

SOCCER AUSTRALIA

RISK MANAGEMENT MANUAL



Jardine Sport & Leisure
A Division of Jardine Lloyd Thompson Pty Limited
A.C.N. 009 098 864



Risk Management Australia
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SOCCER AUSTRALIA

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SOCCER AUSTRALIA ENDORSEMENT

Soccer Australia commissioned Jardine Lloyd Thompson to prepare this manual in recognition of the need to ensure increased and focused attention is given to the management of Risk by Soccer Administrators in Australia.

For the safety of participants and to reduce exposure to Public Liability claims it is essential that all Administrators properly and diligently manage Risk.

This manual forms a sound reference manual that will enable all clubs, small and large, to understand what to look for and how to implement procedures to ensure adequate Risk Management controls are in place.



INTRODUCTION

Jardine Sport and Leisure (JSL) together with their specialist risk management division - Risk Management Australia (RMA) - have developed a Risk Management Manual tailored to the specific needs of individual Soccer Clubs within Australia.

In order to obtain the necessary background information to tailor the Manual to the individual requirements of the Clubs, JSL and RMA conducted a risk identification workshop with representatives from the Soccer playing community together with other interested groups.

The workshop was used to identify and analyse relevant risks for the individual Soccer clubs within Australia. The identified risks and hazards have been used as a basis for the formulation of the Soccer Australia Risk Management Manual.

Objectives

The objective of this Manual is to create a systematic risk management programme which:

1. Mitigate and minimise accidental injuries and losses
2. Control and maintain legal and social responsibilities
3. Set acceptable quality standards and procedures
4. Provide prevention and protection plan strategies in order to achieve:
 - self sufficiency in managing risk
 - cost effective risk controls
 - simple and practical applications
 - customised programmes tailored to individual Club's requirements
 - documented records of activity
5. Provide support for self-training in loss control activity

Legal Liability

The issue of public liability is discussed in greater detail in section 6. It is not the intention of the manual to go into detail to explain the legal ramification of public liability, however, a general understanding of it will help to clarify why risk management is important. Councils and clubs must work together to mitigate risks to players, spectators and the public and the subsequent legal action.

As you would already be aware, a majority of the grounds used by soccer clubs are either owned or controlled by local councils or where Crown land is used, the Department of Natural Resources and Environment. The council, as owners of the ground, have a responsibility for maintaining the playing field and any other facilities on the premises. In addition, the Club, as occupier, also has a responsibility to ensure they are providing their members with a safe environment.



When incidents occur and legal action is commenced, the allegation of negligence are generally made towards the “Occupier” of the ground ie the Soccer Club and the “Owner” of the ground ie the Council. The plaintiff would seek compensation from the Council, the Club, the League, Soccer Australia and anyone else they can find.

When it come to defining both the “Occupiers” Liability and the “Owners” Liability it becomes difficult because the law is not clear cut at to where one parties responsibilities start and the other stop. In reality, the decisions will depend on the individual circumstances and it will depend on factors including but not limited to; nature of the property, nature of the occupiers activities, lease contracts, maintenance contracts, etc

The result of all this is that Soccer Clubs and Councils have a vested interested in working together to ensure risk management is practised by both parties in order to minimise both the likelihood and consequence of incidents from occurring.

Council Liaison

The above information should emphasise to Soccer Clubs the importance of establishing regular and useful communications with councils and local government representatives. Because both parties have a responsibility to ensure facilities are maintained and prepared to a satisfactory standard, both parties need to keep the other informed regarding rectifications or improvements required.

In addition, it is important from the Clubs perspective, that all correspondence regarding facility maintenance and preparation is documented and filed in an appropriate place for future reference, if required.

How to use this Manual

This Manual has been designed so that all non professional clubs within the Soccer community may use it. There is a large diversity of Clubs, including the large, financially sound and highly managed Clubs to the smaller, volunteer organisations. This diversity means that the contents of this Manual needs to be broad enough to cover the issues relevant to the more sophisticated Clubs as well as the smaller Clubs.

This Manual has been designed as a starting point for each Club to use as a basis for developing their own individual risk management programme. Individual Club management should review the operations of their Club in order to determine the specific requirements for their risk management programme. This Manual should then be tailored so that the checklists and response guidelines are relevant to the risks apparent in that Club.

It should be emphasised that some of the contents included in this Manual may seem inappropriate for many of the smaller Clubs. Therefore, when tailoring this Manual to their requirements these unnecessary items may be disregarded. Similarly, there is likely to be other issues not covered in this Manual that should be added.

Through our discussions and the risk assessment workshop with the representatives from Soccer Australia, we understand that one of the major concerns regarding sporting clubs is their exposure to public liability. Accordingly, the majority of this Manual is designed to assist you in developing procedures to effectively manage and minimise these public liability exposures. There is a section entirely devoted to explaining the legal principles associated with public liability and how these impact on the day to day management of a Soccer club.

As previously mentioned, the intention of this Manual is to create a logical system or process for managing risk. We have provided the tools that each club can use in order to perform the individual tasks outlined in the risk management process outline.



Implementation

The Manual provides the Club with a management system that is broken into individual stages for implementation. We have outlined the individual process and expected outcomes from each stage in order to assist you with the implementation process.

Stage 1: Establishing policy and procedures. This process will establish a commitment to risk management and ensure that the existing policies and procedures meet the targeted objectives of the Club.

Stage 2: Planned Inspections & Checklists. These documents have been developed as a guide to assist you with risk related inspections and checklists. These should be used in conjunction with a diary system of planned activities, inspections, incident responses, incident reports and training (eg ground inspections) that occur on a regular basis for your Club.

The checklists are to be used on a rotational basis so all elements are checked at least monthly. All checklists & inspections are to be logged in the Monthly Risk Report.

When required, the Safety Defect Job Card from Section 5 is filled out and a copy is to be attached to the Activity Report for the delegated club official to review.

Stage 3: Incident Response Guides. These have been developed for a guide from particular incidents that have occurred (eg player/staff injury) and you may need to customise these for your Club's operations.

Stage 4: Incident Reporting. This is to be filled out immediately after an incident has been attended to. It is important to note:

- 1) the club members should NEVER admit liability.
- 2) discretion and formality should be used in obtaining the information for the form.
- 3) photos taken immediately after any incident are useful in an investigation and should be held with incident form.

Stage 5: Safety Defect Card. This card is to be filled out following deficiencies or hazards that are observed during the routine inspection and after an incident.

The Safety Defect Job Card is to be numbered and recorded on the monthly activity report as well as on a copy of a Defect Card.

Stage 6: Risk Management Training. This should be done in a structured training format for instruction and feedback for the support and development of ongoing Risk Management activities.

This involves pre-planned meetings covering:

- Incident Response Guides,
- Inspection Programmes
- Specialised Training eg. first aid training
- Follow up of incidents
- General issues raised by staff



IT IS IMPORTANT TO PROVIDE STRUCTURED AND FORMALISED (DOCUMENTED) TRAINING AND EDUCATION OF MEMBERS FOR PREVENTION AND MITIGATION OF LOSSES.

Stage 7: **Management Action & Review.** The final stage in this process is for Club management to develop prioritised risk control recommendations and to ensure their ongoing effective implementation.

Club management must monitor and review current status of risk management initiatives to ensure their completion and signoff. This should include:

- i) Monthly Risk Reports to be filled out as a planned monthly routine, based on the inspections and training at your Club.
- ii) Activity Reports. This is a detailed breakdown of the planned activities and incident reports which is to be filled in fully for all planned activities and incidents.

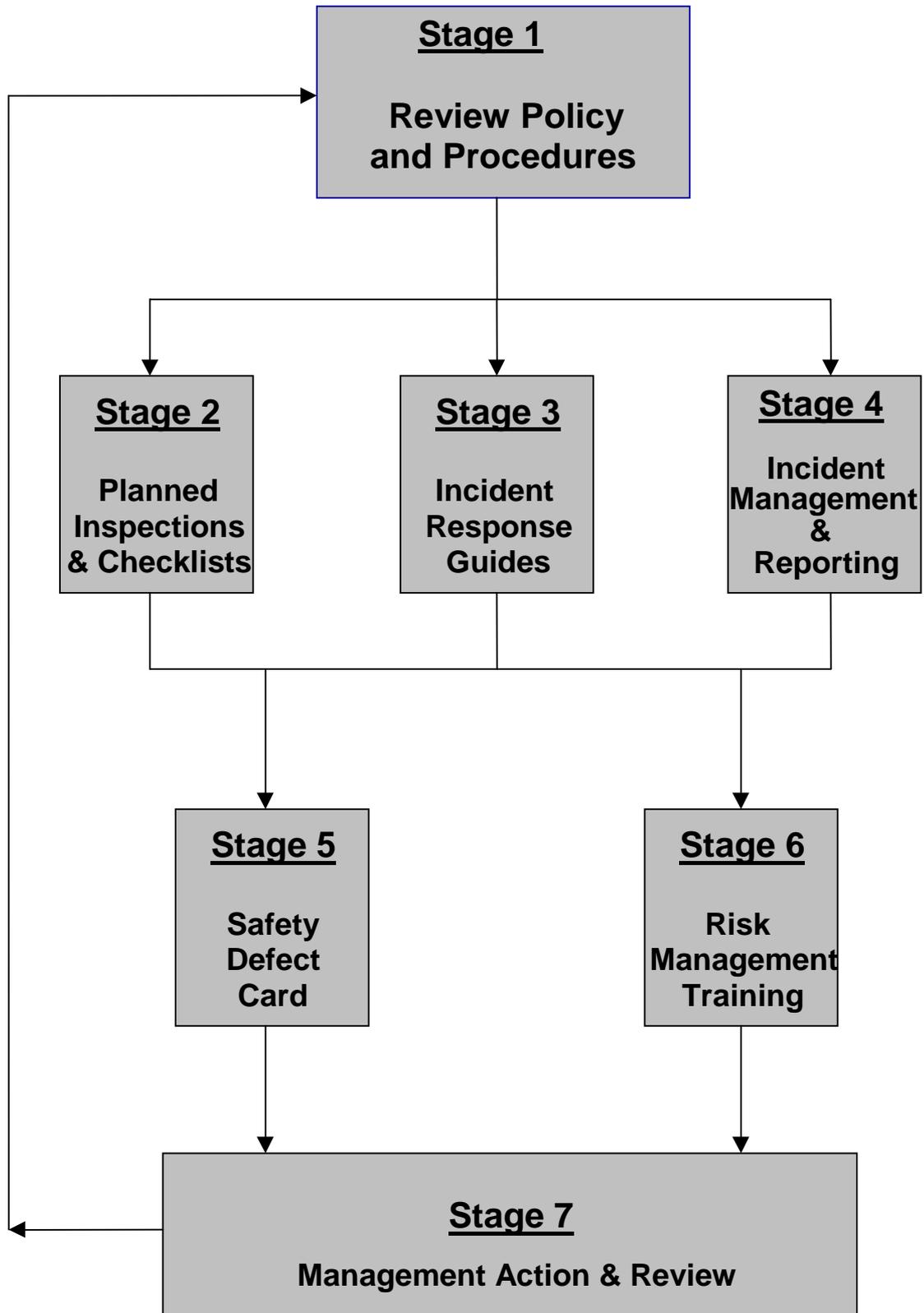
NB: The Monthly Risk Report and Activity Report is to be submitted, reviewed and filed by the delegated club official every month.

These reports will be audited regularly by Club Management

The following page provides you with a flow diagram which illustrates the individual stages of implementation and the systematic nature of the programme. It is important to remember that the effective implementation of this programme is an ongoing process that will involve continuous monitoring and review.



Risk Management Process Outline





EMERGENCY

TELEPHONE NUMBERS

AMBULANCE

HOSPITAL

POLICE

**FIRST AIDER
/ TRAINER**

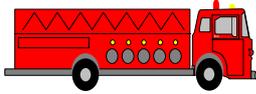
FIRE STATION

ELECTRICITY

GAS

WATER

**MUNICIPAL EMERGENCY
OFFICER**



MANAGEMENT EMERGENCY NUMBERS

CLUB CONTACT (HOME)

CLUB CONTACT (BUSINESS)

CLUB CONTACT (MOBILE)

GROUND MANAGER

**MUNICIPAL EMERGENCY
OFFICER**

INSURANCE BROKER / AGENT



SECTION 1 – ESTABLISHING RISK MANAGEMENT POLICY AND PROCEDURES

The development of a meaningful risk management programme depends on the commitment from senior people within the Club.

One method of demonstrating their intent is to develop a risk and safety management policy which contains a clear statement on achieving the targeted performance objectives and controlling risk exposures. The commitment may be illustrated by indicating the specific allocation of resources to risk management.

The policy should be signed by the Club's President , dated and reviewed on a regular basis. This review shall ensure that the policy and procedures are effective in meeting the predetermined targets.

Having developed a policy regarding the management of risk exposures, appropriate procedures need to be developed for the effective implementation of control mechanisms which mitigate and minimise the identified risks.

Documented formal control procedures will enable the development of appropriate standards or benchmarks as targeted performance objectives. Such measures will also enable club management to monitor and review the effectiveness of these procedures.

To assist with the development of the formal procedures we have included in this Manual a section detailing safety response guides which may form the basis of the formalised procedures.



RISK MANAGEMENT POLICY

Both Soccer Australia and this club are fully committed to the implementation of effective risk management strategies in order to provide a safe and enjoyable environment and protect the well being of players, spectators, officials and visitors.

The objectives of this strategy are to minimise the number of hazards in and around the club facilities and to minimise the occurrence of unsafe incidents which may result in a personal injury or damages being sustained.

Our methodology to effect risk management is to adopt a systematic approach to the management of risk within the environment for which we may have control. The systematic process involves the identification and evaluation of hazards through a process of routine facility inspections using checklists and other documentation as guides during this process.

Where hazards are identified, the necessary rectification procedures will be developed, prioritised and implemented in accordance with an action plan.

These processes are documented and monitored in order to ensure their completion to satisfactory standards as identified by the Club and Soccer Australia. The on going effectiveness of this process shall be monitored and management by the administrators of the club.

Whilst there is no specialist expertise required to implement the risk management process, the club and Soccer Australia are committed to providing ongoing awareness training on risk management in order to ensure continuous understanding of this process and how it is implemented.

Necessary documentation such as policies, procedures, checklists, incident response guides, Safety Defect Cards and Monthly Risk Reports, may be found with the Soccer Australia Risk Management Manual. This document is accessible via This document will provide instructions and detailed procedures to assist club administrators with the implementation of the risk management process.

Responsibility and accountability for the implementation of risk management within the club will rest with the operating committee. Since good risk management will have a positive effect on future insurance premiums, it is important that the club remains committed to this process and that the appointed club administrators incorporate performance in risk management as one of the key performance indicators of their role.

It is important that the risk management system remains effective. In order to ensure this, the performance of the system will be regularly reviewed by this club and Soccer Australia. The review will take into consideration factors such as the clubs ability to adhere to procedures, meeting objectives and reviewing whether it is being successful in controlling hazardous incidents and/or insurance claims.



FAIR PLAY IN SPORT - CODES OF BEHAVIOUR

Players Code of Behaviour

.

Play by the rules

.

Never argue with an official. If you disagree, have your captain, coach or manager approach the official during a break or after the competition.

.

Control your temper. Verbal abuse of officials and sledging other players, deliberately distracting or provoking an opponent are not acceptable or permitted behaviours in any sport.

.

Work equally hard for yourself and/or your team. Your team's performance will benefit, so will you.

.

Be a good sport. Applaud all good plays whether they are made by your team or the opposition.

.

Treat all participants in your sport as you like to be treated. Do not bully or take unfair advantage of another competitor.

.

Cooperate with your coach, teammates and opponents. Without them there would be no competition.

.

Participate for your own enjoyment and benefit, not just to please parents and coaches.

.

Respect the rights, dignity and worth of all participants regardless of their gender, ability, cultural background or religion.



Parents Code of Behaviour



Remember that children participate in sport for their enjoyment, not yours.

Encourage children to participate, do not force them.

Focus on the child's efforts and performance rather than winning or losing.

Encourage children always to play according to the rules and to settle disagreements without resorting to hostility or violence.

Never ridicule or yell at a child for making a mistake or losing a competition.

Remember that children learn best by example. Appreciate good performances and skilful plays by all participants.

Support all efforts to remove verbal and physical abuse from sporting activities.

Respect officials' decisions and teach children to do likewise.

Show appreciation for volunteer coaches, officials and administrators. Without them, your child could not participate.

Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.



Coaches Code of Behaviour

.

Remember that young people participate for pleasure and winning are only part of the fun.

.

Never ridicule or yell at a young player for making a mistake or not coming first.

.

Be reasonable in your demands on players' time, energy and enthusiasm.

.

Operate within the rules and spirit of your sport and teach your players to do the same.

.

Ensure that the time players spend with you is a positive experience. All young people are deserving of equal attention and opportunities.

.

Avoid overplaying the talented players; the just average need and deserve equal time.

.

Ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all players.

.

Display control, respect and professionalism to all involved with the sport. This includes opponents, coaches, officials, administrators, the media, parents and spectators. Encourage your players to do the same.

.

Show concern and caution toward sick and injured players. Follow the advice of a physician when determining whether an injured player is ready to recommence training or competition.



Obtain appropriate qualifications and keep up to date with the latest coaching practices and the principles of growth and development of young people.

Any physical contact with a young person should be appropriate to the situation and necessary for the player's skill development.

Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Teachers Code of Behaviour

Encourage young people to develop basic skills in a variety of sports and discourage overspecialisation in one event, sport or playing position.

Create opportunities to teach appropriate sports behaviour as well as basic skills.

Give priority to free play activities, skill learning and modified sports over highly structured competition for primary school children.

Prepare young people for intra and inter school competition by teaching them basic sport skills.

Make young people aware of the positive benefits of participation in sporting activities.

Keep up to date with coaching practices and the principles of physical growth and development. Read and use the latest coaching and teaching resources for junior sport.



Help young people understand the differences between the junior competition they participate in and professional sport.

Help young people understand that playing by the rules is their responsibility.

Give all young people equal opportunities to participate in administration, coaching and refereeing as well as playing.

Support implementation of the National Junior Sport Policy.

Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Administrators Code of Behaviour

Involve young people in planning, leadership, evaluation and decision making related to the activity.

Give all young people equal opportunities to participate.

Create pathways for young people to participate in sport not just as a player but as a coach, referee, administrator etc.

Ensure that rules, equipment, length of games and training schedules are modified to suit the age, ability and maturity level of young players.



.
Provide quality supervision and instruction for junior players.

.
Remember that young people participate for their enjoyment and benefit. Do not overemphasise awards.

.
Help coaches and officials highlight appropriate behaviour and skill development, and help improve the standards of coaching and officiating.

.
Ensure that everyone involved in junior sport emphasises fair play, and not winning at all costs.

.
Give a code of behaviour sheet to spectators, officials, parents, coaches, players and the media, and encourage them to follow it.

.
Remember, you set an example. Your behaviour and comments should be positive and supportive.

.
Support implementation of the National Junior Sport Policy.

.
Make it clear that abusing young people in any way is unacceptable and will result in disciplinary action.

.
Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.



Modify rules and regulations to match the skill levels and needs of young people.

.

Compliment and encourage all participants.

.

Be consistent, objective and courteous when making decisions.

.

Condemn unsporting behaviour and promote respect for all opponents.

.

Emphasise the spirit of the game rather than the errors.

.

Encourage and promote rule changes, which will make participation more enjoyable.

.

Be a good sport yourself. Actions speak louder than words.

.

Keep up to date with the latest trends in officiating and the principles of growth and development of young people.

.

Remember, you set an example. Your behaviour and comments should be positive and supportive.

.

Place the safety and welfare of the participants above all else.



Give all young people a 'fair go' regardless of their gender, ability, cultural background or religion.

Media Code of Behaviour

Provide coverage of young people's competitive and non-competitive sport as well as reporting adult sport.

Be aware of the differences between adult sport, professional sport and modified sports programs for young people.

Don't highlight isolated incidents of inappropriate sporting behaviour.

Focus upon a young player's fair play and honest effort.

Do not place unfair expectations on young people. They are not miniature professionals.

Describe and report on the problems of young people participating in organised sport.

Focus on the abilities and not the disabilities of young people.

Avoid reinforcing stereotypical views on the involvement of boys/girls in particular sports.

Give equal time and space to reporting boys and girls sports.



Familiarise yourself with the National Junior Sport Policy.

Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Spectators Code of Behaviour

Remember that young people participate in sport for their enjoyment and benefit, not yours.

Applaud good performance and efforts from all individuals and teams. Congratulate all participants on their performance regardless of the game's outcome.

Respect the decisions of officials and teach young people to do the same.

Never ridicule or scold a young player for making a mistake. Positive comments are motivational

Condemn the use of violence in any form, whether it is by spectators, coaches, officials or players.

Show respect for your team's opponents. Without them there would be no game.

Encourage players to follow the rules and the officials' decisions.



Do not use foul language, sledge or harass players, coaches or officials.

Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Courtesy of the Australian Sports Commission - Community Programs, Research & Ethics - [Sport Development](#).



ACCEPTABLE GROUND CONDITIONS & LAYOUT



Soccer Venues: Recommended Minimum Requirements

EXTRACT FROM VSF REGULATIONS

CLASSIFICATION OF GROUNDS

All grounds used shall be classified as "A", "B", C or "D" Class Grounds as follows:

Class "A"	Premier League
Class "B"	State League Division One
Class "C"	State League, Division Two and Three and Provisional League, Division One
Class "D"	Provisional League, Division Two and Three and Women's League

CLASS A REQUIREMENTS

Class "A" Grounds must meet the following essential requirements:

Playing Arena

- a) The pitch shall be at least 100 metres in length and 64 metres in width
- b) The pitch shall be an evenly grassed surface, marked in accordance with the laws of the game
- c) A chain wire fence around the pitch, with a minimum height of 1.1 metres, and at minimum 3 metres in distance from the side lines and goal lines
- d) A player's race from the dressing rooms to the playing area, with a minimum height of 2.2 metres and a minimum width of 2 metres
- e) Goalposts, goal nets and corner flags of approved material, colour and dimensions
- f) Two covered coaches/substitutes benches/dugouts, with adequate seating for eight (8) people

Player Amenities

- a) Two players and one referees, lockable, dressing rooms, with:
 - i) shower area floors and walls to 1.2 metres, finished in impervious material, providing hot and cold water showers
 - ii) toilets
- b) A first aid room

Spectator Amenities

- a) Spectator amenities shall be fully enclosed with perimeter fencing, at least 1.8 metres high
- b) Entrances for collection of entry fees



- c) Car parking for 200 cars within 200 metres of the ground
- d) A scoreboard, clearly visible to the majority of spectators and the media/press box
- e) At least two urinals and one cubicle, and two cubicles in the male and female public toilets

A canteen/kiosk serving hot and cold drinks and snack foods

Other

- a) A media room with two telephone handsets and a facsimile machine
- b) A media viewing area, providing unobstructed views of the playing arena and scoreboard
- c) Public address system

The following are preferred, but not essential requirements for Class 'A' grounds:

Playing Arena

- a) A pitch of 105 metres in length and 68 metres in width
- b) Floodlights to match standard

Player Amenities

- a) Players dressing rooms, each at least 20m² with tiled and/or stainless steel shower area
floors and walls to 2 metres
- b) Referees dressing rooms at least 10m², with tiled and/or stainless steel shower area floors and walls to
2 metres
- c) First aid room at least 15m² constructed to ensure it is maintained in a clean and sterile condition

Spectator amenities

- a) Perimeter fencing, at least 2 metres high
- b) External signboard, displaying the names of teams playing
- c) Car parking for 500 cars, within 100 metres of the ground
- d) Covered spectator accommodation for 300 people
- e) Covered spectator seating for 100 people
- f) An indoor refreshment area (approximately 200m²), with views over the playing arena

Other

- a) One flagpole



CLASS B REQUIREMENTS

Class "B" grounds must meet the following essential requirements:

Playing Arena

- a) The pitch shall be at least 96 metres in length and 64 metres in width
- b) The pitch shall be an evenly grassed surface, marked in accordance with the laws of the game
- c) A permanent fence around the pitch, with a minimum height of 1.1 metres, and at minimum 3 metres in distance from the side lines and goal lines
- d) A player's race from the dressing room to the playing area, with a minimum height of 2.2 metres and a minimum width of 2.2 metres
- e) Goalposts, goal nets and corner flags of approved material, colour and dimensions
- f) Two covered coaches/substitutes benches, with adequate seating for eight (8) people

Player Amenities

- a) Two players and one referees, lockable, dressing rooms, hot and cold water showers, and access to toilets within the building structure
- b) A first aid area, including basic equipment

Spectator Amenities

- a) A scoreboard, clearly visible to the majority of spectators
- b) Male and female public toilets

The following are preferred, but not essential requirements for Class "B" grounds:

Playing Arena

- a) A pitch of 105 metres in length and 68 metres in width
- b) A chain wire fence around the pitch, with a minimum height of 1.1 metres

Player Amenities

- a) Players dressing rooms, each at least 20m²
- b) Referees dressing rooms at least 10m²
- c) First aid room at least 15m², constructed to ensure it is maintained in a clean and sterile condition

Spectator amenities

- a) Canteen/kiosk serving hot and cold drinks and snack foods



CLASS C REQUIREMENTS

Class "C" grounds must meet the following essential requirements:

Playing Arena

- a) The pitch shall be at least 96 metres in length and 64 metres in width
- b) The pitch shall be a level, evenly grassed surface, marked in accordance with the laws of the game
- c) A minimum distance of 3 metres must be provided from the side lines and goal lines to the public viewing position or barrier fence (if present) including the respective team benches
- d) Goalposts, goal nets and corner flags of approved material, colour and dimensions
- e) Two covered coaches/substitutes benches, with adequate seating for five (5) people

Player Amenities

- a) Two players and one referees, lockable, dressing rooms, hot and cold water showers, and access to toilets within the building structure
- b) First aid area, including basic equipment

Spectator Amenities

- a) Male and female public toilets (may be shared with player/referee toilets)

The following are preferred, but not essential requirements for Class "C" grounds:

Playing Arena

- a) A pitch of 105 metres in length and 68 metres in width
- b) A fence around the pitch (permanent or temporarily erected for each game)

Player Amenities

- a) Players dressing rooms, each at least 20m²
- b) Referees dressing rooms at least 10m²
- c) First aid room at least 15m² constructed to ensure it is maintained in a clean and sterile condition

Spectator amenities

- a) Scoreboard
- b) Canteen/kiosk serving hot and cold drinks and snack foods



CLASS D REQUIREMENTS

Class "D" grounds must meet the following essential requirements:

Playing Arena

- a) The pitch shall be at least 96 metres in length and 64 metres in width
- b) The pitch shall be a level, evenly grassed surface, marked in accordance with the laws of the game
- c) A minimum distance of 3 metres must be provided from the side lines and goal lines to the public viewing position or barrier fence (if present) including the respective team benches
- d) Goalposts, goal nets and corner flags of approved material, colour and dimensions
- e) Two covered coaches/substitutes benches, with adequate seating for five (5) people

Player Amenities

- a) Dressing rooms for players and referees with hot and cold water showers
- b) Toilets

The following are preferred, but not essential requirements for Class "D" grounds:

Playing Arena

- a) A pitch of 105 metres in length and 68 metres in width

Player Amenities

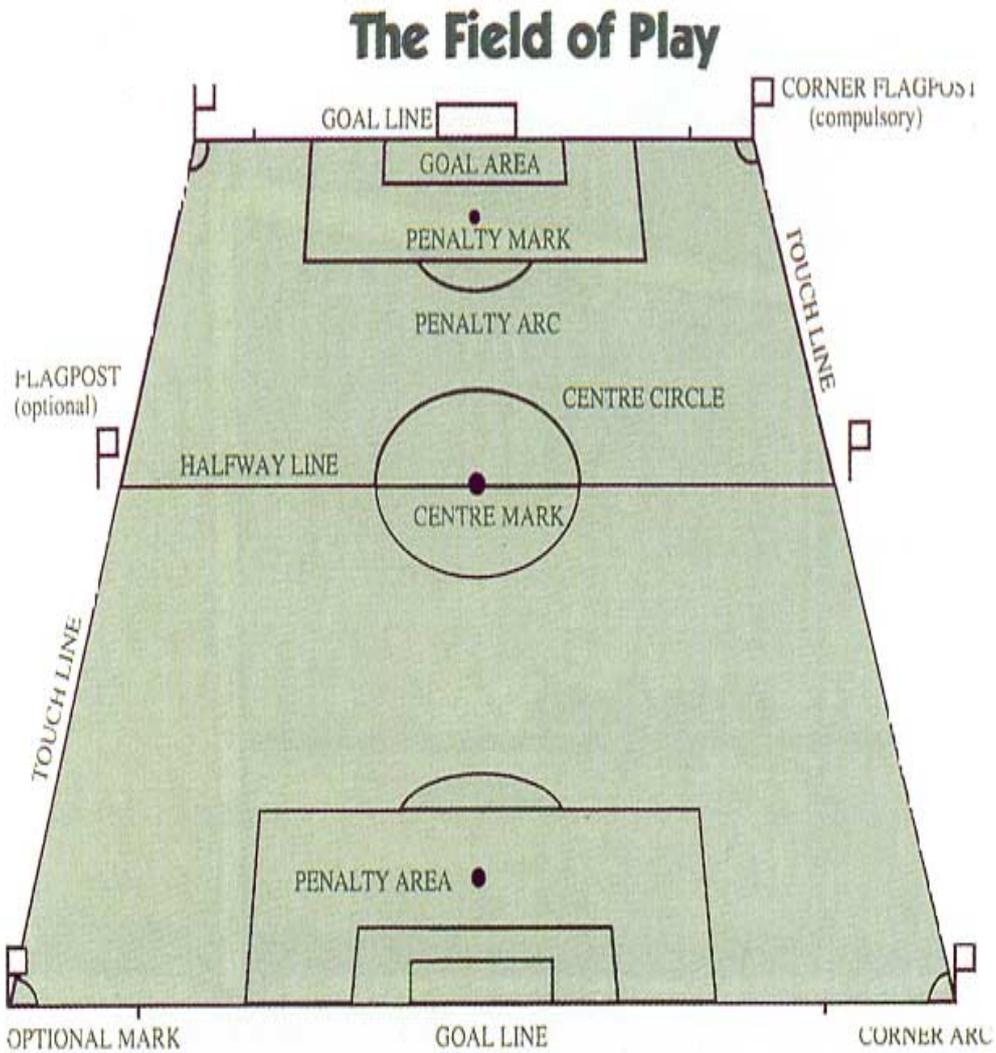
- a) Access to toilets within the building structure
- b) Separate players and referees dressing rooms
- c) First aid room

Spectator amenities

- a) Canteen/kiosk serving hot and cold drinks and snack foods
- c) Scoreboard

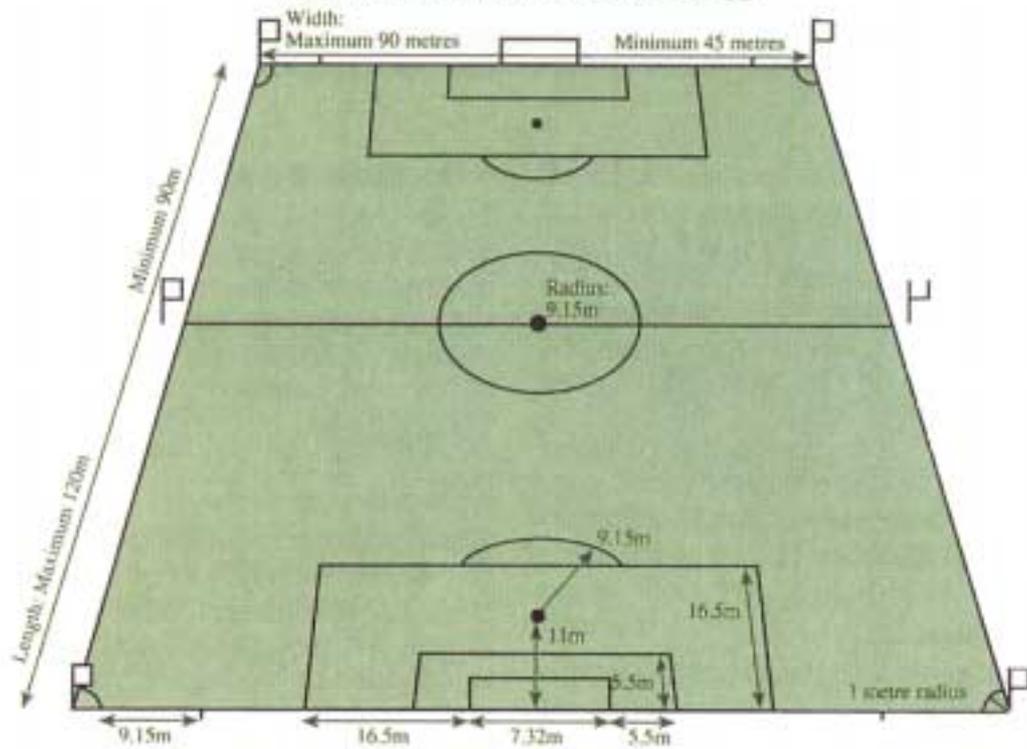


GROUND LAYOUT DIAGRAMS

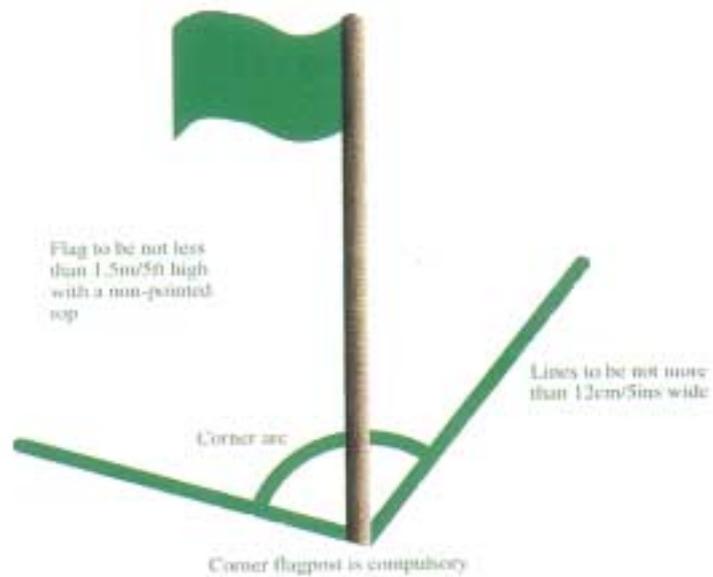




Metric Measurements



Corner Flagpost





SOCCER AUSTRALIA

POLICY ON SPORTING EQUIPMENT AND FACILITY SAFETY

1.0 Application

Concern for safety should be reflected in administration policies and procedures.

Administration policies and procedures should focus on two (2) aspects.

- 1.01 Preventative measures.
- 1.02 Accident procedures.

2.0 Preventative Measures

2.01 Documentation and Record Keeping System

An effective documentation and record keeping system is crucial to any risk management system. Documentation serves a dual function.

- 2.01.1 It is an important part of a well-organised and planned sport that can lead to the development and delivery of safer activities.
- 2.01.2 If it is regularly maintained, it provides a written record of procedures followed, and action taken, that can be relied upon at a later date and may serve as factual evidence in the event of a lawsuit.

2.02 Maintenance and Inspection Report

Maintenance and inspection reports for both facilities and equipment provide written confirmation of continuing efforts to maintain a reasonable level of safety and function that the legal standard of care requires.

2.03 Accident Reports



Detailed and accurate reports provide documentary evidence regarding the exact circumstances of an injury, and the emergency procedures followed.

2.04 Consent Forms

Informed consent forms provide documentary evidence that the participant understood and accepted the inherent risk of the sport and his or her obligation to exercise reasonable care.

2.05 Health/Fitness Examination Forms

The information that is provided in these forms will allow Affiliated Associations/Clubs to evaluate a player's medical eligibility for participation.

2.06 Player's Questionnaire

Issuing questionnaires allows Affiliated Associations/Clubs to gain valuable information about a player's:

2.06.1 Skill level

2.06.2 Physical and mental preparedness for the activity

2.06.3 Medical Insurance coverage

2.07 Public Relations

Strong public relations is an extremely valuable tool because players accept the safety issue when they know that their own Affiliated Association/Club is sincerely concerned about their safety and well being.

2.08 Personnel to Implement

An Affiliated Association/Club can have the best risk management system in place, but if competent personnel cannot properly implement the risk management system at all levels, it is worth very little.

2.09 Maintenance and Inspection

One of the most important elements in a risk management system is the maintenance of facilities and equipment. A system of inspection accompanying written records is absolutely essential and there are three types of inspection that should be carried out.

2.09.1 Informal Inspection

Members of the Affiliated Association/Club should be encouraged to identify and report substandard conditions of practices.

2.09.2 General Inspection

The purpose of the general inspection is to identify normal wear and tear and general deterioration of all equipment and facilities, and to have a systematic program of reconditioning or replacement before injury occurs. Responsibility for this general inspection should be assigned to Affiliated Associations'/Clubs' Ground's Committee.

2.09.3. External Inspection



This involves bringing in qualified external inspectors familiar with soccer facilities and equipment.

2.10 Warnings

Warnings can be either oral or in the form of a sign.

The real essence of warnings is effective communication, whether with a player or a spectator, so that the person is knowledgeable about the nature of the risk involved.

For a warning to be effective it should be:

- 2.10.1 Obvious and direct.
- 2.10.2 Specific as to the risk and should clearly indicate the risk.
- 2.10.3 Comprehensible and must be in language that can be clearly understood.
- 2.10.4 Highly visible and should be located at the point of the hazard. It should be large enough to be easily noticed.

3.0 Accident Procedures

3.01 Emergency Procedures

If no area is advance preparation more crucial than in the area of emergency procedures. Affiliated Associations/Clubs should identify all the potential emergencies to which the Affiliated Associations and Clubs may have to respond, and work out in advance how the Affiliated Associations and Clubs are going to respond to each type of emergency. Ensure that everyone involved is made aware of the appropriate procedures and provided with the necessary training to carry out these procedures.

3.02 Emergency Equipment

It is crucial all appropriate emergency equipment is purchased and located where it can be used in an emergency eg. stretcher, neck brace, filled medical kit and appropriately supplied at all times.

3.03 Insurance

Adequate insurance is essential and ensure that the Affiliated Association understands what the terms of their insurance policy are, and the policy covers all reason of risk

3.04 Damage Control

The manner in which the Affiliated Associations/Clubs respond to the player's injury is crucial. The speed and efficiency of the Affiliated Associations/Clubs action can directly effect the amount of damage suffered. Knowing what to do in an emergency can be difficult, which is why advanced planning of emergency is essential.

3.05 First Aid



Clubs must ensure that they provide Sports Medicine, or St Johns trained personnel, are available at the grounds during regular fixture matches.

4.0 Practical Guidelines for Equipment Safety

4.01 General

The list of sound guidelines is suggested for Affiliated Associations/Clubs responsible for the provision of safe sporting equipment and facilities. The guidelines are not intended to be inclusive of all those considered to be necessary in maintaining safe equipment and facilities.

4.02 Equipment

- 4.02.1 Provide adequate safety equipment that meets the standards considered usual in soccer.
- 4.02.2 Recognise that a player is only expected to act as a reasonable person of the same age, intelligence, and experience would act.
- 4.02.3 Instigate immediate corrective action after notice of dangerous or defective conditions of equipment.
- 4.02.4 Only use equipment in accordance with its intended purpose.
- 4.02.5 Provide adequate storage facilities for storing soccer equipment when not in use.
- 4.02.6 Purchase quality soccer equipment from reputable dealers who will guarantee their product.
- 4.02.7 Designate a person to be responsible for the regular inspection of and report on equipment and removal of defective and/or worn equipment from use.
- 4.02.9 Detailed written records should be kept of all injuries related to defective and/or equipment.
- 4.02.10 Do not give secondhand equipment to junior or lower grade teams when equipment becomes worn or defective unless it has been inspected and restored to proper usable condition.
- 4.02.11 Avoid purchasing experimental equipment unless such equipment has been thoroughly treated and safety approved.
- 4.02.12 Stay up to date in the latest lines of safety equipment available.
- 4.02.13 Ensure the equipment fits the players.
- 4.02.14 Do not modify equipment unless it is in accordance with the manufacturer's express instructions.
- 4.02.15 Do not let unprofessional people repair equipment.



- 4.02.16 Periodically evaluate all your equipment, particularly its wear and tear and its usefulness.
- 4.02.17 Always try to buy the very best equipment soccer can afford.
- 4.02.18 Players should be encouraged to check for common safety measures involving their equipment.
- 4.02.19 Maintain all pieces of equipment according to the manufacturer's guidelines.

5.0 Facilities Precautions

Provision of adequate and safe facilities requires careful attention to all sections as follows:

- 5.01 Providing a safe facility begins in the design stage. Use recommended standards when designing a facility.
- 5.02 Do not place glass surfaces, wires, poles, sprinklers, sharp or blind corners near areas where soccer activities will take place.
- 5.03 A safety officer and sports facility design consultant should review the plans examining for potential safety danger spots.
- 5.04 Inspect facilities regularly, periodically and thoroughly for dangerous conditions and complete necessary repairs before the facility is used again.
- 5.05 Maintain facilities at National or State Standards in relation to facilities of a similar size or focus.
- 5.06 Maintain facilities in good condition.
- 5.07 Whilst acknowledging that both players and spectators assume the risks inherent in soccer activity, they do not assume the risk of dangerous or defective conditions of facilities.
- 5.08 Protective screening shall be provided behind goal nets since these are the areas that provide the greatest danger of being struck with a ball.
- 5.09 Keep playing fields free from all obstacles such as broken glass, holes, debris that could endanger the safety of players.
- 5.10 Players themselves should be made to check for common safety hazards involving facilities or field surfaces.
- 5.11 Ensure all appropriate goal nets, goal posts, team stands, referee room, corner flags (FIFA approved) are maintained in a safe condition.
- 5.12 Ensure reasonable medical care is available or easily accessible to deal with injuries to players or spectators.
- 5.13 Limit number of players on fields to prevent overcrowding.



6.0 Changing Rooms

Changing rooms:

- 6.01 should have adequate player space and seating facilities
- 6.02 space should be provided so as equipment can be laid out with trainers having adequate area to assist players
- 6.03 should, where possible, have a separate medical room, with appropriate medical equipment, storage facilities, wash basins and treatment couches
- 6.04 with showers and toilets designed appropriately, giving clear and easy access to change and medical rooms
- 6.05 the cleaning of all areas regularly and particularly after use is a priority

7.0 Surrounds of Playing Area

- 7.01 All equipment not required for the playing of soccer, should be a safe distance away from the playing area.
- 7.02 Emergency information must be easily accessible.
- 7.03 Organised car parking should be provided ensuring no inconvenience to players and spectators.
- 7.04 Access for emergency vehicle facility and playing surface must be a priority.

8.0 Conclusion

Finally, take the initiative and implement safe practices and risk management strategies, ensuring and providing a safe environment for soccer.



ACCREDITATION

Officials / Administrators

Coaches

Official Club Runners / Trainers / Water Carriers

Coaches & Trainers

Referees



COURSE INSTRUCTOR'S CODE OF CONDUCT AND COURSE RESPONSIBILITIES

Soccer Australia is committed to providing a non discriminatory culture on all courses and is active in providing policies and procedures which enable equity regardless of sex, race, parental or marital status, age, religion, physical disabilities or any other criteria not specifically related to a candidates potential abilities as a coach.

This code of conduct and course responsibilities shall apply to all Soccer Australia Course Instructors throughout Australia. Any breach thereof may result in disciplinary action by Soccer Australia and/or State Federations with possible withdrawal of an Instructor's Licence.

- (a) An instructor is to conduct all Courses within the guidelines of Soccer Australia's course criteria for the course to be recognized.
- (b) An instructor must not during the course or after a course in which they are instructing on, abuse or address a candidate using insulting terms or act in a provocative manner towards a candidate.
- (c) An instructor must not while engaged in the course use crude or abusive language that may be determined offensive by a candidate or engage in any conduct detrimental to the spirit or image of the game.
- (d) An instructor must at all times abide by this Code of Conduct established for Soccer Australia's Course Instructor's.
- (e) An instructor must at all times act, dress and behave at the course in a professional manner in line with Soccer Australia and State Federation standards.
- (f) An instructor in representing Soccer Australia/State Federation must accept all reasonable directions of the National/State Coaching and Development Manager and must not engage in any public acts of misconduct or unruly behaviour while representing Soccer Australia/State Federation.
- (g) An instructor shall not, at any time make comment in any publication, regarding the course or candidates whether written, televised or broadcast, which is detrimental to the interest, welfare or image of Soccer Australia/State Federation or the candidates.
- (h) An instructor shall not use, attempt to use, have in their possession, attempt to have in their possession, traffic or attempt to traffic a drug dependence.
- (i) An instructor shall not participate in nor promote any demonstration or propaganda of any kind or form including, but not limited to, political, religious or racist while instructing or attending a course.
- (j) An instructor shall not comment, issue, authorise, offer or endorse any public criticism or statement having or designed to have an effect prejudicial to the best interest of Soccer Australia, State Federation, FIFA or any member of Soccer Australia/State Federation.



- (k) An instructor shall be obliged to ensure the continued support of Soccer Australia/State Federation by commercial entities by assisting and co-operating with Soccer Australia/State Federation and its sponsor and licensee's to enable Soccer Australia to maximise the promotional benefit from their sponsorship.
- (l) An instructor shall not do anything by act or omission which in the normal course of events is likely to incite violence or other acts of disorder amongst candidates or players on a course.
- (m) An instructor shall use only Soccer Australia authorised Course literature and assessment material throughout the course and at the completion of the course.
- (n) An instructor shall not smoke within the immediate area of candidates, the training field or lecture rooms, or partake in alcohol consumption while Instructing or attending a Course.
- (o) An instructor at all times will abide by Soccer Australia, the Australian Coaching Council and State Federation "Duty of Care and Harassment Free Sport Guidelines".
- (p) An instructor must consent to abide by Soccer Australia's Course Instructor's Code of Conduct and Course Responsibilities, by signing this form.
- (q) An instructor must consent to a screening procedure where all course instructors may be required to consent to a police check.

These regulations were adopted by Soccer Australia's Technical Committee, January 2002.

Jim Selby
National Coaching and Development Manager

I have read and understand the above Instructor's Code of Conduct and agree to comply with its directions.

Name: _____

State: _____

Signed: _____

Date: _____

Instructor Licence No. _____

This form must be signed and returned to Soccer Australia before the Instructors Licence is authorized.



DECLARATION OF UNSAFE PLAYING CONDITIONS

In order to ensure the safest possible playing conditions are available, an inspection of the ground/pitch is required prior to the commencement of play.

Clubs are provided with both **Ground Condition and Match Day** checklists that should be completed before play can commence. This checklist is located in Section 2 of this Manual.

Condition of Ground

Where there is doubt regarding the condition of a ground where a competition match is to be played, the matter should be referred to the Referee. Consultation between the referee, both captains and senior officials from each club should take place, with the final decision resting with the referee.



SOCCER AUSTRALIA

POLICY ON ALCOHOL

1.0 Effects

1.01 Effects on Reflexes

Contrary to popular belief alcohol is a depressant drug that dampens the reflex mechanisms. This results in a steadying of hand together with the psychological side effect of boosting confidence by, in some cases, depressing fears and masking inhibitions.

1.02 Body Effects

The effect of alcohol on the body varies between each person and circumstances. The following immediate effects of alcohol are registered in all people to a varying extent depending on the volume consumed, the physiology and circumstances at the time.

- 1.02.1 Loss of inhibitions
- 1.02.2 Flushing and dizziness
- 1.02.3 General impairment of brain and nervous system functions
- 1.02.4 Loss of co-ordination to varying degrees
- 1.02.5 Slower reactions
- 1.02.6 Aggression

2.0 Excess

Soccer Australia is cognisant of the potential danger of accidental injury in the sport of soccer. In extreme circumstances a soccer player under the influence of excessive alcohol could place other participating players at risk.

3.0 Comparison

It has been clearly established that reactions and judgment of a driver of a motor vehicle are seriously impaired to the point of being dangerous if driving with a blood alcohol level in



excess of 0.05%. Having considered all the research, players and/or officials, whilst involved in a game of soccer, are to have a blood alcohol level of zero.

4.0 Policy

It shall be the policy of Soccer Australia and its members that:

- 4.0.1 Individual players whilst playing on the field;
- 4.0.2 Individual coaches and individual officials whilst coaching and attending the players on that field;
- 4.0.3 Referees refereeing on that field;

when participating in a match sanctioned by Soccer Australia or one of its members, if found to have a blood alcohol level in excess of zero, shall be disqualified for a term to be determined by the appropriate Disciplinary Committee.

5.0 Testing

A player will be deemed to have a blood alcohol level in excess of zero if a reading in excess of this level is registered on a breathalyser instrument of the type and function approved by the relevant Police Department in the state in which the fixture was played.

6.0 Penalties

The penalty to be imposed shall be determined by the Disciplinary Committee of Soccer Australia or the relevant member.



SOCCER AUSTRALIA

POLICY ON SMOKING

1.0 Not prohibited

Drug intake as the result of smoking is not deemed illegal in the sport of soccer. However, the adverse health aspects and the decreased performance potential associated with the practise of smoking require serious evaluation. The principal factors include:

- 1.01 Conflict between a practise that is hazardous to health and the conduct of a sport. The lynch pin to the continued acceptance by Government and special lobby groups of a sport must be seen as being beneficial to individual's health.
- 1.02 The impact of smoking upon non-smoking participants.
- 1.03 The quality of the image of the sport, particularly where television is involved.
- 1.04 The potential influencing effect on Junior Players.

2.0 Health Hazard

2.01 Effect on Nervous System

Nicotine is a stimulant drug that acts upon the central nervous system and is highly toxic. Nicotine is twice as deadly as arsenic and at least four times more lethal than cyanide. If the total nicotine content of one to two days of smoking was consumed in one dose it would cause death in a matter of minutes.

2.02 Smoke Contents

Inhaled smoke from a cigarette contains carbon monoxide, ammonia, hydrogen cyanide, nicotine, toluene, phenol and benzpyrene.

2.03 Passive Effect

A significant aspect with smoking is that non-smoking participants are subject to side stream smoke, which contains all of the above ingredients plus a number of additional gases and poisons that are not normally inhaled by the smoker due to the cigarette filter. These gases include formaldehyde, acrolein, vinylpyridine, naphthalene and naphthylamine.



2.04 Effect on Blood Stream

The carbon monoxide from a cigarette is rapidly absorbed in the blood stream in preference to oxygen and therefore reduces the amount of oxygen that can be carried by the red corpuscles. The tar in a cigarette reduces that elasticity of the air sacs and so restricts the volume of oxygen that can actually attempt to enter the blood stream.

2.05 Effect on Heart

Smoking also increases the heart rate whilst at the same time reducing the quantity of blood flow by causing the elevation of players' blood pressure.

3.0 Policy Application

With acceptance of financial assistance from Federal and State Governments from time to time, we can anticipate an increased expectation for Soccer Australia and its Members to become more actively supportive of drug prohibition and healthy lifestyle policies. For these reasons it is now appropriate for Soccer Australia to introduce rulings that provide for:

- 3.01 The banning of smoking by players for the duration of the match in which he or she is participating, which is under the control of Soccer Australia or its Members.
- 3.02 To ensure all publications from Soccer Australia, Australian Women's Soccer Association, National Cancer Council, QUIT, etc. pointing out the adverse effects of smoking and its impact upon players performance level, is made available to all Affiliated Association members.
- 3.04 The banning of smoking by staff, officials, players, referees and volunteers in offices, change rooms and medical rooms. It is up to State Federations, local Associations and Clubs to impose their own rules regarding smoking within their clubhouse.



SOCCER AUSTRALIA

POLICY ON HARASSMENT

Soccer Australia and its Members are strongly committed to providing a work and sport environment free from harassment and that harassment is not tolerated.

WHAT IS HARASSMENT

Harassment (General)

Harassment consists of offensive, abusive, belittling or threatening behaviour directed at a person or group usually because they are different or perceived to be different from the harasser. The difference may be in gender, race, disability, sexual orientation, age, power (relative to the harasser) or some other feature. It is behaviour which is unwelcome and which would be reasonably expected to be upsetting to the person or group to whom it is directed.

Harassment in sport must not be confused with legitimate comment and advice (including relevant negative comment or feedback) for supervisors or coaches on work or athletic performance or on the work or sport related behaviour of an employee or an athlete. Feedback differs from harassment in that it is intended to assist the athlete to improve performance or the standard of their behaviour.

TYPES OF HARASSMENT

Sexual Harassment

Sexual harassment is behaviour that has a sexual element that is unwelcome and that can be reasonably expected in the circumstances in which it occurs to offend, humiliate or intimidate the person or group to whom it is directed.

Sexual harassment may involve physical contact; verbal remarks or non-verbal conduct of a sexual nature and may be explicit or implicit. It can take make different forms including, but not limited to:

- Uninvited touching, kissing, embracing, massaging;
- Smutty jokes and comments;
- Propositions, promises or threats in return for sexual favours;



- The creation of a hostile or sexually permeated environment by constant inappropriate references to sexual matters, persistent or intrusive questions about people's private lives, the display of sexually explicit material (posters, cartoons, graffiti) or by the use of offensive e-mail messages;
- Sexually graphic material;
- Staring, leering, ogling;
- Sex based insults, taunts, name-calling;
- Repeated invitations to go out especially after prior refusal.

Behaviour that may be acceptable socially or in private life could well be inappropriate in a sporting context.

Sexual harassment can also involve indecent exposure, sexual assault, obscene telephone calls or letters. These are criminal offences and should be reported to the police.

It is important to understand that sexual harassment is not as much about sex or sexual attraction as it is about a person inappropriately exercising power over another. It is about abuse of power.

Harassment is an abuse of power particularly relevant in the coach/athlete relationship. Coaches have considerable personal power over an athlete. As all forms of abuse have at their centre the exploitation of a power differential, the coach/athlete relationship can be a cause for concern.

A

Sex-based harassment is unpleasant behaviour directed at a person simply because of his or her sex. Examples include:

- sex based insults, taunts, name-calling
- comments that person cannot or should not participate in particular sport or do a particular job because of biological or emotional differences allegedly affecting their capacity to do so
- displays and behaviour which set out to offend or exclude women or men from a particular sport or work area.

B

Racial harassment is unpleasant treatment directed at those who look different, have an accent or belong to a particular culture or religion. Examples include:

- jokes or hostile comments about food eaten
- inferences that all members of a racial or cultural group have a particular negative characteristic, such as laziness, drunkenness, greed or sexual promiscuity



Harassment on the grounds of sexual orientation is unpleasant treatment of homosexual or bisexual people or people assumed to be homosexual or bisexual. Examples would include taunts and negative comments about a person's:

- sexual orientation
- assumed sexual practices
- assumed HIV/AIDS infection

In severe cases it can mean threats and acts of violence against a homosexual person. These constitute criminal offences.

IMPACT OF HARASSMENT

Harassment can occur at any level and be experienced by either men or women. However, because of the unequal power relations between the sexes in our society, women and girls are more often the recipients of this behaviour, particularly sexual harassment.

Sexual harassment, which is not properly addressed, can have the following effects:

- interfere with and affect an individual's health
- reduce productivity and effectiveness
- reduce job and sporting opportunities
- undermine self-esteem
- diminish work, academic and athletic performance
- create significant family and personal problems
- result in a complete withdrawal from sport and social activities
- create a hostile or unpleasant environment
- create low morale in an organisation
- increase turnover of staff and volunteers
- increase an organisation's liability, insurance and legal costs
- diminish reputation and image of the organisation in the community

Some people can be recipients of more than one form of harassment. Harassment based on racial or ethnic background or disability can be overlaid by sexual harassment. Those responsible for dealing with such incidences should recognise the 'double disadvantage' which the recipients of this behaviour suffer. The need to act quickly, effectively and sensitively is even more important in these situations.



THE LAW

Under Australian law, harassment of an individual on the basis of sex, race, colour, religion, disability, marital or family status, pregnancy or sexual orientation constitutes discrimination. Relevant Commonwealth legislation includes:

- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Disability Discrimination Act 1992

Harassment on some or all of these grounds is also prohibited by anti-discrimination laws, which now exist in all States and Territories.

PROVISIONS ON HARASSMENT IN ANTI-DISCRIMINATION LEGISLATION

Racial Harassment

A number of provisions of the Racial Discrimination Act 1975 cover racial harassment. Section 9 (1) states:

“It is unlawful for a person to do any act involving a distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin of a person which has the purpose of effect of nullifying or impairing the recognition, enjoyment or exercise, or an equal footing of any human right or fundamental freedom in the political, economic, social, cultural or any other field of public life.”

Sexual Harassment

Sexual harassment is defined in section 28A of the Sex Discrimination Act (1984):

“..... a person sexually harasses another person (the “person harassed”) if:

(a) the person makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to the person harassed; or

(b) engages in other unwelcome conduct of a sexual nature in relation to the person harassed;

in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

(2) “conduct of a sexual nature” includes making a statement of a sexual nature to a person, or in the presence of a person, whether the statement is made orally or in writing”

VICARIOUS LIABILITY

It is general legal principle that an individual is personally liable for his/her own unlawful acts. However, employers can be held liable for wrongs committed by employees in the course of work, even if there is no deliberate contribution to the wrongful act on the part of the employer. Similarly,



organisations on whose behalf a person is acting can be held liable for the behaviour of that person. This is referred to as vicarious liability.

This means that if an employee harasses athletes or other staff in the workplace, the employer can be held legally responsible and may be liable to pay damages. It also means that if someone representing a sporting organisation, even in a voluntary capacity, harasses an athlete, a staff member or anyone else encountered in the course of carrying out that role, the organisation can be held liable.

INTIMATE RELATIONSHIPS

A particular area of concern with regard to coach/athlete relationships is the issue of consenting sexual relationships between coach/manager (officials) and athlete. Not every intimate relationship between an official and an athlete is based on an abuse of power, however, such relationships are a danger area as it may constitute harassment. This is because there is usually a great disparity between an official and athlete in terms of authority, maturity, status and dependence, even if the athlete has reached the legal age of consent. Intimate relationships between officials and adult athletes, while not against the law, can have harmful effects on the individual athlete involved, on the other athletes and officials, coaches and on the sport's public image.

Because there is always a risk that the relative power of the official/coach has been a factor in the development of such relationships, officials/coaches are advised to avoid sexual relationships with athlete's altogether, regardless of their age. Other professionals who have responsibility for the physical and mental well being of their clients, such as doctors and counsellors, have adopted and work to similar ethical requirements.

On the question of an official's/coach/s responsibility when a sexual relationship is initiated by an athlete, officials should take personal responsibility to discourage such relationships, explaining the ethical basis for such action. Officials are responsible for setting and maintaining appropriate boundaries between themselves and their athletes.

It must be pointed out that the law is always the minimum standard for behaviour and that sex with a minor is illegal.

POLICY CHECKLIST

It is recommended that every anti-harassment policy contains the following:

- A statement setting out what persons and what situations are covered by the policy
- An outline of the Organisation's objectives and strategies regarding harassment
- Explanation of the options available for dealing with harassment - an effective, understandable, and manageable internal complaint mechanism which fairly balances the rights of both the complainant and the alleged harasser. The mechanism should include options for informal and formal resolution of complaints.
- A declaration of the sport organisation's commitment to take appropriate disciplinary action whenever a complaint of harassment is substantiated



- A parallel provision for taking disciplinary action against those who bring false, vexatious, or frivolous charges of harassment
- Assurances of confidentiality to both complainant and respondent
- Information on where individuals can get help, advice or make a complaint

The harassment policy is just one element of an overall harassment program, which includes:

- Applying the policy consistently;
- Monitoring the policy's effectiveness;
- Providing training to those involved in implementing the policy;
- Educating all of the sport organisation's employees and members about harassment issues.

Soccer organisations should concentrate on the training and education elements of harassment program so that they are in place by the time the policy takes effect, or shortly thereafter. To ensure that these things happen, responsibility for the maintenance and circulation of the policy should be allocated to a specific senior position.



SOCCER AUSTRALIA

POLICY ON ANTI-DISCRIMINATION

Soccer Australia and its members are an equal opportunity employer. All employees, officials, volunteers and players are treated on their merits, without regard to race, age, sex, marital status or any other factor not applicable to the position. Employees, officials, volunteers and players are valued according to how well they perform their duties, their ability and enthusiasm to maintain standard of service and performance.

Soccer Australia and its members do not tolerate any form of discrimination. All employees, officials, volunteers and players have the right to work and play in an environment free of discrimination and harassment.

Under Federal and State/Territory Anti-discrimination Laws, discrimination in employment on the following grounds is against the law:

sex	marital status
pregnancy	parental status
age	race
impairment	religion
political belief and activity	criminal record
trade union activity	social origin
lawful sexual activity	

Sexual harassment is also against the law.

Managers, coaches, officials and administration must ensure that all employees, officials, volunteers and players are treated equitably and are not subject to discrimination. They must also ensure that people, who make complaints, or witnesses, are not victimised in any way.

Any reports of discrimination or harassment will be treated seriously and investigated promptly, confidentially and impartially. A written complaint is not required.



Disciplinary action will be taken against anyone who discriminates. Discipline may involve a warning, transfer, counselling, demotion or dismissal, depending on the circumstances.

WHAT IS DISCRIMINATION?

Discrimination occurs when someone is treated unfavourably because of one of his or her personal characteristics. Discrimination may involve:

- Offensive 'jokes' or comments about another worker's racial or ethnic background, sex, sexual preference, age disability or physical appearance
- Display of pictures, computer graphics or posters which are offensive or derogatory
- Expressing negative stereotypes of particular groups e.g. "married women shouldn't be working"
- Judging someone on their political or religious beliefs rather than their work performance.
- Using stereotypes or assumptions to guide decision-making about a person's career
- Undermining a person's authority or work performance because you dislike one of their personal characteristics.



SOCCER AUSTRALIA

POLICY ON SOCIAL JUSTICE

1.0 Policy

- 1.01 To offer and make available as widely as possible democratic opportunities within Soccer Australia, its Members and Affiliated Associations, so as not to deny any person or groups on the grounds such as age, gender, ethnicity, socio-economic-economic status, disability, sexual preference.
- 1.02 Arrange sessions to educate key personnel in the sport of soccer about issues such as gender equity, discrimination, sexual harassment, homophobia, and about the Association's legal responsibilities.

2.0 Age

- 2.01 To involve all people regardless of their age in participating, decision making and program development, particularly in the Junior and Mature Age groups.
 - 2.01.1 Create special promotion days and opportunities for mature people to become acquainted with our sport and have the promotion days conducted by mature people.
 - 2.01.2 Treat mature people in the sport of soccer with respect and in the same way as other members. Refuse to tolerate discriminatory jokes, language, behaviour and imagery. Recognise mature people's achievements and contributions within the sport of soccer.
 - 2.01.3 Arrange sessions for mature people to improve and up date their knowledge level and that of other key members of the sport of soccer.
 - 2.01.4 To establish modification of the sport of soccer to suit our various age groups.



3.0 Gender

- 3.01 Ensure men and women have equal opportunity to be represented on policy and decision making committees
- 3.02 Encourage more people both men and women to become qualified officials and to aspire to higher levels of officiating
- 3.03 Ensure equality between sexes in funding, sponsorship, media coverage, television exposure, time, space, equipment, and access to quality programs to participate and compete.

4.0 Aborigines and Torres Strait Islanders

- 4.01 Understand that sport and recreation is as important to Aboriginal and Torres Strait Islanders as it is to the broader community
- 4.02 Provide programs in areas where Aboriginal and Torres Strait Islander people can access higher levels of officiating.
- 4.03 Enlist the help of local indigenous people in getting information on the sport of soccer to indigenous communities.
- 4.04 Be aware that many Aborigines and Torres Strait Islanders will be reluctant to approach a predominantly white sporting Association/Club. Encourage and support anyone who shows an interest in the sport of soccer.
- 4.05 Be flexible and be prepared to make allowances for culture difference.
- 4.06 Appreciate the need to spend more time in motivating young Aborigines and Torres Strait Islands.
- 4.07 Soccer Australia Member and Affiliated Associations should become acquainted with the Aboriginal and Torres Strait Islanders available media, radio and television outlets.

5.0 People with Disabilities

- 5.01 Learn about people with disabilities so as to dispel any misunderstanding or ignorance, negative attitudes or adherence to inappropriate stereotyping. Appreciate that people with disabilities are not a homogeneous group.
- 5.02 Recognise that if young people are to benefit from the sport of soccer, it is important that they receive the opportunity to do so before their fitness and skill levels fall too far behind those of their able-bodied peers.
- 5.03 Soccer Australia Members and affiliated Associations to make links with the key disability organisations involved in their State, Territory or region.
- 5.04 Comprehensively examine our sport to determine how it could make allowances to accommodate people with disabilities, time slots, resources, modified fields and rules, etc.
- 5.05 Consider the physical accessibility of our sporting venues and facilities for:



- 5.05.1 Toilets (male and female or one unisex facility) and showers that are accessible, and available with appropriate handrails
- 5.05.2 Car parking with bays wide enough for wheel chair access
- 5.05.3 Ramps with appropriate gradients
- 5.05.4 Doorways of sufficient width, telephones and lift buttons at appropriate heights
- 5.05.5 Sufficient lighting

- 5.06 Update Accredited Coaches
 - 5.06.1 Arrange for accredited coaches to attend Soccer Australia accredited courses
 - 5.06.2 Make allowance to include CAD components in Sports Specific Course section and generic coaching courses
 - 5.06.3 Ensure techniques and attitudes to coaching are flexible, adaptable and responsive to individual needs, concentrating on abilities not disabilities
 - 5.06.4 Ensure all players needs are treated as individuals with strengths and weaknesses to be set challenging and realistic goals and to receive clear communication and positive feedback

- 5.07 Promotion
 - 5.07.1 Include positive images of people with disabilities in our promotional material
 - 5.07.2 Ensure the player's efforts receive appropriate recognition in the media. Insist stories on their efforts appear as sports articles
 - 5.07.3 Encourage role models and help address the negative stereotyping

- 5.08 Gender

Recognise that disability is not gender neutral. Men and women have different requirements.

- 6.0 People in Isolated Communities**

- 6.01 Leadership

Recognise and identify interested people such as parents, teachers and young adults and skill them so that they can teach others.

- 6.02 Communication
 - 6.02.1 Arrange personal communication, newsletters
 - 6.02.2 Develop video or correspondence resource packages (including equipment) for teaching basic technique and coaching, administration and officiating skills



- 6.02.3 Develop resources on financial planning such as applications for funding.
- 6.02.4 Identify the networks of people from the Government Departments who can assist them
- 6.02.5 Make funding available so as to support the travel costs of officials to attend seminars conducted in their Capital Cities.

6.03 Seminars

Take programs to these areas such as regular coaching clinics, coaching and accreditation workshops, or soccer development programs.

7.0 People from Non-English Speaking Backgrounds

7.01 Advice

Seek advice from the Department of Immigration and Ethnic Affairs and the Ethnic Communities Council on advice on how to culturally develop the sport of soccer within the non-English speaking community.

7.02 Communication

- 7.02.1 Arrange cross-cultural training for coaches who are likely to be working with a migrant population.
- 7.02.2 Word of mouth has shown to be most effective.
- 7.02.3 Ensure that all promotional material about soccer contains images of people from non-English speaking backgrounds.
- 7.02.4 Be very flexible and be prepared to make allowances for culture difference.

8.0 Unemployed People

8.01 Recognise

- 8.01.1 Unemployment is just one layer of hardship for many people, including those with disabilities, Aborigines and Torres Strait Islanders and people from non-English speaking backgrounds.
- 8.01.2 Most people want to feel they are making a contribution to the community. Develop soccer leadership programs and give them the opportunity to learn new skills and by doing so put something back into society.
- 8.01.3 Short-term programs must be followed up with involvement or skills development.

8.02 Facilities

Provide crèche facilities to encourage sole parents, particularly women participants.



SOCCER AUSTRALIA

POLICY ON INFECTIOUS DISEASES

1.0 Application

In framing this policy it is important to consider the types of contagion that might be applicable to the normal environment that applies to the sport of Soccer. The primary consideration is that Soccer is a contact or collision sport.

It is strongly recommended that all contact and/or collision sports team physicians, other sports medicine staff, coaches, referees, team managers, administrators, players and their parents be made aware of this policy and adopt the commonsense recommendations contained herein.

A number of blood borne infectious diseases can be transmitted during body and collision sports. The more serious include HEPATITIS and HIV (AIDS) infections. These diseases may be spread by contact with:

Blood

Saliva (NOT HIV)

Perspiration (NOT HIV)

Other bodily fluids

The following recommendations will reduce the risk of disease transmission.

2.0 Open Cuts

All open cuts and abrasions shall be reported and treated immediately to preclude blood contamination of any item.

This is an area of principal concern to Soccer Australia given that the skin can be broken very easily by contact with players and facilities or equipment.

3.0 Players



3.01 Personal Hygiene

It is the player's responsibility to maintain strict personal hygiene, as this is the best method of controlling the spread of infectious diseases.

3.02 Vaccinations

It is strongly recommended that all participants involved in soccer and playing under adult rules be vaccinated for HEPATITIS B.

3.03 Player Medical Clearances

Players with prior evidence of these diseases shall obtain clearances from a doctor prior to participation.

4.0 Team Areas

4.01 Responsibilities

As well as Soccer Australia and its members being responsible for sanctioned events, it is the Affiliated Associations and their member Clubs joint and several responsibilities to ensure that all Dressing Rooms are clean and tidy. Particular attention shall be paid to hand basins, toilets and showers. Adequate soap dispensers, paper hand towels or air dryers, brooms and disinfectants, etc. shall be available at all times.

4.02 Communal Bathing

Communal bathing areas e.g. Spas shall not be used.

4.03 Spitting and Urinating

The practices of spitting and urinating in team areas shall not be permitted. (*Separate showers*)

4.04 Contaminated Articles

All clothing, equipment and surfaces contaminated by blood shall be treated as potentially infectious and treated accordingly.

4.05 Sharing Articles

Sharing of towels, face washers and drink containers shall not occur.

4.06 Vaccinations

It is recommended that all personnel working in team areas should be vaccinated by HEPATITIS B.

4.07 Training

In all training areas, open cuts and abrasions shall be reported to the coach or other suitable personnel and treated immediately.

5.0 Referees and Game Officials



Players shall be sent from the field immediately that an open bleeding wound is obvious to the Referee or Officials of the game.

5.01 Reporting

Officials and players shall report all open cuts and abrasions at the first available opportunity to the Referee of the game.

5.02 Vaccinations

It is recommended that those who officiate should be vaccinated for HEPATITIS B.

5.03 Contaminated Articles

All contaminated clothing and equipment shall be replaced prior to the player being allowed to resume play.

5.04 Recurrent Bleeding

If bleeding should recur, the above procedures shall be repeated.

5.05 Non controllable Bleeding

If bleeding cannot be controlled and the wound securely covered, the player shall not be allowed to continue in the game.

6.0 General

If a player or official, or Soccer Australia/Member Association staff is found to be suffering from HEPATITIS or HIV then that person shall not resume training or play, nor be involved in any team nor match, until cleared by his or her medical practitioner or the team medical practitioner.

7.0 Education

There shall be an obligation upon Soccer Australia and its members to provide suitable information on the associated risk factor and prevention strategies of HEPATITIS B and HIV to all of our Affiliated Associations and Clubs.



SOCCER AUSTRALIA

POLICY ON SUN SAFETY

1.0 Policy

1.01 Warning

The health of participants is of primary concern to Soccer Australia, its Members and Affiliated Associations. It is acknowledged that skin cancer is a major public health problem in Australia. It is recognised that skin cancer is preventable and like any other medical condition, is best dealt with by the application of preventative measures.

1.02 Personal Responsibility

While Soccer Australia, its Members and Affiliated Associations shall endeavour to assist in sun protection when at meetings, training and competition, it is accepted that ultimately, the responsibility is that of each individual, and in the case of minors, the responsibility rests with parents.

2.0 Application

2.01 Officials, Senior and Junior Players, Supporters and Spectators shall be encouraged to participate in Sun Safety Policies as follows:

2.01.1 Outdoor activities should be scheduled to reduce UV exposure wherever possible.

2.01.2 Maximum use should be made of existing natural shade.

2.01.3 Maximum use should be made of shade from existing buildings and other man-made structures.

2.01.4 Where man-made structures do not provide adequate shade, Soccer Australia, its Members and Affiliated Associations should endeavour to erect suitable structures, or provide portable shade structures at all events.

2.01.5 Due to conducting of events at various localities, Soccer Australia and its Members hereby advises all Affiliated Associations and Clubs that every



endeavour should be made to provide suitable shade structures for the number of people attending the event.

- 2.01.7 Members, Affiliated Associations and Clubs should strive to conform to the Cancer Council Guidelines for Sun Safe Clothing when choosing uniforms.
- 2.01.8 Members, Affiliated Associations and Clubs should endeavour to provide in their canteen for sale or be available at no cost, broad spectrum 15+ sunscreen or zinc cream.
- 2.01.9 Officials, Players (where practical), Supporters and Spectators should be encouraged to wear a hat (not baseball caps) that protects the face, ears, neck, shoulders and crown of head, whilst participating in Soccer Australia's and Affiliated Associations' activities.
- 2.01.10 Officials, players (where practical), Supporters and Spectators should be encouraged to wear long sleeved shirts with collars.
- 2.01.11 Members Affiliated Associations and Clubs should consider reflective effects of light coloured clothing when choosing uniforms.
- 2.01.12 Officials, Players (where practical), Supporters should be encouraged to use 100% UV sunglasses at all the Federation's and Affiliated Associations' activities held during daylight hours.
- 2.01.13 Soccer Australia and Affiliated Associations should endeavour to promote sun safety in a positive way, through newsletters, written literature and over the public address system.
- 2.01.14 Soccer Australia Members and Affiliated Associations should ensure that coaches, trainers, officials and members in prominent positions, act as strong role models, making use of all sun protection available.
- 2.01.15 Officials should endeavour to constantly revise and upgrade sun protection measures.
- 2.01.16 Soccer Australia Members and Affiliated Associations should endeavour to act in a "sun safe" manner when organising events regionally, interstate or nationally.

2.02 Registration Information

When registering players, all clubs should endeavour to:

- 2.02.1 Show sun safety policy and requested to comply with it
- 2.02.2 Encourage players to purchase club hats and protective uniforms where available.
- 2.02.3 Encourage players to wear 15+ broad-spectrum sunscreen.
- 2.02.4 Encourage players to practice sun protective behaviour.

Encourage players to wear sunglasses off the field which filter 100% of UV light.



SOCCER AUSTRALIA

POLICY ON PREGNANCY

1.0 Rights

1.01 Individual Rights

Soccer Australia recognises an individual's right to make decisions in respect to their own person.

1.02 Players Rights

However, any individual, as part of a team should recognise and respect the rights of all players to participate in the spirit of fair competition.

1.03 Soccer Australia will not make any recommendations to condone the continuance in the Sport if a player is pregnant. That decision shall be entirely for the player, and based on medical advice. Doctor's opinions shall be sought so as informed decisions can be made.

2.0 Advice

2.01 Medical

Soccer Australia recommends that each individual player who is pregnant should seek medical advice in respect to their own medical position and the medical position of the unborn child.

2.02 Legal Advice

Also encourages the individual player who is pregnant to seek out any relevant advice as to their own position, legal or otherwise, regarding the mothers potential or actual duty of care owed to the unborn child.

2.03 Soccer Australia refers to Sports Medicine Australia, which reports that in the first three months of pregnancy the foetus is protected from blows to the abdomen because it is positioned lower in the pelvic girdle, but as pregnancy continues, the foetus moves higher and becomes more susceptible.



3.0 Conflict

3.01 Conflicting Opinions

Soccer Australia and its Members recognises that from time to time circumstances will arise where individuals and their Affiliated Association or Club may hold conflicting opinions in this area and Soccer Australia or a Member may be requested to resolve a conflict that may relate to the question of the community's right against the right of the individual.

3.02 Uniqueness of Circumstances

At all times Soccer Australia and its Members recognise that each individual set of circumstances is unique to those said circumstances.

3.03 Dispute Resolution

Should a set of circumstances arise that requires resolution, Soccer Australia or its Members offer these following guidelines to assist in the dispute resolution process:

3.03.1 An Affiliated Association should, at first instance, make every effort to encourage the conflicting parties to attend a mediation conference.

3.03.2 This mediation should, where possible, be conducted as follows:

3.03.2.1 An independent mediator holding appropriate qualifications should be appointed to mediate the dispute.

3.03.2.1 A Conference should be called to seek to identify the issues that are subject to the conflict and to identify the relevant position of each of the conflicting parties.

3.03.2.3 To seek to resolve the issue in dispute.

3.03.2.4 The Mediation Conference should be a "Without Prejudice" Conference.



SECTION 2 – PLANNED INSPECTIONS & CHECKLISTS

These documents have been developed as a guide to assist you with risk related inspections and checklists. These should be used in conjunction with a diary system of planned activities, inspections, incident responses, incident reports and training (eg fire safety induction) that should be done on a monthly basis for your Club.

Sound management practise would be for the checklists to be used on a rotational basis so all elements are checked at least monthly. All checklists & inspections should be logged in the Monthly Risk Report. Entries should be reviewed on a weekly basis.

Please photocopy the original blank checklists and Monthly Inspection Plan contained in this section for usage on a regular basis, as required.



CHECKLIST



GROUNDS AND PLAYING CONDITIONS CHECKLIST

Note: The following checklist should be completed each match day and retained by the Club.

Playing Surface

YES

NO

Pot holes adequately filled with soil ?

Drainage trenches adequately filled with soil ?

Covers on playing field to have impact protection ie soil &/or matting ?

Surface is sufficiently even for play ?

Clear of debris / garbage, ie syringes, cans, bottles, rocks, etc ?

Corner posts made from flexible & non breakable material ?

Sprinklers

No protruding sprinkler heads ?

Sprinkler heads surrounds adequately filled with soil ?

Goal Area

Goal frame is securely fixed to ground ?

Cricket Pitch Area

Sufficient soil adequately covering concrete pitch ?

Satisfactory grading of pitch edge to ensure smooth surface ?

Turf wicket sufficiently watered to soften surface ?

Turf has adequate grass covering to soften surface ?



Boundary Area

Sufficient run off area beside playing pitch (ie min 3 metres) ?

Drains are properly covered ?

No protruding wires, bolts, pipes, posts etc from fencing ?

No protruding edges, wires, bolts, pipes, posts etc from signage ?

Appropriate material used to mark ground lines ?

Light Towers

Safe distance from playing area ?

Provide adequate lighting for match competition ?

Provide adequate lighting for training ?

Adequate protection prevent children from climbing structures ?

Change Rooms

Are separate change rooms available for teams ?

Are change rooms available for referees ?

Are change rooms clean and tidy ?

Is furniture in serviceable condition (ie benches, lockers etc) ?

Is room free from broken glass ?

Do showers work satisfactorily ?

Is floor a non slip surface ?

Are security arrangements adequate (ie lockers, lockable doors/windows) ?

Restriction of unauthorised people in change rooms ?

Completed by Dated.....



MATCH DAY CHECKLIST

DATE:

YES

NO

Field of Play

- Has the ground surface been prepared correctly for a Soccer match?
- Is the surface free of debris ie syringes, glass, rocks, rubbish, etc ?
- Weather conditions have not made the surface unsafe?
- Is the surface in adequate condition ie grass length, no pot holes etc ?
- Are sprinkler covers correctly in place?
- Is the perimeter area safe ie condition of signs, fencing etc ?
- Are the weather conditions safe for the game to commence ?
- Have goal frames been adequately padded ?
- There are no other known factors which may be dangerous to the players?
- Is a qualified trainer (or equivalent) in attendance for each team?
- Does each qualified trainer have an appropriate First Aid Kit?
- Is there a stretcher (preferably a Jordan Frame) present at the ground?
- Are emergency response personnel appointed and present?

Change Rooms & Toilet Safety

Are the rooms free of debris ie syringes, glass, rubbish, etc

Prior to the commencement of play, we, the undersigned, have undertaken the above inspection and agree that the playing environment is fit for play.

.....
Home Team Captain / Representative
Signature

.....
Away Team Representative / Captain
Signature

.....
Name

.....
Name

A copy of this form must be filed and kept by the HOME Soccer team and be kept for six (6) years. The form must be able to be provided to Soccer Australia on request if required.



REFEREE CHECKLIST

Player Inspection

YES

NO

Playing surface fit for play (refer Matchday Checklist)

No dangerous studs on boots

All jewellery removed

No long fingernails

Condition of players protective equipment is adequate

Spectators and children free from playing field

Completed by

Dated.....



GENERAL HOUSEKEEPING CHECKLIST

1. The checklist is to be completed by the person who is allocated the task.
2. It is not to be a shared task.
3. Completed By: _____ Date: _____

The following table indicates the standard required

- ✓ This indicates that the standard of the Club is achieved in this area.
- ✗ This indicates that the Club standard has not been achieved.

		YES	NO	COMMENTS
General Access	Doorways clear			_____
	Walkways clear			_____
	Steps in satisfactory condition			_____
	Emergency exits clear & signposted			_____
	Emergency equipment satisfactory			_____
	Safety signs in place if hazards identified			_____
Exit Signs	Normal all operating			_____
	Emergency battery operates			_____
Doors	Identified and light operating			_____
	Latch easy to open			_____
	Self close operates			_____
Stairs	Stairs clean			_____
	Riser in good condition			_____
	No under stair storage			_____
	Non slip tread			_____



		YES	NO	COMMENTS
Handrail	In place			_____
	Clean			_____
	Good condition			_____
	Secure			_____
Lighting	All operating			_____
	Emergency exit lighting			_____
Security	Alarm systems: Fitted & Operating			_____
	External lights: Fitted & Operating			_____
	Sensor lights: Fitted & Operating			_____
	Security warning stickers fitted			_____
	Doors / windows clearly visible			_____
	External door & window deadlocks			_____
	Perimeter gates & entrances secure			_____
	Following items stored in locked cabinets, out of sight :			
	Cigarettes			_____
	Alcohol			_____
	Cash			_____
	Canteen produce			_____
	Housekeeping	Floors clean & non slip		
Bench tops clear				_____
All items stored correctly				_____
Adequate storage for items				_____
Freezer Fridge	Doors clean and secure			_____
	Floor clear and dry			_____
	Fans are guarded			_____
	Lighting adequate			_____
	Storage in place and secure			_____
	Racks stable			_____
Door seals intact and operable			_____	



Ice Maker

Clear access

No water leaks

At correct water level

Electrical

Plugs & Sockets satisfactory

Extension Cords satisfactory

Power Boards satisfactory

Safety Switch installed

Light Switches satisfactory

Freezers satisfactory

Control Panels labelled

Grounds

Pavers / Walkways satisfactory

Car Park Signage satisfactory

Wet Areas maintained

Garden refuse appropriate disposal

Outdoor furniture satisfactory condition

Tripping Hazards minimised

Pool

Resuscitation signage

Depth markers

Securely fenced

Furniture in satisfactory condition

Child proof access control

Water quality maintained

Tripping hazards minimised

Completed by

Dated.....



FIRE SAFETY CHECKLIST

Objective

Review fire protection preparedness in change rooms, club rooms, grand stands etc

Hose Reels

YES

NO

Hose Condition is Satisfactory

Water Connections Condition is Satisfactory

Length appropriate to required coverage of the occupancy

Last inspection completed

Readily accessible to all occupants

Hydrant is provided

Valve Condition is Satisfactory

Cabinet physical condition is satisfactory

Recess physical condition is satisfactory

Cabinet/Recess is conspicuous and readily accessible

Cabinet/Recess lettering satisfactory

Door not key operated

Not more than 4 m from a required exit on every floor

Does not have to pass through fire or smoke doors

Cabinet/Recess is empty of 'clutter'



Hydrants

Yes

No

Not installed in fire isolated area

Hand wheel clearance minimum 100 mm all around

Operating Wheel is attached to valve spindle

Cabinet physical condition satisfactory

Recess physical condition satisfactory

Cabinet/Recess lettering 50 mm high in contrasting colour

Cabinet/Recess is conspicuous and readily accessible

Door not key operated

Cabinet/Recess empty of 'clutter'

Water Authority's Seals are fixed to hydrant valve hand wheels

Fire Signage

In case of fire do not use lifts

Direction of Fire Stairs

Fire Extinguishers

Accessible

Sealed

Emergency Lighting

Unobstructed

Functioning

Completed by **Dated.....**

Notes: Insert the relevant defect information on **SAFETY DEFECT CARD** and **MONTHLY RISK REPORT.**



FIRST AID CHECKLIST

Objective

Maintaining First Aid Boxes/Facilities

First Aiders List

Emergency Equipment Location of First Aid Boxes

YES NO

Each First Aid kit is close to a supply of clean running water.

Do the contents comply with regulations. (List and Check)

FIRST AID KITS		CONTENTS	
DESCRIPTION OF APPLIANCE OR REQUISITE		FIRST-AID KIT	
		Yes	No
Adhesive plastic dressing strips, sterile, packets of 50	2		
Adhesive dressing tape, 2.5 cm x 5 cm	1		
Bags, plastic, for amputated parts:			
small	2		
medium	2		
large	2		
Dressing, non-adherent, sterile, 7.5 cm x 7.5	5		
Eye pads, sterile	5		
Gauze bandages, 5 cm	3		
10 cm	3		
Gloves, disposable, single	10		



**FIRST AID KITS
DESCRIPTION OF APPLIANCE OR REQUISITE**

**CONTENTS
FIRST-AID KIT**

Yes No

Rescue blanket, silver space	1		
Safety pins, packets	1		
Scissors, blunt/short nosed, minimum length 12.5 cm	1		
Splinter forceps, stainless steel	1		
Sterile eyewash solution, 10 mil single use ampulees or sachets	12		
Swabs, prepacked, antiseptic, packs of 10	1		
Triangular bandages, minimum 90 cm	8		
Wound dressings, sterile, non-medicated, large	10		
First aid pamphlet (as issued by the St John Ambulance or the Australian Red Cross Society, or any other first-aid pamphlet approved by the Co-ordination)	1		

First Aid Kits constructed of impervious material.

Are the boxes readily available in case of an emergency.

Kits must be clearly and legibly marked on the outside "First Aid"
and a safety information sign complying.

Kits must contain only those items used for the purpose of First Aid
Treatment.

Kits must have a list of the appliances and requisites which it should
contain, and a CPR flow chart.

First Aid Kits must be kept clean.



First Aid Personnel

1. A person or persons must be appointed to be in charge of the First Aid kit and be readily available to render first aid attention when necessary to injured persons at the facility
2. A notice must be displayed in a prominent position near the First Aid kit clearly showing:
 - the name and telephone number (if applicable) of the person or persons so appointed
 - in respect of each person so appointed, the place where the person is normally located at that place
 - the name and telephone number (if applicable) and place of any additional person appointed to render First Aid.
3. A person appointed to be in charge of a First Aid kit at a facility must be the holder of an approved and current First Aid Certificate.

Comments

First Aiders

Name	Location

Completed by..... Dated.....



EMERGENCY RESPONSE CHECKLIST

Pre Event Preparation Checklist

YES NO

Is there significant animosity between the clubs which may result in a brawl?

If yes, have security arrangements been made?

Water supply okay?

Access gates able to be opened?

Are first aiders present?

Is a PA or mega phone working?

Is mobile phone working?

Are emergency numbers displayed?

Has an assistant emergency co-ordinator been appointed?

Is access for emergency vehicles clear?

Where is the closest hospital that takes emergencies? _____

Are the location of utility shut off switches known (ie gas, water, electricity)



GYMNASIUM CHECKLIST

	YES	NO
Regular inspection procedures for all equipment and facilities		
Documented Inspection Procedures		
Procedures for identifying out of service equipment (ie equipment flagged as not to be used or immediately removed)		
Condition of protective cages / bars etc is as intended by the manufacturer and in good condition		
Are instructions for equipment clearly visible and readable		
Gym supervision		
Recognised and suitable qualifications for instructors		
User's Induction Procedures		
Individual fitness assessment		
User trained for use of equipment		
User guided in use of equipment		
Registration – sign in / sign out procedures		
Presence of first aid supplies and equipment		
Water and refreshments easily available for patrons		
Floor stable, non slip, carpet securely fastened		
Patron required to wear shoes		
Housekeeping satisfactory		
Floor clear from obstructions, ie bags, towels, etc.		

Completed by

Dated.....



PLAY GROUNDS AND CHILD MONITORING CHECKLIST

Objective

To ensure the Club maintains an appropriate duty of care, as owed to minors, and that equipment and facilities are fit for purpose and maintained in a safe condition.

Playground Equipment Construction:

YES

NO

Timber:	<p>Bolted rather than nailed together</p> <p>No protruding nails</p> <p>Ladder rungs free from splits, warps or cracks</p> <p>Ladder rungs suitable for age of children using equipment</p> <p>NB: Consideration must be given to the height and construction of timber play sets to ensure that the intended user groups are able to access those parts of the set which will attract them.</p> <p>Particular attention should be paid to access the platforms which are raised above ground height, ladders and ropes which are intended to give access and egress from the platform.</p>
Metal:	<p>Fastenings free from corrosion and in sound condition</p> <p>Footings free from corrosion</p>
Slides:	<p>Fastening securely to frames</p> <p>Height of slider is suitable for user group</p> <p>Impact area free from debris, ie syringes, broken glass, etc</p>
Swings:	<p>Seat fastenings secure</p> <p>Impact absorbing seats</p> <p>Chains: secured top and bottom</p> <p>Chains: free of wear at connection points</p> <p>Chains: size precludes injury to small users</p>
Seesaws:	<p>Sound construction</p> <p>Fitting free from corrosion</p> <p>Pivot point < 500mm high</p> <p>Impact areas covered</p> <p>Free of cracks, splits, protrusions</p>



Child Minding Facilities

Registration of Children

Name:

Sign in Time:

Sign out Time:

Allergies:

Special Conditions:

Toys and Equipment

YES

NO

Toys / Equipment regularly inspected and free from sharp edges and in sound condition (small components not likely to break off)

Toys / equipment appropriate for intended users

Toys / equipment are not faulty, dangerous or in a state of disrepair

Qualifications of child minding attendants are recognised and suitable

Appropriate emergency response procedures in place

Regular training of emergency response procedures

Procedures established for notification of parents following an incident

Completed by Dated.....



EXAMPLE: MONTHLY INSPECTION PLAN

Month: MAY

Year: 1999

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Fire Safety check		General Housekeeping check	Ground & Playing Conditions check		Match day check. Umpire check
		First Aid check		Ground & Playing Conditions check	Gymnasium check	Match day check. Umpire check
			General Housekeeping check	Ground & Playing Conditions check		Match day check. Umpire check
				Ground & Playing Conditions check	Gymnasium check	Match day check. Umpire check



MONTHLY INSPECTION PLAN

Month: _____

Year: _____

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday



SECTION 3 – INCIDENT RESPONSE GUIDES



INCIDENT RESPONSE GUIDES

Subject	Guide No.
Spill Safety Guide	1
Theft and Break In Guide	2
Responsible Service of Alcohol Guide	3
Assault Guide	4
Car park Accidents Guide	5
Trespassers Guide	6
Lift Breakdown Guide	7
Needle Stick Safety Guide	8
Security	9
Gas Leak / Water Leak Safety Guide	10
Emergency Evacuation Procedure Guide	11
Food Poisoning Safety Guide	12
Injury Response Guide	13
Wilful Damage Safety Guide	14
Electrocution Guide	15
Control of construction Guide	16
Major Accident Control Guide	17
Blank Guide	



SPILL SAFETY GUIDE NO. 1

OBJECTIVE: Effective Control of Spillage

HAZARDS: Slips and Falls
Property Damage

Emergency Procedure

If this happens



Do this



Spill

- Secure area with a staff member
- Secure area with signage
- Clean Up
- Supervisor to check clean up
- Remove signage
- Fill in SAFETY DEFECT JOB card for repairs as may be required
- NOTE IN LOGBOOK and Monthly Activity Report

Injury to Guest/Employee

Refer: Injury Response Guide 14



THEFT & BREAK IN GUIDE NO. 2

OBJECTIVE: Develop planned response for theft and break-in

HAZARDS: Injury to Guest/Staff
Loss of Property
Damage to Property

Emergency Procedure

If this happens



Do this



Theft/Break

- Check for Injuries
- Secure area with a staff member
- Do not allow access in or out of incident area
- Notify Duty Manager
- Notify relevant council officer if premises is owned by Council
- Check for lost or damaged property
- Notify police if needed or requested
- Do not clean area until Police Clearance given
- Fill in SAFETY DEFECT JOB card for repairs as may be required
- Fill in INCIDENT REPORT & NOTE IN LOGBOOK

Injury to Guest/Employee

Refer Injury Response Guide 14



RESPONSIBLE SERVING OF ALCOHOL GUIDE NO. 3

OBJECTIVE: Appropriate control of persons under influence of drugs and alcohol

HAZARD: Persons under the influence of drugs or alcohol

Emergency Procedure

If this happens ↓	Do this ↓
<p>Intoxication: It is unlawful to allow drunk or disorderly persons to be on the licenced premises.</p> <p>It is an offence for a person who is drunk, violent or quarrelsome to refuse to leave licensed premises if requested to do so by the licensee</p>	<ul style="list-style-type: none"> - Respond Early - Ensure Support Staff are Available - Avoid Confrontation - Keep Calm and be Courteous - Clarify Refusal - Arrange Cab or Escort to Room - Report Incident to Manager - Note in Logbook
<p>Under age patrons A licensee must not supply liquor to a person under the age of 18 years.</p>	<ul style="list-style-type: none"> - Establish policy on identification checks - Regular photo identification checks for younger patrons
<p>Assault / Injury</p>	<p>Refer Assault Guide 5 Injury Response Guide 14</p>



ASSAULT GUIDE NO. 4

OBJECTIVE: Prevention of Injury and disturbance

HAZARD: Assault of Guest/Employee

Emergency Procedure

If this happens ↓	Do this ↓
<p>I see an assault taking place or an assault is reported to me.</p>	<ul style="list-style-type: none"> - Report via emergency numbers: - Contact Security, if applicable 000 - Police and Ambulance (as a priority) - Observe - Record particulars - note actions, descriptions, conversations, vehicles, weapons. - Description of Offender - Age, Height, Weight, Nationality, Hair, Skin, Clothing, Scars, Tattoos - Do not intervene unless it is safe to do so or unless absolutely necessary. - Your safety is a priority - if you are not sure, don't - the information you gather from your observations is more valuable than you becoming a victim. - Are there injuries involved. - Location. - Weapons or implements involved. - What you see. - What you hear (5 senses). - Any property damage should be left for the Police to assess (may later become an exhibit). - Is the offence Drug or Alcohol related. - Any cost of damage. - Any vehicles involved.
<p>The Police</p>	<ul style="list-style-type: none"> - Maintain notes - all logs and incidents may later be used in court. ~ Include invoices for cost of repair to property. Any medical reports and costs. Obtain the Name, Rank and Station of the investigation (arresting) Police Officer (known as the Informant).
<p>Refer</p>	<p>Incident Report Injury Response Guide 14</p>



CAR PARK ACCIDENTS GUIDE NO. 5

OBJECTIVE: Prevention of Property Loss and Personnel Injury

HAZARDS: Injury to guests/staff
Damage to property

Emergency Procedure

If this happens



Do this



Guest damages their own car.

- Respond to injuries that may have occurred
- Secure the area where the accident occurred.
- Calm the guest.
- Call your supervisor or a Duty Manager
- Take Statements from the guest and any witnesses.
- Explain Club policy of non liability.
- Take photographs of the area and the damaged car.
- Advise Delegated club official and Log

Guest damages another guests car.

- Secure the area etc
- Calm the guests
- Call your supervisor or the Duty Manager
- Take statements from any guests and witnesses.
- Take photographs of the area and the damaged cars.
- Liaise between the two parties to ensure situation remains calm.
- Explain Club policy on non liability.
- Advise Delegated club official and Log



Emergency Procedure	
If this happens ↓	Do this ↓
Car damaged by unknown persons.	<ul style="list-style-type: none">– Secure the area.– Advise Duty Manager– Calm the guest.– Offer assistance– Call police if requested– Ensure guest understands guest is not liable– Take statements.– Take photographs.– Advise Delegated club official and log
Car is damaged by a Club staff member eg while being valet parked.	<ul style="list-style-type: none">– Secure the area where the accident occurred.– Call your supervisor or the Duty Manager.– Take statements from the staff member involved and any witnesses.– Take photographs of the area and the car.– contact the guest and explain what has happened.– If the Club is clearly at fault ask the guest to obtain 3 quotes to fix the car and forward them to the Club.– If there is doubt that the staff member damaged the car maintain the Club policy of non liability.– Advise Delegated club official and log
Refer	Injury Response Guide 14



TRESPASSERS GUIDE NO. 6

OBJECTIVE: Prevention of Club Trespass

HAZARDS: Property Damage
Loss of Property
Guest/Staff Safety

Emergency Procedure

If this happens	Do this
↓	↓
Trespassing - Suspicious Persons	<ul style="list-style-type: none"> – Do not confront trespasser. – Notify Security or Duty Manager. – Observe Trespassers movements until Security or Duty Manager arrives. – Do not allow access to anyone to the area. – Call the Police if required. – Log incident in logbook. – Prepare an incident report and follow up. – Notify relevant council officer if premises is owned by Council
Refer	Assault Guide 5 Injury Response Guide 14



LIFT BREAKDOWN GUIDE NO. 7

OBJECTIVE: Planned response to Lift Breakdown

HAZARDS: Inconvenience to guest
Damage to property

Emergency Procedure

If this happens



Do this



Lift Breakdown

- Ascertain location of lift and if people are in it.
- If so, comfort them and make them aware that you know they are there and are working on the problem. Assure them that it will not be too long before the problem is fixed.
- Delegate an employee to stand near lift and to keep in constant contact with guest.
- Ring lift company. Making sure you have the lift number as well as approximate location of lift.
- Go back to location and update guests.
- Once out, assess what needs to be done to appease guest.
- Fill in Incident Report and Note in the log book.
- Notify relevant council officer if premises is owned by Council



NEEDLE-STICK SAFETY GUIDE NO. 8

OBJECTIVE: Prevention and Control of Syringe Injuries

HAZARD: Needle-stick Injury

Emergency Procedure

If this happens



Do this



Needle-stick injury

- Wash away the blood or body fluid with soap and water.
- If the eyes are contaminated, rinse eyes while open with tap water or saline.
- If fluid has entered the mouth spit it out and rinse repeatedly with water.
- An incident report should be completed.
- Refer employee at risk immediately to Medical Practitioner for Risk Transmission Assessment including options of testing and treatment for HIV. All testing requires full informed consent and appropriate counselling.
- Note in log book and Monthly Activity Report
- Notify relevant council officer if premises is owned by Council

Needle Disposal

- Do not recap
- To be placed in an impervious container eg old coffee tin.
- Rubbish removal, handler to use gloves and to collect rubbish using broom and spade.

Refer Injury Response Guide 14



SECURITY GUIDE NO. 9

OBJECTIVE: Establish acceptable standards of security within premises.

HAZARD: Damage to property
Loss of property

If this happens ↓	Do this ↓
Theft / break in / vandalism	<ul style="list-style-type: none">- Ensure lock up cabinets for items such as cigarettes, alcohol, merchandise, etc.- Install sensor lights on perimeter of building- Install dead locks on all external doors and windows- Ensure regular property inspection (especially for off season) and security monitoring of property- Notify relevant council officer if premises is owned by Council
	<ul style="list-style-type: none">- Refer Theft and Break in Guide 2



GAS LEAK/WATER LEAK SAFETY GUIDE NO. 10

OBJECTIVE: Plan response to gas or water leak

HAZARD: Property damage
Injury

Emergency Procedure

If this happens ↓	Do this ↓
Gas/Water leak reported within the building (ie kitchen, rooms, etc)	<ul style="list-style-type: none"> - Inform Maintenance and Manager of immediate area - Notify emergency services - Extinguish all flames, remove potential hazards (ie ignition sources, cigarettes, burners) - Isolate area: <ul style="list-style-type: none"> ~ remove all staff ~ remove all patrons ~ remove all contractors - Turn off supply valves in immediate area - Turn off main supply - Inform maintenance contractor/suppliers - Ventilate - open outer windows (gas leak only) - Notify relevant council officer if premises is owned by Council
Reported outside building in surrounding area within Club property	<ul style="list-style-type: none"> - Call Emergency Services (000 - Fire Brigade) for gas leak - Call Water Board for water leak - Follow steps as above
If injury occurs	Refer Injury Response Guide 14



EMERGENCY EVACUATION PROCEDURE GUIDE NO. 11

HAZARD: Evacuation – Crowd panic, flames, smoke, toxic fumes, explosion

Emergency Procedure

If this happens ↓	Do this ↓
Club Evacuation	<ul style="list-style-type: none">- All portable equipment, trolleys etc to be secured in nearest vacant area- Make sure all electricity/gas in your area is turned off.- Remove roster and any other items required as stated in your departments fire orders.- Make sure to check all toilets etc in your area.- Calmly and quietly exit the Club from the nearest fire exit.- Assemble in an orderly manner- Do not attempt to open any door without first feeling it.....If it's warm <u>do not</u> open!!!!- When entering fire stairs make sure all doors are closed behind you.- Do not use lifts.
Injury to Guest/Employee	Refer Injury Response Guide14



FOOD POISONING SAFETY GUIDE NO. 12

HAZARD: Discomfort

Risk of Spreading

Emergency Procedure

If this happens



Do this



A guest complains of food poisoning

- Notify hospital/call ambulance.
- Try and locate source and take sample.
- Ask what guest ingested and establish time.
- If item is from Club take out of circulation.
- Notify Delegated club official.
- Note events in log book (incident report)

Injury to Guest

Refer Injury Response Guide 14



INJURY RESPONSE GUIDE NO. 13

OBJECTIVE: Minimise effect of accident

HAZARD: Injury – Guest
Injury – Staff

Emergency Procedure

If this happens ↓	Do this ↓
Staff/Guest injures themselves on Club property.	<ul style="list-style-type: none"> – Assess urgency of treatment, move patient to comfortable surrounding - if possible. – Notify Supervisor. – Administer appropriate first aid preferably by most qualified person - call ambulance if required. – Obtain all details of injury and accident, to ensure incident report form is completed. – Take steps to ensure injury/accident is prevented in future. – This also includes cleaning up the injury site. – Note in log book and monthly activity report – Notify relevant council officer if premises is owned by Council
Serious Accident	For the management of serious accidents where police, WorkCover etc are present refer to Solicitor.



WILFUL DAMAGE SAFETY GUIDE NO.14

HAZARD: Club Property Damage
Guest Property Damage

Emergency Procedure

If this happens



Do this



Club Property Damage

- Remove any unsafe damaged property and relocate in a safe area and secure damage area.
- Secure area with signage
- Make notes of property Damaged. Including photographs
- Note names of any witnesses.
- Notify Police.
- Fill in Incident Report with full details of;
 - Witness names and addresses, including
 - Employee Statements
 - Witness Statements
 - Description of property damage
 - Estimated value of damaged property
 - Description of suspect/s
- Note names of Police who attended property.
- Copy Incident Report for appropriate people.
- Remove signage when area is clear.



Emergency Procedure	
If this happens ↓	Do this ↓
Guest Property Damage	<ul style="list-style-type: none">- Remove any unsafe damaged property and relocate in a safe area and secure damaged area. - Secure area with signage. - Make notes of property Damaged. Including Photographs. - Note names of any witnesses. - Notify Police. - Fill in Incident Report with full details of<ul style="list-style-type: none">- Witness names and addresses, including- Employee Statements- Witness Statements- Description of property damage- Estimated value of damaged property- Description of suspect/s - Note names of Police who attended property. - Copy Incident Report for appropriate people. - Notify relevant council officer if premises is owned by Council - Keep guest updated with information - Remove signage when area is clear.
	Refer – Guide



ELECTROCUTION GUIDE NO. 15

OBJECTIVE: Mitigate injury from Electrocution

HAZARD: Injury to guest or employee from by Electrocution or Electric Shock

Emergency Procedure

If this happens ↓	Do this ↓
Employee or Guest suspected of receiving an electric shock	Think Clearly & do not delay Call for help Make sure that the power has been isolated Implement Resuscitation Techniques and procedures as required and if trained Remain with the Victim even when appearance suggest they are satisfactory, until specialist medical assistance is available
	Refer Injury Response – Guide 14



CONSTRUCTION CONTROL GUIDE NO. 16

OBJECTIVE: Prevention personal injuries and property damage in and around construction sites.

HAZARD: Property damage / Personal injury

Emergency Procedure

If this happens ↓	Do this ↓
Premises under major maintenance or construction	<ul style="list-style-type: none">- Ensure area is securely fenced to prevent unauthorised access- Visitor sign in / out procedures- All workers and visitors to wear appropriate personal protective clothing whilst on site- Ensure appropriate use of scaffolding and protection netting to prevent debris from exiting site- Ensure sufficient vacant area surrounds site to prevent property damage (such as parked cars too close to building site)- Notify relevant council officer if premises is owned by Council
Injury to guest	Refer Injury Response Guide 14



MAJOR ACCIDENT CONTROL GUIDE NO. 17

OBJECTIVE: Ensure crown control and prevent personal injuries following major accident.

HAZARD: Personal injury

Emergency Procedure

If this happens ↓	Do this ↓
Major accident	<ul style="list-style-type: none"> - Ring emergency response services - Focus attention to preserve life and attend to injured parties - Remove people from the hazard or the hazard from the people, whichever is possible - Administer first aid - Calm and reassure injured people - When emergency services arrive, assign a person to direct the straight to the problem - Hand over site to emergency services - Develop a method for restricting access, ie barriers or tape <p style="color: red; margin-top: 10px;">Incident Clean Up / Investigation</p> <ul style="list-style-type: none"> - Secure area: Ensure people cannot be injured if hazard remains - Warn people if hazard exists - Begin incident investigation (see Section 4) -
Injury to guest	Refer Injury Response Guide 14



GUIDE

HAZARD:

Emergency Procedure

If this happens



Do this



Refer – Guide



SECTION 4

INCIDENT MANAGEMENT & REPORTING PROCEDURES



INCIDENT MANAGEMENT PROCEDURES

INITIAL PROCEDURES

- Attend to the person (refer injury response guides)
- Do not admit liability
- Immediately investigate
- Contact management

FOLLOW UP PROCEDURES

- Telephone parties involved
- Provide genuine concern
- Follow up outcomes
- Provide details to management
- Liaise with facility owner / local council for rectification

NB:

Please photocopy the original blank Incident Report contained in this section for usage on a regular basis as required.



INCIDENT INVESTIGATION

Accident investigation is a systematic approach for removing, or at least controlling the unsafe acts and conditions which are the basis of all accidents.

Any accident investigation should set out with the view of getting co-operation and involvement from all people.

It is important that a comprehensive analysis of all accidents including near misses is always undertaken.

Important information is obtained by correctly investigating the accident and completing the Incident Report Form.

The attached Incident Report form gathers the following information:

1. All the basic facts (who/when/where/how and why)
2. Reasons for the accident

Do not admit liability

Photographs help with the analysis.

The form should be filled out after the incident and not in front of the parties concerned.

INSTRUCTIONS FOR REPORTING MAJOR INCIDENTS

A MAJOR INCIDENT IS DEEMED TO BE ANY INCIDENT WHICH MEETS THE CRITERIA DETAILED BELOW.

Note: Verbal notification of the President / Secretary and other personnel would normally occur prior to the completion of the major incident report and would be initiated at the location of the incident. The written major incident report is a formal record of the event.

Within two hours of the occurrences of a major accident, the appropriate personnel arranges for completion of the major incident report form. **STATE ONLY THE FACTS, DO NOT INCLUDE OPINIONS OR SPECULATION ABOUT WHAT MAY HAVE HAPPENED OR WHO OR WHAT MAY BE AT FAULT.**

Fax the completed report to the Club President / Secretary or Risk Manager.

Compliance with statutory reporting requirements (EPA, WorkCover, Health and Safety Organisation) is the responsibility of the Club President / Secretary. Statutory reports are additional to the major incident report.



Incident Report

Warning: Report what you know are facts, don't surmise or speculate

To be completed after EVERY incident

Club

Address

General Manager:

On Duty? Yes No

Duty Manager:

On Duty? Yes No

INJURED PERSON

Surname:

Given Name:

Address:

Telephone: (Home)

(Work)

Approximate Age: Male Female

Type of Clothing:

Footwear:

Using walking aids: Yes No

Carrying anything: Yes No

Wearing glasses: Yes No

Any noticeable physical restrictions (before accident): Yes No

Were they alone? Yes No

Did they appear distressed after incident? Yes No

INCIDENT INFORMATION

Date of Incident: Day: Time:

Reported To:

Position:

Their version of events:

Our version of events:

TYPE OF INCIDENT

Tripped Struck Object Cut
Hit Slipped Other

If OTHER provide more detail:

LOCATION IN CLUB

Floor Room Pool
Conf Room Hall Gym
Carpark Foyer Kitchen
Restaurant Escalator Other

If OTHER provide more detail:



AFTER THE INCIDENT

Did someone attend to injured person? Yes No

Whom:

Was first aid given: Yes No

Who:

Did ambulance attend: Yes No

Where was visitor taken:

Other medical attention:

Were they able to continue: Yes No

Was inspection Performed: Yes No

Whom:

Environment before incident:

Environment after incident:

DETAILS OF INJURY

INJURY TREATMENT

GENERAL INFORMATION

Conditions:

WITNESSES

Surname:

Given Name:

Address:

Telephone: (Home)

(Work)

Relationship to affected person:

Employee Observations: Yes No
Comments

Surname:

Given Name:

Address:

Telephone: (Home)

(Work)

Relationship to affected person:

Employee Observations: Yes No
Comment

Person Completing Form

Name:

Signed:

Date:



SECTION 5 – SAFETY DEFECT CARDS

This card is to be filled out following deficiencies or hazards that are observed during the routine inspection and after an incident.

The Safety Defect Job Card is to be numbered and recorded on the monthly activity report as well as copy of defect card.

NB:
Please photocopy the original blank Safety Defect Card contained in this section for usage on a regular basis as required.



EXAMPLE: SAFETY DEFECT JOB CARD

To: John Citizen
(for action)
From: Michael Action
Date: 20th May 1999

Ref No: 1/2000
Time: 11:30 am

SITE INSPECTION

Hazard / Risk Identified:

Slippery floor area around Club room bar.

Suggestion to Repair or Control Defect:

Install non slip matting, carpet or treat floor to create a non slip surface

MANAGEMENT ACTION

Details of Action Required:

Floors surrounding bar area are to be carpeted.

Treasurer to arrange quotations and installation of carpet

Responsibility Treasurer	Target Completion Date: 30 th May 1999	Review Date: 15 th June 1999
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Copy of the Safety Defect Job Card to be attached to Monthly Risk Report, for follow up at Monthly Review meetings.



SAFETY DEFECT JOB CARD

Section:
To:
(for action)
From:
Date:

Ref No: _____

Time:

SITE INSPECTION

Hazard / Risk Identified:

Suggestion to Repair or Control Defect:

MANAGEMENT ACTION

Details of Action Required:

Responsibility

Target Completion Date:

Review Date:

Copy of the Safety Defect Job Card to be attached to Monthly Risk Report, for follow up at Monthly Review meetings.



SECTION 6 – RISK MANAGEMENT TRAINING

One of the key elements of a risk management programme is the ownership by personnel and managers within your Club. They must be given the skills and knowledge to fully implement the programme. Some of the key components of a risk management training programme should incorporate the following issues;

- What is Risk Management ?
- Why is Risk Management Important ?
- Risk Identification, evaluation and control.
- Management of personnel health & safety.
- Management of incidents and injuries.

The objective of our training and education programme is for your Club's personnel to gain practical knowledge of risk management principles and how to interpret the requirements of these principles relating to people, assets, legal liabilities, financial and intangible risk exposures within the operation of the Club.

The development and delivery principles used for the training of personnel and management within your Club should be based on the following criteria:

- Establish the target group
- Conduct a training needs analysis to familiarise yourselves with participant needs and develop the training programme.
- Vary delivery mode and deliverers
- Limit session deliveries to maximum of one hour
- Offer a wide range of aids, tools and presentation / training techniques
- Involve participants and actively encourage participation
- Treat participants with respect and acknowledge past learning
- View areas of operation to include "local knowledge" in presentations

At the conclusion of the training, the participants will have a clear understanding of the general principles of risk management together with an understanding of how to implement the systems based approach to managing risk, as outlined in the Manual.



PUBLIC LIABILITY

Introduction

The business of operating a sporting club continues to increase in complexity over time. As the world and, more specifically, the sporting community increasingly utilises the courts to settle disputes, it has become very important to protect your Club and yourself from the costs of both legal defence and damages.

At the risk of over-simplifying, the following activities form the basis of a sporting club:

- inviting the community to participate and / or spectator in your club's chosen sport
- inviting the community to assist in the administration of the club
- providing sporting facilities – grounds & equipment
- providing social facilities – bar, restaurant, entertainment

By offering a sporting club to the community, you also become responsible for the safety of the individuals that enter your club, both members and visitors. This responsibility is known as a **Duty of Care** and forms the base from which legal liability extends from.

The following pages provide a detailed description of the many aspects of public liability. By understanding this concept, your club will have a much greater ability to maintain its Duty of Care and to reduce the number of incidents and costs associated with Public Liability.

What is Public Liability ?

The concept of public liability involves your legal liability to pay compensation for any breach of a general duty of care which results in personal injury or property damage to a third party. In order for a prospective Claimant or Plaintiff to succeed in a public liability claim, it is necessary to establish whether negligence can be proven against the Club and / or its employees or agents.

What is Negligence ?

Negligence has been said to be:

- the neglect of some care which a party is bound to exercise towards another party.

In order for an injured party or party suffering a loss to succeed in a negligence action, they have to establish various components of the concept of negligence.

These components are:

1. There must be a **duty of care owed** to the injured person or party suffering loss;
2. There must be a **breach of the duty of care owed**; and
3. **The breach of duty must have caused the injury / loss.**



We should point out that the concept of negligence is therefore **unique** because **it imposes a duty / obligation on a party**, on our case, Clubs **where there may be no contractual relationship between the parties**, ie there is no contractual relationship between Club and the injured party / party suffering the alleged loss.

Because of the importance of each of the above components, and the manner in which they interact, we provide the following commentary.

1. DUTY OF CARE – To WHOM IS THIS OWED?

The Courts have consistently held that **you must take reasonable care to avoid acts or omissions you can reasonably foresee would be likely to injure your neighbour** (where your neighbour is)...persons who are so closely and directly affected when I am directing my mind to the acts or omissions which are called in question that I should have them in contemplation (in mind).

The Court uses an objective test to ascertain whether a duty of care is owed. One of the principal ways its answers this test is to look at the **proximity of the parties** ie to see what the physical or commercial closeness of the parties is.

In the case of a Third Party using club facilities, it is easy to see how, because of the proximity of the Third Party to Club, Clubs should have them in contemplation, ie clubs should ensure the area which they use is safe. In essence, clubs owe this person a duty of care.

Having established that a duty of care exists, we then have to consider if there has been a breach of that duty of care. This is perhaps the most difficult component of the concept of negligence as far as club is concerned.

2. BREACH OF DUTY – UNDER WHAT CIRCUMSTANCE DOES IT OCCUR?

The Courts have held that **the standard of care** required by owners / occupiers of property is that of the reasonable man. This means clubs are required to take reasonable care / steps to protect users, etc. Clubs are required to take reasonable steps to protect users against reasonable possibilities; not fantastic probabilities.

In deciding whether a breach has occurred, the courts often place themselves in the shoes of clubs and/or its officer and ask what a reasonably prudent officer would have done, or not done, in similar circumstances. This is often referred to as the **reasonable man** test, ie the Court looks at what reasonable clubs officer would have done, or not done, in the circumstances that existed at the time.

That the Court concludes that the club or its officer did not take reasonable steps to ensure the safety of a user so as to protect them from the reasonable probability that occurred, then a Court will conclude there has been a breach of duty of care owed to the user.

3. CAUSATION

Put simply, the claimant must establish that their loss and/or injury was caused by clubs negligence. For example, the loss injury cannot be the result of:

- The negligence of someone else, ie another person / entity, whom / which in no way is connected to club
- A pre-existing injury or illness of the claimant; or
- The loss was sustained because of a downturn in the economy or
- The Third Party's own fault or mistake (this is often referred to as contributory negligence).



CONTRIBUTORY NEGLIGENCE

In assessing liability one of the things a Court looks at is by what degree, or in what was, a plaintiff has contributed to their loss or injury. If a Court concludes a plaintiff has contributed to their loss or injury the Court will find (decide) there has been contributory negligence.

The Court will then assess by what degree, or by what percentage, the plaintiff has contributed to their own demise or loss. For example, if a Court concludes the plaintiff contributed to their loss in the order of 50 percent, then the Court will discount the plaintiff's award of damages by 50 percent. Needless to say the establishment of contributory negligence is very important in being able to discount a plaintiff's entitlement to damages.

Why is the Management of Public Liability Important ?

As we have seen from the recent trends emanating from the USA, the world is moving to a more litigious society with members of the community more readily utilising solicitors and the court system as a means of obtaining compensation for an individual or organisation's negligent act.

Further to this, the trend is influencing the quantum (amounts) of settlements and we are now regularly seeing excessive costs associated with the settlement of public liability claims. The ultimate impact of these trends is that we are now seeing significant increases in public liability insurance premiums in order to cover the associated costs of claims.

The most effective method of controlling these costs is to effectively manage the risk exposures and to minimise the likelihood and severity of the incidents that occur. The development of appropriate policies and procedures together with the implementation of a structured approach to the management of public liability exposures will not only help to reduce the frequency of the incidents from occurring but will also provide a documented procedure for minimising the effects of such an incident.

The existence and verification of these procedure will also assist Clubs in substantiating that they have taken all reasonable steps in controlling the environment to which the public are exposed. These procedures will ensure that the Club has not breached their duty of care to its patrons and public and this will assist in defending any claim brought against the Club for negligence.

By establishing structure procedures for the management of public liability, the Club will also help to protect the legal liabilities of the Directors and Officers who can be held personally liable in the event of a negligent act performed by the Club.

The objective of this Manual is to assist Clubs with the development of a formalised structure for managing public liability issues. As such we have provided an outline of a management system that will assist in formalising this procedure. Included in this Manual is a suggested system for the response and control of safety related incidents involving the public. The system includes recommendations for planned inspections, checklists, incident response and investigation, and claim handling procedures.

The documentation we have provide should be used as the basis for an auditable risk management programme that is tailored to the specific requirements of the Club. Accordingly, these documents are provided to give management a indication of the correct procedures for the management of public liability issues. It should be emphasised that these documents may require some modification for application within each situation. RMA's resources are available for more specialist input and tailoring the programme to your particular requirements.



Insurance Cover

Liability Insurance

Public Liability

This policy covers the club if they are found to be negligent in their actions that results in either bodily injury or property damage to a third party. This policy does not cover the third party who was injured or had their property damaged, it covers the Club if the third party decides to take legal action against it.

Products Liability

This policy covers the club for legal liability arising from the manufacture, distribution and/or sale of products. This includes bar and canteen sales and merchandise. Again, the cover is for the club, not the third party who has suffered damages.

Errors & Omissions

This policy covers the coaches, trainers and umpires of the club / league if they are found to be negligent by way of the professional advice they offer. If the advice given results in bodily injury to a third party the person who has given that advice can be held legally liable and ordered to pay damages. This policy protects them from such an event.

Directors & Officers Liability

This policy protects the Directors, Officers and Decision-Makers of the club / league if they have committed a wrongful act or omission and, as a result of this act or omission, a financial loss is suffered by the claimant.

Liability Insurance - Claim Examples

Public Liability

Any incident where a third party suffers bodily injury or property damage due to the negligence of the club / league / member.

Examples include; slipping on a slippery floor; insufficient padding on goal posts; exposed sprinkler heads; unprotected fences; an unsafe kitchen or bar area.

Products Liability

The serving / selling of food / beverage that is unfit for consumption (ie it is past it's use by date and causes food poisoning)

The sale of faulty equipment such as protective equipment, padding, helmets etc.

Errors & Omissions

Claims brought against the club / league as a result of negligent actions by employees.

Examples include; actions contrary to the Trade Practices Act or equivalent Fair Trading Act; libel or slander; dishonesty of employees, fidelity; loss of documents.



Directors & Officers Liability

An Association decides to purchase a large amount of Soccers with the idea that these Soccers be on sold to the teams at a reduced retail price. However, the teams do not buy the Soccers from the Association which is left to foot the bill. Unfortunately, the Association is unable to meet the debt and is sued by their creditor for his financial loss.

The Directors of the Association can be held personally liable for the loss and ordered to pay the outstanding amount from their personal finances. If this was to occur, the Directors & Officers Liability policy would protect the Directors from this personal loss.

Note: *The examples provided are just that - examples - and cannot be taken as claims without analysis of the details of each individual case.*

Participant Injury Insurance

Medical Insurance

Non Medicare Medical -

This policy covers the costs of medical treatment received by the players if they are injured whilst playing / training. The reason it is called 'Non Medicare' is because sports insurance companies are unable to cover any medical expenses that are covered by Medicare (The Health Act prohibits us).

Therefore, this policy covers the cost of Physiotherapy, Chiropractic, Private Hospital fees, Ambulance, Masseurs, Osteopaths, Naturopaths, and Dentists.

It does not cover any costs for Doctors, Surgeons, X-Ray, Public Hospital fees or Anaesthetists. Even if there is a gap between the cost and the amount Medicare refund, insurance cannot pay this, it is illegal.

Level of Cover

There are various levels of cover available to the Clubs. These are outlined below:

- * the reimbursement percentage (ie. the percentage paid of the total cost of the claim) is either 50%, 75% or 90%
- * the excess per claim (ie. the amount the player has to pay before the insurance begins) is either \$20, \$50 or \$100
- * the limit per claim (ie. the total amount insurance will pay per claim, regardless of whether the treatment is completed) is either \$1,500 or \$2,000

Loss of Income / - Named Player

This policy covers the income lost by a player not being able to work due to an injury suffered whilst playing / training. The player must be in permanent full-time, part-time or casual employment at the time of injury.

Level of Cover

Again, the club can chose the level of cover. The premium is charged on every \$50 worth of cover, with a maximum of \$500 cover available. For example, if you wanted \$200 per week cover for your team (ie. if a player is injured he would receive \$200 each week) you would need to buy four (4) lots of \$50 (4 x \$50 = \$200 p/week)



You also need to choose the excess period. The insurance won't start until the player has missed say either 7 or 14 days of work, depending on which option you choose.

It is important to note that the policy states "we will pay either 80% of net weekly income or the selected dollar amount (eg. \$200), whichever is the lesser amount. Therefore, if you buy \$200 per week cover, you do not necessarily receive that, you may receive 80% of your net income instead.

What Level of Cover Should We Purchase ?

It is recommended that all Clubs purchase insurance based on the requirements of their players. Unfortunately it is common for the club to make decisions based on the cost of each level of cover instead. It is important that the players are consulted. If they request a higher level of cover, perhaps they can contribute to the cost.

If your club decides not to consult the players, you must make the selected level of cover very clear to all players so that they can seek alternative arrangements if deemed necessary.

Nb Information specifics used above to explain the insurance cover are only examples. Specific policy details must be confirmed with your insurance provider.



SECTION 7 – MANAGEMENT ACTION & REVIEW

The final stage in this process is for management to develop prioritised risk control recommendations and to ensure their ongoing effective implementation.

Management must monitor and review current status of risk management initiatives to ensure their completion and signoff. This should include:

- i) Monthly Risk Reports to be filled out as a planned monthly routine, based on the inspections and training at your Club.
- ii) Activity Reports. This is a detailed breakdown of the planned activities and incident reports which is to be filled in fully for all planned activities and incidents.

NB: The Monthly Risk Report and Activity Report is to be sent, reviewed and filed by the Delegated club official every month.

These reports will be audited regularly

NB:
Please photocopy the original blank Monthly Risk Report contained in this section for usage on a regular basis as required.



EXAMPLE: MONTHLY RISK REPORT

Planned Inspection Topic or Incident Report No.	Reference No.	Responsible Employee	Date	Action/Comments
General Housekeeping	1/99	Treasurer (Peter Money)	30/5/99	Carpet to be installed



MONTHLY RISK REPORT

Planned Inspection Topic or Incident Report No.	Reference No.	Responsible Employee	Date	Action/Comments



SECTION 8 – APPENDICES



APPENDIX A

PRUDENTIAL MANAGEMENT



PRUDENTIAL MANAGEMENT

Introduction

The intention of this section of the Manual is to provide Soccer club administrators with an outline of some of the fundamental management guidelines that should be followed in order to assist them in the professional administration of a Soccer club.

During the business risk assessment workshop, there were a number of business risks identified that were directly affected by management decisions. Accordingly, it was recognised that Soccer Australia should incorporate in to this risk management Manual, some guidelines as to the recommended management procedures associated with club administration.

CLUB ADMINISTRATION / FINANCIAL MANAGEMENT

What Gauges Success in Your Club?

For any club to be successful it is important that they are seen to be professional off the field, as well as on the field.

A part of that professionalism is the correct approach to financial administration of your club or league.

The preparation of budgets for the year ahead is one of the more important tasks that any club can undertake and it certainly should be one of the first tasks considered by a club when commencing a new year.

What is a Budget?

The word budget has been defined as “an annual estimate of revenue and expenditure”, and the budget when completed should be of a flexible nature. The club administrators prepare an estimate of income and expenditure for the oncoming season as a guide to requirements for the forthcoming period. The budget brings all aspects of the club together and sets goals of what is required from that section of the club to meet the overall plan.

A Soccer club must be operated like a business and a financial plan is absolutely necessary in today's economic climate to ensure future viability of the club.

All the accounts a Soccer club is required by law to keep, and most of the accounts that the clubs maintain, are bookkeeping records, or show the impact of what has happened in the past. Whilst this information is valuable it does not provide the guidance to a club in assessing its future operational and administration decisions, however, using results of past activities and applying them to expected future events provides a powerful tool for Club Executives. It is therefore important that a budget and cash flow projections and even perhaps a five year plan should be drawn up to provide direction for club executives and enable a consistent approach to club activities regardless of change in Executive Membership.

The person responsible for the preparation of the budget and the cash flow projection is the Club Treasurer, however he is only the collector of the information.



The treasurer should arrange meetings with all of the club sub committees, (Finance, Fund Raising, Match and Recruiting, Grounds, Junior, Ladies and Social, etc.) to discuss their activities for the forthcoming year and during these meetings place monetary estimates on income and expenditure required to carry out their activities. The treasurer then collates all the information into a draft budget which is then reviewed by the General Committee of the club.

At this review the general committee should set the path that it wants to follow for the forthcoming season in conjunction with the budget and areas of financial strength and weakness' are highlighted for attention. The treasurer may then be required to hold a second meeting with the Club sub committees to consider any adjustments to their budget estimates, recommended by the General Committee, and findings of these meetings are again collated by the treasurer into the second draft of the budget to be placed before the general committee. The document is then again reviewed by the General Committee and if no further adjustment is required it is adopted as the budget for the forthcoming season.

Once adopted the budget then provides the following:

- (a) **It indicates to all revenue raising committees what is required to be raised to fund the club activities and they can then set about their own planning functions for the forthcoming season.**
- (b) **It further indicates to all expenditure committees what funds are allocated to be spent on particular items and they can plan their activities accordingly. One example of this could be player recruitment. All clubs would like to have an open cheque book to be able to obtain this player or that player, however with a predetermined budget of funds available for match payments the match committee must review its list of players available, formulate its priorities and fit these into the allocated funding and then go for that option.**

On preparing the budget the Treasurer should commence with historical information from previous years a starting base for that budget. He should then collate information received from the sub committees with full details as to how each item of income and expenditure was obtained so that these can be justified at any particular time with the General Committee or Members.

The budget should be conservative both in income and expenditure so that it is seen to be attainable provided effort is put in by each of the sub committees to reach their particular goals.

A very important aspect of budgeting is the budget review which should be carried out at least quarterly. After having gone through the exercise of preparing the budget, constant reference to it is absolutely necessary to ensure that the club is operating in the manner that was planned.

To prepare a budget and put it into a filing cabinet is very poor club management whereas, not to prepare a budget in the first place is irresponsible club management.



ACCOUNTING PROCEDURES AND ACCOUNTABILITY

It is desirable to have one person with overall responsibility for club finance. This person's primary responsibility should be to:

- (a) Keep up to date records of all club financial records
- (b) Monitor financial progress and performance
- (c) Assess the financial implications of all club decisions and report these to the executive meetings
- (d) Ensure cash reserves are used to the best possible advantage
- (e) Oversee the financial arrangements and results of each of the activity areas of sub committees

Sub committees may control the operations within their activity area and physically record income and expenditure for that area, but results must continually be passed on to the finance manager (Treasurer) so that they can be integrated with other club activity results and reported to the Executive throughout the year.

Many things govern the requirement of club Treasurers to carry out their duties. The first requirement will not apply to all clubs but applies to all clubs that have financial records audited each year. If the records are subject to audit they must be maintained in such a manner that will enable the auditor to verify any transaction of the club during the audit period, therefore the club Treasurer should:

- (a) Avoid cash transactions**
- (b) Issue receipts for any cash received in the club**
- (c) Ensure that all income is banked into the appropriate account the day that it is received or the first working day thereafter**
- (d) Retain invoices for all payments made by the club and where possible retain receipts for payments**
- (e) Make all payments for the club's banking through the club's banking accounts and ensure that cheques should be signed by at least two persons**
- (f) Have all payments passed for payment or ratified at committee meetings and noted accordingly in the minutes**
- (g) Keep all cheque books in safe custody at all times**
- (h) Write up and reconcile cash books of the club's banking accounts on a monthly basis**

It is important that the club Treasurer keep the following books and records:

- (a) Invoice books for outgoing accounts
- (b) Receipt books for incoming payments
- (c) Banking accounts for club funds preferably cheque accounts for working accounts
- (d) Cash books to summarise the entries in the banking accounts
- (e) Files for paid accounts, etc.

Whilst these requirements must be met if the club records are subject to audit however, should the club members decide not to have their accounts audited the records outlined above should be maintained in all cases.

Clubs will of course have cash receipts from gate takings and the like and it is very easy for the Treasurer and other club officials to pay accounts directly from the cash. As you can understand, if this happens there is no traceable evidence through the club's financial records of these transactions which could lead to some of the following conclusions:



1. **Misleading financial statements of the club**
2. **A qualified audit report. This means that the auditor was not able to verify that the financial statements of the club represented a true and fair view of its financial position.**
3. **The honesty and integrity of the club administrators could be subject to question by the members**

The reporting requirement of the Committees can also govern how the records are kept so that the type of information required by the committee is able to be obtained readily.

These requirements could range from a full double entry accounting system maintained on an accrual basis down to simple cash receipts and expenditure statement. Perhaps the most widely used is the cash receipts and expenditure statement and in some cases it is known that some treasurers will just report that there is X number of dollars in the bank at the end of the month and that is the total report given to the club. This type of report is useless to the club Committees because apart from the information of the bank balance, no information is given as to where the funds of the club have come from, where they are being spent and so on.

The treasurer's report to each committee meeting should contain the following information:

- (a) **Summary of income and expenditure since the last report to the committee**
This does not mean a report of cheque payments but rather a summary by category of receipts and payments.
- (b) **A summary of income and expenditure for the period to date**
This means a summary as in (a) above with cumulative total of receipts and payments listed for the period from the commencement of the year to the date of the report.
- (c) **A listing of the club's assets and liabilities**
A report in this fashion should be the minimum requirement of committees as it provides them with full financial information on the happenings of the club for the year as well as the period since their last meeting and therefore provides the basis of making better financial decisions.

A further column could be added to the report – a comparative summary in the same format of income and expenditure as the budget to enable the committee to monitor performance against planned performance. I believe that the above addition to the treasurer's report should be adopted by all clubs because this then provides the committees with the necessary information for better decision making and therefore hopefully more viable clubs.

In some cases, committees may request that reports are departmentalised especially where social club, fund raising committees, and match committees may have control over their own payments for each month. This would necessitate a much more detailed report and again present better information for better decision making.

One aspect that comes from this type of reporting is that committees have been sectionalised into sub committees which is an efficient method of club administration, however the good work is undone by giving some of the sub committees financial power by appointment of their own treasurer and establishment of their own financial records.

This is not a good practice to adopt and all attempts to formulate such a practice should be stamped out. The reasons for this are as follows:

1. **Having one treasurer makes one person responsible for the activities therefore increasing the possibility that the job will be done and done properly.**
2. **Reduces the possibility of friction developing within the sub committees as history establishes once a sub committee gets financial clout they then want to dictate the general committee.**
3. **Reduces the possibility of informed financial reporting to the general committee as the treasurer no longer controls all financial matters.**
4. **It makes audit procedures more difficult and therefore far more costly.**



Record Keeping

The initial books of account which should be kept within the club are as follows:

- (a) An income register showing details of all cash inwards**
- (b) Expenditure registers showing details of all cash outwards**
- (c) A debtor's control account to keep control over all outstanding debts owing to the club**
- (d) A creditor's control account to keep control over all outstanding debts owed by the club**

The income and expenditure registers should be set out in the format as shown in the attachments to this paper and monthly reports should be presented to the general committee in the format again shown in the attachments.

I trust that the information given above gives some indication of the records to be maintained and the reports to be given by a club treasurer. Remember the club treasurer is a key person in the functioning of the club, so therefore committees should be selective in their choice of treasurer and when you have him / her installed assist him / her in every way possible to provide the committee with the very necessary financial information to run the club successfully. It is also important that should a person take on the role of treasurer and is not sure exactly what to do, that person seek the advice of a professional person to get started on the right track.



BUDGET HINTS FOR TREASURERS

1. Always use historical information from previous years as the starting base for your budget.
2. Meet with sub committees to formulate their ideas and estimates to be included in the overall budget
3. Don't lead these sub committees meetings, but ask questions at all times so that justification is available of income and expenditure estimates
4. Advise sub committees that these meetings are to take place so that they have given their estimates some thought, and preparation can be done beforehand
5. Always be conservative – if your budget is unattainable no one will have any regard for it
6. If in doubt, seek assistance of a person with budgeting knowledge. This task is most important and therefore must be done correctly
7. Review your budget quarterly and make appropriate adjustments that may be necessary (eg cut back on expenditure in certain areas)



DEALING WITH THE MEDIA AND SPONSORS

Soccer is a community based sport and as such provides substantial news worth to relevant media outlets.

The key for a Soccer Clubs dealing with the media is to build professional relationships that provide benefits to all parties concerned.

Build a relationship with a newspaper or radio station by:

Understand how the media works and how journalists work

- Think “entertainment” – no-one wants to read boring stories.
- What is news worthy? Need an angle.
- Be aware of deadlines.

Appoint a Publicity Officer or Spokesman

- Actively seek positive exposure. For example, coaching appointments, recruits, milestones.
- Product media releases.
- Ensure all press reports are neatly and accurately prepared.
- Ensure all club obligations to league Soccer programme or record are met. For example, team list maintenance.

Publicity / Promotions Officer

- Develop and implement a public relations programme.
- Ensure that the club receives maximum promotional exposure in all spheres.
- Submit club results on each occasion as prescribed by the association.
- Write media releases concerning upcoming events, interesting personalities or club events.
- Co-ordinate arrangements for press media coverage of club news releases on functions, staff changes, players and recruits.
- Assist in the publication of club newsletters and reports.
- Assist in the development of a programme for the recruitment and retention of financial supporters to the club.
- Act as a liaison person for media at all events.
- Know your subject.



- Know your market.
- Be familiar with all media personnel.
- Develop a strategy to better market and promote the club.
- Provide the members of the association with appropriate exposure to the public through marketing.
- Arrange for sponsorship of teams and/or advertising of organisations through the association magazine / newsletter.

Media Release

When producing a press release, follow these guidelines:

- Use the correct format, particularly in relation to names.
- The information must be topical.
- Present the news in short, snappy headlines with the main points of interest first.
- Use simple and easily understood languages.
- Check the media deadlines.
- Type media releases double spaced.
- Provide photographs where applicable.
- Put the name of the club at the top of the release. The work "Press Release" also needs to be prominently displayed.
- Supply name, address and phone of a club person to contact for further information.
- Deliver the release personally or post direct to the relevant report.

The ideal media release should answer five questions concerning the occasion. It may be used before, during and after the occasion.

1. What is the occasion? What is going to happen?
2. Where did it happen?
3. Who did it happen to?
4. When did it happen?
5. Why did it happen?

Prepare a Media Kit which could include:

- Attention to detail.
- List of telephone contacts – work and after hours.



- An accurate list of the full names of players (with players numbers) and officials.
- An accurate calendar of events including fixture information, key function dates and meeting dates.

Provide access to players and club personnel.

- Prepare players for interviews where possible. Remember that some players may be stars on the field but modest and reluctant to talk about themselves off the field.
- Provide useful anecdotes and background information on players.
- Recommend other people who know the player concerned.

Sponsorship – A Special Case

- Sponsorship, as such is not automatically considered as being newsworthy, particularly in sports pages.
- Be subtle. Blatant attempts at securing free advertising will not be appreciated.
- Logos on Guernseys are both effective and inoffensive.
- Create a new angle. The old cheque hand over photo is boring.

Projecting the right image – being active.

The guidelines are intended to ensure a club or a league builds a professional relationship with the media. Create an image of professionalism, make stories and events easy to cover and encourage the attention of journalist.