

People & Clubs



Operations Manual



Foundation





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People Development

Committee

A vibrant and dynamic committee is vital to drive club forward. This group of people manage the clubs' affairs and develop the club so that members receive a great experience. As they make decisions on behalf of the club it's important to get the right people with the right skillset onboard.

The committee will at least have a chairperson, treasurer, secretary and welfare officer. Look at the needs of your club and make a list of the other roles and responsibilities that will be key to helping the club to sustain or grow.

Once you have a structure in place for the committee, sit down and look at different job descriptions for each person.

Be honest about the approximate amount of time that people will need to dedicate to doing the role, have clear roles and responsibilities and try and match people to their right skillset.

Later on in this manual we have listed sole role descriptions for committee member. You might want to adapt them and make them bespoke to the needs of your club.

Youth Committee

Youth Committees are a great way for football clubs to engage with young people and provide guidance and recommendations around issues affecting young people. They provide a voice for young people; help boost engagement and help to provide your committee with new ideas.

When exploring the possibility of setting up a youth committee have a look at the different roles that you would want them to take up- Chairperson, Vice-Chairperson, Engagement Officer, Media Officer etc.

For the youth committee to be effective have the chairperson also feeding into the main club committee with the youth committee also regularly presenting and updating the main committee on their progress.

The youth committee could also link in with the main club committee to run a mentoring system where youth committee members are mentored by someone on the youth committee and get to shadow them at meeting/ learn the role.

Things to consider before setting up the group:

- Ages that you want to target
- Size of group
- Time commitment and duration of youth committee
- Regularity and duration of meetings
- Roles and responsibilities of each person

Example Structure:

The Club Youth Council will be an eight-member team.

The team will consist of:

- 1 x Chairperson
- 1 x Vice Chair
- 1 x Project Officer (lead on developing community links)
- 1 x Project Officer (lead on recruiting young volunteers)
- 1 x Engagement Officer
- 1 x Events Officer
- 1 x Communications Officer
- 1 x Media Officer

The youth council will meet a minimum of 6 times per year.

MEETING NO.	DATES
1	TBC
2	TBC
3	TBC
4	TBC
5	TBC
6	TBC

Expectations

The youth committee each have job descriptions that are signed off by the club. These job descriptions are clear letting member know that they are representing the club and their values.

The youth committee can also get together to create their own charter.

Recruiting for Youth Committee:

- Speak to current youth team players
- Put posters in youth centres
- Promote in schools, colleges, universities and youth groups
- Liaise with local councils
- Advertise on social media

Community Amateur Sports Club (CASC) & Charitable Status

Background to CASC

The CASC programme was introduced in 2002 as they recognised the important role played by sports clubs in local communities. CASC allows clubs to access many of the benefits of charitable status without the accompanying administrative responsibilities and replacing this with what is termed 'light touch regulation' for CASCs.

What are the benefits

The CASC scheme enables many local amateur sports clubs to register with the HM Revenue & Customs (HMRC) and benefit from a range of tax reliefs, including receiving money through Gift Aid and business rate relief.

This means that as a CASC:

For every £1 raised in fund-raising a club could receive an additional 25p through Gift Aid

If a club pays non domestic rates it will receive 80% mandatory rate relief from the local council:

The club is exempt from corporation tax if a club generates a trading turnover of less than £30k;

Individuals do not pay inheritance tax on donations to the club; and

Just Giving have waived the £180 annual registration fee for all CASC football clubs allowing them to fundraise and receive gift aid through their online fundraising processes.

What are the restrictions?

Clubs can't pay players other than away travel expenses, so this is not appropriate for clubs paying players or wishing to progress up through the National League System in the future;

Members can't financially benefit from the club, any profits have to be reinvested in to the club; and

Once a CASC always a CASC (unless in exceptional circumstances, for example, conversion to a charity).

Registering as a CASC

Clubs have to register with HMRC to become a CASC but they need to provide evidence and demonstrate that they comply with the criteria of being a CASC through their constitution. At present 90% of all CASC applications across all sports are initially rejected as their constitution isn't CASC compliant.

The main areas that have to be identified in the club constitution are:

- It must promote amateur sports participation.
- It must have an open membership.
- It must not pay any of its players other than expenses to away games.
- It reinvests any profits in to the club rather than pay its members.

The dissolution clause states any surplus profits must be reinvested in to another CASC, Charity or The Governing Body of Sport.

In addition to the above they have to nominate person(s) who are classed as fit and proper.

Charitable Status


There are additional benefits and opportunities if a club can obtain charitable status, however, this can be much more difficult to obtain.

A club will normally have to amend its constitution before it becomes a charity, as it must have objects, which are charitable in law. It will only be charitable if it promotes amateur football (and/or other healthy amateur recreations) for example by providing facilities, or promotes education or community participation by reference to sport. In all cases the club must exist for the public benefit.

Role Descriptions

Each year thousands of people across the country give up their time to help their local football clubs. In a recent research project conducted by the Irish FA Foundation the reasons that most people gave for getting involved with their local club was:

- Love of football
- Wanted to help local club
- To learn new skills/ use their existing skills
- Wanted to give back to the local community.



These people are invaluable to football in Northern Ireland. Below are job descriptions for the different roles that people can do within your club:

- Chairperson
- Treasurer
- Secretary
- Fundraising Officer
- Kit Manager
- Social Media Co-ordinator
- Head of Youth
- Team Manager
- Coach
- Assistant Coach
- Club Welfare Officer
- Parent Liaison Officer
- Volunteer Manager

Chairperson

Role Description:

Head the committee in making decisions for the benefit of the whole club including disciplinary matters. As the Chair of the Club, it is essential you are a strong leader who can be objective. It is important for the chair of the club to provide strong leadership and direction of the club overseeing the work of the club committee and being an advocate of the football club within the local community.

Commitment:

Approximately 2 hours per week, attending meetings in the evenings and it is vital for attendance at committee meetings.

Responsibilities:

- Provide leadership and direction for the club
- Ensure Club Discipline is upheld, and the Club Discipline Code is applied.
- Oversee the work of the club committee
- Chair meetings for the club
- Ensure that there is a club development plan in place and that it is being successfully executed.
- The club as a whole.



Treasurer

Role Description:

The main purpose of the treasurer is to look after all the club's finances and make sure they are in proper order. The treasurer must be well organized, able to keep records and be careful when handling club money. It will also be the treasurers responsibility to report monthly finances to the club committee.

Commitment:

Approximately two to three hours per week.

Responsibilities:

- Collecting subscriptions and all money due to the organisation.
- Paying the bills and recording information
- Keeping up date records of all financial transactions.
- Ensuring that all cash and cheques are promptly deposited in the bank or building society.
- Ensuring that funds are spent properly
- Issuing receipts for all money received and recording this information.
- Reporting regularly to the committee on the financial position.
- Preparing a year end statement of accounts to present to the Auditors
- 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.
- Helping to prepare and submit any statutory documents that are required (e.g. VAT returns, PAYE and NI returns, grant aid reports).

Secretary

Role Description:

The main purpose of this job is that of principal administrator for the club. The Club Secretary carries out or delegates all the administrative duties that enable the club and its members to function effectively. The Club Secretary is a pivotal role within the club, with a close involvement in the general running of the club. The club secretary provides the main point of contact within and outside the club on just about every aspect of the club's activities.

Commitment:

Approximately around ten hours a week, many of these being evenings.

Responsibilities:

- Attending league meetings
- Registering the club to the league
- Registering players to the league
- Dealing with correspondence
- Organising the booking of match and training facilities
- Organising club meetings and annual AGM.

Fundraising Officer

Fundraising and Sponsorship Coordinators

Role description:

To raise funds for the club additional to those generated through membership fees.

Commitment:

Approximately four hours per month, however more in the run up to a planned fundraising or a social event.

Responsibilities:

- To define and agree a long term and annual fund raising plan and strategy
- To arrange and organize the events that are within the fund raising plan
- To identify potential sponsorship opportunities
- To approach and recruit new sponsorship partners

Kit Manager

Role Description:

To secure and maintain the kit and equipment for the club, insuring value for money and re-use when possible.

Commitment:

One hour a month during the season/ three hours per week (end of season)

Responsibilities:

- To coordinate the purchase of all club kit and equipment ensuring the best price for quality equipment is achieved
- To approve of payments to treasurer
- To select and recommend suppliers
- Distribute/collect kit to and from teams
- Inventory stock checks
- Keep track of location of kit

Social Media Co-ordinator

Role Description:

To maintain and manage the club website ensuring it is accurate and up to date with all current happenings at the club. Also to ensure that it is used as a central plank of the club's communications.

Commitment:

Approximately 2 hours per month after initial site construction.

Responsibilities:

- To produce a vision for the clubs current and future online presence
- To review the club web presence and make recommendations for change
- Manage the updating of ad hoc details and documents
- Produce general interest stories about the club for local press
- Ensure that the club is featured in locally produced sports magazines
- Produce weekly match reports for inclusion in the local paper

Head of Youth

Role Description:

To monitor all youth teams, manage squad selections and be in charge of match fixtures, such as handle team talks, do necessary adjustments to match tactics and so on, the head of youth will also be in charge of youth recruitment.

Commitment:

Approximately 6-12 hours per week.

Responsibilities

- Plan, organise, monitor and evaluate the delivery of the coaching programmes.
- Promote the improvement of coaching standards and the qualifications of the coaches.
- Agree with the academy coaches the programmes of coaching appropriate and relevant to the age groups.
- Work with senior coaches to identify young players likely to progress to senior teams.
- Oversee the development of all academy players

Team Manager

Role Description:

To be responsible for, and to provide leadership and direction to ensure the successful running and management for all aspects of activity across an age group.

Commitment:

Approximately 4 hours per week and attendance at meetings is vital.

Responsibilities:

- Attend matches and training sessions
- Liaise with league secretary on league administration matters
- Recruitment of players, coaches and assistants
- Ensure an inclusive, safe and fun environment for players within the team
- Management of players and parents
- Ensure all coaches and assistants are registered with the club
- Attendance at meetings
- Overseeing the development of coaches and players

Coach

Role Description:

To assist the manager in developing players physical game, tactical awareness, their mental motivation and ensuring that they keep improving their overall game.

Commitment:

Coaching and taking training sessions during the week approximately 3 hours. Match day commitments 2 hours in total.

Approximately 5-6 hours per week.

Responsibilities:

- Working closely with the manager on the running of the team
- Attending meetings
- Liaising with opposition and officials before and after matches
- Planning and reflection of training sessions
- Helping the development of players
- Fairly making team decisions and selections
- Report of results
- Represent team manager if required to
- Good communication with both players and parents

Assistant Coach

Role Description:

To support the manager and coach in the management and running of a team. Also to help maintain and improve the development of players within a team.

Commitment:

Coaching and training sessions throughout the week approximately 3 hours, match day duties approximately 2 hours.

Approximately 5-6 hours in total per week

Responsibilities:

- Ensuring a safe environment for all of the players

- Work with the manager and coach in the development of players
- Assisting the manager and coach in the delivery of training sessions
- Stand in for the coach if required
- Planning and recap on coaching sessions with the manager and coach

Club Welfare Officer

Role Description:

To be clear about the club's responsibilities when running activities for children and young people. To help club personnel understand what their 'duty of care' towards children and young people actually means and entails on a day-to-day basis.

Commitment:

Average of three hours per week, however maybe more if there is an incident. Attending meetings on evenings and attendance at committee, disciplinary and manager meetings.

Responsibilities:

- To be clear about the club's responsibilities when running activities for children and young people
- Have a safeguarding children policy in place, anti- bullying policy and a equality policy
- Referring a concern about the welfare of a child
- Communicating with parents
- Monitor repeated incidents of poor behaviour

Parent Liaison Officer

Role Description:

The Youth Liaison Officer is a voluntary position and is responsible for the liaison duties between coaches, players and their parents.

Commitment:

One hour per month during the season

Responsibilities:

- To build links and relationships between coaches, players and parents
- Ensure that each Youth team is represented by either a coach/manager at the Youth coaches meeting

- Can communicate effectively and has good interpersonal skills
- To attend scheduled committee Meetings
- To run coaching courses for teachers and parents.

Volunteer Manager

Role Description:

To coordinate the recruitment and completion of all accreditation for all adult member volunteers.

Commitment:

Approximately two hours per month.

Responsibilities:

- Ensure that there is an adequate recruitment policy and process for the club
- Recruiting new volunteers
- Provide volunteers with a brief of their role
- Ensure there is a training program for volunteers
- Produce and maintain up to date records of all volunteers and their accreditation status
- Advise volunteers when any accreditation is due for renewal

Engaging new members and retaining members

When looking at Growth and Retention within your football club consider these four principles:

1. Understand your audience
2. Consider the quality of environment at your club
3. Ensure you have a suitable offer for current members and the members that you'd like to attract
4. Have a clear way of how you are going to market/ communicate your offer

Understanding your audience

- Get to know your members.
- Ask them their thoughts regularly.
- Give memberships ownership into the club and how it moves forward.
- Have you got clear and easy ways for members to communicate with you?

Quality of Environment at Your Club

- Facilities that club has/ rents
- Different coaching/ playing opportunities available for members
- What social events does the club run?
- How does the club communicate with its members.
- Do you have different types of membership offers available? I.e. Discount
- Do your facilities meet the needs of your members?

Having a Suitable Offer

- Who are you trying to attract?
- Why would potential new members want to come to your club?
- Can you deliver the offers that you promise people long term?

Marketing

- Where will you advertise your offer? (Social media, presentation at schools, leaflets, newspaper adverts)
- How much do you have allocated to advertising?
- What partners can you work with to promote your offer?
- How will you continue to communicate with new members once they've joined?

Attracting New Members

Attracting new members can be competitive with many different clubs and other sports in the country. It's important that before you start recruiting new members you have a clear set of objectives in place. Think about:

- What members do you need/ want?
- How many members are you looking for?
- Why would someone want to join your club?
- Where are you going to recruit these members from? (Universities, colleges etc?)

Key Considerations:

- Have a people recruitment officer
- Do you have a budget?
- Know your target audience
- Speaking to existing members to do a refer a friend scheme.
- Have clear memberships benefits
- Is it easy for people to join your club?
- What is your unique selling point?
- Have you got a 'join us' section on your website?
- Do you have relationships with local schools, colleges and youth clubs?

Retaining Members

A club that retains the majority of its members is a club that delivers a great experience. It's easier to retain current members of your club than it is to recruit new members. If you want to retain member you need to remember what motivated them to join your club in the first place. The reason that most members join your club are:

- They enjoy the social element at the club.
- They enjoy playing with friends and family members.
- They like to be valued by the club and know that they have some input into the club.
- They feel welcome in the environment.
- Some key considerations when retaining members:
- Do you help new members to meet other members?

- Do you communicate regularly with members?
- Do you keep members updated with proposed changes?
- Do you ask members for their ideas?
- Do you regularly monitor the activities that you run for members? Do they still meet the need a year down the line?
- Do you organise regular social events for members?
- Do you ask former members for feedback on why they left?

Member Feedback

Collecting feedback from current members of your football club is important to shape the future of your club. By regularly asking your existing members their thoughts on the club you can:

- Get to know members better.
- Understand why people are members, maybe for the social element, helping their kids or love of local club.
- Help the club to provide a positive environment/ experience for all new and existing members.
- Help the club to attract new members by extending their offer.
- Know what other offers members would like to see, ie walking football, more social events or a mum's football session.
- Recognise what younger people would like to see.

Ways the club may gain feedback from customers:

- Survey Monkey
- Google Forms
- Paper surveys at games
- Facebook surveys
- Suggestion boxes at the facility
- Emails
- Texts/ WhatsApp
- Website feedback form

Developing Girls and Women's Football

Women's football is one of the fastest growing sports in the world. This is reflected here in Northern Ireland with the number of girls participating in our McDonalds Small Sided Games over the last 4 years increasing by 30%.

Earlier this year the Irish Football Association launched a new strategy aimed at boosting the development of girls' and women's football in Northern Ireland.

The 'Growing the Game- Maximising Impact' strategic plan confirms the associations commitment to continue investing heavily in girls' and women's football, growing the game from grassroots up.

The new plan- it covers the period 2019-2024- sets ambitious targets to increase women's participation levels. One of the key aims is to double the number of registered female players from 1600 to 3200 over the next five years.

The strategic plan also provides a framework to strengthen women's clubs and their volunteer base, improve infrastructure, promote leadership and effective governance and to encourage more women to take up coaching, refereeing or administrative roles within the game.

Women in Sport's research, "Understanding Women's Lives" found that "a woman's relationship with physical activity and sport is highly complex, based upon a web of personal, social and environmental factors, influences and triggers".

They found that the six core values that represent what is important to women in modern life is:

- Looking good
- Feeling good
- Achieving goals
- Developing skills
- Nurturing friends and family
- Having fun

Barriers

Female participation rates in football are much lower than men's and this lower participation rate can be due to different barriers.



Some of the common barriers that stop women participating in football are:

- Lack of time (this can be due to work or family)
- Cost (People in certain areas maybe unable to partake in activities due to not having the regular disposable income)
- Location (the venue may not be easy to get to)
- Body Image (may feel self-conscious about their bodies)
- Lack of communication (not clear on where and when they need to be at places)
- Social Confidence (worried about joining a new group/ not being made to feel welcome)

Tips

- When you are advertising for new members let people know that your club is open to people of all abilities.
- Be clear with your communication, let people know when and where your train.
- Let new members know that someone will meet and greet them at their first session and introduce them to existing members.
- After someone has their first session with them, speak to them afterwards and see how they found it. Let them know you're glad that they made the effort to attend and be part of your club.
- Keep communicating with your group in between sessions, set up a WhatsApp or Facebook where people can communicate with each other. This will help boost the social side of the club.
- Use facilities that are convenient and easy to get to for the people that you are targeting.
- See what funding may be available in your area for girls only sessions.
- Have current female members do case studies (videos, pictures) showing them in action and talking about how they enjoy the sessions.
- Boost your social media presence.
- Regularly ask all members for feedback.
- Organise your sessions with somewhere close by that people can socialise afterwards. Ie a leisure centre that has a café.
- Keep it fun!

Organisations that may be able to support you

Irish FA Foundation

High Schools

Sports Clubs

Local Council

Colleges

Universities

Useful Links

Growing the Game- Maximising Growth

<https://www.irishfa.com/news/2019/april/irish-fa-launches-new-girls-and-women-s-strategy-aimed-at-doubling-participation-by-2024>

Electric Ireland Irish FA Shooting Stars for Girls aged 4-7 years old.

<https://www.irishfa.com/irish-fa-foundation/grassroots-and-youth-football/girls-and-womens-football/shooting-stars-programme>

NIFL Womens Premiership

<https://www.nifootballleague.com/womens-premiership/news>

Northern Ireland Women's FA

<https://www.irishfa.com/ifa-domestic/leagues/niwfa>

Nutty Krust Irish FA Football Camps

<https://www.irishfa.com/irish-fa-foundation/grassroots-and-youth-football/nutty-krust-irish-fa-summer-football-camps>

Irish FA Mentor Programme

Developing a Disability Section at Your Football Club

How can my Club Get involved?

Firstly consider the possibility of hosting disability provision at your club. The following reasons are most common.

Creating disability provision

1. Area of need. Are there any other disability football opportunities in your local area? What impairments do they cater for? Will you be duplicating these opportunities? Can you maybe provide opportunities for other impairments, ages, sex etc?
2. Intergrate a local disability football club into a local community club(Mainstreaming). Creating an inclusive club that is open to various sections of the community
3. Substantial local interest. Maybe your club is near a special school or disability organisation. Maybe there is a parent, volunteer, coach in your club that has links to the disability sector.
4. Impairment specific interest/expertise. Perhaps there is a coach, volunteer, player, relative in your club that has a specific impairment and/or skill set.

Can we deliver?

You need to consider the following:

- Facility. Does your club have access to a suitable venue to host disability provision?
- Staff. Does your club have suitable staff to host disability provision – numbers, interest, qualifications, experience etc Is there a suitable level of support through your committee? This will not work if it is just 1 or 2 coaches interested. You need the 'buy-in' from the whole club
- Equipment. Does your club have access to suitable equipment?
- Finances. Does your club have the resources to deliver an additional section?
- Participants. Catchment Area, promotion, access, transport etc

If you feel that disability provision is an area that your club would like to explore please contact IFA Development Manager for Disability Football, Alan Crooks, acrooks@irishfa.com 07894614324.

How Can My Child Get Involved?

If you want to get your child involved in the programme please contact your closest club to check availability in the club and if the club can accommodate you. Register with them and go along to the sessions. If there is not a local opportunity for your child please contact IFA Development Manager for Disability Football, Alan Crooks, acrooks@irishfa.com, 07894614324. Club Development

Creating a Club Development Plan

A club development plan is an important asset to help a club plan for the future. It is a strategic document that allows your club to plan for the short, medium and long term. The ever-evolving document will continually develop as your club develops.

Below are some tips to help you and your club to create a bespoke club development plan.

1. Who?

Think about who is important to have involved in the process of creating a club development plan. Most clubs will involve their committee but also include some other members who might have an expertise in a certain subject (ie a parent of a member might work in marketing and be useful).

This planning committee might want to consult with:

Existing members of the club

Coaches in the club

Parents of youth members

Staff from the Irish FA (Club Development Officer, Volunteer Development Officer or Regional Grassroots Development Officer)

Local Authority Sports Development staff

2. Current Landscape


Before sitting down to write the club development plan your group will find it useful to conduct a SWOT Analysis.

A SWOT analysis is a useful tool to understand the Strengths, Weaknesses, Opportunities and Threats of your football club.

Strengths- What unique selling point does your club have, what makes it stand out amongst the crowd?

Weaknesses- What could you improve as a club?

Opportunities- What good opportunities can you spot? Try and be realistic



considering the resources/ budget that you have available.

Threats- What obstacles do you face?

After conducting the SWOT analysis speak to club members about it, whether through meetings or in informal 1 to 1 chats. You may also want to speak to someone from the Irish FA, Sport NI or Local Authority Sports Development staff to get some feedback.

3. Where do you want to go?

In our Club Development Plan template we have a section on Club Vision. Your vision is what you want the club to look like, ie. "A club that provides playing opportunities to males and females of all ages and all abilities".

Try and keep these objectives realistic, in our club development plan we have broke it down into- Volunteer Development, Club Development, Facility Development, Participation, Coach Development and Marketing.

This will allow you to keep them- Specific, Measurable, Achievable, Realistic and Timed.

When writing the plan up review the SWOT analysis, the breakdown of people that you have in the club and the vision for the future. This will help you shape the future of your club.

4. Regularly Review

As mentioned above the Club Development Plan is an ever-evolving document as many things will change over time.

It is important as a club that this document doesn't just sit on a shelf or in a document folder on a computer after it is complete. Share it within you club, organisations are more successful when everyone knows where they are going and how they are going to get there.

Bring it out at committee meetings so you can track your progress and identify if you need to amend anything.

Marketing/ Fundraising

Marketing is often thought of as only a function of commercial organisations but, in order for a Club to maintain membership, attract sponsors and engender loyalty, it is essential that an element of planning is attributed to its promotional effort.

A Club needs to raise its profile:

- To increase membership
- To attract sponsorship
- To improve the groups chances of receiving grant aid
- To encourage members to continue their affiliation

Most clubs have a logo and it important to use the logo to show the Club's identity. There are a number of fundraising activities which can help. These include:

- A Night at the Races
- Casino evening
- Jumble sales
- Raffles/Ballots
- Club lotteries
- Coffee mornings
- Quiz nights
- Sponsorship

Remember:

- Gambling evenings open to public must have no cash winnings – winning chips instead which can be exchanged for prizes.
- People must understand the purpose behind the fundraising.
- Run a bar to boost profits but make sure you have a license or apply for one well in advance.
- Your lottery may have to be registered with you Local Council.

Developing a Social Media Policy

Social media can be a powerful tool for clubs to promote themselves, attract new members/ volunteers and to improve their communication within the club.

It is a great tool for storytelling and different social media platforms have their own



strengths. According to the Global Web Index (Jan 2018) the four most popular social media platforms are:

- YouTube
- Facebook
- Instagram
- Twitter

There are also risks involved with using media so it's important that clubs have a policy and make members aware of it.

The club should make ensure that only key people (chairperson/ media officer etc) have access to such accounts and should communicate responsibility.

Dos

- Keep a track of the people using your social media platforms.
- Be respectful to everyone that you communicate with through social media. Remember that you are representing your club and their values.
- Let people in your club know who is responsible for managing your social media platforms so they know who to share good news stories with.
- Have a plan on what you want to achieve with your social media throughout the year.
- Use an appropriate club email address for signing up to platforms rather than personal emails. Use strong passwords to avoid being hacked.
- Take care when sharing videos or images, make sure that you have the proper photo consent before sharing.
- Showcase the entire club (fixtures, people, sponsors, activities, future plans).
- Keep

Don'ts

- Post anything confidential on any of your platforms.
- Don't share your log in details with anyone who isn't delegated with managing your social media.
- Post personal messages on platforms.
- Contact people under 18 years old through social media.
- Use copyrighted material without permission.
- Post offensive material.

Disclaimer:

This information is for guidance only and to give clubs a starting point when formulating a social media policy.

Using Social Media

In this day and age more and more people are using social media. Social media is a great tool to engage with current members and to try and attract new members. It gives you an opportunity to post informally and connect with your users through story telling. Using social media is free and gives you instant access to a wider audience.

According to Global Web Index 2018) the most popular social media platforms were:

- YouTube
- Facebook
- Instagram
- Twitter

YouTube

- 1 billion hours of video are watched a day on YouTube
- Great way to share videos of any length
- Can be linked to other social media platforms
- Videos are a great way to tell stories
- Easy to view on most mobile devices
- It's the world's 2nd largest search engine

Facebook

- Has an option to create an open "Group page" rather than a "Personal Page"
- Easy to personalise with club badge and team photos
- Can invite friends to like the page
- Analytics allow you to see when most of your users are online
- Can target different groups through targeted advertising
- Can post text, picture and video updates

- Has options to create “events” pages on your group page.
- People can like, share, comment and tag people on posts.
- Can keep members up to date with promotions, training times and live scores.
- Has an option for live streaming.
- Has an option to schedule posts.

Instagram

- Allows you to share photos and videos.
- Has an option for live streaming.
- Very visual platforms that allows you the option of adding text to posts.
- Can use hash tags to engage
- Can tag people in pictures and videos
- Has an option to allow you to add filters to pictures.

Twitter

- Twitter allows you to share short new stories- “tweets” with your followers.
- You can add video and pictures to your tweets.
- When your followers “like” or “retweet” your tweets they will appear on their timelines for others to see.
- Is a great, quick way to update your followers with snippets such as match scores.
- Can create links with other football clubs and organisations.
- Can use “hashtags” to connect with other people/ organisations.
- Allows you to schedule posts.

Club Operations

Meetings and Minutes

The agenda for a meeting will usually be developed by the Secretary and agreed by the Chairman. Committee Members can request that items are added and the Chairman can take a view on their inclusion. Some topics will appear on every agenda e.g. apologies, finance update, matter arising, correspondence and any other business. General principles are as follows:

- **Establish Topics:** List the topics that must be discussed. Encourage Members to communicate topics or items they would like to see included in the agenda. Give them a deadline by which they must make suggestions in order to have them included for that particular meeting.
- **Establish Priorities:** Based on the list of items, simply spend some time prioritising them in order of importance or by deadline dates. Remember, you may not have time to touch on every item on your list, so setting priorities will help you decide which items definitely make it onto the agenda.
- **Establish Presenters:** The Secretary may not be presenting on every item or leading each discussion. The Treasure will present finance items. Maybe someone approached the Secretary about including a certain agenda item for the meeting. Take that occasion to give them an opportunity to present at the meeting.
- **Establish a Schedule:** Determine the appropriate length of the meeting and then estimate time needed for each individual agenda item. Don't try to accomplish too much in one sitting. Be wise and allow extra time for each topic. The schedule will serve as a discipline to help keep you focused and stay on track.
- **Establish Consistency:** In other words, stick to the agenda. Don't add or skip items. Don't go over the time allotted to specific topics. An agenda is only as effective as the extent to which it is followed.

The recording of minutes is crucial to a club. This is because the minutes are supposed to accurately reflect what important decisions were made at the meeting. They are an official record designed to reduce the risk of disputes and confusion as to what took place. They also are expected to show that such decisions were made legitimately and in accordance with the club's constitution.



Here are several points to remember:

- Ensure the minutes contain the date, time and place of the meeting. They should also contain the names of everyone present (an attendance register) and who chaired the meeting.
- Record the motions that were voted upon, who moved them and who seconded them. Also record the result of the vote (including numbers for and against).
- When the minutes are confirmed at the next meeting, the Chairperson should sign them off as being true and accurate.
- There is no need to record discussions of the motions, only the motions themselves;
- If there are any conflicts of interests, details of disclosures made by these person(s) and whether they were present or voted upon should all be recorded.
- Minutes only need to be taken of formal meetings such as Committee Meetings, Annual General Meetings or Special General Meetings. Informal meetings do not need for minutes to be taken although they might be useful.
- Minutes should be handwritten and then typed up afterwards and placed in the minute book.

Finances

Part of running a club will require the committee to manage the day to day finances of the football club.

Club finances should be managed and administered by the club Treasurer, in the People Development section of this Operational manual we have included a job description. This section aims to guide you so that you can ensure your club is prepared for the costs involved in running your club from year to year.

Managing Finances

Budgeting

The budget of your football club should be linked to your club development plan. These two documents will help create the future of your club.

The day to day running of a football club and the associated costs are often significantly underestimated. Give a guess at the cost of putting out/ running one team for a season? Anywhere from £2,000 to £10,000 depending on the level the

team are at. Your finance sub-committee need to factor in all the different costs associated with running football club and estimate this and any other unforeseen costs so that the club can plan for all of this.

Budgeting needs to be realistic for your club. Below is a matrix of categories and line items that need to be factored into the budgeting process- these are your expenditure assumptions.

Basic Budgeting for your Football Club

Teams	Facilities	Overheads	Competitions	Referees
Kits	Goalposts	Water	Affiliation	Match fees
Balls	Pitch lining	Electricity	Cup entry fees	Travel costs
Bibs	Lawnmower	Rubbish collection	Fines	
Cones	Flags	Cleaning		
Ladders/ Hurdles	Nets	Laundry		
Whistles	Pitch Hire	Insurance		
Goals		Transport/ Travel		
Training venues				

A budget should be prepared well in advance of the start of your clubs financial year so that it is finalised and approved by the clubs committee for the start of the year. You will also need to plan how you will meet the budgetary needs of the football club.

It is the entire committees responsibility to help with the development of an annual budget that everyone agrees to and accepts.

The annual budget should consider all finances required to run a football club and will be split into forecasts for income and expenditure. The treasurer will be able to report against this budget, so committee members can track whether membership subscription fees are adequate to meet to running costs.

A budget needs to forecast what kind of income the club is going to generate from different sources and what items will need to be purchased, how often and at what cost. To prepare a budget you will need to gather a range of information, dependant upon the type of club that you are and what activities you undertake.

To make your budget plan work, you will need to understand what your income sources will be. The income assumptions are the income streams and might include:

- Subscriptions- match or training fees, charge weekly, monthly or annually
- Membership- senior, junior or social
- Sponsorship- look at what you have to offer potential sponsors
- Fundraising- generated through social events, lotteries or raffles
- Bar Income- if you own your facility
- Match Income- a senior team may generate income from admission charges or sale of match programmes.

Expenditure vs Income

The Treasurer needs to keep account of all club expenditure, as well as income. To help the Treasurer keep up to date records, the club should use a weekly account sheet. All teams could also have an account sheet, which they can give to the treasurer on a weekly basis where possible. Basic team accounts template:

Monthly Income and Expenditure

Name of Club					
Name of team:			Age Group:		
Income			Expenditure		
Date	Description	Amount	Date	Description	Amount
1/1/19	Match Fees	£46	1/1/19	Pitch Hire	£30
7/1/19	Grant from Council	£500	1/1/19	Referees Fees	£20
			2/1/19	Purchase of Football	£25
Total Income			Total Expenditure		
Overall Surplus/ Deficit					
Signed:			Date:		

It is good practice to keep clear records of any petty cash being used by officer and volunteers at the club. Any petty cash should be balanced against receipts. A receipt book should be kept, and a receipt issued for monies received by the club.



Cashflow Projections

Budgeting is one thing but having the money to meet the ongoing costs is an entirely different challenge. You will need to manage your outgoings on a monthly basis to ensure you have enough funds to cover the next month's costs.

Income for a football club is often staggered over the year depending on the type and level of fundraising your club is involved in. Therefore, plotting realistically when you expect the income from sponsorship or a fundraising event is essential so that you can see whether you are going to have a cashflow problem in any given month.

This might help you decide how you might consider collecting your subscriptions to ease the cashflow or identify when in the year you need to hold your fundraising events.

One strategy could also be to keep a reserve amount in the bank and that you do not commit to making payments until you know you have the funds to do so.

It makes sense for your treasurer and finance committee to make quarterly cash flow projections.

Below is an example cash flow:

Income	July 2019	August 2019	September 2019	October	November 2019	Decemeber 2019	January 2020
Opening Balance							
Cash Receipts							
Grant							
Fundraising							
Match Subs							
Training Subs							
Food Sales							
Sponsorship							
Total Income							
Expenditure							
Travel							
Insurance							
Equipment							
Pitch Fees							
Electricity							
Total Expenditure							
Net Cashflow							
Opening Balance							
Closing Balance							

Systems and Procedures for Accountability/ Separation

It is often with regard to financial management that the requirement for accountability and transparency is most pronounced. This is because the club is most likely, now or in the future, to receive monies from the public, by way of donations or grants,

In that regard every club should produce a set of annual accounts. This should show opening balance, income, expenditure and closing balance. These accounts should be signed off by the club committee at its Annual General Meeting.

A club can thus demonstrate its accountability by being able to produce an accurate and verifiable record of how it has spent particular grants or any other income. Such a record would show how much was received, how much was spent and that all expended monies were spent for the advancement of the football club.

Financial Health Check

1. Can the club show:

- How much money has been received in any given period.
- Who this money was received from.
- How much has been spent and what it has been spent on.
- Grant monies have only been spent on items agreed by the relevant funder.

2. Is the group confident that their financial recording system is:

- Complete, so that all transactions are recorded
- Accurate, so that information gathered from the system will be reliable.
- Able to produce relevant and timely reports
- Easily understood, so that any interested bodies can trace transactions and calculate cash, balances and other assets and liabilities.

3. Is there an effective audit trail?

For example, can payments to suppliers be traced through the system from:

- An initial purchase order to the supplier
- The receipt of the supplies- the delivery note
- The receipt of the purchase invoice
- Authorisation and payment of the invoice
- The bank statement showing the relevant cheque

Generating Income

Generating income will be a part of helping to sustain/ grow your club, a football club will generate income through a variety of different ways:

- Fees
- Sponsorship
- Fundraising
- Grants

Fees

These fees generated from members will cover most of the costs involved with running a football club. After knowing your break even point you will be able to use any additional money to help develop your club through running different projects or even saving the money in the bank for a rainy day.

When increasing or decreasing fees at your club it is important to be keep your members fully informed of why you are doing so, when it will take place and what the extra/ less cost will be. Members will appreciate the transparency and open lines of communication.

Looking at the fees of other football teams and other sports clubs in the area will give you an idea of how competitive your fees are. Also, make sure members know what great services they are getting for their membership fees!

Sponsorship

Most football clubs will look for sponsors for a variety of different things- front of shirts, match balls for games, match programmes, signage at the ground, dedicate a family fun day them etc.

Here are some tips:

- Create a list of benefits a business would get for sponsoring your club
- Speak to current members within your club, there is a chance that they might know someone within their contacts who would be interested in sponsoring your club.
- Let people know you are looking for different sponsors, advertise for one through your website, Facebook page, Twitter, local newspaper etc.
- Make a list of potential sponsors- local businesses, community groups, universities, schools, colleges, health organisations etc.
- Make people aware of your clubs values and vision so that it is an attractive proposition

Grants

Football clubs may keep an eye out for any grants that may support some of the objectives on their development plan to supplement the income that they bring in through membership and sponsorship.

Types of Grant-Makers

Range of sources for grants can be categorised in different ways but normally the list would be as follows:

Statutory: Government Departments (eg The Executive Officer, Health, Education, Department for Communities, DAERA etc) and local district Councils, European Union (eg Peace Funding = Peace IV)

Voluntary: Independent grant making trusts/ foundations (e.g. Garfield Weston, John Moores, Esmee Fairbairn)

Private: Businesses who wish to give back some of their profits into worthy causes (eg. Asda, Bombardier, Halifax Foundation)

Here are a list of different grant making organisations that you may want to check regularly or follow on social media:

- Department for Communities
- Sport NI
- Big Lottery
- The Community Foundation for Northern Ireland
- Halifax Foundation
- Community Relations Council
- Comic Relief
- Northern Ireland Executive
- Garfield Weston Foundation
- The Henry Smith Charity
- Rural Development Programme
- Ulster Garden Villages Limited
- Trusthouse Charitable Foundation
- Armed Forces Covenant
- Northern Electricity Networks
- The Archer Trust
- Danske Bank
- Force for Good NI
- Department of Foreign Affairs and Trade
- Standard Life Foundation
- Allstate Northern Ireland
- Tesco Community Grants
- BBC Children in Need

A-Z Fundraising Ideas

Auction of Promises:

Ask people in your office, or a group you are a member of, to write down an activity that they will promise to carry out for the successful bidder. This could be to make tea every day for a month, or to teach the successful bidder a new skill (eg give three juggling lessons). Remember to collect the bidding money quickly. Hold the same auction at home, e.g. 'I promise to do the wash the car every week' and auction to your family and neighbours. Other ideas Antiques Fair, Alternative Marathon, Arts and Crafts Fair, Art Exhibition, Auction, Auction of Promises, Antique Roadshow, Angling Competition, Animal Quiz, Acrobatics, Aquarobics, Abseil, Aerobathon, Afternoon Tea Party, Apple Bobbing, Autograph Sale

Bring and Buy Sale (books and CDs)

A Blue Peter special this one. Ask people to donate unwanted items (in good condition) and then sell them to friends and colleagues. Other ideas Bad Hair Day, Bad Tie Day, Baked Beans Bath, Barn Dance, Bedroom Tidying, Bingo Nights, Blind Date, Book Sale, Boot Sale, Bring-and-Buy Sale, Ball, Balloon Race, Barbecue, Bazaar, Bed Race, Bridge Party, Breakfast Party, Barn Dance, Buffet Lunch, Burns Night Party, Barbecue, Beaujolais Nouveau Evening, Bike Ride, Bell Ringing.

Car Boot Sale Sell

Items you no longer want, and ask friends and family to donate them. Your local paper will usually advertise car boot sales taking place in your community. Other ideas Carol Singing, Coffee Morning, Chain Letter, Concert, Covenants, Cricket Match, Car Wash, Champagne Lunch, Collecting Boxes, Cake Sale, Caribbean Evening, Clay Pigeon Shoot, Curry Party, Cookery Demonstration, Christmas Ideas Day, Car Treasure Hunt, Car Boot Sale, Cook Book. Cabaret, Car Wash, Cartwheel Competition, Christmas Ball, Christmas Bazaar, Christmas Card Sale, Christmas Pantomime, Competitions, Computer Games Marathon, Concert, Conker Championship, Corny Joke Competition

'Dress Down' or Theme Day

Ask everyone to come to work (or a party) 'dressed down' in Jeans etc or according to a particular theme, eg the 1970s or Rock n' Roll. Charge £1 entry fee for those who do and a fine of £2 for those who don't! Other ideas Dance Marathon, Darts Tournament, Dinner Dance, Disco, Dog Walking, Drawing Competition. Darts Competition, Dice For A Car, Disco, Donkey Derby, Dog Show, Dutch Auction, Duck Race, Diminishing Coffee Morning, Demonstrations

Exhibitions

Stage an art or photography exhibition in a community venue. It's a great idea to get a local artist on board. Create a display of works by local artists or a photographic history of your area. Charge an entrance fee or auction selected paintings. Other ideas Eating Baked Beans with a Cocktail Stick, Egg-and-Spoon Race, Egg Painting, Expert Talk.

Football Tournament

Organising a five-a-side football tournament is a really fun way to get people involved in raising money for charity. Charge teams to enter and arrange a collection to go round the supporters, or set up stalls for participants and spectators to spend their money. Other ideas Fashion Show, Fete, Fifty-Fifty Sale, Face Painting, Film Show, Flag Day, Flower Festival, Football Match, Film Premier, Fish & Chip Evening, Fun Run, Fair, Fifties Evening, Fancy Dress Party, Fancy Dress Football, Fireworks Party, Flower or Fruit Sale, Foam Party, Funny Face Competition.

Guess

Guess how many sweets in a jar, or what you are eating blind-folded. Other ideas Garage Sale, Garden Party, Good As New Sale, Gala Evening, Gymkhana, Golf Tournament, Gardens Opened To The Public, Games Night, Garden Evening, Game shows based on TV quizzes, Girls v Boys day, Gigs, Go-karting, Guess the Height, Weight, Amount or Name Game.

House Party

Whether you have a dinner party or a garden gathering, you can sell tickets or use games to raise money. Hold a seasonal soiree, eg Halloween or flout tradition with a Christmas party in June. Make dinner parties more adventurous – have different courses at different houses. Other ideas Hair Plaiting, Hangman Competition, Head Shaving, Hockey Match, Hopscotch, Hugathon, Halloween Party, Hula Hoop Contest, Hat Sale, Horse Show.

IOUs

Sell an IOU for your time or your services - an hour's window washing, a day's babysitting, car washing or shoe shining. With no overheads this is a very effective way to raise money. Other ideas Ice Skating Show, Icing Cookies, International Food Dinner Party, It's a Knockout

Jumble Sale

Collect from friends, family and neighbours anything they no longer want. Give your sale a specific theme, eg clothes, arts and crafts, plants, food, an 'as new' or an unwanted presents sale. Other ideas Jazz Event, Junk Collection, Japanese Evening, Jelly Eating, Jigsaw Puzzle, Joke Competition, Judo Competition, Juggling, Jumbo Sale.

Karaoke

Persuade a local pub to let you use a room for the evening free of charge and look for a good deal on the Karaoke machine. Advertise the event in the pub and the local area and charge would-be singers to take part in the fun. Other ideas Knit (sponsored), Keep-fitathon, Kite Flying, Kiss Chase, Knobbly Knees Competition, Knockout Pillow Fighting.

Lent

Give something up for Lent and donate the money saved. Other ideas Lecture, Lambada Marathon, Line Dancing, Lottery, Loud Tie Day, Luncheons.

Mock Arrest

Build a jail cell, people pay to be freed or arrested. Other ideas Magic show, Make-up Demonstration, Maggot racing, Marathon, Medieval Fair, Masked ball, Midnight feasts, Market, Mufti day, Murder mystery event, Musical bumps, Musical chairs, Music quiz, Mile of Jokes or £1 coins, Miss World Night, Midsummer Ball, Midnight Matinees - Theatre/Film, Money Murals, Murder Mystery Dinner, Matched Giving (From Employer).

Nautical

Why not organise a sponsored sailing event and motivate those taking part with a real challenge? Similarly, you could arrange a Viking Boat Race, rowing competition or raft race. Other ideas Nearly New Sale, Nature Walking, Netball Tournament, New Year's Party, No Smoking Day, Non-uniform Day.

Olympic Games

Organise a sponsored Olympic games style contest. Other ideas Old Tyme Musical, Opera, Obstacle Course, Odd Jobs, Odd Clothes Day, Odd One Out, Onion Peeling Competition, Open Garden Day

Photography

Organise a photography competition and exhibition, Other ideas Pet Show, Pantomime, Plant Sale, Pram Race, Pop Concert, Party Plans, Pub Crawl, Progressive Dinner, Ploughing Competition, Panel Game, Pancake Race, Punch Party, Plastic Duck River Race, Pyramid Coffee Mornings, Punch & Judy, Pets Advice Evening, Pancake Day, Panel Games, Penalty Shoot Out Competition, Pet Show, Pie Eating, Plant Sale, Poetry Writing Competition, Pyjama Party, Play, Pram Push. Q – Quiz Quiz Nights are always very popular and are great fundraisers when combined with raffles, spot prizes etc. Other ideas Quiz Night, Quasar Night.

Raffle

Lucky dips, tombolas, sweepstakes, or ticket raffles are all tried and tested ways to raise money. For example, every week people pay £1 for a raffle ticket. In the end-of-the-week draw, 75% of the total goes to your funds and the other 25% goes to the winning ticket. Other ideas Races, Radio Controlled Car Racing, Rapping Competition, Reading Shakespeare's Plays Marathon, Record Breaking, Rock 'n' Roll Night, Rugby Match, Race Night, Recipe Swap, Raft Race, Run (sponsored), Rag Week.

Sponsored Personal Challenge

Why not ask people for a donation to see you shave your head, or even lose weight! Other ideas Santa's Grotto, School Fair, Shoe Shining, Silly Games, Skateboarding, Slide Evening, Soapwatching, Songwriting Competition, Sponsored Slim, Sponsored Bike Ride, Sponsored Dog Walking, Sponsored Knitting, Sponsored Haircut or Headshave, Sponsored swim, Sponsored silence, Sponsored anything, Sports competition, Stalls at Fairs, Swap Shop, Swear Box. Sale, Shop, Slave for a Day Auction, Sherry Morning, Strawberry Tea, Supper Party, Sweep Stake, Silent Auction, Sheep Shearing Competition, Shows (flower, etc.), Steam or Traction Engine Rally, Skittle Evening, Sunday Brunch, Skipathon, Swimathon, Swear Box, Sponsored Snowman, Steprobics.

Theatre Night

Put on your own production and charge people to come (or to stay at home!). Other ideas Talent Contest, Tombola, Toy Fair, Treasure Hunt, Trusts, Two Hundred Club, Theatre Premier, Tea Dance, Theme Evening, Tug of War, Ten-Pin Bowling, Teddy Bears' Picnic, Three-legged Races, Throw Wet Sponge at Teacher.

Unwanted Gift

Sale Particularly after Christmas you may wish to run an unwanted gift sale. Other ideas Ugly Legs Contest, Ugly Face Pulling Contest, Uniform day, University challenge.

Victorian Evening

Dress up and have fun in Victorian period style. Other ideas Valentine's Ball, Vanity Fines, Variety Show, Vicars and Nuns Day, Valuation Day, Vintage Car/Bike Rally.

Water Bucket

Carrying Have long distance and/or sprints carrying buckets of water in teams or for individuals. Other ideas Whist Drive, Walk (sponsored), Water Games, Wear Wellies Full of Jelly, Wellie Throwing Competition, Wacky Races, Wheelbarrow Racing, Wine-tasting Evening.

X marks the Spot

Organise treasure hunts with a charge for entry, extra charge for more clues and seek sponsorship. Other ideas X Files day, Xylophone Concert, Xmas Stockings, Xmas Cards, Xmas Gifts.

Youth

Enlist the help of youth organisations to do the fundraising for you. Other ideas Yacht Race, Yeti Hunt, Yogathon, Yo Yo Competition.

Zoo Quiz Organise a Zoo themed quiz, visit, treasure hunt Other ideas Zany Clothes Day, Zany Parties, Zany Races, Zoo Trips, Zodiac Readings, Zip Line Challenge

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Mission

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