

THE WAY AND

2021 Match Officials Handbook

# Field Name Abbreviations

Bang	Bangalow Sports fields	Potts	Koala Beach fields, Pottsville
BB1 & BB2	Byron Bay Recreation fields	Rec 12	Richards Oval, Lismore
Burr	Burringbar Sports fields	<b>R'view</b>	Riverview Park, South Lismore
Cas 1 & Cas 6	Colley Park, Casino	SCU	SCU Synthetic Field,
CP1 & CP2	Crawford Park, Alstonville		- Crawford Road, East Lismore
Crozier	Crozier Field, Lismore	Stars	Barrow Lane, North Lismore
Dun	Balzer Park, Dunoon	Saunders	Saunders Oval, Ballina
E1 & E2	Neilson Park, East Lismore	SkHd1 & SkHd2	Skennars Head Fields
Eur	Eureka Sports Ground	Sth Lis	Caniaba Street, South Lismore
Ewing	Cavanbah Centre - Ewingsdale Rd,	T1 & T2	Thistles Park, East Lismore
0	Byron Bay	ТЕВ	Cumbalum Fields
GW3	Geoff Watt Oval, Alstonville		(Tintenbar East Ballina)
JSF	Jeff Schneider Field, Bangalow	T'gum	Bawden Street, Tumbulgum
КуН	Kyogle High School	Uki	Vic Bianchetti Field - Kyogle Road, Uki
Mull 1 & 2	Pine Avenue, Mullumbimby	W'burn	Woodburn Oval, Woodburn
NBO	New Brighton Oval		
NH1 & NH2	Nimbin Headers Fields, Nimbin	Wherrett Park	Wherrett Park, Maclean
NOS	Shara Boulevard, North Ocean Shores	WP1 & WP2	Weston Park, Goonellabah
Oakes	Oakes Oval, Lismore		

#### **Duration of FFNC Competition Matches**

FFNC Grade 12:	25 minutes each way
FFNC Grades 13 & 14:	30 minutes each way
FFNC Grades 15 & 16:	35 minutes each way
FFNC Senior Grades:	45 minutes each way
Summer Youth League:	35 minutes each way

#### Match Ball Sizes

Grade 12 and 13:	Size 4
Grade 14 to Seniors:	Size 5

**FFNC Grade 12** Goal Kicks and Corner Kicks Goal Kicks are to be taken from a point level with the Penalty spot and parallel to the Goal Line.

Corner Kicks are to be taken on the Goal Line at a point that is 10 metres in from the corner.

This distance is generally indicated by a small mark, off the field, perpendicular to the goal line.

## Half time Length (from end of half to start of 2<sup>nd</sup> half)

All Junior Grades:	5 minutes
All Senior Grades:	5 – 10 minutes

#### Interchange Regulations

<u>ALL</u> Senior Grades:	Maximum of 5 can be listed with unlimited interchange
FFNC Grade 15 – 16:	Maximum of 5 can be listed with unlimited interchange
FFNC Grades 12 – 14:	Maximum of 3 can be listed with unlimited interchange
Summer Youth League:	Maximum of 5 can be listed with unlimited interchange

## Match Sheets

- **Recording Own Goals** Own goals are <u>NOT</u> recorded against the player who scored the goal they are recorded in the "Opposition Own Goals" section **on the match sheet of the team the goal is credited to**.
- A player(s) name cannot be added to the match sheet after the game has commenced.
- Player of the Match Points The centre Referee (in consultation with the AR's) for all *Men's Premier League* and *Women's Premier League* pointscore competition matches is required to select the 3, 2, 1 points for Players of the Match. <u>This information must then be submitted ONLINE by 9am MONDAY</u> (or within 48 hours of a mid-week fixtures). *Link: <u>https://form.jotform.com/210702341103031</u>*
- Allow the team representative to check the details of the match and cross off any players who did not participate before they write their name and sign in the relevant section toward the bottom of the match sheet. The team representative will then take their copy (yellow carbon copy).
- The Referee should initial any amendments/errors made by them on the match sheet.

# <u>Index</u>

Page 5	Contact Details
Page 6	Far North Coast Referees Life Members
Page 7	Appointments Process and YOUR responsibilities
Page 9	Match Day Checklists
Page 10	Match Officials Assessments & Support
Page 11	Match Official Payments
Page 13	DRAFT Calendar of Events
Page 14	Match Sheets
Page 15	Example for how to complete a Match Sheet (Grade 12 to 14)
Page 16	Example for how to complete a Match Sheet (Grade 15 to Senior Men)
Page 17	Example for how to complete a Match Sheet (Girls Grade 15 to Senior Women)
Page 18	Report Writing – Includes how to write and submit a Send off Report and Incident Report
Page 23	Example of how to complete a Send off Report
Page 25	Example of how to complete an Incident Report
Page 26	Final Series Procedures (including how to complete match sheets)
Page 27	Code of Ethics & Conduct
Page 28	Standard of Dress & Uniform
Page 29	Abandoned Matches
Page 30	Unacceptable Behaviour Against Match Officials and Incidents of Assault
Page 31	FFNC Talented Match Officials Pathway
Page 32	Social Media and Football Far North Coast Website
Page 33	Senior Match Officials – Mentoring and General Information
Page 34	List of Completed Appointments
Page 37	Goals & Ambitions

# **Contact Details**

Football Far North Coast Email: referees@ffnc.net.au Phone: 0434 856 992 Office Address: Suite 5 / 32 Gum Tree Drive, Goonellabah NSW 2480 Website: www.footballfarnorthcoast.com.au/referee-headquarters/

The Football Far North Coast office regularly operates 9am – 4pm on business days, however normal football activities may mean that the office is closed between these hours on occasions.

If you need to pick-up or purchase gear, please contact 0434 856 992 <u>before</u> visiting the office.

Communication to match officials throughout the season is primarily via email, so please remember to check your email regularly. Text messages are used where appropriate to individual match officials.

Social media is also an important tool; HOWEVER, this is <u>NOT</u> the primary mode of communication with individual match officials. Please read the social media section of this handbook for more information and guidelines on its use.

# Far North Coast Referees Life Members

Football Far North Coast would like to acknowledge those who have been bestowed the honour of Life Membership with the Far North Coast Referees.

These individuals made extraordinary commitments to the Far North Coast Referees Association and contributed to the development of match officials in our zone.

- 1977: Charlie Sourry (Deceased)
- 1979: Robert Beaumont (Deceased)
- 1979: Reginald Wiffen (Deceased)
- 1980: Alistair Watts
- 1983: Barry Such
- 1987: Dean Mohammed
- 1988: Alexander 'Sandy' Smart
- 1991: Kenneth Hudson
- 1997: Joseph Pisani (Deceased)
- 1999: David (Dick) Nolan
- 2001: Glen Gibbs
- 2001: William (Bill) Duffy
- 2001: Kenneth Cartwright
- 2004: Clive Owen
- 2006: Lee MacMaster
- 2009: Luke Mackney
- 2015: Stuart Bradley
- 2015: Len Keith
- 2015: Thomas Rehbach

# **Appointments Process and YOUR responsibilities**

The appointments system used by Football Far North Coast is Schedula: www.schedula.com.au

## Appointments Checklist

- Update your availability online for the upcoming week, by <u>NO LATER</u> than 6pm each Sunday night, by logging in to Schedula.
- If you do NOT update your availability by 6pm each Sunday, your records will remain unchanged and appointments will be made accordingly. Unless you have technical issues, do NOT rely on email, text or verbal advice to update the record of your availability, information MUST be updated in Schedula.
- Appointments are typically published on Schedula (i.e. available to be viewed) from 6pm each Tuesday.
- While an email is usually automatically generated to notify you that you have been appointed to a game/s, do NOT rely on receiving an email before logging into Schedula. You should login to Schedula every Tuesday night to view and confirm your appointments, regardless of whether or not you received an email notification.
- YOUR first task once appointments have been published is to login to Schedula and "Confirm" your appointment/s. This MUST be done by 8pm Wednesday, every week.
- The ONLY reason you should have to decline "any" appointment is due to an error in appointments (between 6pm Tuesday and BEFORE 8pm Wednesday). You must include a reason for declining appointments in Schedula. The need to decline an appointment in Schedula should be VERY RARE, but if you become unavailable due to unforeseen circumstances please inform us as soon as possible.
- Log-in and check your appointments <u>regularly</u> during the week to make sure they haven't changed, noting that communication will *ordinarily* be sent to you every time your appointment/s are updated. Every reasonable effort will be made to text or phone you in the rare event that changes are required late in the week (e.g. Friday/Saturday/Sunday).
- If there are any errors in your appointments, please contact 0434 856 992 ASAP You can send an email AS WELL, however this should not be the only method of communication in this case.
- If you are NOT available for an appointed match (after you have confirmed an appointment in Schedula) for a suitable reason such as illness, injury or unforeseen circumstances, you must phone 0434 856 992 and discuss.
- ▶ If your call to 0434 856 992 is not answered, leave a message.

## Also remember:

- <u>YOU</u> are responsible for <u>YOUR</u> availability or unavailability and communication.
- If you need a lift to the game, you may be able to get a lift with another match official appointed on your game (or with a match official who is appointed at the same ground or close-by). Problems with transport is NOT considered a satisfactory reason for non-attendance on the day.
- In the event of heavy rain, cancellations/postponement advice will be sent via text message to all appointed match officials.
- Please remember that there are over 100 match officials, dozens of games and things can be VERY frantic in wet weather conditions.

- If you do not turn up to a game (without a reasonable excuse) you may be sanctioned with a fine or be excluded from being appointed on some matches. This is not the desired action for FFNC, however individual match officials need to be responsible.
- Communication is critical to everything we do and we urge open, clear and regular communication about ANY aspect of your role as a match official.
- Match Officials aged under 18 "may" wish a parent to communicate about issues or to clarify aspects
  of your role or procedures. We are happy for this to happen; however, we urge young match officials
  to broker open communication with their own parents as we sometimes receive queries about basic
  items that have been disclosed to ALL match officials.

To view the Schedula Quick User Guide (which further outlines all the steps and procedures that must be followed every week), visit the Referee Headquarters Section of the FFNC website.

#### Injury or sickness on the day of your appointment

If you are sick on the day of the match and are unable to fulfil your appointment/s **PHONE** 0434 856 992 as soon as possible.

If you play a game and sustain an injury which prevents you from being able to fulfil an immediate appointment;

- 1. See if another qualified and suitable match official (even if they are there as a player) is at the ground and enquire if they are available to take your place? Suitable match officials are those that have officiated on that particular grade before.
- 2. If <u>after</u> this you are unable to find a suitable replacement, inform the Duty Officer of the home club that you are unable to fulfil your appointment/s and there is no replacement available.
- 3. Then phone 0434 856 992 as soon as possible to inform FFNC of your injury and action.

We encourage match officials who are players to take their gear with them, just in case you are asked to officiate before/after playing your game.

#### What to do if the CENTRE Referee doesn't show up in a senior match?

If you are a senior referee who has officiated as a centre referee previously on the affected grade, you can referee the match and you will be entitled to the referee match payment.

If you are junior referee (under 18) who is not usually appointed to senior matches OR if you have NOT acted as a centre referee in the affected grade previously, **you** <u>MUST NOT</u> referee the match. You may officiate on the match as an Assistant Referee however, and you will be entitled to the Assistant Referee match payment

If you are a junior assistant referee on a senior match and the referee does not show up for your match, <u>**DO NOT</u>** let the teams or any club official pressure you into refereeing the match. You are only allowed to fulfil your appointment as an assistant referee (as per above).</u>

# Match Day Checklists

#### Junior Pre-match Checklist

30 mins before kick-off:	Arrive at ground NO LATER than this time.
15 mins before kick-off:	Be fully ready in your gear, with your whistle, cards etc. and then check the field of play, all players' equipment and get team sheets from both teams.
5 mins before kick-off:	Be in the centre circle and call the captains to half-way for the toss.

#### Junior Post-match Checklist

5 mins after match:	Complete your match sheets, <i>fully and correctly</i> . Make sure you also note <u>ALL</u> relevant referee comments on the match sheet, such as no Duty Officer etc.
5 – 10 mins after match:	Both team managers should check, then sign their team sheet after the match and take their match pad. If no club representative comes to sign the match sheet and collect their match pad, leave the match pad at the canteen.
10 – 15 mins after match:	Hand in your correctly completed match sheets to the canteen or HOME team.

#### Senior Pre-match Checklist

40 mins before kick-off:	Arrive at ground.
25 mins before kick-off:	Check the field of play.
20 mins before kick-off:	Be ready in your gear. Referee to give AR's their pre-match instructions.
15 mins before kick-off:	Both teams match sheets should be handed to you by NO LATER than this time.
10-15 mins before kick-off:	Check all players' equipment.
5 mins before kick-off:	Be in the centre circle and call the captains to half-way for the toss.

## Senior Post-match Checklist

5 mins after match:	Complete your match sheets, <i>fully and correctly</i> . Make sure you note <u>ALL</u> relevant referee comments on the match sheet, such as no duty officer/s, ground not roped etc. <i>In Men's and Women's Premier League</i> you must take note of the three players you wish to award the 3, 2, 1 player of the match points from the match. This information is to be submitted by text to 0434 856 992 or email to referees@ffnc.net.au by 9am Monday (within 48 hours of mid-week fixtures).
10 – 15 mins after match:	Both team managers should check, then sign their team sheet after the match and take their match pad. If no club representative comes to sign the match sheet and collect their match pad, leave the match pad at the canteen.
10 – 15 mins after match:	Hand in your correctly completed match sheets to the canteen and submit relevant post-match information in the referee welfare app, RefLIVE.

#### For information regarding Send off and Conduct Reports, see "Report Writing" section of this handbook.

## Match Official Assessments & Support

Support for match officials is primarily provided by Football Far North Coast, through the role of the Match Officials Co-ordinator (Luke Mackney), Match Officials Development Officer (Mick Lucas) and assessments/coaching by qualified Assessors.

There are a small number of qualified Match Official Assessors in the FFNC zone who, from time to time, are appointed to assess match officials and to provide support and coaching.

It is hoped that all match officials will be assessed and given feedback at some stage throughout the season, however the reality is that there are many more match officials than there are qualified instructors.

If you have not yet been assessed and/or would like to receive some further coaching, please email referees@ffnc.net.au so that we can arrange this to occur as soon as possible.

# **Coaching / Laws of the Game Questions**

Do you have a referee coaching related question? It might be based on an incident in a game that you officiated or a question related to the laws of the game that you want answered?

Email referees.coach@ffnc.net.au to contact our Match Officials Development Officer!

# **Match Official Payments**

Payments to all match officials will be made fortnightly via direct credit into the nominated bank account of respective match officials for all COMPETITION Fixtures AFTER appointments have been completed and reconciled with the match sheet records.

There will be NO cash payments to match officials for any COMPETITION fixtures.

Trial fixture payment amounts will be advised via email to appointed match officials prior to all approved trial fixtures.

<u>Each</u> Individual Member Club participating in <u>TRIAL</u> fixtures is required to arrange <u>CASH</u> payment to match officials on the day of the trial. The HOME club is however ultimately responsible for ensuring that match officials receive the FULL payment due to them.

ANZAC Day Cup & Callan McMillan	CMillan Full Amounts Receivable			
ANZAC Day cup & canan Micivinian				
Competition	Centre	Assistant Referee (each)	4th Official	
Men's Premier League	\$100	\$45	\$30	
Men's Open A	\$70	\$35	\$20	
Men's Open B	\$60	\$30	\$20	
Men's Open C	\$55	\$25	\$20	
Callan McMillan A	\$65	\$30	\$30	
Callan McMillan B	\$50	\$25	\$20	

Pointscore Competition / Trials	Full Amounts Receivable		
Division/Grade	Centre	Assistant Referee (each)	4th Official
Men's Premier League	\$100	\$45	\$30
Men's Championship League	\$70	\$35	\$20
Men's Division One	\$70	\$35	\$20
Other Men's Divisions	\$60	\$30	\$20
Women's Premier League	\$70	\$35	\$30
Other Women's Divisions	\$60	\$30	\$20
Grade 16	\$40	\$20	\$15
Grade 15	\$35	\$15	\$15
Grade 14	\$30	\$15	\$10
Grade 13	\$30	\$15	\$10
Grade 12	\$25	\$10	\$10

\* The Pointscore Competition includes all Final Series matches

		Full Amounts Receivable	
Summer Youth League	Centre	Assistant Referee (each)	4th Official
Male & Female SYL	\$70	\$35	\$20

Individual Match Officials must complete and submit the **Individual Match Official Bank Account Details Form and Statement by a Supplier Form** to FFNC <u>before</u> being appointed on matches.

This form can be found under "Forms" in the "Referee Headquarters" section of the FFNC website.

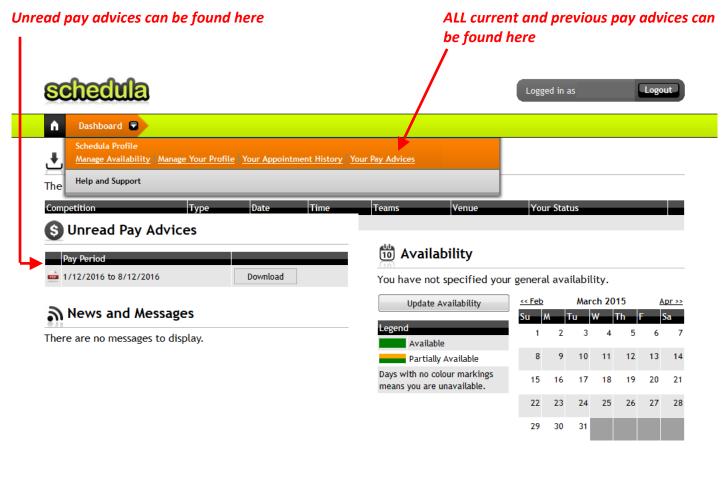
## Match Official Payments - Schedula

Payments to all match officials will be made fortnightly via direct credit into the nominated bank account of respective match officials for all COMPETITION Fixtures. There will be NO cash payments to match officials for any COMPETITION fixtures.

Once payments are processed, advice will be provided via email and detailed information will be available in Schedula (including previous payment information). Any match official who has requested that FFNC deduct the registration fee and/or gear costs from match payments will see a breakdown of this information in your pay advice in Schedula.

If you want to get specific payment details (i.e. reconcile with your appointments) you can access Schedula and refer to "Unread Pay Advices". The records of all pay advice information is found in your "Dashboard", under "Your Pay Advices" (see screenshot below).

If you have ANY questions or concerns regarding match official payments, please email <u>referees@ffnc.net.au</u> or contact 0434 856 992 if you wish to discuss personally.



- Draviaus Annaintmante

# **DRAFT Calendar of Events**

#### Please note that these details may change.

Please check our website regularly for up-to-date information.

Date	<u>Event</u>
Sunday 21 <sup>st</sup> February	Annual Match Officials Seminar
Fri 26 <sup>th</sup> Feb / Sun 28 <sup>th</sup> Feb	ANZAC Day Cup / Callan McMillan Commences
Fri 19 <sup>th</sup> / Sun 21 <sup>st</sup> March	ANZAC Day Cup / Callan McMillan Semi-finals
26 <sup>th</sup> / 27 <sup>th</sup> / 28 <sup>th</sup> March	Senior Pointscore Competitions Commence
Fri 24 <sup>th</sup> / Sat 25 <sup>th</sup> / Sun 26 <sup>th</sup> April	ANZAC Day Cup / Callan McMillan Finals
30 <sup>th</sup> April / 1 <sup>st</sup> / 2 <sup>nd</sup> May	Junior Pointscore Competitions Commence
CANCELLED for 2021	NNSWF Boys TOP Camp and State Championships
TBC	FFA National Youth Championships for Girls
Fri 20 <sup>th</sup> – Sun 22 <sup>nd</sup> August	Junior & select Senior Pointscore Competitions – Semi-finals Commence
Fri 27 <sup>th</sup> – Sun 29 <sup>th</sup> August	Remaining Senior Pointscore Competitions – Semi-finals Commence
Fri 3 <sup>rd</sup> – Sun 5 <sup>th</sup> September	Junior Grand Final Series
Fri 10 <sup>th</sup> – Sun 12 <sup>th</sup> September	Senior Grand Final Series – Week One
Fri 17 <sup>th</sup> – Sun 19 <sup>th</sup> September	Senior Grand Final Series – Week Two
CANCELLED for 2021	NNSWF Girls TOP Camp and State Championships
ТВС	FFA National Youth Championships for Boys
ТВС	NNSWF Champion of Champions Tournament
Friday 8 <sup>th</sup> October	Summer Youth League Commences – Male & Female

Training and Coaching Meetings will be confirmed throughout the year. Generally, these are expected to take place on Wednesday evenings, however more information will be provided periodically throughout the year.

Check emails and the Football Far North Coast Facebook page and website for training and coaching updates.

All match officials are expected to take part in SOME training or coaching meetings throughout the season. Attendance will be monitored and used to assist in the appointments process during the Pointscore season and also the Final Series.

# Match Sheets

See "Final Series Procedures" for information on how to complete Match Sheets after Extra-time or Penalties.

## <u> Pre – Match</u>

- Each Manager/Team Official shall fill in a match sheet *fully* with the correct details. The match sheet for both teams should be submitted to the appointed referee NO LATER than **15 minutes** prior to the commencement of senior fixtures (10 mins for junior grades).
- For Grades 12 14 a <u>maximum</u> of *fourteen* player names may be listed on the match sheet. All players must have their FULL NAMES listed on the match sheet prior to the start of the match.
- For Senior Fixtures and Grades 15 16, a <u>maximum</u> of *sixteen* player names may be listed on the match sheet prior to kick-off. All participating players must sign the match sheet before taking the field to play OR they may sign at half-time (or at full-time with the permission of the referee).
- Only players whose names are listed on the Match Sheet <u>before</u> the fixture commences are able to take the field to play.
- Players' shirt numbers **must** correspond with the number next to their name on the match sheet. If an error is identified after kick-off, note this on the match sheet.
- Suspended player/s details must be written in the appropriate section of the match sheet to indicate that they are standing down from the fixture. If you suspect a player is participating as an illegible player, allow the player/s to play in the match and report the incident to FFNC as a priority.

## <u>Post – Match</u>

- Complete all relevant sections, including noting goal scorers, cards issued, own goals, total goals, match result, match officials details and any remarks by referee (if applicable).
- At the completion of all fixtures the Team Official shall check all details, then tick the box and write their name in the relevant section near the bottom of the match sheet to acknowledge the details.
- The Team Official shall retain the yellow carbon copy of the Match Sheet for the clubs records.
- If you have sent-off a participant (player, substitute or team official) you must note this on the match sheet and submit a Send off Report to FFNC. If you have misconduct to report, you must submit a Conduct Report to FFNC.
- ALL match sheets are to be submitted to the HOME TEAM. If you need details from the match sheets
  (i.e. for a send off report, player of the match points for Men's & Women's Premier League), <u>take a</u>
  photo of the match sheet/s or write down the details BEFORE submitting the match sheet.
- For Men's & Women's Premier League fixtures, three players (total) must be selected by the match officials from each match and awarded 3, 2 and 1 point/s (with 3 points awarded to the player of the match). This is used to determine who wins the respective Premier League Player of the Year Award.
   Men's & Women's Premier League Referees must <u>text or email</u> the chosen 3, 2, 1 points from their match to <u>referees@ffnc.net.au</u> by 9am Monday (or within 48 hours of mid-week fixtures).

## Remember:

- Take a photo of match sheets after completing them, so you have a copy (for send off reports etc.).
- ALL match sheets that are not completed fully or correctly may incur a fine.
- All Send off and Conduct Reports <u>MUST</u> be *received* by FFNC <u>NO LATER</u> than 9am Monday (or within 48 hours of mid-week fixtures). It is suggested to submit all reports by email. Reports that are received late may incur a fine.

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Goals

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						VISITING Team:	BALLINA			GOALS:	FINE

#### BL

Te	am Managers Checklist
	Match Sheet Details must be cr

Remarks by Referee (optional)

- ompleted in full. All participating players FULL and registered names must be listed prior to kick-off.
- Players from younger grades MUST have their registered grade noted next to their name. Shirt numbers must correspond with the number next to name on the match sheet.
- Shirt flumbers must correspond with the number next to name on the match sheet. Suspended players name's must be written in the appropriate section above. No player may play more than two (2) grades above their eligible age (i.e. age they turn this year). Players may nog they across grades (i.e. Grade 12 / Div. 2 to Grade 12 / Div. 1 or vice versa). Cross out the names of any players who did not participate in the match. Overage players MUST have written approval from FFNC <u>before they participate</u>.

- The HOME team is to provide the match ball/s. The VISTING team is of ordinarily mean barry. The VISTING Team is ordinarily required to wear an alternate strip if there is a clash of strips, if seven (7) players are present at kick-off time they must take the field to start the match. All interchange players must wear identical bibs. Players / team officials suspended or sent-off are NOT permitted in the technical area.

VISIBLE

SALLY

Print Name

WEAVER

Referee <u>must</u> initial any amendments on the match sheet to validate. Referee <u>must</u> sign & submit both completed match sheets (originals) to <u>H</u>	Referee (signature) <u>DME</u> club. <u>xSally</u> Weaver
Team Representative (print your name) KEN ED WARD	ding Goal Scorers and Match Result, Yellow Cards and/or Red Cards issued).
Yellow Card Offences           Y1         Unsporting behaviour           Y2         Dissent by word or action           Y3         Persistent offences (no specific number or pattern of offences constitutes 'persistent')           Y4         Delaying the restart of play           Y5         Failing to respect the required distance when play is restarted with a dropped be comer kick, free kick or throw-in           Y6         Entering, re-entering or deliberately leaving the field of play without the referee's permission           Y7         Offence by a Team Official that is not listed above	overall movement is towards the offender's goal by an effected whose

DUTY OFFICER

www.footballfarnorthcoast.com.au/referee-headquarters/

Match Officials

Asst Referee 1:

Asst Referee 2:

Referee:

NOT

FAR NORTH CDAS	HOME Club	10/1	TE COPY - TO	FFNC by 1pm ater than 11pm	Wednesday	YELLOW CO	DPY - To b	e retained by	club.	on Regulation	Here	EWCAST ERMANE for good.
OMPETITION: (	MEN'S /	JUNIOR	LEAG	UE / GRADE:		MIER	LEA	GUE	. D/	ATE: 22	5 . /	21
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# WHITE coloured Match Sheet for Grade 15 to Senior Men;

Page 16

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	NOWE OIU	b to submit re	sults online no			Fines and penalties	apply fo		Competit	0		ere for good
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# PINK coloured Match Sheet for Girls Grade 15 to Senior Women;

Page 17

www.footballfarnorthcoast.com.au/referee-headquarters/

# **Report Writing**

Throughout the laws of the game, reference is made to reports required to be submitted by the Referee, Assistant Referee and/or 4<sup>th</sup> Official on particular incidents which occur before, during and after a fixture at which he or she was officiating.

This report writing aspect of refereeing should report only the facts, be clear and concise and cover only the incident you are reporting (each separate incident requires a separate report).

There are two types of reports which must be submitted under certain circumstances. These two types are:

- Send off Report
- Incident Report

## Send off Reports

Send off Reports are found in the Referees Headquarters section of the Football Far North Coast website.

Send off Reports **MUST** be submitted when any participant (player, substitute or team official) is shown a red card before, during or after the match (either after receiving a straight red card or after receiving two yellow cards and a subsequent red card in the same match).

When writing your send off report, you MUST include the following information:

- Your name and role (e.g. referee, assistant referee etc.).
- Match Details Competition, Grade/Division, Home Club, Away Club, Location, Date and Minute of send off.
- Name of the participant that was sent off, their club name and the shirt number if it was a player.
- The offence that resulted in the participant being sent off for (e.g. Violent Conduct, R2) the send off offences are noted on the bottom of the match sheets.
- Severity of send off charge (this is VERY important for ALL reports).
- Description of send off (What happened, what direct events lead to the send off, who was involved, where on (or off) the field did it happen, did you have a clear view, did any of your assistant referees see it and if so, will they be submitting a report?).
- If *immediately* after issuing a participant with a red card that participant is guilty of misconduct or commits a further infringement, you must also describe what occurred in the separate text box below the main report.
- If a sent off participant is guilty of misconduct long after being sent off (e.g. near the change rooms after the match) then you will need to submit a separate Incident Report (as well as the original send off report).

After completing your send off report, you must submit a copy to Football Far North Coast. All Send off and Incidents Reports **MUST** be *received* by FFNC <u>NO LATER</u> than 9am Monday (or within 48 hours of mid-week fixtures). It is suggested to submit all reports by email. Reports that are received late may incur a fine.

You should also keep a copy of reports for your records.

## Incident Reports

Incident Reports are found in the Referees Headquarters section of the Football Far North Coast website. Incident Reports **MUST** be submitted in circumstance when;

- Anyone who is NOT listed on the match sheet as a player or coach/team official (i.e. duty officer, club official, spectator, other person) is guilty of misconduct before, during or after the game.
- A listed participant is guilty of misconduct <u>while you are not on the field of play</u> before the game, at half-time or after the game.
- Termination of a match due to weather, crowd disturbance, assault or any other reason.
- To report extremely poor/unsafe ground markings and/or to report extremely unsatisfactory ground facilities such as the referee's change room, toilet, shower facilities etc.

When writing your Incident Report, you MUST include the following information:

- Your name and role (e.g. referee, assistant referee etc.).
- Match Details Home Club, Away Club, Competition, Division and Date.
- The person/s involved (name/s if known) and the club they are associated with or note "other" in the event of a termination of the match due to other circumstance (i.e. not the fault of one club).
- Time and location of incident.
- Description of incident (What happened, when did it happen, who was involved, where did it happen, did anyone witness it and if so, who?).
- Include names and contact details of persons directly involved in incident (where known).
- Include names and contact details of witnesses to incident (where known).
- Severity of incident (this is VERY important for ALL reports).

After completing your Incident Report, you must submit a copy to Football Far North Coast. All Send off and Incident Reports **MUST** be *received* by FFNC <u>NO LATER</u> than 9am Monday (or within 48 hours of mid-week fixtures). It is suggested to submit all reports by email. Reports that are received late may incur a fine. You should also keep a copy of reports for your records.

## Remember:

- All Send off and Incident Reports <u>MUST</u> be received by FFNC <u>NO LATER</u> than 9am Monday (or within 48 hours of mid-week fixtures). It is suggested to submit all reports by email. Reports that are received late may incur a fine by Football Far North Coast, for the amount as per the FFNC Yearbook.
- If your report is being submitted to report foul, insulting or abusive language made by a participant or any other person, you MUST write the full word/s in your report. <u>DON'T</u> use abbreviations such as F\*#K, or "the 'F' word" – WRITE THE WHOLE WORD/S.
- Before submitting your report/s you can phone 0434 856 992 if you have any questions regarding writing a Send off report or Incident Report.
- All red cards and yellow cards that were issued in a match must be recorded on the match sheet and a Send off report is required for ALL red cards issued in a match.

You can also find a **Guide to Writing Send off and Incident Reports** in the Referees Headquarters section of the FFNC website, under "*Forms*".

Select Report Type: *		
<ul> <li>Send-off Report</li> <li>Incident Report</li> </ul>		
YOUR NAME: *		YOUR ROLE: *
		Please Select
MATCH DETAILS		
HOME CLUB *		AWAY CLUB *
VENUE *		
COMPETITION *		LEAGUE OR GRADE *
Please Select	~	
DATE OF FIXTURE *		
DD/MM/YYYY	i	

Page 20

# Send off Report (all fields are mandatory)

<ul> <li>Player</li> <li>Team Official</li> <li>FULL NAME: * SHIRT NUMBER *</li> </ul>	Team Official  FULL NAME: *  SHIRT NUMBER *	SENT OFF PARTICIPANT DETAI	LS
FULL NAME: * SHIRT NUMBER *	FULL NAME: *       SHIRT NUMBER *	O Player	PARTICIPANT: *
CLUB * MINUTE OF SEND-OFF *	If the send-off offence occured BEFORE the match, AFTER the match OR at HALF-TIME,	<u> </u>	SHIRT NUMBER *
		CLUB *	MINUTE OF SEND-OFF *

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Please Select	<u> </u>	Please Select	~
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## Referees Send off Report EXAMPLE;

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Club (H):	Lismore T	histles	Club (A):	Nimbin He	eaders		V	enue:	T1	
Competiti	ion: Men's		Division:	Two						
Date:	25/5/2019		Minute of	Send Off:	76th					
SENT OF	F PARTICIP	ANT DETAILS								
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Club:	Lismore T	histles			umber to be mber to be					CIAL
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# Incident Report (all fields are mandatory)

PERSON 1 *	PERSON 1 CLUB ASSOCIATED WITH *
1	
PERSON 2	PERSON 2 CLUB ASSOCIATED WITH
PERSON 3	PERSON 3 CLUB ASSOCIATED WITH
WHEN DID THE INCIDENT OCCUR? BEFORE the match	
O DURING the match	
AFTER the match	
TIME OF INCIDENT	LOCATION OF INCIDENT *
DETAILED DESCRIPTION OF INCIDENT	
Type here	
SEVERITY OF INCIDENT *	
Please Select v	•
NAME OF WITNESSES TO THE INCIDE	NT (if any)
	Submit

Page 24

#### Referees Conduct Report EXAMPLE;

FOOTBAL FAR NORTH COAST	DT (	FOOTBALL FAR NORTH COAST Suite 5 / 32 Gumtree Drive Goonellabah NSW 2480 E: referees@ffnc.net.au			
YOUR NAME: Perry Scope		YOUR ROLE:	Referee		
MATCH DETAILS					
Club (H): Woodburn	Club (A):	Casino Cobras		Venue: W'burn	
Competition: Women's	Division:	Three		Date: 23/6/2019	
REPORT ON THE CONDUCT OF					
Person 1: Mark Urr		Club Associate	ed with: V	Voodburn	
Person 2: Sue Render		Club Associate	ed with:	Voodburn	
Person 3:		Club Associate	ed with:		
DETAILS OF INCIDENT					
Time of Incident: After the match	Lo	cation of Incident:	Change r	oom	
WHAT HAPPENED? CLEARLY DESCRIBE THE INCIDENT THAT YOU'RE REPORTING AND NOTE ANY ACTION YOU TOOK; At the conclusion of the match I returned to the match officials change room and completed both match					
sheets, before waiting in the change room for approximately 10 minutes for both team officials to come and sign, then collect their match sheet pad. When the Woodburn coach arrived (Mr. Mark Urr), he signed his teams match sheet and then said "you had a terrible game that was the worst refing "ye ever seen" before					

he threw the original copy of the match sheet on the floor near my feet. Ms. Sue Render (Woodburn Duty Officer) was near our change room door when this occurred and she then said, "yeah, you're shit mate". I politely asked both Mr. Urr and Ms. Render to leave the change room area, which they did without further comments. The incident was witnessed by my two Assistant Referees, who will also be providing a conduct report.

SEVERITY	OF INCIDENT (please tick	ONE box only)	
Low	Low/Moderate	Moderate	

Low

☑ Low/Moderate

□ Moderate/High

□ High

#### Email completed form to referees@ffnc.net.au

## Final Series Procedures (including ANZAC Day Cup/Callan McMillan Finals)

Below are the final series procedures to determine the winner of a match.

## Junior Finals (including Grand Final):

- For ALL junior grades (Grades 12 to 16 age groups inclusive), if the match is drawn at full time there will be **10 minutes extra time each way**.
- For Grades 12 to 14, if the match is still drawn after extra time, the team which finished highest in the point score shall advance (Joint Premiers will be declared in the Grand Final).
- For Grades 15 and 16, if the match is still drawn after extra time, *a penalty shoot-out will apply to determine the winner.*

## Senior Finals (including Grand Final):

- If the match is drawn at full time, there will be **10 minutes extra time each way**.
- If the match is still drawn after extra time, *a penalty shoot-out will apply to determine the winner*.

#### In all grades:

- There is NO "Golden Goal" in any competition and the FULL extra time period (10 minutes each way) must be played.
- Time "added-on" or "stoppage time" will ONLY apply in Men's Premier League.
- A strict adherence to the commencement of play as per the scheduled time, half-time and conclusion of time at the end of the match is to apply.

#### All other procedures are as per the FIFA laws of the game.

#### Completing Match Sheets in the case of Extra-time or Penalties to Decide the Winner of a Match:

If a Match is Decided After Extra-time;

• Complete the match sheets as usual – i.e. All goal scorers are noted and the *Total Goals* and *Match Result* should indicate the goals scored by each team following the conclusion of extra-time.

If a Match is Decided After Penalties;

Complete the match sheets with all details up until the conclusion of EXTRA-TIME. The *Total Goals* and *Match Result* will indicate an even amount of goals scored by each team. To confirm the final result (after penalties), write the result of the penalties in the *Remarks by Referee* section near the bottom of the match sheet – e.g. "Pottsville Beach def. Lismore Workers 5 - 4 after penalties".

Referees will be asked to nominate a player of the match in junior and senior GRAND FINALS (and all ANZAC Day Cup and Callan McMillan Finals), prior to the presentation of medallions and trophies.

# **Code of Ethics & Conduct**

The Code of Ethics and Conduct, is to provide individuals with an indication of the standards expected of them at ALL times (regardless of whether you are officiating on a match or otherwise).

## **ETHICS**

• Match Officials play an important role within the realm of football. As a match official, you have decided to pursue a unique course within the football fraternity that includes clubs, players, spectators and others. Participants and spectators will variously disagree with some decisions you make, but regardless, they should respect you as a match official.

• You shall carry out your duties as a match official without fear or favour and maintain the highest standards of integrity and honesty. Similar standards shall be maintained in associated off-field activities.

• You will continually be observed and judged, even when away from the immediate vicinity of clubs or grounds. Keep this in mind and act in an appropriate manner at ALL times.

• Conduct yourself with dignity and do not act in such a manner as to bring yourself, your colleagues or Football Far North Coast into disrepute.

• You shall assist and support in the development and promotion of match officials and match official activity. Negative comments and continual criticism do nothing to constructively assist individual match officials or Football Far North Coast, nor enhance your standing within the football community.

• Maintain your best at all times, on the field, at training, at meetings and socially. Standards of conduct that are anything less are self-defeating and unacceptable.

## CONDUCT

• Ensure a smart appearance is maintained on and off the field, including wearing the uniform neatly and correctly and wearing the prescribed Match Officials polo shirt to and from games (where appropriate).

• Ensure that your knowledge of the laws of the game is up-to-date and thoroughly understood.

• Allow sufficient time to properly arrive and prepare for your appointment/s (arrive a <u>minimum</u> of 30 minutes prior to the scheduled start of the game).

• Ensure that you are at the expected level of fitness to fulfil your duties at the required standard.

• Social activities after games on club premises shall be kept within reasonable limits. If in doubt, ask yourself if your conduct could be used to the detriment of yourself or colleagues in the future.

• Complete all administrative tasks (e.g. post-match reports) within the time and the standards required. Ensure that relevant reports/information is forwarded promptly to Football Far North Coast.

• Ensure adequate notice is given when unavailable for appointments because of planned and known activities, by updating this information in the online appointments system.

• Limit your comments when dealing with club officials, players, media etc. or even fellow match officials. If there is a need to speak, only speak in FACTS. Opinions can be misinterpreted and misconstrued and rebound in a way that you did not intend.

• Ensure that you treat your colleagues with the same respect and courtesy that you would expect of them.

• Match Officials are not permitted to give in any form, publicly or privately, evidence or comment that is contrary to or critical of a colleague's control of the game, unless such comments have first been approved by Football Far North Coast.

## **BREACHES**

• Match Officials breaching any of the codes or being the subject of a complaint by a colleague or third party, shall be called upon to explain their actions. If proven, the individual may be subject to disciplinary action.

# Standard of Dress & Uniform

- Your responsibility starts from the moment you arrive at the ground to the moment you leave it, so it is important to look professional. Match Officials should wear the following to and from the ground;
- Match Officials should arrive to and leave from the ground wearing the official Football Far North Coast polo shirt (or previous Referees polo shirt).
  - Match Officials appointed to Premier / Championship League matches should wear long dress pants and black shoes.
  - Match Officials appointed on other Senior matches and on Junior matches (Grades 12 16) are permitted to wear *suitable* shorts and shoes.
- The ONLY clothing (i.e. shirt, shorts, socks, cap, spray jacket) that can be worn by match officials is that which is approved by Football Far North Coast.
- Before, during and after matches, match officials should ensure their on-field shirts are tucked in and socks are up (not above the knee), with shirt sleeves down.
- NO JEWELLERY (except watches) is permitted to be worn by match officials.
- Any Match Officials wearing skins/undergarments must adhere to the same guidelines issued to players in the FIFA Laws of the Game.
- Ensure refereeing shirt and shorts are clean and, if necessary, ironed.
- Socks must be BLACK (not faded or otherwise) and clean, not mud-stained. Keep them up!!
- Footwear MUST be predominately *BLACK* and should be clean and polished.
- Only approved refereeing caps are to be worn.

## Ensure:

- Watches are in good running order (it is suggested to have a spare with you).
- Whistle/s are in good working order (and is the prescribed Fox 40/good buddy model whistle).
- Flags are clean (washed and ironed if necessary).
- You have a coin to complete the toss before the match.
- You have REMOVED all your jewellery before officiating (*except your watch*).

## **Coloured Match Official Shirts**

- If the Referee is wearing a coloured shirt (not black) **BOTH** Assistant Referee's should wear the same colour as the Referee. If this is not possible then **BOTH** AR's must wear BLACK.
- If the Referee is wearing a black shirt then **BOTH** Assistant Referee's **MUST** wear BLACK.

## PLEASE NOTE:

# All match officials gear and equipment is available for purchase at the Football Far North Coast office, Suite 5/32 Gum Tree Drive, Goonellabah.

The office regularly operates between 9am – 4pm on business days, however normal football activities may mean that the office is closed between these hours on occasions.

If you need to pick-up or purchase gear, please contact 0434 856 992 <u>before</u> visiting the office.

# **Abandoned Matches**

The referee has the right to abandon any game for a number of reasons. This decision can be made at any time but usually falls into two categories: -

#### 1. Before game commences:

• Because of weather - ground is unfit for play as it is unsafe for players. Particular caution should be taken with storm activity, noting that fixtures can be delayed for a short period and commence/re-commence when danger has passed (taking time off both halves in ALL grades, except Men's Premier League, so that the game finishes on time).

• The field of play does not conform to the requirements/laws.

*Note: Always give the club the opportunity to fix the problem/s before abandoning the match.* 

• Match official/s are physically assaulted before the game commences – the match officials do not take the field for the game.

#### 2. During the game:

• Weather deteriorating makes conditions unsafe for further play (if it is a passing storm, allow reasonable time, if possible) to recommence after the storm has <u>safely</u> passed.

- Problems caused by spectators invading the pitch, leading to a dangerous situation.
- A violent incident occurs on the field of play involving four or more players engaging in violent conduct.
- Match official/s are physically assaulted during the game.

• Any circumstances where grave danger or threat to any person may be suspected in the vicinity of the fixture/venue.

Remember, fixtures can be delayed for whatever reason if the Referee feels that the match may be resumed in a short space of time (e.g. delayed because of brief storm activity). The Referee is generally the judge of how long this interval should be, however referees are urged to contact the referee mobile (0434 856 992) when the decision is required to delay a fixture. The Referee should communicate with the captains of both sides (and the coaches if appropriate) so they are aware what is occurring and how much time will be taken off each half (except Men's Premier League).

When a game has been abandoned, the Referee must submit a full Conduct Report to Football Far North Coast, by 9am Monday OR <u>no later</u> than 48 hours after the match. The Conduct Report Form can be found in the Referees Headquarters section of the FFNC website.

#### **Abandoned Match Payments**

Match payments for abandoned matches will be considered subject to the circumstances that apply and the impact upon the individual match official/s.

Match officials are invited to make written submission to FFNC for payment, where they have been required to abandon a match for whatever reason.

A decision to approve or deny payment will subsequently be made by Football Far North Coast.

A full report must be submitted to Football Far North Coast detailing the circumstances of the abandonment.

Page 29

## Unacceptable Behaviour Against Match Officials

FFNC does NOT condone offensive, insulting or abusive behaviour from players, team officials or spectators towards match officials and it is crucial that ALL match officials to take action where this does occur.

## What to do in the case of unacceptable behaviour from TEAM OFFICIALS?

- If you are the centre Referee: At the next stoppage in play go over to the team official/s and take appropriate action as detailed in the Ask, Tell (yellow card), Remove (red card) strategy.
   Remember this strategy is a guide and you CAN issue a red card to a team official as the first step, if appropriate.
- If you are an Assistant Referee: Speak to the individual/s in the Technical Area if you are close to them and the behaviour is not too serious. If the behaviour is serious or you do not feel comfortable, call the referee over at the next available stoppage in play (using the flag signal across your chest) and tell the referee what has occurred and your suggested action (e.g. yellow card or red card). The referee will then decide what action to take.

## What to do in the case of unacceptable behaviour from SPECTATORS?

All HOME clubs are expected to have at least one DUTY OFFICER (visible in a bright vest) assigned to every field that is being played on.

- If you are the centre Referee: Stop the game and report the incident to the Duty Officer. Identify the person or persons causing the trouble and ask the Duty Officer to take action (i.e. speak to them) or if appropriate, have them REMOVED from the venue.
- If you are an Assistant Referee: At the next available stoppage in play, call the referee over (using the flag signal across your chest) and tell the referee what has occurred. The referee will then decide what action to take (outlined in the point above).

# As well as the action taken on the day, <u>it is necessary to submit an INCIDENT REPORT</u> following unacceptable behaviour by a duty officer, spectators or any person not named on the match sheet.

## **Incidents of Assault**

Should you ever be physically assaulted by ANYONE at a game, the following action should be taken:

- 1. **Abandon the game** (if in progress) MANDATORY ACTION (No exceptions) you do NOT complete the game!
- 2. Do nothing to aggravate any situation. Get away from the incident as quickly as possible.
- 3. Get a note of the names and addresses of as many witnesses to the incident as possible.
- 4. If you require police assistance or wish to report the incident to authorities, call or visit the local police station (or if necessary, call 000).
- 5. If medical attention is needed, make sure you get a medical certificate detailing the injuries.
- 6. Contact 0434 856 992 as soon as possible (within 24 hours).
- 7. Submit a full Conduct Report to Football Far North Coast within 24 HOURS of the incident.

If there are additional match officials at the game and all are witnesses to the incident, a Conduct Report will be expected from each match official.

#### Under no circumstances should a game be allowed to continue if any Match Official is physically assaulted.

			Level 1	Level 2		Level 3		level 4	
FOOTDG	Entry Level					Zone Women's Divisions 2-3	Zone Men's Divisions 2-5	Zone Lower Division Men & Women	Zone Junior Grades 12-14
ICIALS PATHWAY r & Youth > Male & Female	The Best			Zone Men's Premier League	Zone Men's Champ'ship League	Zone Women's Premier League	Zone Men's Division 1	Zone Junior Grades 15-16	
CIALS & Youth	U			Level 1 Upgrade	Level 2 Upgrade			Level 3 Upgrade	
IATCH OFF	The Best of the Best		NPL Northern NSW	Women's Premier League - Newcastle	Nthn League 1 / NPL Snr 20's - Newcastle			Gold Coast Junior Premier League	
<b>TALENTED N</b> Updated 9th December 2019 Football Far North	The Elite	7	A-League W-League	National Talent Pool	National Youth League	National Youth Championships	NNSWF Youth Referee Academy	NNSWF Champion of Champions tournament	NNSWF Boys and Girls TOP Camps

Football Far North Coast Match Officials Handbook 2021

Page 31

www.footballfarnorthcoast.com.au/referee-headquarters/

# Social Media

Match Officials using social media (especially Facebook and Twitter) need to be conscious of the dangers and ramifications of acting inappropriately online. FFNC have a closed Facebook group for match officials and a closed Twitter account (both accounts only accessed by individuals approved by the administrator). Match Officials are welcome and encouraged to join these groups, however it is important for all individuals to remember:

- Inappropriate comments, including making ANY comments regarding specific matches, players, coaches, other match officials etc. are UNACCEPTABLE in ANY social media forums and such conduct by individuals is liable for disciplinary action by FFNC.
- Players, coaches and spectators also use social media, so consider this when making comments online.

Whenever you are online it is wise to carefully consider ANY comments before publishing them. While some comments you make may be meant as a joke or not meant seriously, you just don't know how others will interpret what you publish.

The Facebook and Twitter accounts for Football Far North Coast Match Officials are;

- Facebook: www.facebook.com/groups/FFNCReferees
- Twitter: **@FFNCReferees**

Football Far North Coast also has an Instagram account open to all of the football community. This will include promoting match officials activity across the zone, so to follow Football Far North Coast on Instagram search for our details;

• Instagram: footballfnc

# Football Far North Coast Website

Football Far North Coast has a dedicated area on the website for match officials, called "Referee Headquarters". Here you will find useful resources, including forms and important information relating to match official activity.

To view the Referee Headquarters on the Football Far North Coast website visit: <u>www.footballfarnorthcoast.com.au/referee-headquarters</u>

The website continues to be updated. Resources will include:

- Coaching Resources May include: coaching videos, documents, PowerPoint presentations etc.
- Forms Match Forms (e.g. Send off Form), Administration Forms (e.g. Bank Account Details Form)
- Payment Information for Individual Match Officials

In most cases, if you are looking for something you can find it on our website. So please check this handbook and our website BEFORE contacting the Referees mobile.

# Senior Match Officials - Mentoring

Regardless of experience, senior match officials are often seen as role models and "mentors" to junior match officials. While this may be an unofficial role, it is important for senior match officials to recognise the integral role that they play in the development path of all new referees.

Junior or younger match officials, in particular, often look up to senior match officials and seek their support and guidance on a range of refereeing matters. Senior match officials are encouraged to offer support on (and off) the field to junior match officials, in particular, while talking with them in a friendly and respectful manner.

When junior match officials are appointed on senior matches, senior match officials are reminded of the important role they can play in giving confidence to a young or new match official. Be mindful of not "overruling" excessively and only when decisions are <u>obviously</u> incorrect. In these situations, discuss the incident/s in a constructive manner, reminding them that this is all part of the learning experience.

Any senior match officials who have any questions regarding the role that they can unofficially play in the development of match officials should email referees@ffnc.net.au or contact 0434 856 992.

# **General Information**

Match officials have a level of authority during a game and on certain incidents that occur immediately before and after a game. It is important to note however that match officials should not be expected to make judgement on all matters related to football. Team officials, players, spectators and club personnel may sometimes ask match officials a question that is outside the responsibility of a match official.

Match officials are advised to;

- Not comment about potential suspensions or sanctions that may be imposed by FFNC.
- Not comment about competition regulations, but instead refer people with ANY enquiries to FFNC.
- Not comment about results, abandoned fixtures or any issues that will need to be assessed by FFNC.
- Not comment on the eligibility of players, but instead to refer people with ANY enquiries to FFNC.
- Not be seen as supporting any individual team/club when acting as a match official. This includes immediately before, during and after officiating.
- Be mindful of ALL comments made before, during and after matches (including between match officials when using the communications equipment). Comments that may seem innocuous may be completely misconstrued or taken in a way that was not intended.

# List of Completed Appointments

List your completed appointments below and on the following pages. This can act as your Officials Log when required for upgrading your Match Officials Qualification and/or provide a record to confirm match payments made by FFNC.

<u>Date</u>	<u>Role (e.g. Referee, AR etc.)</u>	<u>Location</u>	<u>Hours</u>	<u>Assessor/Coach</u>
	<u> </u>			

Page 34

www.footballfarnorthcoast.com.au/referee-headquarters/

<u>Date</u>	<u>Role (e.g. Referee, AR etc.)</u>	<u>Location</u>	<u>Hours</u>	<u>Assessor/Coach</u>

<u>Date</u>	<u>Role (e.g. Referee, AR etc.)</u>	<u>Location</u>	<u>Hours</u>	<u>Assessor/Coach</u>

## **Goals & Ambitions**

What are your goals and ambitions for this year and beyond? List them below

Short-term goals (this year):

What do I need to do to achieve this? \_\_\_\_\_\_

<u>Medium-term goals (1 – 3 years):</u>

What do I need to do to achieve this?\_\_\_\_\_

Long-term goals (Over 3 years):

What do I need to do to achieve this? \_\_\_\_\_

Page 37

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