



LEAGUES COUNTY FA OPERATING GUIDANCE MANUAL

SEASON: 2022/23

VERSION: 1.3

PUBLISHED: JULY 2022



FOR ALL



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LEAGUES

COUNTY FA OPERATING GUIDANCE MANUAL

VERSIONS, DATES AND CHANGES

VERSION	ISSUE DATE	SUMMARY OF MAIN CHANGES
1.1	May 2020	N/A – first edition
1.2	May 2021	<ul style="list-style-type: none">Appendix 36 - League Management Committee Code of ConductAppendix 37 - League Advertising for new clubLinks to new resources:<ul style="list-style-type: none">League rules flexibilityFixture guidanceLeague playing formats
1.3	July 2022	<ul style="list-style-type: none">Appendix 37: Women's Football Pyramid Regulation Guidance for County FAsAppendix 38: Guidance to County FAs on the Operation of County Cups involving NLS SidesAppendix 40: Hosting EventsChanges throughout from FA Charter Standard to England Football Accredited.

Join the journey towards excellence and consistency

Football within our grassroots leagues and clubs is the place where we achieve the FA's purpose: **Unite the game. Inspire the nation.**

Leagues are a very important member of the football family and allow structured football fixtures to take place. All leagues are formed by a League Management Committee (LMC) and the LMC are voted in at the AGM by the member clubs. The vast majority of LMC members perform this task in a voluntary role, though we are seeing a movement towards a paid workforce.

Each League is different. The FA recognises this, but sees the benefits to be gained by County FAs and Leagues sharing knowledge and best practice across the football family.

A strong and flexible league culture is essential for football, and County FAs will play a crucial role in driving such a culture forward. A modern,

fit-for-purpose league will raise the standards of the game, increase participation and improve oversight of the issues within the game.

The desire for excellence and consistency provided by County FAs and leagues is wanted by all. It is hoped this operating guidance manual will help with that journey towards excellence and consistency. Hopefully both new and experienced officers will find the guide of benefit and support to them.



Mark Frost
*Committee Chair,
Leagues Committee*



“ A strong and flexible league culture is essential for football, and County FAs will play a crucial role in driving such a culture forward. ”

How to Use this Guide

This guide is not intended to be read from start to finish. It is designed to be a one-stop shop and act as a reference document to help and support County FAs to support leagues. This document should be used as an encyclopaedia, i.e. to read about specific topics as necessary.

This guide is not intended to be printed out. It is advised that it should be used on a computer/laptop. When looking for a particular phase or topic, simply use the search function (Control and F key together to bring up the search option).

In addition, the contents list is hyperlinked, so you can click on a topic and go straight to it. Within the manual, when an external resource is referred to, it is also hyperlinked. The same applies within the manual. For example, if an Appendix is mentioned, it is also hyperlinked.

To further assist, a key system is contained within the guide to highlight mandatory actions and as above, where more information can be found in another existing operating manual. This is designed not to duplicate information that already exists.

The governance section provides a clear strategy and areas of development work for County FAs to work on with its leagues. It's essentially a checklist for County FAs to work through with every league and a good indicator on the status of every league's off-pitch organisation.

KEY	
	<p>Mandatory action</p> <p>This is mandatory to adhere with FA Rules and Regulation (see further note below).</p>
	<p>The County FA advised to do this</p> <p>The County FA are advised to take this action, but it is not a FA Rule or Regulation.</p>
	<p>The County FA should advise leagues</p> <p>It is recommended the County FA advises leagues of this action.</p>
	<p>Refers to another Operating Manual or Operating Standard</p> <p>The Operating Manual/Standard listed below can all be found on Microsoft Teams:</p> <p><u>The FA's Safeguarding Operating Manual for County FAs;</u></p> <p><u>Refereeing County FA Operating Guidance Manual;</u></p> <p><u>Customer Service Excellence County FA Operating Guidance Manual;</u></p> <p><u>100% Player Registration + Email: County FA Operating Guidance Manual;</u></p> <p><u>The FA's Code of Governance for County FAs</u></p> <p><u>County FA Club Affiliation Management Guide</u></p>

County FA staff have found it useful to use the relevant appendix to league officials when offering support. The guide you are reading is for County FA members of staff, to support them on league processes and development opportunities.



Mandatory actions – pinpointed

Here is a list of the mandatory actions – and where you’ll find them. These actions **must** be performed in order to adhere to the FA Rules and Regulations.

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1.3.1	FA Standard Code of Rules/FA Standard Code of Rules for Youth Competitions	21
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For ongoing support and up-to-date news and resources please join the CFA League & Clubs page on MS Teams. The joining code is “**3sd131f**” or alternatively contact nathan.batchelor@TheFA.com

OPERATING GUIDANCE MANUAL

SECTION 01

GUIDANCE THEMES



01

GUIDANCE THEMES

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Guidance Theme 1: Governance



A League's responsibility is to enforce their competition rules and allow players to participate in the correct environment and ensure that everyone is treated and fair and equal. League's must manage any potential conflict of interest so that they follow the principles of natural law. Should a team or club breach a competition then the League may charge those concerned.

A League is not permitted to deal with any matters of misconduct, as that is the responsibility of the County Association or the Football Association.



This section provides a clear strategy and areas of development work for County FA's to work on with its Leagues. It's essentially a tick list for County FAs work through with every league and a good indicator as to where each and every league currently is in terms of their off-pitch organisation.

County FAs may wish to use the principles and resources set out in the [County FA Code of Governance manual](#) to help support leagues to have strong and appropriate governance.



1.1 LEAGUE GOVERNANCE

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.1	AGM 	<p>The County FA to make sure the AGM is held every year.</p> <p>Check the AGM minutes for when the leagues' sanction for the forthcoming season. This is a good way to make sure any changes are fully documented.</p>	<p>The League should follow the guidance and procedures as set out in SCOR/SCORY.</p> <p>Leagues to make sure clubs have the information beforehand to help with the smooth running on the night. For many, this might be the only meeting/function held by the league that the club attends, so it's important it's well-organised.</p>	<p>Appendix 1: AGM Agenda – Template</p> <p>Appendix 2: Season Timeline – Example: Plan of Traditional Cctivities</p> <p>FA Standard Code of Rules</p> <p>FA Standard Code of Rules for Youth Competitions</p> <p>Running an online AGM</p>
1.1.2	Clubs applying to join the League 	<p>The County FA to make sure all clubs who apply to join the League by the set deadline are represented at the AGM for the membership to vote on.</p>	<p>League officials cannot stop clubs who apply in time from having the opportunity to be represented at the AGM.</p> <p>Leagues should have a defined deadline for clubs to join the league. This should be a minimum of 21 days before the AGM date, as the new clubs applying need to be contained within the AGM document sent to clubs 14 days beforehand.</p>	<p>Process 1: Clubs applying to join a league</p>




1: Governance *continued*

1.1 LEAGUE GOVERNANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.3	<p>Election of officials</p> 	<p>The County FA to make sure the league committee comprises the Chair, Treasurer, and Secretary roles, plus other members. These roles must be voted on annually at the AGM.</p> <p>For youth leagues, they must also vote on a Youth League Welfare Officer.</p> <p>Tip: Check the submitted AGM minutes to see if election of officials has occurred and if any gaps exist that require support to fill.</p>	<p>If roles are not covered, then leagues need to create an action plan to make sure the roles are fulfilled.</p> <p>To help leagues, succession planning is very important.</p>	<p><u>Appendix 1: AGM Agenda – Template</u></p> <p><u>Appendix 3: Job Descriptions – Templates</u></p> <p><u>Appendix 4: League Management Committee Structure – Example</u></p> <p><u>Appendix 5: Action Plan – Template</u></p> <p><u>Succession Planning guide</u></p> <p><u>Running an online AGM</u></p>
1.1.4	<p>Majority of League officials are not related or non-cohabiting</p> 	<p>The County FA to advise that the majority of the people on the committee are not related or non-cohabiting.</p> <p>Note: this is not a rule but good practice.</p>	<p>If fewer than the majority of people on the committee are not related or non-cohabiting, then recruit further committee members to ensure at least the majority people on the committee are not related or non-cohabiting.</p>	<p><u>Appendix 3: Job Descriptions – Templates</u></p> <p><u>Appendix 6: Job Advert – Template</u></p>



1: Governance *continued*

1.1 LEAGUE GOVERNANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.5	Joining/attracting new League Committee Members 	The County FA to support leagues with attracting new League Committee Members by advertising for roles.	<p>Use County FA websites and social media to advertise for the roles.</p> <p>Use the league website and social media to advertise for the roles.</p> <p>Consider voluntary sector organisations to advertise the roles.</p> <p>Look to explore websites such as UK Sport Jobs: uksport.gov.uk/jobs-in-sport</p>	<u>Appendix 6: Job Advert – Template</u>
1.1.5.1	Joining/attracting new League Committee Members 	The County FA to make sure that the league has a recruitment and selection policy for roles on the League Committee and follows the FA Responsible Recruitment guidelines for recruiting volunteers.	<p>Leagues should follow the FA’s Responsible Recruitment guidelines for recruiting volunteers.</p> <p>If a league has members under the age of 18, then the league must be made aware of the need to safeguard that individual. The league’s safeguarding policy must reflect this.</p> <p>To be a Youth League Welfare Officer, the person must be aged 18+ as detailed in The FA Handbook.</p> <p>The Chair also should be aged 18+ due to the legal responsibilities that may rest with this role.</p>	<u>The FA’s Safer Recruitment Guidelines</u> <u>FA Eligibility of Roles (if DBS Check is required)</u>



1: Governance *continued*

1.1 LEAGUE GOVERNANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.6	Paid roles/ payment to league officials 	The County FA to remind leagues around making sure any payments to league officials are documented in league minutes. If full-time paid roles, the relevant contracts and terms and conditions must be in place.	If the League has paid roles or offers honorarium or contract work to self-employed people, then clear contracts of employment/service level agreements need to be in place and reviewed annually. Employment add-on costs (e.g. PAYE, pensions) need to be considered and budgeted for. All payments need to be clearly recorded in league minutes.	<u>Appendix 7: Legal Advice</u>
1.1.7	League Management Committee meetings 	The County FA to make sure a League Management Committee is held once every three months and all are fully minuted. Seek assurance by asking for the minutes.	The leagues should consider smart solutions to league meetings i.e. Webex/ Skype/Microsoft Teams, etc.	<p>Some County FAs have observers attending League Committee Meetings. These observers are either members of staff or members of council.</p> <p>The role is to pass on any information and act as a liaison between the league and County FA.</p> <p><u>Running an online AGM</u></p>
1.1.8	League roles 	The County FA to advise the league to have role descriptions for all key roles.	Review the job descriptions annually.	<u>Appendix 3: Job Descriptions – Templates</u>



1: Governance *continued*

1.1 LEAGUE GOVERNANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.9	Working groups 	<p>The County FA to advise the League that if delegates work on sub-committees/working groups, these should report to the League Management Committee.</p>	<p>The League Management Committee should consider what duties/work can be delegated to sub-committees/working groups and consider running a pilot scheme to assess effectiveness. These working groups must report to the main League Management Committee. Example of sub-committees are for Development, Finance and Discipline as a proven method of establishing good governance.</p> <p>Please note, a sub-committee should keep minutes which must be presented to the League Management Committee. A working group does not have to provide minutes.</p> <p>Also, a reminder that if any of these sub-committees/working groups have members aged under 18 on them, then the league must have a safeguarding policy that covers the person involved.</p>	<p><u>Appendix 3: Job Descriptions – Templates</u></p>
1.1.10	Conflicts of interest 	<p>The County FA to advise leagues to make sure that conflicts of interest are recognised and managed effectively.</p>	<p>Every league to create a register of interests and ensure the chair manages conflicts of interest e.g. if there is a conflict of interest, they will exclude the relevant member from decision making.</p>	<p><u>Appendix 8: Conflicts of Interest – a Guide</u></p> <p><u>Appendix 9: Conflict of Interest Form – Template</u></p> <p><u>Appendix 10: Conflict of Interest Register – Template</u></p>


1: Governance *continued*

1.1 LEAGUE GOVERNANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.1.11	League Management Committee values 	The County FA to advise Leagues to have defined values and, if necessary, work with the league to create them.	<p>A League Management Committee will provide good governance by behaving with integrity and consider the interests of the leagues as a priority through:</p> <ul style="list-style-type: none"> • Promoting the reputation of the League and the game; • Acting in accordance with the best interests of the league and the game; • Setting the culture and ethos of the league and how it operates. 	<p><u>Governance: A Guide for Clubs in the National League System and Large Community Clubs</u></p> <p><u>Appendix 37: League Management Committee Code of Conduct</u></p>
1.1.12	League Committee structure 	Leagues need to have a clearly-defined committee structure.	Several different models exist. The key is that the model used for suits and meets the individual league's needs.	<p><u>Appendix 4: League Management Committee Structure – Example</u></p>


1: Governance *continued*

1.2 LEGAL STRUCTURE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.2.1	<p>Leagues incorporated</p> 	<p>The County FA to make sure the League Management Committee knows the league’s legal status and the advantages and disadvantages of said status.</p>	<p>The League Management Committee should review what legal status means and the options available to the league, together with the advantages and disadvantages of each option.</p> <p>The advantages and disadvantages are detailed in the Club Structures – A Guide to Club Structures for National League System and other Football Clubs (link provided in next column).</p>	<p><u>Appendix 7: Legal Advice</u></p> <p><u>Club Structures – A Guide to Club Structures for National League System and other Football Clubs</u></p> <p><u>Governance: A Guide for Clubs in the National League System and Large Community Clubs</u></p> <p>Sport England Club Matters – Club Management (which also applies to leagues).</p>
1.2.2	<p>Aware of the dangers of being unincorporated</p> 	<p>The County FA to make sure that the league is aware of the potential personal liability for committee members of an unincorporated association.</p>	<p>The League need to review annually the advantages/disadvantages of being unincorporated and consider the other available options.</p> <p>The league should ensure that they minimise any potential risk to the league/ committee members by identifying any risks and ensuring all precautionary steps have been taken.</p>	<p><u>Appendix 7: Legal Advice</u></p> <p><u>Club Structures – A Guide to Club Structures for National League System and other Football Clubs</u></p> <p><u>Appendix 11: Risk Register – Template</u></p> <p><u>Governance: A Guide for Clubs in the National League System and Large Community Clubs</u></p> <p>Sport England Club Matters – Club Management (which also applies to leagues).</p>

1: Governance *continued*

1.2 LEGAL STRUCTURE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.2.3	<p>Legal reporting requirements</p> 	<p>The County FA to make sure that leagues who are incorporated complete annual returns and keep Companies House updated with changes.</p>	<p>The League Management Committee should ensure it completes returns to Companies House and/or the Charity Commission by the set deadlines.</p> <p>You must tell Companies House about changes including:</p> <ul style="list-style-type: none"> • Directors and company secretaries, for example new appointments, resignations; • Changing your company name; • Changing your registered office address; • Changing your accounting reference date; • Uploading your accounts; • Changes to your ‘people with significant control’ (PSC) information. 	<p><u>Appendix 7: Legal Advice</u></p> <p><u>Club Structures – A Guide to Club Structures for National League System and other Football Clubs</u></p> <p>Sport England Club Matters – Club Management (which also applies to leagues).</p> <p><u>Companies House</u></p> <p><u>Charity Commission</u></p>

1: Governance *continued*

1.2 LEGAL STRUCTURE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.2.4	Risk register 	The County FA to make sure leagues have a risk register and its completed and reviewed annually.	The League Management Committee should ensure the risks are reviewed at least annually and that legal advice is sought when doing so	<p><u>Appendix 7: Legal Advice</u></p> <p><u>Club Structures – A Guide to Club Structures for National League System and other Football Clubs</u></p> <p><u>Appendix 11: Risk Register – Template</u></p> <p>Sport England Club Matters – Club Management (which also applies to leagues).</p> <p><u>Sport England Club Matters ‘Introduction to Legal Structures’ Workshop</u> (which also applies to leagues)</p>

1: Governance *continued*

1.3 LEAGUE RULES



Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.1	<p>FA Standard Code of Rules/FA Standard Code of Rules for Youth Competitions</p> 	<p>The County FA must check the rules submitted when sanctioning the leagues to see if each league is using the correct rules and that no additional rules have been added that have not been approved.</p> <p>Check the rules against those submitted and those in the relevant league handbook/website, etc.</p> <p>Note: All Standardised rules are submitted through sanction to the National Association so are not checked by CFA's</p>	<p>All adult leagues outside the National League System must use the FA Standard Code of Rules.</p> <p>All youth leagues (under-7 to under-18) must use the FA Standard Code of Rules for Youth Competitions.</p>	<p>FA Standard Code of Rules</p> <p>FA Standard Code of Rules for Youth Competitions</p> <p>FA Standardised Rules</p> <p>Process 2: Checking rules</p> <p>League Rules Flexibility</p>
1.3.2	<p>Women's football pyramid regulations</p> 	<p>The County FA to make sure all leagues are aware and follow the rules contained within the women's football pyramid regulations. The specific Rule is Rule 12.</p> <p>Make sure the regulations are checked against league rules and league practices.</p>	<p>Leagues should check at the point of sanctioning every season that teams who are playing 'out of county' have permission from their County FA to do so.</p>	<p>Women's Football Pyramid Regulations</p> <p>Appendix 38: Women's Football Pyramid Regulation Guidance for County FAs</p>

1: Governance *continued*

1.3 LEAGUE RULES


Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.3	County Cup competitions 	<p>The County FA to make sure that the request made by The FA Women’s Football Board that County FAs to schedule their women’s cup competitions on the third Sunday of any given month is followed. This helps leagues to plan their fixture programmes effectively, as all County Cups are taking place at the same time.</p> <p>The County FA also to make sure leagues are aware of all County Cup fixture dates as early as possible to assist leagues in fixture programmes.</p>	<p>Leagues to make sure they have considered County Cup dates in their fixture programme. County Cups take priority over league fixtures.</p>	<p><u>Appendix 38: Women’s Football Pyramid Regulation Guidance for County FAs</u></p> <p><u>Appendix 39: Guidance to County FAs on the Operation of County Cups involving NLS Sides</u></p>
1.3.4	Women’s County to Regional League Promotion Pool 	<p>The County FA to make sure that leagues and clubs are aware and understand the application process for the Women’s County to Regional League Promotion Pool.</p>	<p>Leagues to make sure are aware of this process every season.</p>	<p><u>Appendix 12: Women’s Pyramid of Football – Briefing Note for Clubs</u></p> <p><u>Appendix 38: Women’s Football Pyramid Regulation Guidance for County FAs</u></p>

1: Governance *continued*

1.3 LEAGUE RULES


Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.5	<p>Youth Leagues: trophy events</p> 	<p>The County FA to make sure leagues and clubs are aware and follow the changes that are part of the Youth Review and are covered in the Standard Code of Rules for Youth Competitions.</p> <p>Best practice is to ask for the fixture programme before the season commences to make sure any issues can be addressed before the season commences. Note: this doesn't mean asking for the trophy event fixtures, just understanding how they will operate.</p> <p>In the under-7s to under-11s fixtures/ groups/divisions should be changed during the season to make sure teams of similar ability are playing each other. This is a split-season approach.</p>	<p>Goal-difference is not used in Youth Leagues and should therefore not be shown on league tables</p> <p>If running a knock-out competition, leagues should consider how that competition complies with the principles of the Youth Review. i.e. some leagues now have more cups in an age group. This results in more cup finals and means teams in all rounds are playing teams of equal ability. Therefore, the situation of a top division team playing a bottom division team is removed.</p>	<p><u>FA Standard Code of Rules for Youth Competitions</u></p> <p><u>Appendix 13: Trophy Events – Guidance Notes for Under-7/ Under-8 Competitions</u></p> <p><u>Appendix 14: Trophy Events – Guidance Notes for Under 9/ Under-10 Competitions</u></p> <p><u>Appendix 15: SCORY: Goal-Difference</u></p> <p><u>Appendix 16: SCORY: Publishing Under-7 to Under-11 Results</u></p> <p><u>Appendix 17: SCORY: Power-Play</u></p> <p><u>FA Youth Review: Guide for Leagues</u></p> <p><u>FA Youth Review Booklet – U7 and U8</u></p> <p><u>FA Youth Review Booklet – U9 and U10</u></p> <p><u>FA Youth Review Booklet – U11 and U12</u></p>

1: Governance *continued*

1.3 LEAGUE RULES



Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.6	<p>Adding domestic rules</p> 	<p>The County FA to make sure that all league rules follow The FA's Standard Code of Rules (SCOR) and The FA's Standard Code of Rules for Youth Competitions (SCORY), (as appropriate) and any domestic rules do not conflict with them.</p> <p>Note: Some County FAs have a committee to review the rules, involving league secretaries to help with engagement and understanding. Alternatively, some County FAs use a sanctions/compliance department to do the checks.</p> <p>Some County FAs have a set date when rule changes have to be submitted. They then set up the committee meetings in advance so they have sight of the changes before the meeting. This enables the meetings to progress well and ensures rule changes are dealt efficiently and decisions returned to the leagues in good time.</p> <p>All rule changes' proposals to be dealt with in a timely manner. The league should be kept-up-to-date with progress and decisions made.</p>	<p>Leagues to make clubs aware of the process of submitting rule changes to the league, so that the league can apply for the changes to be presented for approval at the League AGM.</p>	<p><u>Process 2: Checking rules</u></p> <p><u>Process 3: How leagues should submit rule change</u></p> <p><u>League Playing Formats</u></p>

1: Governance *continued*

1.3 LEAGUE RULES


Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.7	Checking League Rules 	<p>The County FA to make sure that all League rules follow SCOR/SCORY (as appropriate) and any league-specific rules do not conflict. This needs to occur annually, as a league cannot have a league-specific rule that conflict with SCOR/SCORY.</p> <p>Tip: Plan the meetings – if you know all your leagues have a deadline to support rule changes then have in place a calendar of league rule change dates and work around them. Changes should be communicated as soon as possible so leagues can prepare for their AGMs.</p>	<p>Following the League AGM, the league should incorporate all approved rule amendments into their League Rules and submit to the County FA.</p> <p>Any alterations to the League Rules following the start of the season will only take effect from the start of the following season.</p>	<p><u>Process 2: Checking rules</u></p> <p><u>Process 3: How leagues should submit rule change</u></p>
1.3.8	Proposals to change to SCOR/SCORY 	<p>The County FA to be aware and in turn, make sure leagues are aware that they can make proposals to SCOR/SCORY. All proposals and the rationale for them are to be sent to Nathan Batchelor. The FA's National Grassroots Leagues Services Manager: nathan.batchelor@TheFA.com</p>	<p>The league to send any proposal to the County FA lead, detailing the rationale behind the request.</p>	<p><u>Process 3: How leagues should submit rule change</u></p>




1: Governance *continued*

1.3 LEAGUE RULES

Note: Reference is made to current regulation titles – you should always refer to the regulation in full and not this snapshot.

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.3.9	League pilots 	<p>The County FA to be aware and in turn, make sure leagues are aware that they can make proposals to pilot ideas within their competition. It is recommended that only one local pilot should be in operation at any one time.</p> <p>Pilots require County FA approval. Before submitting the pilot request, the proposal should be discussed between the member clubs and the County FA.</p>	<p>The league to discuss any pilot requests with the County FA.</p>	<p><u>Appendix 18: League Innovation Pilot – Rationale/Process/Guidance Application Form</u></p>




1: Governance *continued*

1.4 LEAGUE DISCIPLINE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.4.1	League and County FA roles and responsibilities 	<p>The County FA should remind the league that it's the County FA which is responsible for discipline issues as per FA regulation G1-G4.</p> <p>The support guide given in Appendix 19 helps make it clear who is responsible for each process.</p>	<p>The League has no role in a process which does not involve them.</p> <p>Please note that where the County FA is involved, the County FA must have completed its disciplinary procedures before the league or competition can act.</p>	<p><u>Appendix 19: League/ Competition and County FA Disciplinary Roles – Template</u></p>
1.4.2	League charges 	<p>The County FA to make sure leagues must follow the league's rules by issuing charges for breaches, unless it is stated not to in the rules.</p> <p>Note: leagues will lose an appeal should the process not be followed, so it's vital leagues are supported to follow the correct procedure.</p>	<p>Leagues should issue charges as soon as possible, following the process guide. They should also ensure any conflicts of interest are managed correctly.</p> <p>When determining any sanction, leagues must make sure it is appropriate to the offence. For example, if reaching the decision on the first occasion to use the maximum fine amount possible, this gives no wriggle room should the offence occur again.</p> <p>Leagues must communicate the decision of any charge (proven or not proven) to the teams/club charged.</p>	<p><u>Process 4: League charge process, with sample charge sheet and league fine process</u></p>
1.4.3	League fines 	<p>The County FA to advise leagues that fines must be appropriate to the offence and a 'proven' charge communicated before a fine can be issued.</p>	<p>Leagues cannot issue fines unless a charge has been issued and proven guilty.</p> <p>Exceptions apply as per SCOR/SCORY for non- attendance at an AGM/SGM/EGM</p>	<p><u>Process 4: League charge process, with sample charge sheet and league fine process</u></p>



1: Governance *continued*

1.4 LEAGUE DISCIPLINE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.4.4	League charges – personal hearings 	<p>The County FA to advise leagues that anyone involved in a discipline process must be given a fair hearing. Any conflicts of interest must be managed.</p> <p>Note: County FAs may want to invite league committee members who have not taken the County FA commission member course to do so as part of ongoing training and development. They can then understand the principles used by County FAs when dealing with discipline cases.</p>	<p>Leagues should utilise the same principles and processes as County FAs use for their personal hearings.</p> <p>Note: There is explicit guidance for dealing with under-18s in the disciplinary system. If a league finds itself with an under-18 player in attendance at a personal hearing, they need to contact the County FA for advice. This is a rare occurrence, as cases will normally be against clubs, but referenced here for clarity.</p>	FA Online Discipline Handbook
1.4.5	Dealing with non-personal charges 	<p>The County FA to advise leagues that anyone involved in a discipline process must be given a fair hearing. Any conflicts of interest must be managed.</p>	<p>Leagues are advised not to hear too many cases in one session to give sufficient time to all cases.</p>	FA Online Discipline Handbook



1: Governance *continued*

1.4 LEAGUE DISCIPLINE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.4.6	Abandoned fixtures 	<p>The County FA needs to be aware of all abandoned fixtures and update leagues on any disciplinary action to be taken due to abandoned fixtures.</p> <p>The County FA should make sure abandoned fixtures are dealt with within 28 days and should keep the league informed of the outcome i.e. misconduct proven or not.</p>	<p>If misconduct has occurred, then the league cannot act until the issue is concluded by the County FA, unless the team has admitted the charge issued by the County FA. If the league is unsure how to act, they should ask the County FA for advice before dealing with the issue.</p> <p>If misconduct has occurred, then the league cannot act until the issue is concluded by the County FA, unless the team has admitted the charge issued by the County FA.</p>	<p><u>Process 5: Abandoned fixture process</u></p>
1.4.7	Taking action against poorly-behaved clubs and individuals 	<p>The County FA to advise leagues that they can take a number of steps to assist clubs/individuals to improve behaviour. The County FA should be clear about exactly what a league can and cannot do.</p>	<p>Leagues working with clubs/individuals is crucial to address any poor behaviour.</p> <p>It is advised that this is a joint approach between the league and the County FA.</p>	<p><u>Appendix 20: Leagues taking action against poorly – behaved Clubs and Individuals</u></p> <p><u>Grassroots Discipline Guide</u></p>
1.4.8	Appeals against a league decision 	<p>The County FA to advise leagues that clubs can appeal decisions taken by League Management Committees to a County FA Appeal Board.</p>	<p>Leagues to include the process of how a club can appeal on any decisions they send out. If asked, leagues should be forthcoming with the process.</p> <p>Note: if leagues are confident with their decision, then they should welcome any appeals and actively promote this opportunity to member clubs.</p>	<p><u>Appendix 21: Club Appeals against League Disciplinary Decision</u></p>

1: Governance *continued*

1.4 LEAGUE DISCIPLINE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.4.9	Exclusion of clubs or teams 	The County FA to advise leagues that the League Management Committee or member clubs can propose to remove a club or team from the competition.	If the league goes down this route, then the team/club that could be excluded needs to be informed before any communication is sent to all member clubs. The team/club should receive a copy of the rationale behind why the team/club could be excluded. The 'possible exclusion' team/club should then have the opportunity to send a written response to the league secretary. This response should ideally be sent out with notice of the meeting to the other member clubs.	<u>Appendix 22: Exclusion of Clubs or Teams</u>
1.4.10	3G/4G pitches 	The County FA to advise leagues that Football Turf Pitches (3G/4G) are allowed in the competition provided they meet the required performance standards and are listed on the FA's Register of Football Turf Pitches.	<p>The league should check any 3G/4G pitches registered/used as venues within the league are on the FA register. It is advised they send out regular communication to club/teams about this, especially around the winter months.</p> <p>League/cup games in any age-group cannot be played on 3G/4G pitches which are not on the FA Register of Football Turf Pitches.</p>	<u>Appendix 23: 3G/4G Pitches 3G/4G Pitch Register</u>



1: Governance *continued*

1.5 LEAGUE SANCTIONING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.5.1 (1)	League sanctioning 	<p>The County FA must make sure all Leagues are sanctioned for the current season.</p> <p>County FAs are advised to chase leagues a month before the season is due to commence, to allow time for any issues to be resolved that might hold up the sanctioning process.</p> <p>Unsanctioned Leagues should not be playing any fixtures (refer to 1.5.5). The FA discipline process can be applied to clubs, teams and leagues who allow unsanctioned teams to play.</p> <p>A league is only considered sanctioned by The FA once the league sanctioning process has been completed by league officials and signed-off by County FA administrators.</p>	<p>Leagues must be sanctioned before any games are played. The league sanctioning process is completed on The FA's Whole Game System.</p> <p>Until sanctioned, leagues should not play any fixtures (refer to 1.5.5). The FA discipline process can be applied to clubs, teams and leagues who allow unsanctioned teams to play.</p>	<p>League sanctioning in CRM guide</p> <p>League sanction in portal guide</p> <p>League Sanction</p>
1.5.1 (2)	FA-sanctioned Leagues 	<p>Note: All National League System, women's football pyramid leagues, and any national leagues, are sanctioned directly by The FA.</p>	<p>Leagues must be sanctioned before any games are played. The league sanctioning process is completed on The FA's Whole Game System.</p> <p>Until sanctioned, leagues should not play any fixtures.</p>	<p>League sanctioning in CRM guide</p> <p>League sanction in portal guide</p> <p>League Sanction</p>



1: Governance *continued*

1.5 LEAGUE SANCTIONING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.5.1 (3)	<p>Leagues associated with two/three County FAs</p> 	<p>At the point of initial sanctioning, the County FA with the most teams will sanction the competition.</p> <p>When a league renews its sanction, it will be the County FA with the most teams which sanctions the League. Should that change season to season, then The FA will decide who will be the sanctioning authority.</p> <p>If the County FAs have the same number of teams, The FA will decide which County FA is to be the sanctioning authority.</p>	<p>Leagues must be sanctioned before any games are played. The league sanctioning process is completed on The FA's Whole Game System.</p> <p>Until sanctioned, leagues should not play any fixtures.</p>	<p>League sanctioning in CRM guide</p> <p>League sanction in portal guide</p> <p>League Sanction</p>
1.5.2	<p>Rules checked</p> 	<p>All rules should be checked by the County FA to make they are correct, and that no extra rules have been added that have not been approved by the sanctioning authority.</p> <p>All rules must be approved at the league AGM.</p> <p>Make sure leagues upload this information early in the process so you have plenty of time to check them. Also check any league websites, etc. to ensure the rules submitted and those on the league website are the same.</p>	<p>Leagues should have a copy of the rules that are uploaded on to The FA's Whole Game System as part of the sanctioning.</p>	<p>Process 2: Checking rules</p> <p>Process 3: How leagues should submit rule change</p> <p>FA Standard Code of Rules</p> <p>FA Standard Code of Rules for Youth Competitions</p>

1: Governance *continued*

1.5 LEAGUE SANCTIONING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.5.3	Accounts 	<p>The County FA to make sure the ‘start balance’ is the same as the ‘closed balance’ from the previous accounts</p> <p>Check to see that the accounts were agreed at the last AGM.</p> <p>Check to see if any items look too large or small from previous years. If needed, question any items.</p>	<p>All League accounts should be approved and should be submitted for sanctioning via The FA’s Whole Game System.</p>	<p><u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u></p>
1.5.4	League accounts for league AGM 	<p>The County FA to make sure leagues provide their member clubs a copy of the league’s accounts least 14 days prior to the AGM.</p>	<p>It is important for member clubs of the league to be given the opportunity to review and approve the annual accounts of the league. These should be presented in a simplified format.</p>	<p><u>Appendix 1: AGM Agenda – Template</u></p> <p><u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u></p>

1: Governance *continued*

1.5 LEAGUE SANCTIONING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.5.5	<p>Affiliated teams</p>  	<p>The County FA must check that all teams assigned to the League have met the safeguarding requirements and are correctly affiliated for this season.</p> <p>If teams are missing, then the league and County FA need to work together with the teams/clubs to correct this. A starting point would be for the County FA to check the team has not by error entered a different league on The FA's Whole Game System.</p> <p>Unsanctioned teams should not be playing any fixtures. The FA discipline process can be applied to clubs, teams and leagues who allow unsanctioned teams to play.</p>	<p>Leagues need to check and add the teams to the appropriate division on The FA's Whole Game System.</p> <p>Unsanctioned teams should not be playing any fixtures. The FA discipline process can be applied to clubs, teams and leagues who allow unsanctioned teams to play.</p>	<p><u>Safeguarding Operation Standard Manual</u></p> <p>This contains a guide to checking all teams are on The FA's Whole Game System.</p>

1: Governance *continued*

1.5 LEAGUE SANCTIONING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.5.6	Fixture programme 	<p>This is not a mandatory requirement but it's good practice for the County FA to ask leagues for an outline of their fixture programme for the season. Then the County FA can help identify any issues, support where necessary and have a good discussion around the league offer.</p> <p>Having an outline of fixture programme allows County FAs to support leagues – and ask questions like:</p> <ul style="list-style-type: none"> • Have they scheduled in County Cup weeks? • If they have a youth league, do the trophy events comply with SCORY – and have they considered split seasons? 	<p>Leagues should map put the fixture programme for the season and communicate this to clubs and teams.</p>	<p><u>The FA and Kick It Out's Calendar of Religious Festivals</u></p> <p><u>Appendix 13: Trophy Events – Guidance Notes for Under-7/ Under-8 Competitions</u></p> <p><u>Appendix 14: Trophy Events – Guidance Notes for Under 9/ Under-10 Competitions</u></p> <p><u>Appendix 25: Fixture grid</u></p> <p><u>League Fixture Guidance</u></p>

1: Governance *continued*

1.6 SAFEGUARDING

Leagues have an important role to play in safeguarding, which is everyone's responsibility.

Please refer to the **Safeguarding Operation Standard** to see which sections within it refer to leagues and how they can help support safeguarding.

The Safeguarding Operating Standard covers the following potential league work:

- Youth League Welfare Officer Support
- Case Management – tracking and learning
- Club Affiliation
- Under-18s Playing
- Referees
- Under-18 Referees
- Coaches
- Promotion of Safeguarding
- Youth League Committee members required to complete the Safeguarding for Committee Members course by 2020/21 (new measure in place from 2020/21 season onwards)




1.7 GDPR

Leagues are a separate 'data controller'. Therefore, The FA needs to ensure it remains independent in its advice, yet offers as much guidance as possible.

To support leagues, The FA has a service available to leagues through law firm **Muckle LLP**. Telephone **0191 211 7799** or email at CSLegalHelp@TheFA.com.

Guidance notes are also available at muckle-llp.com/what-we-do/sports/the-football-association/gdpr-factsheets/

1: Governance *continued*

1.8 LEAGUE FINANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.8.1	League accounts for league committee meetings 	The County FA should offer any help and advice and potentially undertake spot checks to see if league accounts are covered in league committee meetings.	It is important league committee members are given the opportunity to review and approve the annual accounts of the league. These should be presented in a simplified format	<u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u> Sport England Club Matters – Club Finance (which also applies to leagues)
1.8.2	League accounts for league AGM 	The County FA to check that member clubs are provided with accounts at least 14 days prior to the AGM.	It is important for member clubs of the league to be given the opportunity to review and approve the annual accounts of the league. These should be presented in a simplified format	<u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u> Sport England Club Matters – Club Finance (which also applies to leagues)
1.8.3	Verification process for league accounts 	The County FA to check that the league management committee has an internal verification process in place to check key financial figures and processes.	It is vital for the league management committee to ensure verification processes are in place to confirm the key facts and figures relating to the financial position of the league and to ensure due diligence is being practised. The annual accounts should made available to the members 14 days ahead of the league AGM.	<u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u> Sport England Club Matters – Club Finance (which also applies to leagues)

1: Governance *continued*


1.8 LEAGUE FINANCE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.8.4	<p>Accounting – if leagues have large sums</p> 	The County FA to challenge any large sums in the accounts and explore the league’s plans to use them.	The league management committee should be aware that it has a large sum of member clubs’ money and should have a plan in place to spend for the benefit of its members.	<p><u>Appendix 24: Possible Accounting Procedure for Clubs to ask of their Leagues</u></p> <p><u>Good Practice</u></p>

1: Governance *continued*

1.9 EQUALITY AND DIVERSITY				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.9.1	<p>Open and inclusive leagues</p> 	<p>County FAs should support leagues to consider making an application for the Foundation Level of the Equality Standard.</p>	<p>Leagues should be open and inclusive. A league can demonstrate this by working with the County FA to obtain the Foundation Level of the Equality Standard.</p>	<p>Appendix 26: Exclusion of Clubs or Teams</p> <p>UK Equality Standard</p> <p>Equality Standard Resource Pack</p> <p>Equality Standard – Guidance</p> <p>County FA Code of Governance manual</p>
1.9.2	<p>Membership of League Management Committee</p> 	<p>The County FA to assist leagues to make the League Management Committee reflect the local community.</p> <p>Identify barriers to participation and take action to address these.</p> <p>Look at how the Leagues recruit their members/committee etc (impact assessments through the Equality Standard process)</p>	<p>Ideally the League Management Committee should reflect the local community in which it exists. That could mean having people from different backgrounds on the Committee. For example, reflecting differences in race, gender, ability, faith and sexual orientation.</p>	<p>How to Improve Board Diversity guide</p> <p>Women in Sport ‘Beyond 30%</p> <p>Knowhownonprofit.org ‘How to increase diversity among trustees’ guide</p> <p>UK Equality Standard</p> <p>Equality Standard Resource Pack</p> <p>Equality Standard – Guidance</p> <p>County FA Code of Governance manual</p>




1: Governance *continued*

1.9 EQUALITY AND DIVERSITY

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.9.3	<p>Dealing with discriminatory abuse aimed at players, managers or match officials by spectators at grassroots level</p> 	The County FA to make sure the League is aware of the protocol and how to report issues.	<p>The League to promote the protocol for dealing with discrimination and to report any issues reported to them.</p> <p>The league is not to investigate the issues themselves. Their function is to report.</p>	<p><u>Protocol for dealing with discriminatory abuse aimed at Players, Managers or Match Officials by Spectators at Grassroots level</u></p>

1: Governance *continued*




1.10 COUNTY FA DISCIPLINE

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
1.10.1	League and County FA roles and responsibilities 	<p>The County FA should remind the League who is responsible for discipline issues.</p> <p>The support guide in Appendix 19 helps make it clear who is responsible for each process.</p>	<p>The league has no role in a process which do not involve them.</p> <p>Please note that where the County FA is involved, the County FA must have completed its disciplinary procedures before the league or competition can act.</p>	<p><u>Appendix 19: League/ Competition and County FA Disciplinary Roles – Template</u></p>
1.10.2	League discipline statement 	<p>The County FA should advise leagues on when league charges can be heard following discipline cases</p> <p>The County FA should be the first point of contact for leagues.</p>	<p>Leagues need to check which players and/ or teams are suspended and to check they have not played under suspension.</p> <p>If a player/team plays under suspension, this must be reported to the sanctioning authority who will be the first to act.</p>	<p><u>Appendix 19: League/ Competition and County FA Disciplinary Roles – Template</u></p> <p><u>Process 6: Accessing discipline statements on The FA’s Whole Game System</u></p>
1.10.3	Abandoned fixtures 	<p>The County FA needs to be aware of all abandoned fixtures and update leagues on any disciplinary action to be taken due to abandoned fixtures.</p> <p>The County FA should make sure abandoned fixtures are dealt with within 28 days and should keep the league informed of the outcome i.e. misconduct proven or not.</p>	<p>If no misconduct has occurred, i.e. pitch conditions worsen then the league can deal with the issue.</p> <p>If misconduct has occurred, then the league cannot act until the issue is concluded by the County FA, unless the team has admitted the charge issued by the County FA.</p>	<p><u>Process 5: Abandoned fixture process</u></p>



Guidance Theme 2: Operations

Leagues play an important role in making sure football takes place in a safe and enjoyable environment that suits the needs of the players.

2.1 COMPETITION STRUCTURE, INCLUDING NATIONAL LEAGUE SYSTEM (NLS)


Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.1.1	Playing environment – youth Football 	County FA to advise leagues to ensure teams of the same ability are in the same divisions/development leagues.	<p>Leagues can use results collected over the past season to draft divisions/development groups.</p> <p>It is advisable to share these drafts of divisions/development groups with club officials so they can raise any issues before the league starts to commence work on its fixtures.</p>	<p><u>Appendix 27: How to deal with a mismatch in Youth Football</u></p> <p><u>Also see section 2.6.2 around using Respect scores.</u></p>
2.1.2	Youth football – trophy events 	<p>County FA to check that All trophy events comply with the rules as set out in SCORY.</p> <p>Check with leagues before the season commences on how they plan to operate trophy events if the league runs under-7 to under-11 age-groups.</p>	Leagues to map out how they will formulate the trophy events for that season to inform clubs of the dates – and which teams will be in which competitions.	<p><u>Appendix 13: Trophy Events – Guidance Notes for Under-7/ Under-8 Competitions</u></p> <p><u>Appendix 14: Trophy Events – Guidance Notes for Under 9/ Under-10 Competitions</u></p>
2.1.3	Matchday checklist for managers 	County FA to provide a checklist for managers to make sure they are all aware of the requirements they need to fulfil	League should incorporate the County FA checklist for managers in items such as handbooks, league apps, websites, etc.	<p><u>A Guide to Club Administration</u></p> <p><u>Appendix 28: A Team Checklist for the League (youth, open-age and adults)</u></p>

2: Operations *continued*


2.1 COMPETITION STRUCTURE, INCLUDING NATIONAL LEAGUE SYSTEM (NLS)				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.1.4	Fixture creation 	<p>County FA to support leagues around fixture creation, taking into account teams' pitch-sharing requirements. Pitch-sharing can take place across different leagues, so the County FA can play a positive role in this area.</p> <p>It is advisable to use a fixture grid to make the process easier.</p>	<p>Pitch-sharing often occurs across age-groups and divisions. Therefore, all fixtures need to be compiled together. If they are done in isolation problems will occur. It's always advisable to use a fixture grid.</p> <p>Tip: collate all pitch requests and then work with the teams/clubs with the most variables.</p> <p>The collation of requests should normally take place at the point teams register with the league. But always double-check if teams are still registering before commencing work on the fixtures.</p>	<p><u>Appendix 25: Fixture grid</u> <u>League Fixture Guidance</u></p>
2.1.5	Fixture priority 	<p>It is advisable for County FAs to create their own calendar of County Cup competitions. This calendar should be provided to league early in the closed season to help leagues with fixture scheduling.</p> <p>When Cup games are postponed and rolled-over to the following week make sure Leagues are informed. If fixtures continue to be rolled-over keep the League updated and informed of any issues so they can try to plan ahead and potentially move league fixtures around.</p>	<p>Leagues should note that priority shall be given to The FA and County Cup competitions.</p> <p>Youth football: Priority must be given at all times to school activities.</p>	<p><u>FA Standard Code of Rules</u> <u>FA Standard Code of Rules for Youth Competitions</u> <u>Appendix 39: Guidance to County FAs on the Operation of County Cups involving NLS Sides</u></p>

2: Operations *continued*

2.1 COMPETITION STRUCTURE, INCLUDING NATIONAL LEAGUE SYSTEM (NLS)

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.1.6	Team transition 	<p>County FAs should support a clear pathway from youth to adult football – either by club, teams or players.</p> <p>County FAs can run transition meetings showing teams the opportunities available to them. This could be done in conjunction with the possible leagues they could join. The existing leagues should support this by promoting these transition meetings.</p>	<p>Leagues have an important role to inform teams and players, so they know where to go next once they reach the end of an age-group-based competition.</p> <p>If no provision exists in the geographical area, the league may want to add a division/age-group to accommodate the need. This should always be done in partnership with the County FA.</p>	<p><u>Good Practice</u></p>

2.2 WORKFORCE AND SUCCESSION PLANNING

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.2.1	Succession planning 	<p>The County FA to have a role to make sure leagues have a succession plan for their officers.</p>	<p>It is important for leagues to plan by having people ready to be involved in running leagues.</p> <p>Leagues may want to consider having deputies for each role and or consider targeting replacements.</p>	<p><u>Succession Planning guide</u></p> <p><u>County FA Code of Governance</u> covers succession planning</p> <p><u>Sport England Club Matters – Club People</u> (which also applies to leagues)</p> <p><u>Sport England Club Matters ‘Volunteer Experience’ Workshop</u></p> <p><u>Sport England Club Matters ‘Leadership Teams’ Workshop</u></p>

2: Operations *continued*



Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.1.5 (Cont.)	<p>Fixture priority</p> 	<p>There are currently Rules in place giving protection to Clubs at Steps 1-4 of the National League System having fixture conflict on Saturdays. There has been strong feedback from the Leagues at Steps 5 and 6 that conflicts between the operation of an NLS League and County Cup have been challenging, including some requirements for NLS teams to play Saturday fixtures. Additionally, there has been a need to amend fixture schedules at short notice due to unforeseen clashes. The FA Leagues Committee have discussed this challenge at length. It is recognised that in the majority of cases, there is a positive relationship between the operation of County Cup competitions and the involvement of NLS Clubs and in turn, their Leagues. However, they also recognise that in some cases this conflict of precedents cannot continue to put pressure on League, Club and County volunteers. As such, the Leagues Committee have developed some key principles and strongly recommend County Associations instil these principles</p>	<p>Leagues should note that priority shall be given to The FA and County Cup competitions.</p> <p>Youth football: Priority must be given at all times to school activities.</p>	<p><u>FA Standard Code of Rules</u></p> <p><u>FA Standard Code of Rules for Youth Competitions</u></p>

2: Operations *continued*

2.2 WORKFORCE AND SUCCESSION PLANNING

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.2.2	<p>Finding new volunteers</p> 	<p>The County FA can play a role if supporting leagues to find new volunteers by:</p> <ul style="list-style-type: none"> • Advertising on league websites/social media; • Establishing links with education partners; • Supporting leagues by providing job descriptions. <p>In some cases, County FAs may want to approach their Youth Council members or Inclusion Advisory Group members to see if they can assist the league.</p>	<p>For Leagues to find new volunteers, the League needs to have a clearly-defined purpose and job description for each role.</p> <p>To recruit for roles, consider:</p> <ul style="list-style-type: none"> • Approaching existing club/team members within the league; • Approaching referees; • Asking the County FA for support to advertise; • Asking third-sector voluntary organisations to promote roles; • Similarly, asking local education partners. 	<p><u>Appendix 3: Template job descriptions</u></p> <p><u>Volunteer Centres</u></p> <p><u>County FA Code of Governance</u> covers areas of this</p>

2: Operations *continued*


2.2 WORKFORCE AND SUCCESSION PLANNING				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.2.3	Reward and upskill the workforce 	<p>County FA to recognise, reward and upskill league officials.</p> <p>This can be in the form of County FA league forums to upskill officials around league processes and to share ideas.</p> <p>In terms of reward, County FAs should make sure leagues are aware of awards for which people can be nominated and that in turn, leagues inform their member clubs about these awards. For example, The Queen’s Award for Voluntary Service.</p>	<p>League committees should consider how they reward and upskill members.</p> <p>This can be in the form of coaching course for clubs and teams but also consider how to upskill committee members, such as asking them to undertake computer courses.</p>	<p><u>FA Grassroots Awards</u></p> <p><u>FA Courses</u></p> <p><u>Local Education Courses such as higher Education</u></p> <p>National FA staff to attend County FA League Forums</p> <p><u>Sport England Club Matters – Club People</u> (which also applies to leagues)</p> <p><u>Sport England Club Matters ‘Volunteer Experience’ Workshop</u></p> <p><u>Sport England Club Matters ‘Leadership Teams’ Workshop</u></p>
2.2.4	Business Continuity Planning 	<p>To support Leagues around creating and updating a Business Continuity Plan (BCP). Being able to identify the risks and opportunities within a BCP will then allow the league committee to begin to explore ways in which to mitigate these risks and compile an action plan and allow the County FA to perform development work to support leagues.</p>	<p>To complete, update and review a Business Continuity Plan. This is a document which help leagues prepare and understand how they will respond against unpredicted event. This document should be completed before an unplanned disruption occurs. This will allow the league committee to begin to explore ways in which to mitigate these risks and compile an action plan.</p>	<p><u>League Business Continuity Plan template</u></p> <p><u>How to Business Continuity Plan Guidance document</u></p>

2: Operations *continued*



2.3 MARKETING AND COMMUNICATION				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.3.1	League marketing 	<p>The County FA should help leagues with marketing and utilise the knowledge and expertise within the County FA to do so.</p> <p>For example, support from the County FA could take the form of a marketing-based workshop(s).</p>	<p>Leagues need to create a sense of excitement around the league. This can be achieved by creating a strong digital footprint, using relevant social media platforms and websites.</p> <p>If using social media, there needs to be a policy in place that does not bring the league into disrepute.</p>	<p><u>FA Use of social media</u></p> <p><u>Appendix 29: Social Media Guidance</u></p> <p><u>FA Guidance Notes 6: 'Safeguarding in the digital world'</u></p> <p><u>FA Guidance Notes 6.1: Running websites and social media platforms</u></p> <p><u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues)</p> <p><u>Sport England Club Matters 'Developing a Marketing Strategy' Workshop</u></p> <p><u>Appendix 37: League Advertising for new clubs</u></p>

2: Operations *continued*

2.3 MARKETING AND COMMUNICATION

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.3.2	<p>League commercial opportunities</p> 	<p>The County FA should help leagues with commercial opportunities and utilise the knowledge and expertise within the County FA to do so.</p> <p>For example, support from the County FA could take the form of a commercially-based workshop(s).</p>	<p>Assess what you as a league can offer any potential sponsors or partners.</p> <p>Leagues need to create sponsorship packages as well as email communication scripts. Leagues should also to look at the metrics of their website/social media and concentrate on reach and output statistics to which businesses can relate.</p> <p>Potential commercial partners are looking for reach and generating positive news.</p>	<p><u>Good Practice</u></p> <p><u>Club Matters Sponsorship</u></p> <p>Also, please refer to the County FA Operations Manual for Marketing to be published later in the year.</p> <p><u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues)</p> <p><u>Sport England Club Matters ‘Developing a Marketing Strategy’ Workshop</u></p>




2: Operations *continued*

2.3 MARKETING AND COMMUNICATION				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.3.3	Partnerships (non-commercial) 	<p>Having non-commercial partnerships can open doors and save resources. County FAs can play a role in creating and introducing these partnerships to leagues.</p>	<p>Some leagues have entered into partnerships with local charities or NHS Clinical Commissioning Groups (CCGs).</p>	<p><u>Good Practice</u> <u>Club Matters Sponsorship</u> <u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues) <u>Sport England Club Matters ‘Developing a Marketing Strategy’ Workshop</u></p>
2.3.4	Communication methods 	<p>County FAs should offer advice around communicating regularly to members clubs.</p> <p>Such support from the County FA could take the form of a communications-based workshop(s).</p>	<p>Some leagues have a regular newsletter that’s sent to club secretaries, coaches and players.</p> <p>Many Leagues now have social media accounts to ensure important league news on their websites is shared and promoted via other channels.</p> <p>Using ‘Lists’ on Twitter to see and share good news from member clubs.</p>	<p><u>Good Practice</u> <u>Appendix 29: Social Media Guidance</u> <u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues) <u>Sport England Club Matters ‘Developing a Marketing Strategy’ Workshop</u></p>





2: Operations *continued*

The County FA League and Clubs page on Microsoft Teams. The joining code is “3sd131f” or alternatively contact Nathan.Batchelor@TheFA.com



2.4 DEVELOPMENT (LEAGUE ACCREDITATION/LEAGUE DEVELOPMENT PLANS)

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.4.1	League accreditation 	<p>The County FA to promote, encourage and support non-England Football Accredited Leagues to achieve the award.</p> <p>England Football Accredited leagues to work towards this status.</p> <p>Accreditation is for leagues proud to be the places people want to play and enjoy grassroots football.</p> <p>The programme aims to raise standards in grassroots football, support the development of leagues, as well as recognising and rewarding commitment and achievement</p>	<p>Leagues without the accreditation should work towards achieving the status.</p>	<p>Please go to the County FA Leagues and Clubs channel on MS Teams for the current documents.</p>
2.4.2	League delivery plan 	<p>The County FA to check-in with the league around the league’s development plan.</p> <p>The County FA to offer advice and support where required.</p>	<p>The League Management Committee should consider the benefits of using/ updating the delivery plan at each committee meeting, particularly for assessing any required actions and reviews.</p>	<p>Please go to the County FA Leagues and Clubs channel on MS Teams for the current league Accreditation documents.</p> <p>England Football Accreditation website for videos and a brochure on England Football Accreditation for leagues and clubs</p>
2.4.3	Up-to-date developments 	<p>The County FA should make sure league officials are kept up to date with relevant information.</p>	<p>The League Management Committee should keep up to date with developments affecting the league and ensure their plans always evolve to take such developments into account.</p>	<p>Examples of places/ communication methods for news are County FA League forums and County FA newsletters, etc.</p>





2: Operations *continued*

2.5 COUNTY FA STAFF				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.5.1	County FA officers 	<p>To be the link between the County FA and its sanctioned leagues.</p> <p>Work with league officials and keep them informed of County FA initiatives.</p>	<p>Leagues should keep County FA officers informed and updated about league developments and be prepared to ask for help and guidance when required.</p>	<p><u>Appendix 30: County FA Job Descriptions</u></p> <p><u>Appendix 2: Season Timeline – Example: Plan of Traditional Activities</u></p>
2.5.2	Discipline officers 	<p>To keep leagues informed about abandoned fixtures and any relevant discipline cases, such as those involving suspended teams/clubs.</p>	<p>Leagues should keep County FA officers informed and updated about league developments and be prepared to ask for help and guidance when required.</p>	<p><u>Good Practice</u></p> <p>Gloucestershire FA produce a weekly update email to League officials</p>
2.5.3	Development officers 	<p>To work with leagues to share ideas on how to develop leagues and how to tackle any issues.</p> <p>Ideally, County FAs should meet leagues every six months to review league development plans.</p> <p>County FAs should arrange league development forums to bring leagues together to share ideas, challenges and solutions.</p>	<p>Leagues should keep County FA officers informed and updated about league developments and be prepared to ask for help and guidance when required.</p>	<p><u>Appendix 2: Season Timeline – Example: Plan of Traditional Activities</u></p> <p><u>Good Practice</u></p> <p>The forms for league accreditation are currently in the process of getting developed. Please go to the CFA Leagues and Clubs channel on MS teams for the current documents</p>
2.5.4	Environment 	<p>Open and positive relationships are key to success.</p> <p>County FA staff and leagues need to work together.</p>	<p>Take time to understand any issues and partner with the County FA to tackle them, remove barriers and/or explain why certain rules and regulations are in place.</p>	<p><u>Appendix 2: Season Timeline – Example: Plan of Traditional Activities</u></p> <p><u>Good Practice</u></p>

2: Operations *continued*

2.6 RESPECT				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.6.1	Codes of Conduct 	The County FA to promote and encourage use of the Respect Code of Conducts for leagues.	<p>Ideally, all leagues should have the Code of Conduct on their websites.</p> <p>Some leagues have performed spot checks to ensure clubs have signed their parents/coaches/players up to the Codes.</p>	<u>FA Respect Code of Conducts</u>
2.6.2	Leagues using Respect scores on Full Time 	County FAs to encourage using Respect marks on The FA Full-Time website service.	<p>The challenge for the leagues is to what to do with the Respect marks once they are collected.</p> <p>How should clubs be informed: Good practice is to give club secretaries and welfare officers updated marks every two months.</p> <p>How should the County FA be informed: Good practice is for the league to share marks with County FA every two months.</p> <p>Low-scoring teams/clubs should have a joint action plan from the league and County FA to improve their marks.</p> <p>Good-scoring teams/clubs: Leagues now tend to have a 'Respect Award' to promote and reward the programme during the course of a season.</p>	<u>Full-Time – Results and Respect (Version 5.0)</u> <u>Appendix 5: Action Plan – Template</u>


2: Operations *continued*

2.6 RESPECT				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.6.3	Coaches – we only do positive 	The County FA to promote use of the Respect Codes of Conduct and associated online module.	Leagues to promote this opportunity. Some leagues have performed spot checks to ensure clubs have signed coaches up to ‘their’ Code.	FA Respect Code of Conducts FA Respect For Coaches Course
2.6.4	Parents/carers – we only do positive 	The County FA to promote use of Respect Codes of Conduct.	Leagues to promote this opportunity. The best time to do this is on the player registration form. This is when leagues will have the best direct contact with players and parents/carers. Some leagues have performed spot checks to ensure clubs have signed parents/carers up to ‘their’ Code.	FA Respect Code of Conducts
2.6.5	Respect Marshals 	Some County FAs now have Respect Marshals at youth games and may want to encourage leagues to promote this scheme.	Leagues to consider and ask clubs if they would want Respect Marshals at youth matches and if they do, to work with the County FA around implementation.	Hampshire FA and Staffordshire FA have implemented this.
2.6.6	Designated spectator areas 	The County FA to remind leagues (and clubs) about the designated spectator areas were introduced in 2008 as a response to concern at some touchline spectator behaviour – particularly in youth football.	The leagues to make sure designated spectator areas are in place for fixtures. This is normally checked by incorporating a question on match sheets and by visits to grounds.	The FA Guide to Pitch And Goalpost dimension

2: Operations *continued*

2.6 RESPECT				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.6.7	Technical areas	The County FA to encourage managers and coaches to stay in the technical area.	The leagues to make sure technical areas are in place for fixtures. This is normally checked by incorporating a question on match sheets and by visits to grounds.	<p><u>The FA Guide to Pitch and Goalpost dimension</u></p> <p>This contains a pictorial guide to technical areas.</p>


2: Operations *continued*

2.7 FUTSAL				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.7.1	Youth leagues adding Futsal 	<p>The FA has placed an increasing emphasis on encouraging young people to play Futsal as part of a varied playing programme to enhance their technical development.</p> <p>The County FA should encourage its use in the fixture programme and make leagues aware they should do so.</p>	<p>Leagues have added Futsal as part of winter offer in youth leagues. Examples can be seen in the 'Developing Futsal in youth leagues' guide.</p> <p>Note: Incorporating Futsal offers a varied playing fixture programme.</p>	<p><u>Funding from the Football Foundation</u></p> <p><u>Developing Futsal in youth leagues</u></p> <p><u>The Mini-Soccer and Youth Futsal Handbook</u></p>
2.7.2	Affiliating new Futsal leagues and divisions 	<p>It is important for the growth of Futsal that participating teams are affiliated.</p> <p>County FAs should make sure the teams and divisions are affiliated/sanctioned correctly</p>	<p>Leagues must make sure teams playing Futsal are correctly recorded on The FA's Whole Game System.</p>	<p><u>Appendix 31: Affiliating new Futsal Leagues and Divisions</u></p>

2: Operations *continued*

2.8 DISABILITY				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.8.1	<p>Adding a disability section to an existing league</p> 	<p>County FAs to consider asking an existing league to have a disability provision within it.</p> <p>By adding disability section, the governance side of running a League can be absorbed. The benefit could be that existing clubs in that league add a disability provision within their club.</p> <p>Note: this should be considered if there is no existing disability league provision or by creating a new disability-only league.</p>	<p>If an existing league looks to add a disability provision within it, the league should consider adopting a ‘central venue’ approach. A central venue approach is where all the league fixtures are played at the same venue.</p> <p>Note: it is key that leagues work with their County FA disability lead around fixtures and provision.</p>	<u>Good Practice</u>
2.8.2	<p>Identifying players with a disability in mainstream leagues</p> 	<p>County FAs to identify players playing mainstream football who have a disability and who could enter The FA’s disability talent pathway</p>	<p>A perfect opportunity is when players register with the club.</p> <p>Tip: Send out a survey during the season for players/parents to complete if they want to take up the opportunity.</p> <p>Leagues to promote FA Talent days and if possible use local case studies.</p>	<u>Good Practice</u>
2.8.3	<p>Dispensation to play in a lower age-group</p> 	<p>The County FA to remind leagues about the dispensation policy for players to play in lower age-groups</p>	<p>The league is reminded that the decision to allow players to play in lower age-groups is down to The FA. Leagues cannot make this decision.</p>	<u>Appendix 32: The Football Association’s Dispensation Policy – a Guide</u>

2: Operations *continued*

2.9 FLEXI FOOTBALL				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.9.1	<p>Flexi-Football offer</p> 	<p>The County FA to make leagues aware of The FA's Flexi-Football programme.</p> <p>The aim is to get many people that are lapsed or infrequent participants playing once again on a regular basis in a professionally-managed FA-sanctioned league that offers football in an attractive, accessible format.</p>	<p>Leagues to consider if this is an option they want to explore.</p> <p>Some established adult leagues have a midweek Flexi-Football offer for players unable to play at the weekend. A great example of this is Staffordshire Friday night league.</p>	<p><u>Flexi-Football manual</u></p> <p><u>Appendix 33: Staffordshire Friday night Flexi-Football presentation.</u></p>

2: Operations *continued*

2.10 REFEREES


Leagues have an important role to play in referee recruitment, retention and development

Please refer to The FA's Refereeing – County FA Operating Guidance Manual to see which sections within that guide refer to leagues and how leagues can support.

Areas include:

- Referee Registration;
- Under 18 Referees;
- 'Lapsed' referees;
- Referee Courses;
- Referee Observers and Mentors;
- Referee Retention;
- Laws of the Game Changes;
- Referee Marking;
- Referee Appointments;
- Referee Complaints;
- League Referee Secretary;
- Referee Recruitment;
- Referee Development.

2: Operations *continued*

2.11 DATA ANALYSIS				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.11.1	<p>Club and league data</p> 	<p>County FAs to work with leagues around available data.</p> <p>The aim is for the County FA to assist with leagues around recruitment, retention and development of teams and clubs.</p> <p>The County FA can use the data to benchmark against similar datasets from previous seasons to assess progress.</p> <p>The County FA to help with mapping, collecting and analysis of available data.</p>	<p>Leagues to consider the following questions during the season and to work with the County FA at all times, as this needs a partnership approach.</p> <ul style="list-style-type: none"> • Do teams have low playing numbers? Are they at risk of folding? • Do clubs have large squads? Could the club add a new team? • Are teams/clubs receiving a lot of league fines? Do they need help with administration? • Do the club/team rely too heavily on one individual? <p>Tip: in youth football, track progression through the year groups and also comparison within the age-group itself. E.g. compare last season's under-14s against this season's under-15, as well as comparing under-15s against under-15s.</p> <p>Tip: input clubs on a map. Does the League cover a specific area within its geographical coverage that it could target, with help from the County FA, to help support the creation of a club in that area?</p>	<p><u>Appendix 5: Action Plan – Template</u></p> <p><u>Appendix 11: Risk Register – Template</u></p>


2: Operations *continued*

2.12 LEAGUE EVENTS				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
2.12.1	League Events	To support Leagues with advice and guidance around hosting league events. Such events could be from cup finals, league dinners/presentations.	<p>The key concept is that events should be enjoyable and are a great way to promote your league and club. Why not invite your sponsors and local dignitaries so that they are aware of your work and impact.</p> <p>The key to any successful event is the planning. Give yourself plenty of time to plan. Think about the date to make sure it does not clash with any major sporting event or local event taking place. For example, if a youth league is hosting a presentation evening would it clash with any school exams etc.</p>	<u>Appendix 40: Hosting League Events</u>

Guidance Theme 3: Technology


Technology makes it easier for the league workforce to work more efficiently and smarter, saving everyone much-needed time and energy. The FA has a number of free digital products and services for leagues to do a lot of the hard work, so league officials can spend more time on developing football opportunities for all.

3.1 THE FA'S WHOLE GAME SYSTEM (WGS), INCLUDING PLAYER REGISTRATION, TRANSFERS, LEAGUE DISCIPLINE STATEMENT, SANCTIONING

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
3.1	<p>The FA's Whole Game System (WGS)</p> 	<p>Encourage use of the WGS by every league.</p> <p>The County FA should be the first point of contact for all WGS' questions and queries and should offer the appropriate advice.</p>	<p>Register players on the WGS.</p> <p>From the 2021/22 season it will be mandatory for all players to register on this system.</p>	<p><u>100% Player Registration + Email guidance manual:</u> This contains many items around using WGS to register and transfer players plus tactics on making sure leagues are engaged, ready and onboarded on to the system.</p> <p>Additional WGS' resources:</p> <p><u>Transfers – League Decision</u></p> <p><u>Transfer – Club Guidance</u></p> <p><u>WGS: Player Registration – Squad List V2</u></p> <p><u>League Sanctioning in CRM Guide</u></p> <p><u>League Sanction in portal guide</u></p> <p><u>WGS: League Management Guide – Creating a new development group/division or cup</u></p> <p><u>WGS: League Management Assigning Teams</u></p>


3: Technology *continued*

3.2 FULL-TIME (THE FA'S FREE LEAGUE ADMINISTRATION SYSTEM)

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
3.2	Full-Time 	<p>County FAs should be fully conversant with how Full-Time works and the benefits it offers so they can support their leagues in its usage.</p>	<p>Leagues should use Full-Time to manage the day-to-day running of a league, as well as generating a website or working with your existing league website</p> <p>County FAs should be leagues' first port of call to assist with any Full-Time enquiries.</p>	<p><u>Full-Time – Team Administrators Guide (Version 5.1)</u></p> <p><u>Full-Time – Setting Up and New Season (Version 5.0)</u></p> <p><u>Full-Time – Fixtures (Version 5.1)</u></p> <p><u>Full-Time – Results and Respect (Version 5.0)</u></p> <p><u>Full-Time – Cup</u></p> <p><u>Full-Time – People and Registrations (Version 5.0)</u></p> <p><u>Full-Time – Referee Appointments (Version 5.0)</u></p> <p><u>Full-Time – Communications (Version 5.0)</u></p>

3: Technology *continued*

3.3 THE FA MATCHDAY APP

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
3.3	The FA Matchday app 	The County FA should promote the benefit of The FA's Matchday app to leagues and explain how it works, its benefits and the potential funding it can unlock using the PayPal function for clubs.	Become fully conversant with The FA's Matchday app and promote it to member clubs to make administration is easier and potential funding is unlocked.	<u>Get Ready for Matchday Presentation</u> <u>FA Matchday Demo video</u>


Guidance Theme 4: Engagement

Leagues are more than just a set of fixtures.





Leagues play a vital role within football and the communities within which they operate. Within football, it's important leagues maintain excellent relationships with their member clubs who and vice-versa. The same applies to the league's relationship with their County FA.

Leagues can play an active role in their community. This role can cover many aspects. For example, many leagues actively support charities. For example, the Sheffield and District Junior League funds a room in Sheffield Children's Hospital. The Shropshire Youth League awards grants to local children charities. The Norfolk and Suffolk Youth League supports the work of the Onside Trust.





4.1 ENGAGEMENT BETWEEN COUNTY FAS AND LEAGUES

Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.1.1	<p>Creation of new leagues</p> 	<p>County FAs need to be involved if new leagues are created.</p> <p>The County FA should make sure a consultation process has taken place between itself and the new league.</p> <p>The County FA has to consider the effect a new League will have on an existing league(s).</p>	<p>The proposed league has to demonstrate demand for the new offer, so existing leagues need to be informed and involved around these discussions.</p>	<p><u>Appendix 34: Procedure for new County FA – Sanctioned Leagues</u></p>

4: Engagement *continued*

4.1 ENGAGEMENT BETWEEN COUNTY FAS AND LEAGUES				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.1.2	County FA officer roles 	<p>Leagues touch all areas of a County FA. Therefore, it is important that all County FA officers are aware of the part they play in supporting leagues.</p> <p>County FAs should assess and update their staff's knowledge of how to best support leagues.</p>	Leagues to work in partnership with County FAs	<p><u>Appendix 3: Job Descriptions – Templates</u></p> <p><u>Appendix 30: County FA Job Descriptions</u></p>
4.1.3	Consultation 	County FAs should constantly look to improve the perceptions of and service to league officials, parents/carers and schools. All these people will look to the County FA for leadership, support and assistance.	Leagues to work in partnership with County FAs	<p><u>Consultation guide: Keep in touch with our customers</u></p> <p><u>Good Practice</u></p> <p><u>Appendix 35: County FA Relationship Assessment with Sanctioned Leagues</u></p>
4.1.4	League social media 	<p>County FAs to help and support relationships and consider how often to re-tweet/share/like league messages.</p> <p>This will boost engagement with the league. It will also help your messages re-tweeted/shared/liked if this is reciprocated.</p>	Leagues to use social media as a way of communicating with its members and wider community.	<p><u>Appendix 29: Social Media Guidance</u></p> <p><u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues)</p>
4.1.5	League officials receiving abuse 	County FAs to use The FA disciplinary process to report abuse of league officials. County FAs to develop a culture which gives league officials confidence that any reported abuse will be dealt with.	League officials who have been subject to 'abuse' are offered appropriate support.	<u>FA Handbook – Misconduct</u>


4: Engagement *continued*

4.1 ENGAGEMENT BETWEEN COUNTY FAS AND LEAGUES				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.1.5	League officials' wellbeing 	County FA to signpost specialist help any league officials who report poor mental health or a mental health illness.	League officials are aware where to go for help.	See <u>The FA's mental health guidance for coaches/managers in adult football.</u> It covers the three S's: Spotting the signs, Supporting and Signposting. The latter includes a list of organisations able to offer help, such as nhs.uk, mind.org.uk, samaritans.org/how-we-can-help
4.1.6	Communication and updates 	County FA to keep League to up-to-date with information and news from The FA and the County FA.	Leagues to attend any league forums and/or read every County FA communication they receive.	
4.1.7	Customer service  	The County FA to offer first-line support for any FA digital products and services the Leagues are using.	The league to contact the County FA for any issues around any FA digital products and services.	<u>Consultation guide: Keep in touch with our customers</u> <u>Customer Service Excellence: County FA Operating Guidance Manual</u> <u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues)


4: Engagement *continued*

4.2 ENGAGEMENT BETWEEN LEAGUES AND OTHER LEAGUES				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.2.1	Player pathways for teams 	The County FA to make sure a full player pathway exists, with a clearly-communicated link to the next available pathway.	Leagues to make sure teams (and through them players) know where to go next after they have finished playing at a specific level. i.e. in youth football, how the team/ player joins the adult league.	<u>Good Practice</u>
4.2.2	Sharing ideas 	County FAs should share ideas and solutions with leagues. This can be done by County FAs hosting league forums.	Leagues to be open to sharing ideas with other leagues.	<u>Good Practice</u>
4.2.3	Sharing roles 	County FA to help with league workforce demands and where appropriate suggest some leagues share roles.	Some leagues to share roles/functions such as welfare officer, fixture secretary, referee appointments officer to make it easier for leagues and their member clubs.	<u>Good Practice</u>



4: Engagement *continued*

4.3 ENGAGEMENT BETWEEN LEAGUES AND CLUBS				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.3.1	<p>Engagement with clubs</p> 	<p>County FAs can help with league and club engagement by:</p> <p>Inviting leagues to any club forums held.</p> <p>Including leagues in any correspondence sent directly to clubs.</p>	<p>League to recognise that the clubs play an important role with the league. By supporting clubs and teams they will promote the league positively.</p> <p>Leagues to create a memorable first impression for all. Delivering a professional pre-league experience for teams will stay for the long term.</p> <p>Leagues to make sure teams are provided with all relevant details as soon as they are registered. i.e. rules and procedures.</p> <p>Leagues to consider create a checklist for managers, so team officials know what administration functions to complete on the day of the fixture.</p> <p>League to consider having a new managers' meeting at the start of each season. Some leagues take roadshows out into the community. Such roadshows are a bit like a local MP's surgery, where clubs/teams can any issues they have to league officials.</p> <p>Some leagues have annual surveys to collect people's views, either on general or specific topics. Such views are then used to improve the league, and/or specific aspects of it.</p>	<p><u>Good Practice</u></p> <p><u>A Guide to Club Administration</u></p> <p><u>Sport England Club Matters – Club Marketing</u> (which also applies to leagues)</p> <p><u>Sport England Club Matters 'Participant Experience' Workshop</u></p>

4: Engagement *continued*

4.4 PLAYERS/CLUB VOICE				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.4.1	Youth Councils 	The County FA to assist if a league wishes to set-up a youth council.	Leagues to consider if they want to have a youth/players group, with whom they can share ideas to check the league's plans are worth pursuing, and to challenge them if not.	<u>FA Youth Participation guide for clubs and Leagues</u> <u>Good Practice</u> <u>Youth Council Guidance</u> <u>Youth Council Terms of Reference</u> <u>Youth Council Code of Conduct</u> <u>County FA Code of Governance manual</u>

4: Engagement *continued*

4.5 ROLE IN THE COMMUNITY				
Sub-section	Topic	County FA action	League action	Support resources/appendix numbers/relevant process
4.5.1	Partnerships 	Having a partnership can open doors and save resources. The County FA can play a role in creating and introducing these partnerships to leagues.	Some leagues have entered into partnerships with local charities or NHS Clinical Commissioning Groups (CCGs).	<u>Good Practice</u> <u>Club Matters Sponsorship</u>
4.5.2	Old kit 	County FAs to promote schemes to leagues that benefit the wider community. E.g. recycling old kit to give to a charity can have huge benefits to recipients, whether here or overseas.	Leagues to be informed of organisations such as ‘Kit Aid’, ‘Taking Football to Africa’ and ‘Beyond Appeal’, who collect old football team kits and donate them to recipients across the world who need them.	<u>Good Practice</u>

OPERATING GUIDANCE MANUAL

SECTION 02

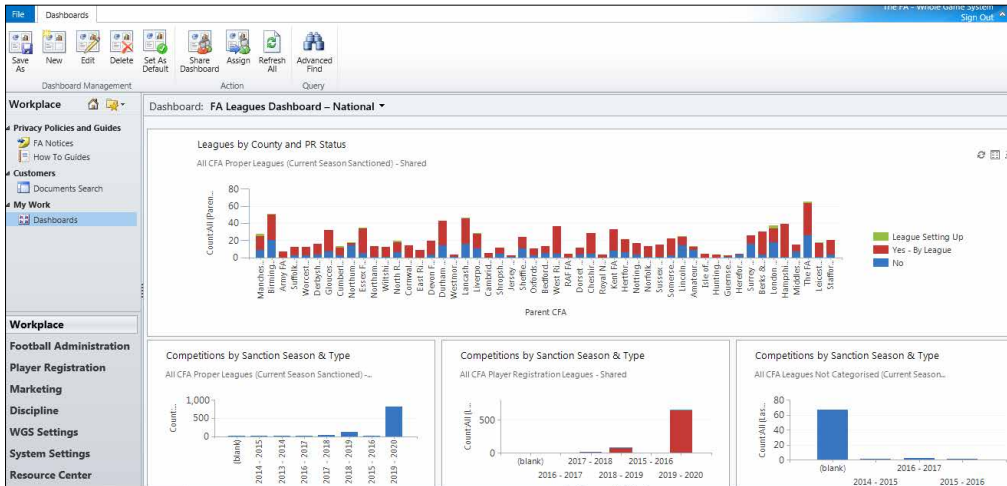
REPORTING



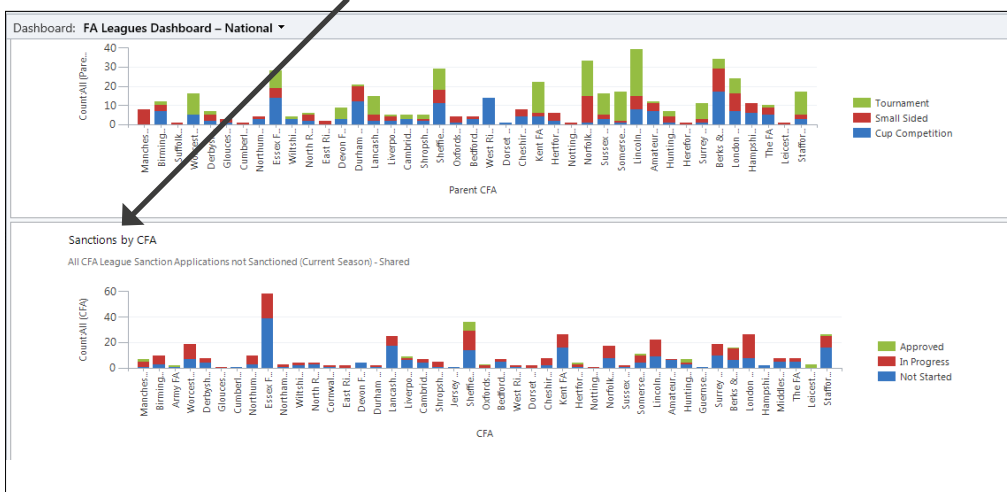
Checking Leagues are Sanctioned on CRM

To check current sanctioning status of leagues on CRM:

- Go to **'Workspace'** and select **'FA Leagues Dashboard – National'**. A screen like this will be displayed:



- Scroll down and view **'Sanctions by CFA'**:



- Select your County FA from the list (if you have any unsanctioned leagues) to access information on the leagues showing as not sanctioned for this season.
- Once you have a list of unsanctioned leagues you must work with them to get them sanctioned.

Resources

See:

- League Sanctioning in CRM Guide and
- League Sanction in portal guide, for how to sanction a league on The FA's Whole Game System.

Important: Until sanctioned, no league should play any fixtures.

OPERATING GUIDANCE MANUAL

SECTION 03

PROCESSES



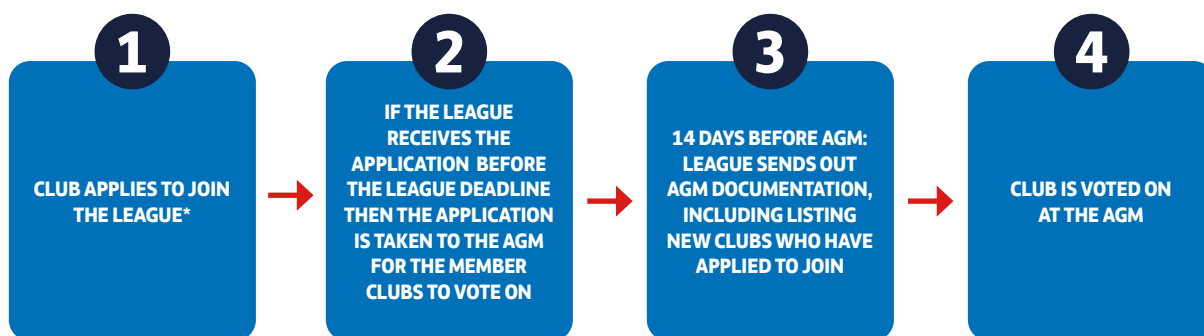
03

PROCESSES

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Process 1: Clubs applying to join a league

Leagues should have a defined deadline for clubs 'to apply to join a league and for the league to process their application. This should be a minimum of 21 days before the league's AGM date. This is because any new clubs applying need to be listed in the AGM documentation sent to clubs 14 days before the meeting.



*If the club is already in another league, they must inform that league of its intention to leave. See league rules 11A for the required notice period.

Tips:

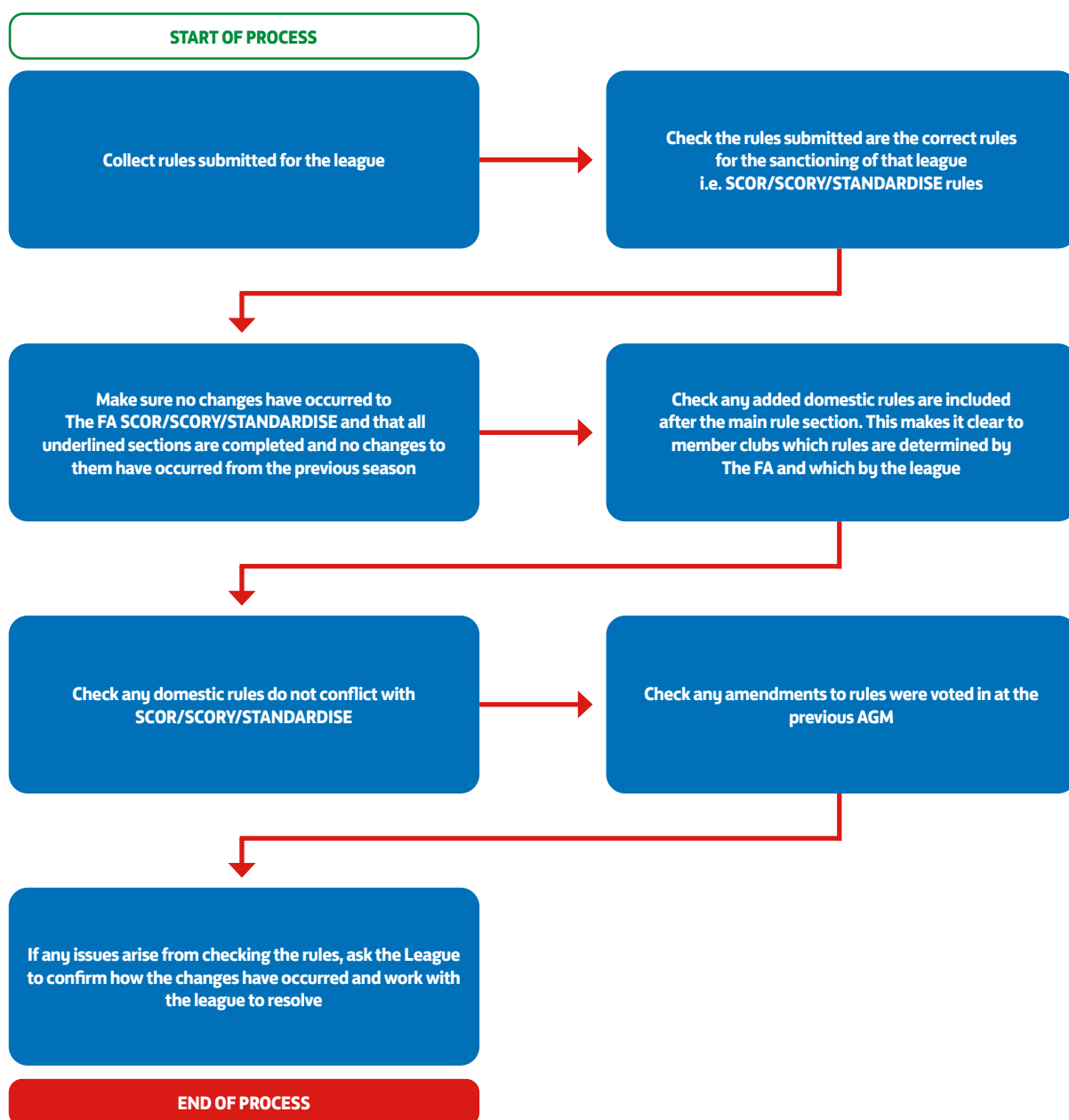
- For step 2 of the process, consider an informal chat with the clubs wanting to join to explain the league operations.
- For step 4, consider giving the clubs wishing to join the opportunity to present to the AGM and answer any questions.

Process 2: Checking rules

The rules can be checked by one of two methods.

1. A County FA Officer can check the rules; or
2. A County FA Working Group/Committee can do this.

The sanctioning County FA should decide which method works best for them.



Process 3: How leagues should submit rule changes

League Rule Amendments

Standard Code of Rules

All league rules should be in line with the reformatted Standard Code of Rules ('SCOR') and Standard Code of Rules for Mini Soccer and Youth Football Competitions ('SCORY'). Annual updates to the Standard Codes will continue to be forwarded to leagues when received by the County FA and must be incorporated into league rules for the following season.

Alteration to rules (rule 14)

Under the Standard Codes, proposed rule changes can be submitted annually by the League Management Committee or member clubs. All clubs within the league must be notified of proposed changes to the rules prior to the AGM, and offered an opportunity to provide feedback and propose amendments to them.

The deadlines for this process are set by Leagues under SCOR/Y Rule 14.

Tip: County FAs may wish to have a common date on which all leagues are sanctioned.

Submission of proposed rule amendments

Once the league has received feedback and proposed amendments to rule changes, they must be submitted to the County FA at least 28 days prior to the AGM to confirm they are compliant with the Standard Codes and receive consent from the County FA. Any proposed rule which does not comply with the Standard Codes must be amended or withdrawn prior to the AGM.

The proposed rule changes must be set out clearly alongside the existing rule with an explanation for the proposed change, and state whether the change has been proposed by clubs, the League Management Committee, or is a mandatory change required by The FA or County FA (please see template on page 80).

Submission of updated rules

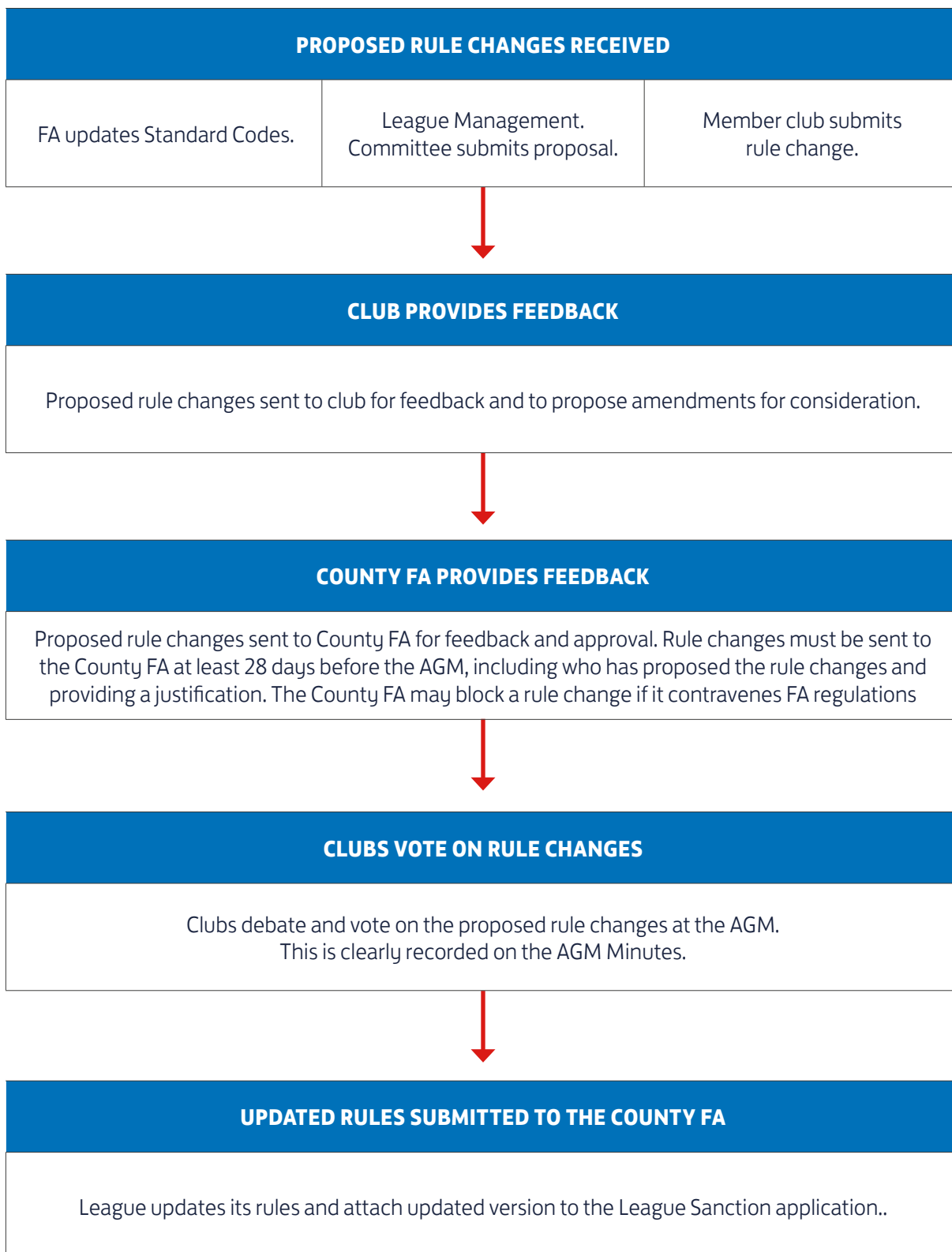
Following the league AGM, the league should incorporate all approved rule amendments (including updates to the Standard Code of Rules) into their league rules and submit to the County FA.

Tip: Some County FAs request they receive two copies – one copy with changes marked, and one 'clean' copy with changes incorporated. For ease of reference, in the marked document please identify **Standard Code changes in blue**, **Club or League amendments outside of Standard Code in red**, and any deletions with a **red strikethrough**.

Any alterations to the league rules following the start of the season will only take effect from the start of the following season.

Further information

More information can be found in The FA Handbook sections relating to Sanction and Control of Competitions, the Standard Code of Rules and Standard Code of Rules for Mini Soccer and Youth Football Competitions.



Template for submitting proposed league rule amendments

League _____

Season _____/_____

RULE	PRESENT WORDING	PROPOSED BY	PROPOSED WORDING	EXPLANATION	VOTING RESULTS
Insert the number of the rule, e.g. 1.1	Please insert the current wording of the rule here	Club name, or League Management Committee, or whether it's a mandatory change from The FA	Please enter the proposed wording here, with additions or changes highlighted in red , and deletions marked with a red strikethrough	The rationale for a change submitted by a club or the League Management Committee should be included here	Secunder: For: Against: Abstentions:

Process 4:

League charge process, with sample charge sheet and league fine process

League charge process

A sanction cannot be imposed on a club, except for when a non-paid fine is doubled or failing to attend an AGM or SGM. All other sanctions can only be imposed by charging the club/team.

The Rule: 6B: The Management Committee shall have powers to apply, act upon and enforce these Rules and shall also have jurisdiction over all matters affecting the Competition. Any action by the Competition must be taken within 28 days of the Competition being notified.

With the exception of Rules 6(I), 8(H) and 9, for all alleged breaches of a Rule the Management Committee shall issue a formal written charge to the Club concerned. The Club charged shall be given 7 days from the date of notification of the charge to reply. In such reply a Club may:-

- (i) Accept the charge and submit in writing a case of mitigation for consideration by the Management Committee on the papers; or
- (ii) Accept the charge and notify that it wishes to put its case of mitigation at a hearing before the Management Committee; or
- (iii) Deny the charge and submit in writing supporting evidence for consideration by the Management Committee on the papers; or
- (iv) Deny the charge and notify that it wishes to put its case at a hearing before the Management Committee.

Where the Club charged fails to respond within 7 days, the Management Committee shall determine the charge in such manner and upon such evidence as it considers appropriate.

Where required, hearings shall take place as soon as reasonably practicable following receipt of the reply of the Club as more fully set out above.

Having considered the reply of the Club (whether in writing or at a hearing), the Management Committee shall make its decision and, in the event that the charge is accepted or proven, decide on the appropriate penalty (with reference to the Fines Tariff where applicable).

The maximum fine permitted for any breach of a Rule is £100 and, when setting any fine, the Management Committee must ensure that the penalty is proportional to the offence, taking into account any mitigating circumstances.

No Participant under the age of 18 can be fined.

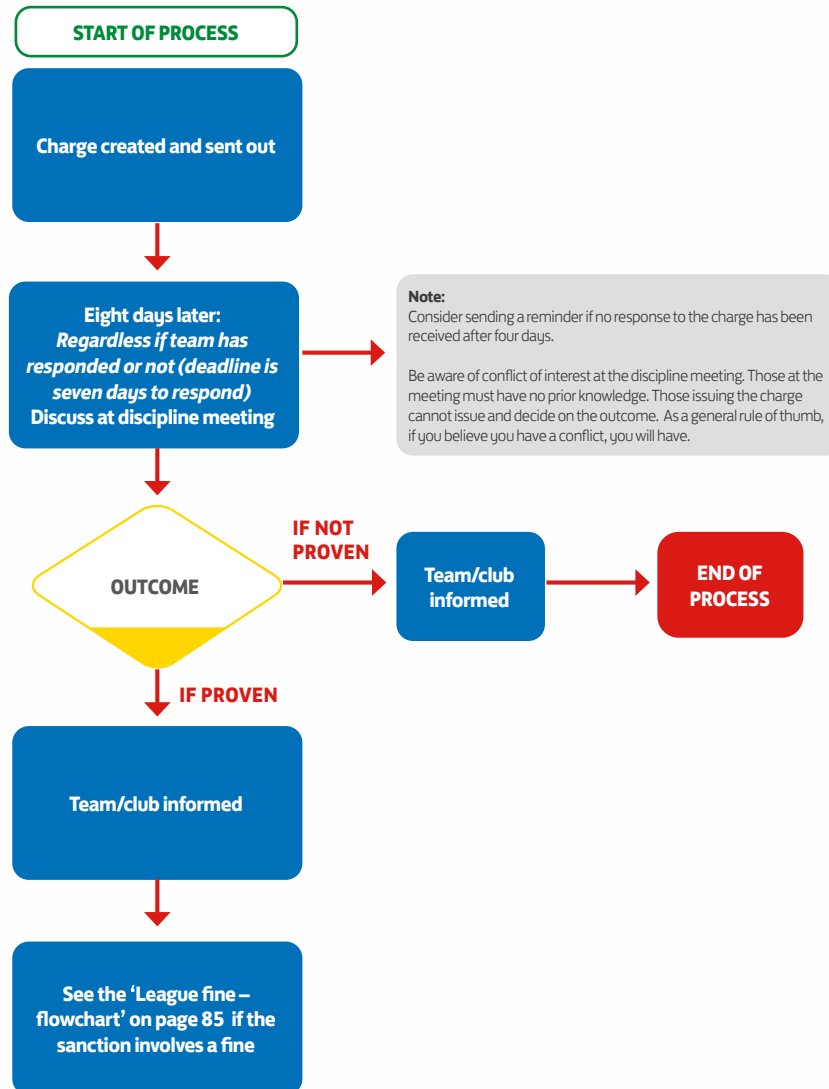
All breaches of the Laws of the Game or the Rules and Regulations of The FA shall be dealt with in accordance with FA Rules by the appropriate Association.

6I: Subject to a Club's right of appeal in accordance with Rule 7 below, all fines and charges must be paid within 14 days of the date of notification of the decision. Any Club failing to do so will be fined in accordance with the Fines Tariff. Further failure to pay the fine including the additional fine within a further 14 days will result in fixtures being withdrawn until such time as the outstanding fines are paid.

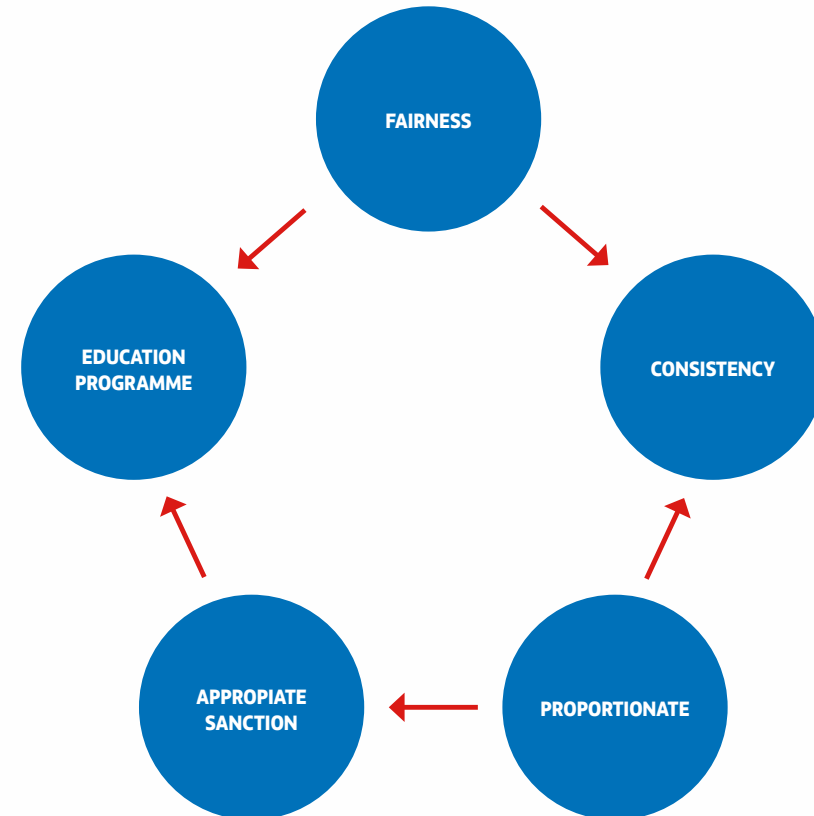
8H: Any continuing Club must be represented at the AGM. Failure to comply with this Rule will result in a fine in accordance with the Fines Tariff.

9: Any Club failing to be represented at an SGM shall be fined in accordance with the Fines Tariff.

League charge process – flowchart



Consideration when dealing with charges



League charge example – template

FAO

is charged under the provision of the

League rules as follows:

TEAM:

FIXTURE:

FIXTURE DATE:

LEAGUE RULE:

Discipline Charge Number:

is required to submit an answer to the charge by as outlined on the charge sheet below. Failure to reply to the charge will result in the club forfeiting the right to make representations or refute the charge and could result in further action being taken against the club, in accordance with League rules.

Please indicate which course of action you intend to pursue.

1. Accept the charge and submit in writing a case of mitigation for consideration by the Management Committee on the papers; or
2. Accept the charge and notify that it wishes to put its case of mitigation at a hearing before the Management Committee; or
3. Deny the charge and submit in writing supporting evidence for consideration by the Management Committee on the papers; or
4. Deny the charge and notify that it wishes to put its case at a hearing before the Management Committee.

This email charge sheet must be returned by otherwise the case will be dealt with on the evidence available. This DOES NOT include any correspondence previously sent to the League Secretary, a Registrar or any other Committee member.

Only information included with the return of this charge will be considered by the discipline committee considering the case. If you choose options 1 or 3 the club will not be required to attend the discipline meeting. If you choose option 2 or 4 the club will be required to attend the discipline meeting. Details of the meeting date, venue and time will be confirmed in writing at least 14 days prior to the meeting.

League charge decision – template

FAO

Re: Discipline Charge Number

Following discussion of the charge, I can confirm the decision made regarding the above case was as follows.

TEAM:

FIXTURE:

FIXTURE DATE:

LEAGUE RULE:

Having taken into account the nature of the offence, the club's previous record and past precedence the League Committee decided the following:

Please note that your club has the right of appeal to the County FA in accordance with Rule 7, as follows:

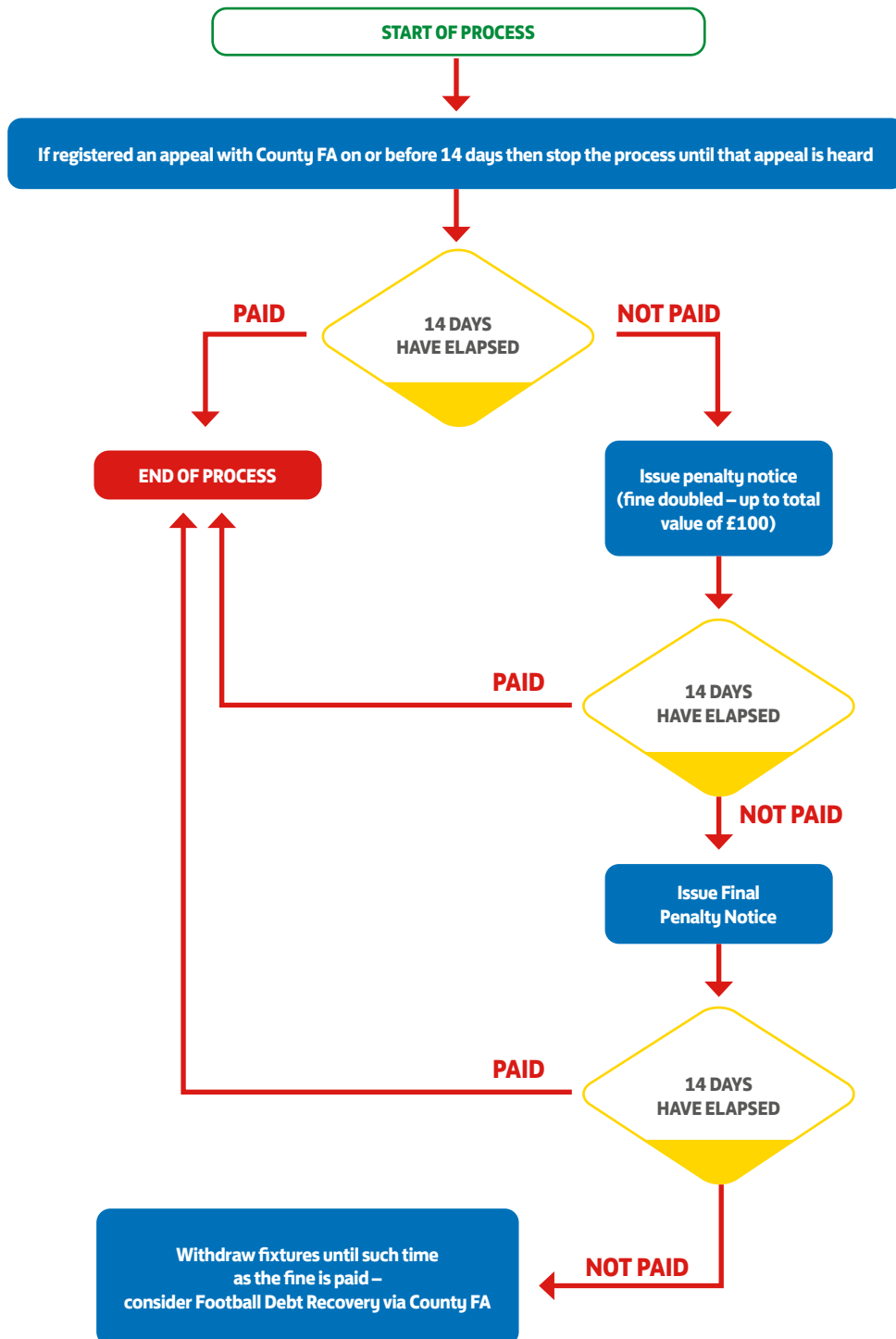
Any appeal against a decision of the Management Committee must be lodged with the Sanctioning Authority within 14 days of the posting of the written notification of the decision causing the appeal, accompanied by a fee (£), which may be forfeited in the event of the appeal not being upheld. A copy of the appeal must also be sent to the Secretary. The procedure for the appeal shall be determined by the Sanctioning Authority, in such respect the Sanctioning Authority may (but is not obliged to):

- (i) invite submissions by the parties involved; or
- (ii) convene a hearing to hear the appeal; or
- (iii) permit new evidence; or
- (iv) impose deadlines as are appropriate.

Any appeal shall not involve a re-hearing of the evidence considered by the Management Committee.

No appeal can be lodged against a decision taken at an AGM or SGM unless on the grounds of unconstitutional conduct.

League fine – flowchart



League fine – letter/email template

Your club is in breach of league rules and has therefore incurred a fine of £ , as a result of charge ref

Details as follows:

TEAM:	<i>full team name</i>
FIXTURE:	<i>insert the fixture, with the home team first</i>
FIXTURE DATE:	<i>dd/mm/yyyy</i>
LEAGUE RULE:	<i>insert the league rule no. and name under which the charge is being made</i>

Fines to be paid within 14 days of the date of this letter/email in accordance with competition Rule 6(l).

Failure to pay this fine by the due date will result in further action being taken as stated within the league rules.

Please forward all payments to the League Secretary with a copy of this letter/email. All cheques should be made payable to and any personal cheques should have the name of your club on the reverse.

You can also pay by electronic transfer to:

Account:	<i>insert name of the account</i>
Account number:	<i>insert bank account number (usually eight digits)</i>
Sort code:	<input type="text" value="--"/> <input type="text" value="--"/> <input type="text" value="--"/>
Reference:	<i>insert name of your club and Disciplinary Charge Number if space</i>

If using the electronic transfer method, please email the League Treasurer

to state that payment has been made, so that checks can be made to prevent a penalty notice getting issued.

Please note that your club has the right of appeal to the County FA in accordance with Rule 7, as follows:

Any appeal against a decision of the Management Committee must be lodged with the Sanctioning Authority within 14 days of the posting of the written notification of the decision causing the appeal, accompanied by a fee (£) , which may be forfeited in the event of the appeal not being upheld. A copy of the appeal must also be sent to the Secretary. The procedure for the appeal shall be determined by the Sanctioning Authority, in such respect the Sanctioning Authority may (but is not obliged to):

1. (i) invite submissions by the parties involved; or
2. (ii) convene a hearing to hear the appeal; or
3. (iii) permit new evidence; or
4. (iv) impose deadlines as are appropriate.

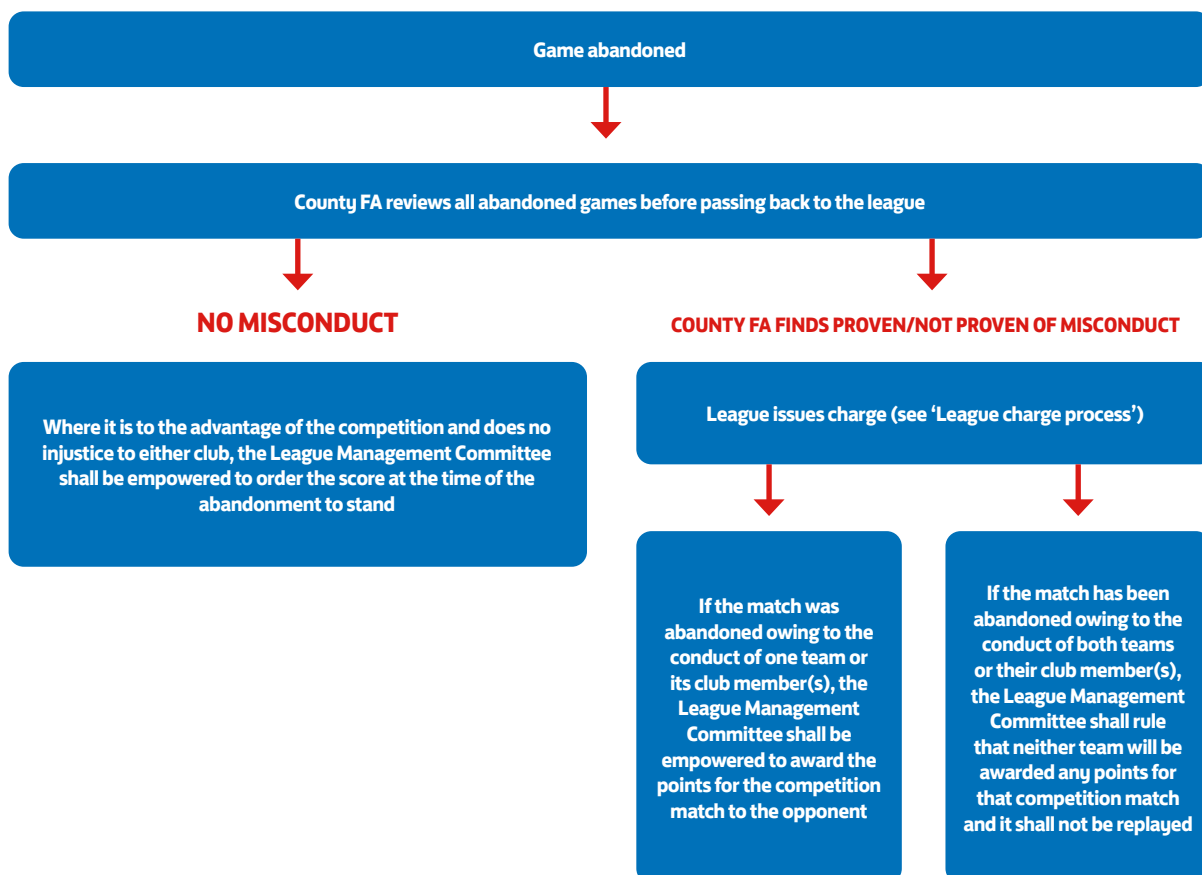
Any appeal shall not involve a rehearing of the evidence considered by the Management Committee.

No appeal can be lodged against a decision taken at an AGM or SGM unless on the grounds of unconstitutional conduct.

Process 5: Abandoned fixture process

SCOR/SCORY states:

The Management Committee shall review all Competition Matches abandoned in cases where it is consequent upon the conduct of either or both Teams. Where it is to the advantage of the Competition and does no injustice to either Club, the Management Committee shall be empowered to order the score at the time of the abandonment to stand. In all cases where the Management Committee are satisfied that a Competition Match was abandoned owing to the conduct of one Team or its Club member(s) they shall be empowered to award the points for the Competition Match to the opponent. In cases where a Competition Match has been abandoned owing to the conduct of both Teams or their Club member(s), the Management Committee shall rule that neither Team will be awarded any points for that Competition Match and it shall not be replayed. No fine(s) can be applied by the Management Committee for an abandoned Competition Match.



Process 6: Accessing discipline statements on The FA's Whole Game System

- Log into The FA's Whole Game System.
- Click on the **League Statement** which has the icon down the side.



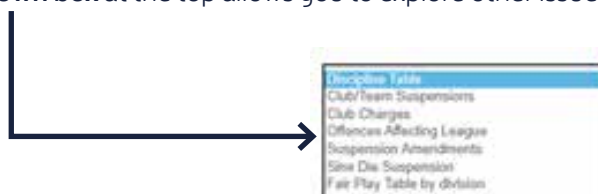
The following will be displayed:

Historical league statements		
LeagueStatement_9997_21-11-2019 22-07_CRM_WGS System	21/11/2019	Download
LeagueStatement_9997_07-11-2019 21-27_CRM_WGS System	07/11/2019	Download

- From here you can download the latest statement by clicking the download button at the top of the page.
- You can also download previous statements.

Historical league statements		
LeagueStatement_9997_21-11-2019 22-07_CRM_WGS System	21/11/2019	Download
LeagueStatement_9997_07-11-2019 21-27_CRM_WGS System	07/11/2019	Download

The **drop-down box** at the top allows you to explore other issues.



League Statement - Discipline Table Download League Statement

Discipline Table Your league statement was last updated on 14/11/2019 22:14

Disciplinary update of all clubs which have at least one team within your league. Displays the number of cautions, standard charges, misconduct charges and penalty points from games in your league and any cup competitions for the current season only.

Search: 10

Club/Team Name	Cautions	Send Offs	Misconducts	All	Penalty Points
Abbey Lane FC (U19 Black)	0	0	0	0	0
Abbey Lane FC (U11 Double)	1	0	0	1	0
Abbey Lane FC (U12 Blacks)	0	0	0	0	0
Abbey Lane FC (U13 Black)	0	0	0	0	0
Abbey Lane FC (U13 Yellow)	0	0	0	0	0
Abbey Lane FC (U14 Black)	0	0	0	0	0
Abbey Lane FC (U14 Yellow)	0	0	0	0	0
Abbey Lane FC (U15 Black)	0	0	0	0	0
Abbey Lane FC (U15 Yellow)	0	0	0	0	0
Abbey Lane FC (U16 Black)	0	0	0	0	0

Showing 1 to 10 of 1113 entries

- The League discipline table shows the cautions, sendings-off, misconduct and penalty points a team has received that season.
- By clicking on the team name you will be able to view more details about specific cases.

OPERATING GUIDANCE MANUAL

SECTION 04

APPENDICES



APPENDICES

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AGM Agenda – Template

APPENDIX 1

ITEM NO.	TOPIC	NOTES
1	Roll call	Make sure a register/signing-in sheet for clubs in attendance and also any voting cards/ballots are given out as appropriate under the league rules.
2	To receive and confirm the minutes of the preceding AGM	The minutes of the previous AGM to be sent out to the clubs at least 14 days prior to the AGM.
3	To receive and adopt the annual report, balance sheet and statement of accounts	Sent to the club at least 14 days prior to the AGM.
4	Election of clubs to fill vacancies	All applications sent in on time to be voted on at the AGM. League Management Committees cannot stop clubs from applying to join and the membership must vote to accept them or not. If a club objects to a new club joining the league, then the club that has the objection against them should be informed and have sight of any copy of the objection, so they are prepared to discuss it on the day. All voting should be clearly recorded with a proposer, seconder and voting results.
5	Constitution of the competition for the ensuing Season	Ideally sent out 14 days in advance, or at least the rationale behind it.
6	Election of officers of the competition and the League Management Committee members	To be sent out 14 days in advance to clubs. Clubs should be reminded closer to the time of any deadline dates to apply for the roles.
8	Alteration of Rules, if any (see Rule 14)	To be sent out 14 days in advance to clubs. Clubs should be reminded closer to the time of any deadline dates to put forward rule changes – see rule change guidance (Process 4).
9	Fix the date for the commencement of the playing season and kick-off times applicable to the competition	Ideally sent to clubs 14 days in advance.
10	Fix the date for the end of the playing season	Ideally sent to clubs 14 days in advance.

Season Timeline – Example: Plan of Traditional Activities

APPENDIX 2

This is an example for a traditional winter-based season. Events can vary and you should always refer to your league rules for any set dates.

Leagues should have Management Committee meetings at least once every three months. During the season it will be a case of dealing with League correspondence and issues as they arise.

Note: For this example, the season commences in August and ends the following May. If the season starts in September, move events forward a month.

MONTH	LEAGUE ACTIONS	COUNTY FA ACTIONS
MAY	<ul style="list-style-type: none"> End of last season; Send out applications to join/re-apply for the new season; End-of-season presentation evening(s). 	<p>Consider thanking the league for completing the end of the season and offer to support any league presentation evening(s)</p>
JUNE	<ul style="list-style-type: none"> Arrange the League AGM and send out papers in advance – refer to your league rules; League Management Committee meeting. Start the leagues’ sanctioning with the County FA; Release fixtures; Release a calendar of the season (league cup dates, County Cups, religious holidays, etc.); If any new league officials are joining, consider how you have an induction to support them in the role. 	<p>Ask the league if you can attend the upcoming AGM.</p> <p>To help with fixture planning, share County Cup dates with leagues and which teams from the respective leagues are going to be involved in that cup.</p> <p>Remind leagues about club affiliation and how to complete league sanctioning. Support leagues to check all teams are correctly affiliated.</p> <p>If the league has new senior officials, consider providing an induction programme to help them.</p> <p>Check the league fixture programme, especially if it’s a youth league, to make sure it confirms to SCORY.</p>
JULY	<ul style="list-style-type: none"> Registering players; Consider a meeting for new clubs and any new club officials to support them; 	<p>Remind leagues about club affiliation and how to complete league sanctioning;</p> <p>Support leagues to check all teams are correctly affiliated.</p>

Season Timeline – Example: Plan of Traditional Activities **APPENDIX 2**

MONTH	LEAGUE ACTIONS	COUNTY FA ACTIONS
AUGUST	<ul style="list-style-type: none"> Season starts; Pencil-in league discipline meetings for the season. 	
SEPTEMBER	<ul style="list-style-type: none"> League Management Committee meeting 	Consider having a catch-up with the league to discuss league development and how you can support each other.
OCTOBER	<ul style="list-style-type: none"> Consider sending out the first round of Respect scores to clubs 	
NOVEMBER	<ul style="list-style-type: none"> Look at trophy orders for the end of season – it is good practice to go out to tender 	
DECEMBER	<ul style="list-style-type: none"> League Management Committee meeting 	Consider having a catch-up with the league to discuss league development and how you can support each other.
JANUARY	<ul style="list-style-type: none"> Consider sending out latest club Respect scores; Start to plan league cup final venues and arrangements. 	
FEBRUARY	<ul style="list-style-type: none"> Consider sending out a survey to clubs to ask them for views and to assess the quality of the service you provide. 	
MARCH	<ul style="list-style-type: none"> League Management Committee meeting; Ask for proposed rule changes (refer to your league rules for the dates around this); Review any survey results and send out a “you said – we did (are doing)” communication. 	Confirm with the league any County Cup dates
APRIL	<ul style="list-style-type: none"> League cup finals; Submit proposed rule changes to County FA for approval. 	Check and approve/reject the proposed rule changes

Job Descriptions – Templates

APPENDIX 3

Chair

POSITION	REPORTING TO	JOB PURPOSES
Chair	Accountable to the Membership of the League	The Chair of the Board is responsible for the leadership of the League Management Committee (LMC). To chair and manage meetings, ensuring that meetings are conducted in an efficient, effective and focused manner.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Chairing meetings • Promoting and representing the League. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Strategic leadership and management skills. The ability to develop and monitor organisational strategy; • Decision-making skills. The appropriate use of knowledge and experience to make informed decisions to the benefit of the organisation; • The ability to debate, discuss and challenge in a constructive manner; • Excellent interpersonal skills. The ability to form strong, productive relationships both internally and externally to the benefit of the League; • An ability to understand financial accounts, management accounts and budgeting; • Excellent interpersonal skills; • Excellent communication skills – written and verbal; • The ability to act and speak tactfully and diplomatically; • The ability to chair meetings effectively and efficiently. 	<ul style="list-style-type: none"> • All League Management Committee members; • County FA members, staff, Council and Board; • League sponsors/partners (commercial and non-commercial). 	

Job Descriptions – Templates *continued*

APPENDIX 3

Secretary

POSITION	REPORTING TO	JOB PURPOSES
Secretary	Chair	The Secretary is responsible for the day-to-day running of the League.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • League affiliation; • Day-to-day League correspondence; • Running the League; • League meeting minutes; • Representing the League at external meetings. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Excellent internal and external communication; • Ability to engage and build strong relationships; • Basic business skills; • Influencing skills; • Knowledge of FA rules and regulations; • Knowledge of FA technology systems; • IT Skills; 	<ul style="list-style-type: none"> • All League Management Committee members; • All member clubs; • County FA; • Club Secretaries; • League sponsors/partners (commercial and non-commercial); • Local leagues. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Welfare Officer

POSITION	REPORTING TO	JOB PURPOSES
Welfare Officer	Chair	<p>Responsible for working with league and club officials to ensure they are carrying out their duty of care when running football activities.</p> <p>Act as a point of contact for all (children, managers, parents/carers, etc.) if they have any concerns about the way they are being treated or how they see others treated.</p>
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Ensuring everyone’s safeguarding responsibilities are well understood by others; • Help everyone understand what their duty of care means and entails on a day-to-day basis; • Ensuring good practice amongst clubs. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience of dealing or working with young people; • Knowledge and understanding of safeguarding children issues; • Excellent internal and external communication; • Committed to and ability to promote safeguarding children; • Empathy when dealing with individuals, sometimes in demanding situations; • Ability to handle confidential information sensitively and with integrity; • Reasonable level of administration experience and how to deal with confidential documentation. 	<ul style="list-style-type: none"> • Club Welfare Officers; • County FA Designated Safeguarding Officers; • All League Management Committee members. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Treasurer

POSITION	REPORTING TO	JOB PURPOSES
Treasurer	Chair	To manage the League accounts and maintain accurate records.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • League accounts; • Day-to-day bills, payments and invoices • Arranging for the accounts to be audited • Present the accounts at the AGM 	
KEY SKILLS		KEY RELATIONSHIPS
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Accounting skills and knowledge; • Excellent internal and external communication; • Ability to engage and build strong relationships; • Basic business skills; • IT Skills 		<ul style="list-style-type: none"> • All League Management Committee members; • Auditors; • Club Treasurers

Job Descriptions – Templates *continued*

APPENDIX 3

Fixture Secretary

POSITION	REPORTING TO	JOB PURPOSES
Fixture Secretary	Chair	To ensure that the League fixtures are compiled and all the requirements to fulfil them are met.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Arrange fixtures and any re-arrangements; • If central venue, ensure the facilities are booked. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Knowledge of FA rules and regulations; • Excellent internal and external communication; • Ability to engage and build strong relationships; • IT skills; • Ability to deal with clubs' often conflicting requests and expectations. 	<ul style="list-style-type: none"> • League Secretary; • Referee Secretary; • Club Secretaries and/or club/team match arrangers; • County FA (be aware of County Cup dates and rules); • Local Authority pitch leads. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Cup Secretary

POSITION	REPORTING TO	JOB PURPOSES
Cup Secretary	Chair	To ensure that the League fixtures are compiled and all the requirements to fulfil them are met.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Arrange fixtures and any re-arrangements; • If central venue, ensure the facilities are booked. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Knowledge of FA rules and regulations; • Excellent internal and external communication; • Ability to engage and build strong relationships; • IT skills; • Ability to deal with clubs' often conflicting requests and expectations. 	<ul style="list-style-type: none"> • League Secretary; • Referee Secretary; • Club Secretaries and/or club/team match arrangers; • County FA (be aware of County Cup dates and rules); • Local Authority pitch leads 	

Job Descriptions – Templates *continued*

APPENDIX 3

Referee Secretary

POSITION	REPORTING TO	JOB PURPOSES
Referee Secretary	Chair	Responsible for ensuring that referees are appointed to fixtures.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Ensure referee appointments; • Deal with late drop-out for fixtures; • Support with referee development. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Knowledge of FA rules and regulations; • Awareness of FA programmes campaigns (e.g. Respect, England Football Accreditation, etc.); • Excellent internal and external communication; • Ability to engage and build strong relationships; • IT skills. 	<ul style="list-style-type: none"> • League Secretary; • Fixture Secretary; • Registrar; • County FA Referee Development Officer; • Referee Associations. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Registrar

POSITION	REPORTING TO	JOB PURPOSES
Registrar	Chair	Responsible for making sure players are registered, dealing with transfers and match sheets.
APPROXIMATE TIME PER WEEK	12 hours	
KEY TASKS	<ul style="list-style-type: none"> • Checking and approving players registration. • Processing transfers; • Check match sheets. 	
KEY SKILLS		KEY RELATIONSHIPS
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • FA rules and regulations and campaign; • Excellent internal and external communication; • Ability to engage and build strong relationships; • Become conversant with FA IT systems; • IT skills. 		<ul style="list-style-type: none"> • League Secretary; • Fixture Secretary; • Referee Secretary; • Team/Club secretaries.

Job Descriptions – Templates *continued*

APPENDIX 3

Results' Officer

POSITION	REPORTING TO	JOB PURPOSES
Results' Officer	Chair	Responsible for collecting results.
APPROXIMATE TIME PER WEEK	5 hours	
KEY TASKS	<ul style="list-style-type: none"> • Checking all results are provided and collected; • Sending to local media. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Become conversant with FA IT systems; • IT skills. 	<ul style="list-style-type: none"> • League Secretary; • Fixture Secretary; • Team/Club secretaries. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Discipline Officer

POSITION	REPORTING TO	JOB PURPOSES
Discipline Officer	Chair	Responsible for issuing league charges and monitoring the process.
APPROXIMATE TIME PER WEEK	10 hours	
KEY TASKS	<ul style="list-style-type: none"> • Issue league charges and monitor the process; • Issue league fines where appropriate; • Check suspended players are not playing. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Knowledge of FA rules and regulations; • Knowledge of League rules; • Become conversant with FA IT systems; • IT skills 	<ul style="list-style-type: none"> • League Secretary; • Fixture Secretary; • Team/Club secretaries. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Respect Officer

POSITION	REPORTING TO	JOB PURPOSES
Respect Officer	Chair	Responsible for promoting and implementing the Respect programme.
APPROXIMATE TIME PER WEEK	7 hours	
KEY TASKS	<ul style="list-style-type: none"> • Promote and educate the Respect programme; • Monitor Respect scores and look at trends; • Explore ways to implement Respect further. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Knowledge of FA rules and regulations; • Knowledge of League rules; • Become conversant with FA IT systems; • IT skills. 	<ul style="list-style-type: none"> • League Secretary; • Fixture Secretary; • Team/Club secretaries. 	

Job Descriptions – Templates *continued*

APPENDIX 3

FA Charter Standard Officer

POSITION	REPORTING TO	JOB PURPOSES
FA Charter Standard Officer	Chair	Supporting clubs and driving the Leagues development plan.
APPROXIMATE TIME PER WEEK	5 hours	
KEY TASKS	<ul style="list-style-type: none"> • Promoting and supporting England Football Accreditation among clubs; • Driving the League's development plan; • Delivery of tasks against deadlines. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Experience and empathy with working with volunteers; • Become full conversant with all aspect of England Football Accreditation; • IT skills. 	<ul style="list-style-type: none"> • All League Management Committee members; • County FA development team. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Social Media Officer

POSITION	REPORTING TO	JOB PURPOSES
Social Media Officer	Chair	Promote the League on social media. Deal with any issues on the social media platforms.
APPROXIMATE TIME PER WEEK	7 hours	
KEY TASKS	<ul style="list-style-type: none"> Promoting and supporting the league on social media. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> Experience and empathy with working with volunteers. Presentation skills; Communication; Negotiating; Knowledge of the League; Proven social media knowledge and skills. 	<ul style="list-style-type: none"> All League Management Committee members; Current commercial and non-commercial partners. 	

Job Descriptions – Templates *continued*

APPENDIX 3

Commercial Officer

POSITION	REPORTING TO	JOB PURPOSES
Commercial Officer	Chair	Promote opportunities to current and potential commercial partners.
APPROXIMATE TIME PER WEEK	7 hours	
KEY TASKS	<ul style="list-style-type: none"> • Exploring commercial opportunities; • Account-managing current commercial partners. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> • Sales skills; • Negotiating; • Knowledge of local business community; • Ability to put together appealing presentations 	<ul style="list-style-type: none"> • All League Management Committee members; • Commercial partners; • Local business groups (e.g. Chamber of Commerce, etc.). 	

Job Descriptions – Templates *continued*

APPENDIX 3

Ground-Grading Officer

POSITION	REPORTING TO	JOB PURPOSES
Ground-Grading Officer	Chair	Check the home ground and facilities of all the member clubs in the League.
APPROXIMATE TIME PER WEEK	5 hours	
KEY TASKS	<ul style="list-style-type: none"> Using FA ground-grading criteria to inspect facilities. 	
KEY SKILLS		KEY RELATIONSHIPS
<ul style="list-style-type: none"> Experience and empathy with working with volunteers; Knowledge of FA ground-grading; Report-writing; Presentation skills; Communication. 		<ul style="list-style-type: none"> Clubs; Ground staff; County FA Facility Officer.

Job Descriptions – Templates *continued*

APPENDIX 3

Club Representative

POSITION	REPORTING TO	JOB PURPOSES
Club Representative	Member Clubs	Represent the club viewpoint to the League Management Committee.
APPROXIMATE TIME PER WEEK	2 hours	
KEY TASKS	<ul style="list-style-type: none"> Representation of the 'club perspective' at the League Management Committee meetings 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> Experience and empathy with working with volunteers; Communication; Diplomacy and persuasion. 	<ul style="list-style-type: none"> Clubs; All League Management Committee members. 	

Job Descriptions – Templates *continued*

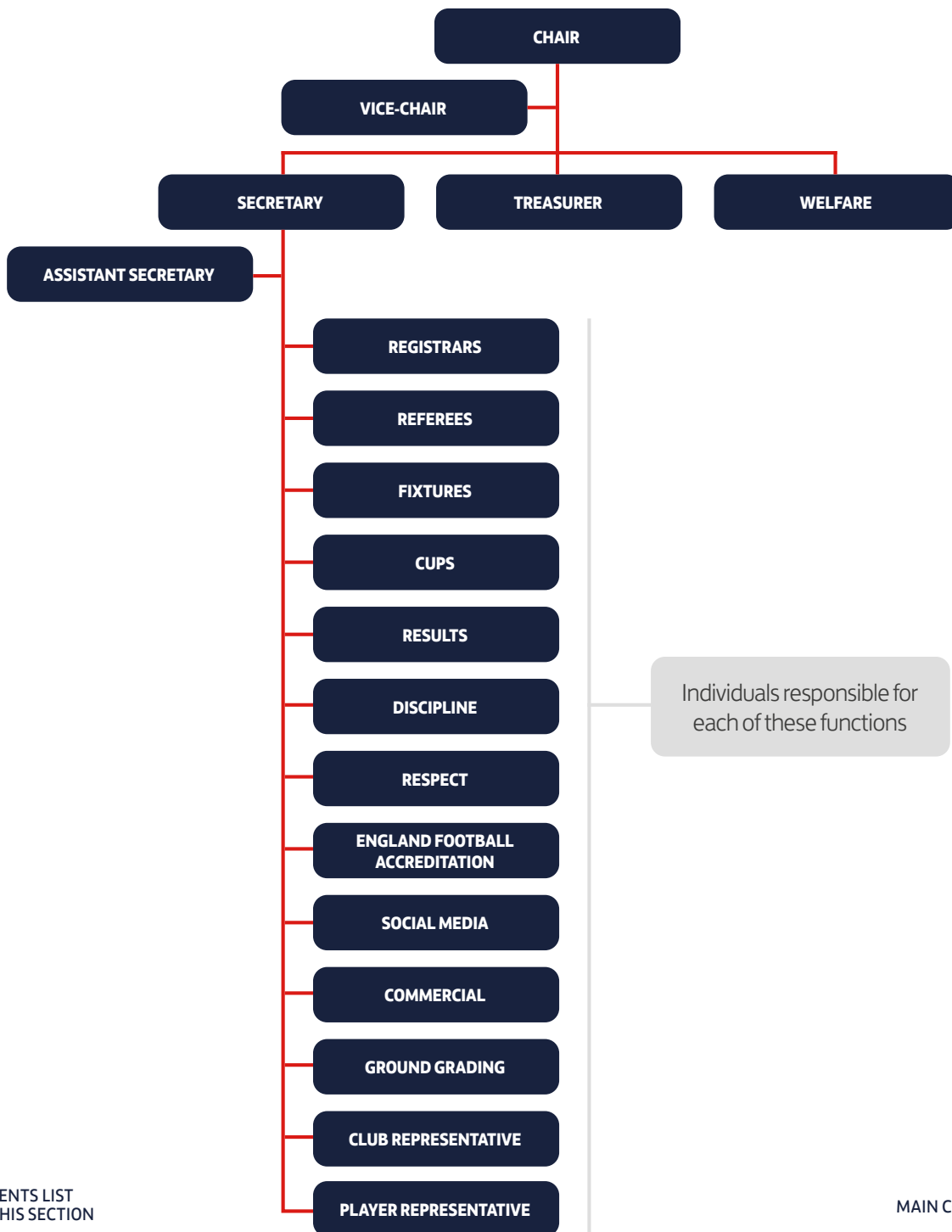
APPENDIX 3

Player Representative

POSITION	REPORTING TO	JOB PURPOSES
Player Representative	Players	Represent the player viewpoint to the League Management Committee.
APPROXIMATE TIME PER WEEK	2 hours	
KEY TASKS	<ul style="list-style-type: none"> Representation of the 'player perspective' at the League Management Committee meetings. 	
KEY SKILLS	KEY RELATIONSHIPS	
<ul style="list-style-type: none"> Experience and empathy with working with volunteers; Communication; Diplomacy and persuasion. 	<ul style="list-style-type: none"> Clubs and ideally club/team captains; All League Management Committee members. 	

League Management Committee Structure – Example

This is a sample structure and needs to be changed to fit each league's needs. i.e. some of the roles might be carried out by more than one person. For example, you could have multiple registrars and welfare officers.



CONTENTS LIST FOR THIS SECTION

MAIN CONTENTS LIST

Action Plan – Template

APPENDIX 5

Irrespective of the project/workstream, this template can be used to allocate responsibility for actions and keep track of progress.

Project/workstream:

Objective: To

No	TITLE OF THE ACTION	WHAT NEEDS DOING?	WHEN BY?	WHO WILL DO IT?	WHAT'S THE COST (IF ANY)?	HAS IT BEEN COMPLETED?
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Job Advert – Template

[] **League - Role Vacancies**

The [] League exists to provide the opportunity
 [] living within [] miles of
 [] to play football in an organised and safe environment.

If running a youth league, include this text:

We further aim to allow children to develop skills, confidence and a sense of fair play, while striving to improve and achieve their full potential.

The League has a number of roles available at present for which enthusiastic people can apply.

The table below is intended to give guidance to the role requirements. It is not exhaustive, and it is not uncommon for one person to hold more than one role.

--

To apply send your CV and a covering letter to []
 by []

- The [] promotes inclusion and diversity, and welcomes applications from everyone. If you have any particular requirements in respect of the recruitment or interview process please mention this in your covering letter.

Legal Advice

England Football Accredited leagues and clubs can access legal assistance from The FA's specialist contracted law firm Muckles LLP.

T: 0191 2 11 77 99

E: CSLegalHelp@TheFA.com

Muckles LLP will be able to help on League structures and contracts entered into, including the payment to league officials.

The options below are the legal status that a League Management Committee may want to consider. Please always take legal advice around legal status.

Personal Liability

An unincorporated association is not a separate legal entity, so the committee members have to enter into contracts in their own names. This means that the members of the committee could be held to be personally liable on an unlimited basis if, for example, the league breaches a contract or if a claim is made against the league and the league has insufficient assets to meet the claim. Similarly, depending on the circumstances, if there is an uninsured accident or an employee, officer or player of the league performs an act for which the league is held liable then possibly all of the committee or even all of the members could have to pay personally.

Joint and Several Liability

League Committee Members are jointly and severally liable for any liabilities meaning one member could be liable for all of the league's debts if other members cannot pay. It is essential that, where possible, insurance is purchased to cover all of the league's activities.

No Separate Legal Identity

An unincorporated association does not have a separate legal identity from its members and so the members of the governing committee have to enter into contracts and/or hold any land or investments of the club in their own names on behalf of the club. This means that if the named individual(s) leave the league, all of the land or investments in their name(s), needs to be transferred to someone else.

Legal Advice *continued*

APPENDIX 7

UNINCORPORATED ASSOCIATION	LIMITED COMPANY	CHARITY
Legal status	Legal status	Legal status
Unincorporated members' club operated for the benefit of its members.	Company limited by guarantee (if operating as a 'not for profit' community club) or shares if commercial purposes and intended to be profit-making.	May be structured as an: <ul style="list-style-type: none"> (i) unincorporated association; (ii) charitable trust; (iii) limited company; (iv) charitable incorporated association (CIO).
An organisation of two or more persons who are members of the association who agree to cooperate in furthering a common purpose.	Normally non-profit making functions, with no share capital and members rather than shareholders.	Non-profit making. Surpluses generated are applied in furtherance of the wholly and exclusively charitable objects.
No principal regulator.	Registered at Companies House and regulated by Registrar of Companies.	Registered with and regulated by Charity Commission for England and Wales.
Managed by Committee of Management.	Managed by Board of Directors.	Managed by board of Trustees.
Governed by Constitution (and/or set of Rules).	Governed by Memorandum and Articles of Association.	Governed by: <ul style="list-style-type: none"> (i) Constitution, if it is an unincorporated association; (ii) Trust Deed, if it is a charitable trust; or (iii) Memorandum and Articles of Association, if it is a company. (iv) Constitution, if it is a CIO (either the 'Foundation' model where it is trustee- controlled, or the 'Association' model where it is membership- controlled).

Legal Advice *continued*

APPENDIX 7

UNINCORPORATED ASSOCIATION	LIMITED COMPANY	CHARITY
Legal status	Legal status	Legal status
Liability for individual members of Committee of Management is both unlimited and “joint and several” (which means that they are each fully liable for the performance of the association’s obligations and, against each other, could pursue one another for a contribution if a claimant pursues one party only and receives payment in full).	Directors are typically indemnified by Company for acts done in ordinary course of business; but they should not assume blanket immunity since this would not protect them in cases of wrongful or fraudulent trading.	Trustees’ liability will depend on whether the charity is: <ul style="list-style-type: none"> (i) unincorporated (i.e. an unincorporated association or charitable trust) in which case it is unlimited; or (ii) incorporated (company or CIO) in which case the liability of trustees acting as legal members is limited to a nominal sum (£1 or £10); or, (iii) in the case of a CIO only, the constitution can provide that the trustees have no liability. <p>(NB: In the case of charities structured as companies limited by guarantee, trustees often perform a dual role as both the company directors and legal members so that can affect decisions at board or member level as required in accordance with company law).</p>
Each member’s personal liability will usually be limited to the extent of their subscription fee.	Members’ personal liability limited to nominal sum of £1 or £10.	Members’ liability will depend on whether the charity is: <ul style="list-style-type: none"> (i) unincorporated (i.e. in the case of an unincorporated association), in which case it is often limited to subscription monies; or (ii) incorporated (company or CIO) in which case members’ liability is typically limited to a nominal sum.
No separate legal personality – contracts are entered in to in the joint names of the Committee of Management.	Separate legal personality – contracts are entered in to in the name of the registered company.	Legal personality depends on whether unincorporated or incorporated (see columns to the left).
Suitable for small members’ or amateur club with no significant assets or interest in property and which does not employ staff or enter in to contracts or other arrangements involving risk.	Suitable for any club which has significant assets or interests in property (whether freehold, leasehold or licence) and/ or which employs staff and/or enters in to contracts or other arrangements involving risk.	Charitable status may be appropriate for either an unincorporated association or company.

Conflicts of Interest – a Guide

A conflict of interest occurs where an individual's ability to exercise judgement, or act in a role, is or could be impaired or otherwise influenced by his or her involvement in another role or relationship.

Effective handling of conflicts of interest is crucial to give confidence to clubs, players and everyone involved in the League that decisions are robust, fair and transparent and offer value for money. Failure to manage conflicts of interest may undermine trust in the League.

A conflict of interest occurs where an individual's ability to exercise judgement, or act in a role is, could be, or is seen to be impaired or otherwise influenced by his or her involvement in another role or relationship. In some circumstances, it could be reasonably considered that a conflict exists even when there is no actual conflict. In these cases, it is important to still manage these perceived conflicts in order to maintain trust. An individual does not need to exploit his or her position or obtain an actual benefit, financial or otherwise, for a conflict of interest to occur. Interests can be captured in different categories:

Financial interests

This is where an individual may get direct financial benefits from the consequences of a decision. This could include being:

- A director, including a non-executive director, or senior employee in a private company or public limited company or other organisation which is doing, or which is likely, or possibly seeking to do, business with the League. For example, a trophy supplier.

Professional interests or benefits

This is where an individual may obtain a non-financial professional benefit from the consequences of a decision, such as increasing their professional reputation. For example, this could be a Club Secretary on a League Management Committee making a decision around clubs that could, or may be perceived as benefiting that club.

Indirect interests

This is where an individual has a close association with an individual who has a financial interest, a non-financial professional interest or a non-financial personal interest in a decision (as those categories are described above). Such associations could include:

- Spouse/partner;
- Close relative;
- Close friend;
- Business partner.

For example, making a decision to order items from a company with whom a family member is involved, or a decision that could benefit a family member or close friend.

The general advice is that if you feel you have a conflict then you will. All conflicts should be recorded, so it demonstrates it was considered, and managed effectively.

Conflict of Interest Form – Template

APPENDIX 9

DECLARATION OF INTERESTS

1. Introduction

Sound governance requires we have systems in place to identify and consider potential conflicts of interest and related-party transactions or decisions. We would, therefore, be grateful if you would complete this form with all relevant information.

2. Membership of or involvement with football clubs, leagues and County FAs

Please provide full details of any memberships or involvements which are current or have expired in the last three years.

SELF OR IMMEDIATE FAMILY	NAME OF ORGANISATION	NATURE OF INVOLVEMENT	CURRENT OR EXPIRED?

Conflict of Interest Form – Template *continued*

APPENDIX 9

Professional and commercial/financial interests

These would include commercial/financial interests in companies owning, operating or providing sports facilities or services as well as interests in companies that have or are attempting to provide any commercial arrangement with the league.

Please provide details of any involvements that are current or have occurred in the last five years.

SELF OR IMMEDIATE FAMILY	NAME OF ORGANISATION	NATURE OF INVOLVEMENT	CURRENT OR EXPIRED?

3. Any other matters not covered, but require disclosure:

4. Declaration

I confirm that to the best of my knowledge and belief the information given above is correct and complete. I undertake to update this record if and when any changes take place.

Name in full:

Signature:

Date:

Please complete this form and forward it to the League Secretary, who will provide you with a copy for your records.

Conflict of Interest Register – Template

APPENDIX 10

PERSON	ROLE	NATURE OF CONFLICT OF INTEREST

Risk Register – Template

APPENDIX 11

This risk register will help League Management Committees to identify, record and understand the risks that leagues could experience. This register also documents the actions to be taken to respond to the identified risk(s).

CONSIDERATION	IMPLICATIONS	RISK RATING *			POTENTIAL OPTIONS TO REDUCE RISK AND INCREASE SUCCESS	RESIDUAL RISK *		
		LIKELIHOOD	SEVERITY	RISK RATING		LIKELIHOOD	SEVERITY	RISK RATING

*In each case: 1 = Very low; 2 = Low; 3 = Unlikely; 4: Likely; 5 = Highly likely.

Women's Pyramid of Football – Briefing Note for Clubs

Purpose

The purpose of this briefing note is to provide Women's Clubs with guidance on the application process for the Women's County to Regional League Promotion Pool.

Process and Criteria

All clubs who wish to be promoted from Tier 7 (Women's County Leagues) to Tier 6 (Women's Regional League) need to complete a Promotion Pool Application form. Please complete this electronically and return in Word format.

The deadline for completing and returning the form is strictly March 31 of the current season. Applications after this date will not be accepted.

Any team currently participating in a 11-a-side Tier 7 division is permitted to apply for promotion to Tier 6.

If a team finishes top of their respective County League but has not applied to the Promotion Pool by the deadline date, then they can still be considered for promotion. If this is the case, please inform your County League Secretary.

A team may also withdraw their application to the Promotion Pool if they so wish. If so, please inform Tessa Baker (see email address at foot of this briefing note) at The Football Association and your league.

After the closing date, all applications for a region will be forwarded to the relevant Joint Liaison Committee (this is made up of representatives from all the County Women's Leagues in a region, along with the Women's Regional League).

The Joint Liaison Committee (JLCs) will meet to decide their recommendations on which teams should be offered promotion, based on the number of spaces available.

The JLCs are asked to base their recommendations on the following criteria:

- Finishing position of the team;
- Playing record;
- Administration record;
- Facilities.

The information from the JLCs is considered by The Football Association, who make the final decision with regard to promoted clubs by the end of May.

Clubs who are unsuccessful in their application have the opportunity to appeal the decision within 14 days of being notified. Any appeals should be directed to The FA's Judicial Services Department at disciplinary@TheFA.com

Completing the Application Form

Clubs are asked to take note of the following points when completing the application form:

- Please complete all sections of the form;
- Please note the boxes are expandable if you wish to include further information;
- If you wish to include additional information to support your application, please attach this to the application form;
- Please note to which Regional League and Division the team wish to be promoted.
- Applications must be signed by either the Club Chair or Secretary.
- Please return the completed form by no later than March 31 of the current season to Tessa Baker tessa.baker@TheFA.com

Trophy Events – Guidance Notes for Under-7/Under-8 Competitions

Child-appropriate two-week competition structures for under-7s and under-8s:

It's essential to ensure that appropriate safeguards are in place for this event. Further guidance if required can be sought from your County FA Designated Safeguarding Officer.

For under-7s and under-8s, Trophy Events only are permitted. They must only be played over two weeks. A season-long cup competition is not permitted. Nor is a season-long league.

Possible competition solutions based on groups of four teams:

4-TEAM ROUND ROBIN

4 teams play at a central venue on the same day

Week 1 fixtures:

Team 1 v Team 2

Team 3 v Team 4

Team 1 v Team 3

Team 2 v Team 4

Team 1 v Team 4

Team 2 v Team 3

From the first week a table is produced for the group, based on three points per win and one point per draw.

Week 2 Fixtures:

Final: First Place v Second Place

Final: Third Place v Fourth Place

To run this format of competition you will need two five-a-side pitches for Week 1. This allows round robin fixtures to be played simultaneously.

The two pitches need to be at one venue for Week 1. Fixtures can be staggered if only one five-a-side pitch is available.

For Week 2, again two five-a-side pitches are

needed, if both games are to be run at the same time.

These fixtures can be split over two venues if necessary. Otherwise, fixtures can be staggered if fewer five-a-side pitches are available.

It is recommended that games taking place within Week 1 are made up of a maximum of one 12-minute period. Therefore, teams will play three fixtures in Week 1, equalling 36 minutes, within the maximum 40 minutes' playing time.

For the Final(s), fixtures taking place in Week 2 games can either be played over a maximum of four 10-minute quarters or two 20-minute halves. If clubs who wish to be promoted from Tier 7 (Women's County Leagues) to Tier 6 (Women's Regional League) need to complete a Promotion Pool Application form. Please complete this electronically and return in Word format.

Possible competition solutions based on groups of four teams:

6-TEAM TRIANGULAR TOURNAMENT

Group 1: Comprises three teams;

Group 2: Comprises three teams.

Week 1, Week 2 and Week 3:

Group 1 – All teams play each other once;

Group 2 – All teams play each other once.

From the first week a table is produced for each group, based on three points per win and one point per draw

Week 4:

1st/2nd place Final: Winner of Group 1 v Winner of Group 2;

3rd/4th place Final: Runner-up of Group 1 v Runner-up of Group 2;

5th/6th place Final: Third Place of Group 1 v Third Place of Group 2.

What is a triangular fixture? This is where three teams meet at one venue and play each other once, so each team plays two games. For example, for Group 1 the fixtures would look like: Team A v. Team B, followed by Team B v. Team C, with the final fixture Team C v. Team A.

To run this format of competition you will need two five-a-side pitches for Week 1. This is so that there is a pitch for both Group 1 and Group 2. Pitches can be at separate venues.

For Week 2, three five-a-side pitches are required, if all games are to be run at the same time. Otherwise, fixtures can be staggered if fewer five-a-side pitches are available. Pitches can be at separate venues.

It is recommended that games taking place within the triangular fixtures of Week 1 are made up of a maximum of two 10-minute halves or one 20-minute period (teams will play two fixtures in Week 1, equalling the maximum 40-minute playing time).

For the Final fixtures in Week 2, games can either be played over a maximum of four 10-minute quarters or two 20-minute halves.

Possible competition solutions based on groups of eight teams:

Group 1: Consists of 4 teams

Group 2: Consists of 4 teams

Week 1:

Group 1 – All teams play each other once;

Group 2 – All teams play each other once.

From the first week a table is produced for each group, based on three points per win and one point per draw

Week 2:

1st/2nd place Final: Winner of Group 1 v Winner of Group 2;

3rd/4th place Final: Runner-up of Group 1 v Runner-up of Group 2;

5th/6th place Final: Third Place of Group 1 v Third Place of Group 2;

7th/8th place Final: Fourth Place of Group 1 v Fourth Place of Group 2.

To run this format of competition you will need four five-a-side pitches for Week 1. This is so there is a pitch for each game for both Group 1 and Group 2, allowing all games to be run simultaneously. It is possible to run this across two separate venues, each with two five-a-side pitches.

Otherwise, fixtures can be staggered if fewer five-a-side pitches are available.

For Week 2, four five-a-side pitches are required, if all games are to be run at the same time. These pitches can be split across different venues.

Otherwise, fixtures can be staggered if fewer five-a-side pitches are available.

It is recommended that games taking place within Week 1 are made up of a maximum of one 12-minute period (teams will play three fixtures in Week 1 equalling 36 minutes within the maximum 40 minutes' playing time).

For the Final fixtures in Week 2, games can either be played over a maximum of four 10-minute quarters or two 20-minute halves.

Trophy Events – Guidance Notes for Under 9/Under-10 Competitions

Child-appropriate four-week competition structures for under-9s and under-10s:

It's essential to ensure that appropriate safeguards are in place for this event. Further guidance if required can be sought from your County FA Designated Safeguarding Officer.

For under-9s and under-10s, Trophy Events only are permitted. They must only be played over a maximum of four weeks. A season-long cup competition is not permitted. Nor is a season-long league.

Note: you do not have to use the full four weeks – four weeks is the maximum permitted.

Possible competition solutions based on groups of four teams:

4-TEAM ROUND ROBIN

WEEK 1	Team 1 v Team 2	Team 3 v Team 4
WEEK 2	Team 1 v Team 3	Team 2 v Team 4
WEEK 3	Team 4 v Team 1	Team 2 v Team 3

Week 4:

1st/2nd place Final: First Place v Second Place;

3rd/4th place Final: Third Place v Fourth Place.

To run this format of competition you will need two mini-soccer pitches for Weeks 1-3. This allows round robin fixtures to be played simultaneously.

Pitches can be at separate venues. Otherwise, fixtures can be staggered if fewer mini-soccer pitches are available.

For Week 4, again two mini-soccer pitches are required, if both games are to be run at the same time.

Again, these fixtures can be split over two venues if necessary. Otherwise, fixtures can

be staggered if fewer mini-soccer pitches are available.

It is recommended that games taking place within Weeks 1-3 comprise a maximum of two 30-minute halves or four 15-minute quarters (teams will play two fixtures each week, equalling the maximum 60-minute playing time).

For the Final fixtures in Week 4, games can either be played over a maximum of four 15-minute quarters or two 30-minute halves.

Possible competition solutions based on groups of six teams:

6-TEAM TRIANGULAR TOURNAMENT

Group 1: Comprises three teams;

Group 2: Comprises three teams.

Week 1, Week 2 and Week 3:

Group 1 – All teams play each other once;

Group 2 – All teams play each other once.

From the first week a table is produced for each group, based on three points per win and one point per draw.

Week 4:

1st/2nd place Final: Winner of Group 1 v Winner of Group 2;

3rd/4th place Final: Runner-up of Group 1 v Runner-up of Group 2;

5th/6th place Final: Third Place of Group 1 v Third Place of Group 2.

What is a triangular fixture? This is where three teams meet at one venue and play each other once, so each team plays two games. For example, for Group 1 the fixtures would look like:

Team A v. Team B, followed by Team B v. Team C, with the final fixture Team C v. Team A

Trophy Events – Guidance Notes for Under 9/Under-10 Competitions *continued*

To run this format of competition you will need two seven-a-side pitches for Week 1. This is so that there is a pitch for both Group 1 and Group 2. Pitches can be at separate venues.

For Week 2, three seven-a-side pitches are required, if all games are to be run at the same time. Otherwise, fixtures can be staggered if fewer seven-a-side pitches are available. Pitches can be at separate venues.

It is recommended that games taking place within the triangular fixtures of Week 1 comprise a maximum of two 15-minute halves or one 30-minute period (teams will play two fixtures in Week 1 equalling the maximum 60-minute playing time).

For the Final fixtures in Week 2, normal game time applies.

Possible competition solutions based on groups of eight teams:

8-TEAM ROUND ROBIN:

WEEK 1	Group 1	Team A v Team B
	Group 1	Team C v Team D
	Group 2	Team E v Team F
	Group 2	Team G v Team H
WEEK 2	Group 1	Team B v Team D
	Group 1	Team A v Team C
	Group 2	Team F v Team H
	Group 2	Team E v Team G
WEEK 3	Group 1	Team D v Team A
	Group 1	Team C v Team B
	Group 2	Team H v Team E
	Group 2	Team G v Team F

CONTENTS LIST FOR THIS SECTION

From the first 3 weeks a table is produced for each group, based on three points per win and one point per draw.

Week 4:

1st/2nd place Final: Winner of Group 1 v Winner of Group 2

3rd/4th place Final: Runner-up of Group 1 v Runner-up of Group 2

5th/6th place Final: Third Place of Group 1 v Third Place of Group 2

7th/8th place Final: Fourth Place of Group 1 v Fourth Place of Group 2

To run this format of competition, you will need four mini-soccer pitches for Weeks 1-3. This is so that there is a pitch for each game, each week for both Group 1 and Group 2. This allows all games to be run simultaneously. These pitches can be split across different venues.

Otherwise, fixtures can be staggered if fewer mini-soccer pitches are available.

For Week 4, four mini-soccer pitches are required, if all games are to be run at the same time. These pitches can be split across different venues.

Otherwise, fixtures can be staggered if fewer mini-soccer pitches are available.

It is recommended that all games taking place within this format are played over a maximum of four 15-minute quarters or two 30-minute halves (teams will play one fixture each week, equalling the maximum 60-minute playing time).

MAIN CONTENTS LIST

SCORY: Goal Difference

Goal Difference in Youth Leagues: SCORY RULE 22A

In Competitions where points are awarded, Team rankings within the Competition will be decided by points with three points to be awarded for a win and one point for a drawn Competition Match. The Teams gaining the highest number of points in their respective divisions at the end of the Playing Season shall be adjudged the winners. Competition Matches must not be played for double points.

In the event of two or more Teams being equal on points at the end of the Playing Season, rankings may be determined by a deciding match or matches played under conditions determined by the Management Committee, or the position shared.

The vast majority of youth leagues understand this rule and do not publish goal difference within their tables (there is a facility to switch this off in Full-Time). However, there are a number of leagues that do publish goal difference. Whilst this isn't against the rules, it certainly isn't good practice. Publishing huge negative goal difference in tables isn't conducive to building confidence in players and teams. Given that it can't be a factor in determining league position the question arises – why?

Where you are aware of your leagues doing this, you are urged to use your influence to get them to rethink, follow good practice and only publish tables without goal difference.

This rule focuses on how a Championship is determined. This is simply based on the team with the highest number of points. Should these be equal, a deciding match may determine the winner, or the position can be shared, or a play-off fixture played. At no point is goal difference mentioned in this rule and it is therefore not permissible as a determining factor in a championship.

SCORY: Publishing Under-7 to Under-11 Results

RULE 21(D): The Competition and Clubs are permitted to collect but NOT publish results or any grading tables for fixtures involving Under 7s, Under 8s, Under 9s, Under 10s, and Under 11s. Any Competition failing to abide by this Rule will be dealt with by the Sanctioning Authority, and any Club failing to abide by this Rule will be fined in accordance with the Fines Tariff. The Competition and Clubs are permitted to collect and publish results for trophy events.

These age groups are still as competitive as any other game as they still play with two goals, a ball and a referee. The only difference is that the adult-centric view of results over a nine-month season has been removed, so coaches can instead focus on the child-centric view of having fun in a safe environment each week.

However, you can publish some competition results in a limited way across our youth game.

As a guide, Rule 20 (A) of the Standard Code of Rules for Youth (SCORY) defines the rules around the progressive changes to the competition structure through youth football:

Under The FA Standard Code of Rules, results of league development games from under-7 to under-11 are not to be published. These rules have been in place since the FA Youth Development Review of 2012 which saw significant changes to how our youth game is played.

AGE GROUP	COMPETITION STRUCTURE	CAN COMPETITION RESULTS TO BE PUBLISHED
Under-7 and Under-8	Development-focused with a maximum of three Trophy Events per season over two-week periods.	<ul style="list-style-type: none"> Development games: No Trophy events: Yes
Under-9 and Under-10	Development-focused with a maximum of three Trophy Events per season over four-week periods.	<ul style="list-style-type: none"> Development games: No Trophy events: Yes
Under-11	Development-focused with a maximum of three Trophy Events per season over six-week periods.	<ul style="list-style-type: none"> Development games: No Trophy events: Yes
Under-12 to Under-18	Any varieties, including one season-long league table	<ul style="list-style-type: none"> Yes

SCORY: Power-Play

The 'Mercy/Power Play/Additional Player' Rule in Mini-Soccer:

This is not in SCORY – the option below is from the FA Mini-Soccer Laws of the Game and is currently optional.

Development football is designed to create the best learning and fun experience for young players. To ensure an imbalance in ability does not spoil this, The FA has approved 'Power Play' as an option that mini-soccer and youth leagues can adopt.

- If a team is losing by a four-goal difference they can put an additional player on – so 5v5 becomes 6v5.
- If the score returns to less than a four-goal difference the team takes off a player. It does not have to be the last player to come on. If a team goes on to be losing by a six-goal difference a further additional player can be added – so 6v5 becomes 7v5.

- The main aim of the 'Power Play' option is that all players are being challenged and enjoying the game.
- 'Power Play' is available through all mini-soccer football formats 5v5 and 7v7.

To explain further:

- During a match when the goal difference reaches four, the losing team may field an additional player.
- If the goal difference reaches six, the losing team may field another additional player (taking the total up to two additional players).
- At the point the goal difference falls to five, the losing team must withdraw one of their additional players.
- At the point the goal difference falls to three, the losing team must withdraw their final additional player (this does not need to be the same player that was put on as the additional player).

The diagram below also helps explain the process:

SCORE	WHAT HAPPENS?	5v5 FORMAT	7v7 FORMAT
Red Team 3-0 Blue Team	No change	5v5	7v7
Red Team 4-0 Blue Team	Blue Team brings on one extra player	5v6	7v8
Red Team 4-1 Blue Team	Blue Team removes one player *	5v5	7v7
Red Team 5-1 Blue Team	Blue Team brings on one extra player	5v6	7v8
Red Team 6-1 Blue Team	No change	5v6	7v8
Red Team 7-1 Blue Team	Blue Team brings on another extra player	5v7	7v9
Red Team 7-2 Blue Team	Blue Team removes one player *	5v6	7v8
Red Team 7-3 Blue Team	No change	5v6	7v8
Red Team 7-4 Blue Team	Blue Team removes final extra player *	5v5	7v7

* This does not need to be the same player that was put on as the additional player).

League Innovation Pilot – Rationale/Process/Guidance – **APPENDIX 18** Application Form

Rationale

To ensure that the integrity of the Laws of the Game and the Rules of the Association are preserved, the FA Sanctions and Regulations Committee (S&R) require any sanctioned league considering an innovation to the grassroots game that may require a potential rule/regulation change, to complete and submit this League Innovation Pilot form.

The S&R Committee will consider all submissions at its meeting following which leagues will be notified of the decision to approve or reject their proposal. Leagues should not commence implementation until approval has been granted.

Leagues should be mindful that the S&R Committee will prioritise for approval those proposals that can demonstrate they will have a positive outcome in relation to the National Game Strategy 2020-24.

Guidance/application Form

This form should be completed in its entirety. The left-hand column sets out the information required and includes (in italics) guidance notes to the applicant league. The right-hand column is for completion by the applicant league.

This form must to be signed off by the league and then by the County FA, who will submit it to the S&R team at The FA.

No	REQUIRED INFORMATION	YOUR RESPONSE
1	Name of the League:	
2	County Football Association:	
3	Name and role of League Officer leading this proposal: <i>This officer should be the person leading on the implementation of the pilot and for the effective monitoring of the results.</i>	
4	Name and role of the County FA Officer supporting this proposal: <i>This should be the County FA officer that has the closest working relationship with this league.</i>	

League Innovation Pilot – Rationale/Process/Guidance – Application Form *continued*

APPENDIX 18

No	REQUIRED INFORMATION	YOUR RESPONSE	
5	<p>Number of teams in League:</p> <p>This should be the total number of teams across the league’s competition, not just those involved within the pilot</p>		
6	<p>Age group and format involved in the pilot:</p> <p>List all age groups that will be involved in the pilot with the format they play. For example – under-11 = 7v7; under-12 = 9v9; under-13 = 11v11; Open Age = 11v11.</p>		
7	<p>Number of teams and number of players involved in the pilot:</p> <p>It is accepted that the exact numbers will vary based on league membership for next season. Please give a reasoned estimate.</p>		
8	<p>Timescale for the pilot:</p> <p>Indicate when the pilot will commence and end.</p>		
9	<p>The objective(s) of the pilot:</p> <p>This should relate to the 2020-24 National Game Strategy and the impact the pilot will have against the following goals:</p> <p>Sustain and Increase Participation</p> <p>e.g. the introduction of the repeat subs’ pilot will ensure all squad members can be involved on a matchday leading to increased retention levels.</p> <p>Player Development</p> <p>e.g. the introduction of the retreat-line pilot will ensure young players can develop the habit of playing out from the back.</p>		

League Innovation Pilot – Rationale/Process/Guidance – Application Form *continued*

APPENDIX 18

No	REQUIRED INFORMATION	YOUR RESPONSE	
10	<p>Description of the league pilot proposal:</p> <p>This description should detail all elements of the pilot proposal, how it will be delivered, communicated and monitored. It is important to be exact in your description. For example, if a ‘mercy’ rule is being suggested, at what score is this to be implemented?</p> <p>Also, you must be clear about how the pilot is to be communicated and with whom. For example, if only players, coaches and referees are familiar with the initiative, parents/spectators may cause issues through lack of awareness.</p>		
11	<p>Monitoring the pilot:</p> <p>All approved pilots will be required to submit two reports on the progress/ impact of the pilot at the midpoint and end of the pilot. You need to describe how the pilot will be monitored – whether this is through surveys or participant interviews and also how the league will provide qualitative and quantitative results as part of the monitoring report.</p>		
12	<p>Club agreement:</p> <p>The League must provide confirmation that its member clubs are committed to the implementation of the pilot via reference to appropriate league minutes.</p>		
13	<p>Signature of League Officer leading on the pilot:</p>		
14	<p>Signature of the County FA CEO:</p>		

League/Competition and County FA Disciplinary Roles – Template

The following guide provides clarification over which incidents Leagues and Competitions have jurisdiction for, and what must be reported to the County FA. Please note that where the County FA

is involved, **the County FA must have completed its disciplinary procedures before the League or Competition can act.**

OFFENCE	COUNTY FA	LEAGUE/COMPETITION
Any player/official/spectator uses abusive, threatening or discriminatory language or behaviour	✓	
Any player/officials/spectator commits an act of violent conduct or assault (which is not dealt with by a red or yellow card)	✓	
Red and Yellow cards	✓	
Team fields a suspended player	✓ 1 st	✓ 2 nd
Team fields an unregistered player		✓
Team fields an otherwise ineligible player (e.g. too many appearances in a higher competition)		✓
Match is abandoned due by the referee to misconduct	✓ 1 st	✓ 2 nd
Match is abandoned due to a team refusing to continue or walking off	✓ 1 st	✓ 2 nd
Match is abandoned by the referee due to player injury	✓ 1 st	✓ 2 nd
Match is abandoned by the referee due to weather conditions		✓
Team/official receives a low Respect rating from opposition/referee		✓ *
Referee receives a low Respect rating from team/s		✓ *
Illegal approach for a player	✓	

*Make sure the County FA are also informed of this.

League/Competition and County FA Disciplinary Roles – Template *continued*

Withdrawing a team from a game:

The referee has sole authority to abandon a match based on player welfare, whether this is due to the conduct of the opposition, weather conditions or player injury. If a manager withdraws a team from the field of play against the instruction of the referee, this may be considered an act of misconduct.

Team/official receives a low Respect rating from opposition/referee:

Leagues need to monitor and share the monitoring data with the County FA. Leagues could invite low-scoring teams in for a meeting to discuss ways of how they can improve. When reviewing any reports about low Respect scores, the league officials have to be mindful if the report contains possible misconduct.

Any report containing misconduct must go to the County FA.

Leagues taking action against poorly-behaved Clubs and Individuals

Leagues can take several steps to assist clubs and individuals to improve behaviour. Working with clubs, individuals and the County FA is crucial in addressing the problem.

Leagues can:

- Call the club/individual in for a meeting to account for their behaviour(s) and outline how to improve;
- Refuse the club entry into invitational cups;
- Refuse to offer fixtures to the teams or club if there are outstanding debts with the league, or if there has been a failure to reply.
- Require multiple-team clubs to operate with fewer teams if the league encounters continued poor administration.
- Vote on the future membership of the league at an EGM or AGM. The League must ensure it is a fair process.
- Draw the attention of lenient sanctions by County FAs to the attention of The FA: discipline@TheFA.com

Leagues should always be willing to work with teams and individuals to improve behaviour on and off the field. If they believe further training or help is required, they should address this to their County FA for potential assistance.

If leagues are considering taking action against poorly-behaved club(s) and individual(s) they should inform the County FA well in advance to discuss.

Club Appeals against League Disciplinary Decision

What are they?

Clubs can appeal decisions taken by League Management Committees to a County FA Appeal Board.

How do member clubs lodge an appeal?

An appeal must be lodged in writing to the Sanctioning Authority (the County FA/The FA) by mail or e-mail, along with an appeal fee (this is set by your sanctioning authority and will be in the League Rules) **within 14 days of the written notice of the decision**. Should the appeal be unsuccessful, the appeal fee may be retained by the County FA. You must copy the League Secretary in any notice of appeal.

The notice must state on which of the following four grounds the appeal is being lodged:

That the body whose decision is appealed against:

1. Failed to give the appellant a fair hearing; and/or
2. Misinterpreted or failed to comply with the rules or regulations relevant to its decision; and/or
3. Came to a decision to which no reasonable such body could have come; and/or
4. Imposed a penalty, award, order or sanction that was excessive.

An appeal can only be lodged by the party against which the decision was taken.

What happens next?

The County FA will work with the appellant to confirm the grounds of the Appeal and that all relevant documentation has been provided. Notice of the Appeal will then be served on the League, requesting their observations and copies of all relevant documents within 21 days of the notice of appeal. An Appeal Board will then be convened to consider the appeal.

New evidence will only be accepted by either party when an application to submit new evidence has been made and approved.

What happens at the appeal board?

Both parties will have the opportunity to present their case to the Appeal Board, who may ask questions in return. The appeal board is not a re-hearing of the original case; it purely considers the grounds of the appeal. The Appellant and Respondent will not have the opportunity to question each other.

The Appeal Board has the power to allow or dismiss the appeal, request a new hearing, take any action the original deciding body could have taken, or any other action it sees fit. The result of the appeal will be announced as soon as applicable. **Decisions of the appeal board are final and binding.**

Where I can find out more information?

More information can be found in The FA Handbook and The FA's Discipline Handbook.

Exclusion of Clubs or Teams

EXCLUSION OF CLUBS OR TEAMS. MISCONDUCT OF CLUBS, OFFICERS, PLAYERS, MANAGEMENT COMMITTEE

From SCOR/SCORY:

(A) At the AGM or SGM called for the purpose in accordance with the provisions of Rule 9, notice of motion having been duly circulated on the agenda by direction of the Management Committee, the accredited delegates present shall have the power to: (i) remove a member of the Management Committee from office, (ii) exclude any Club or Team from membership, both of which must be supported by more than two-thirds (2/3) of those present and voting. Voting on this point shall be conducted by ballot. A member of the Management Committee or Club which is the subject of the vote being taken shall be excluded from voting.

- The team/club that is for possible exclusion needs to be informed before any communication is sent to all member clubs.
- The team/club should receive a copy of the rationale behind why the team/club has been put up for possible exclusion.
- The possibly-excluded team/club should then have the opportunity to send out a written response via the League Secretary to other member clubs.
- This response should ideally be sent to the other member clubs with notice of the AGM/SGM.

At the AGM/SGM held for this purpose make sure the following agenda is followed:

- Roll call;
- Reason for putting the team/club up for exclusion;
- Club/team response;
- Questions via the Chair;
- Voting/ballot.

3G/4G Pitches

SCOR/SCORY Rule 20 A

Football Turf Pitches (3G/4G) are allowed in this Competition provided they meet the required performance standards and are listed on the FA's Register of Football Turf Pitches. All Football Turf Pitches used must be tested (by a FIFA-accredited test institute) every three years and the results passed to The FA. The FA will give a decision on the suitability for use and add the pitch to the Register.

This means the 3G/4G pitch must appear on

The FA Register of 3G pitches:

<http://3g.thefa.me.uk>

The home club is also responsible for advising participants of footwear requirements.

League/Cup games in any age group cannot be played on 3G/4G pitches which are not on The FA Register of 3G/4G pitches.

Possible Accounting Procedure for Clubs to ask of their Leagues

General considerations/questions:

- Does the League have up-to-date rules or a constitution by which it operates?
- Is the League Management Committee properly constituted in line with the League Rules?
- Are League Management Committee meetings held on a regular basis, and do they include an up-to-date Treasurer's Report?
- Do the League Rules state a month or specific date by which the accounts should be presented for approval to member clubs (normally this is dealt with at the AGM?)
- Do the League Rules require the annual accounts to be audited/verified by a person independent of the Treasurer?
- Do the League's Rules include adequate notice for EGMs?
- Online bank accounts have different access levels, from viewer (can just view the accounts) to payments at certain thresholds. The bank should be able to advise the leagues. As always, make sure any agreement is covered in a league minute with League Management Committee approval.
- Are any invoice authorisation levels in place for payments (possibly included already in League Rules)? Are they still adequate or do they need updating?
- If applicable, League Committee Members should not be authorising their own expenses for payment. In reality, this will probably only affect the Treasurer, who should ideally be authorised by the Chair.

Day-to-day accounting procedure considerations:

- Has the Treasurer the relevant experience to act in the role?

PAYMENT OUT:

- Is the League bank mandate up to date? Ideally, at least two League Management Committee members should sign all cheques/authorise online payments. However, some consideration (which should be minuted) should be given to having only one signatory for low-level payments (i.e. under £100 – provided this does not conflict with any League rules, and is not paid to the individual making the signature).

RECEIPTS IN:

- Ideally the person sending out the annual subscription reminders should be somebody other than the Treasurer. Normally it would be the League Secretary.
- Subscriptions from member clubs should be received direct into the league bank account if possible. Cash receipts should be kept to a minimum.
- A regular reconciliation should be performed on subscription invoiced v. income received.

GENERAL:

- Any significant bank balance should be placed in a low-risk bank deposit account, or a similar interest-bearing one.
- Should the League be fortunate enough to have over £75,000 on deposit, then any excess over this amount should be placed in another deposit account as legally banks are only required to protect funds up to this amount.

Possible Accounting Procedure for Clubs to ask of their Leagues *continued*

Year-end accounts:

- Ideally the League should have its financial year end shortly after their season ends i.e. not mid-season (most Leagues already use May 31, June 30, etc.).
- The income and expenditure accounts should separately identify all the main income and expenditure areas, i.e. subscriptions, fines, etc.
- The year-end accounts should also include a balance sheet clearly setting out all the assets and liabilities of the league at that time.
- Obviously, the League Treasurer should be available at the AGM to reply to any questions raised from the floor by the member clubs.
- The League should consider what other bodies may require a copy of the approved accounts i.e. County FA, HMRC, etc.

Fixture grid

12-team grid fixture guide:

A	Team A (L)	E	Team E (H)	I	Team I (D)
B	Team B (K)	F	Team F (G)	J	Team J (C)
C	Team C (J)	G	Team G (F)	K	Team K (B)
D	Team D (I)	H	Team H (E)	L	Team L (A)

Use this grid for all your fixtures and it will assist with any pitch-sharing issues. You must use this grid across all divisions for pitch-sharing issues to work, as the grid references are paired up. i.e. when Team A is at home Team L is always away. The paired positions are in the brackets in the above list. E.g. if two clubs share a pitch and they are in two separate divisions, then one should be Team A and the other Team L to avoid any pitch clashes.

Note: when compiling the fixtures, you may need to have to change a team's grid reference several times to make sure all, or as many as possible, pitch-sharing requests can be facilitated.

ROUND						
1	A v B	C v D	E v F	G v H	I v J	K v L
2	C v A	D v B	G v E	H v F	K v I	L v J
3	A v D	B v C	E v H	F v G	J v K	I v L
4	E v A	F v B	K v C	I v G	J v H	L v D
5	A v F	B v E	D v K	G v J	H v I	C v L
6	G v A	H v B	I v C	J v D	K v E	L v F
7	A v H	B v G	D v I	C v J	F v K	E v L
8	I v A	J v B	E v C	F v D	K v G	L v H
9	A v J	B v I	C v F	D v E	H v K	G v L
10	K v A	G v C	H v D	I v E	J v F	L v B
11	B v K	C v H	D v G	E v J	F v I	A v L
12	B v A	D v C	F v E	H v G	J v I	L v K
13	A v C	B v D	E v G	F v H	I v K	J v L
14	D v A	C v B	H v E	G v F	K v J	L v I
15	A v E	B v F	C v K	G v I	H v J	D v L
16	F v A	E v B	K v D	J v G	I v H	L v C
17	A v G	B v H	C v I	D v J	E v K	F v L
18	H v A	G v B	I v D	J v C	K v F	L v E
19	A v I	B v J	C v E	D v F	G v K	H v L
20	J v A	I v B	F v C	E v D	K v H	L v G
21	A v K	C v G	D v H	E v I	F v J	B v L
22	K v B	H v C	G v D	J v E	I v F	L v A

Exclusion of Clubs or Teams

An open and inclusive league is one that reflects the composition of the local community in which it exists. i.e. it all the different backgrounds in the local community should be represented, reflecting differences in race, gender, ability/disability, faith, sexual orientation and make allowances for those on low income.

Such a league will:

- Identify barriers to participation and take action to address these;
- Have clear and transparent policies and procedures and work with clubs to encourage them to welcome all members of the community;
- State it adheres to an equality policy;
- Be seen as stakeholders in the local community and actively seek partnerships with local groups to drive its development.

A league can only have defined membership where the league has the main object as being to enable the benefits of membership to be enjoyed by a person(s) of a particular group. For example, faith, nationality, culture but the main object cannot be on the grounds of colour.

For further information on inclusive leagues/ clubs, please contact your County FA Development Manager or contact The FA at equality@TheFA.com

How to deal with a mismatch in Youth Football

From a 10-year-old player: "Losing 13-0 as a player makes you feel rubbish and puts the pressure on you in many ways. You want to win the next game badly... so people don't start to mock you."

Matches that finish 17-0, 15-1 or even 25-0 are demoralising for the losing team and do nothing for the development of the players on the winning team.

In an attempt to stop winning margins that are more appropriate to cricket or basketball than football, some leagues have implemented a 'mercy' rule to limit the number of goals that can be scored. When one team gets eight goals ahead, for example, the match is declared over and any remaining time is played out as a friendly.

Some coaches are against this. They argue that football is all about winning and losing and we should not seek to protect young players from the harsher realities of life.

Other coaches understand that youth football is about learning and enjoyment more than winning, and regardless of whether a mercy rule exists or not, they make sure their team does not score more goals than necessary to win the game.

Here's some advice a league can give to its member clubs:

HOW TO MANAGE MISMATCHES:

If you're winning, keeping your players motivated is not very difficult if you are one of the fortunate coaches whose team wins most of its games.

But scoring goals virtually at will is:

- Unfair on your opponents;
- Not going to aid the development of your players.

What you can do if you're winning:

It's almost unheard of for a team to come back and win a game after being five or six goals down. So if your team is winning by that sort of margin, the overwhelming likelihood is it going to win the match.

Instead of allowing your players to continue banging the ball into the back of the net you could:

- Discreetly impose a two or three-touch rule or require a minimum number of passes before shooting;
- Move your players around – your goalkeeper will be getting bored by now so get her out of goal and put her up front. Move your defenders into attacking positions and put your strikers into defence
- Use your subs - this type of match is an ideal opportunity to give your subs as much playing time as possible. So why not take off your 'star players' and give your weaker players a chance to enjoy themselves?
- Implement the 'mercy rule' described above.

Whatever you decide to do, it is imperative that you respect the opposition and always keep The FA's Respect Code of Conduct in mind:

"Place the well-being, safety and enjoyment of each player above everything, including winning."

How to deal with a mismatch in Youth Football *continued*

What you can do if you're losing:

Motivating a team that is getting hammered most weeks is a tough challenge but it can be done.

Regardless of the age of your players, you can minimise the importance of the final score by setting your players individual and/or team objectives either before the game or even during the game if it becomes clear they are going to lose by several goals.

The actual objectives will depend on the age and ability of your players but as an example:

- Defenders can be tasked with blocking one shot on goal;
- Any player can be set the objective of taking a throw-in with both feet on the ground or making a good pass to a teammate;
- Attackers could be asked to try to make two shots on your opponent's goal;
- The team can be set the objective of conceding fewer goals in the second half or conceding no goals for a set period of time.

It's important to make the objectives slightly stretching, but achievable. Praise your players for trying to achieve their objectives (not just for succeeding) and change objectives from one game to the next as your players' skills change.

A Team Checklist for the League (youth, open-age and adult)

This is only an example. Leagues should check and update for their own competition rules.

For home and away team managers:

The first person to contact if there is a problem or query is your club secretary, then a league official.

1. The home manager must contact the opposition manager five clear days prior to a match and provide full details of ground, kit colours, kick-off time and the full name of the referee. He/she should also email the name of the referee to the age-group registrar so it can be put on The FA's Full-Time website for that game. If the home manager has not made contact by the required time, the away team manager should contact him/her. If away team manager is still struggling to make contact with the home team manager, they should contact the club secretary of the team concerned.
2. If the home team cannot provide a registered referee, then the opposition must be informed and offered the opportunity to provide a registered referee.
3. If there is a clash of colours the away team changes.
4. The home team sets the kick-off time between 10 and 2pm. Earlier or later times than this must be with mutual agreement of both teams and the league.
5. The home team should ensure that the referee is aware of competition rules such as ball size and duration of the game for each age group.
6. All referees must be offered payment and this should be done before the match.
7. Teams should have a designated spectator area starting two metres from the pitch and running the full length of the pitch on both sides to stop spectators standing on the touchline. It is recommended that clubs use The FA Respect barriers, but if they are not available, then cones, an additional white line or rope, provided it is safe, are acceptable. This means no-one should be watching from behind the goals. Technical areas in which up to three club officials can stand in must be set-up. Everyone else, bar substitutes, needs to be inside the designated spectator area.
8. The opposition player ID cards are then exchanged and inspected. We suggest this is done as the team's line up for their Respect handshakes before the game. It is not the responsibility of the referee to check the ID cards, that job is down to each manager. As well as ID cards, the League Handbook and first-aid kit should be available.
9. At the end of the match it is recommended that the participating teams offer handshakes to the opposing team and do 'three cheers'.
10. The home team must put the result on to The FA Full-Time website. Note: the away team can do this, but if it is not done the home team will be fined.
11. The match report form must be completed on the Full-Time website by midday on Thursday for a previous Sunday fixture. Any low scores for Respect or referees must also be submitted to the age-group registrar by midday on a Thursday for previous Sunday fixtures.

A match report form must be sent in for every match: league or cup, home or away.

County Cup matches have their own documentation which should be sent to the relevant County FA, not to the league.

Social Media Guidance

Social media is a large part of 21st century life, with everything from political news, to football videos, to personal thoughts instantly available at the touch of a button.

Below are some basic best-practice guidance on using social media, but there's lots more in Section 6 of the safeguarding pages of **TheFA.com**, including a specific download on 'Running websites and social media':

<http://www.TheFA.com/football-rules-governance/safeguarding/section-6-safeguarding-in-the-digital-world>

- Good news, positive stories and support of colleagues is encouraged; we can all play a part in raising the profile of the game;
- Once something has been said or posted by your league, be prepared to be accountable for it;
- Avoid commenting on clubs, players or incidents that you have been involved in;
- Avoid negativity. Support and praise is encouraged.

Remember, if you wouldn't say it in a press conference or league meeting, don't put it on social media.

County FA Job Descriptions

There are several roles within County FAs with whom league officials may interact from time to time.

These roles are listed below. Click [here](#) for job descriptions for each of the roles below:

- Chief Executive Officer
- Designated Safeguarding Officer
- Facility and Investment Manager
- Football Development Manager
- Football Development Assistant
- Football Development Officer (Disability)
- Football Development Officer (Futsal)
- Football Development Officer (Women and Girls)
- Football Development Officer (Youth and Adult)
- Football Services Assistant
- Football Services Manager
- Football Services Officer (Competitions)
- Football Services Officer (Discipline)
- Football Services Manager
- Head of Governance
- Leagues and Clubs' Officer
- Marketing and Partnerships Manager
- Marketing and Communications Officer
- Referee Development Officer
- Workforce Officer

Affiliating new Futsal Leagues and Divisions

Although Futsal is very much a game in its own right, there are also a number of benefits for football by encouraging young people to play it as part of a balanced training programme to improve their overall technical development. The game of Futsal creates an environment that allows young people to simulate and develop many skills and proficiencies that are transferrable to the 11-a-side game.

The 'Futsal Fund' provides the opportunity to create new leagues and divisions. It is important for the growth of Futsal that participating teams are affiliated.

The following guidance is provided on how best to do this for the various different formats of competitions within the processes offered by The FA's Whole Game System.

1. An existing youth football league who wish to introduce a Futsal competition can create a new division/development group with the category of Futsal. If it's created as a division and the football side is also set as a division then it will require a new team to be affiliated and the players registered to a second team.
2. If the football side is set to 'development group' and the Futsal part is also created as a development group, then clubs will not need to create a new team and re-assign players. They will be able to put the team across both development groups with player data shared across the two.
3. The FA's Whole Game System is set to enforce a team only having membership to one division, but it can be set to several development groups.
4. If a new youth Futsal league is being set up, it will require sanctioning, affiliation and player registration.
5. If an existing Futsal league adds a new age-group division, this will require team affiliation and player registration.
6. If it's a schools' Futsal league, then The FA won't affiliate teams or register players due to agreement with ESFA.

The Football Association's Dispensation Policy – a Guide

Introduction

The FA has produced this guide to assist with understanding the policy for dispensation. This policy exists to ensure that children are able to play football with the most appropriate age group for their size and development, taking into account any relevant characteristics of the child's particular disability and/or significant physical developmental delay ('SPDD'). It is important to ensure that the policy operates in a manner which is fair for all. This means that it must be fair not only for those children with a disability/SPDD, but also for their peers. The FA is required to have regard to the following whenever an application for dispensation is considered:

- No-one is gaining an unfair advantage;
- The system is free from abuse;
- The safety of all children is of paramount importance;
- Increasing safety risks unduly for other children is avoided.

Dispensations are issued for a stated period, which is usually one football season. A dispensation may include conditions.

The purpose of this guide is to:

- Assist applicants with understanding the policy;
- Explain who is covered by the policy;
- Provide details on how the policy works; and
- Give details on the procedure to be followed, including how The FA notifies applicants of the outcomes of the decision.

What is the Dispensation Policy?

The Policy enables disabled children to play football in an age group other than the age group prescribed by their date of birth.

Why is a Policy needed?

The FA's Rules, specifically The Standard Code of Rules for Youth Competitions (SCORY), prescribe

age groups for children to play in which are designed to ensure that they compete with peers of similar size and development.

For some children with a disability or SPDD however playing in the prescribed age group would put them at a substantial disadvantage to their non-disabled team mates, discouraging them from being involved or making it impossible for them to access football altogether.

The FA, the County FAs and their affiliated Leagues are required by law (including the Equality Act 2010) not to discriminate against disabled children. This includes a duty to make reasonable adjustments to any policy which may have the unintended effect of discriminating against disabled children.

Who is covered by the Policy?

Any child who has:

- A disability; OR
- A significant physical developmental delay (SPDD).

AND

- would be placed at a substantial disadvantage (as a consequence of that disability or SPDD) if required to play in his/her prescribed age group.

OR

Any child who has:

- Delayed no more than one school year, based upon their early social or physical development and is therefore schooled no more than one year behind their 'chronological' age.

What is a disability?

A person has a disability if:

- He/she has a physical or mental impairment; and
- The impairment has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities.

Further guidance on what constitutes a disability can be found in the Equality Act 2010, Schedule 1 or by following this link:

<https://www.gov.uk/definition-of-disability-under-equality-act-2010>

Examples:

- Claire, aged 12, has a disability which means that she is physically much smaller than her age-group peers. Claire would be at a substantial disadvantage if she were required to play in her prescribed age group. Claire may request to play in the age group below her normal prescribed group.
- Alan, aged 8, has Asperger's Syndrome. This is an Autistic Spectrum Disorder (ASD) one of the features of which is an inability to cope with change or disruption. Alan has got used to playing with a group of close friends. Due to the Asperger's Syndrome, Alan could become significantly distressed by any forced changes to his patterns of behaviour. If required to play in his prescribed age group, Alan will be separated from those team-mates and coaches with whom he has become familiar over an extended period of time. Alan would rather not play football at all than join a team in his own age group. Alan may request to play in the age group above his normal prescribed group.
- Savita, aged 10, was delivered by an emergency caesarean, as she was at risk of umbilical cord strangulation. Delivered three months early, she was born in late July as opposed to October. It was deemed appropriate that due to her young age and development, she would delay her first year of schooling.

Female teams playing down

As per Rule 4(F) of the Standard Code of Rules for Youth Competitions, a general dispensation has been granted to enable all female youth teams to play down an age group in mixed gender competitions, provided that the team is accepted by the relevant Competition and has the approval of the relevant sanctioning authority. This is intended to help to increase participation, develop the talent pool and keep players playing locally.

All female youth teams who wish to play down an age group in a mixed gender competition will therefore not be required to make a specific application for dispensation under this policy, but should instead liaise with the relevant Competition and sanctioning authority.

How does the Policy work? The step-by-step process

1. Dealing with an application

Anyone in football (e.g. a County FA or League Welfare Officer) receiving a request for dispensation for a child with a disability or SPDD to play outside his/her prescribed age group should notify The FA's Player Status (PS) Department immediately.

2. Gathering the relevant evidence

The parent/carer will then be contacted by the Player Status department and will be required to submit detailed written evidence from a medical practitioner and/or other specialist which must (as a minimum):

- Identify the child's disability or SPDD;
- Identify any particular characteristics of the disability or SPDD which are relevant to consideration of the request to play in an age group other than the child's prescribed age group;
- Explain how the particular characteristics of the disability or SPDD would place the child at a substantial disadvantage compared to his/her non-disabled peers if he/she were required to play football in his/her prescribed age group;
- Explain how playing in an age group other than his/her prescribed age group would neutralise or reduce the disadvantage caused by the child's disability or SPDD;
- Identify any increased or reduced risk to the child and/or his/her peers by allowing the child to play outside his/her prescribed age group;
- Explain why allowing the child to play outside his/her prescribed age group will not endanger the health and safety of the child or any other person.

In addition, if the child has delayed a year at school, The FA will require a letter from the child's school and/or Local Education Authority and/or relevant Admissions Authority explaining which year the child is in and why (based upon the child's early

development) it was deemed appropriate for the child to delay a year of education.

This evidence must clearly address these points. Any application which does not provide clear evidence in relation to these points will be returned.

The parent/carer will also be required to consent to the sharing of this information as required to process the request and, if successful, to ensure that the relevant parties in the League and County FA affected are aware of the dispensation and the reason for it.

3. Assessing the application

Once all the relevant evidence has been collected, it will be considered by The FA's appointed medical advisor and/or a specialist experienced in the relevant area of disability nominated specifically to assess the request.

PLEASE NOTE a dispensation will only be granted where the following criteria are fully satisfied:

- i. The child has a disability or a SPDD; and
- ii. Having regard to the particular characteristics of that disability or SPDD, the child would be placed at a substantial disadvantage compared to his/her non-disabled peers if he/she were required to play football in his/her prescribed age group; and
- iii. Allowing the child to play outside his/her prescribed age group would neutralise or reduce that disadvantage; and
- iv. The dispensation will not endanger the health and safety of the child or of any other child; and
- v. There is no other legitimate reason why the dispensation should not be granted.

The FA's appointed medical advisor or specialist will advise PS as to whether the criteria for granting the dispensation have been met.

4. Notifying the outcome

The FA will then notify the child (via the parent/carer) and the relevant County FA and League of the outcome of the assessment. The decision either to grant or refuse the dispensation will be confirmed in writing to the applicant and at the same time to the relevant Club Secretary, League Secretary and/or County FA as appropriate.

5. Other issues

When a dispensation is granted it will ordinarily be given for a stated period (usually one season) and may include conditions. The dispensation is not transferable and the parent/carer may be required to reapply for the following season for a further assessment.

If the Club, League or County FA receive any queries from third parties regarding the granting of a particular dispensation, they should direct them to The FA's PS Department.

The County FA or League should notify its insurers where a child has been granted a dispensation. The County FA or League may share any information contained within the notification letter and this guide with their insurers.

FAQs

Q: Will any child who is small for his/her age be granted a dispensation?

A: No. The Policy covers only those children who have a recognised disability or significant physical developmental delay. Evidence of developmental delay will be required from a medical practitioner and this will be carefully scrutinised by The FA's medical advisor.

Q: If a child is allowed to play down an age group, will this not make injuries more likely?

A: No. The assessment will take account of the physical characteristics of each applicant. A dispensation will only be granted where it will not endanger the health and safety of the applicant or any other child.

Glossary of terms

- **PS** The FA's Player Status Department;
- **SCORY** The Standard Code of Rules for Youth Competitions;
- **SPDD** A significant physical developmental delay.

For more information, contact:

- The FA's Player Status Department:
registrations@TheFA.com

Staffordshire Friday night Flexi-Football presentation



Agenda

1. The Principle
2. The Format
3. The Finances
4. The Work Involved.
5. Any Questions

The slide includes the Staffordshire FA crest, the 'RESPECT' logo, and a photograph of two children in white football kits celebrating with their arms raised.

The Principles

- To provide an alternative to the traditional league
- Provide additional competition for existing and new players
- To help signpost players wishing to play more football into traditional teams
- Utilise modern technology to reduce workload on team secretaries and league organisers

The slide features the Staffordshire FA crest, the 'RESPECT' logo, and a photograph of two children in white football kits celebrating.

The Format

- 8 teams per division
- 1 central venue – 3G Floodlit
- X2 match per night – staggered KO times
- Every team plays each other twice.
- X2 Cup Competitions
- Fixtures released for the season.

The slide includes the Staffordshire FA crest, the 'RESPECT' logo, and a photograph of two football players in action on a pitch.

The Finances

- Venue Hire = **£112.50** per Friday
- Each team pays **£50** per match = **£200**
- Referee fee = **£50**
- Match day profit = **£37.50 x 33 weeks = £1237.50** - £500 League Co-ordinator payment
- Money paid to referee who then makes BACS payment to the league account.
- Each team pays entry fee + deposit.

The slide features the Staffordshire FA crest, the 'RESPECT' logo, and a photograph of two football players in action.

The Work Involved.

- Recruiting 8 teams
- Organise a resident match official
- Results submitted via text message directly to website. League tables automatically updated. Fixture reminders automatically sent.
- Send 1 weekly email to provide an update

The slide includes the Staffordshire FA crest, the 'RESPECT' logo, and a photograph of two football players in action.

Procedure for new County FA – Sanctioned Leagues

This process should be completed ahead of an application for sanction on behalf of any proposed new league – or existing league which wishes to extend its membership. Once completed, please return to the relevant County FA.

You will need to construct a report that addresses each of the following points. Failure to address any area may result in consideration of your application being delayed due to extra information being required.

Please note that the information provided may be shared with neighbouring leagues and County FAs as part of the consultation process.

- Please outline the proposal for the league. Be clear about the geographical area from which you intend to seek membership, the number of participating clubs and teams, the age groups you wish to provide for, on which day(s) of the week you intend to play, the format you wish to play, etc.
- Have you consulted with any County FA staff about the proposed sanction? If so, who?
- Have you sought the views of the leagues from which your competition will draw teams?
- Where will the teams that constitute your league be drawn from? Please list the team names and the leagues they are currently in membership of, if appropriate. Which leagues do you anticipate giving notice to under the rules?
- How do you consider your league fits into the existing competition structure in the region? How would it complement or impact upon other leagues?

- How do you see your league developing/ growing over the next three to five years? What would you consider a reasonable number of teams/clubs that your league should be sanctioned for?

Please provide any additional information that you believe would be helpful in assisting the sanction authority in considering this proposal.

Any league wishing to become part of the Women’s Football Pyramid (‘Applicant League’) must (subject to the below) enter at Tier 7. An Applicant League must apply to The Association by December 31 in the year before the playing season in which it wishes to play in the Women’s Football Pyramid. A league will only be permitted to enter the Women’s Football Pyramid above Tier 7 if there are exceptional circumstances. The decision as to whether or not a league should be admitted to, and the Tier at which it will play in the Women’s Football Pyramid, shall be made by the Board.

For National League System Regional Feeder Step 7 Leagues, an application needs to be sent to The Football Association direct, to the National League System Manager, Matt Edkins:

Matt.Edkins@TheFA.com

County FA Relationship Assessment with Sanctioned Leagues

APPENDIX 35

No	TOPIC	COMMENTS	RATING (1-5 1=POOR; 5=EXCELLENT)	KEY ACTIONS TO IMPROVE RATING
13	Governance:			
	• Is the league aware of The FA's Whole Game System functionality and processes?			
	• Does the league utilise FA Membership Services?			
	• Does the league fully utilise FA Full-Time?			
	• Is an annual briefing delivered to new clubs/teams on club development, governance and welfare services available, discipline procedures and SCOR/SCORY?			
	• Is an annual general briefing delivered on disciplinary procedures?			
	• Is the league aware of and utilise FA IT grants?			
• Is the league aware of England Football Accreditation for leagues and clubs?				
14	Welfare/safeguarding:			
	• What is the number of qualified League Welfare Officer(s)?			
	• Does a poor-practice log exist and is it used?			
	• Are regular safeguarding and welfare update sessions held?			
• Are social network sites regularly monitored?				

County FA Relationship Assessment with Sanctioned Leagues *continued*

APPENDIX 35

County FA:

League:

No	TOPIC	COMMENTS	RATING (1-5 1=POOR; 5=EXCELLENT)	KEY ACTIONS TO IMPROVE RATING
1	County FA officer relationships: Please assess your current relationship with the above league across these four areas below:			
	• Refereeing			
	• Football Development			
	• Welfare/Safeguarding			
	• Football Services			
2	County FA offer: Are all County FA officers clear on what the County FA offer is to the league?			
3	Support services/PDR: Are County FA officer support services to league defined in relevant PDR?			

County FA Relationship Assessment with Sanctioned Leagues *continued*

APPENDIX 35

No	TOPIC	COMMENTS	RATING (1-5 1=POOR; 5=EXCELLENT)	KEY ACTIONS TO IMPROVE RATING
4	Support services/league plan: Are County FA support services defined in league development plan?			
5	League CEO: Does the above leads by example and have strong relationships with key league personnel?			
6	League forums: Are regular league forums delivered (i.e. minimum two per year) with relevant general and bespoke content?			
7	Meetings with England Football Accredited leagues: Are formal six-monthly meetings held with such leagues to review progress against league development plan and offer practical support for delivery?			
8	League priorities: Is clear reference to County FA league priorities defined in the County FA Plan?			
9	League awareness: Are leagues aware of support services available from County FA officers?			

County FA Relationship Assessment with Sanctioned Leagues *continued*

APPENDIX 35

No	TOPIC	COMMENTS	RATING (1-5 1=POOR; 5=EXCELLENT)	KEY ACTIONS TO IMPROVE RATING
10	Team retention, recruitment and development:			
	• Is a traffic-light system in operation?			
	• Are club/team priorities clearly defined?			
	• Have The FA programmes and County FA investment been clearly allocated to address defined priorities?			
11	Transition of teams (mini-soccer to youth, youth to adult, adult to veteran):			
	• Is the relationship between you and the adult league clearly defined?			
12	Referee development:			
	• Is a League Referee Appointments Officer (LRAO) in place?			
	• Is coverage clearly defined, with monthly league submissions to County FA?			
	• Is the Accessible Basic Referees' Course programme in place to meet defined League needs (bespoke or generic)?			
	• Is mentoring provision in place and operational?			
	• Is the L9 tracking system in place and operational?			
	• Is there a scheduled programme of CPD to meet defined needs of the league?			

County FA Relationship Assessment with Sanctioned Leagues *continued*

APPENDIX 35

No	TOPIC	COMMENTS	RATING (1-5 1=POOR; 5=EXCELLENT)	KEY ACTIONS TO IMPROVE RATING
15	Respect:			
	• Is the league defined as a 'Respect' league?			
	• Does it deliver all the requirements of a Respect league?			
	• Is there a clear action plan in place to drive delivery of Respect?			
	• Have parents/carers' briefings been undertaken?			
	• Have coaches' briefings been undertaken?			
16	• Do all referees attend Respect briefings?			
	League success: Is this documented and promotion across all media, in league forums and committee meetings?			
17	National League System (NLS) only:			
	• Does County FA team have good links to the NLS leagues?			
	• Has the annual league development plan influenced and been shaped to attract £3-£8k FA investment?			

Example of League Official Code of Conduct

This is an example and should be checked to make sure any roles mentioned conform with the leagues structure. I.e. where Chief Executive is used, you may want to change that to League Secretary.

1. Scope

- 1.1. This Code of Conduct (“Code”) applies:
 - (i) To all league management committee officials appointed;
 - (ii) All individuals appointed to any committee or sub-committee of the league; and
 - (iv) Where so stated, to past league management committee officials or past members of any committee or sub-committee of the league management committee officials.
- 1.2. The Code applies whenever a league management committee officials is
 - (i) conducting the business of the league;
 - (ii) conducting the business of the office to which they have been elected or appointed; and
 - (iii) when they are acting as a representative or ambassador of the league.
- 1.3. This Code is supplemental to and should be read in conjunction with:
 - (i) the Articles;
 - (ii) the Standing Orders for the Conduct of Business at league management committee meetings (“Standing Orders”); and
 - (iii) the terms of reference of any committee and/or sub-committee.

2. Accountability

You are accountable to the League and must exercise your powers in accordance with your legal duties (where applicable) in good faith and for the benefit of the league, its members, employees and the wider football family. You will be held accountable for your actions and your part in reaching decisions, and must submit yourself to whatever scrutiny is thought to be appropriate to your role.

3. Confidentiality

- 3.1. You must ensure that you handle confidential information in accordance with the law and with regard to the best interests and reputation of the League.
- 3.2. You must not use confidential information for private purposes or to harm the league or to maliciously damage the reputation of others, or disclose confidential information to the media or any other third party without the prior authority of the Chair or the Chief Executive Officer (or a nominee of either the Chair or Chief Executive Officer). This obligation continues indefinitely after you cease to hold any position referred to in paragraph 1.1 above.
- 3.3. Confidential information is any information which comes into your possession as a result of your League role, which you know or ought reasonably to know is confidential including, without limitation, the personal data of individuals who are subject to regulatory proceedings.

Example of League Official Code of Conduct (*continued*)

4. Press and Media

4.1. You are not entitled to discuss or disclose any league business with or to the press or wider media, unless:

- (i) It is explicitly part of your remit; or
- (ii) You are specifically authorised by the league to do so.

4.1. If you receive any enquiries from the press or wider media about the League you agree not to comment on behalf of the League and to pass on the relevant information as soon as reasonably practicable to the Chief Executive Officer or Chair of the League. If you are representing the views of another body as opposed to the League on a matter affecting the League, this must be made clear to the media and you should inform the Chief Executive Officer or Chair of such media engagement. It is acknowledged that your position within the League may be referred to by the media notwithstanding that you are not commenting on behalf of the League.

5. Conflicts of interest

5.1. You agree to abide by the law, the articles of the League, Standing Orders and relevant committee terms of reference relating to conflicts of interest. You must declare all conflicts of interest in advance and, if required, preclude yourself from participation where a material conflict of interest exists.

5.2. You must notify any actual or perceived conflicts of interest to the Chief Executive Officer of the League through the annual declaration process and on an interim basis, as soon as reasonably practicable after becoming aware of the actual or perceived conflict, if your circumstances change.

6. Decision-making

6.1. Whilst you may properly be influenced by the views of others, including the body that has the right to appoint you to the League, it is your responsibility to decide objectively, independently and in good faith what view to take, and how to vote.

6.2. League management committee officials must act in the best interests of the League in a manner consistent with their legal duties. In particular, league management committee officials must exercise their duties in a way that they consider, in good faith, would be most likely to promote the success of the League for the benefit of its members as a whole having regard (among other matters) to:

- (i) The likely consequences of the decision in the long term;
- (ii) The interests of clubs;
- (iii) The need to foster business relationships with suppliers, customers and others;
- (iv) The impact of operations on the community and the environment;
- (v) The desirability of maintaining a reputation for high standards of business conduct; and

Example of League Official Code of Conduct (*continued*)

- 6.3. You must not act outside the constitutional framework of the League.
- 6.4. You should support the principle of collective decision-making, accept a decision passed by the relevant threshold and support that decision. It is acknowledged that you may wish to convey your dissenting view to a decision to your relevant stakeholders through appropriate communication channels (including for example but without limitation at a league management committee meeting) where such decisions may be the subject of further scrutiny or discussion. Such communications shall not be a breach of the Code provided they conform with your duties in relation to Confidentiality (paragraph 3) and Press and Media (paragraph 4). It is recognised that if the decision is not in accord with the views of the body you represent, you may publicly represent the views of that body on that issue.

7. Diligence

You must exercise reasonable skill, care and diligence in carrying out your duties, especially (but not limited to) preparing for and attending full league members, committee and sub-committee and other meetings.

8. Allowances and Expenses

You agree to abide by the League's Expenses Policy as amended from time to time and must ensure that your claims are reasonable, accurate and honest and supported by appropriate documentation and that you do not use the League's resources for your own, your family or friends' gain.

9. Gifts and Hospitality

You must not accept gifts, hospitality or other benefits from third parties that might reasonably be thought to influence, or be intended to influence, your judgement; or where to do so could bring discredit upon the League. You will comply in all respects with the Leagues Gifts and Hospitality Policy as amended from time to time.

10. Leadership

You should promote and support the Principles set out in this Code by leadership and example, always acting in such a way as to preserve confidence in the League. You must not knowingly misrepresent the views or policies of the League.

11. Treatment of Others

You must treat others with respect and dignity (including but not limited to the League staff and volunteer workforce) and must not bully, harass, victimise or discriminate against any person(s) or do anything which would cause you or the League to breach any of the equality enactments or could reasonably be considered as bringing the League into disrepute.

12. Stewardship

You have a responsibility to play your part in complying with and ensuring that the League uses its resources prudently and in accordance with the law, the articles of the League, Standing Orders, regulations adopted by the League and other constitutional documents of the League.

Example of League Official Code of Conduct (continued)

13. Social Media

When using social media, you must conduct your activity with professionalism, honesty, respect and good judgement and ensure that such conduct is not in any way detrimental to the League. The provisions relating to Confidentiality (paragraph 3) and the Press and Media (paragraph 4) shall apply in respect to social media.

14. General Conduct and Behaviour

14.1. No code of conduct can be all-embracing and it is necessary to honour the spirit of the Code as well as its letter. Your behaviour should be honest, ethical, impartial and considerate, and dedicated to the development and good management of the League. Should your conduct or behaviour fall below these standards, the Code may apply, notwithstanding that such conduct or behaviour is not covered explicitly above.

14.2. For the avoidance of doubt and, in exceptional circumstances only, the Code may also apply in respect of historical conduct or behaviour (which shall be limited to the period of time served in any role described in paragraph 1.1 above) and to actions carried out while not acting in an official League capacity which could reasonably be considered as bringing the League into disrepute.

15. Breach

15.1. If you are accused of a breach of this Code you will submit to the Leagues disciplinary process which is set out in Appendix 5.1, and abide by the result (subject to any right of appeal included in that process).

15.2. In accordance with the Articles and the Standing Orders, a breach of this Code may result in removal from office.

REVIEW

This Code shall be subject to review as required and at least every three years.

This code was last reviewed on: _____

Name in full:

Signature: _____

Date: _____

Please complete this form and forward it to the League Secretary, who will provide you with a copy for your records.

League advertising for new clubs

The Rules

14.F

Without at least seven days' written notice to a Competition, a Participant (FA Rule A2) may not make an approach to or have contact with a club still in membership of that Competition with regard to the club becoming a member of another Competition. The approaching Participant

- (A)** may not approach the same Club a second time in the same playing season;
- (B)** may approach only one Club within the same Competition at any time; and
- (C)** may not approach another Club in the same Competition within 28 days of an earlier notice of approach or acknowledgment.

(SANCTION AND CONTROL OF COMPETITIONS REGULATIONS)

2.B

This Competition shall consist of not more than [] Clubs and/or [] Teams approved by the Sanctioning Authority. (SCOR & SCORY)

What that Means

A league is restricted in how many clubs it can take from another league that a club is already in – a league can only approach only one Club within the same Competition at any time and then cannot approach another club in the same Competition within 28 days of an earlier notice of approach or acknowledgment.

Leagues are limited by the number of clubs/teams they can have as set out in rule 2B.

How can a league advertise for new teams?

Make sure any advertising clearly stats it is for new /unattached teams/clubs.

If approaching existing clubs then follow the rules as set out in the Sanction and Control of Competition regulations

When a club approaches you?

If a club/team approaches your league with a view to join YOU MUST find out if they are already a member of another league. YOU MUST NOT engage with that club/team until you have made a written approach to their current member league with a view to giving them a seven day notice of approach before you engage with any further communication with the approaching club/team.

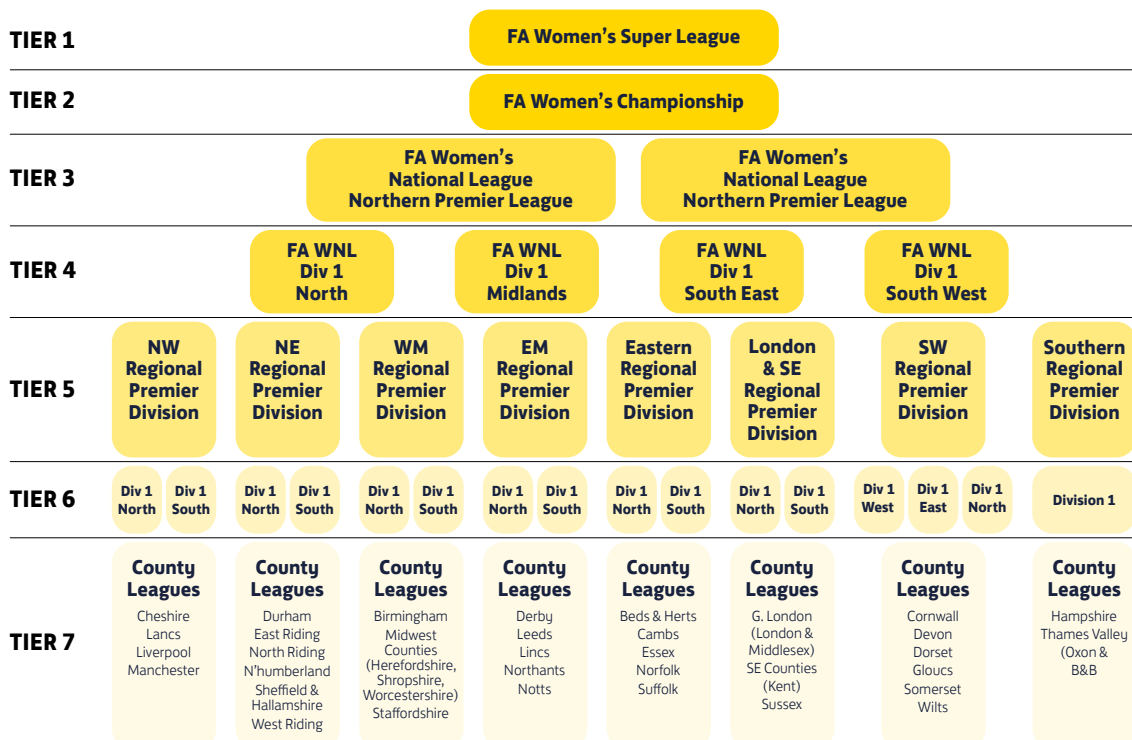
Women’s Football Pyramid Regulation Guidance for County FAs

County FA Guidance-Women’s Football Pyramid Regulations

The purpose of this document is to assist County FAs in dealing with enquiries from clubs and leagues in line with the Women’s Football Pyramid (WFP) Regulations, which govern the Women’s Pyramid. Full regulations can be found in the FA Handbook, at this link. If you have any queries on the content of this document, please don’t hesitate to contact Nick Frith on Nick.Frith@TheFA.com or 07966375750.

Pyramid Intro

The WFP consists of 7 tiers, from the fully professional Barclay’s FA Women’s Super League at Tier 1 down to County Leagues at Tier 7. Whilst clubs at Tier 1 and 2 are supported by central FA functions, clubs from Tier 3 and below work closely with their Parent County FAs for support and guidance. The FA Women’s National League, covering Tiers 3 and 4, is made up of a series of regional divisions across the country and works closely with The FA, but also receives Player Registration and Discipline support via County FAs. Tiers 5 and 6 is covered by 8 Regional Leagues, all of whom cover the area of a minimum of 3 County FAs. These leagues receive some support from The FA, but also work very closely with the County FAs within which they operate. County Leagues are in general based within one County FA, whom they will work closely with throughout the season.



Pyramid regulations apply to leagues from Tier 1 to Tier 7. At County League level, any division that operates a 11 v 11 open age format shall be considered Tier 7.

Women’s Football Pyramid Regulation Guidance for County FAs (*continued*)

Joint Liaison Committees (JLCs)

Details on JLCs can be found in Regulation 10.

Regional JLCs are a body made up of representatives from the women's leagues in each of the 8 regions across the country. The regions align to the geographical area covered by each of the Regional Leagues. County FAs are encouraged to attend and support meetings of the JLC, usually through the member of staff leading on either Women & Girls or League Support.

Promotion and Relegation including Promotion Pool

Promotion and Relegation Provisions can be found in Regulation 5.

The Women's Football Pyramid Regulations lay out criteria for Promotion and Relegation. Between Tiers 1-6, this is based upon final league tables. Please refer to the regulations for details. For movement from Tier 7 to Tier 6, the Promotion Pool takes place. This allows for any team from a Tier 7 division to apply to the Promotion Pool, with the Champion Club of each County League being automatically considered as part of the process. These applications are then reviewed by The FA and the relevant JLC, who make recommendations to the Women's Football Board who then make the final decision on which clubs are offered promotion. The number of teams who will be offered promotion depends on the number of vacancies in the relevant regional league.

Application to the promotion pool must be made by March 31st each season (with the Champion Club being added once the season is complete if they have not already applied). Application forms are shared via JLCs in December of each season.

Out of County Requests -Adult Teams

Out of County regulations for adult teams can be found in regulation 6.2 for existing clubs, and 7.2 for newly formed clubs.

When a new club first enters a league, it is a requirement of the Women's Football Pyramid Regulations that they do so in the County League associated to their County FA. This regulation is in place to ensure that all County Leagues are able to grow and attract the required number of teams to run functional competitions.

It is possible for teams to apply to The FA in order to receive permission to play in a league outside of the parent County FA. Requests must be made using a specific form which should be requested from and submitted to Nick.Frith@TheFA.com. Requests can be made on the grounds of travel being significantly less onerous in the alternative league, that the format of the league within their Parent County FA not being suitable or via other extenuating circumstances. Existing clubs must apply before March 31st each season, whilst any newly formed clubs must apply prior to joining a league. The Out of County permissions of a club can be reviewed at the end of each season, usually prompted by a request from either a County FA or County League.

Women's Football Pyramid Regulation Guidance for County FAs (*continued*)

Out of County Requests - Girls Teams

Out of County regulations for girls' teams can be found in regulation 12.

As with adult teams, girls' teams must also play in a league associated to their parent County FA. They also have the option to apply to play outside of their county. Teams must establish that either the travel is significantly less onerous, there is no appropriate age group division in a league sanctioned by their parent County FA, or the format of the league sanctioned by their parent County FA is not suitable. Unlike the provision for adult teams, applications by girls' teams are dealt with by

County FAs. Each County FA can run the process by which girls' teams apply to play out of county as they see fit, although it is suggested that a clear deadline for application is set, and an application form is used. All Out of County permissions for Girls teams are reviewed at the end of each season. For support, please contact Nick.Frith@TheFA.com.

Change in Playing Name

Provisions for a change in playing name can be found in Regulation 8.

Clubs participating in tier 6 or higher of the Women's Football Pyramid must apply to The FA in order to change their playing name. Forms can be requested from and should be submitted to Nick.Frith@TheFA.com. The deadline for applications is May 15th in the current season, with all approved applications coming into effect from the start of the following season.

Any clubs in Tier 7 can apply to their County FA for a change in playing name. Should a club also be applying to the Promotion Pool, they must inform The FA that they are also applying for a change of name at the point of their application being submitted.

County Cups

Clubs in Tiers 1 and 2 of the Women's Football Pyramid are exempt from entering County Cups. In addition, the Women's Football Board request that County FAs schedule their Women's County Cup rounds to take place on the third Sunday of the month, to support the FA Women's National League and Regional Leagues with fixture scheduling. Where team numbers allow, County FAs are encouraged to consider running tiered competitions in order to help ensure clubs are matched by playing quality, or if only one competition takes place, to have exemptions until later rounds for clubs at higher tiers.

Guidance to County FA on the Operation of County Cups involving NLS Sides

County Cup competitions are an important part of the footballing calendar. For Clubs, it provides the opportunity to play against other Clubs they would not normally compete against, including professional clubs and for County Associations they provide an additional income opportunity through sponsorship and spectator entry. The involvement of National League System clubs is central to the competition success and profile, but with the increased professionalism of this level alongside an ever-increased fixture load in some cases there has been a challenge and conflict between programmes.

There are currently Rules in place giving protection to Clubs at Steps 1-4 of the National League System having fixture conflict on Saturdays. There has been strong feedback from the Leagues at Steps 5 and 6 that conflicts between the operation of an NLS League and County Cup have been challenging, including some requirements for NLS teams to play Saturday fixtures. Additionally, there has been a need to amend fixture schedules at short notice due to unforeseen clashes.

The FA Leagues Committee have discussed this challenge at length. It is recognised that in the majority of cases, there is a positive relationship between the operation of County Cup competitions and the involvement of NLS Clubs and in turn, their Leagues. However, they also recognise that in some cases this conflict of precedents cannot continue to put pressure on League, Club and County volunteers. As such, the Leagues Committee have developed some key principles and strongly recommend County Associations instil these principles. Should the situation not improve in these minority cases, then the Committee would seek to extend current Rule provisions for Steps 1-4 through to Step 6.

The main aspect within these recommendations is the need for clear and advanced communication and dialogue with NLS Leagues, as well as some improved flexibility for NLS teams ability to compete while undertaking significant fixture loads which are not replicated outside of the NLS.

Principles for the organisation of County Cup Competitions

1. The round dates for all County Cup competitions should be arranged in advance of the National League Season commencing, circa late July, with impacted Competitions being notified directly.
2. Where practical, dialogue with NLS Leagues should be undertaken and exploration of aligning Competition round dates should be given consideration.
3. The draw dates for each Round of the Competition should be pre set, with the outcome of each draw being communicated to impacted Competitions
4. There should be an avoidance of the use of Saturdays for the involvement from National League System Clubs in County Cup competitions.
 - Where the County Cup competition does include Saturdays, the National League System club should be allowed to move their fixture to a midweek in the pre agreed fixture window.
 - Where the County Cup competition allows Clubs without floodlights, should such a team be drawn at home to a National League System Club, the fixture should be reversed and the principles of 4a applied.
 - Any reversal of fixture may impact the finance of the home drawn Club. If there is concern of this, the County FA organising committee may develop such provisions to equalise costs

HOSTING EVENTS

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IMPORTANT

Please read and follow the up-to-date FA guidance around Covid-19 to make sure any tournament/festival complies with the rules and regulations.

HOSTING EVENTS *(continued)*

Introduction

The following guidance is intended to help you organise a successful event that will run effectively and efficiently. This is not intended to be a comprehensive guide, but to be used as a reference point that will help and assist your planning.

Organisers are reminded that they must always follow The Football Association (FA) and The Department for Digital, Culture, Media & Sport (DCMS) Guidance and ensure they undertake and review the relevant risk assessments.

The key concept is that event should be enjoyable and are a great way to promote your league and club. Why not invite your sponsors and local dignities so that they are aware of your work and impact.

The key to any successful event is the planning. Give yourself plenty of time to plan. Think about the date to make sure it does not clash with any major sporting event or local event taking place. For example if hosting a presentation evening would it class with any school exams etc.

TOURNAMENTS/FESTIVALS

SEPARATE AND DETAILED GUIDANCE IS AVAILABLE AND HOW TO RUN AND ORGANISE TOURNAMENTS AND FESTIVALS .

COVID 19

IMPORTANT

PLEASE READ AND FOLLOW THE UP-TO-DATE FA GUIDANCE AROUND COVID-19 TO MAKE SURE ANY TOURNAMENT/FESTIVAL COMPLIES WITH THE RULES AND REGULATIONS.

HOSTING EVENTS *(continued)*

Pre-Event

The Basics

Answering the questions below will give you some clear direction to help around how you plan for your event.

What is the purpose of the event? Is it to raise money? Is it a celebration of the past season?

- What date, day and time is it taking place on?
- What is the budget for the event?
- How much space do you require?
- What type of space do you require?
- How long the event will last?
- Any activities that will be available such as entertainment?
- **Contact details of the organiser.**
- How to book your place.

Tip: Set up an online registration booking form.

Top Tips

1. Assign a coordinator
2. Have a dedicated contact number, email, WhatsApp or social media signposts for the coordinator to utilise
3. Respond
4. Have some T&Cs around booking, i.e. first-come-first-served basis etc.

Tip: Create a method of communication, enabling key information to be given at a split second. As an example, WhatsApp Groups. Alternatively provide options in the booking form on preferred methods or state preferred methods so teams can have a say or get prepared?

Tip: The confirmation of the details to those attending a week before is key, give all the to make sure they are all aware of arrangements.. Schedule several updates to go to all attending in the countdown to the day i.e. 2 weeks out, 1 week out, 3 days out, day before. Replicate generic and key messages across your platforms i.e. social media

HOSTING EVENTS *(continued)*

A checklist of items to consider and work though

The relevance of these questions will very much depend on the type of event you are organising and some areas maybe covered by the venue themselves.

ITEM	HINTS
Book your venue	Your venue should have enough capacity for your needs, should be secure and should be convenient for your attendees to travel to. Is adequate parking available? Can the venue be accessed by public transport? Do you have enough toilets? Accessibility – taking into consideration the diversity of people your event may attract is your venue set up for attendees that may have accessibility requirements?
Choose the date	When choosing a date consider any national or local events that maybe taking place. Tip: Consider any exam dates.
Insurance	Check your insurance cover allows for tournaments and festivals – its strongly advised that you check that you are covered and do this very early. Read the small print of your insurance cover and advised to contact your insurers to make sure you are covered.
Can you attract a sponsor	This is maybe an opportunity to approach local companies to sponsor your event or perhaps let your current sponsors know so that they can have a stall/presence.
Invite any guests	Have you invited the CFA? Local MP? Local Councillors? Sponsors. This is a great opportunity to demonstrate your work.
Signage	Consider the need of any signage that might be required.
Order medals/trophies	If you are going to have medals / trophies make sure they are ordered.

HOSTING EVENTS *(continued)*

ITEM	HINTS
Catering	Is the venue or club going to do this? If not, is there an opportunity to sub-contract this out to a local company to do.
Workforce on site	<p>What jobs will require people to do them</p> <ul style="list-style-type: none"> • Entrance to the venue • Car Parking • Registration • Food kiosk • First Aid • Welfare / Safeguarding • Cleaning general and toilets <p>Radio's (walkie-talkie) / Mobile Numbers Emergency contacts / medical info for volunteers Parent/carer consent for any volunteers U18 Timings for the day</p> <p>Identify roles and responsibilities across their volunteers (and maybe require additional volunteers for the day) may have a few meetings leading up to the event so that everyone is clear. Make sure all are aware of the timings of the day and when and where they need to be.</p> <p>Tip: Ask volunteers to wear Hi-Viz vests with a Club Name on it so that people know who to go to.</p> <p>Tip: Where possible try and appoint a champion for each department. Car park leader etc</p> <p>Tip: The club could include young leaders in the event - either organisation beforehand or actively involved on the day. Make sure if doing this all safeguarding is considered and implemented for the young leaders.</p>
Rides / Stalls	<p>Are you going to offer the opportunity for stalls and rides to be present?</p> <p>If so, you need to check their insurance etc – also check your own insurance to make sure you are covered.</p>
Rubbish	Keep the site tidy during the event.

HOSTING EVENTS *(continued)*

ITEM	HINTS
Design and produce a programme	<p>This is a lot of hard work, but an opportunity to sell the programme and welcome everyone. Good to include the fixture programme so people can follow the day events. You can also get lots of ¼ or ½ page adverts from local shops or business's and invite sponsors up to present trophies, they love it, and will come back year on year and may even sponsor a team.</p> <p>Tip: To avoid handling paper on the day, and to reduce printing costs, all programmes could be made available electronically and sent to every attendee via a QR code</p>
Budget	<p>Have a budget sheet to understand income vs expenditure. Do you know what your break-even?</p> <p>Appendix A</p>
Emergency Access	<p>Make sure the roads into the venue are clear just in case an emergency vehicle has to attend.</p>
Emergency Action Plan	<p>Make sure you have an Emergency Action Plan and its up to date and people know where to locate it. (Appendix B)</p> <p>Including the location of a defibrillator , and what 3 words information</p>
Policies and Procedures	<p>Very important to make sure that you have the following policies and procedures in place:</p> <ul style="list-style-type: none"> • Code of conducts (Appendix C) • Accident Repot Form (Appendix D) • Risk Assessment (www.thefa.com/-/media/thefacom-new/files/rules-and-regulations/safeguarding/section-1/1-9-covid19-safeguarding-risk-assessment-guidance-and-template-colour-version.ashx) • Incident Report Form (Appendix E) • Filming & Photo consent form (Appendix F) • Safeguarding (www.thefa.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory)

HOSTING EVENTS *(continued)*

ITEM	HINTS
Car Parking	<p>This is likely to be people's first experience therefore to get off to a good start make sure this is running as smooth as possible. Consider any drop-off points etc. Workforce to have High Vis jackets. Also have a LARGE Car Park Full sign available just in case.</p> <p>Tip: Using parking apps, such as Eventbrite gives visiting teams and spectators the ability to purchase their parking at the facility prior to arriving. This means contactless payments, reducing the contact between the parking stewards and the visitor. When prepaying prior to arrival, it's a simple case of giving your name, and the steward can check you in.</p>

On the Day

Have a briefing with all the workforce as one of your early tasks. At this briefing cover safeguarding and creating a positive environment.

It would be advisable to have a timetable of activities for the day and to share this ahead of the day to make sure any issues or activities missing can be identified.

The Environment can be controlled by using a code of conduct (See Appendix B).

It is advisable to have the following policies and procedures in place:

Accident Report Form	Appendix C
Risk Assessment (inc COVID-19)	www.thefa.com/-/media/thefacom-new/files/rules-and-regulations/safeguarding/section-1/1-9-covid19-safeguarding-risk-assessment-guidance-and-template-colour-version.ashx
Incident Report Form	Appendix D
Filming & Photo consent form	Appendix E
Safeguarding	<p>This would be the organising Club or Youth League's policy dependant upon who was the organiser - private providers should have their own policy</p> <p>www.thefa.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory</p>

HOSTING EVENTS *(continued)*

Post event

Always good to thank teams after the event for attending and ask them for any feedback.

Likewise it is also good to have a club committee meeting a week later (allows time to reflect) to understand what went well and where improvements could be made, whilst fresh in people's minds.

Resources available to clubs and leagues

The Club and League Resource Hub

Visit www.Englandfootball.com/run/leagues-and-clubs to find relevant support, services, information and resources to help your club or league be built to last.

These include information on league and club accreditation, and links to The In The Box grassroots football podcast, In The Box Extra Time webinars and the Grassroots YouTube Football Hub.



In The Box

It's all In the Box: everything you need to put your grassroots club or league to the very top of their game

www.youtube.com/channel/UCU5fNYzVSSBzzPS_flutLdQ

FA Faith Calendar

The FA & Kick It Out's Calendar of Religious Festivals guides everyone in football about different holy days that are observed by different faiths and guides those running football to adopt an inclusive approach to support the involvement and inclusion of people with an active faith.

www.thefa.com/football-rules-governance/inclusion-and-anti-discrimination/including-different-faith-backgrounds



HOSTING EVENTS *(continued)*

Appendix A: Sample Budget Sheet

PROJECT COSTS	
VENUE HIRE	
EQUIPMENT HIRE	
MARKETING	
ADMINISTRATION	
REFEREE FEES	
1ST AID FEES	
MEDALS/TROPHIES	
FOOD STOCK AND EQUIPMENT	
PRINTING PROGRAMMES	
TOTAL COSTS	

PROJECT INCOME	
ENTRY FEE	
SPONSORSHIP	
FOOD SALES	
CAR PARKING	
PROGRAMME SALES	
OTHER	
TOTAL INCOME	

HOSTING EVENTS *(continued)*

Appendix B: Code of conducts



Building society with mutual respect

Creating the right environments for our players, both on and off the pitch is so important. Even though your role could be slightly different it's important that we all play our part in creating a fun, safe and inclusive environment.

The Respect codes of conduct are in place to ensure that playing their part to give the players a positive experience.

Please help us to create more positive environment for all to enjoy by downloading and promoting all the resources below.

- FA Respect Code of Conduct - Men's
- FA Respect Code of Conduct - Women's
- FA Respect Code of Conduct - Adult Players
- FA Respect Code of Conduct - Coaches, Team Managers and Club Officials
- FA Respect Code of Conduct - Match Officials
- FA Respect Code of Conduct - Spectators and Parents
- FA Respect Code of Conduct - Young Players

HOSTING EVENTS *(continued)*

Appendix C: Accident Report Form

An accident report form must be completed if a young person needs medical (hospital) treatment or spectator has been injured.

NAME AND LOCATION OF FACILITY	
FULL NAME OF THE INJURED PERSON	
FULL ADDRESS OF THE INJURED PERSON	
AGE OF THE INJURED PERSON	
DATE OF ACCIDENT	
TIME OF ACCIDENT	
VENUE	
NATURE OF THE INJURY, INCLUDING LOCATION ON BODY	
NATURE OF ANY INJURIES / AFTER-EFFECTS WHICH DEVELOPED LATER	
FULL DETAILS OF THE ACCIDENT INCLUDING HOW, IT HAPPENED, WHAT ACTIVITY WAS BEING PERFORMED, WHERE IT HAPPENED (IF OFF THE PITCH)	
WITNESS NAMES, ADDRESS AND CONTACT DETAILS	
POLICE CALLED YES / NO	AMBULANCE CALLED: YES / NO
FACILITY MANAGER INFORMED: YES / NO	FACILITY ACCIDENT BOOK COMPLETED: YES /NO
DETAILS OF FIRST AID GIVEN	
OTHER ACTIONS	
FORM COMPLETED BY (NAME AND DATE)	

HOSTING EVENTS *(continued)*

Appendix D: Incident Report Form

An incident report form must be completed by the Tournament/Festival/Competition welfare officer for all child welfare concerns.

YOUR NAME:	YOUNG PERSON'S NAME:
YOUR ROLE	TEAM
DETAILS OF THE INCIDENT: INCLUDE DESCRIPTION OF ANY INCIDENT/ILLNESS	
DATE/TIME OF INCIDENT	
HAVE THE PARENTS/CARERS BEEN NOTIFIED? YES / NO	
IF YES, WHAT HAS BEEN AGREED?	
PARENTS CONTACT DETAILS:	
HAS THE INCIDENT BEEN FULLY DEALT WITH? HOW?	
IS ANY FURTHER ACTION NEEDED? YES (DETAIL BELOW) / NO	

HOSTING EVENTS *(continued)*

Appendix E: Filming & Photo consent form

<<INSERT EVENT NAME>> Filming/ Photography Consent Form

<<INSERT EVENT NAME >> may wish to take photographs or videos of participants to celebrate football Competitions. We adhere to The FA Guidance to ensure these are safe and respectful and used solely for the purposes for which they are intended, which is promotion and celebration of the activities of <<INSERT EVENT NAME >>

We may use the image in literature unrelated to when the picture was actually taken. Children and young people will not be named in any photograph without parental permission.

We will also be engaging with <<INSERT PROFESSIONAL PHOTOGRAPHER COMPANY NAME>> who will be taking photographs and filming on our behalf. These films can be uploaded to the League website and Social Media pages.

As an affiliated team you should already have player/parent/carer signed permission for images to be taken and used in the public domain. If you are aware you have any players that are not signed up to this please let your << INSERT EVENT NAME>> lead officer know as soon as you sign in.

Consent: (please tick relevant box)

- The club have permission from parents/carers that their child can be filmed/ photographed as stated above.
- The Club has a player/player(s) that cannot be filmed/photographed for legal reasons as stated above.

Name of Club/Team

Print name of manager/coach

Signature:

Contact Number Date:

Please note that this is an important document and is to be returned via email to <<INSERT EVENT NAME WELFARE OFFICER>> by the close of play on (set a date preferably 1 week prior to the event).

HOSTING EVENTS *(continued)*

Appendix F: Emergency Action Plan

CLUB NAME	
CLUB ADDRESS	
POSTCODE	
TELEPHONE	
WHAT 3 WORDS LOCATION	

FIRST AIDERS / HELPER INFORMATION

Name	Mobile Number
For queries about this EAP:	
See relevant coach for first aider on day of match	

FIRST AID EQUIPMENT AND FACILITIES

Item	location <i>including any access code</i>
Defibrillator	
Stretcher	
First Aid Room	

ACCESS ROUTES

For Ambulance	
From Pitch to Ambulance	

OTHER INFORMATION

Nearest A&E / Trauma Hospital:	
Fastest Route to A&E / Trauma Hospital:	
Distance & Journey Time:	
Nearest Walk-in Centre:	
Alternative Trauma Hospital:	



FOR ALL

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