout drawing allows you to:

- Ensure in advance that you have identified the best location for each component of the event.
- Make the best use of space.
- Plan the flow of people around the venue.
- Utilise it for demonstration purposes– easier to show someone on a drawing where everything is happening rather than describing it.
- Assist in the set-up on the event day.

The following are examples of the spaces you should identify on your venue layout drawing (where applicable):

- | | |
|--|---|
| 1. Main entry & exit points. | 9. PA announcement area. |
| 2. Pitches to be used. | 10. Check-in desks (teams, staff/vols). |
| 3. Spectator viewing area. | 11. Eating areas (teams, public, staff/vols). |
| 4. Changing areas (players, officials). | 12. Storage area. |
| 5. Toilets (players, officials, public, disabled). | 13. Parking (teams, public, staff/vols, guests, disabled, emergency). |
| 6. Management office. | 14. Waste disposal point. |
| 7. Medical/First Aid Centre. | |
| 8. Information/Fixtures/Results area. | |

Running the event

The most hectic part of the whole event process is the day itself. However, the more time and effort that is put into the planning and preparation the more likely things will run smoothly on the day. Having a clear plan for what will be taking place is essential.

Regardless of the type or size of event you should have a running order that lists everything that will be taking place and where. Everyone involved on the day should have a copy.

Regardless of the amount of preparation work there will always be tasks to be done on the day before the start of the event. These may include:

- Setting up the pitch (markings, goals, flags, etc.).
- Putting up signage.
- Setting up the check in desk.
- Designating parking spaces.
- Risk assessment/safety checks.

Make sure the event team get there early enough to get these completed in plenty of time. It makes things much more difficult if participants or spectators arrive while you are still trying to set up.

Another essential task before the event starts is the volunteer briefing. The briefing should:

- Be given by the Event Manager (or in some cases by other managers to their team).
- Be held in an area large enough for everyone and where they can all hear.
- Thank the team for the help.
- Explain what will happen during the day (the running order).
- Explain their roles.
- Allow time for questions.

Success is very much dependent on every individual understanding what their role is on the day and have the knowledge to do it. Also, if anyone has an issue, they need to know who to contact to get it resolved. For small events, this information can be included in the briefing but often it will require providing them with information in advance of the day, or shorter briefings on the day specific to the people undertaking a particular job.

Post event

A volunteer debriefing should also take place at the end of the event. It should:

- Take place once the participants have left, and the clear up is completed.
- Discuss what went well.
- Discuss what could have gone better and needs improvement for next time.
- Include recognition for and thanks to the team.

Evaluation

The debriefing on the day should provide useful feedback, but ideally you should undertake a more detailed evaluation. Get the event team together and discuss what worked well and what could be done better next time. Take the time to review your event and think about any changes that you could make for the next one. For example, ask yourself where did things go wrong? What were the successes? How could it be improved? Finally, did the event achieve its goal or purpose? The aim of carrying out the evaluation should not be to criticise but to capture key lessons to help you in the future.

Main problems when running events

When an event does not go well, there are usually clear reasons for this that can be identified. Some pitfalls to avoid include:

- Not being clear on the aims or objectives of the event.
- Not appointing an Event Manager.
- No event team, lack of delegation to the team or the team not being clear on their responsibilities.
- Not writing down the actions or plans (the event managers having it "all in their head").
- Not monitoring progress to ensure plans are on track.



- Not allowing enough planning time.
- Not communicating properly with the club or with others involved in the event.
- Not allowing enough time for set up on the day.
- Volunteers on the day not knowing the full plan or exactly what they need to do.

HEALTH & SAFETY

Note: The information covered in this section is only an overview of Safety, Health and Welfare, and is not designed to be a comprehensive guide to the club's safety responsibility or its duties at law. Clubs will require professional advice appropriate to the legal formation of the club, and the scale, scope and complexity of their activities.

Considerations include:

- Clubs with employees have a legal obligation under the Safety, Health and Welfare at Work Act 2005 and related legislation, and should ensure that they have the suitable and necessary Occupational Health, Safety and Welfare expertise in order for them to discharge their duties sufficiently.
- Some clubs are tenants in the facility / grounds and may be required to adhere to terms and conditions of the tenant agreement, including stipulated Safety, Health and Welfare arrangements.
- Insurance policies generally include some condition(s) regarding the Safety, Health and Welfare arrangements and documentation.

Club's Responsibilities

As well as Statutory responsibilities, all clubs must address their individual arrangements in regards to safety, health and welfare, and ensure they are sufficient to create and maintain a safe environment within the club for all involved, whether an employee, a volunteer, a member and/or a visitor, and for all activities. One method of doing so is to establish a Club Safety Statement which, as a minimum, should define roles and arrangements for establishing and maintaining safety, health and welfare within the club.

Everyone involved in the club has a part to play in ensuring a safe environment in the club, for the benefit of the club. There are specific duties in regards to the safety, health and welfare, including duties for management level through to those involved with activities on the ground, and these should be documented in the club's Safety Statement, however, it is important that a safe culture is established / maintained and delegated from the Board / Management to all involved in the club.

This shared responsibility is a culture that should be promoted, that everyone, working together, must ensure the safe day to day running of the club. In order to assist with this, it may be beneficial to assign a committee to update and maintain the club's safety arrangements in line with the club's Safety Statement and assign a Safety Coordinator to encourage the club to keep health and safety on the Agenda.

Please see Section 7, Appendix X for a sample role description for a Safety Coordinator.

A key piece of legislation in regards to health and safety in the workplace is the Safety, Health and Welfare Act 2005, and one purpose of this legislation is to ensure the safety, health and welfare of employees, contractors and visitors in the workplaces. Whilst this legislation is aimed at workplaces it establishes the principles required in relation to health, safety and welfare which will assist all clubs in managing risk and minimising liability. Clubs have a duty of care to ensure the health, safety and welfare of everyone involved.

Safety Statement

A Safety Statement may include:

- Safety Policy – an outline of the club’s intentions in regards to safety, health and welfare within the club.
- Duties and responsibilities – identifies the specific duties for some individuals.
- Safety arrangements – the policies and procedures of the club in regards to safety, health and welfare. These will include normal operations and in times of an emergency.
- Risk assessment – the identification of applicable hazards and control measures required to eliminate / minimise the risks.

Please see Section 7, Appendix Y for a sample of Health & Safety Statement.

Risk Assessment

There are some safety arrangements which the club has a statutory obligation to implement, for example first aid and accident reporting etc. In addition to these each club must identify what hazards are applicable to their respective club activities and grounds and determine the necessary controls to eliminate / minimise the risk. In order to do this a comprehensive risk assessment must be carried out by a competent person. The risk assessment should;

- Identify the hazards.
- Assess the applicable risk.
- Determine the necessary control measure(s) to eliminate or at least minimise the risk.

The risk assessment then forms part of the Safety Statement and should be reviewed regularly and updated as required.

Safety Arrangements

In general, the safety arrangements are dependent on the clubs size and activities however there are generic ones that are applicable to all clubs and include, but are not limited to:

- Coaching Policy
- Accidents and Incidents
- Access
- Fire Safety
- Electricity
- Equipment
- Emergency procedures

- Underage Players
- Visitors to the Club
- Traffic Management
- First Aid
- Manual Handling
- Maintenance
- Players Welfare

Other necessary arrangements will be identified through the risk assessment process. Once determined these arrangements should be developed in consultations with those applicable and then communicated to all relevant.



Insurance

To safeguard all, the club must be properly insured. The insurance policy / cover required will depend on the club's size, the range of activities that take place and the value of insured property. Different types of policies include but are not limited to:

- Occupiers Liability
- Public Liability
- Employers Liability (if applicable)

And examples of scenarios included but not limited to;

- Theft
- Damage to and/or loss of equipment
- Personal injury
- Fire

Therefore, whatever the size or type of club it is strongly recommended that the club seek professional advice from an insurance company or broker.

FACILITIES

Introduction

Taking on a facility development project requires a concentrated effort from a club. The FAI Facility Development Unit exists to support the development of quality football facilities locally, regionally and nationally. It works in partnership with stakeholders by offering advice on quality standards and assisting with technical queries, master planning and design advice at every stage of development of football infrastructure projects.

Natural Turf

With increased levels of participation in recent years, there is more activity on football pitches. The extra demand can lead to deterioration of playing surfaces. To facilitate this demand and to ensure ongoing playing surface quality, many clubs are undertaking new pitch developments.

Before developing a natural turf pitch, a club should do the following:

- Carry out a user analysis, who, where, when and how often the club will be using the pitch?
- Establish if the pitch is to be used for other events shows/concerts/car parking.
- Engage professional advice i.e. an agronomist.
- Establish the need for floodlighting; if so are there funds to do it all in one phase?
- If it's a new pitch location, soil profile and site characteristics are critical issues that need to be considered.

Artificial Turf

With ongoing advances in research and development, the option of using artificial turf for football is becoming more popular. The FAI strongly advises clubs to seek expert advice and get all relevant questions answered before the project commences. Questions include:

- Who will be using it?
- Is it for competitive or recreational use?
- What should it cost?
- Do I need a shock pad?
- How do I maintain it?

Floodlighting

The advent of floodlighting can lead to a more flexible approach to the organisation of training and competitive fixtures. When considering the installation of floodlights expert advice is essential to answer the following questions:

- Will they be used for competitive games or just training?
- What Lux level do I need for this?
- What is the most suitable column arrangement for our club?
- Do we need planning permission?
- What will the running cost be?
- Do I need to maintain them?
- What are the options for energy conservation?
- Is a generator required?

Clubhouse & Dressing Rooms

When planning a clubhouse and dressing rooms, it is important that the layout of your dressing rooms and supporting facilities are of high quality and designed to best suit your clubs needs in the long term. When planning such a project, consider the following areas:

- Designing for quality and sustainability.
- Recommended dimensions.
- Changing rooms.
- Storage area.
- Toilets/disabled access.
- Meeting rooms.
- Showers.
- Floor surfaces.
- Getting value for money.

Irrigation systems, Goalposts & Dugouts

The Facility Development Unit will aim to answer any queries on the sources and procurement of:

- Irrigation systems.
- Goalposts.
- Dugouts.
- Boundary fencing.
- Spectator facilities.



Funding

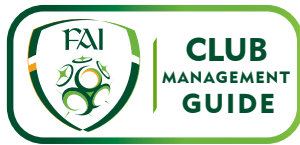
Where can I source funding for capital projects?

- Sports capital grant programme
- Fundraising
- Contact your Local Authority – They may be able to advise on any recreation, community or sports funding available

Guidance Documents

A suite of guidance documents is developed on each of the areas outlined which provide detailed information about the development of facilities. If you, your club, your professional advisor or developer require a copy of any of these, please contact the FAI Facility Development Unit.

Phone 01-89999 500 Email: facilities@fai.ie Web www.fai.ie



Section 6

COACHING & PARTICIPATION

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COACHING AND PARTICIPATION

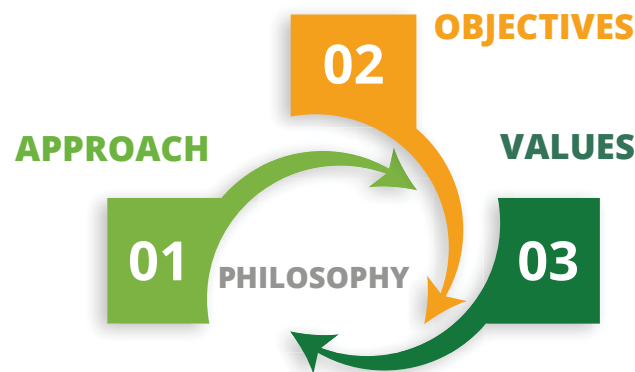
Introduction

Clubs provide opportunities for people to get involved in football. The number of participants that get involved and stay involved in a club is determined by many factors. To grow and maintain participation levels, clubs need to create an open, friendly and safe environment where players can reach their full potential.

An effective coaching philosophy in line with the FAI's Player Development Plan and delivered by certified coaches will shape the experience your players will have when playing for your club.

Coaching Philosophy

A coaching philosophy is a statement of the principles the club values and plans to implement through its coaching team. Implementing a philosophy should be a long-term project that covers how the club's coaches will address player development and competition. The philosophy is a combination of the club's player development values, approach and objectives. The FAI's Player Development Plan is fundamental when designing your club's coaching philosophy. A good philosophy will focus on player development and the enjoyment of the game.



A good coaching philosophy will do the following:

1. Put players first.
2. Define coaching objectives.
3. Develop character and skills.
4. Set realistic and age appropriate goals.
5. Offer a challenging and supportive environment.
6. Create a team spirit.
7. Promote fair play & respect.

Player Development Plan

Player development is the core philosophy of the FAI's Player Development Plan. While understanding that children are naturally competitive, we need to focus on and understand the importance of player development versus winning at all costs. Winning at all costs inhibits player development. The result is secondary to the quality of play and the enjoyment of playing. It is essential that young players are free from the constant pressure of winning and are allowed freedom of expression on the pitch. As players get older, the process will become increasingly more team oriented, with a greater onus on results.

The Player Development Plan is a player-focused model based on enjoyment and skill development. It includes restructuring the playing model for underage football (boys/girls), to a clear policy on the best age-specific formats of the game.

Playing Format Summary

Age Group	Squad Size	Team Size	Match Format	Match Duration	Referees	Playing Time	League Tables	Pitch Size (m) Min/Max	Goal Size	Ball Size & Weight
UK	10	4 v 4 (no GK)	Twin	4 x 10 mins	No	75%	No	35m x 20m max* 30m x 20m min	1m x 3m	5 (299 gsm)
U7	10	4 v 4 (no GK)	Twin	4 x 10 mins	No	75%	No	35m x 20m max* 30m x 20m min	1m x 3m	5 (299 gsm)
U8	12	5 v 5	Twin	4 x 12 mins	No	75%	No	45m x 25m max* 40m x 25m min	2m x 5m	5 (299 gsm)
U9	12	5 v 5	Twin	4 x 12 mins	No	75%	No	45m x 25m max* 40m x 25m min	2m x 5m	5 (329 gsm)
U10	16	7 v 7	Twin	2 x 25 mins	Yes	50%	No	65m x 40m max* 60m x 35m min	2m x 5m	5 (329 gsm)
U11	16	7 v 7	Twin	2 x 25 mins	Yes	50%	No*	65m x 40m max* 60m x 35m min	2m x 5m	5 (329 gsm)
U12	16	9 v 9	Normal	2 x 30 mins	Yes	25% to 50%	Yes	Box to Box, see page 24	2m x 5m	5 (379 gsm)
U13	16	11 v 11	Normal	2 x 30 mins	Yes	25% to 50%	Yes	Full	Full	5 (379 gsm)
U14	16	11 v 11	Normal	2 x 35 mins	Yes	25% to 50%	Yes	Full	Full	5 (379 gsm)
U15	16	11 v 11	Normal	2 x 35 mins	Yes	25% to 50%	Yes	Full	Full	5 (450 gsm)
U16	16	11 v 11	Normal	2 x 40 mins	Yes	25% to 50%	Yes	Full	Full	5 (450 gsm)

Roll on/roll of Substitutions apply at all ages

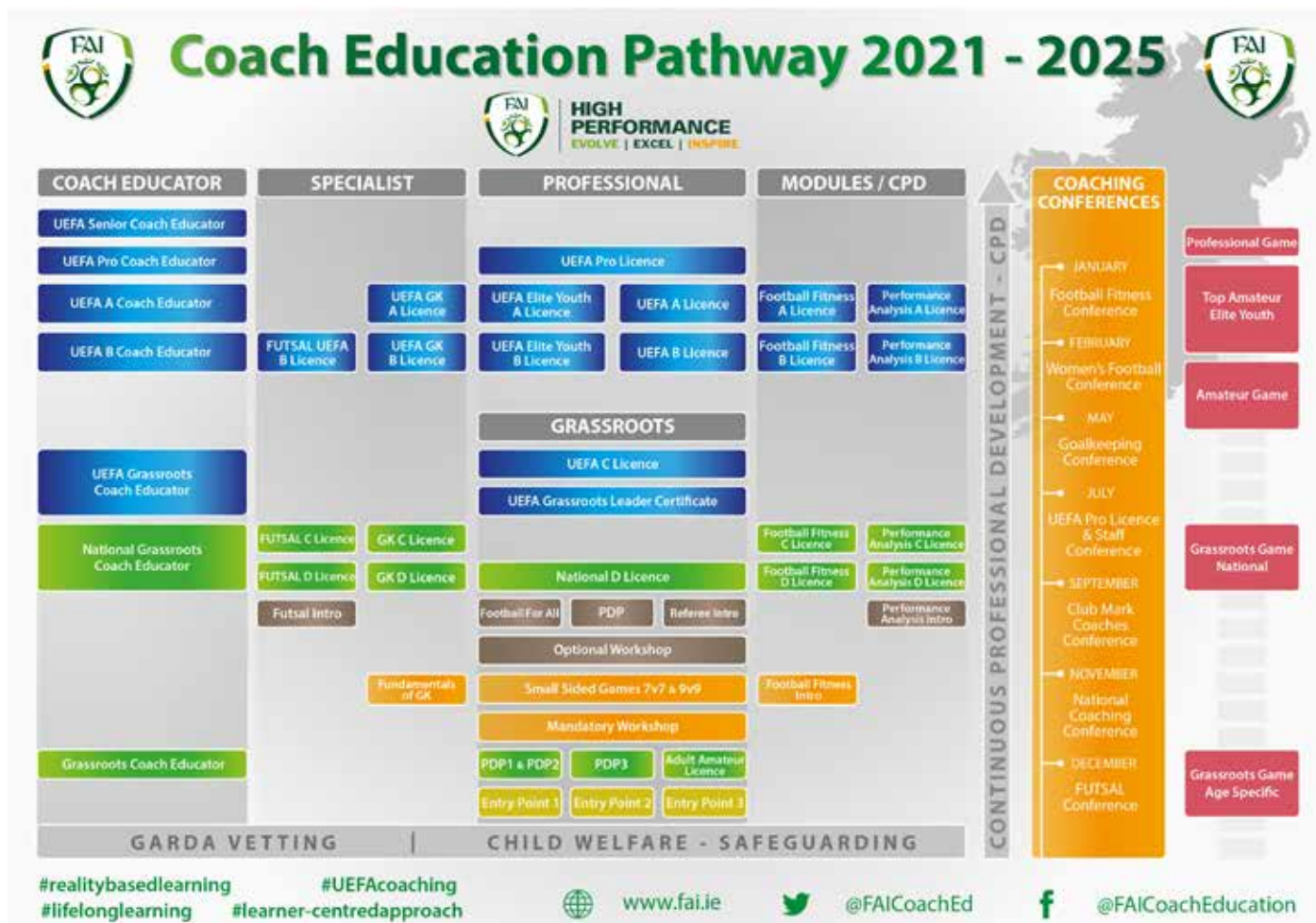
For more information, please see the FAI Player Development Plan booklet. www.fai.ie/domestic/player-development-plan/fai-player-development-plan

Primary elements of the Player Development Plan include:

- Uniform pitch & goal size.
- Retreat Lines.
- Greater emphasis on respect & fair play.
- Minimum playing times.
- Age-specific team sizes.
- One size ball – four different weights.
- Roll off roll on substitutes.

Coach Education Pathway

The FAI offer a comprehensive coaching pathway to upskill and improve your club's coaches. The FAI's Coach Education Pathway 2021-2025 has been tailored to suit the needs of coaches whose ambitions are to work in different strands of the game. The pathway is based on the theory of reality based learning and is directly aligned with the FAI Player Development Plan. For more information on available courses please visit our coach education website (www.fai.ie/domestic/coach-education/latest) or contact the FAI Coach Education Department on (01) 8999500 or coached@fai.ie.





Participation Opportunities

A number of different opportunities exist to increase community engagement and participation rates in your club. The following list highlights some key areas in which your club can grow.

Club Nursery

Football is the global game and is very accessible and easy to start. While the FAI's Player Development Plan begins with 4v4 games at the age of six, it is recommended that your club introduces a nursery for even younger kids to help them catch the bug. The higher the number of nursery participants at the club the greater the chance of maintaining strong participation numbers throughout the age groups.

Many clubs run a nursery on a Saturday morning for 4-6 year olds. The emphasis is on fun, enjoyment and learning the fundamentals of football.

Volunteer Recruitment Tip

Because parents stay around at this age, it is a great opportunity for clubs to recruit volunteers. Get the parents involved and get to know them and their backgrounds/expertise. Some future Child Welfare Officers or Secretaries could be found here.

Women's / Girl's Football

There are over 23,000 girls and women currently playing football in Ireland. A primary focus of the FAI's Grassroots Unit is to develop the female game at club and league level.

If clubs are interested in introducing a girl's section, then the FAI Soccer Sisters programme is a great tool to get them started. The Soccer Sisters programme has different strands; the Soccer Sister Easter Camp, the Soccer Sisters club programme, and the Soccer Sisters nursery academy helping clubs to target 5-8year olds.

UEFA Disney Playmakers

UEFA has partnered with Disney to implement a pan-European grassroots project that focusses on giving 5-8-year-old girls the chance to become physically literate and try football in an environment designed with them at the centre. We have been selected as one of the countries that will deliver the project from 2021.

The aim of this programme is to increase the number of girls playing football across Europe by creating, increasing and improving opportunities for girls to play by:

1. Creating environments that puts the girls, exercise and life skills at the centre.
2. Delivering a unique, modern and customised coaching approach that emphasises learning, fun, friends and football.
3. Educating coaches to deliver this new approach, shifting perceptions and identifying that girls of this age learn in a different way.

Aviva Soccer Sisters Future Stars

In order to increase the development of Women's Football in Ireland, it is crucial to introduce girls into football at an earlier age. The Aviva Future Stars Programme will be the second point of engagement for girls into the sport on our new pathway and will be targeted at girls aged 9-12 through a 10 week programme.

The key central theme to this programme will be the further development of the agility, balance and coordination of each participant. This will be aligned with the basic fundamentals of the game in the form of fun and dynamic coaching sessions across ten weeks.

Aviva Soccer Sisters Girls in Green

The 13-16 year old age group is where many girls start to drop out of sport and this programme will be designed to keep girls of this age group involved in the game and sport in general.

This 10 week programme available to clubs will be designed to assist coaches in the further development of the participants technique and football specific skills in game related practices with an added emphasis on educating participants around the benefits and importance of staying involved in sport.

For more information please visit www.fai.ie/domestic/fai-womens/latest or contact the FAI's Women's Department.

Email women@fai.ie or Tel: +353 1 8999501.

Football for All (FFA)

The FAI has a clear pathway to cater for players with various disabilities from club to country. The Football For All programme comprises of players from all groups and sporting bodies that cater for people with a disability who want to play football. There is a network of Football For All clubs through our existing community clubs across Ireland. These clubs provide opportunities for children with specific needs to develop as footballers and to join the club.

All clubs should encourage the inclusion of people with disabilities. However, due to limited numbers, not every club may have a football for all section. Each club can, however, be aware of other clubs in their area that offers footballing opportunities for people with disabilities. It is important that clubs signpost parents and members of their community to Football For All clubs.

For further information please visit www.fai.ie/domestic/football-for-all/football-for-all-programme, or contact the Football For All Department. Email: footballforall@fai.ie, Tel: +353 1 8999 539.

Equality, Inclusion & Diversion

The changing demographics in Ireland have given football a unique opportunity to support inclusion and reach out to new members of our community through the medium of football. This demographic change gives a chance for your club to potentially recruit more players, more volunteers, and more coaches.

The Intercultural Football Programme has a number of core participation programmes; these include among others school club link programmes, club open days/sessions, adult futsal programme/leagues and 'volunteering in football' information sessions. An important aspect of the programme's work is to combat racism by working closely with clubs, leagues and affiliates at all levels of the game to ensure that football environments deal proactively with discrimination.

Clubs should also adopt a Club Equality Policy that ensures that the club takes a stand against inequality, racism and discrimination.

Please see Section 7, Appendix Z for a sample equality policy.

For more information please contact Des Tomlinson Intercultural Football National Co-ordinator
Email: Des.Tomlinson@fai.ie Tel: +353 1 8999 571.



Schools

School-Club-Link

Clubs should strive to develop links with schools in their community. A good link with a local school promotes the club and encourages children from the school to join.

Creating a School-Club Link

1. Ask for a meeting with the school to discuss the benefits of a school-club link. This meeting can be used to build relationships and trust with the school. It is important to highlight the club's standards through documents such as the club ethos statement, equality policy, club development plan, etc. Schools, in particular, will want to be assured that the club is reliable and child centred if they are planning to work together.
2. After the initial meeting, the club can ask the school to hand out flyers to the parents about the different teams they can join, times of training and who to contact.
3. If the club has the capacity, it can assist the school with running sports days and offer to deliver coaching sessions for a set period of weeks.

Beyond these initial introductions and promotions of the club within the school, clubs can also offer support to their local schools by helping to coach and organise school teams. This can encourage schools to get involved in local competitions and in doing so they grow the reach of your club and the game itself.

For assistance in creating a link with your local school, please visit www.faischools.ie/ or contact the FAI's School Department.

Email: John.McGuinness@fai.ie Tel: +353 1 8999 326.

Summer Soccer Schools

The FAI Summer Soccer School programme has been running for over 20 years providing children between the ages of 6 and 14 the opportunity to attend a week-long football summer camp.

The benefits to your club as an official FAI Summer Soccer School are:

1. Generate much needed revenue for your club.
2. Full booking system and customer service team managed by FAI.
3. Support from FAI in marketing and promoting your camp using our Summer Soccer School brand.
4. Opportunity to recruit new young players for your club.
5. Opportunity to recruit new coaches for your club.
6. Increase your club engagement with local community, parents and players during the summer months.

To apply to host a Summer Soccer School or for more information, please visit: camps.fai.ie Tel: +353 1 8999500 Email: summersoccerschools@fai.ie

FAI Club Mark



Clubs operate in complex environment and overcome challenges every year to grow and develop. Well organised clubs with strong structures and strong volunteers are best placed to promote football. The Club Management Guide and the FAI Club Mark programme exist to support clubs with their governance, management and administration. The FAI Club Mark is an accreditation programme with two awards. The Entry Level Award and the One Star award.

The FAI Club Mark is an accreditation programme with two awards. The Entry Level Award and the One Star award. Both awards are graded on three categories, Governance and administration, Players and coaching and Clubs with underage players. The Entry level award lays the foundations of Club Mark ensuring the clubs have the relevant policies and procedures in place. The Club Mark One Star is more football orientated and clubs who attain this award will be recognised as an FAI Club Mark One Star Player Development Centre.

The FAI Club Mark aims to;

- Identify minimum operating criteria for clubs.
- Provide clubs with a road map to best practice in club management.
- Provide support to clubs on their journey.
- Reward clubs that achieve high standards of club management.
- Improve links between clubs – Leagues – affiliates - and the FAI.
- Assist clubs to operate effectively and improve the football experience in communities throughout Ireland.

With tailored supports and awards the FAI Club Mark initiative can help your club continuously improve in every area. For more information about the FAI Club Mark please visit www.fai.ie/domestic/fai-club-mark or contact the Club Development Department, Tel:+353 1 8999518 email clubmark@fai.ie.

DISCLAIMER

This guide has been provided as guidance material only and is not to be viewed as a required framework but rather a guidance document to assist clubs in the development of their policies and operating procedures. As this guide is a generic template, it cannot be considered specific to your organisation. It is, therefore, the responsibility of your organisation to adapt this document accordingly.

The information contained within this guide is intended as an introduction to this topic and is for general information purposes only. This information does not form the basis of legal advice or opinion of any kind. Materials in the Section 7 - Appendices are presented by way of example only and will not be applicable or appropriate for all situations. Users rely on the information presented at their own risk and in their own discretion.

The Football Association of Ireland, its officers, members and employees accept no liability whatsoever for the contents of and/or information contained in this draft and/or any action taken as a result of the contents of this draft. Please note that the FAI is not providing professional advice or guidance on any specific matter and no legal relationship is hereby created. Applicants should take specific advice when dealing with specific issues and consult their own advisors in this regard as and when they deem it to be necessary.

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Constitution of Abbotstown Football Club Adopted at a General Meeting of the Club on XXXXXXX

Name and Status

1. The name of the club is "Abbotstown FC". Hereinafter called "the club". The club's colours are green and white.
2. The club is an unincorporated association.

Objectives of the Club

3. The main object of the club is to promote, foster, and develop the game of association football, to provide competitive football for its playing membership and to undertake such activities as are necessary to support the achievement of the object.

Rules and Regulations

4. The club shall have the status of an affiliated member club of the Football Association of Ireland hereinafter called the FAI.
5. The club shall abide by the FAI's rules, policies and codes of conduct. The club will also abide by rules and regulation of the League(s) it affiliated to.
6. The club shall also be a member of the XXXX and YYY Leagues (include schoolboy and schoolgirl leagues)

Membership

7. The power to admit an individual to membership and to terminate membership shall lie with the Management Committee
8. There shall be three classes of membership
 - a. Full membership, open to all aged 18 years and over
 - b. Youth membership open to those aged under 18 years
 - c. Voting Honorary Life Membership which may be granted by the Management Committee to those who have rendered exceptional service to the club. Such members shall not number more than ten at any one time and shall be entitled to attend at General Meetings of the club.
9. All those seeking admission to membership shall complete a prescribed form and submit it, together with the appropriate membership fee to the Secretary
10. Once admitted to membership the member shall be entered on to the club's member register which shall be maintained by the membership secretary who shall be a member of the Management Committee
11. Registered members shall be deemed to continue as members from year to year on payment of the requisite annual membership fee until –
12. They resign from the club
13. Their membership is terminated by the Management Committee
14. Any member whose membership fee remains outstanding for more than three months from the date on which it is due and who has been given one month's notice in writing, shall be deemed to have resigned from the club but may, at the discretion of the Management Committee be re-admitted to membership on payment of the outstanding fee.
15. Membership shall run from 1st June to 31st May other than in respect of a new member whose membership in the year of joining shall run from the date of joining until the following 31st May.
16. All full members shall be eligible to be elected to the Club's Management Committee and shall have the right to attend all general meetings of the club
17. Youth members shall not be eligible to be elected to any office in the club or to attend or vote at General meetings of the club.
18. Members of the club shall comply with all rules, regulations, codes, directives and decisions of the Committee and its sub-committees; the Leagues which the club's teams are registered with and their respective divisional associations and the Football Association of Ireland at all times.
19. The club is committed to conducting its activities in a sporting, dignified, and responsible manner and will require that all its members to conduct themselves with integrity, transparency, and accountability.

Finance

20. Annual accounts shall be kept and made available to the Revenue Commissioners on request.
21. The financial year of the club will run from 1st June to the 31st May each year and it is the responsibility of the Management Committee, through the Treasurer, to prepare annual accounts of the club. The accounts shall be certified by an appropriate independent person elected annually at the Annual General Meeting.
22. A bank account shall be maintained in the name of the club (the "Club Account"). All cheques drawn against the club's funds shall be signed by the Treasurer and one of two other nominated office holders, nominated by the Management Committee.
23. The income, property and assets of the club shall be applied only in furtherance of the objectives of the club.
24. The income, property and assets of the club, other than the Club Account, shall be vested in not less than two and no more than five Trustees and held by them for the use and benefit of the club. The Trustees shall deal with the Club Property as directed by decisions of the Management Committee and entry in the minute book shall be conclusive evidence of such a decision.
25. The Trustees shall be appointed by the club at an Annual General Meeting of the club ("AGM") or at a Special General Meeting of the club ("SGM") and shall hold office until death or resignation or unless removed by a resolution passed at an AGM or SGM. On a vacancy occurring a new Trustee shall be elected in the same way.
26. On their removal or resignation, a Trustee shall execute a conveyance in such form as may be required by the Management Committee to a newly elected Trustee. On the death of a Trustee, any income, property or assets of the club vested in him, her or them shall vest automatically in the surviving Trustees. If there is only one surviving Trustee, an SGM shall be convened as soon as possible to appoint another Trustee.
27. The Trustees shall have the power to buy, sell, lease, mortgage or pledge any club property.
28. There shall be no acquisition or disposal of land or buildings without the prior approval of the ordinary members of the club given by way of Resolution at an AGM or SGM, called for that purpose at which approval shall be passed by simple majority and in the event of equality of votes, the Chairperson shall have a casting vote.
29. The club shall not incur any single expenditure exceeding €200,000.00 (two hundred thousand euro), without the consent in writing of the Trustees of the club.

Income and property

30. The income and property of the club shall be applied solely towards the promotion of the main object(s) as set forth in this Constitution. No portion of the club's income and property shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to members of the club. No officer shall be appointed to any office of the club paid by salary or fees, or receive any remuneration or other benefit in money or money's worth from the club. However, nothing shall prevent any payment in good faith by the club of:
 - a. reasonable and proper remuneration to any member or servant of the club (including any officer) for any non-officer related services rendered to the club
 - b. interest at a rate not exceeding 1% above the Euro Interbank Offered Rate (Euribor) per annum on money lent by the officers or other members of the club to the club
 - c. reasonable and proper rent for premises demised and let by any member of the club (including any officer) to the club
 - d. reasonable and proper out of pocket expenses incurred by any member in connection with attendance to any matter affecting the club
 - e. fees, remuneration or other benefit in money's worth to any Company of which an officer may be a member holding not more than one hundredth part of the issued capital of such Company

Subscription

31. Annual subscription or membership fees shall be as approved by a simple majority of members at the Annual General Meeting following consideration of a proposal which shall be made to the meeting by the Management Committee
32. Membership fees shall fall due on June 1st every year. Any person who becomes a member of the club after June 1st shall, in the year in which he or she becomes a member, pay one twelfth of the annual fee in respect of each month or part of a month between the date on which he or she becomes a member and the 31st May in the following year.

The Management Committee

33. The management and administration of the club shall be vested in a Management Committee which will consist of 11 members elected from the full, paid-up members of the club.
34. The committee shall hold office for a period of one year or until the following next Annual General Meeting (AGM) following its election.
35. At its first meeting following the AGM the Management Committee shall appoint from amongst its members the honorary officers of Chairperson, Secretary, Treasurer, Assistant Treasurer, Public Relations Officer and such other officers as the Committee may determine.
36. In the event of no member of the Management Committee being willing to assume one or more of the honorary officer roles, the Management Committee shall have the right to co-opt a member or members of the club to fill such office or offices and such co-opted member(s) shall be deemed to be a member(s) of the Management Committee with the same rights and duties as any elected member.
37. The Management Committee shall have the right to co-opt up to two additional members of the Committee in order to address the skill needs of the Committee for the time being or for any other stated purpose. The term of office of any such co-opted member shall cease at the AGM following their co-option but the same person may continue to be co-opted in successive years by the Management Committee at its absolute discretion.
38. Meetings of the committee shall take place each month or at such frequency as the committee considers desirable provided that not less than 10 meetings shall be held in any calendar year.
39. The Management Committee shall cause minutes to be made in books provided for the purpose, of members present, resolutions made, and proceedings at such meetings.
40. Management Committee meetings shall be chaired by the Chairperson. In the absence of the Chairperson, the Vice-Chairperson will act. In the absence of both, the Committee may elect a Chairperson for the meeting from among the other members in attendance.
41. Draft Minutes of committee meetings shall be circulated to all committee members and copies of approved minutes shall be available to all members of the club.
42. The quorum for meetings of the Committee shall be five.
43. Decisions of the Management Committee shall be made by simple majority vote. Each member of the Committee shall have one vote other than the Chairman who shall have a second or casting vote in the event of a tie.
44. The Committee shall have the sole authority for the appointment of team managers, assistant managers, coaches and any other persons assisting with the running of the club.
45. The Committee may appoint sub-committees to whom they may delegate functions including decision-making functions to help in the operation of the club.
 - a. Sub-committees shall have written terms of reference and may comprise one or more members
 - b. Each sub-committee shall be chaired by a member of the Management Committee
 - c. Sub-committee's terms of office shall not exceed 12 months unless they are re-appointed
 - d. Sub-committees may include those who are not members of the club subject to the approval of the Management Committee
46. The Chairperson, Secretary and Treasurer shall be ex-officio members of all Sub-Committees and shall have the right to attend and vote at the meetings of all such sub-committees.
47. Each club member shall have the right to present complaints or representations for consideration by the Committee whose decision shall be final. Any such complaint or representation shall be sent in writing to the Secretary and shall be considered by the Committee at the next available meeting following its receipt by the Secretary.
48. The Management Committee may nominate individuals to the honorary positions of Club President and Club Vice-President. These nominations shall be made from the Honorary Life Members of the club. The term of office of the President and Vice President shall be 2 years. No person shall serve more than two consecutive terms (4 years) as President or more than two consecutive terms (4 years) as Vice President.

Rules of Procedure

49. The club shall prepare and adopt at a General Meeting of the club rules of procedure for the Management Committee and any sub-committees provided such rules are consistent with this Constitution
50. The Management Committee shall abide by the adopted rules of procedure

Role of the Chairperson

51. The Chairperson or acting Chairperson of any meeting held in accordance with these rules shall have an original and a casting vote.
52. The Chairperson shall present a Chairperson's report on the work of the Club to the Committee.

General Meetings

53. General Meetings of the club are the Annual General Meeting ("AGM") or a Special General Meeting ("SGM").
54. The AGM of the club shall take place on, or as near as possible to, the (Date) each year.
55. Notice of any resolution to be proposed at the AGM shall be submitted in writing to the Secretary not later than 14 days before the meeting.
56. The Secretary shall either
 - a. send to each member at their last known postal address written notice of the date of any General Meeting together with details of any resolutions to be proposed or matters to be approved at least 7 days before the meeting or
 - b. send notice to each member by electronic means (as defined in Section 2(1) of the Companies Act, by sending it to such electronic address as has last been supplied to the club by the member as the e-mail or other electronic address for correspondence.
57. A Special General Meeting may be called at any time by the majority of the Management Committee or by at least seven club members provided such request is forwarded to the Secretary in writing and specifies the nature of the business to be transacted.
58. On receipt of a request as set out at Article 38 above the Secretary shall arrange an AGM for a date not later than 21 days following receipt by him of the said request.
59. Each member present by entitlement shall have one vote and resolutions shall be passed by a simple majority. In the event of an equality of votes the Chairperson shall have a second or casting vote.
60. The following business shall be transacted at the AGM.
 - a. Minutes of the previous AGM
 - b. Financial statement submitted by the Treasurer
 - c. Appointment of person to provide certified accounts
 - d. Election of members of the committee
 - e. Fixing subscriptions for the following year
 - f. Any motions of which prior notice has been given
 - g. Any other competent business
61. 12 registered members entitled to vote shall constitute a quorum at any General Meeting of the club.
62. In the event of a quorum not being present within 30 minutes of the time set for the meeting in question, the meeting shall be deferred to another time and place not later than 21 days from the date of the first meeting and notice shall be provided as per Article 57 above. The number of members present at the deferred meeting shall, notwithstanding Article 62 above, be deemed to constitute a quorum.

Disciplinary Committee

63. The club shall appoint a Disciplinary Committee from time to time as necessary to investigate alleged breaches of club discipline.
64. A Disciplinary Committee is authorised to determine whether a breach of the rules of the Club has taken place and to determine what sanction, if any, should be imposed in the event of its finding that such a breach has occurred.
65. A Disciplinary Committee of the Club shall be a three-person subcommittee of the Committee and shall include at least one Honorary Officer.
66. No member of the Management Committee shall participate in any investigation concerning a matter where there are serious grounds for questioning their impartiality or which may involve a potential conflict of interest for them.
67. Disciplinary Committees shall follow and abide by procedures which shall be determined by the Management Committee from time to time.

Giving of notice

68. All notices including notices of decisions, shall be communicated by fax and/or electronic mail and/or by post. A fax or electronic delivery report or registered post receipt is sufficient evidence that a decision has been properly notified.

Appeals

69. Any member who is dissatisfied with a decision of the club shall have a right of appeal in accordance with procedures which shall be adopted by the management Committee from time to time.

Data Protection Act

70. Pursuant to the provisions of the Data Protection Act 1988-2003 members consent to the club obtaining, recording, holding and retaining their personal data (including sensitive personal data) solely for club purposes, either on its computers or its manual filing system, and consent to the use of all such data, including disclosure to third parties for the purpose and effective management of the club.
71. The club shall adopt and publish a Data Protection Policy from time to time which policy shall specify the manner in which personal data of members is held and the purposes for which it may be used.

Exclusion of Liability

72. Subject to Articles 74 and 75 below, every member of the Management Committee, or former member of the Management Com-

mittee, every Trustee or former Trustee and every member and former member of a sub Committee appointed by the Management Committee (hereinafter collectively referred to as "the Officers") shall be entitled to be indemnified, to the greatest extent permitted by law, by the members of the club against any and all losses, liability, expenses or legal claims which he or she may sustain or incur in or in performance of their duties as Officers of the club.

73. Notwithstanding Article 73 above, the Officers shall not be entitled to be indemnified by the members of the club, against any losses, liability, expenses or legal claims which arise from any fraud or criminal conduct on the part of such Officer.
74. If the indemnity provided in Article 73 above shall be adjudged by any court or regulatory authority or agency of competent jurisdiction to be void and unenforceable in relation to any matter then such indemnity shall nevertheless apply, and the members shall procure (by amendment of this Constitution or otherwise) that such indemnity shall apply, to the greatest extent permitted by relevant law with such modifications or provisos as may be necessary to ensure its validity.
75. Notwithstanding paragraphs Articles 73 to 75 above the club shall maintain in force liability insurance for the members and officers of the Management Committee and general liability insurance from recognised insurers with policy limits appropriate to the scope and scale of its operations and shall furnish a copy of such policies to each member and Officer on request.
76. To the greatest extent permitted by law, no Officer shall in any way be liable to the club or to any member for any loss, damage or misfortune, which may happen to or be incurred by the club or any member (howsoever caused) arising from the execution of the duties of his or her office, (whether negligently or otherwise) other than in circumstances where such Officer is guilty of fraud or criminal conduct.

Dissolution

77. A resolution to dissolve the club shall be carried by a majority of at least 75% of members present at a General Meeting of the club.
78. If upon the winding up or dissolution of the club there remains, after satisfaction of all debts and liabilities, any property whatsoever, it shall not be paid to or distributed among the members of the club. Instead, such property shall be given or transferred to some other institution or institutions having main objectives similar to the main objectives of the club. The institution or institutions to which the property is to be given or transferred shall prohibit the distribution of their income and property among their members to an extent at least as great as is imposed on the club under or by virtue of the Income and Property Clause hereof. Members of the club shall select the relevant institution or institutions at or before the time of dissolution, and if and so far as effect cannot be given to such provisions, then the property shall be given or transferred to some charitable object. Final accounts will be prepared and submitted that will include a section that identifies and values any assets transferred along with the details of the recipients and the terms of the transfer.

Alterations and Amendments

79. No addition, alteration or amendment shall be made to or in the provisions of this Constitution for the time being in force unless the same shall have been proposed at a General Meeting of the club and adopted with not less than three-quarters of the members present voting in favour.
80. No addition, alteration or amendment shall be made to the provisions of the main objective clause, the income and property clause, the winding up clause, the keeping of accounts clause or this clause of the Constitution for the time being in force unless the same shall have been previously approved in writing by the Revenue Commissioners.

This Club Constitution should be used for guidance purposes only and is not specific to any individual club. It is advised that a club ensures that all necessary consultation is sought before drawing up a proposed constitution for its members to ratify at a AGM or Special Meeting.



The work of **Abbotstown FC** is based on the following principles that will guide the development of football in this club. Children and young people's experience of football should be directed by what is best for the child. The stages of development and the ability of the child should guide the types of activity provided in the club. Adults require a basic understanding of the needs of young people, including physical, emotional and personal.

Integrity in Relationships:

Adults interacting with young people and each other should do so with integrity and respect. All adult actions in football should be guided by what is best for the child and in the context of quality, open working relationships. Verbal, physical, emotional or sexual abuse of any kind is unacceptable

Quality Atmosphere and Ethos

Football and related duties should be conducted in a safe, positive and encouraging atmosphere. A child-centred ethos will help to ensure that competition and specialisation are kept in their appropriate place and age groups. The onus is on adults to lead by example in creating an atmosphere that benefits the club and the club's members.

Equality

All people should be treated in an equitable and fair manner regardless of age, ability, sex, religion, social and ethnic background or political persuasion. Children with a disability, where possible should be involved in sports activities in an integrated way, thus allowing them to participate to their potential alongside their peers.

Fair Play

Fair play is the guiding principle of Sport Ireland's Code of Ethics and Good Practice for Children's Sport. Fair Play is also a FIFA tagline that promotes the spirit of fair play and compassion in association football around the world.

Sport Ireland state that "all children's sport should be conducted in an atmosphere of fair play". Ireland has contributed and is committed to the European Code of Sports Ethics, which defines fair play as: "much more than playing within the rules".

It incorporates the concepts of friendship, respect for others and always playing with the right spirit. Fair play is defined as a way of thinking, not just behaving. It incorporates issues concerned with the elimination of opportunities, excessive commercialisation and corruption. Abbotstown FC adheres to the ethos of Fair play in both a Sport Ireland and FIFA context. (European Sports Charter and Code of Ethics, Council of Europe, 1993).

Competition

A balanced approach to competition can make a significant contribution to the development of young people, while at the same time providing fun, enjoyment and satisfaction. Coaches/managers should aim to put the welfare of the child first and competitive standards second. A child-centred approach based on the FAI's Player Development Plan will be followed. Coaches and parents will need to know and understand the stages of the Player Development Plan

Sample Role of the Chairperson



Overview:

The Chairperson is responsible to and acts on behalf of the club committee. The Chairperson presides over meetings and helps the committee prioritise goals and keeps the committee on track by working within the club's framework. The Chairperson enables decision making and oversees the implementation of those decisions alongside the committee.

Responsibilities:

- Chair committee meetings and the club's AGM.
- Assist the Secretary to produce the agendas for meetings.
- Assist the committee in making decisions for the benefit of the whole club including disciplinary matters and strategic planning.
- Provide a report on activities to the membership at the AGM.
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of members and in line with club policies.
- Initiate the review of the Constitution, By-Laws, policies and rules when appropriate.
- Be a facilitator for club activities.
- Liaise with relevant stakeholders including local authorities, affiliated leagues and the FAI.
- Act on behalf of the committee.
- The Chairperson is also the Designated Liaison Person in accordance with the FAI Child Welfare and Safeguarding Policy.

A good Chairperson will be:

- A strong leader.
- Well organised and have good communication skills.
- Able to maintain confidentiality.
- Able to delegate and action tasks.
- Be able to be impartial.
- A good planner.
- Alert to constitutional and legal requirements.
- Enthusiastic about the sport.
- Interested in people.
- Able to lead and supervise others.
- A strategic thinker – able to plan ahead.
- Aware of the key agencies that can support the club and the club can work with.

Hrs per week _____:

The Chairperson is appointed for a _____ Term

Signed: _____ Date: _____



Overview:

The Secretary acts as the primary administrator for the club. The Secretary carries out or oversees administrative duties on behalf of the committee. The Secretary has an essential role within the club, with a close involvement in the general running of the club. The secretary and his/her assistant provide the main point of contact for people within and outside the club. The secretary will have a close working relationship with the chairperson.

Responsibilities:

- Attending league meetings.
- Affiliating the club to the Football Association of Ireland.
- Affiliating the club to the league(s).
- Registering players to the league(s).
- Dealing with correspondence.
- Organising the club AGM and other club meetings.
- Taking minutes of meetings and sending correspondence to members.
- Representing the club at external meetings at the direction of the main committee.
- Taking minutes and disseminating information for the committee.

A good Secretary will:

- Be very well organised.
- Have good administration skills.
- Have excellent communications skills.
- Be able to maintain confidentiality.
- Be able to delegate actions and tasks and provide support.
- Be impartial.
- Be a good planner.
- Be alert to constitutional and legal requirements.
- Be a strategic thinker – able to plan ahead.
- Be aware of the key agencies that can support the club and the club can work with.

Hrs per week _____:

The Secretary is appointed for a _____ Term

Signed: _____

Date: _____

Sample Role of the Treasurer



Overview:

The club Treasurer is responsible to the club committee. The Treasurer maintains a record of all financial transactions undertaken by the club and alongside the committee ensures the club's financial well-being.

Responsibilities:

- Collecting fees and all monies due to the club.
- Paying the bills and recording information.
- Keeping up to date records of all financial transactions.
- Ensuring that all cash and cheques are promptly deposited.
- Ensuring that funds are spent properly.
- Ensuring receipts are issued for all money received.
- Reporting regularly to the committee on the financial position of the club.
- Preparing a year-end statement of accounts.
- Arranging for the statement of accounts to be audited
- Presenting an end of year financial report to the AGM.
- Financial planning including producing an annual budget and monitoring it throughout the year in line with the club committee.
- Helping to prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE returns, grant reports). Even if these duties are delegated to another officer, the Treasurer is still ultimately responsible. It is up to the Treasurer to make sure that any delegated work is completed correctly.

A good Treasurer will be:

- Well organised.
- Able to keep records
- Careful when handling money and cheques.
- Honest.
- Able to answer questions in meetings.
- Confident handling figures.
- A good decision maker.
- Able to delegate actions and tasks.
- Aware of the key agencies that can support the club and the club can work with.

Hrs per week _____:

The Treasurer is appointed for a _____ Term

Signed: _____

Date: _____

Sample Role of the Club Children's Officer



Overview:

The Club Children's Officer's role is to promote and implement the club's policies and procedures for the protection of children and vulnerable persons in line with the FAI's Child Welfare and Safeguarding Policy and legislation.

Responsibilities:

- Act as a resource to members with regard to children's issues and also ensure that children have a voice in the running of the club and can freely talk about their experiences.
- The Children's Officer should be a member of or have access to, the Club Management Committee.
- To undertake the role of Children's Officer, the individual must have completed the Safeguarding 1 and Safeguarding 2 courses.
- Be familiar with the FAI Child Welfare and Safeguarding policy and any other relevant guidelines.
- Implement Child centred policies and procedures within the club.
- Ensure safe recruitment procedures are in place.
- Have completed the Risk Assessment and Child Safeguarding Statement.
- Promotion of Child Safeguarding Statement and be the first point of call.
- Host regular information meetings and get parental involvement.
- Ensure that Club members are adequately trained and adhere to the Child Welfare and Safeguarding Policy.
- Ensure that there are accurate and up to date records of coaches and volunteers training and Garda Vetting Clearance.
- Handle any complaints received regarding poor practise.
- Make contact with League, Affiliate and National roles.

A good Child Welfare Officer will be:

- Approachable and friendly.
- Good listener/effective communicator.
- Confident, with good leadership skills.
- Knowledge of child protection policies and procedures and Criminal Records checks.
- Knowledge of the Data Protection Act.
- Ability to deal with confidential matters.
- Tactful when dealing with sensitive issues.
- Prepared to pass on concerns to professional agencies when necessary.

Hrs per week _____:

The Child Welfare Officer is appointed for a _____ Term

Signed: _____

Date: _____

Sample Role of the Public Relations Officer (PRO)



Overview:

Public Relations is the practice of managing the flow of information between your club and the public through various channels, representing the image and reputation of your club in a positive manner. The club does some fantastic and hard work – your role as club PRO is to make sure that people are aware of it.

Responsibilities:

- Present the club in a positive manner.
- Liaise with club committee, officers and officials to ensure that all key events, news and initiatives can be communicated.
- Publicise club activities such as games, open days, training sessions, player recruitment drives, fundraising efforts, selection of players for representative teams, etc.
- Develop a good working relationship with media – newspapers, radio, etc. in your area.
- Be accessible to media and local groups – liaising with and answering queries from media, individuals and organisations via telephone, email and other channels where required.
- Submit fixture lists, scores, and match reports where possible.
- Develop a good relationship with key community groups / centres and schools in your area.
- Maintain club website & social media channels.
- Devise and implement opportunities to promote the club.

A good Public Relations Officer will be:

- Passionate about the club, and football in general.
- Good communication skills.
- Forward & progressive thinker.
- Good relationship builder.
- I.T proficient.

Hrs per week _____:

The Public Relations Officer is appointed for a _____ Term

Signed: _____

Date: _____

Sample Role of the Coaching Coordinator



Overview:

Responsible to the committee the Coaching Coordinator implements an overall strategy for player development and coaching through all levels at the club in line with the FAI's Player Development Plan. The Coaching Coordinator ensures that this is applied by all coaches.

The Coaching coordinator will also be required to advise each coach and team to help achieve the club's overall objectives.

Responsibilities:

- Work closely with club committee to develop the club's overall strategy.
- Be the point of contact for committee members and coaches for all coaching & player development matters.
- Have a sound understanding of the club's rules, regulations & codes.
- Maintain close relationships with all coaches to ensure objectives are being met.
- Develop and manage a budget for coaching within the club in partnership with the Treasurer.
- Ensure there are enough coaches to fulfil minimum requirement with each team.
- Ensure all Coaches have the appropriate qualifications & maintain a coaching register.
- Arrange regular coaching meetings and in-club workshops.

A good Coaching Coordinator will:

- Have a genuine interest in Football & Player Development.
- Have an understanding of Coaching Philosophies, Development and Sports Science.
- Promote up-skilling / Continuous Professional Development (CPD) for Coaches.
- Foster a climate of positivity and confidence for Coaches.
- Ensure Coaches are adhering to the FAI's Player Development Plan.
- Continually seek out coaches and recruit where possible.
- Be aware of all upcoming FAI Coaching Courses and Workshops in your area and promote them within the club.
- Liaise regularly with the local FAI Development Officer.
- Link in with local schools.
- Communicate well, and be approachable at all times.

Hrs per week _____:

The Coaching Coordinator is appointed for a _____ Term

Signed: _____

Date: _____

Sample Club Development Plan Template



Club Name	Abbotstown UTD
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Development Plan	2018-2020
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Club Background

Formed in 2016 to provide an opportunity for people in the community to enjoy football and reach their full potential.....

Club Background

Be a club that aims for best practice in management, coaching, player development and facilities....

Club Background

To deliver fun and enjoyable football experience for all our members.....

Club Ethos Statement/Values

We believe that Football is the greatest game on earth and that everyone in our community should have an opportunity to play in a safe and fun environment.....

Coaching & Player Development aim:

Objective	How	Cost	Timescale	Responsibility
All Coaches must have a PDP 1 Certificate	<ul style="list-style-type: none"> Organise a course in the club Subsidise the fee for the coaches 	€200	October 2018	Coaching Coordinator

Club Structure & Administration aim:

Objective	How	Cost	Timescale	Responsibility
Assign a role description for each committee member	<ul style="list-style-type: none"> Draft templates for each role on the committee using the template in the management guide Get the committee to provide feedback Get the committee to sign off on the final role description 	€0	November 2018	Volunteer Coordinator Committee

Communication & PR aim:

Objective	How	Cost	Timescale	Responsibility
Set Up a Facebook Page	<ul style="list-style-type: none"> PRO to set up a new club Facebook Page Team Managers and committee to send content to the PRO to update the page 	€0	September 2018	PRO

Fundraising & Sponsorship aim:

Objective	How	Cost	Timescale	Responsibility
Establish a Fundraising Committee	<ul style="list-style-type: none"> • Committee to identify potential volunteers • Treasurer to act as Chairperson for the committee • Terms of reference and a sunset clause to be signed off on by the Executive Committee • Fundraising Target Set by the Executive Committee 	€0	December 2018	Chairperson Treasurer

Volunteer Development aim:

Objective	How	Cost	Timescale	Responsibility
Induction Pack for new Volunteers	Sample pack to be put together	€100 printing	December 2018	Volunteer Coordinator

Facilities aim:

Objective	How	Cost	Timescale	Responsibility
Health & Safety Plan review	<ul style="list-style-type: none"> • Health & Safety Subcommittee to be formed • Review current practices • Draft a new plan 	€500 - health and safety consultant	March 2018	Health & Safety Officer

Sample Agenda



Date:	18/08/2018
Time:	8pm-9:30pm
Location:	Clubhouse Room 2
Attendees:	John Paul, Paul John, Gary Neill, Niall murphy etc....
Apologies:	Declan Shaw, Matt Dwyer.

Date:	Notes
Welcome and Introduction	Given by the Chairperson
Apologies for absences	Given by the Chairperson
Minutes of Last Meeting	Checked for accuracy and accepted by the group
Matters Arising	Any updates from the previous meeting that are not already on the Agenda
Financial Report	Provided by the treasurer
Items for Decision	For discussion and decision by the Committee
Items for Discussion	
Review of decisions made and actions to be taken	
AOB	
Date of Next Meeting	

Sample Accident/Incident Report Form



CLUB NAME: _____

Accident Report Form (Please use block capitals or type this form)

Name of person completing this form:	
Title/Role:	
Address:	
Tel:	
Mobile:	

Accident Details

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Date and time:	
Venue:	

Name of injured person:	
Details of injury:	
Any Further Comments:	
Witness 1 Contact Details:	
Witness 2 Contact Details:	

Signature:
Date:

Budget Planner



INCOME	2017	2018	2019
Sponsorship			
Gate Receipts			
Astro Rental			
Grant			
Player Subs			
Loan			
Club Lotto			
Pitch side Advertising			
INCOME - Other			
TOTAL INCOME			
EXPENSES - PROPERTY			
Mortgage/Rent			
Insurance			
Council Rates			
Building & Other Maintenance/Repairs			
Improvements			
<i>Total PROPERTY</i>			
EXPENSES - UTILITIES			
Electricity			
Gas/Oil			
Water/Sewer/Trash			
Phone			
Internet			
<i>Total UTILITIES</i>			
EXPENSES - FOOTBALL			
Team Kit			
Training Equipment			
Footballs			
FOOTBALL - Other			
<i>Total FOOTBALL</i>			
EXPENSES - TRANSPORTATION & CATERING			
Bus Hire			
Player Travel Expenses			
Player Meals			
TRANSPORTATION - Other			
<i>Total TRANSPORTATION & CATERING</i>			
EXPENSES - INSURANCE			
Property Insurance			
Public Liability Insurance			
Personal Accident			
Employers Liability			
INSURANCE - Other			
<i>Total INSURANCE</i>			

EXPENSES - HOUSEKEEPING			
Laundry / Dry Cleaning			
Tea Coffee etc.			
Stationary			
HOUSEKEEPING - Other			
<i>Total HOUSEKEEPING</i>			
EXPENSES - OBLIGATIONS			
Social Partnerships Loan			
Credit Card			
Legal Fees			
OBLIGATIONS - Other			
<i>Total OBLIGATIONS</i>			
CLUB EXPENSES			
Deductible Expenses			
Non-Deductible Expenses			
CLUB - Other			
<i>Total CLUB EXPENSES</i>			
EXPENSES - AFFILIATION / REGISTRATION			
League Affiliation Fees			
Player Registrations			
AFFILIATION / REGISTRATION - Other			
<i>Total AFFILIATION / REGISTRATION</i>			
EXPENSES - MISCELLANEOUS			
Bank Fees			
Postage			
MISC - Other			
<i>Total MISCELLANEOUS</i>			
Total Expenditure			
Net Income (Expenditure)			

Income and Expenditure Account - 12 Months

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Monthly Average
Sponsorship														
Gate Receipts														
Asito Rental														
Grant														
Player Subs														
Loan														
Club Lotto														
Pitch side Advertising														
INCOME - Other														
TOTAL INCOME														
EXPENSES - PROPERTY														
Mortgage/Rent														
Insurance														
Council Rates														
Building & Other Maintenance/Repairs														
Improvements														
<i>Total PROPERTY</i>														
EXPENSES - UTILITIES														
Electricity														
Gas/Oil														
Water/Sewer/Trash														
Phone														
Internet														
<i>Total UTILITIES</i>														
EXPENSES - FOOTBALL														
Team Kit														
Training Equipment														
Footballs														
FOOTBALL - Other														
<i>Total FOOTBALL</i>														

Income and Expenditure Account - 12 Months

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Monthly Average
INCOME														
EXPENSES - TRANSPORTATION & CATERING														
Bus Hire														
Player Travel Expenses														
Player Meals														
TRANSPORTATION - Other														
<i>Total TRANSPORTATION & CATERING</i>														
EXPENSES - INSURANCE														
Property Insurance														
Public Liability Insurance														
Personal Accident														
Employers Liability														
INSURANCE - Other														
<i>Total INSURANCE</i>														
EXPENSES - HOUSEKEEPING														
Laundry / Dry Cleaning														
Tea Coffee etc.														
Stationary														
HOUSEKEEPING - Other														
<i>Total HOUSEKEEPING</i>														
EXPENSES - OBLIGATIONS														
Social Partnerships Loan														
Credit Card														
Legal Fees														
OBLIGATIONS - Other														
<i>Total OBLIGATIONS</i>														
CLUB EXPENSE														
Deductible Expenses														
Non-Deductible Expenses														
CLUB - Other														
<i>Total CLUB EXPENSES</i>														

Income and Expenditure Account - 12 Months

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Monthly Average
EXPENSES - AFFILIATION / REGISTRATION														
League Affiliation Fees														
Player Registrations														
AFFILIATION / REGISTRATION - Other														
<i>Total AFFILIATION / REGISTRATION</i>														
EXPENSES - MISCELLANEOUS														
Bank Fees														
Postage														
MISC - Other														
<i>Total MISCELLANEOUS</i>														
Total Expenditure														
Net Income (Expenditure)														



Use of Social Media:

Social Media is an excellent way to promote activities and showcase success of the club. It also helps the club communicate with its members and the general public. Members should use social media in a responsible, respectful and friendly manner. When using sites such as Facebook, Twitter, etc. members should not post negative comments about referees/judges/opponents/teammates/coaches or any other member of their own club or any other club. Cyber/online bullying is completely unacceptable and will not be tolerated, and poor behaviour online will be treated as a breach of the Code of Conduct in real time.

The risks

Risks associated with social media services include: cyberbullying, grooming and potential abuse by online predators, identity theft, and exposure to inappropriate content. The capabilities of social networking services may increase the risk for sexual exploitation of children and young people.

Easy rules to adhere to:

If someone has their own personal profile on a social media website, they should make sure that others cannot access any content, media, or information from that profile that:

- a) They are not happy for others to have access to.
- b) Which would undermine their position as sports coach/volunteer representing their organisation/club.

As a basic rule, if you are not happy with others seeing particular comments, media or information, then simply do not post these materials on a public forum site. When using social media sites the following should be considered:

- Change your privacy setting on the profile so that only people you have accepted as friends can see your comments. Individuals should lock down their page to non-friends.
- Review who is on your 'friends list' on your personal profile. In most situations, you should not accept 'friend's requests' if you do not actually know the person(s) concerned.
- Ensure personal blogs have clear disclaimers that the views expressed are personal and not representative of a particular club or sport.
- Ensure that information published on social media sites complies with the club/organisations Code of Conduct.
- Beware of how your actions could be captured via images, posts or comments online as these will reflect on the sport or your club.
- Respond to online bullying - what is said online should be treated as if said in real time.
- Those in authority should not have under 18's they coach as their friends and do not comment on individual players you are coaching through your personal page.

Principles

If you are representing the club in an official capacity, it is important that your posts convey the same positive spirit as the club ethos would instil in all of its communications. Be respectful of all individuals, races, religions and cultures. How you conduct yourself online not only reflects on you; it also reflects directly on the club.

For further information on social media in relation to safeguarding, please see the FAI's social media policy. www.fai.ie

Sample Role of the Volunteer Coordinator



Overview:

The Volunteer Coordinator acts on behalf of the committee and leads the retention, training, organisation, recruitment and welfare of volunteers in the club.

Responsibilities:

- Provide a focal point for volunteers and volunteering within the club.
- Facilitate the recruitment, retention, recognition, and reward of volunteers within the club.
- Determine each year the jobs/tasks required to run effectively and match volunteer skills and interests to those positions.
- Ensure that new volunteers are welcomed appropriately and are clear on their role/ responsibilities including whom to approach if any difficulties are encountered.
- Responsible for the induction of volunteers.
- Issue documentation that clearly sets out each volunteer's role.
- Ensure individual volunteers are given appropriate support.

A good Volunteer Coordinator will be:

- Well organised with good communication skills.
- A good planner.
- Excellent at building relationships.
- Enthusiastic about the club.
- Interested in people.
- A good understanding of how the club works.
- Good knowledge of all the roles within the club.
- Trustworthy and able to maintain confidentiality.
- Able to provide support for and advocate for volunteers in the club.

Hrs per week _____:

The Volunteer Coordinator is appointed for a _____ Term

Signed: _____

Date: _____



Abbotstown FC (hereinafter called the club) existence depends on the voluntary effort of all its volunteers. Volunteers are the driving force of the club and without volunteers the club would not be in a position to offer football opportunities in our community. It is important that the club provides a healthy environment for volunteers and recruits the right people for the right job. The following recruitment steps will help to protect young people and assist in placing volunteers in a position to which they are suited and supported.

- 1. Role Descriptions** – The club will provide a role description for all new volunteer positions that will include a set of tasks and a time commitment. The volunteer role will be publicised through the club's communication channels.
- 2. Application form** – A brief application form will be provided for all applicants. This ensures the relevant information is collected and that all interested parties are treated fairly.
- 3. Interview** – The applicants will sit through an interview meeting with at least two members of the Committee.
- 4. Reference** – Every applicant will provide at least two references who will be contacted before the commencement of any role.
- 5. Garda Vetting** – In line with legislation and the FAI's child welfare and safeguarding policy everyone working with children or vulnerable adults will require Garda Vetting before starting their role.
- 6. Induction** – Every new volunteer will have received an induction to ensure that they are familiar with their surroundings, comfortable and made aware of the club's policies and procedures.
- 7. Training** – Where possible the club will provide training to upskill volunteers.
- 8. Volunteers** – All volunteers will adhere to the clubs and the FAI's rules and code of conducts.



Overview:

The role and responsibilities of the Designated Liaison Person is assigned to the Chairperson.

Support and advice is available from the Football Association of Ireland's Child Welfare and Safeguarding Manager, who is also the Mandated Person.

Responsibilities:

- The Designated Liaison Person is responsible for reporting allegations or suspicions of Child abuse to Tusla and/or An Garda Síochána.
- To undertake the role of Designated Liaison Person, the individual must have completed the Safeguarding 1 and Safeguarding 3 course.
- Make the name and contact details of the Designated Liaison Person available to all in the club.
- Have knowledge of the Code of Ethics, and statutory requirements.
- Have a knowledge of categories and indicators of abuse.
- Be familiar with and able to carry out reporting procedures using the correct forms.
- Communicate with parents and/or agencies as appropriate.
- Assist with the ongoing implementation of safeguarding training.
- Be aware of local contacts and services in relation to Child protection, i.e. principal and duty social workers and their contacts.
- To inform duty social worker in Tusla – Child and Family agency and/ or An Garda Síochána of relevant concerns about individual children, using the Standard Reporting Form, keep a copy of this form and ensure acknowledgement of receipt of this form.
- Reporting poor practise to their relevant governing body having ensured that any concerns regarding child protection issues have been reported to the relevant Statutory Authority.
- Advise Administrators on issues of confidentiality, record keeping and data protection.

Designated Liaison Persons do not have the responsibility of investigating or validating Child protection concerns within the Club/League and have no counselling or therapeutic role. This responsibility lies with the Gardaí, Tusla or the HSE.







(Insert Name Club/League) in accordance with the FAI Rulebook, FAI Child Welfare and Safeguarding policy, other FAI policies, procedures and our legislative requirements have agreed this Child Safeguarding Statement which is binding on all members. (Insert Name Club/League) is a (what the organisation is) operating on a (Local/County/Regional) scale Providing sporting activities and opportunities for children and young people through participation in clubs. The (Clubs/League) offers sporting activities to children and young people from the age of (add age). (Clubs/League) recruits over (add amount) volunteers with over (add amount) participants. (Clubs/League) is committed to safeguarding children and by working under the guidance of our Safeguarding Policies and procedures, our staff, both volunteers and employed working with our children and young people, throughout the Association, seek to create a safe and fun environment for children and young people to participate in their sport.

Principles to Safeguard Children from Harm

This statement recognises that in accordance with legislation and the requirements of FAI Rulebook, FAI Child Welfare and Safeguarding policy, other FAI policies and procedures that the welfare and interests of children are paramount in all circumstances. (Clubs/League) is established on a number of core principles: - the needs of the Child, integrity and respect, environment, equality, fair play, welfare and safety in football. These underlying principles underpin our rules, policies and procedures to ensure that when Children participating in our activities, they do so, as far as is practicable, in a safe and enjoyable environment.

Risk Assessment

In preparing this statement the (Clubs/League) have completed a Risk Assessment of the potential risk of harm to children when they are participating in any of our games and attending our activities. The risks were reviewed under the following headings; Club and Coaching Practices; Complaints & Discipline; Reporting Procedures; Use of Facilities; Recruitment; Communications; and General Risk of Harm. The Risk Assessment was undertaken on (Insert date). The table below lists the area of Risk identified and the list of procedures and policies for managing these risks

Risk Identified	Procedures/Policies in place	QR Code shortcut
Risk of harm including assault, ill treatment or neglect of a child in a manner that seriously affects or is likely to seriously affect the child's health, development or welfare or sexual abuse of child.	<ul style="list-style-type: none"> FAI Child Welfare and Safeguarding policy FAI Concern-Complaint policy FAI Rulebook Safeguarding training (add any additional policies, procedures or code of Conducts) 	1. FAI Child Welfare & Safeguarding Policy 
Risk of harm of abuse when hosting an activity and or an away trip.	<ul style="list-style-type: none"> FAI Child Welfare and Safeguarding policy FAI Concern-Complaint policy Safeguarding training (add any additional policies, procedures or code of Conducts) 	2. FAI Concern-Complaint Policy 
Risk of harm of online abuse through social media.	<ul style="list-style-type: none"> FAI Child Welfare and Safeguarding policy FAI Social Media policy (add any additional policies, procedures or code of Conducts) 	2. FAI Concern-Complaint Policy 
Bullying of a child.	<ul style="list-style-type: none"> FAI Child Welfare and Safeguarding policy FAI Concern-Complaint policy FAI Social Media policy (add any additional policies, procedures or code of Conducts) 	2. FAI Concern-Complaint Policy 

The *(Insert Name Clubs/League)*'s Child Safeguarding Statement has been developed in line with requirements under the Children First Act 2015, (the Children First: National Guidance for the Protection and Welfare of Children (2017), and Tusla's Child Safeguarding: A Guide for Policy, Procedure and Practice).

The *(Insert Club/League)* has the following procedures in place as part of our Safeguarding Policies:

- Procedures for the management of allegations of abuse or misconduct by staff or volunteers against a child availing of our activities;
- Procedures for the safe recruitment and selection of staff and volunteers to work with children in our activities;
- Procedures for provision of and access to child safeguarding training and information, including the identification of the occurrence of harm;
- Procedure for reporting of child protection or welfare concerns to Statutory Authorities;
- Procedures for maintaining a list of the persons in the relevant service who are mandated;
- Procedure for appointing a relevant person.

All procedures/policies listed are available on request. FAI Policies and the FAI Rulebook are available on www.fai.ie/domestic *(add in Club/League website if necessary)*.

The Mandated person for the *(Insert Club/League)* is Kirsten Pakes of the FAI and the Designated Liaison person is *(add in name)*.

(Insert Name Clubs/League) recognise that implementation is an ongoing process. Our *(Insert Organisation)* is committed to the implementation of this Child Safeguarding Statement and the accompanying child welfare and safeguarding policies and procedures that support our intention to keep children safe from harm while participating in our activities. This Child Safeguarding Statement will be reviewed on *(insert date < 24 months)* or as soon as practicable after there has been material change in any matter to which the statement refers.

This statement has been published on the *(Insert Name Clubs/League)* website; *(Add in Club/League Website if necessary)* and displayed in a prominent place on the premises.

It has been provided to all staff, volunteers and any other persons involved with the service. It is readily accessible to parents and guardians on request. A copy of this Statement will be made available to Tusla and members of the public if requested.

Signed: _____

Date: _____

(On behalf of the Club/Region/NGB – this is the Provider)

For further information on this Child Safeguarding Statement, please contact relevant person *(insert the name of the Relevant Person)*: Add contact details:

Sample Risk Assessment Document

This risk assessment considers the potential for harm to come to children whilst they are in (*insert Club/Region/NGB*)'s care. This risk assessment precedes the Child Safeguarding Statement (Section 11 (1b) Children First Act 2015) which is developed following this risk assessment process. In accordance with the requirements of Section 11 (1) of the Children First Act 2015 the risk is of abuse and not general health and safety risk (covered under a separate H&S policy and risk assessment).

Section 11 (1) of the Children First Act 2015 states that where a person proposes to operate as a provider of a relevant service, he or she shall, within 3 months from the date on which he or she commences as such a provider —

(a) Undertake an assessment of any potential for harm to a child while availing of the service (in this section referred to as a "risk").

Potential risk of harm to children	Likelihood of harm happening L-M-H	Required Policy, Guidance and Procedure document	Responsibility Club/Region/National	Further action required ...
CLUB & COACHING PRACTICES				
Lack of coaching qualification	H	<ul style="list-style-type: none"> Coach education policy Recruitment policy 		<i>Proof of qualification to be confirmed</i>
Supervision issues		<ul style="list-style-type: none"> Supervision policy Coach education policy 		<i>Ongoing review</i>
Unauthorised photography & recording activities		<ul style="list-style-type: none"> Photography and Use of Images policy 		<i>Ongoing review</i>
Behavioural Issues		<ul style="list-style-type: none"> Code of Conduct Safeguarding Level 1 (min) Complaints & Disciplinary policy 		<i>Ongoing review</i>
Lack of gender balance amongst coaches		<ul style="list-style-type: none"> Coach education policy Supervision policy 		<i>Ongoing review</i>
No guidance for travelling and away trips		<ul style="list-style-type: none"> Travel/Away trip policy Child Safeguarding Training 		<i>Ongoing review</i>
Lack of adherence with misc procedures in Safe-guarding policy (i.e. mobile, photography, transport)		<ul style="list-style-type: none"> Safeguarding policy Complaints & disciplinary policy 		<i>Ongoing review</i>
COMPLAINTS & DISCIPLINE				
Lack of awareness of a Complaints & Disciplinary policy	H	<ul style="list-style-type: none"> Complaints & Disciplinary procedure/policy Communications procedure 	Club	<i>Immediate action needed Greater communication required</i>
Difficulty in raising an issue by child & or parent Reason: Covered above		<ul style="list-style-type: none"> Complaints & Disciplinary procedure/policy Communications procedure 		<i>Review the communication/ responsibilities of the procedure/ policy as required</i>
Complaints not being dealt with seriously		<ul style="list-style-type: none"> Complaints & Disciplinary procedure/policy 		<i>Ongoing review</i>
REPORTING PROCEDURES				
Lack of knowledge of organisational and statutory reporting procedures	H	<ul style="list-style-type: none"> Reporting procedures/policy Coach education policy Code of Conduct/Behaviour 	NGB MP DLP	<i>Make policies and procedures available Include in Safeguarding Training (L1) Include in Coach Education Training</i>
No Mandated Person appointed		<ul style="list-style-type: none"> Reporting procedures/policy 	NGB	<i>Publicise identity of Mandated Person Train Mandated Person in their role</i>
No DLP Appointed		<ul style="list-style-type: none"> Reporting procedures/policy 	NGB Club	<i>Train all DLPs Publicise identity of DLPs</i>
Concerns of abuse or harm not reported		<ul style="list-style-type: none"> Reporting procedures/policy Child Safeguarding Training – Level 1 	MP DLP	<i>Include in Safeguarding Training (L1) Publicise names of CCOs, DLPs, MP(s) Publicise internal and external reporting procedures</i>
Not clear who YP should talk to or report to		<ul style="list-style-type: none"> Post the names of CCOs, DLPs and MP 	CCO DLP	<i>Communicate in Club Include in Safeguarding Training (L1)</i>

Potential risk of harm to children	Likelihood of harm happening L-M-H	Required Policy, Guidance and Procedure document	Responsibility Club/Region/National	Further action required ...
FACILITIES				
Unauthorised access to designated children's play & practice areas and to changing rooms, showers, toilets etc.	H	<ul style="list-style-type: none"> Supervision policy Coach education 	NGB Club	Clarify responsibilities before session starts
Unauthorised exit from children's areas		<ul style="list-style-type: none"> Supervision policy Coach education 		Clarify responsibilities before session starts
Photography, filming or recording in prohibited areas		<ul style="list-style-type: none"> Photography policy and use of devices in private zones 		Enforce policy in private changing and wet areas
Missing or found child on site		<ul style="list-style-type: none"> Missing or found child policy 		Refer to policy and inform Gardai
Children sharing facilities with adults e.g. dressing room, showers etc.		<ul style="list-style-type: none"> Safeguarding policy 		Plan with facilities management to create a suitable child centred environment in shared facilities
RECRUITMENT				
Recruitment of inappropriate people	H	<ul style="list-style-type: none"> Recruitment policy 	NGB Club CCO Appropriate personnel	Ongoing review
Lack of clarity on roles		<ul style="list-style-type: none"> Recruitment policy 	Club	Check job description Put supervision in place
Unqualified or untrained people in role		<ul style="list-style-type: none"> Recruitment policy 	Club	Check qualification Ongoing review
COMMUNICATIONS AND SOCIAL MEDIA				
Lack of awareness of 'risk of harm' with members and visitors	H	<ul style="list-style-type: none"> Child Safeguarding Statement Training policy 	National Club DLP CCO	Communicate Child Safeguarding Statement
No communication of Child Safeguarding Statement or Code of Behaviour to members or visitors		<ul style="list-style-type: none"> Child Safeguarding Statement - display Code of Behaviour - distribute 	Club Executive County Committee DLP Children's Officer	Communicate Child Safeguarding Statement Distribute Code or Sections as appropriate
Unauthorised photography & recording of activities		<ul style="list-style-type: none"> Photography and Use of Images policy 		Ongoing review
Inappropriate use of social media and communications by under 18's		<ul style="list-style-type: none"> Communications policy Code of conduct 		Ongoing review
Inappropriate use of social media and communications with under 18's		<ul style="list-style-type: none"> Communications policy Code of conduct 		Ongoing review
GENERAL RISK OF HARM				
Harm not being recognised		<ul style="list-style-type: none"> Safeguarding policy Child Safeguarding Training 		Ongoing review
Harm caused by <ul style="list-style-type: none"> child to child coach to child volunteer to child member to child visitor to child 		<ul style="list-style-type: none"> Safeguarding policy Child Safeguarding Training 		Ongoing review
General behavioural issues		<ul style="list-style-type: none"> Code of Conduct 		Take disciplinary action where necessary Sign code of conduct

Explanation of terms used:

- **Potential risk of harm to children** - these are identified risks of harm to children whilst accessing activities in the Club/Region/Province/NGB.
- **Likelihood of harm happening** - the likelihood of the risk occurring in the club/region/NGB measured by you as Low/Medium or High.
- **Required Policy, Guidance and Procedure document** - indication of the policy required to alleviate the risk.
- **Responsibility** - provider should indicate where the responsibility for alleviating the risk lies.
- **Further action...** - indicates further action that might be necessary to alleviate any risk ongoing.

This Risk Assessment document has been discussed and completed by (insert Club/Region/NGB as provider) on ____/____/20__

Signed: _____

Signed: _____

Name: _____

Name: _____

Role(insert role on Committee): _____

Role: Club Children's Officer

Date: _____

Date: _____



Coaches/Mentors are critical to the establishment of good practices in football. Their attitude to the game directly informs the attitude of the players under their supervision. Coach/Mentors must speak and act in a manner consistent with this reality. As a Coach/Mentor I will:

- Complete Garda Vetting before commencing my role and I will complete the safeguarding 1 course.
- Respect the rights, dignity and worth of each person and treat each person equally within the context of the sport.
- Not subscribe to the ethos of "win at all costs".
- Place the health, well-being and safety of each player above all other considerations.
- Abide by the rules of the game.
- Strive to develop an appropriate working relationship with each player based on mutual respect.
- Have particular regard for the code when working with young players in the game.
- Not exert undue influence to obtain personal benefit or reward.
- Guide players to accept responsibility for their own behaviour and performance.
- Ensure that the activities and strategies they direct and advocate are appropriate for the age, maturity, experience and ability of players involved.
- Clarify with the players (and where the players are under the age of 18, their parents) exactly what is expected of them and also what they are entitled to expect from the Mentor.
- Co-operate with specialists within the game e.g. other coaches, officials, sport scientists, doctors, and physiotherapists, etc. in the best interest of players.
- Be conversant with the laws of the game and the rules of any competition in which a team under his/her stewardship is participating.
- Encourage players to adhere to the club's code.
- Observe the highest standards of integrity and fair dealing.
- Promote a positive approach to the game e.g. fair play, honest endeavour and genuine teamwork.
- Not encourage or condone violations of the laws of the game, behaviour contrary to the spirit of the game, or the use of questionable strategies or tactics.
- Not encourage or condone the use of prohibited substances.
- Consistently display high standards of behaviour and comment.
- Use or tolerate the use of inappropriate language.
- Demonstrate due respect towards match officials.
- Accept the decisions of the match officials.

I understand that if I do not follow the Code of conduct, action may be taken by my club, league or national association.

Coach/Club Official: _____

Date: _____

Sample Players Code of Conduct



As players are constantly in the glare of public attention and are widely recognised as the most important people in the sport, there is a considerable onus upon them to speak and act in a manner which promotes all that is good about the game and the club. As a player, I will:

- Make every honest effort to develop my sporting ability, to include fitness, skill, technique and tactical ability.
- Strive to set a positive example for younger players and supporters.
- Safeguard the physical fitness of opponents, avoid violence and rough play, and where possible help injured opponents.
- Give maximum effort and strive for the best possible performance during each game.
- Avoid all forms of gamesmanship, and time wasting.
- Refrain from using inappropriate language particularly to referees/officials and other players.
- Make every effort consistent with fair play and the laws of the game to help my team win.
- Abide by the laws, rules of the game and of any given competition, both in fact and in spirit.
- Accept victory and defeat with equanimity.
- Resist any temptation to consume or otherwise imbibe any banned substances.
- Treat opponents with respect at all times.
- Demonstrate due respect towards match officials.
- Accept the decisions of the match officials without protest.
- Avoid words or actions which may mislead a match official.
- Abide by the lawful instructions and directions of mentors and team officials.
- Act towards the mentors and officials of the opposing side in a respectful manner.
- Demonstrate due regard for the interest of supporters.
- Not act or speak so as to incite or encourage supporters to act in a way that may endanger the safety of anyone attending or participating in the game.
- Not either directly or indirectly place a bet on the outcome of any game in which I am involved.
- Have regard to the best interests of the game when publicly expressing an opinion on the game or on others involved in the game.
- In making public comments on a particular fixture or on the game in general, I will be mindful of upholding and promoting the good name of the game and others involved in it in the wider community.

Player Signature: _____

Date: _____

Parent Signature: _____

Date: _____

Sample Parents / Spectators Code of Conduct



We all have a responsibility to promote high standards of behaviour in the game. Parents have a significant influence on children's enjoyment and success in football. Children play football because they first and foremost love the game – it's FUN. Remember children's football is a time for them to develop and learn. We want them to win but not at all costs. Play your part by supporting your child, supporting the FAI's Player Development Plan and observe the Code of Conduct at all times. I will:

- Remember that children play for FUN.
- Applaud effort and good play.
- Always respect the match officials' decisions.
- Remain outside the field of play or within the Designated Spectators' Areas.
- Let the coach do their job and not confuse the players by telling them what to do.
- Encourage your child, and others, or be quiet. Praise effort and performance, not results.
- Encourage the players to respect the opposition, referee and officials.
- Avoid criticising a player for making a mistake – mistakes are part of learning.
- Never engage in, or tolerate, offensive, insulting, or abusive language or behaviour.
- I must develop an appropriate supportive relationship with both the coach and my child based on mutual trust and respect.
- Support the coach's decisions and discuss any concerns directly with the coach.
- Watch and be familiar with the Coach/Parents Education Video on www.fai.ie.

I understand that if I do not follow the Code of Conduct, action may be taken by the club, league or National Association in line with the disciplinary process.

Parent: _____

Coach: _____

Date: _____



1. EVENT OVERVIEW

Event:			
Date:			
Venue:			
Venue address:			
Event organiser/manager:			
Contact number:			
Expected no. of participants:	Expected no. of spectators:	Spectator capacity:	
Venue contact name:			
Venue contact number:			

1.1 Event Schedule

ACTIVITY	TIME	NOTES
Staff / volunteers arrive		
Set-up begins		
Set-up ends		
Staff / volunteer briefing		
Operations begin – participants arrive		
Doors open to spectators		
Activity starts		
Lunch / break time (where applicable)		
Activity finishes		
All participants / spectators off site		
Tidy-up / clear out		
Staff / volunteer debriefing		
All staff / volunteers off site		

1.2 Event Management Team

Position/Role	Name	Contact Number
Event Manager		
Safety Officer		
Child Protection Officer		
First Aider		
Operations/Logistics Coordinator		

Other:

Event size	Guidelines
All events	Ideally the Event Manager should maintain a supervisory role over the event at all times. He/she should not get involved in hands-on delivery (e.g. refereeing, check-in desk). For some programmes the Event Manager may become involved in delivery providing there are other coaches on site and he/she can leave the task they are undertaking if necessary
	A qualified First Aider must be on site at all times
150+ participants	The Event Manager cannot be the only First Aider on site, another First Aider must be in place
200+ participants	Someone (other than the Event Manager) must be assigned to the role of Operations/Logistics Coordinator
	Someone (other than the Event Manager) must be assigned to coordinate the football coaching/competition

3. FOOTBALL

3.1 Pitches & changing rooms

Expected number of teams:

Number of changing rooms required:

Team	Changing room

Team	Changing room

Match Officials

Pitches required (e.g. Warm-up, full size, 5-a-side, 7-a-side, 9-a-side, all weather, etc.)

Type	Size	Quantity	Goalposts

3.2 Match officials

	Number required	Start time	Estimated finish time
Referees			
Assistant referees			
Other			

Match officials' briefing	Time:	Location:	Who:
---------------------------	-------	-----------	------

NOTES

3.3 Match schedule

See appendix 1 for match schedule template.

3.4 Information & Awards

Head Coaches' briefing	Time: _____	Location: _____	Who: _____
How will the fixtures & results be displayed? _____ _____			
Will medals/awards be presented at this event? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, how will the awards area be set up? _____ _____ _____			

4. OPERATIONS

4.1 Logistics

What's sports equipment is required for this event?		
ITEM	Quantity	Who will provide it
Balls		
Bibs		
Cones		
Other		

Is there any other equipment being borrowed/hired for this event? (e.g. chairs, tables, etc.)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
--	------------------------------	-----------------------------

If yes, please give details:			
ITEM	From	Quantity	Location to be used

1. Is any catering required for this event? <input type="checkbox"/> Yes <input type="checkbox"/> No
2. If yes, please give details: _____ _____

4.2 Signage

Is there any information signage being used at the event?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is there any branding/sponsorship signage being used for photos?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

If yes to either,

When is signage being erected? _____ By whom? _____

When is signage being taken down? _____ By whom? _____

4.3 Public announcements

Will a PA system be required for this event? Yes No

	Opening address / Welcome	Closing address / Thank you
Start time:		
Location:		

Who will perform each address? _____

If there are any special guests please give details: _____

If there are any performers please give details: _____

4.4 Safety announcements

What safety announcements will be made?

	What	When
1	Outline the general layout of the venue	
2	Please take note of all exits (point out the location of these exits). In the event of an evacuation, please leave the building/venue by the nearest exit. If you require assistance, please let one of our staff/volunteers know	
3	The Medical/First Aid area is located _____	
4	Should you have any safety or security concerns please let one of our staff/volunteers know, they are wearing _____	
5		
6		
7		
8		
9		

4.4 Event Finance

INCOME	€	COSTS	€

5. OPERATIONS

5.1 Evacuation Plan

Request a copy of the venue’s evacuation plan and attach it to this Event Plan. Make yourself aware of the general procedures and your role (if any) should an evacuation have to take place.

1. Request the evacuation plan from the venue as soon as the venue is selected
2. If an evacuation plan is not available, request that the venue put one in place
3. If they cannot do so, use another venue for this event (wherever possible)
4. If it is not possible to find an suitable alternative venue please complete your own evacuation plan for this event using the FAI Grassroots Event Evacuation Plan template
5. Attach the completed evacuation plan to this document and ensure staff & volunteers are briefed on it

5.2 Restricted areas

Restricted areas are simply parts of the venue which you need to control access to, either for security reasons or for ease of running the event. Examples include; changing areas, pitches, office, etc.

Restricted areas	Who will control access

5.3 Accessibility

Is there disabled access to/within the venue? Yes No

If yes, please give details:

Are there particular areas within the venue with are inaccessible? If yes, please give details:

5.4 Venue Traffic Management

	No. of spaces		No. of spaces
Team (bus) parking		Guest/Media Parking	
Public parking		Disabled parking	
Volunteer parking		Emergency Vehicle parking	

What is the planned route for buses?

If there is a specific player drop off/pick up point please give details:

5.5 Venue Layout Drawing

Designing your venue is a critical part of the planning process. This can be done using **Venue layout drawings**. These can be as simple as a hand drawn sketch of the venue with all the different spaces identified on it. If the venue you are using already has plans or drawings then it will make it even more straightforward.

The following are examples of the spaces you should identify on your venue layout drawing (where applicable):

1. Main entry & exit points
2. Pitches to be used
3. Spectator viewing area
4. Changing areas (players, officials)
5. Toilets (players, officials, public, disabled)
6. Management office
7. Medical/First Aid Centre
8. Information/Fixtures/Results area
9. PA announcement area
10. Check-in desks (teams, staff/vols)
11. Eating areas (teams, public, staff/vols)
12. Storage area
13. Parking (teams, public, staff/vols, guests, disabled, emergency)
14. Waste disposal point

Attach your **Venue Layout drawing**, with all spaces listed above clearly marked.

APPENDIX 1 - EVENT DAY CHECKLIST



Venue provided with copy of FAI's insurance cert _____	<input type="checkbox"/>
Copy of venue's insurance cert. received _____	<input type="checkbox"/>
Copy of venue's evacuation plan received _____	<input type="checkbox"/>
Risk assessment completed _____	<input type="checkbox"/>
Final safety check completed _____	<input type="checkbox"/>
Playing surface check - moisture (indoor), hazards or waste (outdoors) _____	<input type="checkbox"/>
First Aid kit available & on site _____	<input type="checkbox"/>
Accident & Incident Report Forms available & on site _____	<input type="checkbox"/>
All equipment available & on site _____	<input type="checkbox"/>
Pitches set-up and marked _____	<input type="checkbox"/>
All goalposts secured & properly fitted with weights _____	<input type="checkbox"/>
Drinking water available _____	<input type="checkbox"/>
Full venue set-up completed _____	<input type="checkbox"/>
Staff/volunteer briefings completed _____	<input type="checkbox"/>
Head Coach briefing completed _____	<input type="checkbox"/>
All staff/vols aware of procedures for toilets & injuries _____	<input type="checkbox"/>
All fixtures displayed _____	<input type="checkbox"/>
Mid-event safety check completed _____	<input type="checkbox"/>
Mid-event check in with staff/vols completed _____	<input type="checkbox"/>
All results displayed _____	<input type="checkbox"/>
Staff/Vol debrief completed _____	<input type="checkbox"/>
Tidy up & clear out completed _____	<input type="checkbox"/>
All Accident & Incident Report Forms completed & gathered _____	<input type="checkbox"/>
Results and report submitted to local media / FAI Communications Dept. _____	<input type="checkbox"/>
Event evaluation completed _____	<input type="checkbox"/>

NOTES:

APPENDIX 2 - MATCH SCHEDULE (copy additional sheets as necessary)



Letter	Team	Group
A		
B		
C		
D		

Letter	Team	Group
E		
F		
G		
H		

Group 1 pitch(es):

Group 2 pitch(es):

Group 3 pitch(es):

Group 4 pitch(es):

8 Teams			7 Teams			6 Teams			5 Teams			4 Teams		
Score	Teams	Score	Score	Teams	Score	Score	Teams	Score	Score	Teams	Score	Score	Teams	Score
	F - H			B - C			A - B			A - D			A - C	
	B - C			D - G			C - D			B - C			B - D	
	A - E			A - E			E - F			D - E			A - D	
	D - G			D - F			A - C			A - C			B - C	
	B - H			A - B			B - E			B - E			A - B	
	C - F			C - E			D - F			C - D			C - D	
	D - E			F - G			A - E			A - B				
	A - G			B - E			C - F			C - E				
	D - H			A - C			B - D			B - D				
	A - C			A - C			A - F			A - E				
	B - E			D - E			D - E							
	F - G			B - F			B - C							
	A - H			A - G			A - D							
	B - G			C - D			B - F							
	C - D			E - F			C - E							
	E - F			C - F										
	A - B			E - G										
	D - F			B - D										
	C - E			A - F										
	G - H			C - G										
	B - D			B - D										
	A - F			A - D										
	E - H													
	C - G													
	A - D													
	B - F													
	C - H													
	E - G													

	A	B	C	D	E	F	G	H	Goals Scored	Goals Diff.	Total Points
A											
B											
C											
D											
E											
F											
G											
H											

Group	Winner	Runner up

The information contained within this guide is intended as an introduction to this topic and is for general information purposes only. This information does not form the basis of legal advice or opinion of any kind.

Role of the Safety Coordinator



The following are draft guidelines for the role of Safety Coordinator for the club and not classed as legal duties. If the club is a workplace then further competent advice will be required regarding the implementation of the Safety Statement and safety arrangements, and safety sub-committee and/or safety representative roles, however for the purpose of this document the role is envisaged to be undertaken on a voluntary basis. Ultimately it is the club's responsibility to establish and maintain a safe environment, and eliminate or at least minimise risks. The aim of the Safety Coordinator role is to establish a safer environment and encourage a safe culture for the users, with the support of the Chairperson and Committee, and in consultation with the members. The role includes but is not limited to:

- Assist the Committee with the developing, implementation and maintenance of safety arrangements.
- To be familiar with the Safety Statement and safety arrangements for the club.
- Ensure the Safety Policy is displayed predominately within the club.
- Promote safety awareness in the club.
- Ensure there is a fire register for the club and organise all necessary training. Record all evacuation drills and results of same.
- Collaborate with managers, coaches, leaders etc. to coordinate and implement the safety arrangements.
- Monitor the implementation of the safety arrangements and report any shortage, defects or non-compliance.
- Monitor activities and ensure arrangements are being adhered to. Intervene when/where required.
- Identify the need for and organise training for applicable personnel.
- Ensure all/any accidents/incidents are correctly documented using the Accident/Incident report form and investigated by the necessary management and/or consultant. Organise for the documents relating to any accidents or incidents to be saved correctly.
- Ensure a communications process with and for the Committee is established. This may involve the establishment of a safety sub-committee, depending on the size of the club.
- Carry out or organise regular inspections / audits in the club to determine any hazards that require attention and report the findings to the Committee.
- Determine the competency of contractors / traders used for works in the club before any works commence.
- Maintain records of tests, inspections, and /or examinations etc. on any plant, machinery and/or equipment etc. within the club or required for any activities.

When selecting the Safety Coordinator give consideration to the above role and key requirements for this role. It is recommended the person has at least the following:

- Good communication and advisory skills.
- Proficient administration skills.

Hrs per week: _____

The Safety Coordinator is appointed for a _____ Term

Signed: _____

Date: _____



Preamble

All club's have a responsibility to create and maintain a safe environment within their premises for their members, users and visitors alike. In order to do so the club should have systems and documentation in place to fulfil their responsibility. One way this can be done is by establishing a club Safety Statement which will identify who in the club is responsible for what actions, and the arrangements necessary to do so that are sufficient and applicable to the club.

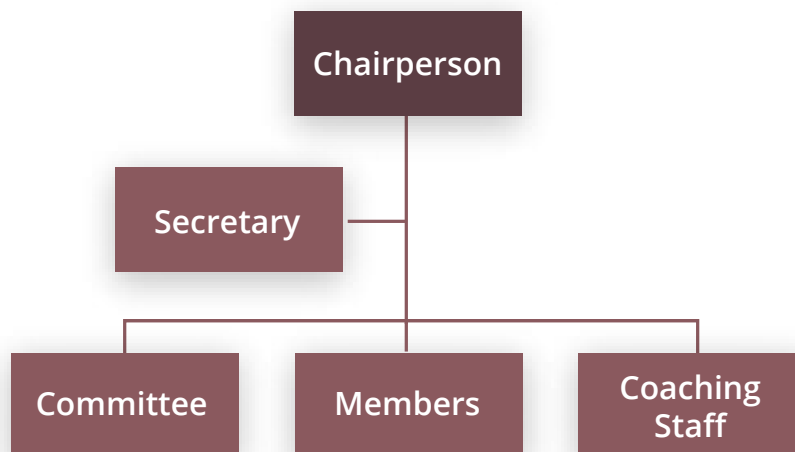
Below is a draft of content and suggested layout, for example purposes only. It is similar details to those included in a work-place Safety Statement. For the purpose of this document the club refers to the grounds and any adjacent facilities, buildings, and/or infrastructure. Arrangements must also be in place for when the members, players, coaching staff etc are travelling to an away fixtures / training etc.

Introduction

This Club Safety Statement applies to the Chair, Committee, Coaching staff, Members, Visitors and Contractors who visit the premises to carry out work, and any tenants and/or suppliers to the club.

Insert description of the club, history, legal set up (company / unincorporated association etc.), management of club (Chair, Committee etc.), premises, grounds, tenants (if applicable), activities.

Insert the club management structure. Below is for example purposes only.



Policy

This is an outline of the club's commitment and intention in regards to safety, health and welfare within the club and includes the following:

- Ensuring all statutory duties are met.
- Providing a safe environment within the grounds and premises.
- Carrying out risk assessments.
- Implementing the safety arrangements.
- Providing training, instruction, information and supervision as is necessary to secure health and safety.
- Ensuring that all equipment and machinery are maintained in a safe condition.
- Ensuring members are aware of the arrangements and their responsibilities.

Duties

Chairperson

The Chairperson (or person in charge) duties include but are not limited to:

- Ensure the Committee understand their responsibilities in relation to health and safety.
- Organise for a risk assessment to be carried out at the club by a competent person.
- Establish with the Committee the necessary safety arrangements for the club.
- Communicate these arrangements to all applicable, including coaching staff, members, players, visitors, contractors, tenants etc.
- Organise necessary training, instruction and information.
- Ensure the health and safety arrangements are implemented and adhered to in the club and related activities.
- Provide adequate facilities and means of access, to and from, for all using or visiting the club and/or using the facilities.
- The provision and maintenance of adequate machinery, equipment and plant provided in the club. This should be arranged in conjunction with the person responsible for the applicable area i.e.: grounds person, caterer, bar, maintenance person etc.

Club Secretary

The club Secretary (or person in charge) duties include but are not limited to:

- Organise for the circulation of the club Safety Statement to all applicable.
- Ensure the Safety Statement is accessible for all required.
- Document any amendments or updates to the Safety Statement, and applicable arrangements to implement the amendments.
- Organise for all documentation in relation to the health and safety at the club be securely recorded and saved for future reference, and forwarded to any applicable bodies if required.

Committee

The Committees duties include but are not limited to:

- Contribute to establishing the safety arrangements for the club and in turn be involved with the implementation and monitoring of safety arrangements.
- Organise the appointment of a Safety Coordinator for the club.
- Participate in any necessary training or briefing as organised.
- Encourage a safe culture within the club and address any breaches promptly.

Coaching Staff

The Coaching Staff duties include but are not limited to:

- Be familiar with the contents of the Safety Statement and all safety arrangements.
- Implement all safety arrangements as applicable.
- Participate in any necessary training or briefing as organised.
- Encourage a safe culture within the club and address / report any breaches promptly.
- Use all clothing, equipment, appliances or items etc. provided for securing the health, safety and welfare of the players and/or visitors.

Member

The member's duties include but are not limited to:

- Be familiar with the contents of the Safety Statement and all safety arrangements.
- Do not intentionally interfere with or misuse any clothing, equipment, appliances or items etc. provided for securing health, safety or welfare in the club.
- Do not engage in improper conduct i.e.: violence, bullying or horseplay, which could endanger themselves or others, or their health and safety.
- Report:
 1. any dangerous or potentially dangerous situation which may endanger themselves or others.
 2. any identified defects which is likely to cause harm to themselves or others.
 3. a breach or incompliance of safety and health arrangements.

Safety Coordinator

- Assist the Committee with the developing, implementation and maintenance of safety arrangements.
- To be familiar with the Safety Statement and safety arrangements for the club.
- Ensure the Safety Policy is displayed predominately within the club.
- Promote safety awareness in the club.
- Ensure there is a fire register for the club and organise all necessary training. Record all evacuation drills and results of same.
- Collaborate with managers, coaches, leaders etc. to coordinate and implement the safety arrangements.
- Monitor the implementation of the safety arrangements and report any shortage, defects or incompliance.
- Monitor activities and ensure arrangements are being adhered to. Intervene when/where required.
- Identify the need for and organise training for applicable personnel.
- Ensure all/any accidents/incidents are correctly documented using the Accident/Incident Report form and investigated by the necessary management and/or consultant. Organise for the documents relating to any accidents or incidents to be saved correctly.
- Ensure a communications process with and for the Committee is established. This may involve the establishment of a safety sub-committee, depending on the size of the club.
- Carry out or organise regular inspections / audits in the club to determine any hazards that require attention and report the finding to the Committee.
- Determine the competency of contractors / traders used for works in the club before any works commence.
- Maintain records of tests, inspections, and /or examinations etc. on any plant, machinery and/or equipment etc. within the club or required for any activities.
- Report:
 1. any dangerous or potentially dangerous situation which may endanger themselves or others.
 2. any identified defects which is likely to cause harm to themselves or others.
 3. a breach or incompliance of safety and health arrangements.

Risk Assessment

A Risk Assessment should be carried out in the club by a competent person, this expertise may have to be sought outside of the club.

The risk assessment process involves;

- Identification of applicable hazards in the clubs, grounds or activities.
- Establishing the risk related to these hazards.
- Determining the control measures required to eliminate / minimise the risks.

From the risk assessment, the safety arrangements required can be identified and used to implement the control measures.

Safety Arrangements

The safety arrangements are the club's policies and procedures in relation to health and safety. They should all be documented and reviewed regularly to ensure they are applicable. The arrangements should detail the measures for, but are not limited to, the following;

Club activities (Training, coaching, games etc.)

- What are the recruitment, vetting and training measures for all coaches, assistants, referees etc.?
- Are these all documented and in date?
- What are the policies for the club activities? Training, games, visiting clubs, supervision, child welfare etc.?
- What equipment is used for club activities? Marking the pitch, flags, flagpoles, training equipment, gym equipment, goalposts etc.?
- What are the policies for use of this equipment? Are they documented, circulated and displayed?

Machinery / Equipment / Plant

- What are the procedures for the purchase, maintenance / servicing and secure storage of all applicable machinery, equipment and plant etc. in the club?
- Who is responsible for them?
- Who has access to the machinery, equipment and plant?
- Who maintains the machinery, equipment and plant and are they competent to do so?
- What documentation is maintained and where?

Maintenance / Servicing

- What services (electrical, plumbing, gas etc.), machinery, equipment, plant, installations etc. require maintenance and/or servicing?
- What are the arrangements for maintenance and/or servicing of same?
- What are the procedures to ensure only designated, competent contractors are used?
- Have all services and locations of same been identified and documented – electrical, water, gas, sewage etc.

Contractors (Traders / Suppliers)

- How are competent contractors selected?
- How are their competencies measured?
- What documentation is requested in advance?
- How do they access the club and/or grounds to carry out work?
- What permissions are required for contractors to carry out their work?
- What briefing or information is required to be given to contractors before commencing any work?
- What are the supervision arrangements for contractors when they are on site?

Fire Safety

- What fire detection, suppression and/or fighting equipment is in the club?
- How are these serviced, tested and maintained? By who and how often?
- What are the evacuation procedures, and how are these communicated and implemented?
- Are all means of escape unlocked, accessible and kept clear at all times?
- What are the procedures for storing and disposing of flammable products and waste?
- How are sources of fire minimised?

First Aid

- Who are the trained first aiders in the club? Is there one present during all activities?
- What is the procedure for first aid training?
- Who monitors the training and ensures it is all in date?
- Where are the first aid kits kept?
- Do all coaches have access to a kit?
- Who is responsible for checking and restocking the kits?
- What are the arrangements for reporting a first aid incident?

Visitors

- What areas can visitors access?
- How are unauthorised areas restricted?
- How are these arrangements communicated to the visitors?

Access Arrangements

- How do persons access various parts of the club and/or grounds?
- How are unauthorised areas restricted?
- Are the ground / underfoot conditions adequate? Are all inclines identifiable?
- Is lighting sufficient at all times? Are there additional resources where required?
- Are there restrictions in place to prohibit vehicle and pedestrian interaction?
- Are parking arrangements easily identifiable?
- Can an emergency vehicle gain access at all times? Can they access the grounds?
- Are all access routes kept clear at all times?
- Is access restricted when the club is closed?

Tenant(s)

- What tenants are present in the club? Bar / caterer / shop etc.?
- What are the tenants' safety arrangements and are these in line with the clubs?
- What are the procedures to ensure these are being adhered to?
- Are responsibilities agreed and documented?
- Is the club providing equipment, machinery etc.? Who is responsible for maintenance / testing of same?
- Are the tenants reporting any breaches or defects promptly and is there systems in place in the club to address these?

Emergency Procedures

- What are procedures for an emergency? Fire, flood, explosion, structural collapse etc.
- How are these implemented and by who?
- How are these communicated in the club?
- How often are drills carried out and are there any actions taken out of these?

Accident / Incident

- What are the measures for an accident / incident?
- How and to who are these reported and documented?
- What and how are records maintained and secured?
- What external organisations need to be notified and when?

Signage

- What signage is in place?
- Does it include for example:
 1. Safety signs – first aid, fire points, assembly areas, electrical boards etc.
 2. Informational – parking arrangements, toilets etc.
 3. Directional – designated routes to areas such as pitches, dressing rooms, first aid rooms, meeting areas etc.
 4. Warning – speed limits, steep incline, steps etc.
 5. Emergency escape - routes and exits.
 6. Prohibition signs – no access, beware etc.
- Is all signage clear and easily readable?

Events / Functions

- What are the procedures for hiring a room / area for an event or function in the club? Are they all documented?
- What are the safety arrangements for hiring a room / area for an event or function in the club?
- Are responsibilities agreed and documented?
- Do the persons booking the space understand their responsibilities?
- What are the bar and security arrangements?
- What are the procedures to ensure these are being adhered to?
- What resources are the club providing?
- Who from the club is supervising the event / function?

Housekeeping

- Who is responsible for general housekeeping for the club and grounds, including dressing rooms, toilets, showers, waste management etc.?
- How are these arrangements implemented and monitored?

Safety Inspections / Audits

- What is the format for carrying out safety inspections / audits?
- Who is responsible for doing these?
- What actions are taken following an audit?
- How are the safety audit records maintained and secured?

Once all the safety arrangements are compiled and agreed it is imperative to establish how they will be implemented and compliance to the same monitored.

- Ensuring all statutory duties are met.
- Providing a safe environment within the grounds and premises.
- Carrying out risk assessments.
- Implementing the safety arrangements.
- Providing training, instruction, information and supervision as is necessary to secure health and safety.
- Ensuring that all equipment and machinery are maintained in a safe condition.
- Ensuring members are aware of the arrangements and their responsibilities.

Conclusion

The health and safety of all who use and visit the club and grounds in the responsibility of the Chairperson and Committee. By establishing and maintaining the club Safety Statement those responsible are taking pro-active steps to discharge those duties.

The club Safety Statement must be reviewed regularly and updated as required.

Appendix

Insert all club forms related to health and safety.

- Accident / Incident report forms
- Safety audits
- Maintenance / service records



The aim of this policy is to ensure that everyone is treated fairly and with respect and that Abbotstown FC (called the club hereinafter) is equally accessible to all. The club is responsible for setting standards and values to apply throughout the club at every level. Football belongs to and should be enjoyed by, anyone who wants to participate in it. Our commitment is to encourage equal opportunities, and confront and eliminate discrimination by reason of:

- Gender
- Sexual orientation
- Marital status
- 'Race', nationality
- Ethnic origin
- Colour, religion or belief
- Ability or disability

This policy is fully supported by the club officers who are responsible for the implementation of this policy. The club, in all its activities, will not discriminate, or in any way treat anyone less favourably, on the grounds of gender, sexual orientation, marital status, 'race', nationality, ethnic origin, colour, religion or belief, ability or disability.

This means that the club will ensure that it treats people fairly and with respect and that it will provide access and opportunity where possible for all members of the community to take part in and enjoy, its activities.

The club will not tolerate harassment, bullying, abuse or victimisation of an individual, which for the purposes of this policy and the actions and sanctions applicable is regarded as discrimination. This includes sexual or racial harassment or other discriminatory behaviour, whether physical or verbal. The club will work to ensure that such behaviour is met with appropriate action in whatever context it occurs.

The club is committed to taking decisive action where inequalities exist, and to the development of a programme of ongoing training and awareness-raising events and activities in order to promote the eradication of discrimination and promote equality in football. The club is committed to a policy of equal treatment of all members and requires all members to abide by and adhere to the policies and the requirements of the relevant legislation:

- Equal Status Acts, 2000-2008
- Employment Equality Acts, 1998-2004
- Prohibition of Incitement to Hatred Act, 1989
- Any amendments to these acts and any new legislation

The club commits itself to the immediate investigation of any claims, when it is brought to its attention, of discrimination on the above grounds and where such is found to be the case, a requirement that the practice stop and sanctions imposed as appropriate. (Further information on the FAI Anti-Discrimination Rule can be found in the FAI rule book).

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Football Association of Ireland
National Sports Campus
Abbotstown
Dublin 15



SPÓRT ÉIREANN
SPORT IRELAND



UEFA
GRASSROOTS
PROGRAMME