

**PENICUIK ATHLETIC YOUTH FOOTBALL CLUB
CONSTITUTION AND POLICY DOCUMENTS**

PENICUIK ATHLETIC YOUTH FOOTBALL CLUB

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PENICUIK ATHLETIC YOUTH FOOTBALL CLUB

Background

In 1955 Eskmill Football Club was built on the goodwill, hard-work and devotion of many people who gave their time voluntarily to provide a first class football education and coaching service to the children, teenagers and young adults of the local community. This valuable service allowed for the development of grassroots football in the Penicuik area and the club caters for nearly 200 children.

Beeslack Thistle Community FC was formed in 2006 and in their relatively short existence have worked hard to establish themselves and has 140 children playing football. Penicuik Youth FC which was only formed in 2011 have further extended the provision of quality football coaching to youngsters in the local community.

The hard work of all three clubs has been recognised through the Scottish Football Association Quality Mark accreditation process. In 2012, Eskmill FC, Beeslack Thistle Community FC and Penicuik Youth FC merged together to form Penicuik Athletic Youth Football Club. This coming together under the umbrella of the long-established and successful Junior Club is an exciting step forward for grassroots football in our local community.

Our stated vision

Our vision reflects the ethos of our club and our determination to be a positive influence in our community for both football and wider social aspects. Our stated vision is:

“To be the football club of choice in Midlothian providing the highest standards of football education and a positive environment for young people and to have a positive impact in our community”

We believe that our stated vision can not only benefit the development of footballers and a sustainable active lifestyle but also have a wider positive impact to improve the engagement and general welfare of young people in our community.

Our values

Our values are at the core of what we do. These are:

- We seek to foster a lifelong love of football
- We will focus on player development and not results
- We will encourage creativity and allow players to make their own decisions during games and learn from those decisions
- Our players will have fun, they will learn and they will improve
- We will seek to develop the person as well as the player emphasising desirable life skills, attitudes and character including a positive attitude to hard work and achievement, self-confidence and social interaction
- We will promote and support the provision of high quality coaching
- We will engage with and have a positive impact in our community

- We will support each other, respect the views of others and be positive in our dealings with each other
- We will aim for sustainable development and continual improvement

Our values are at the core of what we do and the way that we do it. External parties should be able to recognise our values from our behaviours. Further details are contained within our Ethics policy at Appendix I.

Club Constitution

1. Club Name and Colours

- 1.1. The club's name shall be Penicuik Athletic Youth Football Club ("the Club").
- 1.2. The club's home colours shall be Blue and White vertical stripes strips, Blue shorts and socks. Away colours shall be Red strip, shorts and socks.

2. Aims and Objectives

- 2.1. The basis of the Club's aims and objectives is set out in the section on our values. The Club aims to provide an environment in which local children in the community can engage with football in a positive and supportive environment. In furtherance of this objective the Club shall collaborate with the relevant statutory authorities and voluntary bodies and do all other such things necessary to promote its attainment.
- 2.2. Teams within the Club's Children's Section (up to and including under 12) shall play non-competitive football within the ESSDA development framework or other similar framework which the Club may elect to join in the future.

Teams within the Club's Youth Section (under 13 and upward) shall play competitive football in the South East Region Youth Football Association 11 aside leagues or other similar framework which the Club may elect to join in the future.

The Club will adhere to the ethos of the bodies administering these football structures and with the SYFA Player Pathway.

3. Club governance and membership

3.1. Governance

The Club's governance structure will need to evolve as it develops. The Management Committee shall regularly review the structure to ensure that it remains fit for purpose for the stage of development. The organisational structure is set out in Appendix A. Detailed job descriptions are set out at Appendix B.

The aim of the structure is to encourage wide participation in the running and strategic direction of the Club. Individuals may have more than one role within the structure (in particular coaches) but for sustainable development the Club will aim to attract as wide a participation as is possible.

3.2. Interaction with Penicuik Athletic Community Football Club ("Community Club")

The Club, together with Penicuik Athletic Junior Football Club ("the Junior Club") and Penicuik Athletic Amateur Football Club ("the Amateur Club"), comprise Penicuik Athletic Community

Football Club. The Management Committee of the Community Club aim to promote the shared interests of its constituent clubs and build a long-term sustainable future for football at all levels in our community. The Club's Management Committee shall work closely with the Community Club Management Committee to help deliver our shared objectives.

3.3. Management Committee

The Club's business shall be discharged through a management committee comprising the Chairperson, Vice Chairperson, Secretary, Treasurer, Fundraising Coordinator, Head of Procurement, Head of Football Development/Coach Coordinator, Child Protection Officer, Volunteer Coordinator and a maximum of three additional members who will be elected at an Annual General Meeting ("AGM").

The following members of the Community Club Management Committee shall be entitled to attend (but not vote at unless they are also on the Management Committee in another capacity) Management Committee meetings - Head of Club Development, Facilities Coordinator and Community Liaison Officer.

The management committee shall meet quarterly or more regularly if circumstances dictate. Coaches from all teams are entitled to attend (but not vote at) the meetings of the management committee but may choose not to. The interests of coaches can be communicated via the Football Development sub-group.

Four members of the Management Committee members entitled to vote shall comprise a quorum. Dates of Management Committee meetings shall be set one year in advance. Committee members shall be invited to provide agenda items to the Club Secretary up to one week prior to the meetings at which time the agenda shall be circulated. Minutes of all meetings shall be kept by the Club Secretary and distributed via email to all committee members.

The Management Committee meetings will include the following business:

- Update from the Finance Committee and any matters arising;
- Update from the Football Development sub-group and any matters arising;
- Update from the Community Club management meeting and any matters arising;
- Any operational matters arising;
- Review of strategic objectives and progress to date;
- AOCB

The Management Committee shall be elected annually at an AGM. Officials are eligible for re-election. Officials can be removed from office during their term if the Management Committee resolves this via a formal vote. The Management Committee shall have the power to elect members where necessary to cover vacancies or additional interests pursued by the Club until elections at the next AGM.

3.4. Sub-committees

The Management Committee may establish such sub-committees as it may from time to time decide and will determine the membership and terms of reference.

Sub-committees established from the outset shall comprise:

3.3.1. Finance Committee

The Finance Committee shall be responsible for the financial governance of the Club including:

- Implementing a reporting structure and providing a statement of income and expenditure to the Management Committee meetings;
- Operating the Club's finances in accordance with the policies set out at Appendices D and E;
- Preparing the annual Financial Statements of the Club to 30th June each year;
- Proposing the annual budget for the Management Committee to approve annually;
- Setting a financial plan in place to enable the Club to achieve its long-term strategic objectives;
- Coordinating fund raising efforts and sponsorship opportunities

The Finance Committee shall comprise the Chairman, Head of Club Development (from Community Club), Head of Procurement, Treasurer, Fund Raising Co-ordinator and Club Secretary. It shall meet bi-monthly. Any person from the Management Committee will be entitled to attend Finance Committee meetings.

Finance Committee meetings shall be set one year in advance. Minutes shall be maintained by the Treasurer and distributed to the committee members after the meetings. The Treasurer shall provide a summary of the meetings at the Management Committee meetings.

3.3.2. Football Development sub-group

The football development sub-group will be responsible for football matters. It will comprise the Head of Football Development/Coach Coordinator, Head of Girl's Section, Head of Children's Section, Head of Youth Section, Fun 4's Coordinator, Head Goalkeeping Coach and one representative from each age-group (on a rotational basis).

The group shall meet quarterly and dates shall be set one year in advance. Minutes shall be maintained and the Head of Football Development will provide a summary at the Management Committee meetings.

3.5. Membership

Membership of the Club is reserved for coaches and officials of the Club, players and parents/guardians of youths who participate in football.

All coaches and officials of the Club will be deemed to be members of the Club and shall be entitled to one vote in General Meetings.

Parents or guardians of youths who participate in football with the Club will be deemed to be members of the Club as long as their child is registered with the Club and fees are paid. At General Meetings players aged over 18 will be entitled to one vote. Parents/guardians of players aged less than 18 will be entitled to one vote per child.

Junior members shall be players aged less than 18 who are registered with the Club. Junior members shall not be entitled to vote at General Meetings but will be afforded other benefits and privileges as the Management Committee may decide.

Membership is open to all. The Management Committee may, at its absolute discretion, refuse to admit any person to membership. There will be no discrimination on grounds of race, occupation, sex or religious, political or other opinion. The Club operates an equal opportunities policy in accordance with our Ethics Policy detailed at Appendix I.

The Management Committee has the power to create different categories of club membership with different fees payable if it so deems.

3.6. Volunteer Contract

The Club respectfully asks each parent/guardian to complete the Club's volunteer form. The Club may request you to provide up to 5 hours per annum of your time to assist with the running and development of the Club. The volunteer form details a number of areas in which volunteers can assist.

The form is set out at Appendix C.

4. Voting at Management Committee Meetings

- 4.1. This will take place for the election of Club officials and any other matters which the Management Committee deem to be of importance.
- 4.2. Only members of the Management Committee shall be entitled to vote as per clause 3.3. Where votes are considered necessary on matters of importance, a vote will only be valid if the matter and the need for a vote had been included on the Agenda circulated prior to the meeting. Otherwise, a vote will need to be deferred until the following meeting or a special meeting called. For the avoidance of doubt, any vote on a matter raised under AOCB shall require to be deferred until a subsequent meeting.

- 4.3. Votes shall be decided by a simple majority other than as stated at 5.1. In the event of a tied vote, the Chairman shall have the casting vote at Management Committee meetings.
- 4.4. A common-sense approach shall be taken with regards to voting. Where there is unanimous agreement then there shall be no need to defer a decision for a vote. The following matters will always require to be put to a vote and noted on the agenda prior to the meeting:
- 4.4.1. Removal or appointment of a club official within a term of office
 - 4.4.2. Proposed changes to the Club Constitution
 - 4.4.3. Changes to the level of player fees
 - 4.4.4. Dissolution of any team within the Club

5. Changes to the Constitution

- 5.1. Changes to the Constitution can be implemented if proposed by the Management Committee and subsequently approved by an AGM or EGM. A two-thirds majority is required by the Management Committee and General Meeting.

6. General Meetings

- 6.1. An Annual General Meeting shall be held each year within 12 weeks of the financial Year End to which all members shall be invited to attend. A minimum of 14 days notice is required and the notice shall take the form of an invitation to attend including details of the proposed business.
- 6.2. The quorum for general meetings shall be 5 members.
- 6.3. Resolutions shall require a simple majority. The chairman shall have a casting vote in the event of a tied vote in a general meeting.
- 6.4. The business to be covered at an AGM shall include:
- Laying of the annual Financial Statements and approval thereon;
 - Approval of the level of fees for the following year;
 - Appointment of Club officials;
 - Chairman's report on the preceding 12 months and objectives for the following year;
 - General Q&A from members
- 6.5. An Extraordinary General Meeting ("EGM") can be convened at any time at the Chairman's discretion or on request by 8 or more members. Notice of at least 7 days is required to convene such a meeting and the notice shall take the form of an invitation including details of the proposed business. Resolutions shall require a simple majority, save as otherwise provided for at clauses 5.1 and 10.1.

7. Club Finance

- 7.1. A bank account in the name of the Club shall be maintained.

- 7.2. Three cheque signatories comprising the Treasurer, Chairman and another member of the Finance Committee shall be designated. Each cheque will require two signatories.
- 7.3. No members shall receive direct or indirect payment, except for reimbursement of legitimate expenses incurred on Club business.
- 7.4. Funds will be generated and distributed in accordance with the policy stated at Appendix D.
- 7.5. The rate of subscriptions will be set at a level to allow the Club to achieve its strategic objectives. The Management Committee will benchmark the rate of subscriptions against other local clubs to ensure they are reasonable in that context.
- 7.6. Unless otherwise agreed to the contrary by the Management Committee, the Finance Committee shall approve expenditure in accordance with the policy set out at Appendix E.
- 7.7. The annual Financial Statements shall be audited by an auditor (not necessarily a qualified accountant) specified by the Management Committee and will then be approved by the next meeting prior to presentation at the AGM.

8. Code of Conduct, Child Protection and Disciplinary Procedures

- 8.1. All persons involved with the Club are expected to comply with our code of conduct as set out at Appendix G and in accordance with our values as stated at the start of this document.
- 8.2. All Club officials should familiarise themselves with the Club's Player Protection Policy set out at Appendix J. It goes without saying that all officials are required to comply with all legal requirements in relation to child protection.
- 8.3. All members, officials and players of the Club shall be subject to the club's complaints and disciplinary procedure as set out at Appendix H.

9. Managing our Policies

- 9.1. The Club's policies are contained in the Appendices supporting this document. The Management Committee can amend these policies from time to time without the need to formally vote on them as constitutional issues.

10. Asset Lock and Dissolution of Club

- 10.1. None of the club's assets may be distributed or otherwise applied (on being wound up or at any other time) except to further its charitable purposes.
- 10.2. If the Management Committee determines that, for any reason, it is appropriate for the Club to be dissolved, it shall convene an Extraordinary General Meeting in accordance with clause 6.5.

If the proposed dissolution is confirmed by a two thirds majority of those present and voting, the Management Committee shall have the power to dispose of its assets remaining after payment

of all debts, to any charity or charities (whether incorporated or unincorporated) whose objects are similar (wholly or in part) to the objects of the Club. Such assets shall not be paid to or distributed among the members of the club.

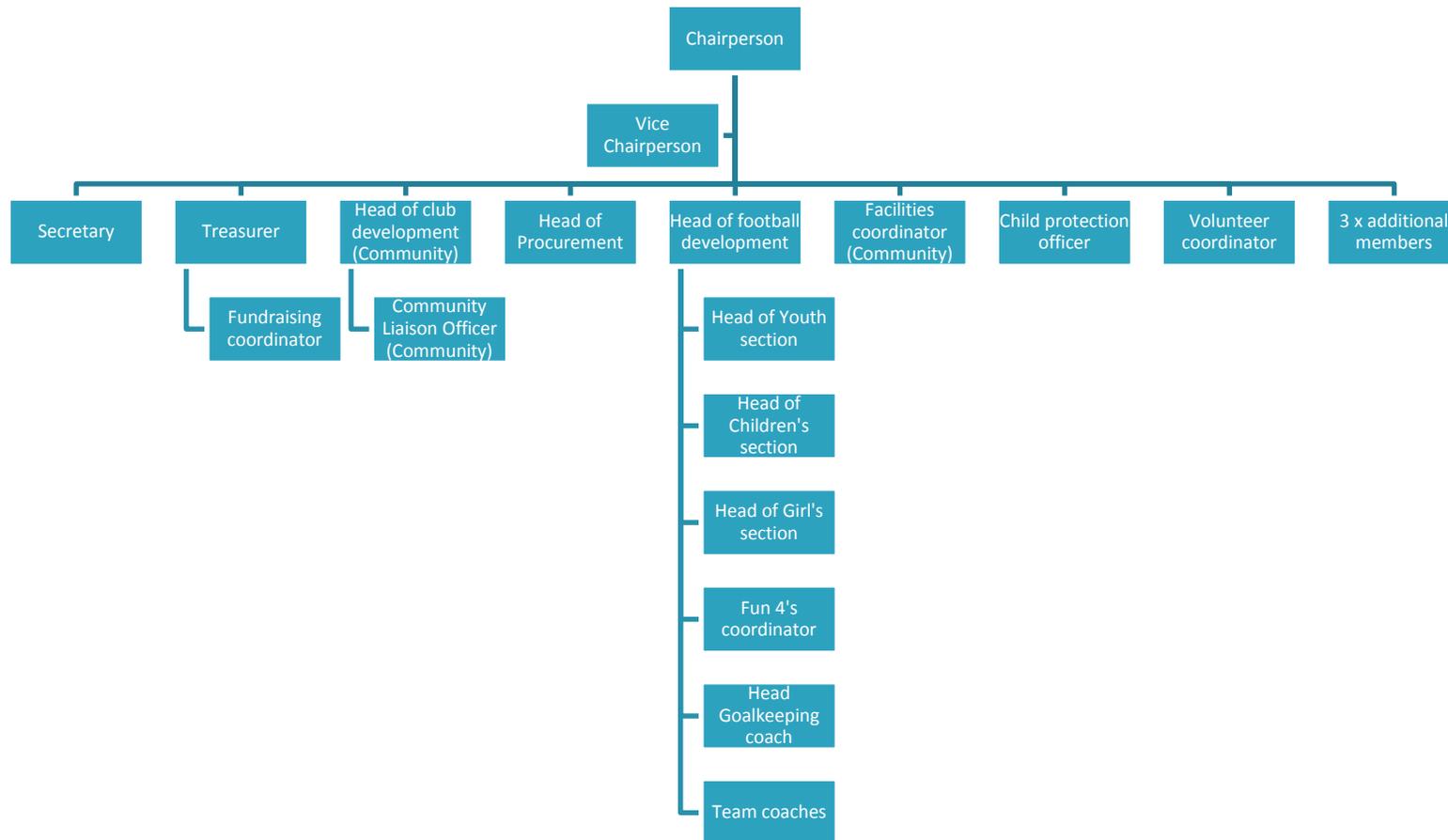
The expression 'charitable object' shall mean a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts.

'Charity' shall mean a body on the Scottish Charity Register which is also regarded as a charity in relation to the application of the Taxes Acts.

This constitution was formally adopted on

APPENDIX A

Organisational Structure



**Code of Behaviour
for all roles**

- Never use any form of physical punishment to discipline young people.
- Avoid participating in activity that would men physical contact with young people.
- Encourage an environment where young people treat all others with respect.
- Respect the right of personal privacy of young people (use of toilets, showering and changing facilities)
- Give positive reinforcement and encouragement to young people at all times.
- Ensure that they have parental consent to photograph young people for the inclusion in a publication or to film them with a video camera.
- Have separate sleeping accommodation from young people during residential activities.
- Set and monitor the boundaries between a working relationship and friendship with young people.
- Give all young people equal opportunities to participate as appropriate to their age and development.
- Project a positive role model to young people.
- Be aware of the emotional development of young people in relation to those performing leadership roles.
- Not drink alcohol, use illegal substances, smoke or use in appropriate language in the presence of young people.
- Avoid being alone in a vehicle with young people.
- Be aware of social, emotional and physical signs of child abuse and reporting procedures.
- Challenge bullying, use of inappropriate language and racial tolerance.
- Be sensitive to changes in circumstances of young people such as bereavement and family break-up.

JOB DESCRIPTIONS

Job Title	Chairperson/Vice Chairperson
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Take responsibility for managing the Committee and the affairs of the club.• Chair committee meetings in a way that allows everyone to present their views, so that all business is completed and that all decisions are properly understood and recorded• Oversee and guide all decisions taken by the Committee and sub committees.• In liaison with the Volunteer Co-ordinator, oversee the work of all officers/members.• In conjunction with the secretary, prepare and present the Annual Report• Liaise with the Secretary over the agenda for each meeting and approve the minutes before they are circulated.• Be completely familiar with the constitution, club rules, committee procedures and the National Governing Body rules and regulations.• Liaise with the Treasurer to ensure that funds are spent properly and in the best interests of the club.• Help to prepare and submit any statutory documents that are required (e.g VAT, Grant Aid Reports)• If unable to attend any Committee meetings, a written report should be sent to the meeting and the Vice Chair person briefed on the Agenda.
Purpose Of Post	Represent the club at local, regional and national level.
Key Attributes	<ul style="list-style-type: none">• Reliability• Enthusiasm• Good listener• Diplomacy• Well organised• Decisive• Confidence• Good Time Keeper• Be prepared to make a regular time commitment

APPENDIX B

JOB DESCRIPTIONS

Job Title	Treasurer
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Responsible for the club finances• Deal efficiently and effectively with all invoices and bills• Ensure that funds are spent properly• Issue receipts and record all money received• Attend committee meetings, prepare reports and present to the auditors• In agreement with committee, plan the annual budget• Monitor the budget throughout the year• Prepare annual accounts for AGM• Help prepare any statutory documents that may be required e.g., VAT returns, PAYE, grant aid reports etc.
Purpose Of Post	Keep up to date records of all the financial transactions
Key Attributes	<ul style="list-style-type: none">• Well organised• Able to keep records• Confidence in handling figures and money• Honesty• Prepared to make a regular time commitment

APPENDIX B

JOB DESCRIPTIONS

Job Title	Secretary
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Registering players on the appropriate forms• Affiliating the club to appropriate bodies• Attending league or association meetings• Organising the club AGM and other club meetings• Representing the club at outside meetings
Purpose Of Post	Dealing with all club correspondence
Key Attributes	<ul style="list-style-type: none">• Enthusiasm• Well organised• Good at delegation• Prepared to make a regular time commitment• Confidence• Good knowledge of the workings of the club• Good written and spoken communicator• Good knowledge of administrative procedures and rules

APPENDIX B

JOB DESCRIPTIONS

Job Title	Volunteer Coordinator
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Supervise and oversee all Club volunteers;• Act as the main contact for all volunteers;• Develop and implement induction processes for new volunteers so that volunteers are made aware of the Club processes and their own role;• Ensure that volunteers understand their role and provide feedback and motivation;• Coordinate the “Parent contract” volunteer procedures and identify opportunities to use parents’ skills to develop the Club;• Develop and coordinate the volunteer recruitment plan;• Report to the Management Committee on the effectiveness of the plan
Purpose Of Post	Recruiting volunteers to assist the delivery of the Club’s operations
Key Attributes	<ul style="list-style-type: none">• Well organised;• Enthusiastic and confident;• Approachable;• Delegation skills and persuasive;• Good motivator;• Tactful and discrete;• Committed

JOB DESCRIPTIONS

Job Title	Head of Procurement
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Coordinate purchases of equipment and kit for the Club;• Implement the standard kit protocols for each age group and identify requirements;• Ensure that each team has the necessary equipment to deliver the coaching framework for their age group;• Ensure that requirements are included in the annual budgetary process;• Build relationships with key suppliers
Purpose Of Post	Delivering a consistent standard of kit across the Club in accordance with the Club's policies
Key Attributes	<ul style="list-style-type: none">• Well organised;• Enthusiastic;• Approachable and consultative;• Purchasing and negotiation skills

APPENDIX B

JOB DESCRIPTIONS

Job Title	Head of Football Development
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Co-ordinate the coaches and coaching for teams.• Work with the Heads of Children and Youth Sections to design and implement the Club's coaching framework;• Monitor effectiveness of the framework through regular dialogue and feedback at the Football Development sub group meetings;• Chair the Football Development sub group meetings and report back to the Management Committee;• Ensure that the needs of the Club coaches are met as far as possible;• Maintain a database of the coaching qualifications held by club coaches;• Develop the coaching skills across the Club by encouraging attendance at PQ courses and in-service sessions;• Establish relationships with SFA, etc to help the Club's football structure to develop• Work with the Volunteer Coordinator to ensure the Club has sufficient coaching volunteers and that coaches are aware of their roles and responsibilities
Purpose Of Post	Coordinating the coaching across the Club including coach education and establishing standards
Key Attributes	<ul style="list-style-type: none">• Minimum qualifications – SFA level 3;• Enthusiastic and well organised;• Good at delegation;• Experienced coach

APPENDIX B

JOB DESCRIPTIONS

Job Title	Head of Youth Section
Responsible To	Head of Football Development
Responsible For	<ul style="list-style-type: none">• Work with the Heads of Football Development to design and implement the Club's coaching framework for youth teams;• Monitor effectiveness of the framework through regular dialogue and feedback at the Football Development sub group meetings;• Implement peer monitoring of youth team coaches and providing feedback;• Coordinate in-service days and guest coaching sessions from SFA;• Work with youth team coaches to implement player recruitment;• Ensuring that the Head of Football Development is aware of the requirements of the youth teams
Purpose Of Post	Designing and implementing a consistent high standard of coaching to the Club's Youth sides
Key Attributes	<ul style="list-style-type: none">• Intends to remain a Youth Coach;• Minimum qualifications – at SFA level 3 or working towards within 6 months;• Enthusiastic and well organised;• Good at delegation;• Experienced coach

Job Title	Head of Children's Section
Responsible To	Head of Football Development
Responsible For	<ul style="list-style-type: none">• Work with the Heads of Football Development to design and implement the Club's coaching framework for children's teams;• Monitor effectiveness of the framework through regular dialogue and feedback at the Football Development sub group meetings;• Implement peer monitoring of children's team coaches and providing feedback;• Coordinate in-service days and guest coaching sessions from SFA;• Work with children's team coaches to implement player recruitment;• Ensuring that the Head of Football Development is aware of the requirements of the children's teams;• Develop relationship with ESSDA
Purpose Of Post	Designing and implementing a consistent high standard of coaching to the Club's Children's sides
Key Attributes	<ul style="list-style-type: none">• Intends to remain a Children's coach;• Minimum qualifications – at SFA level 3 or working towards within 6 months;• Enthusiastic and well organised;• Good at delegation;• Experienced coach

JOB DESCRIPTIONS

Job Title	Head of Girl's Section
Responsible To	Head of Football Development
Responsible For	<ul style="list-style-type: none">• Work with the Heads of Football Development to design and implement the Club's coaching framework for girl's teams;• Monitor effectiveness of the framework through regular dialogue and feedback at the Football Development sub group meetings;• Implement peer monitoring of girl's team coaches and providing feedback;• Coordinate in-service days and guest coaching sessions from SFA;• Work with children's team coaches and SFA Girl's Development Officer to implement player recruitment;• Ensuring that the Head of Football Development is aware of the requirements of the girl's teams
Purpose Of Post	Designing and implementing a consistent high standard of coaching to the Club's Girl's sides
Key Attributes	<ul style="list-style-type: none">• Intends to remain a Girl's coach;• Minimum qualifications – at SFA level 3 or working towards within 6 months;• Enthusiastic and well organised;• Good at delegation;• Experienced coach

APPENDIX B

JOB DESCRIPTIONS

Job Title	Fun 4's Coordinator
Responsible To	Head of Football Development
Responsible For	<ul style="list-style-type: none">• Work with the Heads of Football Development to design and implement the Club's coaching framework for the youngest children participating in Fun 4's with the focus on fun and development of core skills and preparation for the small-sided game;• Monitor effectiveness of the framework through regular dialogue and feedback at the Football Development sub group meetings;• Implement peer monitoring of coaches and providing feedback;• Work with coaches and local schools to implement player recruitment;• Ensuring that the Head of Football Development is aware of the requirements of the Fun 4 teams;• Develop relationship with ESSDA
Purpose Of Post	Designing and implementing a consistent high standard of coaching to the Club's Fun 4's participants
Key Attributes	<ul style="list-style-type: none">• Intends to remain coaching Fun 4's;• Minimum qualifications – at SFA level 2 or working towards within 6 months;• Enthusiastic and well organised;• Good at delegation;• Experienced coach

JOB DESCRIPTIONS

Job Title	Coach
Responsible To	Head of Section/Fun 4's Coordinator
Responsible For	<ul style="list-style-type: none">• Plan, prepare and deliver the age-specific coaching programme in accordance with the Club's framework;• Work with, support and learn from other coaches;• Encourage and be positive at all times;• Ensure that all administration procedures are adhered to including player consent forms;• Be aware of the requirements for player registration;• Perform or delegate the match secretary role;• Establish an efficient and effective means of communication with parents;• Communicate positively with parents and seek support from other coaches where required;• Assist with the collection of fees where required;• Taking responsibility for ensuring that the equipment is correct and is kept in good working order;• Assist with club events;• Act in accordance with the Club's stated policies;• Act as an ambassador for the Club;• Develop your own skills through courses, in-service sessions, reading and peer monitoring

Purpose Of Post

Making participation in football fun and enjoyable for all and developing the skills of the players

Key Attributes

- Minimum qualifications – at SFA level 1 or working towards;
- Minimum qualification for head coach – SFA level 3 or working towards;
- Enthusiastic and well organised;
- Good communication – can translate technical theory into game related practice;
- Good at delegation;
- Positive demeanour and make activities fun;
- Forward plan;
- Implement individual development programmes for players
- Evaluate sessions and seek continual improvement

FUNDRAISING COORDINATOR

The Fundraising Coordinator is responsible to the Management Committee.

Role Specification

- Plan, prepare and help deliver a fundraising programme which will deliver or surpass the fundraising budget;
- Coordinate and promote fundraising events and ensuring they are properly licensed;
- Evaluate opportunities for fundraising and grant applications;
- Work with the Finance Committee and Community Liaison Officer to optimise fundraising opportunities;
- Work with the Volunteer Coordinator to get additional support for fundraising efforts

Person Specification

- Enthusiastic;
- Well organised;
- Delegation skills;
- Creative thinker;
- Persuasive to engender support and commitment from others

HEAD OF CLUB DEVELOPMENT – Community Club

The Head of Club Development is responsible to the Management Committee of the Community Club.

Role Specification

- Plan and prepare a strategy which will help position the Club to achieve its longer-term objectives;
- Research opportunities to raise development funds and enter into dialogue with stakeholders and other parties who can assist;
- Input into the budget process so that the Club can create a strong financial base for development;

Person Specification

- Well organised;
- Creative and strategic thinker;
- Business acumen;
- Persuasive to engender support and commitment from others

COMMUNITY LIAISON OFFICER – Community Club

The Community Liaison Officer is responsible to the Management Committee of the Community Club.

Role Specification

- Plan and prepare a community engagement plan for the Club;
- Develop our links with stakeholders;
- Implement club communication strategy – internal and external;
- Ensuring that the Club is visible, active and a positive influence in the community

Person Specification

- Well organised;
- Creative and strategic thinker;
- Good listener and takes on ideas from others;
- Diplomatic;
- Experience of a similar community based role would be advantageous

FACILITIES COORDINATOR – Community Club

The Facilities Coordinator is responsible to the Management Committee of the Community Club.

Role Specification

- Plan and prepare facility requirements for Club based on existing and forecast needs;
- Ensure all lets are renewed as required;
- Help ensure a fair allocation of available facilities;
- Identify opportunities for enhanced facilities and work closely with the Head of Club Development in that regard

Person Specification

- Well organised;
- Diligent;
- Diplomatic

APPENDIX B

JOB DESCRIPTIONS

Job Title	Child Protection Officer
Responsible To	Management Committee
Responsible For	<ul style="list-style-type: none">• Ensuring that the Player Protection procedures are circulated and understood by all members;• Coordinating any in-service training for Child & Vulnerable Adult Protection issues;• Updating the clubs' Child and Vulnerable Adult Protection Policy when appropriate;• Establishing and maintain the complaints procedures;• Attending the Sports Coach UK workshop on Good practice and Player Protection ;• Being familiar with current Player Protection legislation;• Understanding the National Governing Body Player Protection procedures, rules and regulations;• In the event of a complaint being made, ensuring that the complaints procedures are met and see the procedures through to the final decision;• If unable to attend any Committee meetings, a report / apologies should be sent to the Secretary.
Purpose Of Post	Oversee the protection and welfare of all children associated to the club. To investigate and report to the committee any grievances reported to the Player Protection Officer so that player protection is maintained.
Key Attributes	<ul style="list-style-type: none">• Approachable with friendly manner• Good Listener• Well organised• Motivated• Prepared to pass on concerns to professional agencies when necessary.• Observant

Penicuik Athletic Youth Football Club

Members volunteer Form

We all have something to give!

Penicuik Athletic Youth Football Club is run by Volunteers. The success of the Club today and in the future relies upon the goodwill of members and the Community to contribute to the Club.

Each member's Parent/Guardian is kindly requested to contribute a minimum of 5 hours per season to the Club.

The Club follows a Volunteer Policy based on the Scottish Government's Volunteer Strategy which includes welcoming and valuing our volunteers, providing support, and giving volunteers experiences which match their talents and lifestyles.

The following categories of contribution are available. Please highlight areas where you are willing to be contacted to make your Volunteer contribution.

Please complete and return at the next Club training session.

Become a Coach <i>Can be informal, but the club can also fund training in Scottish FA coach education courses</i>	
Help on Match Days <i>set up pitches/assist coaches etc</i>	
Help with Sponsorship / Fundraising / Social Nights <i>ie help organise bag packing, raffles, race nights etc</i>	
Train to be a First Aider <i>The club can fund training if required</i>	

Help with Tuck Shop On training and match days	
Help with Presentation nights/Christmas parties	
Work in a small admin team within your child's age group	
Joining the Club Committee assisting behind the scenes with Admin/Financial Duties, this would be MUCH appreciated!	
Website maintenance	
Promoting the Club locally Club newsletters etc	
Any other skills you can think of! <i>Please Specify:-</i>	

PARENTS NAME:-	
CHILD'S NAME:- <i>(for information)</i>	
CHILD'S AGE GROUP	

SIGNED: DATE:

BUDGETING AND FINANCIAL REPORTING POLICY

Budgeting

The Club will aim to achieve an operating surplus each year. The aim will be to try and at least recover all operating costs through the membership fees. Income generated by other means will allow the Club to progress in a sustainable manner and to invest funds to help deliver the agreed strategic objectives.

A budget (by month) shall be prepared annually and shall form the basis of monitoring actual financial performance versus actual. This shall be based on achieving the needs of the separate teams in accordance with the Kit and Equipment Policy set out at Appendix F, a considered contingency for additional kit/equipment and other operating costs. The budget will be proposed by the Finance Committee and approved by the Management Committee.

The Finance Committee shall designate budget holders for each team and advise them of their specific budgets for Kit and Equipment for the forthcoming 12 months. Expenditure can be approved in accordance with the Financial Control Policy at Appendix E.

Financial Reporting

The financial reporting policy of the Club is intended to be fair, transparent and encourage integration across the different teams. Importantly, other than income which is designated for a specific purpose, all revenue will be treated as income of the overall Club. It is acknowledged that the Youth Section will have greater opportunities to participate in certain fundraising activities. It is agreed that the Youth Section will not benefit from this to the detriment of teams within the Children's Section.

Income which is generated for a specific purpose will be used for that purpose. The fundraising coordinator will be consulted on any event which is intended to generate income for a specific purpose and will obtain approval from the Finance Committee for the income to be so treated.

All other funds raised through sponsorship, events and other means will be central Club funds.

The Finance Committee will consider how central funds should be distributed based on the specific needs of teams and in accordance with the agreed kit/equipment standards set out in Appendix F and the Financial Control Policy at Appendix E.

The Treasurer will be responsible for preparing financial reports for the Finance and Management Committees. These reports will provide the following information:

- Fees generated by team;
- Special purpose income by team;
- Central Club income;

- Expenditure by team including special purpose expenditure;
- Central Club costs;
- Overall statement of surplus or deficit;
- Statement of funds

The financial reports will compare actual against budget for the period to date.

The analysis of income and expenditure by team is not intended to create divisions with regards to whether one or more teams are subsidising others. It is acknowledged that depending on the timing of kit/equipment purchases, teams will operate at a surplus or deficit from time to time. The purpose of the analysis by team is to allow the Finance and Management Committees to understand the costs of running the separate teams and to assist with the setting of fees at an appropriate level.

Team specific costs will include:

- Purchases of kit/equipment;
- Match costs;
- League registration fees;
- Fines or similar penalties;
- Special purpose expenditure (for which funds were raised)

Where it is not possible to separate costs within the above categories by team, they shall be treated as central Club costs. All other costs will be central Club costs. Costs of training facilities will be treated as a central Club cost.

The annual Financial Reports presented to an AGM shall not incorporate an analysis by team but shall be in summary form giving totals for the overall Club.

FINANCIAL CONTROL POLICY

In accordance with the Club constitution (Para 7), this document sets out how the committee will ensure accountability for the income and expenditure of Club funds.

Income

All income raised by whatever means should be banked in full before deduction of expenses incurred. Wherever possible two officers of the Club should verify any cash collected.

The officer concerned should email the Treasurer to let them know the details of the cash banked including the amount and the source of the funds.

Coaches/team treasurers are responsible for ensuring that member fees are being paid. They are required to update the Treasurer on any new members and from what date fees will be payable. It is not the responsibility of the Treasurer to chase up arrears of fees – this is the responsibility of the coach/team treasurer. If a problem persists in this regard, the Treasurer may need to write formally to the member concerned. This should be agreed with the Finance Committee and coach/team treasurer.

Expenditure

Team budget holders (as set out in Appendix D) shall be made aware of their team's budget for Kit and Equipment for the forthcoming 12 months.

Purchases of kit and equipment should be made from the Club's authorised supplier to be advised from time to time by the Head of Procurement. The Head of Procurement can authorise expenditure up to £50. After placing the order, the Treasurer should be notified so that they can account for the cost correctly.

The Head of Procurement and Treasurer can jointly authorise expenditure between £50 and £200.

The Head of Procurement, Treasurer and Chairman can jointly authorise expenditure in excess of £200.

The Finance Committee will review the Financial Reports and will, if necessary, make changes to the above or temporarily suspend purchases.

The persons above will consider the following criteria when deciding whether to approve expenditure:

- Is the expenditure designed to achieve the agreed Kit and Equipment policy at Appendix F;
- Is the expenditure essential for the continued playing of any team including purchase of new or replacement kit;
- Is the expenditure essential for the introduction of a new team to the Club;
- Is the expenditure desirable for team/player development;
- Is the expenditure desirable for the continued development of the Club;

- Is the expenditure desirable to enhance the reputation and standing of the Club.

Expenditure will not be approved unless one or more of the above criteria applies.

All invoices and receipts must be retained.

All expenses incurred by officers will be reimbursed by cheque on the provision of a receipt. Receipts and claims for reimbursement should be given to the Treasurer.

Floats will be provided to coaches/team treasurers to allow them to meet certain match costs. They are required to advise the Treasurer of the details of the costs incurred and receipts where appropriate.

KIT AND EQUIPMENT POLICY

Training Equipment

The following training equipment is considered essential for each team:

- A ball per player;
- Sufficient markers/cones;
- Training bibs;
- First aid kit

The following training equipment is considered as important for each team:

- Agility equipment – ladder and poles

The following training equipment is considered as desirable for each team:

- Small sized goals

Kit

The base kit for every team in the Club will be the following:

- A home strip;
- A rain jacket;
- A tracksuit

In addition to the above kit, the Club will aim to provide every player in the youth section with the following:

- A change strip;
- Training kit;
- Kit bag;
- Polo shirt

The priority will be to provide every team with the essential training equipment and base kit.

CLUB CODE OF CONDUCT – COACHES, PLAYERS, PARENTS, SUPPORTERS AND OFFICIALS

Penicuik Athletic Youth Football Club fully supports the codes of conduct as introduced by the Scottish Football Association.

General code of conduct for all

The Club is founded on a set of values and objectives which aim to set us apart and allow the Club to progress and play a positive and active part in our community. It is imperative that all persons associated with the Club including coaches, officials, players, members and supporters speak positively about the Club in and around our community so that the Club is not undermined in its attempts to achieve its objectives. Furthermore, coaches and officials of the Club live and work in our community and should not be subjected to adverse comments and criticism which can cause upset and unnecessary stress. In particular such comments should not be made to persons outwith the Club.

Such behaviour will only serve to undermine the Club, discourage coaches and other volunteers from engaging with the Club and put the future of the Club at risk, thus spoiling it for all.

The Club has a clearly documented Complaints and Disciplinary policy at Appendix H which sets out how disputes can be resolved internally. The Club will aim wherever possible to resolve any issues to the satisfaction of all parties. There should therefore be no need to engage in negative and malicious comment outwith the Club.

Anyone who engages in such behaviour will be subject to disciplinary proceedings as set out in Appendix H.

Coaches and officials code of conduct

Coaches and officials are expected to adhere to the following principles:

- Allow all players, no matter their level of ability, the opportunity to play
- Respect the rights, dignity & worth of every player and treat everyone equally within the context of football
- Always pursue fair play
- Prohibit use of camcorders and cameras unless parental consent has been provided
- Place safety and well-being of the player above the development of performance
- Be aware of the SFA's and the Club's Child & Vulnerable Adult Protection Policy and Procedures
- Ensure that coaching sessions are enjoyable, well-structured and focus on developing skills, decision making and a general understanding of the game
- Develop an appropriate working relationship with players based on mutual trust and respect
- Encourage players to accept responsibility for their own behaviour and performance
- Ensure that sessions and games are appropriate for the age, maturity, experience and ability of the individual
- Follow the club's football development framework
- Must consistently display high standards of appearance and behaviour
- Know where to find appropriate first-aid
- Hold a current membership list and have a register available at all activities.

Players, parents and supporters code of conduct

Penicuik Athletic Youth Football Club fully supports the codes of conduct as introduced by the Scottish Football Association.

PLAYER'S CODE OF CONDUCT

- Play by the rules – the rules of your club and the laws of the game.
- Never argue with a referee or other official – without these people you can't play football.
- Control your temper - verbal abuse of officials and abusing other players doesn't help you enjoy or win any games.
- Be a team player – It's a team game, treat it that way.
- Treat all players as you would like to be treated – fairly.
- Co-operate with your coach, the referees and team-mates.
- Play for your own enjoyment & to improve your skills.
- Don't use ugly remarks based on race, religion, gender or ability – you'll let down your coach, teammates and family if you do – & many such comments are actually now illegal.

PARENTS & SUPPORTERS CODE OF CONDUCT

- Remember that you are there for the participants to enjoy the game.
- Encourage participation but don't force it.
- Teach that enjoyment is more important than winning.
- Never ridicule mistakes or losses – supporters are there to support not downgrade.
- Lead by example and respect all players, coaches, referees and spectators – physical or verbal abuse will not be tolerated.
- Recognise all volunteers who are giving up their valuable time.
- Never publicly criticise referees – raise personal concerns with club officials in private.
- Don't use ugly remarks based on race, religion, gender or ability – you'll let down your family and yourself if you do and many such comments are actually now illegal.

CLUB COMPLAINTS AND DISCIPLINARY POLICY

Members

The Club asks that parents/guardians appreciate that the Club is run by volunteers and respect the hard work and effort that this requires. Parents/guardians are subject to the Club's code of conduct as set out at Appendix G. Any person who adopts behaviour which is contrary to the code of conduct may be subject to disciplinary procedures as follows.

For less serious matters, the team coach will discuss the issue with the person concerned, explain why it is not appropriate and warn them as to their future behaviour. If the behaviour continues the team coach and Head of Section will discuss it with the parent/guardian and a written-warning will be provided by the Club secretary. This written warning will make it clear why the behaviour is unacceptable and will warn that further action will be taken if it persists.

For more serious matters it may be necessary to move immediately to a written-warning or more stringent sanction.

Beyond a written warning, the Club's management committee has absolute authority to consider an appropriate level of sanction. Sanctions could include:

- Suspending the individual from Club events including matches and training;
- Removing the parent/guardian from membership;
- Barring their child from playing for the Club. This should be considered as a last resort

The above list is not intended to be exhaustive. The parent/guardian will have a right to appeal to the Head of Football Development and Chairman for any sanction so issued including a written-warning. Appeals should be put in writing to the Chairman and a separate appeal hearing may be called.

Players

Players are subject to the code of conduct set out at Appendix G. Players who adopt behaviour which is contrary to the Club's code of conduct may find themselves subject to disciplinary procedures as follows.

For less serious matters, the team coach will discuss the issue with the person concerned and their parent/guardian, explain why it is not appropriate and warn them as to their future behaviour. The team coach will have the right to suspend a player from training and/or matches for up to two weeks. If the behaviour continues the team coach and Head of Section will discuss it with the player and parent/guardian and a written-warning will be provided by the Club secretary. This written warning will make it clear why the behaviour is unacceptable and will warn that further action will be taken if it persists. A further suspension of up to two weeks may also be given.

For more serious matters it may be necessary to move immediately to a written-warning or more stringent sanction.

Beyond a written warning and two week suspension, the Club's management committee has absolute authority to consider an appropriate level of sanction. Sanctions could include:

- Suspending the individual from Club training and matches for an agreed period;
- Recovery of any financial penalty suffered by the Club as a result of a player's actions;
- Removing the player permanently from playing for the Club. This should be considered as a last resort

The above list is not intended to be exhaustive. The player will have a right to appeal to the Head of Football Development and Chairman for any sanction so issued including a written-warning and suspension. Appeals should be put in writing to the Chairman and a separate appeal hearing may be called.

Coaches and other Club Officials

Coaches and Club officials are representatives of the Club and as such are expected to demonstrate behaviours at all times which are in accordance with the Club's values and policies.

Coaches and Club officials are subject to the Club's code of conduct as set out at Appendix G.

Matters involving coaches

Where players or members consider that a coach has not acted in accordance with the Club's code of conduct or are unhappy with matters pertaining to the running of the team then, depending on the seriousness of the matter, the Club would respectfully request that they discuss it with the coach to try and resolve matters going forward.

Coaches are expected to be approachable in these circumstances and not to react negatively or defensively to the points raised. They should listen to the person's point of view and deal with the matter courteously and professionally. It may be appropriate to include another of the team coaches in the discussion to help all parties remain objective.

The Club expects players or members to express their concerns in a non-aggressive, non-confrontational manner and to appreciate that the coach has to balance the interests of the entire team with those of individual players.

For more serious matters and any issues of child protection, the matter should be brought to the immediate attention of the Club's child protection officer. The child protection officer will then deal with the matter in accordance with the child protection policy as set out at Appendix J.

If the problem persists or the player or member is not happy with the explanation provided by the coach, then the player and/or member should bring the matter to the attention of the Head of Section. In the event that the coach concerned is the Head of Section then the matter should be brought to the attention of the Head of Football Development.

The Head of Section or Head of Football Development will investigate the matter with the complainant and the coach concerned and will attempt to resolve the issue without the need for any further action. The Head of Section or Head of Football Development shall be objective and independent in their discussions and advice. If it is considered that the complaint is without merit, they shall advise the complainant of this and their reasoning. They shall then bring this to the attention of the Club Secretary so that the Management Committee can be advised.

If the player or member is dissatisfied with the explanation provided then they may bring the matter to the attention of the Club Chairman. The Chairman will discuss the matter with them and the Head of Section/Head of Football Development and coach and will be the final arbiter on the issue.

Where the Head of Section or Head of Football Development considers that the complaint is valid then they shall advise the coach of this and agree a resolution with them which allows all parties to move forward. It should be noted that coaches dedicate a significant amount of time to their role. Coaching can be stressful and coaches are not infallible and will make mistakes. This does not mean that coaches cannot learn from their mistakes and use the experience to become even better coaches. All parties to a dispute should appreciate these points.

Where the Head of Section or Head of Football Development considers that the coach has acted in a manner inconsistent with the Club's code of conduct and values then they will discuss it with the coach concerned, explain why their behaviour is inappropriate and warn them as to their future conduct.

For more serious matters it may be necessary to move immediately to a written-warning or more stringent sanction.

Beyond a written warning, the Club's management committee has absolute authority to consider an appropriate level of sanction. Sanctions could include:

- Providing a mentor to support the coach modify their behaviour;
- Suspending the individual from Club events including matches and training;
- Removing the coach from the Club. This should be considered as a last resort

The above list is not intended to be exhaustive. The coach will have a right to appeal to the Head of Football Development and Chairman for any sanction so issued including a written-warning. Appeals should be put in writing to the Chairman and a separate appeal hearing may be called.

Matters involving other officials

Where a person has an issue with the behaviour of another Club official then they should discuss the matter with the person concerned to try and resolve matters going forward.

Officials are expected to be approachable in these circumstances and not to react negatively or defensively to the points raised. They should listen to the person's point of view and deal with the matter courteously and professionally. It may be appropriate to include another official in the discussion to help all parties remain objective.

The Club expects players or members to express their concerns in a non-aggressive, non-confrontational manner.

For more serious matters and any issues of child protection, the matter should be brought to the immediate attention of the Club's child protection officer. The child protection officer will then deal with the matter in accordance with the child protection policy as set out at Appendix J.

If the problem persists or the complainant is not happy with the explanation provided by the official, then the official should bring the matter to the attention of the Club Secretary. In the event that the official concerned is the Club Secretary then the matter should be brought to the attention of the Chairman or Vice Chairman.

The Club Secretary or Chairman/Vice Chairman will investigate the matter with the complainant and the official concerned and will attempt to resolve the issue without the need for any further action. The Club Secretary or Chairman/Vice Chairman shall be objective and independent in their discussions and advice. If it is considered that the complaint is without merit, they shall advise the complainant of this and their reasoning. They shall then bring this to the attention of the Management Committee.

If the complainant is still dissatisfied with the explanation provided then they may bring the matter to the attention of the Club Chairman (or appeal to the Vice Chairman if the Chairman heard the initial complaint and vice versa). The Chairman/Vice Chairman will discuss the matter with them and the Club Secretary and official and will be the final arbiter on the issue.

Where the Club Secretary or Chairman considers that the complaint is valid then they shall advise the official of this and agree a resolution with them which allows all parties to move forward. It should be noted that officials dedicate a significant amount of time to their role. They are not infallible and will make mistakes. All parties to a dispute should appreciate these points.

Where the Club Secretary or Chairman considers that the coach has acted in a manner inconsistent with the Club's code of conduct and values then they will discuss it with the official concerned, explain why their behaviour is inappropriate and warn them as to their future conduct.

For more serious matters it may be necessary to move immediately to a written-warning or more stringent sanction.

Beyond a written warning, the Club's management committee has absolute authority to consider an appropriate level of sanction. Sanctions could include:

- Providing a mentor to support the official modify their behaviour;
- Suspending the individual from Club events including matches and training;
- Removing the official from the Club. This should be considered as a last resort

The above list is not intended to be exhaustive. The official will have a right to appeal to the Management Committee for any sanction so issued including a written-warning. Appeals should be put in writing to the Chairman and a separate appeal hearing may be called.



**PENICUIK ATHLETIC YOUTH
FOOTBALL CLUB**

**ETHICS POLICY
GUIDE**

CLUB STATEMENT

Penicuik Athletic Youth Football Club has adopted the policies and practices laid out within the Scottish Football Associations Ethics Policy. The Club and every official within the Club shall adhere to the guidance within the policy and shall take all corrective actions required to ensure that the policies detailed below are fully embraced by everyone at our Club.

INTRODUCTION

Penicuik Athletic Youth Football Club actively promotes and supports ethics in sport, where ethics can be defined as the application of moral rules, principles, values and norms. In line with the policy of the Scottish Football Association and SportScotland the Club practices the following core values within delivering football opportunities:

- Fairness
- Integrity
- Respect
- Equity

Every member within Penicuik Athletic Youth Football Club whether as players, administrators, officials, coaches or supporters – must take personal responsibility for ensuring that football activities are fun and fair for all. If we fail to do so, we will all suffer, and so will our Club. To help you to tackle these problems in a coordinated and proactive way, the Club's ethics guide examines the most common and most important ethical issues. Please take the time to read it carefully and consider what it means.

Club Governance

Club governance can be described as the system by which the Club is directed and controlled, including the distribution of rights and responsibilities among those involved in the Club. Effective Club governance is the successful management of relationships among members of the Club through fair, transparent and accountable systems and structures.

The Football Club has an obligation to govern responsibly and effectively. All Club structures, decisions and operations should be underpinned by ethical values. Like many Club issues this is not easy to achieve and often clubs stop at the stage of identifying ethical values.

In order for the Club to be administered and regulated correctly, members must agree to abide by the Club's Constitution. The Constitution outlines the function of our Club, including procedures for membership, meetings, committee structures and make-up as well as others. The Constitution will help clarify how the Club's procedures should work and it is very important that our constitution does not preclude membership to anyone on discriminatory grounds.

Another structure pivotal to the success of the Club as an ethical organisation is comprehensive disciplinary, grievance and appeals procedures. A disciplinary process must enable alleged misconduct to be investigated, managed and sanctioned where appropriate, while at the same time uphold the rights of the individual member. This means a clear set of procedures that adhere to the principles of natural justice. These procedures are set out at Appendix H.

Every member must agree to the Club's Codes of Conduct (Appendix G) including general codes of conduct to other members and participants within the game of football and our Child Protection and Vulnerable Adult Policy (Appendix J). Anyone displaying characteristics that undermine the policies, procedures and principles within the Club will be held to disciplinary action that could ultimately lead to disqualification from all activities within our Club and Criminal Proceedings.

The Football Club also has a responsibility to ensure that we comply with the requirements of relevant legislation. Legislation is in place to ensure that people abide by certain standards of ethical behaviour. A variety of laws apply to football clubs so it is vital that the Club is aware of the legislation that is applicable to it. The Club must adhere to any legislation that is presented to us via our national governing body, The Scottish Football Association

Fair Play

Fair play refers to the conduct of individuals involved with any part of football practice, such as players on the field, spectators on the sideline, coaches in the ground, referees during a match or managers in the dressing room. It encompasses all aspects of the game or match and all individuals involved. Fair play can be defined as the upholding of fairness before, during and after and directly relating to a game/match/event. The Football Club must ensure that fair play is clearly explained and promoted to all individuals involved with football within the Club. The Club must also inform participants of the consequences that will occur if they do not play fair or cheat.

Fair play is also about consistency in practice. The standard for both behaviour and consequences must apply equally to everyone and it must not exclude or allow different interpretation for individuals because of their skills, popularity or position in the game. Consistency, although at times challenging to achieve, is vital. Fair play in the Club is best promoted through our Codes of Conduct that clearly define specific practices that capture the ethical values of the Club and game.

Child Protection

Football can provide children with fun, enjoyment, excitement and a positive social environment, and can help develop a healthy lifestyle. This is only possible, however, in a nurturing and supportive environment where the welfare of the child is paramount. It takes consideration and care in the development of children's sport to ensure that risks are minimised and that the environment promotes positive experiences. Unfortunately sport is not immune to cases of abuse, and specific action needs to be taken to minimise the risk of it occurring. In addition, the Club has put procedures in place for managing situations where a child plucks up the courage to disclose details about abuse.

Another dimension of child protection is the protection of adults and leaders who work with children. It is important that adults are informed and educated on how best to assist and teach children in the Club to ensure that they too have a positive and rewarding experience. The Club has a responsibility to ensure that our adult members are aware of and responsible for upholding the standards required to teach and assist children and encourage 'best practice' while dealing with all players.

The Club has a comprehensive Child & Vulnerable Adult Protection Policy (Appendix J). The document provides a comprehensive breakdown of child protection issues, supported by guidance, which can be implemented as it is. This is available in both hard and electronic copy from the Club's Player Welfare Officer.

Data Protection in the Club

Our Football administrators need to ensure that they protect the data they process as required by the Data Protection Act, 1998. 'Processing' under the Act includes obtaining, recording or holding data or carrying out any operation or set of operations on the data including disclosure, consultation, alteration and destruction of data. Processing therefore covers a wide range of activities such as sending an email, looking at data on a screen or opening and reading a paper file.

The Data Protection Act applies to all individuals within the Club. It protects individuals from personal data being used inappropriately or recorded inaccurately and it provides everyone with a framework to achieve good standards for handling information. On request, individuals can ensure that the content of information about them is correct and the purpose for which the information will be used is clear. Representatives within the Club who control information on computer, in paper files, on video or in other media will ensure that the information is processed fairly, is accurate and secure, and is used for a specific purpose.

Human Rights in Football

It is important in football, as it is in all aspects of life, that individuals respect the rights of others and in return know what rights they can expect. This can cover a whole variety of situations, such as the amount of noise made in a building, the right to privacy, the right not to be abused and the right to live. In football human rights issues often arise as a result of an individual feeling misjudged, excluded or not supported in some way. Examples would include an individual feeling they have not had an independent hearing of a disciplinary issue; a player feeling that the selection procedure they are subject to is biased; or a player feeling that a contract which they are bound by unfairly restricts their individual rights.

The Club has an appropriate mechanism to ensure that the rights of the members or players are being upheld. A well-structured, independent disciplinary structure is indispensable to human rights issues, as it provides a mechanism by which issues can be fairly reviewed, decided upon and actioned.

It is also vital for the club to have an appeals structure that allows the individual who has been through the disciplinary process to appeal the decision and/or actions under certain provisions and conditions that ensure fairness. The Human Rights Act, 1998 was introduced as a result of the European Convention on Human Rights and is an important part of Scotland's and the UK's framework for public authorities. The Act covers a variety of areas including privacy, freedom of thought and expression, liberty and security, and protection of property, and it contains specific requirements for tribunals and hearing procedures (Article 6 of the Act). The Club appreciates the human rights of all its members at all levels and in doing so have published an appropriate policy for codes of conduct as well as good practice for child protection. These documents are available through the Club Information Pack or through the Player Welfare Officer.

Celebrating Diversity and Inclusion

The Club acknowledges that everyone has a unique range of skills and knowledge that they bring to football. We recognize this and value this diversity. We acknowledge the benefits of different cultures, abilities and lifestyles in helping to develop our club and achieve organisational objectives. In terms of recruitment of employees and volunteers, the Club recruits, selects, develops and promotes people according to the needs of the organization and the capacity to undertake the work required. In terms of participation, we promote and welcome the range of talent and knowledge of all individuals involved in the sport and in the wider community. Acknowledgement and respect for one another are critical to the development and success of our club

Equity

Equity is fundamental to the participation in and the governance, organisation and delivery of football within the Club. Equity is the practice of fairness and the upholding of social justice to ensure that all individuals are respected, have equal opportunities and have their rights protected. Equity is critical to the celebration of diversity in the Club. It is no longer acceptable for individuals to negatively discriminate or put down others on the basis of a difference in religion or faith, race or ethnicity, culture, socio-economic status, gender, sexuality, age, disability or any other social or physical categorisation. Nor is it acceptable for individuals to ignore or in any way endorse the behaviour of others who discriminate in such a way. It is important for all those involved in sport to support and promote the principles of equity, whether they are playing, refereeing, administrating, managing, governing, supporting players, sponsoring, spectating, reporting or engaged in any other way in football activities.

It is imperative that when incidents of negative discrimination occur they are dealt with swiftly and effectively. Through our Codes of Conduct the Club has a clear and comprehensive disciplinary process. A process that is embedded within the constitution and linked directly to all policies, procedures and codes of the Club, in particular the equity policy.

Women, Girls and Football

It has been identified both within the UK and internationally that women and girls are negatively discriminated against and are disadvantaged by a variety of barriers in sport. A few areas of discrimination against women and girls are:

- unequal pay, verbal and sexual harassment and abuse, lack of promotion, bias in selection, exclusion of membership rights, verbal innuendo, pictures, assumptions, disregard for position, and innuendo. These types of discrimination are then often reinforced through the negative promotion of women's and girls' sport, in particular the portrayal of women's and girls' sport as an inferior version of men's participation in sport.

The Club recognise and acknowledge each other's differences and are equally proud of them. As identified above it is important to celebrate diversity - it is vital that the individual talent, skills and knowledge of all women and men are recognised and appreciated equally for what they can offer to sport. The Club treats all its members equally, no matter their gender and anyone in breach of our rules and codes of conduct will be disciplined appropriately as defined by the Club disciplinary procedures.

Sexuality and Football

Negative discrimination on the basis of sexuality is frequently not considered by sports organisations and little attention is drawn towards this type of discrimination as an ethics area in sport. However, sexuality discrimination does occur in sport and is often hidden, ignored or brushed aside and not dealt with seriously or condemned as it should be. Homophobia is unacceptable and must be challenged in the sporting environment.

As with gender discrimination, discrimination on the basis of someone being gay, lesbian or bisexual can include verbal and sexual harassment and abuse, lack of promotion, bias in selection, exclusion of membership rights, verbal innuendo, pictures, assumptions, disregard for position. It is critical that no one in the Club is unfairly discriminated against and it is vital that all individuals respect and appreciate each other for what they can offer to football, regardless of their sexual orientation. As above, the Club treats all its members equally, no matter their sexuality and anyone in breach of our rules and codes of conduct will be disciplined appropriately as defined by the Club disciplinary procedures.

Race, Ethnicity and Football

In Scotland and the UK we are fortunate to have a very diverse population where it is possible to celebrate and be proud of all types of people with all sorts of ancestry and ethnicity. Scotland is fully part of a diverse and active world which, for some time now, has seen people from Scotland leave and settle in new lands and people from other lands arrive and settle in Scotland. The wealth of this variety and new experience is immense and contributes greatly to the distinctiveness and vibrancy of Scottish life, including football. In Scottish Football we are fortunate to have Scottish participants from a whole range of backgrounds, ethnic origins and ancestry.

Racism can be best described as negative discrimination against an individual because of their colour, racial origin, ethnicity, ancestry, and/or place of birth, or an individual's identification or connection with any of these. It is not acceptable in society and must not be tolerated in any shape or form in our Club. It is every participant's responsibility in the Club to take action against racism and for our Club to create an environment where racism is unacceptable and where participants found guilty of racism are disciplined and educated accordingly.

Disabilities and Football

It is not difficult to identify with the word 'disability'. We all possess attributes that hold us back, stop us doing an activity or restrict us from full participation at some stage in our life. However for some individuals a disability may restrict them from participation in a variety of environments for a considerable length of time, even for the rest of their lives. As a result their disability may be categorised and given specific assistance in order for them to participate in a particular environment.

In football there are a variety of ways that assistance can be given in order for people with a disability to participate, such as modifications to buildings, competitions for people with the same disability, specialist equipment and/or training of helpers to give specific assistance.

The Club has an obligation under the Disability Discrimination Act to provide assistance to individuals with a disability. The Club can do a lot more to assist individuals, some of which might take little effort but result in greatly increased participation and improved quality of experience for individuals in sport. The Club will do all that it can to support any individual with a disability and will fully integrate them within the Club. Any individual displaying inappropriate behaviour is unacceptable and where participants are found guilty of discrimination will be disciplined and educated accordingly.

Faith, Religion and Sport

As a result of increasing diversity in Scotland over the years, there is now a great number of recognised religions and faith denominations. As with the other equity areas, this diversity needs to be celebrated and recognised for the valuable contributions that it offers. Whilst it is not necessary to agree with an individual's beliefs, it is important to acknowledge them and not show prejudice. In football it is important to recognise that religion or faith must not provide a basis for negative discrimination.

In football individuals can confuse pride and celebration of a team or individual with their perceived representation of a faith. Also a player or participant may consider football a platform to rally support for a particular belief. Participants, including spectators and players and all volunteers must take considerable care to ensure that they do not encourage or support negative discrimination, abuse or harassment of others because of their beliefs, religion or faith identity. The Club treats all its members equally, no matter their religious faith or beliefs and anyone in breach of our rules and codes of conduct will be disciplined appropriately as defined by the Club disciplinary procedures.

Social Inclusion & Sport

The former Prime Minister, Tony Blair, defined social exclusion as “a shorthand label for what can happen when individuals or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environment, bad health and family breakdown”.

Social inclusion refers to the methods of enabling those toward the lower end of the socio-economic range to participate and/or receive support. In football, it refers to enabling participation for all individuals in events, activities, competitions, social events, administration and other aspects of the game. The Club has a responsibility to take forward a range of initiatives to encourage and enable participation by individuals who lack the resources or support that others may take for granted. The Club will accept any member no matter of their social background and anyone displaying characteristics in breach of our rules and codes of conduct will be disciplined appropriately as defined by the Club disciplinary procedures.

PLAYER PROTECTION POLICY

Introduction

It will be the policy of Penicuik Athletic Youth Football Club to work within the principles of the SYFA and their player protection policy, to allow all members, adult and youth, a safe working environment.

Principles

All coaches and officials appointed by Penicuik Athletic Youth Football Club will be checked by Disclosure Scotland to determine whether their past behaviour suggests that they are unsuitable for that particular position.

A player's protection officer will be appointed. A player's protection panel will be appointed. This will be Penicuik Athletic Youth Football Club Management Committee.

- All players have the right to protection against harm or the risk of harm;
- All players have the right to protection against physical abuse;
- All players have the right to protection against verbal abuse;
- All players have the right to protection against emotional abuse;
- All players have the right to protection against sexual abuse;
- All players have the right to protection against bullying;
- All players have the right to protection against neglect;
- All players have the right to express opinions and to have those opinions considered in all matters that concern their well being;
- All players have the right that all actions concerning the child should be in his/her best interests;
- All players have the right to have all suspicions and allegations taken seriously and have action taken as and where appropriate.

Good Practice/Code of Conduct

All reasonable steps shall be taken, to protect all players and officials from harm or the risk of harm during all activities. The following should be considered:

- Act in the best interests of all players and officials; in emergency situations carry out a dynamic risk assessment before making decisions. The dynamic risk assessment shall be fluid and will require to be reviewed throughout the period of the emergency to ensure that all decisions and actions taken are justifiable;
- Treat all players and officials with respect and dignity irrespective of their age, race, religious belief, gender, sexual orientation, disability or social background;
- Make sure that any allegations or suspicions are recorded and acted upon.

- Report all incidents of abuse or concerns to the player's protection officer and submit a written record of the incidents or concerns;
- Strive to have a minimum of two club officials in attendance during all club activities;
- Have a trained first-aider with a fully stocked first aid kit on hand during all club activities;
- Officials should wait till all players have left the changing rooms before they shower and change;
- Officials shall be punctual for all activities;
- Take notice of player's reactions to your tone of voice and manner;
- If giving criticism do so in a positive and constructive manner;
- Be open and honest with players and parents;
- Encourage full participation in all activities whilst at the same time acknowledging the limitations that may prevent this because of a player's special needs.

Behaviour That Should be Avoided

- Avoid spending too much unnecessary time alone with a player;
- Avoid allowing players to use inappropriate language or behaviour;
- Avoid sexually suggestive comments being made by players or officials, even as a joke;
- Avoid players and officials engaging in rough, physical or sexually provocative games including horseplay;
- Avoid doing things of a personal nature for a player that a player can do for themselves, such as going to the toilet or changing clothes. If assisting a player in the toilet, the official must never enter the toilet cubicle. Seek consent of parents and players where physical assistance is absolutely necessary;
- Avoid being present whilst players are showering and changing unless it is necessary in the interests of health and safety or the players are particularly young or vulnerable. In these circumstances it would be best practice to have at least two officials present and, if appropriate to leave the door open. Officials must wait until all players have left the changing room before showering and changing;
- Avoid meeting with players away from organised club activities without a parent or club official being involved;
- Avoid making arrangements to meet a player in their home without the players' parent or guardian being present;
- Avoid a player travelling alone with a club official irrespective of the length or duration of the journey. If possible make sure your pick up or drop off points are with at least two players. If a single player has to be transported the consent of the player's parent or guardian should be granted;
- Avoid players being unsupervised during club activities;
- Introduce procedures to prevent officials taking activities on their own;
- Introduce procedures to prevent officials placing themselves in vulnerable situations.

Behaviour that will never be sanctioned

- Harming a player or putting a player at risk of harm;
- Sexually abusing a player;
- Physically assaulting a player or official;
- Supplying banned substances to players or officials;
- Extortion or bullying;
- Harassment and intimidation e.g. racial harassment. Allowing players or officials to refer to another club member's religion, gender, disability or sexuality in a derogatory manner;
- Allow officials to shower or change with players;
- Allow players to touch officials or other players in an intrusive manner. Any such incidents must be reported to another club official and the player involved informed that his behaviour is unacceptable;
- Allow allegations made by a player go unreported. If there is an attempt to cover up you may be implicated by your silence;
- Allow players or officials to be under the influence of alcohol or any banned substances during football activities.

Club Outings (Good Practice)

- Implement all previous good practice points;
- Make sure all outings are planned with health and safety the uppermost importance;
- Inform all parents in writing of the times of departure, pick up points time of return, drop of points and emergency telephone contact numbers;
- Make sure all players and parents complete and return a consent form by a designated date;
- Make sure all outings are properly supervised e.g. a ratio of one official to six players with a minimum of three officials in attendance;
- Make sure all outings are properly supervised e.g. if the group consists of male and female players they must be accompanied by both male and female officials;

Overnight Stays (Good Practice)

- Implement all previous good practice points;
- All overnight stays are planned with health and safety of uppermost importance;
- Inform all parents in writing of the date and time of departure; pick up points, date and time of return, drop of points and emergency contact details;
- Make sure all players and parents complete and return consent form by a designated date;
- Make sure all overnight stays are properly supervised e.g. a ratio of one official to six players with a minimum of three officials in attendance;
- Make all players aware of the availability of telephones to contact home.

Overnight Stays (Behaviour that should be Avoided)

- Player's visiting any adults room unless under emergency circumstances. In such circumstances the room door should be left open if it is appropriate to do so;
- Allowing officials to check player's rooms unaccompanied. A minimum of two officials is required;
- Allowing officials to enter a player's room unless in the interests of health and safety or in an emergency. In such circumstances the door should be left open if it is appropriate to do so;

Overnight Stays (That will Never be Sanctioned)

- An official sharing a room with a child unless he is the parent or guardian of the child;
- Allowing officials to supervise or have any responsibility for players while under the influence of alcohol or any banned substances.

Responsibilities

To ensure the safety of all players, all concerned must function as a unit with defined roles.

Role of the Player's Parent / Guardian

- All parents / guardians must take all measures necessary to protect their children from harm or risk of harm;
- All parents / guardians must take all measures necessary to ensure that they are satisfied with the club and club's officials that their child proposes to join;
- All parents / guardians must sign relevant SYFA / SFA registration forms;
- All parents / guardians must make the arrangements to ensure that their children are safely transported to and from all club activities. This is the parent's responsibility;
- All parents / guardians must know who the club protection officer is and their contact details;
- Only parents / guardians who are officials of a club and have regular and / or unsupervised contact with the clubs players will be Disclosure Scotland checked.

Role of the Club Official

- Take all reasonable steps, where possible, to protect all players and officials from harm or the risk of harm during all activities;
- All officials e.g. managers, coaches, first-aider, physiotherapists, that have regular and / or unsupervised contact with children must complete a Disclosure Scotland Disclosure Application Form, submit it to the relevant SYFA Protection Officer or additional league signatory who will on approval send it directly to the National Secretary;

- All Disclosure Scotland – Disclosure Application Forms must be accompanied by a fully completed SYFA Self Disclosure Form. The Player Protection Panel may instruct officials, at any time, to submit or resubmit a fully completed SYFA Self Disclosure Form. All SYFA Self Disclosure Forms must be sent to the SYFA Protection Officer at Hampden Park within an envelope clearly marked PRIVATE AND CONFIDENTIAL. Those on the list (other than provisionally) will commit a criminal offence if they apply to or work with children;
- The SYFA Player Protection Panel will be the ONLY committee to view and / or use this SYFA Self Disclosure Form. All officials who do not submit a fully completed SYFA Self Disclosure Form will be debarred from membership. All officials who submit a SYFA Self Disclosure Form and provide false information will be debarred from membership;
- An official in membership of the association who is charged with any criminal offence by the Procurator Fiscal must immediately report this charge to their club secretary and the National Secretary in writing. Any official who does not report a charge will have their membership of the association immediately terminated;
- All appointments, changes or resignation of club officials must be immediately notified to the National Secretary in writing;
- All officials must be fully conversant with Penicuik Athletic Youth Football Club Constitution and rules also the SYFA Constitution and rules;
- All officials must protect all players from all forms of abuse;
- All officials have a duty to report any allegations or concerns about other adults / officials;
- All officials must display high standards in respect of behaviour and appearance. They should protect an image of health, cleanliness and efficiency in respect of the function for which they have responsibility;
- All officials must observe the SYFA registration procedures in the respect of age group and maturity of their players;
- All officials must promote FIFA initiative on fair play;
- All officials should attempt to have coaching qualifications appropriate to the ability of players they are coaching subject to the Constitution of the SYFA.

The Role of Penicuik Athletic Youth Football Club

- Take all reasonable steps, when possible to protect all players and officials from harm or the risk of harm during all activities;
- On seeking membership of the SYFA the club must complete the official membership application form signing the declaration to enable all club officials to be Disclosure Scotland checked. The names, addresses and dates of birth of all club officials shall be submitted by the club when seeking membership and upon annual renewal. All club officials will be subject to Disclosure Scotland checking procedures and must adhere to the SYFA Player Protection Policy. Any official who does not agree to be Disclosure Scotland checked or is deemed unsuitable by the SYFA Player Protection Panel will not be eligible for membership of Penicuik Athletic Youth Football Club or the SYFA;
- All appointments, changes or resignation of club officials must be immediately notified to the National Secretary in writing;
- A club official in membership of the association who is charged with any criminal offence by the Procurator Fiscal must immediately report this charge to their club secretary and the National Secretary in writing. Any official who does not report a charge will have their membership of the association immediately terminated.

- A Player Protection Officer must be appointed for protection issues. All club members, players and player's parents to be advised of the official responsible for protection within the club plus contact details for that person;
- The SYFA Player Protection Policy must be included or referred to in the constitution of Penicuik Athletic Youth Football Club;
- All club officials must be checked e.g. identification – who they say they are; before they are offered membership of the club;
- All clubs must ensure all club officials complete a Disclosure Scotland Disclosure Application Form plus a SYFA Self Declaration Form submit them to the relevant SYFA Protection Officer who will on approval send it directly to the National Secretary complete with any Disclosure Application fee;
- All clubs must request Disclosure Scotland Disclosure Application Forms plus SYFA Self Declaration forms for all officials. Forms can be obtained from the local SYFA Protection Officer or the National Secretary;
- All officials must be fully conversant with Penicuik Athletic Youth Football Club Constitution and rules also the SYFA Player Protection Policy;
- The Club must protect all players and officials from all forms of abuse;
- Officials must report concerns in respect of any suspected abuse;
- The Club must be committed to eradicating bad practice;
- The Club must implement all proposals or amendments in the respect of player protection policies.

In cases of reported abuse, maintain total confidentiality. Information must only be shared on a need to know basis i.e. with people who need to know to ensure the child's health, welfare and development.

All persons involved in grassroots football have responsibilities to report any suspected or alleged cases of abuse to the relevant Protection Officer.