



About The Football Workforce Programme

Roles & Responsibilities

The Football Workforce ideas could be used by club secretaries, team managers, or league organisers; in fact, anybody who works alongside volunteers.

Whether you are running a one-team club or administering a large league, volunteering problems are very similar, just on different scales. The Football Workforce programme supplies information, ideas, packages and products that can help to provide some practical solutions to these problems.

You can use the Football Workforce:

- as a checklist for good practice – how well does your club or league rate?;
- to find solutions to problems;
- to generate new ideas and new approaches;
- to share good practice – the Football Workforce aims to act as an information exchange;
- to access information and resources which you can adapt for use in your own club, league or County FA.

You can find the latest information, products, ideas and programmes on TheFA.com. In addition, many County FAs offer a variety of short courses to support volunteers, with online courses available from the FA Learning website at FALearning.TheFA.com.

Recruiting your Football Workforce team

1. Start early – don't wait until your back is against the wall

Make a list of the jobs which need to be done; are some of the jobs getting too big for one person? Think about sharing out the jobs that demand a lot of time.

2. Define the tasks

Write a brief role description for what is involved in each job. Be honest – let people know what you want them to do, and what they are taking on. Probably the best person to help with this is the person who did the job last season. Look at the Roles and Responsibilities examples for some ideas about describing jobs.

3. Leave time for some pre-season training

List the skills and experience needed for someone to do the job; do they really have to know about football? What's most important: skills or experience? How can you help people to gain the skills they need?

4. The search is on

Where will you find somebody with these skills? Use the network of mums, dads and friends both within and outside of the club, and target your search to find the right person from the widest possible talent pool for the right job. You can use your Club Information Leaflet to gather information about the skills available within the club and amongst your supporters.

5. Right through the season

Let people know that they are needed! Sell the benefits of being part of the Football Workforce by using your Club Information Leaflet to let people know what help you need – people like to be asked to help. Match jobs to the time that people have to give, as they are much more likely to stick at it if they are not overloaded.

6. The team is in place as the season begins

Make it easy to join the Football Workforce team, and ease people into their new jobs with lots of support from their team mates. Well supported new recruits will soon want to play their full part in the team – look at the Supporting and Assessing part of this section for inspiration.

The Football Workforce offers some examples of Roles and Responsibilities for typical club and league positions; you can copy the master Roles and Responsibilities form on page 50) and use it to describe jobs within your club. It might be helpful to ask current post holders to fill in the form, as who knows the job better than the person currently doing it?

Having completed this exercise for key roles, use them to:

- check that there is not too much duplication between jobs, or that a really important task has not slipped through the net;
- explain to potential volunteers what is involved in each job;
- match potential volunteers to jobs that will enjoy;
- see how each job links to another – people like to see how their work fits into the bigger picture;
- review the roles within the club or league – is this the most effective way to get the work done, or are the roles there because they always have been?
- explore the possibility of breaking down time demanding jobs into smaller parts.

The following examples may not match the jobs that exist in your club, but they will provide you with a framework and ideas. You can use them to describe the jobs that are important in your club, which might include:

- Chairperson;
- Vice-Chairperson;
- Secretary (Mini Soccer Section);
- Secretary (Youth Section);
- Minutes Secretary;
- Treasurer;
- Club Welfare Officer;
- Social Secretary;
- Publicity Officer;
- Volunteer Coordinator;
- Schools Liaison Officer;
- Website Editor.

Also see Section 3: Club Administration (page 14) – for more detailed information about Club Committee members and their responsibilities.

Insurance

The FA advises that all members of the Football Workforce should ensure their legal liability is properly insured. If the club purchases liability cover on behalf of all its participants, committee members etc, we suggest that the policy should also include indemnity to volunteers in the club.

The Football Workforce is for everybody working within football, whether paid or voluntary – we are all part of the same team. However, the main focus is on volunteers working particularly at grassroots levels.



Club Secretary

Who will I be responsible to?

The Club Committee, through the Chairperson.

Who will I be responsible for?

The Assistant Secretary.

What is the role of the Club Secretary?

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

What else can you tell me about the job?

As the first point of contact with the club, it is helpful for the Secretary to be available to take phone calls during the working day. The club is keen to support the Secretary in the use of modern office technology to assist them in their job. This is a demanding, high profile job that has a major impact on the efficient and effective management of the club. The Secretary has contact with a wide

range of people from within and outside the club. Representation of the club at outside meetings provides the opportunity to find out what is going on at league and county level, and this could be a platform for future volunteering opportunities.

How much time will I need to give to the job?

Approximately eight hours each week; many of these will be at weekends and in the evenings.

What sort of tasks are involved?

Tasks will include:

- Attending league meetings;
- Affiliating the club to the County FA;
- Affiliating the club to the league(s);
- Registering players to the league(s);
- Dealing with correspondence;
- Organising and booking match facilities for the season;
- Organising the club AGM and other club meetings;
- Representing the club at outside meetings at the direction of the Club Committee.

Chairperson

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

(Not applicable.)

What is the role of the Club Chairperson?

Chair the committee meetings and AGM, assist the Secretary to produce the agendas and head the Committee in making decisions for the benefit of the whole club including disciplinary matters.

What else can you tell me about the job?

As the Chairperson of the Club, it is essential you are a strong leader who can be objective. As the supporting officer to the Secretary, it is useful for you to have access to a telephone. You may wish to attend a specific training course on how to chair/run meetings.

How much time will I need to give to the job?

Two to three hours per month for meetings etc.

What sort of tasks are involved?

Tasks will include:

- Chair committee meetings/AGM;
- Agree monthly agenda for committee meetings and the AGM.

Treasurer

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

Match/Training Fees Collector.

What is the role of the Treasurer?

The main purpose of this job is to look after the finances of the club.

What else can you tell me about the job?

The Treasurer must be well organised, able to keep records, careful when handling money and cheques, scrupulously honest, able to answer questions in meetings, confident handling figures and prepared to take instant decisions when necessary.

How much time will I need to give to the job?

Approximately two to three hours per week.

What sort of tasks are involved?

Tasks will include:

- Collecting subscriptions and all money due to the organisation;
- Paying the bills and recording information;
- Keeping up-to-date records of all financial transactions;
- Ensuring that all cash and cheques are promptly deposited in the bank or building society;
- Ensuring that funds are spent properly;

- Issuing receipts for all money received and recording this information;
- Reporting regularly to the Committee on the financial position;
- Preparing a year end statement of accounts to present to the auditors;
- Arranging for the statement of accounts to be audited;
- Presenting a year-end financial report to the AGM;
- Financial planning, including producing an annual budget and monitoring it throughout the year;
- Helping to prepare and submit any statutory documents that are required (eg, VA T returns, PA YE and NI returns, grant aid reports).

Even if these duties are delegated to a professional officer, the Treasurer is still ultimately responsible. It is up to the Treasurer to make sure that any delegated work is done properly.

Fund-raising Secretary

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

Fund-raising Committee.

What is the role of the Fund-raising Secretary?

To raise funds for the club.

What else can you tell me about the job?

It is essential to have good organisational skills, be innovative, enthusiastic and prepared to make a regular time commitment. It would be useful if you have completed grant applications. Training courses and support are available through County FAs.

How much time will I need to give to the job?

On average three or four hours each week, but this could rise to eight hours around the time of fund-raising events.

What sort of tasks are involved?

Tasks will include:

- Applying for grants / sponsorship or other forms of financial assistance from organisations such as Sport England/ Football Foundation, Local Authorities or commercial companies;
- Coordinating fund-raising events, possibly two major events a year;
- Ensuring events and activities are properly licensed with local authorities;
- Promoting fund-raising activities in press (where there is no PR Officer);
- Ensuring that funds are properly accounted for and information is passed on to the Treasurer;
- Selling of lottery style draws/raffles.



Welfare Officer

Who will I be responsible to?

The Club Committee. You will also benefit from working closely with your CFA Welfare Officer.

Who will I be responsible for?

You will work with the club officials particularly the youth team coaches/managers to ensure they are carrying out their duty of care when running football activities for children. Importantly you will be a point of contact for the children if they have any concerns about the way they are being treated.

What is the role of the Welfare Officer?

To be clear about the clubs responsibilities when running activities for children and young people. This involves:

- Ensuring these responsibilities are well understood by others;
- Working with the Youth League Welfare Officer (YLWO);
- Working with your County FA Welfare Officer;
- Promoting The FA's RESPECT Programme and helping to develop best practice processes.
- To help club personnel understand what their duty of care towards children and young people actually means and entails on a day-to-day basis.

What else can you tell me about the job?

In order to carry out your responsibilities you need to follow these five simple steps:

Put in place

- safeguarding children policy, anti-bullying policy and equality policy;
- responsible recruitment processes including the taking up of references and submitting FA CRB checks (getting the right people into the game);
- The FA RESPECT Codes of Conduct.

Understand

- the aims of the RESPECT programme;
- the benefits of implementing the RESPECT Codes of Conduct;
- the quick wins to be gained by using The FA's Safeguarding Children Best Practice guidance (eg, travel, Trips and Tournaments, Photography Guidelines, Anti-bullying Policy and Safeguarding Children Policy Template);
- why certain roles require an Enhanced CRB check and how The FA CRB process works;
- how to refer a concern about the welfare of a child.

Communicate with

- your Youth League Welfare Officer
- introduce yourself, find out how they can support you and let them know what you are doing to safeguard children in your club;

- your County FA Welfare Officer if you need help or advice;
- coaches and managers about the importance of being consistent role models for their players;
- parents and new players by getting involved with running start of season welcome sessions;
- club officials about the RESPECT programme and its aims;
- parents / spectators and get them to sign up to the RESPECT codes;
- The FA by taking part in surveys, questionnaires, focus groups as and when asked.

Encourage

- coaches, team managers, first aiders/medics to complete The FA's Safeguarding Children Workshop;
- coaches and team managers to listen to their players thoughts, ideas and views;
- the committee to make use of the RESPECT programmes designated spectator area at all games;
- parents to complete the RESPECT education programme.

Monitor

- repeated incidents of poor behaviour and liaise with your committee, Youth League Welfare Officer or County Welfare Officer);
- compliance with Enhanced CRB checks through The FA CRB Unit for those who require one using The FA Safeguarding Online System.

How much time will I need to give to the job?

This will depend on the size of your club. Where there are multiple teams we recommend you have additional Welfare Officers to work with you as the lead Club Welfare Officer; this might be one for girls' teams one for boys', or allocated by age group.

What sort of tasks are involved?

Tasks will include:

- Ensuring everyone who needs an FA CRB check does one;
- Encouraging officials to complete The FA Safeguarding Children workshop;
- Assisting with the planning of festivals and tournaments.

Youth Team Manager

Who will I be responsible to?

Club Committee.

Who will I be responsible for?

Under-13 age group team.

What is the role of the Youth Team Manager?

The main purpose of this job is to ensure that the club provides a team to compete in the local Youth League and Cup Competitions. The Manager is responsible for all aspects of activity regarding the age group. The Manager is permitted to engage assistants as required, so long as they meet the membership requirements of the club.

What else can you tell me about the job?

The club requires the minimum FA qualification of the Level 1 Certificate in Coaching Football (including first aid award and Safeguarding Children training) for all Team Managers. The club will assist you in obtaining this award during the season if you do not already have the qualification. An allowance for telephone calls is paid. Other Club Officials and Team Managers are always available for any assistance or advice. A club first aid kit will be issued to all Team Managers, which can be replenished on request. The club provides all playing kit and match and training equipment. Since you are working with children under the age of 18, you are required to complete an FA CRB check.

How much time will I need to give to the job?

Team activities on match day will, depending on the venue for the game, take up approximately four hours. Coaching and training sessions at the club each week (usually on Tuesday evening) take around two hours. Other duties associated with the tasks outlined above are spread across the week, with telephone calls etc, and will take around four hours.

What sort of tasks are involved?

Tasks will include:

Weekly:

- Team selection;
- Organisation of coaching/training at club once per week;
- Organisation of transport for team matches;
- Team kit and equipment (including laundry, parents usually take turns);
- Reporting results to Club Secretary after matches;
- Liaising with parents and carers.

Monthly:

- Team accounts;
- Monthly Club Team Managers' meeting.

Once each season:

- End of season report to Club Committee.



Media Secretary

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

PR / Media Committee (if club has one).

What is the role of the Media Secretary?

- To raise the profile of the club in the local community;
- To be available to talk to local media;
- To coordinate weekly match reports for all teams and age groups to be forwarded to the local press;
- To edit the match day programme (in larger clubs).

What else can you tell me about the job?

As the Media Secretary, it is essential to have good communication skills and ability to produce coherent match reports, press releases and so on. Access to a fax, telephone and computer with email are necessary.

How much time will I need to give to the job?

Approximately two hours per week.

What sort of tasks are involved?

Tasks will include:

- Produce weekly match reports for inclusion in the local paper;
- Produce a club news sheet twice a season;
- Coordinate production of programme for home games;
- Produce general interest stories about the club for the local press;
- Ensure that the club is featured in locally produced sports magazines.

Schools Liaison Officer

What is the role of the Schools Liaison Officer?

The main purpose of the job is to develop links and foster effective relationships with local schools.

What else can you tell me about the job?

The Schools Liaison Officer can help facilitate sharing of resources and knowledge, support recruitment of new players to the club and create a clear pathway for young players from school-based football to your club.

The role requires you to be the first point of contact with local schools, and it would be beneficial to have an understanding of schools and what is important to them in order to develop the best possible relationship.

The role may require presentation skills, flexibility during the day to meet teachers and an understanding of your whole club's ethos and its future plans.

How much time will I need to give to the job?

Approximately four to six hours per month.

What sort of tasks are involved?

Tasks will include:

- Meet the Primary Link Teachers or member of PE staff at local schools;
- Promote the club in school assemblies, on notice boards, at parents' evenings and so on;
- Discuss the ongoing development of the young players who attend the school and your club with teachers;
- Identify gaps in provision or where the school might need further support and highlight ways that your club could help;
- Support the secondary schools with the running of primary school mini soccer festivals;
- Identify potential placements for young volunteers having completed their Junior Football Organiser's course at school as part of the Step into Sport.

Youth Officer

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

Youth Team Coaches.

What is the role of the Youth Officer?

The main purpose of the Youth Officer is to oversee the development of the youth team coaches and teams.

What else can you tell me about the job?

As the Youth Teams Officer, it is advisable for you to have an FA Coaching Certificate qualification, to have attended an FA Safeguarding Children in Football Workshop and to have good communication skills. Training in club development is also advisable. Since you will be working with children under the age of 18, you are required to complete an FA CRB check. It is also advisable that you are familiar with The FAs guidance on responsible recruitment and that you work with your Club Welfare Officer when recruiting staff and/or volunteers.

How much time will I need to give to the job?

Approximately five to ten hours per week.

What sort of tasks are involved?

Tasks will include:

- Co-ordinate the recruitment of junior players;
- Co-ordinate the recruitment of coaches/managers for junior sessions and teams;
- Assisting/delivering of youth sessions;
- Organise fixtures for junior teams in liaison with the youth manager;
- Liaise with schools to recruit junior players;
- Liaise with your Club Welfare Officer
- Liaise with Local Authority Sports Development Officer to recruit junior players, recommend players to centres of excellence, county squads and so on.

Social Secretary

Who will I be responsible to?

The Club Committee.

Who will I be responsible for?

The Social Committee.

What is the role of the Social Secretary?

The main purpose of this job is to organise social events to bring the players, officials and parents together in a social setting to enhance relationships within the club.

You may also wish to consider inviting local dignitaries to develop and improve your club's relationships within the community or representatives from any sponsors of the club. In both instances you should liaise with the Club Secretary.

What else can you tell me about the job?

As Social Secretary, you must be enthusiastic, motivated, have good communication skills and be well organised and committed.

How much time will I need to give to the job?

Approximately three hours per month.

What sort of tasks are involved?

Tasks will include:

- Organising a pre-season event and at least two other social events per year;
- Organising an end of year event;
- Organising a Christmas function;
- Booking venues and entertainment.