



ASN DEVELOPMENT MANUAL

2nd edition printed on 15th June 2014

All material in the Manual is copyrighted to the FIA, and may not be reproduced without its prior written permission



INTRODUCTION

Dear Friends,

We are delighted to introduce the second edition of the new 'ASN Development Manual'.

The guide provides a practical toolkit to support the development of ASNs, looking at the structure and management of clubs; the organisation of competitions; the licensing and training of competitors and officials; and development opportunities available through different branches of the FIA family, such as the FIA Institute, FIA Foundation and FIA University.

The manual has been produced by the ASN Development Task Force and outlines the main principles our clubs should follow to become strong and efficient as National Motor Sport Federations. The task force was established by the FIA World Motor Sport Council in September 2012 to support member club development, and in turn, the growth of grassroots motor sport.

We do hope that our ASNs will find this manual a useful tool in the management of their own organisations, and those of their member clubs.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Graham Stoker'.

Graham Stoker
FIA Deputy President for Sport

A handwritten signature in black ink, appearing to read 'Andrew Papadopoulos'.

Andrew Papadopoulos
Chairman of the FIA ASN
Development Task Force



ASN DEVELOPMENT MANUAL

This Manual is for guidance only and has no regulatory value.

GLOSSARY OF ABBREVIATIONS

ASN	Autorité Sportive Nationale – National Sporting Authority
FIA	Fédération Internationale de l'Automobile
'the Code'	International Sporting Code of the FIA
IOC	International Olympic Committee
'NCR'	National Competition Rules of the ASN
WMSC	World Motor Sport Council

ASN DEVELOPMENT MANUAL

PURPOSE OF THE MANUAL

Guidance and mentoring by the FIA is the key to making ASNs successful and sustainable. To achieve this end an ASN Development Task Force was established by the FIA World Motor Sport Council in 2012.

The task force was launched to help ASNs with the development and growing of motor sport in their regions.

The aim of the task force is to provide programmes and relevant tools for ASN support, so that they are not on their own in attacking the issues that arise in day-to-day management, both in the organisational sphere and also in governance and sustainability, which are areas that are becoming more prominent in motor sport.

Many ASNs are well developed but there are also many that are nearly there, and others which are just starting, so the task force determined there was the need for a reference manual covering most of the issues that affect ASNs on a daily basis.

The purpose of this ASN Development Manual therefore is to provide ASNs with a template, or guide, on how to carry out governance of an ASN.

The Manual is intended to be wide-ranging but not all-encompassing, for countries vary in different ways (culture, social attitude, political, legislation et al) so different approaches will be adopted in applying governance principles. The purpose of the Manual is to provide access to the principles of governance, and to improve existing principles relating to motor sport as conducted under the auspices of the FIA.

The Manual is structured around five key building blocks for the establishment and running of a successful ASN, highlighting structure and competition organisation (Chapters One and Two), and pointing to the need for solid licensing and training of competitors and officials (Chapter Three) and addressing safety in motorsport (Chapter Four) and finally motorsport development (Chapter Five).

Not every issue is covered in depth, as each ASN will have its own approach to how it carries out its governance, and therefore, in many cases, there is no one approach to achieving governance goals. However, there are overlying principles that must be adhered to under the FIA control of motor sport and it is these that are principally laid out in the Manual.

At all times the principles set down in the FIA Statutes and International Sporting Code must be observed, and these documents are readily available on the FIA website.



ASN DEVELOPMENT MANUAL

LIST OF CHAPTERS & SECTIONS

CHAPTER ONE: ASN STRUCTURE AND MANAGEMENT	7
Section 1: Relationship of ASNs with the FIA	7
Section 2: Government Recognition of ASNs & Relationship with the National Olympic Committee	25
Section 3: ASN Structure	31
Section 4: ASN Management of Motor Sport	41
Section 5: Legal & Insurance	61
Section 6: Social Responsibility of an ASN	73
Section 7: ASN Media & Public Relations/Promotion & Communication	85
Section 8: Motor Sport Awards	93
CHAPTER TWO: ORGANISING COMPETITIONS	101
Section 1: Rules & Regulations	101
Section 2: Organising Competitions	107
Section 3: Volunteer Management & Recognition	125
CHAPTER THREE: LICENSING/TRAINING	143
Section 1: ASN Licensing & Training – Competitors	143
Section 2: ASN Licensing – Officials	151
CHAPTER FOUR: SAFETY IN MOTOR SPORT*	
* In process. It will be available from 2015.	
CHAPTER FIVE: MOTOR SPORT DEVELOPMENT*	
* In process. It will be available from 2015.	

CHAPTER ONE: ASN STRUCTURE AND MANAGEMENT

SECTION 1: RELATIONSHIP OF ASNs WITH THE FIA

LIST OF CONTENTS

1:	THE FIA – PREAMBLE	9
2:	FIA ORGANISATIONAL STRUCTURE	9
2.1	General Assembly	11
2.2	Senate	11
2.3	World Council for Automobile Mobility and Tourism	12
2.4	World Motor Sport Council	12
2.5	International Tribunal/International Court of Appeal	12
2.6	Ethics Committee	12
2.7	Manufacturers’ Commission	12
2.8	Administration	12
2.9	Other bodies	13
3:	MOTOR SPORT STRUCTURE	13
3.1	World Motor Sport Council	13
3.2	Sporting Commissions	14
4:	FIA STATUTES/INTERNATIONAL SPORTING CODE	15
5:	ROLE, RESPONSIBILITIES AND AUTHORITY OF ASNs	17
5.1	Role	17
5.2	Responsibilities	17
5.3	Authority	17
6:	ASN BENEFITS FROM AFFILIATION WITH THE FIA	18
6.1	Benefits from affiliation with the FIA	18
6.2	Access to a wide range of information	19
6.3	FIA University	21

7:	FIA FAMILY	22
7.1	FIA Foundation	22
7.2	FIA Institute	22
7.3	FIA Motor Sport Safety Development Fund	22
7.4	Mobility Development Funds	22
7.5	Sport Development Fund	23

1: THE FIA – PREAMBLE

The FIA is an international organisation grouping together mobility and sport clubs (as defined in Articles 3.1, 3.2 and 3.3 of the FIA Statutes) from all over the world which have joined together to better carry on their activities and to defend their common cause, motor cars and their use.

The FIA is a non-profit-making association headquartered in Paris and consists of more than 236 national member organisations in some 139 countries worldwide. As such it represents many millions of motorists and their families.

A list of the Sporting and Mobility clubs can be found on the FIA website (at www.fia.com) under 'Member Clubs'.

It refrains from manifesting racial, political or religious discrimination in the course of its activities and from taking any action in this respect.

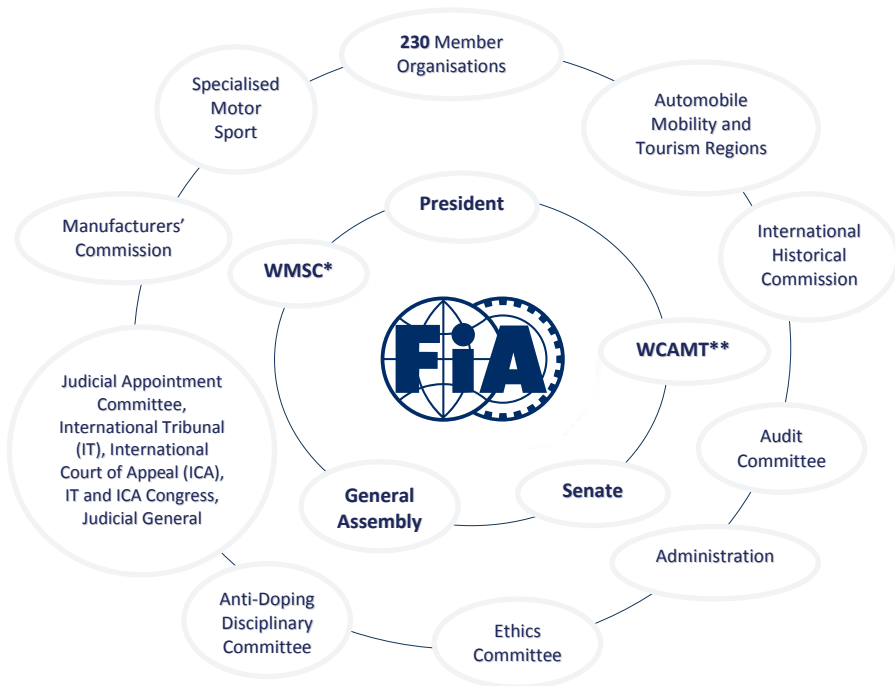
The FIA is dedicated to representing the rights of motoring and motor sport organisations and motor car users throughout the world via campaigns and activities that defend their interests. On issues such as safety, mobility, the environment and consumer law, the FIA actively promotes the interests of motorists at the United Nations, within the European Union and through other international bodies.

The aim of the FIA is to establish a union between its members, chiefly with a view to:

- maintaining a worldwide organisation upholding the interests of its membership in all international matters concerning automobile mobility and tourism and motor sport;
- promoting freedom of mobility through affordable, safe, and clean motoring, and defending the rights of consumers when travelling by automobile;
- promoting the development of motor sport, enacting, interpreting and enforcing common rules applicable to the organisation and running of motor sport competitions;
- promoting the development of the facilities and services of the Member Clubs, Associations and Federations of the FIA and the coordination of reciprocal services between Member Clubs for the benefit of their individual members when travelling abroad;
- exercising jurisdiction in respect of disputes of a sporting nature and any disputes which might arise between its Members, or in relation to any of its Members having contravened the obligations laid down by the Statutes, the International Sporting Code and the Regulations; and
- preserving and conserving all documents concerning world motoring in order to trace its history.

2: FIA ORGANISATIONAL STRUCTURE

The full details of the FIA structure and responsibilities of the individual assemblies, committees, and commissions can be found in the FIA Statutes, which are openly published and freely available to members of the general public on the FIA website. The FIA Statutes are supported by the FIA's Internal Regulations, which further outline many of the procedural aspects of the FIA's work and are made available to the entire FIA membership.



*WMSC: World Motor Sport Council

**WCAMT: World Council for Automobile Mobility and Tourism

The FIA structure includes the following:

- a President;
- a General Assembly (combined Motor Sport and Automobile Mobility and Tourism);
- an FIA World Council for Automobile Mobility and Tourism;
- an FIA World Motor Sport Council;
- a Senate;
- an Audit Committee;
- an Ethics Committee;
- the structures called the Automobile Mobility and Tourism Regions;
- the Manufacturers' Commission;
- the FIA International Historical Commission;
- specialised Motor Sport Commissions (including a Drivers' Commission);
- any other permanent or temporary commission or sub-commission which the relevant World Council might decide to set up;
- a Judicial Appointment Committee;
- an International Tribunal;

- an International Court of Appeal;
- a Congress of the International Tribunal and International Court of Appeal;
- a Judicial General Secretariat;
- an Anti-Doping Disciplinary Committee;
- an Administration.

2.1 GENERAL ASSEMBLY

The FIA General Assembly is the FIA's supreme governing body, consisting of the representatives of the FIA's numerous member clubs and the President of the FIA Drivers' Commission, and holds the exclusive right to take decisions concerning the organisation, direction and management of international motor sport. It is composed of mobility and sport clubs representing the 230 member organisations. It meets once a year.

The head of the FIA and chairman of the General Assembly is the President. The President is elected for a four-year term by the FIA General Assembly, and is not permitted to serve more than three terms.

Occasionally, the General Assembly is convened as an extraordinary general assembly to discuss matters that affect the entire membership and cannot be held over until the next annual meeting.

The General Assembly's agenda is in principle composed of items that have been brought forward by the FIA's two World Councils (World Motor Sport Council and World Council for Automobile Mobility and Tourism), as well as items brought forward by the Senate.

The General Assembly also has a number of unique competencies, including approval of the budget and election of all major FIA officials.

The General Assembly decides which organisation will be recognised as ASN in each country, for all branches of motoring, to be the only holder of the sporting power in the country.

An ASN is entrusted with the Code and with enforcing its application in its country, and each ASN is empowered to vote at the General Assembly, which must approve all proposals submitted to it before they can be considered definitively adopted.

2.2 SENATE

The Senate consists of up to 16 members, including the President of the Senate, President of the FIA, Deputy President for Automobile Mobility and Tourism and Deputy President for Sport.

The Senate takes the decisions required by the management of the FIA when circumstances do not permit a meeting of the World Councils, especially in cases of emergency; decisions thus taken must be confirmed during the next meeting of the World Council.

On advice of the Audit Committee the Senate also makes accounting and budget decisions, preparing draft budgets for the World Councils.

2.3 WORLD COUNCIL FOR AUTOMOBILE MOBILITY AND TOURISM

The World Council for Automobile Mobility and Tourism governs all non-sporting FIA activities (such as mobility assistance, tourism, etc.), and is headed by the Deputy President for Automobile Mobility and Tourism.

2.4 WORLD MOTOR SPORT COUNCIL

See below under ‘Motor Sport’.

2.5 INTERNATIONAL TRIBUNAL/INTERNATIONAL COURT OF APPEAL

The FIA International Court of Appeal is the final appeal tribunal for international motor sport. It resolves disputes brought before it by any of motor sport’s ASNs worldwide, or by the President of the FIA. It can also settle non-sporting disputes brought by national motoring organisations affiliated to the FIA.

FIA International Tribunal (IT): without prejudice to the powers of the Stewards, the IT constitutes the first level of jurisdiction of the FIA, in particular for infringements and offences referred to in Article 8.2 of the FIA Judicial and Disciplinary Rules (JDR) and committed by the persons referred to in Article 8.1 of the JDR.

FIA International Court of Appeal (ICA):

Pursuant to its competences as set out in the FIA Statutes, the ICA will hear three types of appeal cases:

- (1) appeals concerning sporting decisions;
- (2) appeals concerning decisions taken by the IT; and
- (3) appeals concerning the interpretation or application of the FIA Statutes.

2.6 ETHICS COMMITTEE

The Ethics Committee is entrusted with safeguarding the integrity and reputation of motor sport, automobile mobility and tourism and persons as defined in the Preamble of the FIA Code of Ethics worldwide and shall perform all other missions entrusted to it by the President of the FIA concerning the development of and respect for ethical principles.

2.7 MANUFACTURERS’ COMMISSION

The Manufacturers’ Commission is an advisory body of the FIA. Its role is to assist the governing bodies of the FIA in their strategic choices concerning motor sport and mobility.

2.8 ADMINISTRATION

The administrative business of the FIA is handled at the FIA Headquarters and is placed under the joint responsibility of the Secretaries General for Automobile Mobility and Tourism and Motor Sport and of the Chief Administrative Officer.

2.9 OTHER BODIES

These include the Automobile Mobility and Tourism Commissions and Regions, Sporting Commissions, the Audit Committee and the FIA University.

3: MOTOR SPORT STRUCTURE

One of the core responsibilities of the FIA is the development of motor sport worldwide. Through its national member clubs the FIA is involved in every level of motor sport and its responsibility extends to the millions of amateurs and professionals who enjoy motor sport in all of its variety. It administers the rules and regulations for all international four-wheel motor sport including, at the higher levels of motor sport, the FIA Formula One World Championship, FIA World Rally Championship, FIA World Endurance Championship, FIA World Touring Car Championship and CIK-FIA World KF, KF-Junior and KZ Championships.

The aim of the FIA is to establish a union between its members with a view to promoting the development of motor sport, improving safety in the sport and enacting, interpreting and enforcing common rules applicable to the organisation and the fair and equitable running of motor sport competitions.

3.1 WORLD MOTOR SPORT COUNCIL

The WMSC consists of the President and 26 members, who must be from countries which have at least one competition listed on the International Sporting Calendar and must be of different nationalities. It is responsible for the promotion of safety in motor sport worldwide, the encouragement of standardised regulations, and the promotion of motor sport in new markets.

It decides on rules and regulations for the FIA's various motor sport activities, from Karting to Formula One, and its membership is chosen by the General Assembly, which is made up of representatives from ASNs throughout the world. It is one of two World Councils; the other deals with matters relating to automobile mobility and tourism.

The WMSC meets three or four times a year to consider proposals from the specialised FIA Commissions.

The WMSC's Terms of Reference are broad and include the following:

- to see to the enforcement of the Statutes and the Code;
- to settle any sporting questions which the General Assembly has forwarded;
- to settle any questions which cannot wait until the General Assembly;
- to distribute to the Sporting Commissions the tasks they are to execute, make decisions concerning the reports from these Commissions and forward them to FIA Members;
- to study the Code to identify any modification to be proposed to the General Assembly; and
- to approve the International Sporting Calendar.

3.2 SPORTING COMMISSIONS

The World Motor Sport Council shall be assisted in its tasks by specialised Sporting Commissions and Working Groups attached either to such commissions or directly to the Council.

With the exception of the President of the International Karting Commission, who is elected for 4 years, the Presidents and Members of the Sporting Commissions shall be elected every year by the General Assembly on proposal of the World Motor Sport Council. They shall be eligible for re-election.

Potential candidates for election to the position of President and Member of the Sporting Commissions must be under 75 years of age on the day of the election or of the re-election.

The Sporting Commissions may include the following:

- Medical Commission
- Homologation Commission
- Rally Commission
- Historic Motor Sport Commission
- Off-Road Commission
- Hill Climb Commission
- Formula One Commission
- Circuits Commission
- Safety Commission
- Land Speed Records Commission
- Touring Car Commission
- Electric and New Energy Championships Commission
- Drag Racing Commission
- Cross-Country Rally Commission
- Endurance Commission
- Truck Racing Commission
- World Rally Championship Commission
- International Karting Commission
- Grand Touring Car Commission
- Women in Motorsport Commission
- Officials and Volunteers Commission
- Single-Seaters Commission
- Drivers' Commission
- Closed Road Commission
- Funding Review Commission

The Sporting Commissions shall be set up or dissolved by the World Motor Sport Council and their functions shall be determined by the Internal Regulations of the FIA.

The Sporting Commissions shall meet according to a plan established with the agreement of the President of the FIA and as often as shall be necessary for the performance of their mission. The number and dates of these meetings shall not necessarily coincide with those of the World Motor Sport Council.

The aim of the International Karting Commission (CIK), which has an administration and specialised working groups, shall be to develop, promote, co-ordinate, and regulate Karting-related activities around the world, under the supervision of the World Motor Sport Council. Besides the reports drawn up regularly relating to fulfilling its mission, the CIK annually adopts, and submits to the World Motor Sport Council for approval, a full financial report including the budget covering all CIK activities.

The rules defining the composition and attributions of the CIK and the running of its meetings are set out in its Internal Regulations.

The Drivers' Commission's mission is to represent the drivers and ensure that their voices are heard within the FIA.

The Drivers' Commission may, as such, present its recommendations to the World Motor Sport Council, provided that these have been approved in advance by the majority of the members of the Drivers' Commission.

The Drivers' Commission's objectives are:

- to examine any questions concerning drivers and the sporting discipline of driving in motor sport and to advise the FIA about them;
- to represent the rights and interests of the drivers and to draw up recommendations accordingly;
- to maintain contact with the International Olympic Committee's Athletes' Commission and those of other international federations.

4: FIA STATUTES/INTERNATIONAL SPORTING CODE

The FIA Statutes include formal 'laws' that have been established by the General Assembly. They cannot be overridden and may be changed only by that body. The Statutes and Internal Regulations of the FIA are available on the FIA website.

One of the FIA's key objectives is to encourage and implement the adoption of common regulations for all forms of motor sport and series across the world.

To achieve this, the Code is a set of rules which are valid for all competitions that are governed by the FIA. The Code contains definitions, general principles, and regulations, as well as rules for competitors, promoters/organisers and officials.

The FIA reserves the right to alter the Code at any time and to revise the Appendices periodically. The Code has been drafted in French and English. It may be published in other languages. In the event of

a dispute concerning its interpretation by the FIA or by the International Court of Appeal, the French text alone shall be considered as the official text.

The Code as applied by the national rules of the FIA's ASNs provides a common thread, by ensuring uniform standards of competence, organisational capacity, fairness and judicial process and, importantly, that the rules of competition are uniform. This is possible because all of the countries involved subscribe to a common set of rules, the Code, and the FIA Statutes which bind each ASN.

Competitions run under an International Permit issued by the ASN must comply with the Code in all respects.

Each ASN may draw up its own National Competition Rules ('NCR'), and these NCR may be used for competitions under a National Permit issued by the ASN.

Each ASN shall be empowered to decide on any matter raised within its territory and, concerning the interpretation of the Code or its NCR, to ensure that any decisions do not contradict an interpretation or clarification already given by the FIA.

Announcement of Changes to the Code

The FIA may make amendments to the Code as it deems necessary. Such changes will be published and will come into effect in accordance with the following provisions, and the publication of the documents is official and effective as soon as they are posted on the internet site at www.fia.com and/or published in the FIA Official Motor Sport Bulletin:

- Safety – changes that the FIA makes to the regulations for safety reasons may come into effect without notice or delay;
- Technical design of the automobile – changes to technical regulations or to Appendix J, adopted by the FIA, will be published no later than 30 June each year and will come into effect no earlier than 1 January of the year following their publication, unless the FIA considers that the changes in question are likely to have a substantial impact on the technical design of the vehicle and/or the balance of performance between the cars, in which case they will come into effect no earlier than 1 January of the second year following their publication;
- Sporting rules and other regulations – changes to sporting rules and to all regulations other than those referred to above are published at least 20 days prior to the opening date for entry applications for the FIA championship concerned, but never later than 30 November each year. Such changes cannot come into effect before 1 January of the year following their publication, unless the FIA considers that the changes in question are likely to have a substantial impact on the technical design of the vehicle and/or the balance of performance between the cars, in which case they will come into effect no earlier than 1 January of the second year following their publication; and
- shorter notice periods than those mentioned above may be applied, provided that the unanimous agreement of all competitors properly entered for the championship or series concerned is obtained.

5: ROLE, RESPONSIBILITIES AND AUTHORITY OF ASNs

5.1 ROLE

One organisation, called the ASN, shall be recognised by the FIA as sole Sporting Power for the enforcement of the Code and control of motor sport in its own country. Each ASN may draw up its own NCR, which shall be submitted annually to the FIA.

The ASN has the regulatory functions and judicial powers conferred on it by the Code, subject to such reservation as the Constitution and Rules of the ASN may require, and is the sole authority appointed by the FIA to regulate motor sport in its country in order to promote and achieve safety, fairness, and social responsibility in the conduct of the sport.

This includes the application of the Code and the conduct of well-ordered motor sport activities which will bring credit to the sport nationally and internationally. In an activity such as motor sport where safety is vital for all participants and spectators, rules and regulations must be devised carefully, observed closely and enforced rigidly.

A detailed list of what the role of an ASN entails is set down in Chapter One, Section 3 (ASN Structure).

5.2 RESPONSIBILITIES

An ASN belonging to the FIA has the responsibility to agree to and be bound by the FIA's Statutes without reservation, and must exercise the sporting power delegated to it through the ASN's 'Sporting Commission', 'National Council' (or the like) which constitutes a special executive body which takes on the responsibility of ensuring that the Code is observed. The ASN must enforce the general regulations established by the FIA, and accept, observe, and enforce all decisions taken by the FIA.

So that the powers may be exercised in a fair and equitable manner, the FIA has drawn up the Code and each ASN shall be bound by this Code. An ASN may accept as affiliated groups only those which adhere to the Statutes and to the general regulations established by the FIA.

The ASN has responsibilities towards its affiliated clubs and their competitors and officials, as well as towards the government and its instrumentalities, its spectators and the general community. Along with its administrative role, an ASN is concerned with the fitness of competitors, track/course standards, the construction and eligibility of vehicles, all aspects of safety, the administration of a judicial system and the development of motor sport in the country which it represents.

5.3 AUTHORITY

As the sole authority appointed by the FIA to regulate motor sport in its country, an ASN is obliged to promote and achieve safety, fairness, and social responsibility in the conduct of the sport in the country for which it is responsible. In accordance with the authority invested in the ASN by the FIA, the ASN is:

- responsible for the governance and administration of all recognised forms of motor sport in the country, regardless of level, by controlling the technical and sporting rules across the various disciplines;

- the only authority in the country permitted to issue FIA licences for all levels of motor sport (excluding Super Licences and FIA Officials’ licences). Its role is:
- to develop and maintain an environment that enables people to enjoy motor sport as a leisure and sporting activity;
- to promote and improve motor sport as a widely recognised, accepted and respected sport;
- to enjoy and participate in the adventure and challenge of cars being driven with speed, safety and skill;
- to ensure the professional and modern management of its business. It will create an environment in which people can contribute and expand their skills in and commitment to all aspects of the sport;
- to develop and maintain safety, technical, judicial, accreditation, training and compliance systems, and other intellectual property necessary for the effective management and development of the sport and for these systems and services to be provided to members, other customers and the community in order to achieve the ASN’s goals; and
- to ensure that all competitions conducted under its jurisdiction adhere to its national Anti-Doping standards, and that all international level competitions conducted in its territory adhere to the FIA Anti-Doping Regulations appended to the Code.

6: ASN BENEFITS FROM AFFILIATION WITH THE FIA

6.1 BENEFITS FROM AFFILIATION WITH THE FIA

Benefits from affiliating with the FIA are numerous and include:

- the right to be the sole body controlling motor sport in the country; this includes the availability of fundamental motor sport services and the continual improvement and assistance the FIA provides, including free access to reports, data, statistics and research, as well as advice on a wealth of knowledge from many years of involvement with motor sport, ranging from technical to medical to sporting issues, to legal advice and assistance, as well as leadership programmes;
- operation under an integrated international system of motor sport regulation that provides stable, universal standards of competency, organisational capacity, fairness and judicial process for all participants;
- opportunity to collaborate with other FIA-affiliated ASNs to run competitions and maintain a prosperous club system;
- opportunity for the ASN’s members (both competitors and officials) to participate in international competitions in both its own country and other countries:
 - by being part of an integrated international system of motor sport regulation, an ASN is able to ensure that those who participate in motor sport have the benefit of a body of stable and universal standards. This means that not only are ASN-authorised competitions safe, fair and competitive, they are also part of a uniform structure which nurtures the advancement of drivers from the most basic forms of motor sport through to the various FIA World Championships;

- because the rules are both stable and based on the rules promulgated under the FIA Statutes and the Code, ASN members can advance through its authorised competitions from an early age learning the rules and regulations which remain basically unchanged throughout their motor sport careers;
- drivers, officials, circuit owners, promoters and spectators all benefit from the movement between competitions that the structure as regulated by the FIA and its ASNs permits, both nationally and internationally. Drivers can commence their competitive life in karting, progress through national competition (with the benefit of competing against international competitors in their own country) and then, subject to the FIA/ASN regulations, graduate to competition abroad and ultimately international competitions. All this can be done under rules and regulations which remain largely uniform. Each of the venues, vehicles, drivers and officials conforms to universal minimum standards;
- if national competitors choose to compete at an international level within the FIA/ASN system, they can do so knowing that the venues at which they compete are of a similar standard to that to which they are accustomed given the consistent application throughout the world of the FIA-prescribed standards. They can compete against international drivers either in their own country or abroad with assured levels of driver competence. Participants in the ASN-authorised competitions know that in order to hold an FIA-approved licence, competitors must first pass similar tests; and
- competitors can also take part in international competitions whether in their own country or abroad, safe in the knowledge that the people officiating at those competitions will apply the minimum levels of safety and fairness which are assured by compliance with the FIA Statutes and Code. Thus, for example, the flags used in the course of a race will carry the same meaning, the scrutineering of vehicles and equipment will be of a similar standard, and the competitions will be conducted in a similar fashion to that experienced in a driver's own country or in any other country which has an FIA ASN.

6.2 ACCESS TO A WIDE RANGE OF INFORMATION

Affiliation with the FIA allows an ASN access to a wide range of information with which to enhance the conduct of the ASN's activities, and to develop motor sport, including the Code and its Appendices which are available on the FIA website.

Safety Department

Specifically ongoing benefits resulting from extensive research and review of safety with regard to equipment (helmets, seat belts, HANS devices, etc.), studies on accidents, medical advancements, safety training advancements, circuit licences/homologations, etc.

This department provides a service embracing all aspects of motor sport (circuit racing, rallies, sprint races, GT, hill climb, autocross, rallycross, etc.) such as:

- design, engineering and safety of tracks;
- safety of the cars;
- safety of the drivers, officials and spectators;
- procedures and standards to be met (medical, fire, marshalling, observers, communicators, etc.);
- programmes for training officials; and
- regulations.

Technical Department

A wide range of information is available from the FIA's Technical Department, including:

- homologations – defining cars;
- homologations – of a wide range of equipment/components;
- safety design for cars;
- technical regulations including the definition of safety standards for cars; and
- engineering, studies on the performance of cars.

Medical Department

The FIA Medical Commission works with two approaches, which are drivers' health and ability to compete and the medical services at motor sport competitions. As safety improvements require a multidisciplinary approach, the FIA Medical Commission works closely with the FIA Safety Commission and the FIA Institute for Motor Sport Safety.

Drivers are central to the work of the FIA Medical Commission. In Appendix L to the International Sporting Code, the FIA Medical Commission describes what the annual medical visit should include and what attitude should be adopted in case of medical disorder.

Concerning the medical services, the FIA Medical Commission aims to improve its quality by issuing and constantly updating, through Appendix H to the International Sporting Code, recommendations for all disciplines of motor sport, while particular measures are mandatory for the FIA World Championships. The FIA Medical Delegates who supervise the FIA World Championship competitions share their skills and experience with the local medical services.

One of the biggest challenges for the FIA Medical Commission is to optimise the quality of the medical services in all disciplines and at all levels while taking into account the restrictions – mainly financial – that are forced upon the ASNs. One of the tools put in place to help the ASNs in this challenge is the universal medical questionnaire, which shows the Chief Medical Officers the essential points of the medical services that he or she must set in place – and which can freely be modified and adapted by the ASNs in order to fit their own needs.

The FIA Medical Commission is working on forming a close relationship with the national Medical Commissions (and on encouraging those ASNs that do not have a medical commission to create one) in order to better know the problems ASNs are facing so that together we can establish minimum safety criteria that must be respected.

Legal Department

The role of the FIA Legal Department is mainly to deal with:

- litigation and Regulatory Affairs (preparing proposals submitted to the FIA bodies, preparing dossiers for cases brought before the FIA International Tribunal and International Court of Appeal, providing interpretations and reforms of a statutory or regulatory nature, etc.);
- membership (following up dossiers, exchanges with Members regarding admissions, change of status, etc., and internal/national disputes concerning the exercise of the sporting power);
- tendering procedures (preparing invitations to tender and supply contracts in compliance with competition law);
- intellectual property rights (protection/registration of the FIA trademarks, domain names, lawsuits for unauthorised use of the FIA's IP, counterfeiting of third party or FIA products, etc.);
- IT affairs (IT rights/new technologies, defamation online/offline, personal data protection, etc.);

- commercial affairs (conducting contractual negotiations, drafting and following up the execution of commercial contracts (championship promotion or services), etc.);
- The International Sporting Movement (International Olympic Committee, SportAccord, ARISF...).

Marketing & Events Department

The Marketing & Events Department is responsible for the development of a wide range of activities, including the management of the FIA Brand Identity and related licensing programmes, the search for partners for FIA campaigns, the commercial relationships with the Promoters of the main FIA Championships and the organisation of major FIA events. The activities of the Marketing & Events Department have enabled more than 3 million euros to be generated on net value since its creation, with a considerable increase in these figures expected from 2014 onwards. Future projects notably include the roll-out of the revamped Brand Identity Guidelines, the creation of an improved web shop offering the FIA network and the public the opportunity to buy a new range of FIA branded products, as well as the development of a range of marketing services for the FIA Clubs.

Sporting Department

The FIA sporting departments are placed under the authority of the FIA Secretary General for Sport. Their mission is to coordinate the work of the different specialised commissions and working groups of which they are in charge and to implement the decisions taken by the bodies of the FIA, notably the World Motor Sport Council.

There are currently 5 main departments:

- Formula One
- Circuit Championships: Single-Seater (except F1) – Touring Car – GT – Endurance- Truck Racing – Drag Racing – Formula Electric
- Rally Department
- Historic – Hill Climb – Off-Road
- Development Department: Drivers – Women in Motorsport – ASN Development Task Force – FIA Sport Conference – International Series – Social responsibilities

This new FIA Department was created in 2014, honouring Jean Todt’s commitment to helping clubs worldwide to realise their ambitions and aspirations, to developing safe, sustainable and successful motor sport from grass roots to world championship level, and to reinforcing the FIA’s commitment to social and environmental responsibility. This department launched the ASN Development Programme last year and is responsible for organising the Sport Conference.

6.3 FIA UNIVERSITY

The FIA University’s goal is to strengthen the capabilities of mobility and sport clubs around the world through an educational programme, particularly on leadership.

7: FIA FAMILY

The FIA works closely with a number of related organisations and charitable institutions.

7.1 FIA FOUNDATION

The FIA Foundation is an independent UK-registered charity that supports an international programme of activities promoting safety and sustainability in motor sport, and road safety, the environment and sustainable mobility. It was established in 2001 with a donation of \$360 million from the FIA (monies generated from the lease of F1 for 100 years) and is governed by a Board of Trustees. Among its activities, the Foundation provides funding to the FIA Institute, and also participates in various UN road safety and environment-related partnerships and is a member of the UN Global Road Safety Initiative.

7.2 FIA INSTITUTE

The FIA Institute is an international non-profit-making organisation that researches into and improves motor sport safety and sustainability. It leads projects that encourage the rapid development of new and improved safety technologies, facilitate higher standards of education and training, and raise awareness of safety and sustainability issues. It also promotes excellence and achievement in all areas of motor sport. The Institute was established in October 2004 and funds its activities through annual grants from the FIA Foundation.

7.3 FIA MOTOR SPORT SAFETY DEVELOPMENT FUND

The Motor Sport Safety Development Fund was established in 2008 with a donation of US\$60 million to develop safety and education in motor sport worldwide. The Motor Sport Safety Development Fund will come to an end by the end of 2014. The Fund's resources were donated to the FIA Foundation to be managed on behalf of the FIA, and resulted from the fine arising from the dispute between McLaren and Ferrari in the 2007 Formula One World Championship. The decision to establish the Fund was taken by the World Motor Sport Council in October 2007, with an overall aim to assist the work of the ASNs in promoting the development of safer motor sport worldwide, especially at the grass roots level.

The FIA Institute has responsibility for managing the programmes of the Fund, and each year, the FIA's ASNs are offered the opportunity to apply for funding for safety- or sustainability-related activities in their own countries. Funding is available to all ASNs provided that their activities fall under one of the programme categories and that they can satisfy the necessary funding criteria.

The application process is managed by the FIA Institute and overseen by a Fund Management Committee that includes high level representatives of the FIA, which ultimately decides on the projects to be awarded funding.

7.4 MOBILITY DEVELOPMENT FUNDS

There are a number of funds available to FIA Clubs active in the field of Mobility, such as the FIA Road Safety Grant Programme, the FIA Capacity Building Programme or the FIA Development Fund. Find a detailed description and how to apply for funding at www.fia-grants.com.

7.5 SPORT DEVELOPMENT FUND

A new source of funding is available from the FIA from 2014 coming from Concorde monies. This fund is dedicated to developing motor sport and helping to strengthen ASNs and is overseen by the Funding Review Commission (FRC). This Commission is composed of high level representatives of the FIA and WMSC from around the world, and decides on projects to be awarded funding with Senate approval.

“Key Performance Indicators (KPI)” have been established by the FRC to ensure that the money is spent to grow motor sport.

An on-line grant application process will be available in September 2014, through www.fia.com. All ASNs will be able to submit an application for funding for projects, provided that they comply with the criteria and guidelines defined by the Funding Review Commission.

CHAPTER ONE: ASN STRUCTURE AND MANAGEMENT

SECTION 2: GOVERNMENT RECOGNITION OF ASNS & RELATIONSHIP WITH THE NATIONAL OLYMPIC COMMITTEE

LIST OF CONTENTS

1:	PREAMBLE	27
2:	SOLE RECOGNISED REGULATORY AUTHORITY	27
3:	IMPACT OF LEGISLATION	28
4:	STRUCTURE FOR GOVERNMENT LIAISON	28
5:	GOVERNMENT FUNDING	28
6:	RELATIONSHIP WITH THE NATIONAL OLYMPIC COMMITTEE	28

1: PREAMBLE

Although not all countries, through their governments, recognise motor sport as a legitimate sport, it is indeed a genuinely wide-ranging sport, welcoming people from all backgrounds and catering for all shapes and sizes, notwithstanding the fact that it is one of the very few sporting activities that allow male and female participants to compete alongside each other in the same competition. There can be little doubt that motor sport occupies a position of significant importance on the international sporting landscape.

Furthermore, at national level, children are welcomed from the age of 12 in some disciplines (much earlier in Karting), creating a strong learning platform for skills that will serve young people well in later life - discipline, responsibility, risk management and teamwork, not to mention essential engineering skills.

It is true that the nature of motor sport dictates that a certain level of equipment and apparel will always be required, but in many cases the costs of club level motor sport can be modest.

Motor sport contributes significantly to a nation's community spirit by fostering a sense of social cohesion, a sense of identity, a feeling of belonging and a spirit of equality, and promotes the viability of volunteerism and increased participation as its cornerstone. It is worthy of government support.

2: SOLE RECOGNISED REGULATORY AUTHORITY

An ASN, having established itself as a democratic, fair, consistent and responsible organisation, should be recognised by its country's government(s) as the sole national motor sport organiser wherever possible.

As the governing body of motor sport in its region, the ASN is responsible for the governance and administration of all forms of motor sport in its country, controlling the technical and sporting rules across the various types and forms of motor sport.

The ASN implements these rules, known in some countries as the 'National Competition Rules', to govern the conduct of motor sport in its country and ensure that the FIA rules are also observed.

Recognition by government is needed to prevent challenges to the ASN's legitimacy and control of the sport, and in some areas this recognition may be required for the ASN to properly administer and conduct motor sport competitions in the country.

Government recognition is strongly recommended because it helps to protect the ASN's position and status in its country, particularly as government collaboration in certain regions or countries may bring financial and administrative assistance when conducting motor sport.

In many countries the ASN is linked to the government through its Sport Ministry, Sports Council or Sports Department.

3: IMPACT OF LEGISLATION

ASNs need to work closely with government to clarify the degree to which legislation or political decisions impact on motor sport activity. Any proposed legislation needs careful review by an ASN to ensure that unforeseen or unintended impacts do not unreasonably compromise the conduct of motor sport activity. This is where the importance of continual dialogue and relationship management with government shows, as it is only through this continual interaction that an ASN can make positive impacts on government decisions. The very nature of motor sport suggests that it is likely to encounter adverse consequences before most other sports, so the importance of a strong relationship with government is vital to be able to ensure that the interests of motor sport are considered and protected.

Therefore, an ASN needs to develop close contacts with government on many important areas, including such issues as environmental impacts that affect the sport (including noise, use of high octane fuel, air pollution, waste, etc.), funding opportunities for sport, the control and regulation of cars (e.g. special allowances for competition vehicles in registration, design and importation), rules and requirements for conducting large sporting competitions, and many more.

4: STRUCTURE FOR GOVERNMENT LIAISON

It is important to collaborate and liaise with government in a very structured manner, to ensure that a clear communication channel is established and respected. Ideally this would be achieved by having a limited number of experienced persons conducting the majority of contact. Depending on the structure of an ASN, it may be best that the senior executives and/or president are the sole people who approach the government.

5: GOVERNMENT FUNDING

Most governments have statutory authorities responsible for developing and funding sport within their countries, so as to develop sporting excellence and increase participation in sport. To be eligible for any support (including funding), ASNs will need to be recognised by the government.

These statutory authorities will have a clearly stated position with respect to the governance of sporting organisations, and will be empowered to varying degrees to provide support to sporting organisations. It is important, therefore, that ASNs have their own clearly stated position with respect to their association with governments in order to be considered for government support.

6: RELATIONSHIP WITH THE NATIONAL OLYMPIC COMMITTEE

The goal of the Olympic Movement is to contribute to building a peaceful and better world via education, in particular among young people, through sport practised in accordance with Olympic values. It offers everyone involved an ideal framework to discuss the latest research, share experiences and learning, highlight successful practice and discover the latest trends, particularly in standards of

governance, athlete welfare and anti-doping. Progress arises from sharing with the other members of the Movement.

The FIA is now recognised by the IOC, and the FIA strongly shares the Olympic sporting values as expressed by the IOC and aimed at developing a better understanding between communities worldwide. With this in mind the FIA affirms its commitments to respect the Olympic Charter, in particular:

- to establish and enforce, in accordance with the Olympic spirit, the rules concerning the practice of its respective sports and to ensure their application;
- to ensure the development of its sports throughout the world;
- to contribute to the achievement of the goals set out in the Olympic Charter, particularly in relation to the ongoing development of Olympic values and Olympic education.

The FIA invites all ASNs to become actively involved in their National Olympic Committee, and to respect and share the values of the Movement. Such involvement will bring more legitimacy for the sport with the countries' governments.

LIST OF CONTENTS

1:	AUTORITE SPORTIVE NATIONALE (ASN)	33
2:	ROLE OF THE ASN	33
3:	GOVERNANCE OF AN ASN	34
4:	CONSTITUTION	36
5:	STRUCTURE OF AN ASN	36
	5.1 Board of Directors	37
	5.2 Management	37
	5.3 Wholly-Owned Subsidiaries	38
	5.4 Category Management	38
	5.5 Commissions / Committees	38
	5.6 Affiliated Clubs / Associations	39
6:	CONSULTANCY AND ADVISORY STRUCTURE	39
	6.1 National Commissions	39
7:	BUSINESS STRATEGY & POLICY	39
8:	SPORT AMBASSADORS	40

1: AUTORITE SPORTIVE NATIONALE (ASN)

The FIA shall recognise in each country and for all branches of motoring only one Sporting Power which under all circumstances shall remain responsible to the FIA; the holder of this power is the direct motor sport representative of its country within the FIA and is entrusted with having the international regulations laid down by the Code enforced in its country.

ASNs are entitled to exercise the Sporting Power directly throughout their national territory through their Board of Management (see 'Structure of an ASN' below) and the FIA must be kept informed of the composition of that body.

The ASNs which are members of the FIA shall, by the very fact of their admission into the FIA, agree to abide without reservation by the FIA Statutes. They shall undertake to do this when they file their application for membership. Likewise, they shall undertake to enforce in their respective countries the general regulations and their appendices as established by the FIA.

They shall also undertake to accept, observe, and enforce all decisions taken or sanctions imposed by the International Tribunal, the International Court of Appeal, the World Motor Sport Council and the General Assembly.

The Members of the FIA must send to the Administration of the FIA a list of their affiliated groups and report all changes to that list. They may accept as affiliated groups only those that adhere to the Statutes and to the general regulations and their appendices as established by the FIA.

Delegation of Sporting Power

At the request of the holder of the Sporting Power, and on proposal of the World Motor Sport Council, the FIA General Assembly exceptionally shall authorise the holder of the Sporting Power to exercise this power through another organisation to which the Sporting Power shall then be delegated. This delegation may be:

- total (i.e. covering all sporting activities), and in favour of one single organisation functioning throughout the national territory;
- total (i.e. covering all sporting activities), and in favour of one or several organisations functioning over a specific area of the territory; or
- selective (i.e. covering specific sporting activities), and in favour of one or more organisations exercising over the entire territory the functions which have been assigned to them.

2: ROLE OF THE ASN

In accordance with the authority invested in the ASN by the FIA, the ASN is:

- to exercise the sporting power in accordance with the Code and such instructions and directions as received by the FIA;
- to be responsible for the governance and administration of all major forms of motor sport in the country, controlling the technical and sporting rules across the various disciplines;
- the only authority in the country permitted to issue FIA international licences for all levels of motor sport (excluding Super Licences and FIA Officials' Licences);

- to develop and maintain an environment that enables people to enjoy motor sport as a leisure and sporting activity;
- to support and cooperate with any club, association, organisation, group or individual whose activities or objectives are similar to those of the ASN, or which advance the cause of motor sport;
- to promote and improve motor sport as a widely recognised, accepted and respected sport, and to uphold the values and spirit of competitive sport and fairness;
- to ensure the professional and modern management of its business. It will create an environment in which people can contribute and expand their skills in and commitment to all aspects of the sport;
- to develop and maintain safety, technical, judicial, accreditation, training and compliance systems, and other intellectual property necessary for the effective management and development of the sport and for these systems and services to be provided to members, other customers and the community in order to achieve the ASN's goals;
- to provide a programme of insurance products for affiliates and members;
- to formulate, issue, interpret, implement, enforce and amend as required the NCR as necessary for the control and conduct of motor sport in the country;
- to issue competition licences, officials' licences, track/course licences and competition permits in accordance with the Code and the NCR;
- to produce and publish an annual motor sport calendar of competitions and arrange for the listing of any international competitions on the FIA International Sporting Calendar;
- to establish and operate a judicial and disciplinary system for motor sport in the country;
- to promote programmes aimed at safety, training and education in motoring and motor sport;
- to promote and be committed to road safety;
- to have regard for public interest, environmental protection and other national causes in the ASN's and its affiliates' activities; and
- to ensure that all competitions conducted under its jurisdiction adhere to its national Anti-Doping standards, and that all international level competitions conducted in its territory adhere to the FIA Anti-Doping Regulations appended to the Code.

3: GOVERNANCE OF AN ASN

Any successful sport requires sound processes, rules and codes of practice to govern its operation. Good governance is a necessary condition of sustained success and growth for motor sport.

The Board, with its team of Directors, is charged with the responsibility of keeping the ASN's rules and regulations up to date. This is not only a retrospective role but one of looking out for future statutory and regulatory change.

Why good governance is important

The size, complexity and operations of organisations differ; therefore, to optimise individual performance, flexibility must be allowed in the structures and systems that are adopted. This flexibility must be balanced against accountability, contestability and transparency.

Governance is the system by which organisations are directed and managed and requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision-making, with the organisation demonstrating transparency, accountability and responsibility in the activities undertaken and resources expended. Governance includes:

- the process of setting, guiding and monitoring the organisation’s future direction;
- ensuring that the organisation operates within its relevant legal and other boundaries;
- driving organisational performance (through the management team appointed by the board); and
- establishing appropriate control processes and accountability systems.

Good governance influences how the objectives of the organisation are set and achieved, spells out the rules and procedures for making organisational decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

There are a number of reasons to get corporate governance right, as it can help to bring to an organisation:

- good risk management practices;
- discipline, generally through a well-functioning board (i.e. strategic planning, compliance monitoring); and
- contingency, by ensuring that the organisation does not rely on one individual – a significant risk factor if that individual should suddenly be removed from the organisation.

What happens when good governance breaks down?

There are a number of factors that contribute to poor governance:

- directors’ inexperience;
- conflicts of interest;
- failure to manage risk;
- inadequate or inappropriate financial controls; and
- generally poor internal business systems and reporting.

When governance breaks down it creates a culture of mistrust amongst members. It also results in inefficiency, duplication of resources and conflicts of interest. Those organisations with a fragmented business model are often less attractive to outside investors, particularly those in the corporate world, which can ultimately impact financially upon an organisation.

Poor governance will impede the future growth of the sport, which wants to succeed, wants to grow, and wants to have more participants. This requires clear direction, leadership and investment. Poor governance is not consistent with such outcomes. An ASN can struggle and fail to reach its potential, due at least in part to poor governance-related constraints.

4: CONSTITUTION

(SOMETIMES KNOWN AS “STATUTES”, “ARTICLES OF ASSOCIATION”, “MEMORANDUM OF ASSOCIATION”)

In most countries the law is not separate from sport and recreation. Therefore an ASN and its affiliates are subject to the same legal responsibilities as any other entity in the country.

A constitution is a set of fundamental principles or established precedents according to which an organisation is governed. These rules together make up (i.e. they constitute) what the organisation is. When these principles are written down into a single collection or set of legal documents, those documents comprise a written constitution, which is a set of rules for the running of an entity, and details the name, object, aims and objectives, methods of management and other conditions under which the entity will operate and generally the reason for its existence. It sets down the structure for calling and conducting meetings, for the involvement of office bearers, and rules on how to arrive at decisions.

Almost anything can be placed in a constitution and often it is made up of two parts:

- the rules, which include the basic principles of the entity, and these can only be changed by voting at a General Meeting; and
- the regulations, or by-laws, which can be changed by a Committee. Regulations usually relate to the administration of the entity and to the conduct of its activities.

Generally, the existence of a separate legal entity through incorporation and having a constitution means that the entity bears liability for its acts; however, differences may exist from region to region, and before constituting an ASN the office bearers should be fully aware of the legalities of doing business in their region.

5: STRUCTURE OF AN ASN

The following management structures are recommendations for ASNs to consider in order to create good governance. However, ultimately, the ASN has the right to choose its own structure, and by following the Code this will form the structure that best suits an ASN.

An ASN has the purpose of controlling, developing and growing motor sport in its country. As a national organisation it is to assist all of its stakeholders, which may include:

- motor sport clubs/associations, which an ASN may or may not require to be registered or ‘affiliated’ with it;
- circuit/venue operator;
- competition promoters and organisers;
- category/programme managers;
- officials;
- competitors;
- motoring industry bodies; and
- sponsors/financial contributors to the conduct of motor sport in its many disciplines.

An ASN requires a structure that allows it to conduct its obligations effectively. Importantly, the structure should be tailored based on many factors, including the number of staff available to conduct the business of the organisation.

One possible structure that may be appropriate for an ASN is a hierarchical structure based around a Board of Directors. This structure delineates between Strategy and Management, and assigns differing responsibilities to different areas of business.

5.1 BOARD OF DIRECTORS

The Board of Directors has overall responsibility for strategic direction of the business, as well as overall responsibility for the sport. It has full decision-making authority, and meets as often as is necessary to conduct its affairs. There are varying approaches to the set-up of a Board of Directors, depending on the preferred approach of the ASN. The Board may be constituted of persons with a motor sport-specific knowledge base, may be based solely on business acumen, or may incorporate a mix of both knowledge sets. These Directors may be voted onto the Board as representatives of the sport, and this information should be detailed in the Constitution of the ASN.

Ultimately the Directors of the ASN may be connected with motor sport through either their involvement or their assigned area of responsibility and have a sound knowledge of their area of involvement. They may serve on a voluntary basis, but may also be compensated financially for the time they devote to their responsibilities. The set-up of the Board of Directors may allow for the addition of further Directors at the discretion of the Board, again in accordance with the ASN's constitution, dependent on the benefits and knowledge that they will bring to the Board. The ultimate aim is to establish a Board of Directors suited to motor sport in the ASN's country, each person bringing with them a unique and competent blend of business and sporting expertise.

The executive and judicial powers and functions conferred on the ASN by the FIA shall be exercised by the Board in accordance with the ASN's Constitution, which must be made available to the FIA, and the ASN's NCR.

The Board may formulate, issue, adopt and amend such NCR and regulations for the proper management of the ASN, the advancement of the purposes of the ASN and the control of motor sport in its country as it may deem necessary or desirable.

5.2 MANAGEMENT

The establishment of an ASN Management Team is a good way to displace responsibility for the day-to-day management of motor sport, and provides the necessary measures and responsibilities to enable the requirements of the Board to be fulfilled.

In this structure, the day-to-day affairs of the ASN are managed by a Chief Executive, supported by Managers and Executives – depending on the number of people the ASN is capable of employing. Some key areas of responsibility that must be considered include:

- motor sport operations;
- commercial operations;
- corporate / administrative services;

- audit and finances; and
- legal matters.

A central office under a permanent or volunteer staffing structure provides an organisational and administrative set-up capable of handling matters of policy, government and government agency liaison, administration of competitions, competitor and officials licensing, communication/marketing, insurance concerns, and day-to-day queries from car clubs, competitors and officials.

The Management would be empowered with responsibilities regarding the qualification/certification of drivers, the safety of circuits (including all courses, roads and tracks), the eligibility and construction of vehicles, all aspects of safety, administration of justice and the progress of motor sport within the ASN.

Appointments to the management positions should be based on the appointees' skill in business, as well as motor sport background where relevant and available. The aim, as with the Board of Directors, is to establish a unique and competent blend of business and sporting expertise.

5.3 WHOLLY-OWNED SUBSIDIARIES

Subsidiaries may be established to organise major activities such as a Grand Prix, major championship or other high profile competitions, the surpluses from which are used to develop the sport.

These subsidiaries may include:

- competition promoters whose sole focus is on conducting profitable competitions;
- circuit operators who manage the day-to-day operations of permanent motor sport venues; and
- equipment and service suppliers who develop specific motor sport-related consumables, products or services.

5.4 CATEGORY MANAGEMENT

An ASN may enter into category management agreements with competent competition promoters to manage competition series with a high level of autonomy, but with certain compliance requirements to be met as set down by the ASN. The promoters are issued with commercial rights to organise and conduct a competition, series or championship.

5.5 COMMISSIONS / COMMITTEES

Where expert advice is lacking within the ASN on specific areas of motor sport, the establishment of Commissions, or Committees, is a useful method of harnessing that experience to set the strategy or direction of a particular area of the sport. For example, if the ASN is lacking in the knowledge required for reviewing and updating the technical fundamentals of vehicles, a committee of experienced persons could be established to decide on important matters and recommend changes/updates to the Board of Directors. This allows the Board to make educated decisions using the collective understanding and knowledge of the Commission.

5.6 AFFILIATED CLUBS / ASSOCIATIONS

Motor Sport Clubs and other associations, such as competition organisers, promoters, manufacturers/motor industry bodies, suppliers and sponsors, all operating within motor sport, can be invited to affiliate/register with the ASN, under conditions established by the Board of Directors. This helps to ensure that each of these stakeholders is working together with the ASN to further the interests of the sport.

6: CONSULTANCY AND ADVISORY STRUCTURE

6.1 NATIONAL COMMISSIONS

Commissions can be set up to allow the combined knowledge of the members of the Commission to 'manage' the affairs of particular areas of the sport on behalf of the Board. This can be an effective way to distribute the Board's responsibilities to a trusted and knowledgeable set of persons, freeing the Board to focus its efforts on the entire sport. Commissions can be set up to work autonomously over the various disciplines of the sport, always operating in a democratic and transparent manner, ideally with a representative from the Board in attendance at all meetings. Members are appointed by the Board, so usually their recommendations can be accepted without much hesitation.

The Commissions execute the study of all issues in their specific area. They may be made up of volunteers from various motor sport disciplines, or experts in particular areas of a discipline. Membership of these bodies can generally be drawn from a wide range of competitors, organisers, officials and administrators across the full spectrum of motor sport.

7: BUSINESS STRATEGY & POLICY

An efficient and successful ASN needs to have a business policy and strategic plan, developed in a careful and well-thought-out manner, and ideally well communicated to the ASN's audiences. The plan should set down the aims of the ASN in a specified time period, and the methods of how it is going to achieve these aims.

A comprehensive strategic plan should embrace a number of issues, including:

- financial management and sustainability;
- sport development and growth - youth participation;
- commercial development;
- government relations;
- governance - risk mitigation and quality improvement;
- legal compliance;
- affiliates' (clubs') sustainability;
- community sport and volunteerism;

- education and training;
- the environment, creating a sustainable future;
- community road safety;
- ASN communications and promotion; and
- socio-economic challenges facing motor sport.

8: SPORT AMBASSADORS

An Ambassadors Programme is another effective tool for an ASN to instigate, aimed at utilising the respect and credibility of a person or persons to inspire young people and contribute to the positive identity of the sport and the ASN.

Sport Ambassadors are usually high level sportspeople who have achieved greatness in the international and national arena and have the ability to engage people, especially young people, and to get the ASN's message across to the public.

The Ambassadors' mission is to spread the messages and actions of the sport (or segment of the sport), with particular emphasis on demonstrating how to succeed in all areas of the sport, while also playing a part in driving home all-important safety messages.

LIST OF CONTENTS

1:	PREAMBLE	43
2:	THE MAJOR PLAYERS IN MOTOR SPORT	43
3:	ASN MANAGEMENT OF MOTOR SPORT	44
	3.1 Sanctioning of Competitions	44
	3.2 Safety	44
	3.3 Fairness	45
4:	LEVEL OF COMPETITIONS	45
	4.1 International	45
	4.2 National	46
	4.3 Closed	46
5:	TYPE OF COMPETITIONS (“DISCIPLINES”)	46
6:	ORGANISING PERMIT	46
7:	REGULATIONS	47
8:	COURSES AND CIRCUITS	47
	8.1 International courses	47
	8.2 Approval of courses	47
	8.3 International licence for a circuit or course	47
	8.4 National licence for a circuit or course	47
	8.5 Display of a circuit licence	47
9:	ESTABLISHMENT OF ASN TITLES	48

10. DUTY OF CARE / OCCUPATIONAL HEALTH & SAFETY	48
11. RISK MANAGEMENT	48
12. CRITICAL INCIDENTS AND GATHERING OF INFORMATION	54
13. JUDICIAL	56
13.1 Stewards' Hearings (Protests)	57
13.2 Tribunal Hearings (Appeals)	58
13.3 National Court of Appeal (Appeals)	59
13.4 FIA International Court of Appeal (Appeals)	59

1: PREAMBLE

An ASN, structured in such a way as to maximise its ability to achieve its stated mission, is an important part of the motor sport industry. The ASN must maintain a level of consistency and stability over time as well as be responsive to changes in the marketplace.

An important role of the ASN is the management of the sport within its jurisdiction – from the publishing and maintenance of rules enabling motor sport activity to take place from a basic level competition through to the highest level professional competition.

Overall management of a fair and equitable sport is carried out by formulating, issuing, interpreting, implementing, enforcing and amending as required the NCR, as necessary for the control and conduct of motor sport in the country.

Competition and event management can be controlled by scrutinising the regulations to be adopted by the promoter/organisers, by permitting competitions to take place when the ASN is satisfied that all organisational requirements have been met, and by issuing competition, officials and track/course licences, in accordance with the Code and the NCR.

2: THE MAJOR PLAYERS IN MOTOR SPORT

Those who take a principal role in motor sport are:

- ASN members – the individual members of the ASN, depending on the way the ASN has structured itself. In a membership structure, these may be those persons who are members of the ASN's affiliated/accredited automobile clubs/associations. Members may participate in motor sport competitions, administer motor sports clubs, sit on commissions, committees and panels in the administrative structure of the sport, officiate at motor sport competitions and/or organise such competitions;
- Competitors (national sense) – the persons who compete against each other for sporting and/or financial benefit. They can be drivers, navigators, or competitors (those who own vehicles);
- Circuit/Venue Operators – the organisations that manage the venues at which motor sport is conducted and derive revenue both from the hiring of the venues for competition purposes and from promoting competitions in their own right;
- Promoters/Organisers – organise and conduct motor sport events for their own benefit and commercial gain. They may be corporations, individuals, clubs or non-profit-making groups. Those associated with clubs may choose to provide access to motor sport activities for their members and for other members of the sport;
- Category and Programme Managers – Category managers may exist to manage individual motor racing categories under licence from the ASN. Category Managers would be entitled to manage a category, allowing them to exploit the commercial opportunities of the category including television and sponsorship rights. Programme managers develop, promote and manage complete (usually racing) programmes involving several categories by entering into commercial arrangements with the individual category managers;
- Sponsors – sponsors provide finance to enable motor sport competitions to be staged. An

ASN, competition organisers, sporting clubs and competitors all need to build sound relationships with sponsors and potential sponsors, to achieve funding to conduct their activities. It is important for each party being sponsored to determine their requirements and to encourage sponsors to maintain interest and financial support for motor sport;

- Manufacturers/Motor Industry – these entities may exist on a large scale (e.g. a major car manufacturer) or smaller scale (e.g. a company specialising in a specific car part). They compete within the sport, often against each other, for a market share of motor sporting commodities, including car sales and parts market.

3: ASN MANAGEMENT OF MOTOR SPORT

The ASN provides an administrative infrastructure for the sport. It makes available sufficient funds for the effective conduct of an administration to cater for the whole range of motor sport activity across a number of disciplines, all operating under the ASN's umbrella to ensure fairness, safety and consistency, from the amateur to the professional/elite level. It also sees to the training of officials, and provides support for the regulation-making and judicial bodies in general in ensuring that motor sport continues to be conducted in a fair and safe manner.

3.1 SANCTIONING OF COMPETITIONS

No competition may be conducted in a country affiliated to the FIA without an organising permit, a document authorising the organising of a competition, being issued by that country's ASN. In other words, all competitions, irrespective of their status, must be sanctioned by the ASN.

Any competition not organised in conformity with the Code or with the rules of the appropriate ASN shall be prohibited by that ASN. If such a competition is included in an event for which a permit has been granted, the permit shall be null and void. In addition, the provisions of Article 1.3 of the Code are applicable to any licence-holder taking part in such competitions.

It is important for an ASN to ensure that its licence-holders fully understand their obligations under the Code.

In case of non-compliance with these provisions, any person or group which organises a competition or takes part therein will have the licence which has been issued to them withdrawn.

An ASN develops and maintains safety, technical, judicial, accreditation, training and compliance systems and other intellectual property necessary for the effective management and development of motor sport. The systems and services of the ASN are provided to members, other customers and the community.

3.2 SAFETY

Motor sport is recognised as being a potentially dangerous activity. It is potentially dangerous to participants, be they drivers, navigators, mechanics or officials. It is also potentially dangerous to the public, who may be in close proximity to the competing cars, and can result in fatal incidents. This is the reason that safety is so important and is so highly regarded by the FIA.

The ASN should be focused on providing expertise to determine the safety processes, approving training courses for competitors and officials, and generally protecting the public's interest. It has continuous access to, and support from, the extensive worldwide experience of the FIA.

3.3 FAIRNESS

Motor sport can be highly competitive and it is therefore imperative that it be conducted fairly.

The rules of competition are prescribed by the Code and the NCR, and the Supplementary Regulations (and Further Regulations) for a specific competition, as approved by the ASN. The rules and regulations ensure that the competition is fair and equitable. The competition rules are made publically available and cannot be changed arbitrarily and therefore all competitors know the conditions under which they are competing.

All competitors at competitions are entitled to fair competition. Any competitor who feels aggrieved by a decision contrary to the rules and regulations may contest that decision by means of a protest at base level to the competition's Clerk of the Course or Stewards, and thereafter to higher adjudication by a system established by the ASN in compliance with the Code.

Fairness is also ensured by the requirement that vehicles are inspected for eligibility in their relevant category or class of competition by independent scrutineers, who are responsible not to the promoters or to the sponsors but to the appointed Clerk of the Course whose duties should be specified in the NCR.

The powers of various officials should be prescribed in the NCR, so that all have a clear understanding of the areas of responsibility of those involved in the organisation of competitions. Those in key positions, such as timekeepers, scrutineers and handicappers must be independent, impartial and suitably qualified and must have no connection with any organisation or person that might benefit in a direct or indirect way from the result of the competition.

4: LEVEL OF COMPETITIONS

There are different levels of competitions requiring varying levels of permits issued by the ASN and licences for the competitors. In the main these competitions are classified as International, National and Closed (Club). International and National competitions can be further classified as Restricted (e.g. an 'invitation only' competition).

4.1 INTERNATIONAL

An International competition is one which procures a standard level of international safety according to the prescriptions decreed by the FIA in the Code. In order to claim international status, a competition must at least satisfy all of the following conditions:

- for international circuit competitions, the circuit concerned must hold a homologation licence issued by the FIA, of an appropriate grade for the competition vehicles eligible to take part;
- for international rallies, all the provisions of the Code must be applied;
- the competitors and drivers admitted to take part must hold an appropriate FIA international licence;

- the competition must be listed on the International Sporting Calendar. Registration on the International Sporting Calendar is at the discretion of the FIA and must be applied for by the ASN of the country in which the competition will take place.

The ASN is responsible for the application of the international regulations established by the Code. No driver, competitor or other licence-holder may take part in an international competition or international championship that is not registered on the FIA calendar or not governed by the FIA or its Members.

4.2 NATIONAL

The next level of competition is National, for which the responsibility is placed under the sole sporting supervision of an ASN. The ASN must exercise its power of regulation and organisation while respecting the general conditions of application of the Code. These competitions must be listed on a national calendar produced by the ASN.

A national competition is open only to competitors and drivers holding a licence issued by the ASN of the country in which that competition takes place.

A national competition may, at the discretion of the authorising ASN, accept the participation of licence-holders from other ASNs in accordance with the Code, subject to the restrictions provided for in the Code.

4.3 CLOSED

Club-level competitions are open only to members of the organising Car Club, all of whom must hold relevant licences. In exceptional circumstances, an ASN may grant agreement for several clubs to take part.

5: TYPE OF COMPETITIONS (“DISCIPLINES”)

There are a variety of tarmac and off-road competitions, ranging from basic Club tests to highly professional international competitions. The different types of competitions are listed in the Code.

6: ORGANISING PERMIT

An ASN needs to ensure that it approves the conduct of every competition in its country. Competitions must be run in accordance with the Code and the NCR of the sanctioning ASN, and the mechanism by which the ASN confers the authority on an organiser to run a competition is via an Organising Permit. The Organising Permit confirms that the competition organiser has satisfied the requirements of the ASN and will conduct a fair and safe competition.

There are requirements in the Code regarding the processing of an Organising Permit, and an ASN should be fully aware of its obligations when issuing such a document.

7: REGULATIONS

Refer to Chapter Two: Organising Competitions – Section 1: Rules & Regulations.

8: COURSES AND CIRCUITS

8.1 INTERNATIONAL COURSES

When the course of a competition traverses the territory of several countries, the organisers of this competition must first obtain through their own ASN the consent of the ASN of each of the countries traversed.

The ASNs of the countries through which the course of the competition runs will retain the sporting control over the whole of the course within the limits of their territory, it being understood, however, that the final approval of the competition will be granted by the ASN to whom the organisers are answerable.

8.2 APPROVAL OF COURSES

The selection of any course shall be approved by the ASN, which should evaluate the course against criteria developed to ensure that the course is appropriate and safe for the activity being undertaken. The ASN should receive as much information as practical from an organiser regarding a course to assist it with the evaluation process.

8.3 INTERNATIONAL LICENCE FOR A CIRCUIT OR COURSE

Application must be made by an ASN to the FIA for an international licence for a permanent or temporary circuit or course, if an international race or an international record attempt is envisaged. The FIA, after consulting with the ASN, may refuse to grant or may withdraw a licence but shall state reasons for any such withdrawal or refusal.

8.4 NATIONAL LICENCE FOR A CIRCUIT OR COURSE

An ASN may similarly grant a national licence for a circuit or course and lay down any rules specific to the course or circuit which organisers and competitors are expected to know and are required to obey. The ASN may detail the safety requirements which must be met by the promoter/organisers of the competition, on the track licence or organising permit. They may also specify the numbers and types of officials and marshals required, along with the manner in which a competition should be run.

8.5 DISPLAY OF A CIRCUIT LICENCE

A circuit licence, so long as it is in force, must be displayed in a prominent position at the circuit so that all persons involved in the competition are aware of its approval and any conditions under which the competition must be conducted.

9: ESTABLISHMENT OF ASN TITLES

National Titles (which may be called Championships, Series, Cups, Trophies or Challenges) are competitions run annually for each of the motor sport disciplines. These titles may only be organised by the ASN, or by another body with written consent from the ASN (e.g. a Club or an organisation affiliated with the ASN).

They must be governed by regulations approved by the ASN, and may incorporate a calendar of multiple competitions or consist of a single competition. The ultimate result of a title is the presentation of awards for the winner in each discipline, and details of the winners should be kept by the ASN for historical purposes.

Titles promote and develop excellence in motor sport and enable the best competitors to reach top national and international competitive standards.

10: DUTY OF CARE / OCCUPATIONAL HEALTH & SAFETY

Duty of Care is a concept that suggests there is a legal obligation by persons or organisations in a position of power or responsibility to take measures to make sure others are safe. This concept is increasingly important in most countries and the ASN, with the support of the FIA, may need to be compliant with the health and safety legislation where issued by a country's authorities.

If the above is applicable in a country, the ASN needs to establish protocols by which it will operate, recognising and managing so far as is practicable its moral and legal responsibilities for the safety and health of all persons who may be affected by activities conducted under the auspices of the ASN.

Duty of Care (often referred to as Occupational Health and Safety) can further describe the laws and processes that help to protect employees and other persons from death, disease and injury while at work, or while conducting activities for others.

Motor sport is not exempt from this concept and it is important for an ASN to always consider the health and safety of competitors, officials, pit/service crews, staff, volunteers, spectators and the general public who may be involved in some way in motor sport activity.

Motor sport can be potentially dangerous, but it would not be acceptable for those engaged in the sport not to do all that can be reasonably done to reduce the risk of people being injured.

11: RISK MANAGEMENT

ASNs need to be fully informed about the risks involved in motor sport, in order to be able to take steps to reduce the likelihood and consequence of these risks. Managing risks is vital to the safety of those involved in motor sport, and to the ongoing viability of the sport, and well-considered risk management procedures need to be applied by the ASN and any of its affiliates to motor sport activity. Motor sport is a risky sport; however, it is largely how you plan and prepare for the inherent risks that allow you to control the extent of exposure to yourself and participants.

Risk management is the identification, assessment, and prioritisation of risks followed by the application of resources to diminish, monitor, and control the probability and/or effect of unfortunate competitions.

Strategies that may be employed to manage risk typically include transferring the risk to another party with the expertise to minimise it; avoiding the risk; reducing the potential of the risk to cause a negative effect; reducing the probability of the risk; or even accepting some or all of the potential or actual consequences of a particular risk.

Risk management is a process of well-defined steps taken in sequence which support better decision-making by giving greater insight into what can go wrong and what to do about it.

Things to consider in risk management are:

- What could go wrong?
- Who could be affected?
- How likely is it to happen?
- If it happens, how badly could someone get hurt?
- Who has talked about it?
- What can be done about it?

Targeted risk management consists of the following elements, performed, more or less, in the following order:

1. identify and characterise threats;
2. assess the vulnerability of critical assets to specific threats;
3. determine the risk (i.e. the expected likelihood and consequences of specific types of attacks on specific assets);
4. identify ways to reduce those risks; and
5. prioritise risk-reduction measures based on a strategy.

Many countries have adopted a standard form for use in targeting risk assessments (see attached 'Targeted Risk Management Assessment Form').

Targeted Risk Management Assessment Form

Steps to be taken in applying the form are:

When is the form completed?

- When something unexpected happens;
- When something turns out how it shouldn't;
- When it is realised that something is dangerous.

Who completes the form and when?

- ASN staff
- Competition staff

- Competition officials
- Safety officers
- Club members

The form may be completed at any time during the planning, set-up, conduct and dismantling of an activity.

The basic steps in using the form

RISK MATRIX	Consequence of risk if it happened			
	Likelihood	1 Insignificant	2 Minor	3 Moderate
A – Almost certain	High	High	Extreme	Extreme
B – Likely	Medium	High	High	Extreme
C – Possible	Low	Medium	High	Extreme
D – Unlikely	Low	Low	Medium	High

- Consider and rank the likelihood of the risk occurring (A to D);
- Using the matrix, assess the consequences of the risk if it did happen (1 to 4):
 - 1 – where minor first aid is needed
 - 2 – medical attention is required
 - 3 – long-term illness or serious injury will be the result
 - 4 – a death or serious disability may occur

The risk score – action(s) required following assessment of risk:

Having assessed the consequence of the risk, determine its severity:

Extreme risk	Immediate actions required
High risk	Senior Management (Senior Competition Official) attention needed
Medium risk	Management (Organiser) responsibility must be specified
Low risk	Manage by current procedures / continue current process

Risk treatment

Use the hierarchy of control to decide what to do next

Levels of Control Methods

- Avoid ← The best option
- Substitute
- Isolate
- Reduce by physical controls
- Reduce by admin warning and rules
- Use Personal Protection Equipment ← The worst option

Example of decisions

- Don't do it!
- Do something else
- Do it somewhere else
- Put barriers around it
- Put a sign in front of it
- Wear earplugs while doing it

Completing the assessment

Complete the IDENTIFIED RISKS section of the form with analysis which has been determined from the above steps.

Any risk score of 'Extreme' or 'High' on the matrix should be further assessed with a group of experienced people.

Final stages of the process

- Audit the risk treatments and control:
 - Who makes sure it happens?
 - Who checks that it was done?
 - Who was notified about it?
- Consult – note the names of who was involved in the assessment

TARGETED RISK MANAGEMENT ASSESSMENT FORM

Event / Venue	Type of Work being performed Management of spectator safety and vehicle movements	
Area / Location	Placement of officials	
Date		

RISK MATRIX	Consequence of risk if it happened			
	1 Insignificant	2 Minor	3 Moderate	4 Major
A - Almost Certain	High	High	Extreme	Extreme
B - Likely	Medium	High	High	Extreme
C - Possible	Low	Medium	High	Extreme
D - Unlikely	Low	Low	Medium	High

ACTIONS REQUIRED FOLLOWING ASSESSMENT OF RISK:

Extreme risk Immediate actions required

High risk Senior Management (Senior Event Official) attention needed

Medium risk Management (Organiser) responsibility must be specified

Low risk Manage by current procedures / continue current process

Note "Management" and "Official" are considered to be like terms
See reverse for descriptions of Likelihood and Consequence outcomes

IDENTIFIED RISKS:

Description of identified Risk	Likelihood (A-D)	Consequence (1-4)	Resultant Risk	Controls / Treatment performed What has been done about it ?	Who will Implement ?	Who will Check?	Who confirmed actions were / will completed
Example: spectator could be hit by debris from car	C	3	HIGH	Debris fence, move spectator further back, additional crowd control officials	Organiser Marshals	Roce Sec	
1.							
2.							
3.							
4.							

TARGETED RISK MANAGEMENT ASSESSMENT FORM

LIKELIHOOD/CONSEQUENCE DESCRIPTIONS:

Likelihood	Consequence	Personal Injury	Administrative
A - Almost Certain	Action will probably occur numerous times or in many circumstances	Death, permanent or extensive injury requiring hospitalisation to one or more people	Significant hardship to Organisation
B - Likely	Action may occur occasionally or in some circumstances	Serious injury requiring hospitalisation; broken limbs or stay down for duration of event	Significant rejigging of organisational plans required
C - Possible	Action may occur in exceptional circumstances and has been known to occur elsewhere	Medical attention on-site or ongoing attention to injury may be required	Minor rearrangement of plans required to address the situation
D - Unlikely	Whilst theoretically possible is not known to have occurred	Minor first aid, if at all. No ongoing medical attention	Localised assessment of affected issue to be considered

POINTS TO REMEMBER:

What can cause injury or death ?	Four Risk Treatments	Levels of Control Methods
<ul style="list-style-type: none"> - Slips/trips - Collapse of structures - Dangerous or flammable Materials - Electrical cables - Heavy equipment - Public access/egress/behaviour - Weather (e.g. Rain/Hail/Wind/Thunderstorms) - Projectiles 	<ul style="list-style-type: none"> - Avoid: Don't do the activity - Treat: Reduce by use controls - Accept: If low or if consequences can be tolerated - Transfer: (Caution - not possible to transfer duty of care) 	<ul style="list-style-type: none"> - Avoid ← Try to start here - Substitute - Isolate - Reduce by physical controls - Reduce by admin warning and rules - Use Personal Protection Equipment ← Last resort

WHO DID YOU TALK TO IN ASSESSING AND IDENTIFYING THIS RISK?

Date	Name	Position	Signature

12: CRITICAL INCIDENTS AND GATHERING OF INFORMATION

A Critical Incident is one which results in:

- An injury (of significance) to a member of the public; or
- An injury to any person which is likely to result in a death.

For major competitions, representatives of the Organiser, Promoter, and Emergency Services providers (Police, Fire Department, Ambulance Services) should meet before the competition to agree on a plan that meets every key person's expectations and responsibilities should a Critical Incident occur, and outline this information in a document that is distributed to relevant officials.

If a Critical Incident occurs, it is the responsibility of the Organiser to implement the agreed plan, and to manage the incident with the other responsible organisations to ensure that the injured person(s) is/are transported to hospital (where possible), and/or to cancel that section of the competition/move on to the next section to allow the authorities to investigate the matter. Where a Critical Incident occurs at a fixed venue (such as a race track) it is generally important to quickly, but professionally and in accordance with the agreed plan, control the scene and clear it up, so as to ensure the competition can hopefully continue without the need for cancellation.

The Organisers and the Stewards are each responsible for compiling and forwarding reports on any Critical Incident to the various bodies within the ASN to which they are responsible. With reasonable cooperation, each party is usually prepared to share the resources and documentation they have collated or prepared.

When a Critical Incident occurs, a person should be appointed by the Clerk of the Course to direct the response at the incident site and to take control at the incident site. This must include stopping all clean-up activity by officials, except responses to injury and/or fire, to ensure that the scene is protected for evidence purposes.

The incident controller is responsible for gathering the following information on behalf of the Secretary of the Event for subsequent presentation to the ASN:

ITEM

Name & address of each casualty, and next of kin.

ASN Injury Report completed and signed by Medical Personnel.

ASN Vehicle Damage report on each vehicle, completed by the Chief Scrutineer.

Details of where and when the car(s) were impounded.

Exact date and time of the incident.

The competition number/practice session/stage number in which the accident occurred.

An exact description of the incident site in both writing and diagram – include accurate measurements of distances relating to pertinent details.

An accurate account of events leading up to the incident (from at least 20 seconds prior to until the time of the incident).

A brief description of the response to the incident, including transport of any casualty to hospital, and time and detail of confirmation of death (if applicable).

Name, position, and contact details of the person submitting the report.

Name, position, and contact details of the Police Officer in charge of the investigation.

Names, addresses and contact phone numbers for all parties directly involved with the incident – (police, other competitors, officials).

Names, addresses and contact phone numbers for witnesses to the incident – at least three witnesses are needed if possible.

Names and addresses and contact phone numbers of all medical personnel involved in the incident response.

A statement by the Clerk of the Course describing the incident. Accurate times of incident and response(s) should be included in this report.

An accurate report of the time and detail of medical personnel attending the scene of the incident, prepared by the Chief Medical Officer, including the time and details of commencement of transport of casualties or victims to hospital, and the time at which death was confirmed.

Signed report by Chief Scrutineer, covering initial scrutineering, any other pre-incident scrutineering conducted and, where possible, post- competition scrutineering of any vehicles involved in the incident.

Time and details of when death was publicly announced, and copies and details of other official statements made.

Copies of the following (as appropriate):

- Permit & Track Licence
 - Supplementary Regulations
 - Further Regulations
 - Any relevant Bulletins or instructions issued
 - Entry list
 - Entry Forms of competitors involved
 - Competition logs showing reports on vehicles/competitors involved
 - Log from Incident Co-ordination Centre if separate from competition log
 - Practice and race times relating to vehicles involved
 - Official Programme
 - Driver's competition licence(s) of the driver(s) involved
 - Log book(s) of the vehicles involved
 - Photos when available
-

Photographs

Photographs are invaluable in recording evidence following an incident.

The incident controller should check with photographers close by the incident in case they have photographs of the incident or the area concerned before and after the incident.

If there is a competent photographer present he/she should be asked to take the necessary photographs of the incident site as required, and ensure that they are then handed over as soon as possible.

If there is no professional photographer present, have an official take photographs.

Photos must show – as much as possible – exactly what happened, what the result was, and what evidence remained that could assist investigations.

- General scene of the incident, distance, close-up and from different angles. Some photos should show general infrastructure in the area, such as signs, trees, fences, barriers, etc.;
- Any tyre marks on track/course or verges and gravel beds, indicating directional movement of the vehicle, and skid marks;
- Damage to infrastructure, particularly with vehicle still in place;
- Debris in the area, with an object such as a matchbox or drink bottle as well to indicate size of debris;
- Trail of debris to indicate direction of vehicle, or of debris following impact. Any debris in a spectator area is particularly important.

13: JUDICIAL

There are disputes that arise from time to time affecting competitors, officials, promoters/organisers and ASNs which require adjudication or resolution, or disciplinary action. Therefore, ASNs need to establish a judicial system which has the function of maintaining a system of 'law' within the sport under its jurisdiction.

Disputes in motor sport may be the result of:

- conflicting interests between parties;
- disputes or disagreements between parties;
- breach of regulations by competitors or officials;
- breach of the conditions of a permit issued by the ASN;
- a charge being laid by the Clerk of Course or Stewards, or by the ASN, for disciplinary reasons; and
- competitor(s) aggrieved about the results of an event.

A judicial system is one that interprets and applies the rules and regulations in the name of the ASN, and also provides a mechanism for the resolution of disputes. The judiciary does not make rules and regulations but rather interprets and applies them to the facts of each case brought before it. It may recommend changes to rules and regulations as a result of a hearing.

The FIA International Sporting Code encompasses judicial issues at:

- Article 12: Penalties
- Article 13: Protests
- Article 14: Appeals

JUDICIAL STRUCTURE

There are four levels of the Judiciary:

- (1) Stewards' Hearings (Protests)
- (2) Tribunal Hearings (Appeals)
- (3) National Court of Appeal (Appeals)
- (4) FIA International Court of Appeal (Appeals)

13.1 STEWARDS' HEARINGS (PROTESTS)

An ASN needs not only to implement the processes by which motor sport is conducted in its country but also to ensure that these processes are properly applied and maintained. The latter can be achieved only by operating a system of checks and inspections, and it is this function that Stewards are called upon to fulfil. Once appointed by an ASN, Stewards are required to oversee the organisation/conduct of competitions, ensuring that they are conducted in accordance with the rules, and to protect the proper interests of all parties. Two, if not three, Stewards should be appointed to attend each event.

An ASN should set up a panel of Stewards, whose duties and functions include:

- upholding all areas of ASN Policy and Rules;
- exercising the powers delegated to the Stewards to ensure that the sport is conducted safely, fairly and with social responsibility;
- ensuring that the Stewards are seen as representatives of the ASN at all authorised activities and that each motor sport competition is conducted safely and within the rules and regulations;
- accurately and promptly reporting to the ASN on the implementation of the rules and regulations; and
- conducting hearings of protests or appeals that may be lodged at an event.

The right to protest lies with any aggrieved party and any protest must be made in writing, specifying the grounds for the protest, be addressed to the Stewards, and be accompanied by the appropriate fee established by the ASN. A protest may be withdrawn before it is heard and a full refund of the protest fee made.

Normally, if a protest is upheld, the protest fee is returned to the protestor. If a protest is dismissed, the protest fee may be retained by the Stewards and passed on to the ASN. If the Stewards consider that a protest is frivolous or vexatious, or made without foundation, the Stewards may also impose a penalty on the protestor.

Time limits need to be applied for the lodging of protests. These limits should be established by the ASN, and can vary for different types and levels of competition. For example, a protest against:

- an entry in, or about the course of, a competition may be required to be lodged no later than two hours prior to the start of the competition, to ensure there is sufficient time to hear the protest;

- a decision of a scrutineer may be required to be lodged immediately after the scrutineer’s decision was handed down, so that the matter can be clarified rapidly if there is contention;
- an error or irregularity that occurs during a competition may be required to be lodged no later than 30 minutes after the completion of the competition to ensure that the completion of the competition is not adversely affected by late decisions; and
- the compilation of results may be required no later than three days after their official publication, so that the matter is not continually reviewed long after a competition has finished.

If there is a protest that requires the examination of a vehicle or equipment, that vehicle/equipment needs to be impounded until such time as released by the Stewards, to ensure that it is not tampered with and can be easily accessed. If the issue is not resolved by the Stewards it should be resolved by the ASN. Should the examination entail cost, this may be covered by the protestor if the vehicle/equipment is found to comply with the regulations.

A protest would normally be heard during or immediately after a competition by the Clerk of the Course or the Stewards, and parties concerned may be accompanied by witnesses. If any one of the parties concerned does not attend, the Stewards’ judgement may be made in default.

In the case of any awards ceremony being conducted whilst an issue is unresolved, a prize won by a competitor against whom a protest has been lodged should be withheld until a decision has been reached. If the outcome of a protest may affect the classification of a competition, only a ‘provisional’ classification should be issued by the organisers, with all prizes withheld until the issue is resolved.

13.2 TRIBUNAL HEARINGS (APPEALS)

As part of the Judiciary, ASNs should set up a range of possible tribunals, including:

- a Disciplinary Tribunal – to determine whether a charge is proved and to impose an appropriate penalty;
- an Appellate Tribunal – to review decisions and change outcomes of decisions from a Stewards’ Hearing or from Disciplinary Tribunals;
- an Investigatory Tribunal – to enquire into matters brought up by the ASN and, after receiving evidence and hearing witnesses, make recommendations to the ASN.

Tribunal members should have a range of skills, and it would be appropriate for at least one person with a level of legal qualification to be appointed. Any Tribunal should include members who are impartial, having had no connection, other than perhaps as a spectator, with any event where an issue arose, and having had no involvement with any decision affecting the issue. Tribunal members must be impartial and only take into account the evidence brought before them.

The right of appeal against a decision of the Stewards, or other Court of First Instance, shall lie with a party (including an organiser and ASN) provided that:

- The party is the subject of the decision, or adversely affected as a result of the decision.

An ASN should establish the grounds on which an Appeal would be accepted or rejected. Considerations for acceptance or rejection would include a proper application having been submitted, perhaps on a prescribed form produced by the ASN, and having been lodged with the appropriate fee and time limits required by the ASN.

13.3 NATIONAL COURT OF APPEAL (APPEALS)

An ASN should set up a National Court of Appeal, or High Court, as part of the Judiciary with a number of persons who may or may not be members of the ASN appointed to the Court. It is usual to appoint persons who are legal professionals (such as Judges and Lawyers) who have experience in impartiality, ability to evaluate evidence, and knowledge of the rules and procedure for them to discharge judicial duties.

The National Court of Appeal should be the final motor sport court of appeal empowered to finally settle any dispute arising out of competitions or actions under the sanction of the ASN within its territory, save as provided by the Code, at Article 14, through the FIA International Court of Appeal.

A party aggrieved by a decision of an Appeal Tribunal should have the right to seek to appeal to the National Court of Appeal on such issues (amongst others) as:

- disciplinary action taken by the ASN;
- any ruling, direction or decision taken by an ASN being ultra vires ('beyond its powers') or unconstitutional; and
- a hearing of any appealed decision by a National Appeal Tribunal.

The right to appeal should be lodged with the Court and parties advised within a stipulated period (as determined by the ASN) of the decision as to whether they will allow or dismiss the appeal. When it is lodged the appeal should be required to be accompanied by the specific fee established by the ASN.

The Court may decide that a penalty, or other decision, appealed against should be waived, or the penalty eased or increased, but cannot order any competition to be re-run.

The Court may award the costs incurred by the preparation and conduct of the case, but take no account of costs incurred by the parties.

13.4 FIA INTERNATIONAL COURT OF APPEAL (APPEALS)

Motor sport's final appeal tribunal, the FIA International Court of Appeal, is established under the FIA Statutes and the Code. It has been established as an independent body with its own administration detached from the main structure of the FIA. Judges are appointed for a term of three years by the FIA General Assembly and come from different countries.

The prerogatives, composition and operating procedure of the FIA International Court of Appeal are defined in the FIA Judicial and Disciplinary Rules approved by the General Assembly.

LIST OF CONTENTS

1:	PREAMBLE	63
2:	INSURANCE	63
	2.1 Preamble	63
	2.2 Recommended Insurance Cover	64
	2.3 Optional Insurance Cover	66
3:	LEGAL STATUS	66
4:	DUTY OF CARE/NEGLIGENCE	66
5:	CHILD PROTECTION	67
6:	CONTRACTS/AGREEMENTS	67
	6.1 Contract	68
	6.2 Agreement	68
	6.3 Licences and Permissions	68
	6.4 Agreements with Key Partners	68
	6.5 Sanctioning	69
7:	INTELLECTUAL PROPERTY PROTECTION	69
	7.1 Preamble	69

1: PREAMBLE

Sport and recreation organisations owe a range of responsibilities to employees, volunteers, officials, participants, spectators, and sometimes other members of the public. When these responsibilities are not properly addressed liability may result for the organisation and/or individuals associated with the organisation. Liability in this context is being held legally responsible for an act or omission.

ASNs need to continually review and update their current planning and operational standards and regulations. It is important to implement any advancements and developments in the procedures and rules governing the sport. In this regard, consideration should be given to any procedures adopted by the FIA or even other ASNs.

People who participate in adventure sports and extreme sports have a hazardous pastime or occupation, so it is important for ASNs to be leading the way in safe and moral practices and to understand their responsibilities under law.

Organising a competition involves taking care of a variety of legal issues. At the outset there is the need to define the legal responsibilities associated with establishing the rules and regulations and the conduct of a particular competition.

This section does not aim to provide specific legal advice. It is meant as an initial guide to prompt thinking and action to create an awareness of potential liabilities. Professional legal advice needs to be sought as appropriate, particularly focusing on any specific legal requirements in the region in which an ASN operates. Some areas that need legal consideration:

- Organisational Structure and Legal Status;
- Competition Ownership;
- Contracts and Agreements;
- Licences and Permissions;
- Disability Issues;
- Equal Opportunities;
- Data Protection;
- Insurance.

2: INSURANCE

2.1 PREAMBLE

Many people are unaware that their insurance policies, if they have them, usually carry exclusions for their activities in sport, and they are not fully covered. Alternatively, if sportspeople are lucky enough to get cover for their sports, it usually comes with excessive premiums.

An ASN should ensure that there is insurance available to those persons and entities involved in motor sport under its control. The ASN does not necessarily need to be an insurance provider, but rather could act as an intermediary between its country's motor sport participants and an established, well-credentialed insurance provider.

Elements of insurance cover that should be catered for in motor sport include the following:

- All competitions conducted under an ASN organising permit are covered by public liability insurance;
- Personal accident insurance covering any licensed drivers, navigators, pit and service crews, officials and other nominated persons whilst participating in events, competitions, or practice for which an ASN permit has been issued;
- A general policy which covers third party liability, professional liability, directors’ and officials’ liability.

Insurance should be part of the service offered by an ASN as part of its overall regulatory and coordinating role, as it shows the intent of the ASN to make its sport sustainable and viable into the future, and shows a Duty of Care by the ASN.

As an example an ASN-developed national insurance programme could be arranged to cover the sport’s interests in the following areas:

A: Recommended Insurance Cover

- Public & Products Liability with Professional Indemnity;
- Personal Accident - National group programme (and optional individual top-up cover);
- Professional Indemnity.

B: Optional Insurance Cover

- Life Insurance;
- Directors’ & Officers’ / Association Liability;
- Race Car and Trailer (static and transit);
- Tools;
- Personal Travel insurance;
- Club property.

2.2 RECOMMENDED INSURANCE COVER

Public & Products Liability

Any person injuring another or damaging another’s property as a result of acting negligently may have an action for compensation brought against them. It is for this reason that ASNs need to arrange public liability insurance to protect clubs organising competitions against this potential legal liability. Insurers and ASNs need to work together to ensure that appropriate insurance cover is available for the varying types of competitions that competition organisers may conduct. As part of its obligations, an ASN should ensure that it issues appropriate organising permits to its competition organisers.

Extent of Cover

The ASN’s insurance policy should protect organisers and its officials for their potential liability to third parties who may be injured, or whose property is damaged, following an incident arising from conducting a competition. The policy should cover all competition activities from the set-up to the

pack-down of the venue, and every activity in between. It should protect officials and others involved in managing the conduct of the competition, as well as competitors and venue landowners.

Social Activities

The policy should also cover member clubs for legal liability to third parties arising from social activities, which encompass socials, award ceremonies and other such gatherings.

Automobile Damage

It is important to note that liabilities arising from the use of automobiles on the public road would not generally be insured under an ASN's public liability policy, and this would usually require a separate insurance arrangement outside of the ASN.

Private Land/Landowners

Depending on local laws, there may be specific rights of Private Land owners, and the extent of insurance cover when competitions are conducted on this land should be agreed before a competition takes place.

Excesses

Often an insurance policy will provide significant financial or other cover for incidents, but will include an 'excess' payment. This is a payment that the insurance provider would automatically charge those making an insurance claim under their agreed policy, generally to cover the administration of the matter.

Contractors

A contractor is generally considered to be someone contracted by an organisation or person to conduct specific activities for them. In the case of a motor sport competition, contractors may include those who set up the venue, or sell food, or provide entertainment activities. An insurance policy usually provides no indemnity to contractors for liability they may incur as a result of their own negligence in respect of their activities at ASN-permitted competitions, and these contractors should generally provide their own insurance cover for their specialised activities. As with landowners, the extent of the contractor's insurance should be investigated and agreed between both parties before activity is undertaken.

Personal Accident Insurance

Personal Accident Insurance provides a Benefit to an individual against any disabling injuries suffered as a result of an accident which occurs in a motor sport activity. The ASN should provide cover through its permit and licensing system.

Officials

The duties of many officials take them close to the 'scene of the action' and consequently into an area of relatively greater risk. Officials voluntarily carry out their duties. All legitimate officials at competitions held under an ASN permit should be covered by the ASN's insurance provisions, and it is extremely important that a person be identified as an official to entitle him/her to the rights of benefit under the personal accident policy.

Competitors/Pit Crew

Competitors are always at some risk given the hazardous nature of motor sport; however, an ASN can control the risks to their participants by ensuring that competitors are suitably licensed. In addition,

upon officially entering a competition the competitors should come under the cover of a personal accident insurance scheme.

Professional Indemnity Insurance

Professional Indemnity Insurance protects motor sport clubs and their members against claims made against them for negligent acts, advice, instructions or omissions. The insurance provides cover for breach of professional duty arising to third parties, and cover would be applicable at those competitions for which an ASN permit is issued and for advice which is given by any member, official or volunteer whilst acting in his/her capacity as a motor sport official. An ASN should provide cover through its permit and licensing system.

2.3 OPTIONAL INSURANCE COVER

ASNs, through their insurance agents, may choose to offer their members further insurance options.

Voluntary Workers Insurance

Voluntary Workers insurance protects volunteers against any disabling injuries suffered as a result of an accident including whilst travelling to and from the club's meetings and functions. This insurance covers all volunteer workers of all car clubs linked to an ASN.

Race Car Insurance

An insurance programme may be arranged by an ASN for competitors in its competitions, specifically for their race cars. An insurance programme like this would assist competitors with the cost of repairing their vehicles if involved in an incident; however, it would require clear instructions about how the policy would be enacted.

3: LEGAL STATUS

In many countries a decision that a club or entity faces when it is being formed is that of its legal status and set-up. The law may not recognise a club as having any legal existence in its own name unless it is incorporated by the law of its country, and it is important for an ASN and any linked club to investigate their legal obligations and options under their country's business law to ensure that they are indemnified from legal actions and decisions.

4: DUTY OF CARE / NEGLIGENCE

Any negative or unlawful actions by a club or body linked to an ASN potentially expose the ASN to legal proceedings, so it is important that the ASN provides a wide range of training programmes on Duty of Care for its own members, its clubs and their members, its licensed officials and any office-bearers.

A person's duty of care is a legal duty to take reasonable care so that others are not harmed. If a reasonably likely risk of harm can be identified, reasonable care must be taken in response. This is a concept common to Occupational Health and Safety (OHS) / Workplace Health and Safety (WHS) regimes.

In an ASN's country, authorities may consider a sporting activity to be a 'workplace', resulting in:

- a general duty of care on employers of the workplace to ensure the health, safety and welfare at work of all employees and others who come into the workplace;
- the employer's responsibility to ensure that all reasonably practicable measures have been taken to control risks against all possible injuries arising from the workplace;
- the employer's duty of care applies to all people in the workplace, including visitors, contractors etc.
- a general obligation on designers, manufacturers and suppliers of plant and substances for use by people at work to ensure that their products are not a risk to health and safety when properly used, and to provide information on the correct use and potential hazards associated with the use of the products in the workplace;
- a general obligation on employees to take care of others and cooperate with employers in matters of health and safety. An employee must also cooperate with the employer or other person so far as is necessary to enable compliance with the relevant OH&S/WHs Act/Regulation; and
- as workplaces can have significant risks to health and safety, employers who are in control of the workplace are required to organise their workplace and their work systems to ensure people at work are not put in harm's way.

Given the risk that Duty of Care and actions in contravention of this notion entail, it is vital for an ASN to understand its obligations in this area.

5: CHILD PROTECTION

Many countries now have Child Protection Acts and, where introduced, these Acts have implications for all sport and recreation organisations. In brief, these acts usually include details where it is mandatory for employers to ask all employees (paid or volunteer) in child-related 'employment' (e.g. group or team leaders) to make and sign a declaration that they are not a prohibited person (e.g. someone convicted of a serious sex offence).

Any person who works or volunteers with children should be required to undergo a background check. Employers and volunteer organisations (e.g. clubs) must ensure that any of their staff or volunteers who need a background check have applied for one.

Given that motor sport does allow for children to be involved, an ASN and any clubs need to:

- identify and classify the risks that may be harmful to a child; and
- take steps to effectively manage any situations that may occur.

6: CONTRACTS / AGREEMENTS

ASNs and their clubs may have contracts or agreements for the provision of services or activities within motor sport. It is important to understand the different legal applications of these areas.

6.1 CONTRACT

A contract is a legally binding agreement or relationship that exists between two or more parties to perform or abstain from performing certain acts. A contract can also be defined as a legally binding exchange of promises between two or more parties that the law will enforce. Both parties involved must intend to create legal relationships on a lawful matter which must be entered into freely and should be possible to perform.

It should be noted that many aspects of conducting motor sport activities involve contracts. For example:

- applying for and obtaining a Permit to conduct a motor sport competition creates a contract between the organiser and an ASN;
- issuing Supplementary Regulations for a competition and accepting an entry creates a contract between the club/organiser and the competitor.

6.2 AGREEMENT

An agreement is a form of cross reference between different parties, which may be written, or oral and relying upon the honour of the parties for its fulfilment rather than being legally enforceable.

Organising a competition involves making a whole range of agreements with a number of organisations and individuals including funders, sponsors, venues, suppliers, competitors, staff and officials/volunteers. It is essential that all agreements are in writing, thus ensuring that each party understands exactly what is expected of them.

6.3 LICENCES AND PERMISSIONS

It is likely that venues, concessionaires and subcontractors may need to have certain licences or permissions in place from their country's regulatory/government body before a competition can be held. These licences may include:

- Public Entertainment Licence;
- Sale of Goods Licence;
- Sale of Alcohol Licence;
- Building Control/Temporary Structures Permission;
- Planning Permissions;
- Road Use and Closures Permission; and
- Environmental Use Permission.

6.4 AGREEMENTS WITH KEY PARTNERS

At the outset of any activity or competition it is important for an ASN or organiser to establish who the key partners are and what they expect from their involvement in a competition. It is important to ensure that there is a written contract outlining what is to be delivered on both sides (for example, a

car manufacturer may agree to provide a certain number of ‘official cars’ for use at the competition, in exchange for sponsorship or ticketing allowances). Ensure that contracts are fully understood before signing. Non-fulfilment of the terms of a contract is likely to result in withdrawal.

6.5 SANCTIONING

An ASN needs to be aware of its position and requirements where hosting or managing competitions is involved. Generally an ASN grants permission to organisers to run a competition, termed ‘sanctioning’, and it is usually required for any national and international sporting competition that is held under the ASN’s rules. The purpose of sanctioning a competition is to ensure that it is delivered to a standard agreed with the ASN. In return for the ASN’s sanctioning, it may require the organiser to provide financial return – either a lump sum and/or a capitation fee.

Sanctioning provides the requisite authority to run/host a competition. It may also provide additional benefits to the competition organiser such as access to:

- public liability insurance cover from the ASN;
- use of nationally and internationally recognised logos, titles and awards.

7: INTELLECTUAL PROPERTY PROTECTION

7.1 PREAMBLE

Intellectual property (IP) refers to creations of the mind: inventions, literary and artistic works, symbols, names, images, and designs. Common types of IP rights include copyright, trademarks, patents and industrial design rights. The assets of ASNs will generally primarily be protected by copy- and trademark rights. IP rights are subject to a limited duration of protection, depending on local laws.

A) What IP Rights can be identified?

IP Rights can be related directly to the ASN as a legal entity, or to properties owned by the ASN. Rights related to the ASN as a legal entity may relate to the ASN’s name or logo for example, whereas rights related to properties of the ASN may pertain to the different aspects thereof: competitors, competition organisers/promoters rights, licensing/merchandise, media rights, sponsorship, PR, marketing, communications and hospitality.

- **A copyright protects** creative expressions that are substantial and concrete, meaning that such expressions have been tangibly expressed (e.g. an idea as such is not protected).

National competition rules, regulations, training manuals, licence certificates, audiovisual material, marketing materials and logo artwork produced by or on behalf of ASNs may be protected by copyright.

- **A trademark** may consist of anything which may be recorded in graphical format including without limitation words, logos, letters, numbers, sounds or even colours; traditionally marks have tended to take the forms of names or logos.

Titles and trademarks relating to the ASN itself or to properties owned by the ASN (championships, challenges, series and major competitions) may be protected by trademark rights.

Agreements with competition organisers or local promoters, licensing/merchandise, media rights, sponsorship, PR, marketing, communications and hospitality are facilitated through and may benefit from trademark protection.

B) Why is IP important?

- The intent of copyright is to promote the creation of new works by giving authors control over and profit from them. By copyrighting your ASN's materials you ensure protection and potentially a return on investments.
- **Trademarks** help you distinguish your products and services from those of competing organisations and help identify your ASN as the source of goods or services, thus preventing marketplace confusion. Consumer choices are constantly influenced by trademarks. Trademarks are a very economically efficient communication tool; they can wrap up in a single brand or logo intellectual and emotional attributes and messages about your organisation, reputation, products and services and your members' lifestyles, aspirations and desires. Moreover, trademarks can work effectively across borders, cultures, and languages.

National championships can be an important asset and a potential source of income for ASNs. It is prudent to enter into clear agreements with all stakeholders, including competitors, local organisers, sponsors and service providers in order to prevent rights clashes and to ensure that your ASN maintains control over all IP aspects of its championship. Particular attention can be paid to the creation and/or exploitation of trademarks, the exploitation of results and audiovisual material.

C) What is the protection range in terms of geography and duration?

- While many aspects of national **copyright** laws have been standardised through international copyright agreements and treaties, the copyright laws of most countries have some unique features. Typically, the duration of copyright is the whole life of the creator plus fifty to a hundred years from the creator's death, or a finite period for anonymous or corporate creations.
- **Trademarks** can be registered on a national or international basis. If your country is a signatory to the Madrid system for international trademark registration this enables your ASN to benefit from a centrally administered system with the possibility of obtaining a bundle of trademark registrations in separate jurisdictions, based on a national filing. In addition it is possible to register a European Union Trade Mark which, once registered, is protected in all member states of the European Union.

Caution should be exercised when defining the jurisdiction where a trademark is filed. In some jurisdictions a trademark registration can be attacked on the basis of non-use if it has not been used in the territory at issue within 5 years following its registration.

D) How can I protect my ASN's IP?

- Some jurisdictions have required formalities to establishing **copyright**, but most recognise copyright in any completed work, without formal registration.

In the event of the creation of new artwork (such as for example a logo) by a third party, it is important to ensure that all copyright in and to the logo artwork is transferred from the author of the logo artwork (typically a design agency) to your ASN. This can be done by signing copyright assignment documentation that complies with local law requirements. Once the relevant copyright assignment has been made, your ASN, as the legal owner of the logo, can protect its logo on the basis of copyright.

- Common law jurisdictions such as Great Britain and the USA do not require registration of a **trademark** in order for the trademark owner to be entitled to protection in that jurisdiction provided that the trademark is actually used. However, to err on the side of caution, registration is to be recommended in any jurisdiction. Registration can occur in any of the classes of the International Classification for Goods and Services. Depending on the ASN's activities classes 16 (paper and stationery), 25 (merchandise), 28 (games and playthings), 35 (advertising, business management), 38 (radio and television broadcasting services), 41 (organisation of sporting activities) and 42 (mechanical research in the field of sport) may be of interest. Before filing a trademark for registration it is important to ensure that the trademark in question is:
 - sufficiently distinctive in order to be accepted by the relevant trademark authorities. For example, attempting to register the word "CARS" as a trademark for cars will be refused because such term is devoid of any distinctive character for the goods concerned. For jeans, however, "CARS" is a perfectly acceptable distinctive trademark;
 - not identical or confusingly similar to an existing trademark. A local trademark agent can help you perform a global trademark search in order to identify what prior rights may exist.

Once a trademark filing has been made, a trademark watch notice can be implemented, which provides notices regarding similar third party trademark filings, enabling you to consider whether any opposition needs to be filed against such third party trademark application within the time limit provided.

Conclusion: It is recommended that ASNs study this important area of management, determine strategies to protect their IP and seek legal advice on how to proceed in order to optimise return on protection investments. In view of the national character of intellectual property laws, advice should always be sought from a local IP expert.

CHAPTER ONE: ASN STRUCTURE AND MANAGEMENT

SECTION 6: SOCIAL RESPONSIBILITY OF AN ASN

LIST OF CONTENTS

1:	MOTOR SPORT IN THE COMMUNITY	75
2:	ABUSE	76
3:	BETTING	76
4:	CHILDREN / YOUNG PEOPLE	77
5:	CULTURAL EXPECTATIONS / CODE OF BEHAVIOUR	77
6:	DRUGS / ALCOHOL / ANTI-DOPING	77
7:	EDUCATIONAL PROGRAMMES (YOUNG PEOPLE/WOMEN/VOLUNTEERS)	78
	7.1 Volunteers/Officials	78
	7.2 Young Drivers	79
	7.3 Women	79
8:	HEALTH INITIATIVES	79
	8.1 Dehydration	79
	8.2 Fatigue	80
	8.3 Noise (Hearing)	80
	8.4 Nutrition	80
9:	DATA PROTECTION & PRIVACY CONCERNS	80
10:	ROAD SAFETY	81

11:	ENVIRONMENTAL SUSTAINABILITY	82
11.1	Environmental Certification Framework	82
11.2	Environmental Certification Guidelines	82
11.3	Carbon Offset Initiative	83
11.4	Environmental Impacts	83

1: MOTOR SPORT IN THE COMMUNITY

An ASN is the sole authority appointed by the FIA to regulate motor sport in its country in order to promote and achieve safety, fairness, and social responsibility in the conduct of motor sport organised under its auspices. This includes the application of the Code and the conduct of well-ordered motor sport activities in its country which will bring credit to the sport internationally.

Motor sport in many ways is a beacon for technological development and has a significant and positive role to play in society through road safety, education, risk management and other skills.

The FIA aims to ensure that motor sport is conducted in accordance with the highest standards of safety, fairness and social responsibility, and ASNs around the world must be committed to carrying out this mission.

The FIA's work on sustainability in motor sport is based on five parameters: carbon footprint, human footprint, water footprint, ecosystems quality, and natural resources and human health. This assessment will form the basis of the FIA's environmental strategy across all areas of motor sport.

Running in partnership with the FIA Institute's safety programme is the FIA Institute's Sustainability Programme. A key pillar of this is its Environmental Accreditation Scheme, a targeted initiative to improve sustainability across motor sport worldwide. It provides an environmental management framework that stakeholders can engage in and offers incentives for them to advance their environmental performance.

This initiative builds on the FIA's and FIA Institute's commitment to environmental innovation and excellence already established through the development of eco-relevant sporting regulations and automotive policy work. The FIA and FIA Institute will continue to collaborate in this area going forward to ensure improvements in the sustainability of motor sport around the world.

As a sporting body, an ASN has the development of motor sport as one of its functions.

A benefit flows from the development of the sport as an alternative means of recreation for those with a mechanical interest, and who wish to participate in a sport that requires significant athletic prowess but is not totally dependent upon fitness or specific physical skills.

At entry level, motor sport participants range from those who simply seek a social environment to those at the highest level who are serious about a career path in the sport. The sport caters to a broad cross section of the public. All share a common enthusiasm for the motor car and its usefulness.

Part of the function of an ASN is to provide a stable environment in which a sometimes hazardous and potentially dangerous pastime can be conducted. The stability flows from the structure of the ASN, the checks and balances that are inherent in its structure, and the process of delegated democracy, which is the process by which the sport is governed. There should be no whimsical changes to the regulations or rules at the behest of individuals; and the rules of the sport need to be applied consistently to all, by an independent body largely disinterested in the results, and certainly without financial involvement in those results.

Social responsibility is an ethical philosophy that an entity, be it an organisation or an individual, has an obligation to act to benefit society at large. Social responsibility is a duty every individual or organisation has to perform, and this responsibility can be passive, by avoiding engaging in socially harmful

acts, or active, by performing activities that directly advance social goals.

Some issues which arise in being socially responsible are listed below.

2: ABUSE

ASNs are not to tolerate any form of abuse or aggression towards officials, marshals, spectators and competitors and must impose the most stringent sanction against any transgression.

ASNs are to expect all participants in motor sport at all times to:

- abide by the FIA and ASN regulations;
- respect the decisions of competition officials;
- treat all competitors, marshals and officials equally with respect;
- maintain the highest standards of driving behaviour;
- conduct themselves in a proper manner at all times and always behave in the best interests of motor sport; and
- make every effort to minimise the impact of their activities on the environment around them.

3: BETTING

Sport, like any activity generally with a defined 'winner', tends to attract interest from individuals or organisations who wish to exploit the activities to make financial gain in the form of betting and gambling. An ASN should understand its position with respect to betting, and whether it wishes to control this side of the sport so as not to negatively influence the activities of its sport.

Below is a summary of the FIA's ruling on betting as listed in the Code, and ASNs are encouraged to establish their own policies on all aspects of betting.

"No person holding an FIA licence and no staff member of the organiser of an international competition registered on the International Sporting Calendar may:

- either directly or through an intermediary, place bets or gamble on a competition forming part of a competition registered on the International Sporting Calendar, if they are involved in that competition, in particular through taking part in or being connected in any way with it;
- may offer or attempt to offer money or an advantage of any kind to influence significantly the results of a passage of play or of a competition forming part of a competition registered on the International Sporting Calendar, or to influence the sporting performance of the participants;
- may offer or attempt to offer money or an advantage of any kind to obtain privileged information on a competition registered on the International Sporting Calendar with a view to realising or to allowing the realisation of a betting operation on the said competition before the public is aware of this information."

4: CHILDREN / YOUNG PEOPLE

An ASN has a moral and legal obligation to ensure that, when given responsibility for young people, its affiliates provide them with the highest possible standard of care. An ASN should produce and implement a Child Protection Policy, together with guidelines for its members to adopt, to maintain the safeguards of acceptable good practice of those young persons associated with motor sport.

5: CULTURAL EXPECTATIONS / CODE OF BEHAVIOUR

Codes of Conduct for sport outline behaviour that is expected of every person involved in community sport and active recreation, as well as identifying the types of behaviour that will not be tolerated, and an ASN needs to establish a Code of Behaviour for its region.

A Code of Conduct, or behaviour, should be developed as a set of consistent guidelines for an acceptable standard of professional conduct and provide a guide and basis of expectations for an ASN and its affiliates. It should address, in a concise manner, the broader issues of ethical responsibility and encourage transparency and accountability.

The key priorities of the culture change process that need to be pursued are:

- senior management accepting responsibility for setting direction and accountability;
- establishment of clear goals to provide direction in the key areas of implementation;
- universal recognition that a formal risk management system is an integral part of good management practice;
- acknowledge that everyone is responsible for their own and others' safety;
- raising awareness of the impact of legal and sporting requirements on officials and other stakeholders;
- appropriate communication/promotion of safety in order that it becomes part of normal company interactions; and
- a structured and targeted campaign focusing on identified risk and/or activities.

6: DRUGS / ALCOHOL / ANTI-DOPING

The FIA became a signatory to the World Anti-Doping Code ('the WADC') of the World Anti-Doping Agency ('WADA') on 1 December 2010. The principles and obligatory provisions of the WADC have been incorporated into the FIA Anti-doping Regulations in Appendix 'A' to the Code.

The purpose of these regulations is to protect sporting participants' fundamental right to participate in doping-free, 'clean' sport, and thus promote health, fairness, equality and safety in motor sport.

These Anti-Doping Regulations apply to the FIA, each ASN, and each participant in the activities of the FIA or any of its ASNs by virtue of its status as a member, its accreditation or its participation in the activities or competitions of the FIA or its ASNs.

At the national level, Doping Controls are normally carried out by the National Anti-Doping Organisation, whereas at the international level they are normally carried out by the FIA. A National Anti-Doping Organisation may also carry out a Doping Control at the international level, but only after consulting the FIA, which warmly welcomes such initiatives.

The FIA also strongly encourages the ASNs to build a close relationship with their National Anti-Doping Organisation, as it is their main contact on anti-doping issues at the national level. The FIA strongly invites the ASNs to convince their National Anti-Doping Organisation to organise as many Doping Controls in motor sport as possible.

The ASNs also have a very important role to play vis-à-vis their licence-holders. They must indeed make sure that their licence-holders are aware of the Anti-Doping Regulations. This means, for example, informing them about the Therapeutic Use Exemption – which is a request that must be made to the competent organisation (the National Anti-Doping Organisation or the FIA, depending on the situation) – if, for medical reasons, a driver needs to use a drug containing a prohibited substance or via a prohibited method (because no permitted medicine can be used instead).

The FIA is aware of the complexity of the Anti-Doping Regulations and of the difficulty for the ASNs to obtain all the necessary information through their licence-holders. This is why, in May 2012, the FIA launched its Race True Anti-Doping Programme, which includes an online course and an online quiz, leading to a Diploma: <https://racetrue.fia.com>

This programme, available in 7 languages (English, French, Spanish, German, Russian, Portuguese and Arabic) and soon more, allows anyone interested in anti-doping to learn, in less than one hour, everything that a driver needs to know about the subject.

All ASNs are warmly invited to participate in this programme (more than 25 already do). To do so, they should contact the FIA Medical Department at racetrue@fia.com. Once the ASN is participating, its logo will appear on each page of the programme, together with the FIA Race True logo, each time one of its licence-holders or one of the citizens of its country (for non-driver visitors) accesses the programme.

The FIA also invites the ASNs to access the anti-doping pages of the FIA website, where they will find useful information on anti-doping and on what the FIA does in this respect: <http://www.fia.com/sports/anti-doping>

7: EDUCATIONAL PROGRAMMES

(YOUNG PEOPLE / WOMEN / VOLUNTEERS)

To ensure that motor sport in its region continues to thrive and grow, an ASN should consider the development of programmes focused on improving the impact and participation of people in motor sport. The objective of motor sport development programmes should encompass the development of drivers, the development of the car club network which young people can join, increasing the opportunities for people to share in the experience of enthusiasm for the motor car, and opportunities for people to develop their personal skills and car driving skills. Motor sport also develops the important aspects of teamwork and respect for other competitors, perhaps more so than with individual sports.

ASNs, in association with the FIA Programmes, need to establish policies on education programmes, with some of the key areas of focus being:

7.1 VOLUNTEERS/OFFICIALS

The Safety Training Programme for volunteers/officials aims to facilitate increases in competency levels of officials from around the world. To achieve this goal, the FIA Institute has developed a Best Practice Framework and is accrediting ASNs which adopt the framework, develop and roll out a training infrastructure, and conduct a number of knowledge sharing activities. Also, through its new Volunteers and Officials Commission, the FIA intends to develop a platform for all officials, set in place an accreditation/licensing system and actively work on how to encourage more people to become officials and how to retain them.

7.2 YOUNG DRIVERS

The FIA Institute Young Driver Safety Programme aims to promote driver safety amongst young motor sport competitors and facilitate the development of young drivers from around the world. To achieve these goals, a best practice framework has been created and an international mobile development academy was established in 2010. The academy's curriculum will also include modules focused on the key areas essential to fostering driver development. These areas will include topics relating to establishing an international motor sport career, physical and mental conditioning, media and sponsorship. Graduates will be required to perform an ambassadorial role, promoting the key messages from the curriculum, particularly those relating to safety. The FIA, through the new Drivers' Commission resulting from the recognition by the IOC, has opened a networking platform for drivers, giving them the opportunity to be heard inside the Institution at different levels (safety, drivers' pathway, etc.).

7.3 WOMEN

The FIA's membership around the world comprises women as well as men, and each has an identical part to play in sport. Like many international federations, the FIA, through its Women in Motorsport Commission, will support, promote and help advance the participation of women in motor sport to ensure equal opportunities at all levels.

There are many women actively involved in motor sport, organising competitions, running clubs and associations, timekeeping, marshalling and fulfilling a host of other support roles. Motor sport is one of the few sporting activities in which men and women can compete alongside each other on an equal footing, yet as they currently make up only a small number of registered licence-holders, women are largely under-represented among competitors.

8: HEALTH INITIATIVES

An ASN needs to develop programmes that create awareness of health initiatives associated with motor sport so that competition organisers, officials, volunteers, competitors and crews understand the causes and effects of issues such as:

8.1 DEHYDRATION

Competitors, pit and service crews and officials from time to time find themselves in hot, humid and sometimes poorly-ventilated environments. Hydration awareness programmes, aimed at increasing education and awareness of dehydration and heat illness so that participants can take simple steps to minimise the risks of de-hydration during hot or humid weather, are essential.

8.2 FATIGUE

Physical or muscular fatigue, as well as mental fatigue, can be considered to be important factors affecting performance in motor sport. The ability to concentrate and maintain control of a vehicle for long periods of time can largely determine the outcome of a motor sport competition. To prevent mental and physical fatigue, participants need to minimise the effects of dehydration, ensure they are at a suitable level of fitness for the competition in which they will be competing, and train and prepare for the activities they will be undertaking in a competition. This also applies to officials and volunteers, particularly when they are officiating for long periods of time and/or periods of relatively intense concentration.

8.3 NOISE (HEARING)

It is widely acknowledged that there are extreme noise levels in various disciplines of motor sport, and this is an unseen and sometimes overlooked danger in motor sport. People who spend a lot of time in a noisy environment can become so accustomed to it that they may become unaware of the damage that is being done to their health. Prolonged exposure to high decibel levels can lead to loss of hearing, or tinnitus (ringing in the ears) which in acute form can have disastrous effects on health.

8.4 NUTRITION

Fitness in motor sport is often overlooked. A base level of fitness is very important for the stamina required to drive and concentrate at maximum level throughout a competition, even one conducted over a short period of time. A well-rounded, nutritional diet should be followed by those involved in motor sport to ensure that appropriate energy levels are maintained. Specific needs depend on the amount and type of activity undertaken, but nutrition is very often overlooked by participants (both competitors and officials) in motor sport.

IMPORTANT: the drivers must be reminded that the packaging of dietary supplements does not always mention the substances they contain (and they can therefore contain prohibited substances).

9: DATA PROTECTION AND PRIVACY CONCERNS

Personal data means any information relating to an identified or identifiable natural person (“data subject”), for example an individual’s name, (email) address and telephone number. As established legal entities that have a membership and that issue licences, ASNs are likely to process personal data in some way or another. In this capacity, ASNs function as a so-called “controller” of data, and they need to abide by their national data protection laws. Whilst almost all countries have laws which govern data protection matters, laws differ from country to country.

In Europe data protection laws have been harmonised at European level. Member states of the European Union have agreed that personal data may be processed only if:

- a. the data subject has unambiguously given his consent; or
- b. processing is necessary for the performance of a contract to which the data subject is party or in order to take steps at the request of the data subject prior to entering into a contract; or
- c. processing is necessary for compliance with a legal obligation to which the controller is subject; or
- d. processing is necessary in order to protect the vital interests of the data subject; or
- e. processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller or in a third party to whom the data is disclosed; or
- f. processing is necessary for the purposes of the legitimate interests pursued by the controller or by the third party or parties to whom the data is disclosed, except where such interests are overridden by the interests for fundamental rights and freedoms of the data subject which require protection.

Data protection concerns exist wherever uniquely identifiable data relating to a person or persons is collected and stored, in digital form or otherwise. In some cases these concerns refer to how data is collected, stored, and associated. In other cases the issue is who is given access to information. Another question that may arise is whether individuals have any ownership rights to data about them, and/or the right to view, verify, and challenge that information. European Union Member States guarantee that every data subject has the right to obtain from the controller:

- a) without constraint at reasonable intervals and without excessive delay or expense:
 - confirmation as to whether or not data relating to him is being processed, and information at least as to the purposes of the processing, the categories of data concerned, and the recipients or categories of recipients to whom the data is disclosed,
 - communication to him in an intelligible form of the data undergoing processing and of any available information as to its source,
 - knowledge of the logic involved in any automatic processing of data concerning him at least in the case of automated decisions;
- b) as appropriate the rectification, erasure or blocking of data the processing of which does not comply with European data protection law, in particular because of the incomplete or inaccurate nature of the data;
- c) notification to third parties to whom the data has been disclosed of any rectification, erasure or blocking carried out in compliance with (b), unless this proves impossible or involves a disproportionate effort.

It is recommended that ASNs verify their national data protection law and contact local counsel and/or their national data protection authority, in order to establish policies on this subject matter and to ensure that their personal data processing is in accordance with their national laws.

10: ROAD SAFETY

Motor sport is all about having fun behind the wheel, but it is essential to recognise that there is a place for competitive driving, and it is not on the public road. Motor sport competitions need to be well organised, regulated and fully insured, and most importantly there need to be restrictions in place to ensure that no other road users and unauthorised persons are near the competition area.

Even the very best drivers know that normal roads are not the place to demonstrate their supreme driving skills, and this is a message that the sport must take to the public. Through exciting motor sport competitions and current drivers acting as road safety ambassadors, the sport can connect with the difficult-to-reach group of people whose actions on the roads are a significant risk to themselves and others.

For those who choose to get involved, motor sport can develop their driving skills, improve their attitude and importantly offer the chance to get the adrenalin out of their system in a safe and controlled environment. Young people can start driving in many disciplines well before they are able to legally drive on their country's public roads.

The FIA's Action for Road Safety is a global campaign, focusing the federation's resources on helping its member organisations around the globe to educate and advocate for safer roads, vehicles and behaviour, and importantly to reduce traffic-related deaths and injuries throughout the world.

In 2011, Michelin and the FIA signed a partnership agreement which fostered the international Golden Rules campaign as part of the FIA's Action for Road Safety. This campaign illustrates the special relationship between driver and vehicle: a combination of pleasure and responsible behaviour. It outlines the key safety rules that everyone should be aware of.

Central to the campaign are the '10 Golden Rules for Safer Motoring' which are a set of simple tips intended to help motorists improve their driving behaviour. These rules are intended to assist motorists in reaching a golden standard of motoring and to remind them of their responsibilities to themselves, their passengers and all other road users.

ASNs are encouraged to participate in the Golden Rules campaign, which is featured on the FIA website.

11: ENVIRONMENTAL SUSTAINABILITY*

(*carrying out motor sport and associated activities in a way that does not impact upon future generations)

The FIA and the FIA Institute are jointly formulating an Environmental Sustainability Programme aimed at helping motor sport stakeholders worldwide to adopt best practice in sustainable sport, and to measure and enhance environmental performance. The goal is to introduce clear and consistent environmental management into motor sport and to provide stakeholders with a framework against which to assess their activities. To achieve this aim, the FIA is embarking upon a sustainability strategy to be reflected in its global governance of motor sport, and the FIA Institute has launched a set of web-based guidelines and documents, consisting of:

11.1 ENVIRONMENTAL CERTIFICATION FRAMEWORK

A management tool that helps ASNs, teams, circuits, manufacturers and promoters to improve their environmental performance.

11.2 ENVIRONMENTAL CERTIFICATION GUIDELINES

A document to help stakeholders understand the requirements involved in achieving the various accreditation levels of the Environmental Certification Framework.

11.3 CARBON OFFSET INITIATIVE

A module enabling stakeholders to calculate, manage and offset emissions and to achieve carbon neutrality as part of a wider set of environmental actions. These are based on a number of internationally recognised environmental standards and guidelines.

11.4 ENVIRONMENTAL IMPACTS

Environmental impacts come from a number of issues, all of which continually need to be considered by an ASN. Regulatory requirements need to be imposed, as well as training and guidance programmes developed so as to manage:

- noise levels generated by motor sport competitions – exhaust noise, loudspeaker noise, noise of traffic to and from competitions;
- air pollution generated by motor sport competitions;
- discharge for the protection of the ground – fuel and oil spillage, cleaning fluids, brake fluids;
- preservation of sensitive areas affects rallying, off-roading, autocross, etc.;
- waste from spectator, grid, assembly and control areas – general waste from refreshments, tyres, parts, broken glass, etc.;
- high octane fuel which means higher lead content; develop moves toward Green Motor Sport which is aimed at zero carbon emissions.

CHAPTER ONE: ASN STRUCTURE AND MANAGEMENT

SECTION 7: ASN MEDIA & PUBLIC RELATIONS / PROMOTION & COMMUNICATIONS

LIST OF CONTENTS

1.	MEDIA RELATIONS	87
2.	PUBLIC RELATIONS	87
3.	SOCIAL MEDIA	88
4.	COMMUNICATIONS	90

1: MEDIA RELATIONS

Media relations involve working with media for the purpose of informing the public of an ASN's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the mass media (e.g. journalists and editors). The goal of media relations is to maximise positive coverage in the mass media without paying for it directly through advertising.

Building and managing relationships with those who influence an audience plays a central role in public relations. Long-term relationships with the media are the most valuable. Over time the trust of reporters and editors can be achieved by building a rapport with them, and once established they are more likely to pay attention to what is being presented to them. It is this rapport and positive relationship that increase the chances of achieving desirable media coverage.

Dealing with the media presents unique challenges in that the news media cannot be controlled – they have ultimate control over whether stories pitched to them are of interest to their audiences. Because of this lack of control, an ongoing relationship between an ASN and the news media is vital. One way to ensure a positive working relationship with media personnel is to become deeply familiar with their areas of interests.

Working with the media on behalf of an ASN allows for awareness of the ASN to be raised, as well as the ability to create an impact with a chosen audience. It allows access to both large and small target audiences and helps in building public support and mobilising public opinion for an ASN. This is all done through a wide range of media and can be used to encourage two-way communication.

There are a number of reasons why positive relations with the media can be beneficial to an ASN; for example, the media can:

- increase the public's awareness of the ASN;
- inadvertently help recruit members;
- inform on what the ASN is doing, and what has been done;
- raise public awareness about various issues; and
- portray the ASN and the issues it is standing for in a positive light to the public.

2: PUBLIC RELATIONS

'Public relations' is the practice of getting attention and shaping public opinion. Its tools include publicity, advertising, public affairs forums, lobbying public officials, and any and every other means that gets a desired message out to the public. Mostly, however, it is about placing stories in the media, by getting newspapers, radio and television to accept stories or messages.

Various types of public relations are:

- Business public relations – communicating business strategy;
- Consumer/lifestyle public relations – gaining publicity for motor sport activities;
- Crisis communication – responding in a crisis;

- Internal communications – communicating within the ASN itself;
- Government relations – engaging with government departments.

Typical activities include publicity campaigns, speaking opportunities, media releases, newsletters, blogs, social media, press kits, video and audio news and outbound communication to members of the press.

An increasingly popular method of public relations is Social Media, which allows for the dissemination of information directly to an audience without relying solely on mainstream publications.

3: SOCIAL MEDIA

‘Social media’ refers to the means of interactions among people where they create, share, and exchange information and ideas in computer-generated communities and networks. Social media differentiate from traditional media in many aspects such as quality, reach, frequency, usability, immediacy and permanence.

Traditional media are consumed by people through the channel of a third party (i.e. watching TV, reading the newspaper, listening to the radio). In contrast, social media allow the creation of an organisation’s own channel to get messages directly to those people who want to receive them.

An important difference, though, is that while traditional media are largely consumed passively (i.e. people read/hear what someone else has determined is of merit), the user of social media makes a specific decision to engage with listed content. As a result, social media assist in building communities of like-minded individuals, and the challenge is to offer content with which the target audience will want to engage.

Furthermore, social media offer an opportunity to utilise the power of other people’s networks. For example, the most powerful benefit comes when something goes ‘viral’ (i.e. when people forward the message to their own friends and contacts). In this way, information can cross the world in seconds, exponentially reaching more and more people.

Most internet users spend time engaging with social media sites, more so than any other type of site. Social media are therefore an effective tool that can be used by ASNs to promote both motor sport and their organisation.

The use of social media greatly increases the ability of an ASN to control its ‘news’ with the wider community, particularly given the immediacy with ‘live’ updates/interaction. There are many social media ‘platforms’ or programmes, including:

- Facebook;
- Twitter;
- YouTube;
- Bebo;
- MySpace;
- Google +;

- LinkedIn; and
- other region-specific platforms throughout the world.

Each of these platforms provides avenues for people and organisations to create and share information as part of ‘virtual communities’ and networks. If used effectively, social media can be used to build brand recognition, foster and maintain an active and engaged community, increase website traffic and promote aspects of business that may otherwise go unnoticed.

The global motor sport community has enthusiastically embraced social media. Many teams, drivers, and governing bodies have accounts on various social media platforms which allow them to engage with their fans and peers as never before.

The first step when using social media is to decide which platform(s) to use.

Twitter, Facebook and other social networking sites should be researched to determine how they work, so it can be ascertained which of them will best serve the needs of the organisation. Each platform works differently, so choosing the right one(s) is crucial. If more than one is selected, how best to link them needs to be determined as this will ensure a consistent message across all platforms.

Once a platform is chosen it is important to set up the account so that it projects a clearly defined and well-thought-out message. One of the strengths of social media is to have complete control of the information put out into the digital realm. It is a great tool for promoting an organisation; however, to do this a well-thought-out and consistent message is needed.

Another area to consider when setting up a social media strategy is the level of interaction sought from the social media platform. For instance, is the information to flow one way (i.e. only the organisation can put information out to the public) or are people to be able to interact and comment/upload information to that social media instrument? Controlling the flow of information is the most important aspect of maintaining a strong and effective social media presence.

Once a strategy has been finalised it is vital to ensure that it stays relevant. A key strategy to engage with people via social media is the concept of a ‘community’, which is similar to a list of subscribers. Once set up there is instant access to every new member who joins, or is added to the community, which provides a powerful resource for the distribution of information. Motor sport provides a large amount of information that can be shared, so there should be no shortage of content for the social media platforms.

It is also important to mix what is shared. A combination of text, images and videos is best, as this will ensure that the social media platforms are kept fresh and interesting. Engaging with the community created is crucial. Effective engagement will see the community grow in size and encourage user retention and involvement. If the sites are not updated, even for just a few days, people may become bored and engagement will falter. Constant information is required in order to build an effective online presence.

Social media can also be used as a tool to bring people to the organisation’s website. Linking the website to social media can vastly increase site traffic. This will allow for further community engagement and improves the ability to promote motor sport and disseminate information to those interested in the sport.

There is a tremendous upside to social media, but it must be approached carefully.

Before anything is begun in the online social media system, the target audience must be determined, the aims must be set, and the plan on how to achieve them must be finalised. Social media provide a powerful tool which, when utilised effectively, can quickly and powerfully promote the organisation.

There are many guidelines for the use (and pitfalls) of social media, and these should be studied and ideas incorporated in an ASN's own social media strategies and regulations, taking into account any regulations issued by the country's authorities.

4: COMMUNICATIONS

Communication should be seen as a continuous, systematic process by which interested parties within the ASN learn what they need, or want, to know. While not all information is appropriate for all people to know, in general, open and free communications should be adopted within and across all levels of the ASN.

Communication, in general, is the process of transmitting ideas, thoughts, information, etc. between and among audiences. An ASN's main audiences are:

- linked or affiliated motoring clubs;
- competitors;
- media;
- officials;
- competition organisers;
- promoters; and
- governments.

Effective communication keeps everyone informed of what is going on within the ASN and gives everyone the opportunity to deal with changes. It allows the ASN to respond quickly and effectively to issues, it creates a climate of openness within the ASN and its affiliates, it even gives a shared vision and sense of ownership of the organisation, and it can forestall the spread of rumours by making sure that accurate information is communicated to everyone. It motivates and it is a source for accurate decision-making (e.g. vehicle eligibility, organising a competition).

Importantly, communication also plays a crucial role in altering attitudes. A well-informed individual, or group, will have a better attitude than a less-informed individual. In a sport where there is a great diversity of audiences, from varying disciplines and levels of involvement, it is very difficult to satisfy everyone all the time, and often, through lack of good communication, erroneous attitudes form that can take much effort to change.

Communication also assists in controlling behaviour in various ways. There are various levels of hierarchy and certain principles and parameters that must be followed within an ASN, most particularly in sporting and safety regulations. Good communication assists in controlling the adoption and proper use of these issues.

It is important to remember that communication is not one-sided. Although it is sometimes convenient to adopt the adage 'you can't please all of the people all of the time', this approach is not particularly

developmental or collaborative. The active gathering of feedback from audiences, and importantly the response to feedback, helps to form new ideas, improve practices, and detect any problems before they escalate. Opportunities to provide feedback/ideas also help audiences to feel part of the decision-making process and give people a sense of ownership with the ASN. Any communication system needs to provide for feedback, and to motivate ideas and suggestions to be developed and brought forward.

In establishing a communications system an ASN needs not only to determine what it wants to promote through various methods of communication but also to include opportunities and procedures for communication of feedback to the organisation at its differing levels of management within the sport.

A multi-faceted approach is vital in the current media environment, with social media and other new technologies playing such a large role in communications.

Getting the message across

The first challenge is to decide what needs to be communicated. Once this has been decided, it is vitally important to decide to whom it will be communicated. Recognising the audience is critical because it will affect how the message is conveyed. After clearly defining what needs to be communicated and to whom, it is then time to consider how to get the message across.

The key is to have a balanced and cohesive approach. This will help to ensure that the message is clear and consistent across all media platforms. Integrating website, social media, media releases and other content streams will help to achieve this consistency.

Information can be communicated in a variety of ways, and methods adopted by an ASN need to suit the types of communication available in its country. Regular communication means are:

- Bulletins – written or E-news;
- Club Magazines – written or E-news;
- Displays;
- Handbooks/Manuals – written or website;
- Media releases for mass media (aimed at the general public);
- Newsletters – written or E-news;
- Social media;
- Website; and
- Workshops / Seminars for a variety of issues.

LIST OF CONTENTS

1:	PREAMBLE	95
2:	FIA AWARDS	95
	2.1 Outstanding Official of the Year	95
	2.2 Best (...) of the Season	95
3:	ASN AWARDS	96
	3.1 Competitors' and Officials' Awards	96
	3.2 Competitors' Awards	97
	3.3 Officials	97
4:	NOMINATIONS / ASSESSING CRITERIA	98
	4.1 Nominations	98
	4.2 Assessing	98
5:	ASN AND PODIUM AWARDS	99

1: PREAMBLE

Awards, or Honours, are integral to competition. They bring recognition to a recipient, which in turn adds confidence and spreads goodwill. They also give status and credibility to the awarding organisation.

Awards are often presented in the form of trophies, titles, certificates, commemorative plaques, medals, badges, pins or ribbons. An award may carry a monetary prize given to the recipient.

An award is given to a person, or a group of people, to recognise their excellence in a certain field. In motor sport this recognition can be for involvement in a range of activities, including achievement in competition volunteerism, or service to the sport.

Participation in motor sport builds teamwork, a work ethic, responsibility, sportsmanship, and respect. While it is important to recognise talent exhibited by participants in their competitions, it is also important to acknowledge the value of other qualities exhibited by competitors, officials, teams, etc.

An awards and honours system should also recognise the actions and achievements of people who go above and beyond what could be reasonably expected, and in doing so, encourage aspirations and ideals of the highest standards and values within motor sport.

ASNs should establish a clear process of award criteria, including nominations and appropriate judging processes. Generally, recognition by a set of peers, acknowledging quality of work, rather than a 'popularity contest' is considered to be an authentic award.

2: FIA AWARDS

The FIA has created a series of prestigious awards in recognition of exceptional performance by volunteers and officials in international motor sport. The awards cover seven categories and are issued to the most outstanding motor sport officials in the world. Nominations can be made by any affiliated ASN.

The award criteria and eligibility for the seven award categories are:

2.1 OUTSTANDING OFFICIAL OF THE YEAR

This award is presented to an official who, during the season, has carried out an exceptional or brave action, or has been responsible for a singular performance, in any kind of motor sport competition, whether national or international.

2.2 BEST (...) OF THE SEASON

Six awards are made in this category:

- 1 x award to a Senior official (such as Steward, Clerk of the Course, etc.);
- 1 x award to a Scrutineer;

- 2 x awards to Marshals;
- 2 x awards to other officials (such as Secretary of the Event, Fire Marshals, Timekeepers, etc.).

These awards are presented to officials who have been outstanding in the performance of their specific duties, acting in competitions registered on the FIA International Sporting Calendar, whether or not counting towards the FIA championships or FIA international series.

The Awards Committee, composed of members of the FIA Volunteers and Officials Commission, decides the winners of each of the awards. All nominees receive an FIA Certificate of Nomination in recognition of their nomination.

Each ASN has the right to nominate one candidate for the prize for the 'Outstanding Official of the Year' and one candidate for any or all of the six awards for the 'Best (...) of the Season'.

3: ASN AWARDS

An ASN can establish a wide range of awards for both competitors and officials on both a national and regional basis. Some examples of awards, which should be presented at a gala night organised by the ASN, are set down below; however, any award can be introduced by prerogative of an ASN.

3.1 COMPETITORS' AND OFFICIALS' AWARDS

Service Award

A Service Award can be awarded for diligent service to motor sport, by meeting the criteria of being involved in motor sport activities on a continual basis and by the display of a high level of dedication to the sport over a long period of time.

Advanced Service Award

An Advanced Service Award may be conferred on someone who has given exemplary service to motor sport, usually over many years and often in a variety of roles and activities. It would stand above the Service Award and may be a further recognition for a member who already holds a Service Award.

Life Membership

Life Membership of an ASN can be awarded for long-term distinguished service to motor sport by the application of extraordinary expertise, dedication and positive influence.

Courage Award

A Courage Award could recognise individuals who have brought credit to the sport by way of a spontaneous act of selflessness and consideration for others, or by having performed an act of courage and selflessness under unique circumstances, which is above and beyond what would normally be expected.

Engineering Award

An Engineering Award can be awarded to individuals, groups of individuals or companies for outstanding skill and achievement in furthering the technical nature of motor sport. Given the need for motor sport to continue to evolve and become more environmentally conscious, an award such as

this could recognise advances in the sustainability of motor sport.

Honourable Mentions

An honourable mention is an award or recognition given to some action that does not make it to a higher standing but is worth mentioning in an honourable way.

3.2 COMPETITORS' AWARDS

Discipline Champions

The annual winners of each ASN championship should be recognised (e.g. Touring Car Champion, Rally Champion, Karting Champion, etc.). These awards are normally decided according to a system of points allocated when competitors finish competitions that are included in an ASN Championship or Series.

Motor Sport Personality of the Year

A Motor Sport Personality of the Year award could be established to recognise competitors who, through their actions both during and outside of competition, are positive ambassadors for motor sport. Some criteria for the award could be that the recipient:

- acts as a positive role model for those interested in entering motor sport;
- is personable;
- is a fair competitor; and
- is a 'personality' in the motor sport arena who promotes motor sport in a positive light.

Competitor of the Year

A Competitor of the Year Award could recognise an outstanding competitor's ability and commitment to the positive endorsement of motor sport within the greater community, having demonstrated outstanding competition ability whilst also displaying a fair and sportsmanlike attitude. Other criteria could include respect for authority, and support, encouragement and motivation of and for their peers, as well as a willingness and capacity to promote the sport in the wider community.

International Competitor of the Year

An International Competitor of the Year Award could recognise outstanding achievement and success by a national motor sport competitor at international level, having demonstrated talent and determination as well as detailing a significant level of success in international competition.

3.3 OFFICIALS

Best (.....) of the Season

Similar awards to those made by the FIA (see above).

Motor Sport Official of the Year

This award could recognise outstanding achievement as a motor sport official at ASN-authorized competitions, or within an ASN-affiliated club or activity. It could be awarded for the demonstration of dedication to the official's role, skill and knowledge in their chosen field, positive attitude, and peer recognition.

Award of Merit

An Award of Merit could recognise outstanding individual contribution and duration of service to the development and administration of national motor sport, on a national basis, with recipients having demonstrated duration of services rendered, significant achievement at the highest level and a voluntary contribution to motor sport which stands out above all others.

4: NOMINATIONS / ASSESSING CRITERIA

For those awards that are subjective in nature (i.e. they require a panel of persons to decide on who should receive an award) there are a number of principles to be considered in establishing the criteria for selection and judgement. These are:

4.1 NOMINATIONS

- Criteria should be developed to identify which individuals are eligible for nomination;
- it should be clearly identified as to who is eligible to nominate someone;
- nominations should be accepted only on an official, ASN-authorized form, identifying any specific information required for the nomination to be eligible;
- nominations should be strictly confidential and the information provided used only to assist those considering the merits of the nomination. The person being nominated should not be approached for any information or be advised of his or her nomination at any stage;
- referees (usually a defined number) should be provided along with the nomination. These individuals should be in a position to comment directly on the nominee's relevance to the award criteria;
- the closing date needs to be set, although nominations can be submitted at any time during the year. All nominations received after a defined closing date should be held over for consideration in the following year.

4.2 ASSESSING

After the closing date for the nominations the persons appointed for the task of choosing the recipients should review and consider all nominations and make recommendations to the ASN. In considering nominations, the selectors should seek to satisfy themselves that the nominee has met the criteria for the award and has been nominated legally, in accordance with the criteria set by the ASN.

The selectors may reserve the right to:

- hold over a nomination to the following year(s);
- present a nominee with a different honour/award than that for which he or she was nominated; and
- seek knowledge, expertise and advice from referees, individuals and/or groups before approving and/or recommending any award.

5: ASN AND PODIUM AWARDS

In order to complement the importance of an ASN award it should be presented in a well-defined manner that honours the recipient and the status of the award.

An ASN should establish a policy regarding the provision of its titles and awards, be they presented at a competition or at a gala ceremony.

Awards presented at Competitions

Where an ASN award is to be presented at a competition it is important to ensure that the occasion receives as much attention as possible. Media should be made aware of the award ceremony, and there should be procedures in place to ensure that the awards are presented in an honourable and respectful manner.

It is also important for the award to be presented in a clearly marked and defined location, by an appropriate dignitary/ASN representative, as this allows the credibility and status of the award to be honoured.

Awards presented at Ceremonies

Where an ASN award is to be presented at an Awards Ceremony, it is important to structure and plan the ceremony to allow access for award recipients and nominees, and for the attendance of important dignitaries and motor sport stakeholders. Again, it is important for media to be aware and be present at the Awards Ceremony so that the details of the winner and the awards on offer are provided as news to the community – again increasing the credibility of the awards.

CHAPTER TWO: ORGANISING COMPETITIONS

SECTION 1: RULES & REGULATIONS

LIST OF CONTENTS

1:	PREAMBLE	103
2:	SPORTING REGULATIONS	103
3:	TECHNICAL REGULATIONS	104
4:	COMPETITION RULES & REGULATIONS	104
5:	ENTRY FORM	106
	5.1 Entry is a Contract	106
	5.2 Closing of Entries	106
	5.3 Refusal of Entry	106
	5.4 Entry of an Automobile	106
	5.5 Official List of Competitors	106

1: PREAMBLE

Any competition must have a set of rules and regulations. Regulations are a set of standards that must be followed and cannot be changed, except with the approval of the ASN; rules explain the way something should be organised.

All competitions promoted in a country represented on the FIA are governed by the Code.

Any person, or group of persons, organising a competition or taking part shall:

- be deemed to be acquainted with the statutes and regulations of the FIA, the NCR, the supplementary regulations, and subsequent further regulations that may be issued;
- undertake to submit themselves without reserve to the above and to the decisions of the sporting authority and to the consequences resulting therefrom;
- in case of non-compliance with these provisions, any person or group which organises a competition or takes part therein will have the licence which has been issued to them withdrawn.

A competition shall not be promoted in a country not represented on the FIA unless a special permit has been granted by the FIA for such competition. Any proposed competition not organised in conformity with the Code or with the NCR of the appropriate ASN shall be prohibited by that ASN. If such a competition is included in an event for which a permit has been granted, the permit shall be null and void, and any licence-holder taking part will have their licence withdrawn.

An event or a competition forming part of an event shall not be postponed or cancelled unless provision for doing so has been made in the supplementary regulations, or unless the Stewards have decided to postpone it for reasons of force majeure or safety. In case of cancellation or postponement for more than 24 hours, entry fees shall be returned.

2: SPORTING REGULATIONS

One of the FIA's key objectives is to encourage and implement the adoption of common regulations for all forms of motor sport and series across the world. A wide range of FIA Sporting Regulations are listed on the FIA website in an easily downloadable format.

The Sporting Regulations at an international level are compiled by the various Sporting Commissions, approved by the World Motor Sport Council, published, and come into force on 1 January of each year, replacing all previous similar Sporting Regulations.

These Sporting Regulations must be enforced in their entirety for any competition listed on the FIA International Sporting Calendar.

ASNs may establish their own Sporting Regulations for different disciplines that are conducted under their auspices, and which must contain the important regulatory information for the discipline, as well as wording similar to the following:

“(competition/event name) shall be held under the provisions of the International Sporting Code of the FIA, the National Competition Rules of (the ASN), its Sporting and Technical Regulations, and the

Supplementary Regulations published by the organisers of each competition, as well as any further regulations or instructions which may be issued.”

3: TECHNICAL REGULATIONS

In order for a vehicle to be able to take part in an FIA-approved competition under FIA Technical Regulations, it has to be ‘homologated’. All cars recognised by the FIA are subject to a descriptive form called a ‘Homologation Form’, on which is entered all data to enable identification of the car. This process allows a clear and transparent process to ensure a level competition where no one person receives an unfair advantage over another. Homologation is the subject of FIA Appendix J to the Code, available on the FIA website.

The homologation form contains every kind of data required for the vehicle, and the competition cars must conform exactly to this data, which is absolute. The conformity with the data is the proof that the competition car is identical to the homologated car and that the same can be said for its parts.

The presentation of the homologation forms at pre- and post-competition scrutineering will be required by the organiser, who may be entitled to refuse participation in a competition in the case of their non-presentation.

If a car is found not to comply with the technical regulations, it shall be no defence to claim that no performance advantage was obtained.

These Technical Regulations must be enforced in their entirety for any competition listed on the FIA International Sporting Calendar.

ASNs may establish their own Technical Regulations for different disciplines that are conducted under their auspices in accordance with the same general principles as the FIA’s Technical Regulations.

4: COMPETITION RULES & REGULATIONS

The hierarchy of sporting rules and regulations to be adopted for a competition is:

- FIA International Sporting Code (‘Code’);
- National Sporting Authority Regulations (‘NCR’);
- Sporting and Technical Regulations;
- Competition Supplementary Regulations;
- Competition Further Regulations.

The **International Sporting Code** (‘the Code’) is a set of regulations which are valid for all motor sport competitions conducted under the FIA. The Code is updated each year by the World Motor Sport Council (subject to the approval of the FIA General Assembly) and is available on the FIA website.

The **National Sporting Authority Regulations** (‘NCR’) are those that are established by an ASN and which are applicable for all motor sport competitions conducted under the auspices of the ASN.

Supplementary Regulations lay down the details of a competition, are drawn up by a competition's organising committee, and are submitted to the ASN for approval prior to being issued to competitors.

All Supplementary Regulations, programmes and entry forms relating to any competition shall clearly bear the following statement: "Held under the International Sporting Code of the FIA including Appendices and the National Competition Rules of ... (name of ASN or of its authorised representative)".

The main information to be included in Supplementary Regulations is:

- a) nomination of the organiser(s);
- b) the name, nature and definition of the proposed competition(s);
- c) a statement that the competition is to be held under the Code and NCR;
- d) composition of the organising committee and address of that committee;
- e) place and date of the competition;
- f) a full description of the proposed competitions (length and direction of the course, classes and categories of vehicles admitted, fuel, restriction on the number of competitors if such restriction exists, etc.);
- g) all useful information concerning entries (address where they are to be sent, dates and hours of opening and closing, amount of the fee);
- h) all relevant information concerning insurance;
- i) the dates, times and nature of starts, with indication of handicaps, if any;
- j) reminder of clauses of the Code, especially as regards compulsory licences;
- k) manner in which competitor documentation will be checked, and in which classification shall be established;
- l) a detailed list of prizes assigned to each sporting competition;
- m) a reminder of the clauses concerning protests;
- n) the names of the Stewards and of the Clerk of the Course;
- o) a provision for postponement or cancellation of a competition, if applicable.

No amendments shall be made to the Supplementary Regulations after the beginning of the period for receiving entries, unless unanimous consent is given by all competitors already entered, or by decision of the Stewards for reasons of force majeure or safety.

Further Regulations are compiled by the organising committee and are also submitted to the ASN for approval before issue. Further regulations may be issued containing any information not included in the Supplementary Regulations (e.g. times for various activities, venues, etc.) and any changes to the Supplementary Regulations that have been accepted.

If a **Programme** is issued to the public the main information to be included is:

- a) a statement that the event is to be held under the Code and NCR;
- b) place and date of the event;
- c) a short description and the timetable of the proposed competitions;
- d) names of competitors and drivers with the numbers allocated to their cars (if pseudonyms are used, they must appear between inverted commas);

- e) the handicap, if any;
- f) a detailed list of prizes assigned to each competition;
- g) the names of the Stewards and of the Clerk of the Course.

5: ENTRY FORM

5.1 ENTRY IS A CONTRACT

An entry is a contract between a competitor and the organiser. It obliges the competitor to take part in the competition in which he/she has agreed to run, except in case of duly established force majeure. It binds the organiser to fulfil, towards the competitor, all the particular conditions of entry, the only reservation being that the competitor has made every effort to take part faithfully in the competition concerned.

The contract is sealed by the completion of an Entry Form, the contents of which must be approved by the ASN. This form is forwarded to the ASN with the Supplementary Regulations.

5.2 CLOSING OF ENTRIES

Dates and times for the closing of entries for National competitions may vary with the approval of the ASN and must be mentioned in Supplementary Regulations. As regards international competitions, closing of entries must take place at least seven days prior to the date fixed for the competition.

5.3 REFUSAL OF ENTRY

If an entry for an international competition is refused by the organising committee, the latter must notify the applicant of such refusal no later than 2 days after the closing date for entries and not less than five days before the beginning of the competition, stating the grounds for such refusal. As regards other competitions, the NCR may provide for other terms as far as the notification of a refusal is concerned.

5.4 ENTRY OF AN AUTOMOBILE

One and the same automobile shall not be entered more than once in the same competition. In exceptional circumstances, an ASN may authorise two entries of the same car in the same competition, so long as it is driven only once by the same driver.

5.5 OFFICIAL LIST OF COMPETITORS

The organising committee must send to the ASN, and make available to each competitor, the official list of competitors taking part in an international competition at least 48 hours before the beginning of the event.

CHAPTER TWO: ORGANISING COMPETITIONS

SECTION 2: ORGANISING COMPETITIONS

LIST OF CONTENTS

1:	PREAMBLE	109
2:	PROMOTERS AND ORGANISERS	109
3:	DEFINITIONS OF EVENT & COMPETITION	110
4:	RULES AND REGULATIONS	110
5:	BASIC PROCEDURE FOR CONDUCTING A COMPETITION	110
6:	BASIC COMPETITION MANAGEMENT	111
7:	CONDUCTING A RACE EVENT	113
8:	CONDUCTING A ROAD COMPETITION	121

1: PREAMBLE

Motor sport competitions require promoters/organisers to keep a clear overview on a large number of activities that are needed to bring a competition together. They are responsible for the production of competitions from conception through to completion. The role of competition promoter/organiser is hands-on; they must be able to complete a wide range of activities requiring clear communication, excellent organisational skills and attention to detail, and must work well under pressure, ensuring the smooth and efficient running of a competition. The role varies depending on the organisation and type of competition involved, but the basic fundamentals are largely common amongst all competitions.

ASNs need to have a broad understanding of how motor sport competitions are conducted, so as to be able to provide support when required and approval for the conduct of the competitions in their region. This support, for example, can be delivered through advice to promoters/organisers on how to legally structure their competition, or by the provision of an officials' licensing and training programme which will provide well-trained officials for all disciplines. Another example is the establishment of ASN discipline committees to set standards of safety and procedure, perhaps laid down in manuals available to organisers.

2: PROMOTERS AND ORGANISERS

Promoters

Except where the promoter is also the organiser, promoters of competitions are people or entities with responsibility for commercial matters, and their responsibilities require skills in areas such as advertising, public relations, finance, entertainment, business sense, innovation and intuition.

Generally, a promoter's job is to conceive a competition, take the financial risk, hire the personnel needed to make it happen, choose an appropriate venue, choose a date, advertise the competition, plan its logistics (each competition requires a detailed itinerary of when things are supposed to happen) and then ensure that those competitions happen as planned.

A promoter who is not also the organiser shall not intervene during an event in respect of matters covered by the ASN rules.

Promoters are entitled to appoint a group of people to assist in organising competitions, and these people may form part of the competition organising committee, along with representatives from the competition organiser. It follows that when appointing such an organising committee the promoter shall do so with care and appoint responsible and experienced people, as the sport remains potentially dangerous despite all the safety structures in place.

Organisers

Organisers are represented by an organising committee which is a body comprising at least three persons approved by the ASN and who are invested by the promoter of a sporting competition with all the necessary powers for the organisation of the competition and enforcement of the Code, NCR and the competition's supplementary regulations.

There may be a lot of 'crossover' between a promoter and an organiser, as in many competitions this is one and same role – the promoter is the organiser, and the organiser is the promoter. Usually it is

only with larger professional competitions that there is a separation of the two. Notwithstanding any shortcomings which may occur or be caused, the organiser remains fully responsible for the conduct of a competition.

The organiser is in charge of the competition's operational requirements, which include the appointment of the necessarily experienced officials to control and implement the competition's operational plans.

3: DEFINITIONS OF EVENTS & COMPETITIONS

Event

An event is made up of one or several of: competition, parade, demonstration or touring assembly.

Competition

A single motor sport activity with its own results. It may comprise (a) heat(s) and a final, free practice, qualifying practice sessions and results of several categories or be divided in some similar manner, but must be completed by the end of the event. The following are considered as a competition: circuit races, rallies, cross-country rallies, drag races, hill climbs, record attempts, tests, trials, drifting and other form of competitions at the discretion of the FIA.

A competition is considered to have begun as from the time scheduled for the beginning of administrative checking and/or scrutineering. It shall end upon expiry of one or other of the following time limits, whichever is the later:

- a time limit for protests or appeals or the end of any hearings;
- end of administrative checking and post-event scrutineering carried out in accordance with the Code.

4: RULES AND REGULATIONS

See Chapter Two – Section 1.

5: BASIC PROCEDURE FOR CONDUCTING A COMPETITION

In conducting any motor sport competition, common areas of organisation skills and competition structure are required, irrespective of whether the competition is a small club outing with a few competitors and officials or a national competition involving many competitors and officials.

Of most importance for a successfully organised competition are its structure, its chain of command and the delegation of responsibility. The size of the structure depends very much on the size, status and nature of the competition. With smaller competitions it is possible to combine certain roles and areas of responsibility.

This section provides a broad outline of a typical procedure for organising a competition. It is important to ensure that detailed planning is undertaken when organising any competition, as there are specific

needs and requirements for individual disciplines. Any procedure takes into account the following:

1. The type and date of the competition are selected.
2. The availability of the venue is ascertained and a temporary booking lodged. This selection is usually done in time for submission to a calendaring body appointed by the discipline Commission/Committee for consideration for inclusion on the following year's calendar.
3. The Clerk of the Course is appointed, along with other key members of the competition's organising committee. Once ratified, the organising committee begins the broad process of planning the competition, and will generally inspect the venue to ensure that it is appropriate.
4. All senior officials are appointed and brought into the various planning stages, depending on their area of responsibility.
5. The Supplementary Regulations are drafted, and must include relevant sections of the Code and NCR.
6. Once finalised, the Supplementary Regulations are submitted to the ASN, usually together with an application for an ASN Permit to conduct the competition.
7. Once approved, the Supplementary Regulations (and Official Entry Form) are distributed to potential competitors, placed on the website and announced in any relevant publications.
8. Entries should start to be received by the competition Secretary, or Entries Secretary, and as the competition approaches documentation (to which competitors refer for processing paperwork) is to be drawn up.
9. In the lead up to the competition the Clerk of Course and other officials finalise the organisation and competition plans and prepare the various matters that are required to bring the competition together and to conduct it with efficiency (e.g. schedules or itineraries, officials' roles, instructions and movements, equipment lists, communication plans, etc.);
10. Usually in the week before the competition, documentation is forwarded to competitors (such as Further Regulations – approved by the ASN, a Guide to the competition, Entry List, etc.);
11. The Permit and any other relevant report documents that the ASN requires competition organisers to complete are received from the ASN.
12. The competition begins and the organising committee implements its operational plans.
13. After the competition, results (if not finalised at the competition) are collated and sent to competitors, who usually have some time in which to make enquiries, and lodge a protest if they wish to challenge the legality of the results.
14. When results are finalised (or as directed by the ASN), any reports required by the ASN are to be completed and forwarded to the ASN, or discipline Commission/Committee, for their review.
15. An organiser's debriefing should be conducted shortly after the competition, to ensure that all important outstanding items are followed up and that any issues that were evident in the conduct of the competition are noted and considered for the next competition.

6: BASIC COMPETITION MANAGEMENT

Once the competition begins, much depends on good coordination and communication between the officials. Solid communication systems are important and everyone concerned should have a clear

knowledge of the procedures to be followed, particularly if things go wrong. Officials need to be fully briefed in order to take appropriate action in their area of responsibility, or know to whom they should refer the matter.

An effective briefing may include a description and/or identification of:

- the responsibilities of the different officials;
- communications systems between the various officials and marshals and the emergency services, (e.g. radios, telephones, lights and flag signals. At large permanent venues a closed circuit television system can be useful for gathering information);
- procedures for controlling the competition, in particular for starting and stopping competitors and for dealing with accidents or other dangerous incidents and evacuation;
- the system for dealing with competitors' vehicles leaving or blocking the course;
- making sure that competitors understand the various flag, light or other instructional signals that might be used;
- the programme and type of competitions. Different safety arrangements may be needed for different classes of competitor or types of vehicle and standards of competition (e.g. from junior to senior); and
- the system for monitoring spectator safety.

Before a competition starts, suitably experienced officials should inspect the track or course and any barriers to make sure that they are in a safe condition. The officials should also check that spectators are not in dangerous positions, and that all officials, marshals, first aid, fire and rescue services are in place and communications systems are working.

If planning a large competition, there needs to be a system to monitor and control the crowd (e.g. crowd management officials may be used to check that barriers are in place and that there is no overcrowding). These officials also need to communicate with spectators, particularly if there is a major incident or emergency. If a public address system is used, it is important that it can be heard and understood by all spectators.

One of the more important aspects of competition organising is the management structure of the organising committee. The size of the committee depends on the size, nature and status of a competition.

It is important to note that, owing to their vital role in ensuring fair and safe conduct of the competition, officials are generally not eligible to compete in any competition at any event at which they are officiating.

The following officials are normally required to conduct an event. This is brief summary of the key officials required to run a competition and their roles and responsibilities. Not all the types of officials are required for every type of competition, and indeed some roles can be combined:

- Stewards (appointed/approved by the ASN and/or the FIA)
- Clerk of the Course / Race Director / Rally Director / Road Director
- Secretary of the Event /Entries Secretary
- Timekeepers / Results Officials

- Scrutineers
- Pit Observers
- Track/Road Marshals / Control Officials
- Flag Marshals
- Judges of Fact (e.g. Start/Finish Line)
- Handicappers
- Spectator Controllers

7: CONDUCTING A RACE EVENT

Arranging a race event is a big undertaking, and involves a good deal of manpower, equipment and financial resources.

PLANNING CONSIDERATIONS

The Organising Committee usually comprises the Clerk of the Course, the Secretary of the Event and Promoter representatives, and plans the event. This committee is responsible for the entire event – the planning, the organisation of the sporting competition and the enforcement of the Supplementary Regulations. Under the Code, there must be a minimum of three persons in the Organising Committee, and for a competition to run effectively it is important that these persons all work effectively together.

In planning the competition the Committee may decide to form a number of other committees/groups to assist in dispersing the duties across a larger number of people. Other committees may include:

- an engineering committee, comprising the Organisers, Promoter and circuit/venue engineers. The key planning considerations for a committee in this area include:
 - all aspects of circuit/venue safety;
 - communication systems;
 - circuit vehicles and crews (competition logistics); and
 - competition organisation and procedures.
- A Police and Emergency Services Committee may be required for competitions of a significant size, with many expected participants and spectators. This type of committee would usually involve the Organisers, Promoter and representatives of the various Emergency Services (Police, Ambulance, Civil Emergency Services, Fire, etc.). Emergency planning needs to take into account:
 - track emergency response (all on-track responses must be coordinated through Race Control);
 - off-track emergency response;
 - minimum compliance with the sporting regulations (e.g. Appendix H to the FIA Code, ASN and local civil requirements);
 - a Critical Incident Plan;

- clearly defined roles and responsibilities of the various parties in the competition in case of an incident; and
 - the various types of incidents and the impact of these on the conduct of the competition.
- A Planning Group is a worthwhile committee to form, and would generally consist of the Secretary of the Event and Managers/Chiefs of various divisions such as officials, equipment, logistics. This group would focus its planning on:
- Officials – numbers, registration, training, sign-on, lunches, transport around the circuit, etc.;
 - Scheduling – including the development of a ‘Minute by Minute’ programme of competitions;
 - Equipment – including requirements, procurement and distribution;
 - Logistics – all aspects of what is needed to conduct the event;
 - General Administration; and
 - Presentation Podium.

Venue

An ASN must grant a national licence for a circuit and lay down any rules specific to the circuit which organisers and competitors are expected to know and are required to obey. The ASN may detail the safety requirements which must be met by the promoter/organisers of the competition on the track licence or competition permit.

Competition

In planning to conduct a race event an organiser (or club) may consider joining forces with another organiser (or club) to attract as many competitors as possible, in order to make the competition viable.

Schedule - Minute by Minute

A comprehensive document called the ‘Minute by Minute’ is a vital part of the organisation of a complex competition as it accounts for every action both on and off the circuit, providing a ‘minute by minute’ guide for the officials running the competition. It is usually produced in a convenient, portable size and used by all officials. It records ‘when’, ‘what’, ‘who’ and ‘where’ of all activities associated with the event and is essential to conducting the event to the pre-arranged time schedule.

Regulations

Having determined the competition that will take place, the Supplementary Regulations need to be prepared setting out all the details of the event, including vehicle eligibility. Linked to the Supplementary Regulations is the Entry Form which, once signed by a competitor, is a formal agreement with the organiser agreeing to the terms of the competition.

Officials

The number of officials needs to be determined. For a large competition there will be a need for many people in charge of differing areas, all reporting upwards to the Clerk of the Course. However, for smaller competitions there may not be as much of a need, or availability, for multiple officials, and the roles can generally be managed amongst a smaller group of officials undertaking multiple duties. The general groups of officials could be as follows:

- Event Command and Control
 - Stewards
 - Race Director
 - Clerk of the Course
 - Chief Safety Officer
 - Chief Medical Officer
 - Chief of Radio Communications
 - Secretary of the Event
 - Sector Marshal / Stage Commander
- Event Management
 - Chief Marshal
 - Marshals (Track, Flag, Road, Paddock, Grid, Pit Lane)
 - Drivers (Safety/Safety Zero/Medical Cars, Course Vehicle)
 - Scrutineers
 - Timekeeper
- Emergency Management
 - Emergency Coordinator
 - Medical Officer
 - Paramedics
 - Fire Marshals
 - Rescue Marshals
 - Recovery Marshals
- FIA/ASN Delegates
 - Safety Delegate
 - Medical Delegate
 - Technical Delegate
 - Media Delegate
- Other
 - Judge of Fact
 - Observer
 - Competitor Relations Officer
 - Environmental Officer
 - Circuit/Road Inspector

Clerk of the Course

Race Control or Event Command consists of mostly Senior Race Officials and is the nerve centre for communications, command and control for the conduct of all activities during the competition. It is the base from which the Clerk of the Course operates, and where he and his Deputy or Assistants will be available at all times when the competition is in operation. Other Race Control/Event Command personnel may include the Chief of Communications, Chief Observer, Chief Medical Officer, Emergency Controller and their deputies.

The Clerk of the Course is the senior sporting official and this role is primarily in place to control all competition and other activities where safety and functioning may be involved or impaired, in accordance with the regulations and scheduling drawn up for the event. All other officials are ultimately responsible to the Clerk of the Course in respect of the conduct of competition activities.

The Clerk of the Course has a Deputy Clerk of the Course and Assistant Clerks of the Course who will help in the carrying out of his duties, including the conduct of support competitions if required. The Clerk of the Course, Deputy and assistants work from Race Control/Event Command.

Secretary of the Event

The Event Administration Team covers the Secretary of the Event's assistants, and others specifically involved in the administration of the competition and its organisation.

The Secretary of the Event is the senior administrative official and is responsible for the sporting organisation of the event, and for all announcements required in connection therewith. In simple terms, the Secretary of the Event is responsible for the planning and organisation of the event, and the Clerk of the Course is responsible for the conduct of all competition activities.

The Secretary of the Event is supported by a Deputy Secretary of the Event, and there are a number of Assistant Secretaries, each with delegated specific duties such as: competition administration, organisation of officials, equipment and facilities, and support categories.

Marshals

The officials that make up the trackside operations of the event are divided into a number of teams, each with an important role to play and its own hierarchy of authority within the team.

The Chief Marshal is responsible for all track/course marshals, and may be charged with responsibility for the entire allocation of officials around the track/course, or break the course up into 'teams'. The Chief is in direct charge of various people in various roles, equipment allocation and relations between the teams. In addition, the Chief Marshal also advises and assists other Senior Officials with senior roles. Each of the teams under the Chief Marshal's jurisdiction will also have its own chief to concentrate on its specific needs and roles. These may include the Chief Flag Marshal (for a circuit race) – responsible to the Clerk of the Course for the flagging and light signals shown to drivers, and to the Chief Marshal for the general behaviour and performance of the team. There may also be a Chief Course Marshal working closely with the Chief Marshal to ensure that the track/course marshals all work together in the same direction.

Other Senior Officials

Other Senior Officials may include:

- Chief Timekeeper – responsible for producing results of all sessions on the track;
- Competitor Relations Officer – liaison between competitors and other officials;

- Chief Pit Lane Marshal – in charge of Pit Lane, Pit Entry, and Pit Exit;
- Chief Grid/Start Marshal – in charge of gridding for races, or for starting vehicles at the appropriate time;
- Chief Fire Marshal – overall responsibility for the Fire Marshal team;
- Chief Support Paddock Marshal – in charge of managing the Support Paddock/area;
- Chief Scrutineer – responsible for the scrutineering of competition vehicles;
- Chief of Vehicle Recovery – in charge of all vehicle recovery vehicles – trucks and cranes;
- Race Control/Event Command officials – manning the race control radio channels and relaying messages and reports to and from the Clerk of the Course.

Marshals

Motor sport is about competition in whatever conditions exist at the time. The competition rarely stops because of adverse or extreme weather conditions and so officials have to be prepared to continue their roles in spite of the conditions. Officials should ensure that they prepare themselves for the worst weather conditions.

While the Organisers have a duty of care for those involved in the presentation of motor sport competitions, it must be recognised that marshals are there by their own choice and must bear much responsibility for their own welfare and for that of those around them. Their prime consideration must be to protect themselves from risk and danger, then their fellow marshals, then the drivers and others in trouble. They must also consider their comfort, because they work long hours in all conditions at the trackside while maintaining full concentration at all times. Overall, common sense is the best protection and must be exercised at all times.

Personal Equipment

Some of the equipment (overalls or shirts and team caps) will be provided by the Organisers, and the marshals are responsible for providing whatever else they require for their comfort and safety. The following items would normally be necessary and are recommended.

Clothing

- If possible, wear natural fibres (cotton or wool), particularly next to the skin. Man-made fibres can melt in flame, even under protective overalls, causing nasty burns. Colours should not clash with flags or other instructional information - they should not be bright yellow, red or green. Orange or white is ideal.
- A cap or a light hat to protect from sunburn and sunstroke in hot weather. A peaked cap could be provided by the organisers to all officials.
- Long-sleeved shirt and long trousers for sun protection if outside and not wearing overalls. Shirts could be provided to Senior Officials, and other officials who may be in important competition areas.

Dealing with Hot Weather

Officials, particularly those who are trackside, are often exposed to the possibility of heat illness, not only by the temperature of the day but by factors such as:

- length of exposure;
- intensity of the sun (UV Index);

- physical intensity required by their task.

During hot weather, officials should keep an eye on each other for signs of heat exhaustion. Marshals can rapidly find themselves in danger health-wise, and thus become a danger to other marshals and competitors as well as to themselves.

The following suggestions may help to reduce the onset and effects of heat illness:

- provision of rest breaks, in shade of any kind wherever possible;
- adequate supplies of cool drinking water, before, during and after the competition;
- provision of shade - shelters are provided at a number of posts;
- suitable personal protection equipment, e.g. wearing a cap or hat at all times, sunscreen, sunglasses;
- rotation of officials, for example changing tasks at a point where this is possible and practical without causing disruption to the competition;
- removal of personal protective equipment (balaclavas, heavy protective clothing, etc.) when appropriate at competitions, such as between races;
- wearing loose clothes may be beneficial;
- if an official feels the onset of sunstroke or heat exhaustion (or observes it in others) they should be encouraged to seek medical assistance.

Dealing with Wet and Cold Weather

In the event of the possibility of wet weather the following steps should be considered:

- when such weather is expected, marshals should be warned directly so that preparations can be made to put on waterproof clothing and to protect equipment and belongings on the ground;
- all marshals should monitor their teammates and report recognised problems, or seek opinion from local medical team members;
- the medical centre and Officials' Muster Tent area (where applicable) should be ready for an influx of wet marshals, and transport should be organised, arranging for a replacement team at the Officials' Muster Tent area if weather is extreme;
- investment in additional dry clothing, such as overalls to replace wet clothing;
- monitoring of the number of marshals brought in and ensuring that posts remain adequately manned.

Code of Conduct

Marshals hold great responsibility in their individual roles at motor sport competitions and are expected to follow high standards in respect of their conduct and professionalism. These standards help ensure that everyone deals with each other reliably and willingly. To this end it is important that all marshals accept and comply with a Code of Conduct for all Marshals and follow in a strict manner the basic rules for all officials. An example of a Code of Conduct is set out below.

- *My intention is to assist with, and contribute towards, safe, enjoyable and fair competition for all participants (including competitors, officials, and spectators). I will not do anything to jeopardise this, nor will I carry out any activity which could bring the competition or the sport into disrepute.*

- *I am fit and well enough to carry out the roles allocated to me and if my circumstances change at any time I will notify my senior marshals immediately.*
- *I will take particular care of my own safety and well-being, and will also endeavour to protect all others from any danger or disadvantage that they may be exposed to.*
- *I will report any unsafe situations or practices I observe to the appropriate persons, including my senior officials, so that the identified risks can be minimised or removed. I will remain behind protective barriers at all times unless my specific role requires me to do otherwise, and then only for the minimum time required for that duty.*
- *I will relate to and deal with all persons involved in the competition equally and fairly, and will not participate in or tolerate any harassment of any person because of gender, age, allocated role, experience, place of origin, or for any other reason.*
- *I will respect the lines of authority established for the control of the competition and will comply with all reasonable instructions from my senior officials. I will also respect and enforce regulations and instructions applicable to the competition as my role requires.*
- *I will exercise personal discipline by attending briefings, exercises and activities associated with the competition at their scheduled times.*
- *I will, whenever the opportunity arises, endeavour to increase my knowledge and understanding of my various roles in the sport.*

VEHICLES USED IN THE EVENT

Operations Vehicles

Safety Car

During all race events a Safety Car, carrying an observer and driven by an experienced track driver, should remain at the Pit Exit until needed. This vehicle may be directed onto the track or course at any time during the competition to neutralise incidents or any circumstance where the activity of the competition vehicles and drivers needs to be controlled.

Tow Vehicle for Grid

A tow vehicle to assist in clearing the competition area of immobilised vehicles.

Course Vehicles

Vehicles need to be available for the Senior Course Marshals and/or the Clerk of the Course and/or the Stewards. They will not normally move onto the track during competition.

Equipment Transport

Equipment transport vehicles for the distribution and collection of track/course equipment before and after each day's activities. They are also available during the day for emergency transport of equipment if necessary.

Emergency Response Vehicles

Each emergency vehicle needs to be in radio contact with Race Control/Event Command and will respond to emergencies only on direction. The radio network for Fire and Medical Emergency Vehicles will link each MIV and fire unit to Race Control/Event Command, to each other, and to other emergency personnel and services at all times.

First Response Vehicles

Medical Intervention Vehicle (MIV)

The crew of an MIV should consist of a race-experienced driver trained in the use of the fire extinguisher carried on board and a doctor, in fire-retardant suits, and a paramedic who will man the radio and act as an assistant to the doctor(s) if necessary.

Extrication Team

This team should consist of a qualified driver and one or more paramedics who have been given special training as a team to form a specific response unit for the purpose of removing any injured driver from a vehicle when the possibility of spinal injury is present.

Motor Sport Fire and Rescue Vehicles

Fire and rescue vehicles, in the form of sedan-sized utilities, should be located around the circuit or course. Each should be manned by a number of fire marshals and be in radio contact with Race Control/Event Command. Each should carry a range of extinguishers suitable for track use.

Backup Emergency Vehicles

Large Fire Units – Pumper-Tankers

Fire units should be supplied and manned by the local fire brigade for the protection of property within the circuit and as backup units to the motor sport fire units. Some may need to be located so that they have access to the track if called for.

Vehicle Recovery

Vehicle recovery vehicles should be manned by marshals who are available to clear the track/course of disabled vehicles when required. The recovery vehicles need to be of assorted types – low-angle tilt-trays, crane trucks and 4WD flat recovery vehicles. Other emergency vehicles may also be required to provide ‘flat tows’ to race vehicles not able to get back to the pits/service park under their own power.

Ambulances

Ambulances should be located around the circuit/course. In the case of more serious injuries, they may be used for transport to the medical centre or to a hospital. They should carry support equipment and multiple paramedic ambulance officers. These ambulances are used primarily for the transportation of casualties, and would not normally be called to any incident site unless specific use is required.

Medical Evacuation Helicopter

While not stationed at the track, and not dedicated to the competition, a medical evacuation helicopter should be available at large-scale competitions/difficult-to-reach competitions, and be on call for the transportation of casualties to an appropriate hospital if necessary.

CIVIL AUTHORITY LIAISON

ASNs and competition Promoters/Organisers need to have an understanding of the role of civil authorities when conducting an event, particularly a high level event which will attract many spectators. Civil authorities include departments such as police, medical, fire and emergency services.

COMPETITION DOCUMENTS

Marshals’ Handbook

One of the key documents that should be developed and given to all marshals is a Marshals’ Handbook, which is usually a compendium of important competition information, including key notes, marshal protocols, competition hierarchy, etc.

Operations Manual

A document containing all the planning material relating to the competition should also be developed, and provided to all Senior Officials. This document should include:

- Medical Plan;
- Recovery Plan;
- Equipment Deployment Plan;
- Critical Incident Procedure; and
- Event Regulations.

Organisation Manual

A document covering the key organisational information for a competition should be drawn up for use by key management of the competition, incorporating the following items:

- equipment lists;
- equipment allocation;
- senior officials' contacts; and
- other key operational documents.

8: CONDUCTING A ROAD COMPETITION

Conducting a road competition can be a complex task, particularly as each competition has its own character, not only as to what type of competition it is but also as regards the terrain it is run over. The following outlines in broadest terms the fundamental principles of what is required to run a rally.

ASNs need to appoint a body ('Rally Committee') to draft and regulate policies and practices for different types of road competitions to ensure they comply with the established requirements, ensuring that organisers do not bring discredit to the sport through inappropriate planning (e.g. speeding greater than the legal limits, competition through built-up areas, irresponsible siting of controls, etc.).

Types of Rallies

There are different types of road competitions ranging from a road rally/trial conducted on open public roads to special stage rallies run on private property (e.g. forests) and/or closed public roads.

Road competitions comprise the following structure:

- Competitive Section - a section on which crews are expected to follow a prescribed course and are subject to time penalties; different types of sections are:
 - Road section: a route-charted competitive section on which the time taken in excess of the time allowed, in increments of not less than one second, is applied as a penalty;
 - Navigation section: a competitive section where the route instructions are not fully in the form of a route chart and on which the time taken in excess of the time allowed, in increments of not less than one second, is applied as a penalty;

- Average speed section: a competitive section where crews are required to observe a given average speed or speeds along a specified route;
- Special Stage: a route-charted competitive section on which the time taken to complete the section, to the second, is applied as a penalty;
- Trial: a competition intended primarily to test the navigational skills of the crew, consisting of transport sections, navigation sections, average speed sections and/or road sections.
- Transport/Liaison/Touring Section - a section with minimal driving and navigational demands designed to take vehicles to the start of the next competitive section in a non-competitive fashion (e.g. liberal time allowed to traverse the course, simple and explicit navigation).

COMPETITION PLANNING

Planning for a road competition needs to start well in advance of the proposed date of the competition. The various permissions from local authorities may take considerable time (e.g. six months) to apply for and obtain.

Before proceeding too far with planning it is essential to sort out just what permissions will be required and to receive these, at least 'in principle', as early as possible. In many countries the authority in charge of the road must provide approval; permits may be required from forestry authorities, land owners, environmental groups and, more often than not, police.

For special stage rallies where public roads are closed, a public relations exercise needs to be undertaken along the proposed route to warn residents, and other road users, of the road closure. This exercise needs to be carried out well in advance of detailed planning in case there are sufficient objections for the plans not to go ahead.

Planning of a course needs to take into account the style of competition, its length (time and distance) and the time of the year (this takes into account long and short days of daylight, and the potential of 'civil' traffic which may increase during holidays). Issues to be considered in planning are:

- gaining permission to use roads, particularly if closing them; degree of access by the public to the roads that are to be closed;
- potential damage to roads from the passage of the cars, particularly in wet conditions;
- the ability of the course to withstand inclement weather so that the stage is not cancelled or postponed unless severe conditions apply;
- the roughness, or smoothness, of the roads/tracks being in keeping with the concept of the competition;
- locations of start and finish controls (access for officials, away from fast-moving and heavy-flowing 'civil' traffic; where crews can pull up safely at the finish control; where communications work);
- refuelling breaks (taking into account distance limits of cars, safety of refuelling, access by refuelling persons);
- rest breaks (adequate supply of refreshments that can be served to numerous people in a relatively short time);
- effective communications for competition control and for medical emergencies; and
- number of officials/marshals needed to conduct the competition, and, importantly, their availability.

COMPETITION OFFICIALS – ALL COMPETITIONS

All rallies have numerous tasks that must be undertaken, and the size of the team that undertakes these tasks is dependent on the size and nature of the competition being organised. A major rally will require the following key officials:

Clerk of the Course/Director

The Clerk of Course is the overall competition manager and has the responsibility of ensuring compliance with all the relevant regulations and the conduct of the competition.

Secretary of the Event

Responsible for the general paperwork and office management of the competition, and will produce much of the documentation that is required for the competition.

Entries Secretary

If not handled by the Secretary of the Event, this role is to receive and process entries, and organise the pre-event documentation that is necessary to ensure that all is in order for competitors to participate (e.g. driving licences and ASN licences, signatures for insurance purposes).

Chief Scrutineer

Scrutineers are responsible for the inspection of the competition vehicles to ensure that they conform to the safety and technical regulations that apply to the competition.

Chief Scorer/Results Manager

Scoring a road competition and producing results can be a complex task given the penalties that can be applied, as well as the wide variety of categories and classes of both competitors and vehicles that might be participating in the competition. The Chief Scorer or Results Manager should be well versed in the regulations and the application of the fundamentals of results calculation.

Marshals

For a road competition a large number of marshals are required, principally for:

- manning the start and finish of competition sections/stages, to record the time of departure and arrival of competitors, and their entry direction. Usually at least three people are needed at each start and finish control;
- road closures; and
- spectator areas.

Stewards

Stewards are appointed by the ASN and/or the FIA and act as impartial observers to ensure that the competition is conducted in accordance with the regulations issued for the competition, and to provide a judicial system should any adjudication be necessary or protests be made by competitors.

COMPETITION OFFICIALS - SPECIAL STAGE RALLIES

Special Stage Rallies, where the emphasis is on driver skill and car control at high speeds rather than the navigation of roads, are closed to the public and timing is to the second. These rallies require extra key officials:

Chief Safety Officer

The Chief Safety Officer is responsible for all aspects of safety on the special stages, producing a safety manual and ensuring that it is adhered to during the competition.

Stage Commander

A Stage Commander, who is located at the start of the stage, is responsible for the overall set-up and running of a special stage; he/she will be in radio contact with the finish of the stage and rally control.

Communications Chief

Special stages require two-way radio communications to keep track of competitors, and to handle any incident that may occur in a stage. All stage starts and finishes (any safety message relay points within a stage, as well as nominated spectator areas) must link to rally control.

CHAPTER TWO: ORGANISING COMPETITIONS

SECTION 3: VOLUNTEER MANAGEMENT AND RECOGNITION

LIST OF CONTENTS

1:	PREAMBLE	127
2:	VOLUNTEERS	127
3:	VOLUNTEERS' RIGHTS AND RESPONSIBILITIES	129
4:	VOLUNTEER MANAGEMENT	130
5:	RECRUITING VOLUNTEERS	132
6:	INDUCTION PROGRAMME	134
7:	VOLUNTEER RETENTION	135
8:	RECOGNISING AND REWARDING VOLUNTEERS	136
9:	ENCOURAGEMENT FOR INVOLVEMENT IN ACTIVITIES	138
10:	CONFLICT / STRESS MANAGEMENT	138
11:	DEALING WITH DIFFICULT VOLUNTEERS	140

1: PREAMBLE

The role of volunteers in motor sport is an integral part of the sustainability of the sport. There are many considerations and strategies that need to be employed in attracting, managing, training, retaining, recognising and rewarding volunteers. Therefore, this Section, rather than being a brief overview of Volunteer Management and Recognition, expands greatly on the issues involved with this subject.

Volunteer officials are a vital part of motor sport and without them the sport could not function. Officials ensure that competitions are conducted safely and fairly and that the rules and regulations are upheld. Any motor sport competition requires a number of officials with various skills to perform a wide range of tasks. Competitions such as a Grand Prix may need over 1,000 officials, whereas a club-level hill climb may need only a few.

Anyone with a general interest in motor sport can become a volunteer official. Minimum age restrictions apply for some roles and activities and there are also supervision requirements for the different grades of officials.

Because of the inherent dangers in the motor sport competition environment, it is important for new officials to learn in the direct presence of an experienced official. As officials gain more experience and begin to take on more responsibilities, they should be given the opportunity to apply their skills to more complex motor sport competitions, as well as other areas of officiating if they so wish.

The ASN should consider the implementation of an officials' registration and grading scheme (refer to Chapter Three – Section 2) designed to define a clear structure within the sport and, for those who wish to do so, a progression pathway that recognises experience gained. Having such a registration and pathway scheme acknowledges the commitment that volunteers have to their sport and can potentially be linked to the provision of benefits from the ASN.

In order to help the ASNs in this challenge, the FIA Volunteers and Officials Commission is working on several projects which are expected to be launched in 2015:

- The creation of a new appendix to the International Sporting Code – Appendix V – which will include all information concerning volunteers and officials, in particular definitions, licences and rights and duties of volunteers and officials.
- The creation of an FIA international licence for all officials appointed by the FIA for a competition – the main objective being to create continuity between the ASN licence system – ideally similar from one country to another – and the FIA licence system (refer to Chapter Three – Section 2).
- The creation of a website on which all officials will have the opportunity to create their profile and to communicate with other officials. The broader objective is to create a website for ASNs so that they can manage their officials. Each ASN will manage its microsite, which will be accessible to all. This website will also include an FIA section to manage FIA officials. Access to the officials' information (personal and motor sport) and networking will be clearly regulated.

2: VOLUNTEERS

Need for volunteers

Continuing volunteer recruitment is one task that is common throughout all motor sport competitions and clubs. Apart from a small number of areas, a shortage in volunteers affects all aspects of the effective running of a club and its activities, whether competitive or social. In some cases, such as rallying which requires a large number of officials if roads are closed to the public, a shortage of volunteers can result in competitions not being able to be conducted.

Without the efforts of volunteers a vast majority of a club's activities (both social and sporting) simply would not happen. Indeed, it is possible that clubs without a strong volunteer system would fail to even exist, as volunteers often make up the various committees that manage the club and its competitions.

Volunteers' requirements

Volunteering does not just happen. The introduction and maintenance of volunteers need to be coordinated if clubs are to be effective in achieving their goals and volunteers are to be satisfied that their time and effort has made a difference.

Volunteers becoming involved with a club or competition have different needs and expectations. They also have a diverse range of backgrounds, skills, experiences and interests. Their motives, involvement and commitment to a club will vary enormously, as will their time and availability, and indeed the benefits they seek from their volunteer experience.

Volunteer management

Volunteer management deals with a number of complex issues – from developing appropriate voluntary working conditions, to recruiting, inducting, training and supervising volunteers, and providing recognition and rewards. Without successful leadership people tend to be uninspired, unsure of their role, not sure they are really needed, and, as a result, may lack commitment. The website which will be put in place by the FIA (refer to Preamble) will help the ASNs in taking up this challenge.

Volunteers in the club

Most club level activities rely totally on volunteers to carry out all of the tasks necessary for motor sport, and general club administration – from the President down to the officials who assist at a competition. The Committee that runs a club usually consists of volunteers; the various other club committees (e.g. fundraising committees, finance committees, etc.) are run by volunteers; competitions are usually planned and conducted by volunteers.

In some cases volunteers receive only out-of-pocket expenses for their efforts. In a lot of cases, however, volunteers do not receive any payment at all for their help, often providing their efforts solely for their respect and the betterment of their club. These selfless acts are vital to the conduct of motor sport, and need to be recognised by clubs and ASNs to continue to encourage people to want to volunteer.

Motivation

The 'work' itself is often not the reason why volunteers step forward. Many volunteers take on whatever task is allocated to them. The predominant reasons for volunteering are to help others, to be with family or friends, or to do something worthwhile, usually in their field of interest. It is not the work that motivates volunteers. The most highly rated benefits of volunteering are personal satisfaction and social contact.

The opportunity for volunteers and officials to create their profile on a website dedicated to them (refer to Preamble) and to communicate through that website with officials from their country and from abroad will help to improve motivation levels and create a “family spirit”.

Emphasise opportunities

What motivates people to volunteer is usually beyond the control of clubs. In order to recruit volunteers effectively, clubs need to emphasise the opportunities that volunteering provides for social contact and for doing something worthwhile. Clubs should take this into account when designing volunteer recruitment plans.

Volunteer recruitment

Volunteers recruited for the first time become involved with a club, in the main, through personal contact with existing volunteers, whether they are friends, family or individuals already involved in a club.

Relatively few volunteers are recruited through advertising or publicity. Clearly, people need to be asked to volunteer if a club is to be successful in its recruitment, as few people come to clubs seeking voluntary work. Most people join clubs to participate in competitions and, in the early stages of their involvement with the club, may not be interested in volunteering. Again, recruitment plans need to take this into account.

3: VOLUNTEERS’ RIGHTS AND RESPONSIBILITIES

Awareness of rights and responsibilities

It is important that clubs and volunteers are aware of the volunteers’ individual rights, and their responsibilities, when taking on a role. Volunteers need to be supported, particularly when they first become involved or move to another larger or more complex role. Providing support to volunteers is more easily achieved if all involved have a clear understanding of their rights and responsibilities.

Civil legislation

Civil legislation in a country may deem that volunteers are prescribed the same rights as ‘employees’. Thus, the club and its office-bearers stand as ‘employers’ and are liable, in the eyes of the law, for ensuring that every ‘employee’ is assured of having a safe workplace.

Rights of Volunteers

The rights of volunteers include:

- being provided with an adequate induction to the club and its activities;
- understanding the role(s) and expectations;
- being allocated to a task that suits their preference, motivation, skills, experience and qualifications;
- being trained or given advice on how to conduct their tasks;

- knowing to whom they report and how to contact them;
- being provided with adequate guidance and supervision;
- being provided with protection, safety, and insurance when carrying out their roles;
- being involved in decisions that affect their areas of responsibility;
- having their concerns and complaints heard;
- being recognised for contributing their time, experience, ideas and skill;
- saying ‘no’ – volunteers should not be coerced into performing tasks against their wishes or that they do not feel qualified to do;
- being able to resign from their position; and
- operating in an environment which is inclusive, free from harassment, bullying and discrimination.

Responsibilities of Volunteers

The responsibilities of volunteers include:

- ensuring they have the time necessary to take on a volunteer position;
- working within the policies and rules of the club or competitions;
- being reliable and dependable;
- completing the agreed hours and tasks, irrespective of the conditions (e.g. inclement weather);
- informing the responsible person when they are not available after having volunteered;
- attending orientation and training sessions;
- following instructions given by supervisors;
- being a team player and being considerate about the views of other volunteers;
- identifying their limitations and expectations;
- being accountable and accepting constructive criticism;
- maintaining a safe and healthy work environment which is free of harassment, bullying and discrimination; and
- abiding by policies, regulations and rules.

4: VOLUNTEER MANAGEMENT

Leadership/Good Practice

Quality leadership is a key to success

The quality of leadership is a key to the success of managing volunteers in clubs. This starts with the Club Committee, led by the President. Without successful leadership, people tend to be uninspired, be unsure of their role and lack commitment. Because a club often relies entirely on volunteers, it needs them to take an active interest in the future of the club and in their specific roles within it. Effective leadership facilitates the development of a motivating environment to achieve high standards of performance, and satisfied volunteers.

Good practice

The very essence of good practice in volunteer management is that volunteers are managed in ways which make them feel valued and part of the club or activity organised by the club. Volunteers who feel they have been appropriately rewarded and recognised, and feel respected, are more likely to contribute again.

Many clubs argue that it is difficult to recruit and retain volunteers and often give the impression that the problem is somehow the volunteers themselves. Such clubs need to examine their volunteer management practices in order to determine the extent to which they make volunteers feel valued and a worthwhile part of the organisation.

Club-specific approaches

There is no set of management practices that will guarantee positive outcomes for volunteers. Approaches will vary to suit each club's particular circumstance. However, the underlying principle is invariably the same – motivated and committed volunteers are a vital asset of every successful club.

Volunteer Coordination

Appointment of a Volunteer Coordinator

Some clubs may include a Volunteer Coordinator on their Committee. This inclusion will ensure that the Coordinator is fully aware of the club's policies, ideas and interests in order that suitable volunteers can be sought to carry out work and/or jobs to meet those policies, ideas and interests. This position is all the more valid for clubs which require a good number of volunteers to officiate at their sporting competitions.

Clubs can also be successful in attracting sufficient, and sufficiently trained, volunteers by appointing a Volunteer Coordinator. The Volunteer Coordinator may not necessarily be a member of the club, but may be someone who takes on the role within a sporting discipline.

Role of the Volunteer Coordinator

The Volunteer Coordinator does not necessarily supervise or manage volunteers. Rather, he/she manages the volunteer programme and volunteer policies for the club or competition. Because different clubs function differently and have different needs, the role of the Volunteer Coordinator has to be adapted to suit these needs, and may well change as the club grows and develops, or changes its direction.

The Volunteer Coordinator will also be the contact person with the FIA and the manager of the ASN's microsite on the FIA website for volunteers and officials.

Volunteer Coordinators' skills

Volunteer Coordinators need conceptual, management and interpersonal skills more than technical skills. They are more likely to be effective and enjoy the role if they exhibit personal attributes such as being positive and enthusiastic and have an ability to communicate, consult and negotiate effectively. The following list of the skills and personal attributes required of Volunteer Coordinators is extensive, but certainly not exhaustive. They need:

- an understanding of the roles required to be filled by volunteers, hence the need for job or role descriptions;
- initiative, assertiveness and optimism;
- commitment, patience, and persistence;

- accessibility;
- creativity and flexibility;
- honesty and trust;
- respect for the privacy of individuals and sensitivity to individual needs.

Suitability

An individual should not be considered unsuitable simply because of the lack of one or more of the above skills and personal attributes. Some Volunteer Coordinators will be skilled from previous volunteering, or work experience; others will grow into the role if they have the appropriate personal attributes and willingness to learn the role.

5: RECRUITING VOLUNTEERS

What is recruitment of volunteers?

Recruitment is the act of identifying groups and individuals for service, and then asking them to volunteer. Volunteers are required for a variety of roles and work within a club, including:

- the Committee;
- other 'sub'-committees;
- organising social functions and/or sporting activities;
- officiating at a senior level in activities; and
- officiating generally in activities in a great multitude of roles.

What is required of Volunteers?

Steps to determine what is required

As the first step in attracting volunteers, the club should determine what is required of these volunteers. The steps are summarised below.

- Identify the tasks and the importance of these tasks that the volunteers will be required to do.
- Set down role descriptions for these tasks (brief job descriptions).
- Determine how many volunteers are required for each role.
- Establish for how long and when they will be needed.
- Determine what induction and training will be needed. Confirm that the training programme(s) and facilities are available.
- Determine what support the volunteers will require when they arrive. This may vary, from another volunteer being available to support/mentor new volunteers through to funds for their attendance at training courses and competitions.
- Decide what recognition/reward will be offered.

Recruitment Plan

Club requirements

Plans for recruitment will depend on the level for which recruitment is required. For example, being on a committee does not suit everyone and is a specialist volunteer role. Recruitment is not a 'come one, come all' technique and potential volunteers need to be targeted for the skills that are most useful to the Committee.

Clubs need to prepare for recruitment campaigns to ensure that the culture and sporting environment of the club is prepared for an influx of new members. Any lack of preparedness will no doubt result in any new members not integrating into the club and, within a short time frame, leaving.

Benefits for volunteers

A recruitment plan needs to emphasise that the benefits for volunteers are at least equal to the need of the club. Many volunteers give up their leisure time to help and may not be attracted by work-like recruitment campaigns. They need to be valued by the club and not feel as though they are being recruited to fill a position that nobody else wanted.

Finding volunteers

Research indicates that some 80% of volunteers are recruited through:

- being asked to volunteer by someone;
- friends/family involved with the club; or
- knowing someone who was involved with the club or competition.

Recruitment strategies

Strategies for recruiting volunteers range from the uncomplicated and cost-free to the more complex that might involve some expense. Listed below are some of the recruitment strategies.

- Word of mouth. The more people talk about the positive elements of volunteering with a club, the more new people will be interested in getting involved.
- Club/competition website. Utilise the reach and promotional aspects of a website to full advantage. Provide information about volunteering opportunities and promote the benefits and rewards of volunteering.
- Direct mail, using the club's newsletter and/or magazine, or a direct flyer.
- Posters, brochures.
- Articles or media releases in local newspapers or local radio. Identify businesses and/or organisations that buy advertising space and ask them to help with the promotion.
- Prepare a DVD showing the different roles served by volunteers. These DVDs can be shown at any gathering, or even issued to potential volunteers.
- Run a Volunteer Opportunity Stand with other groups to make it large enough to attract public attention, at a shopping mall or other location where people gather.

Additional help

In addition to all the effort invested in encouraging the members of the club to step forward and do the myriad of tasks which make for a vibrant and successful club, there will inevitably be times when the club needs to conscript a squad of outsiders who will provide the critical mass of numbers to ensure that a particular competition will succeed.

A good example is the number of 'road officials' required for a rally – the many control officials, road closure officials, spectator marshals and so on, who will be needed for a short period for the competition but who don't necessarily get involved again until next year's competition.

6: INDUCTION PROGRAMME

Critical time

Taking up a new position is a critical period for new volunteers, and for the club or competition. The volunteers are moving from being an 'outsider' to an 'insider', or from a peripheral to a core position within a Committee or competition structure.

Benefits of an induction programme

People new to the club or competition cannot be expected to immediately understand the requirements of their position or how the organisation functions. A well-designed induction process:

- reduces the stress on them;
- makes them feel welcome; and
- can reduce the likelihood of high turnover.

What is induction?

Induction is based on the process of socialisation, which is about influencing the expectations, behaviour and attitudes of a new volunteer in a manner considered desirable by the club or competition. It aims to familiarise a person with a task, activity or process by providing them with the information to help them achieve an understanding of these areas.

Induction list

An induction list may include the following:

- an induction guidebook, maybe in the form of a DVD, briefly outlining the club or competition structure, its culture/history, its various activities, and opportunities for members;
- a copy of relevant club policies that outline the expectations and responsibilities of members;
- copies of recent and current newsletters and/or magazines;
- a username and password to access the ASN's microsite on the FIA website for volunteers and officials, providing the opportunity to create a personal profile (refer to Preamble).

If appointed to a club committee, volunteers should:

- be provided with a copy of the constitution, together with an outline of the role and responsibilities of committee members; and
- be given an introduction to other committee members and 'key' volunteers within the club.

If involved in a competition, volunteers should:

- be issued with copy of the description of the role being taken on and the training that will be required to carry it out; and

- be given an explanation of the safety aspects associated with the competition and the role.

7: VOLUNTEER RETENTION

Impact of volunteer turnover

Volunteer turnover is to be expected for a range of reasons. High rates of turnover can hinder the quality or range of services that members and participants in activities/competitions have come to expect.

Goal of volunteer retention

The goal of volunteer retention is to develop a sense of commitment among volunteers and for them to continue to volunteer their services. The level of competency of volunteers can have a significant impact on the success of the club and its activities.

Training of Volunteers

Training to retain volunteers and members

Training and development are more specific processes which are beyond a general introduction that may be given under the orientation process. Training is about teaching specific role skills. Training is not just for new volunteers, it is also for those who have been with the club for some time and who are taking on a new position, or planning to do so. Training may:

- be formal or informal;
- take place on or off the job location;
- be scheduled prior to, or after, taking on a role;
- take a theoretical or practical approach;
- take place on site, off site or via distance learning, e.g., the website; and
- be instructor-led or self-directed.

Needs-specific training

Training and development processes vary widely. They need to be adapted to suit the needs and level of resources of the club, as well as the needs and background of the individual volunteers. One-on-one training of each individual is not always practical, so 'group training' sessions may be necessary.

Motivation to take part in training will vary from one volunteer to another, with some volunteers quite enthusiastic to participate, whilst others may feel that training is not the best use of their time. The training sessions need to take into account the need and the enthusiasm to motivate volunteers to attend, or to complete the training in their own time.

Training methods

Training methods need to be relevant and flexible and will be constrained by accessibility, costs, timing, specificity, mode of delivery and pre-existing knowledge. It is well known that the most effective way

of training is through people being actively involved (i.e. by doing). Training methods might include:

- audiovisual resources;
- conferences, courses and/or seminars;
- demonstrations;
- guest speakers;
- internet-based learning;
- mentoring;
- role play and simulation exercises;
- small group exercises and discussions; and/or
- workshops.

The method of training adopted will depend to a large extent on the availability of volunteers and, of course, on the depth of training that is required for their role that is being taken on.

8: RECOGNISING AND REWARDING VOLUNTEERS

Recognition of Volunteers

Valuing volunteers

Recognition stems from genuinely valuing volunteers and their efforts. Everybody who volunteers deserves some recognition, even if it is a simple 'thank you' for helping out in some small way.

Rewarding volunteers

Rewarding volunteers takes recognition a step further. Rewarding volunteers provides them with something tangible by commending higher levels of performance among volunteers.

Guidelines for Recognising and Rewarding Volunteers

Recognition and reward programmes

Recognition and reward programmes can vary from:

- formal to informal;
- high cost to zero cost;
- group to individual; and
- being widely publicised to being personal and private.

They can be:

- immediate – recognise volunteer effort soon after it is given;
- specific – personal recognition;
- consistent – recognise everyone's achievements; avoid showing favouritism;
- sincere – meant what it said; and

- enthusiastic – positive and up-beat recognition builds enthusiasm in others.

An important aspect of recognition and rewards systems is that differences in individual needs and benefits sought by volunteers need to be taken into account. Some volunteers seek opportunities for public adulation for their efforts; others feel uncomfortable under such circumstances. Some volunteers will say that they do not seek recognition or rewards for their efforts. However, it is generally accepted that a vast majority of volunteers do get satisfaction from being at least recognised or thanked for their contribution.

Ideas for recognition

Recognition and reward programmes do not have to be complex to establish or administer, but they are essential for the effective retention of services of volunteers. Various methods of recognition can include:

- smiling, saying ‘hello’ and ‘thank you’;
- offering personal praise while on the job;
- writing letters of thanks;
- writing letters of reference and including details of service;
- sending get well, birthday and special occasion cards;
- allocating notice board space to applaud achievement;
- giving identification pins, badges, shirts or caps;
- acknowledging volunteers in club newsletters, magazines, and on the club’s website, with a photograph and citation;
- presenting volunteer awards at club events;
- holding social functions in honour of volunteers;
- giving complimentary tickets to special competitions and functions;
- providing meal vouchers;
- providing fuel vouchers;
- arranging for free or discounted use of facilities;
- arranging discounts at recreation and sport stores or restaurants;
- reimbursing out-of-pocket expenses;
- acknowledging efforts during committee meetings; and
- bidding farewell to people when they move away from the area.

Major ideas

Major/further recognition can be in the form of:

- awarding life membership;
- awarding special membership;
- presenting awards for 3, 5, 10, or longer years’ service;
- volunteer of the month awards; and
- certificates, plaques or medals.

9: ENCOURAGEMENT FOR INVOLVEMENT IN ACTIVITIES

Below are some ideas to encourage involvement in club activities:

- provide toilet facilities – recognise that many officials seek (need!) the comfort of toilets;
- consider an officials' website that can be kept up to date by officials themselves, or encourage them to update their profile and communicate with other volunteers and officials on the ASN microsite of the FIA website dedicated to officials (refer to Preamble);
- issue souvenirs of activities such as badges, stickers, posters, pens and caps. Often these are the first to be cut from budgets when cost-reduction is necessary;
- look at an officials' 'championship' – award 6 points for attending a club activity, 4 points for attending one to which the club is invited, 2 points for any other activity;
- officials should not arrive too early so that they are 'hanging around', nor stay longer than is necessary. Spend time planning just what hours officials are required to be present;
- make newcomers welcome. Veteran volunteers often will not let 'outsiders' into their group;
- present officials' awards. Make the prize-giving prominent at some club function, or hold a dedicated awards ceremony;
- after a competition, always send the results (and it is a nice touch to send them to officials as well as to competitors), although these are now often on the website, as well as a thank you note or 'certificate of appreciation'; and
- take pictures (and gather those taken by others) of volunteers and officials "in action" during a competition and publish them in a newsletter or on the website dedicated to volunteers and officials (refer to Preamble).

10. CONFLICT / STRESS MANAGEMENT

Conflict Management

Conflict in a club

Tension and conflict are inevitable in any club or competition. While some people feel uncomfortable with conflict, it is recognised that a certain level of conflict is required for clubs to function effectively.

Positive outcomes may include:

- airing of previously hidden problems;
- developing new ideas; and
- improved motivation.

Negative outcomes may include:

- stress;
- poor communication;
- diversion from goals; and
- potentially, a shift to authoritarian leadership styles.

Too little conflict can lead to stagnation, too much can lead to self-destruction, so the right balance is required.

When to resolve conflict

Where conflict reaches a level where it begins to cause damage, it must be resolved. Often, when conflict is openly confronted and resolved, rather than being ignored, volunteers are more likely to be satisfied and turnover rates tend to be lower.

In situations where conflict needs to be addressed, an understanding of the background to the conflict will help with its management. For example:

- has it occurred previously?
- who is/was involved?
- what is/was the source of the conflict?

Conflict management options

In dealing with conflict it is important to understand the various conflict management options available. These include:

- avoidance – suppression of conflict;
- accommodation – resolving conflict by placing one person's or group's needs and concerns above another person's or group's needs;
- forcing – satisfying one person's or group's needs at the expense of another person's or group's needs;
- compromise – a solution to conflict in which each person or group gives up something of value and gains something in return;
- collaboration – resolving conflict by seeking a solution that is advantageous to all involved.

The latter two outcomes are the preferred options; however, a combination of strategies may be suitable depending on the circumstances of the conflict.

Stress Management

What is stress?

Stress is a situation in which a person is confronted with an opportunity, constraint or demand in which the outcome is perceived to be uncertain and important. Stress can affect both the individual volunteer and the club, and stress management is therefore vital to good practice within a club.

Causes of stress

Volunteers may be quite prone to feelings of stress due to the nature of their role. Volunteers often:

- work to short deadlines due to poor organisational planning;
- feel undervalued due to the unpaid nature of their involvement; and
- are poorly recognised and rewarded.

Indicators of stress

Indications that stress may be a problem include:

- volunteers not turning up; and
- a lack of commitment in carrying out their role.

Where stress may be a problem, it should be tackled on two fronts:

- first, by identifying and eliminating the possible causes; and
- secondly, by helping those who seem to be affected.

Sources of stress

Sources of stress include the following:

- factors associated with a role. Too many repetitive tasks, tight deadlines, and both qualitative (i.e. boring and unstimulating) and quantitative (i.e. too much) work overload;
- role-based. Role conflict and ambiguity which result in volunteers being unclear about what they are supposed to do, and how to do it;
- relationships. Unfriendly interactions with colleagues, subordinates and/or supervisors;
- organisational structure and climate. Internal politics, arguments over a variety of issues, the feeling that no one is trusted; and
- uncertainty about roles and obligations. When a role is poorly defined, volunteers can easily become insecure about whether they are indeed doing what is expected of them.

11. DEALING WITH DIFFICULT VOLUNTEERS

Volunteer performance levels

Dealing with volunteers who are under-performing or who exhibit inappropriate behaviour can be awkward and difficult for a club, especially because of the nature of voluntary work and the need to retain as many volunteers as possible. However, there are occasions where a volunteer's performance and/or other aspects of a volunteer's behaviour are clearly unacceptable and must be confronted and resolved, and the volunteer may have to be disciplined.

What is discipline?

Discipline refers to actions taken to enforce club or competition standards and regulations.

Discipline guidelines

Sometimes it becomes clear that a problem is simply due to unacceptable behaviour by one person. Where discipline is required, the following guidelines could be adopted:

- try to handle the problem promptly. Discipline should be administered as soon as possible following an incident;
- do not try to confront a difficult situation while someone is upset, as a rational result cannot be achieved;
- advance warning should be given to the person involved before disciplinary action is initiated;
- it is important that the disciplinary action should be consistent;

- discipline should be connected with the behaviour and not the person;
- discussions should be conducted in a calm, objective and serious manner, and on an impersonal basis;
- the problem should be clearly stated;
- the volunteer involved must be allowed to explain their position;
- serious reprimands should be carried out on a one-to-one basis;
- any agreement arrived at must include ways to prevent mistakes in the future, and should include a shared commitment to finding a solution if this is necessary; and
- arrange for follow-up at a later time, to review the progress made since the actions were taken.

CHAPTER THREE: LICENSING / TRAINING

SECTION 1: ASN LICENSING & TRAINING – COMPETITORS

LIST OF CONTENTS

1:	PREAMBLE	145
2:	GRANTING OF LICENCES	145
3:	TYPES & LEVELS OF LICENCES	146
	3.1 Types of Competition Licences	146
	3.2 Levels of Competition Licences	146
4:	RESTRICTIONS ON HOLDING A LICENCE	147
5:	FOREIGN PARTICIPATION	147
	5.1 Foreign Participation in National Competitions	147
	5.2 International Competition Authorisation	148
6:	MEDICAL REQUIREMENTS FOR A LICENCE	148
7:	DRIVING ABILITY ASSESSMENT FOR A LICENCE	148
8:	TRAINING – FIA “BEST PRACTICE FRAMEWORK”	149

1: PREAMBLE

An ASN is empowered by the FIA to register and licence the citizens of its country wishing to compete nationally under its NCR and/or internationally, under the Code (excluding Super Licences and FIA Officials' Licence).

Registration is effected by the issuing of a competition licence of a type applicable to the motor sport discipline, national or international, in which the applicant wishes to compete. A licence may be upgraded at any time during a year, subject to conditions.

All applicants must complete a registration form prior to issue of a licence, and may be required to complete a medical test and/or medical declaration (depending on the type and level of licence).

An international licence issued by an ASN is valid for international competitions appropriate to the grade of such licence, provided that they are registered on the International Sporting Calendar.

No person may hold more than one current licence of the same type and grade, and a person who wishes to compete in more than one discipline (e.g. circuit and rally) must have each discipline endorsed on the licence.

A licence may be issued to any person or body (competitors, drivers, co-drivers/navigators, manufacturers, teams, race officials, organisers, circuits, etc.) wishing to participate or taking part, in any capacity whatsoever, in competitions or record attempts. The licence-holder is deemed to be acquainted with the texts of the Code, NCR and any regulations issued for a competition and must comply with their provisions.

The principle that applies in all cases under the Code is that any applicant who qualifies for a licence within the terms of the Code, the applicable sporting and technical rules and the code of good standing, shall be entitled to such a licence.

No person may take part in a competition if they do not hold a licence issued by their parent ASN, or a licence issued by an ASN other than their parent ASN with the consent of the parent ASN (the ASN of the country of which the licence-holder is a national).

In many countries the granting of a licence brings the holder under the ASN's insurance policy, thus automatically providing insurance cover whenever the holder is participating.

2: GRANTING OF LICENCES

An ASN is authorised to issue a licence in a form that is approved by the FIA. Each licence must be numbered, recorded on a register of all licences issued, and the ASN is responsible for issuing both international and national licences.

An ASN is entitled to issue licences to:

- (i) its nationals; and
- (ii) any national of another country represented on the FIA in compliance with the following statutory conditions:

- (a) that their parent ASN (the country of their passport) gives its prior agreement on the issuing which may only take place once a year and in special cases; and
- (b) that they produce to their parent ASN a proof of permanent residence in the ASN's country; and
- (c) that their parent ASN has cancelled any licence originally issued.

With the FIA's prior agreement, an ASN may issue a licence to a foreigner belonging to a country not yet represented on the FIA. A list of licences issued under these conditions shall be kept at the Secretariat of the FIA.

3: TYPES & LEVELS OF LICENCES

The licensing system may vary from one ASN to another; each ASN may devise its own system to suit its country's circumstances, and the type and level of licence required for a particular competition must be mentioned in the supplementary regulations for the competition.

The range of licences is across all discipline areas, starting at entry level through to international. These different types and levels of licences permit a competitor to participate only in competitions for which a licence is valid, thus ensuring that the competitor has the required level of competence to do so, in terms of medical requirements and driving/experience.

3.1 TYPES OF COMPETITION LICENCES

The type of licence available for different disciplines can be (for example):

- autotests (single car non-speed);
- circuit racing;
- cross-country;
- drag racing;
- historic racing;
- karting;
- rallies (non-special and special stage);
- speed competitions (other than circuit racing); and
- automobile speedway.

3.2 LEVELS OF COMPETITION LICENCES

Levels of licences may be (example):

Entry Level

Entry level licences are focused on those who wish to compete in entry/club level competitions.

National Level

National licences may be discipline-specific – e.g. Race, Speed, Rally, Cross-Country, Karting and Autotest. Each type has individual requirements specific to each discipline’s licence. Holding a licence at national level in one discipline is not necessarily an entitlement to compete in another discipline. If a competitor competes in more than one discipline, their licence needs to be endorsed for each discipline.

International Level

An international licence is required to compete in international competitions. These are also discipline-specific, the licences having requirements additional to those for national licences, and must conform to FIA standards.

4: RESTRICTIONS ON HOLDING A LICENCE

Restrictions on the holding of a licence are:

Exclusion

Exclusion forbids a person or body to take part in any competition. Exclusion may be for part of a competition (e.g. heat, final, free practice, qualifying practice sessions, race, etc.), the whole competition or several competitions within the same event and may be pronounced during or after the competition, or part of the competition. Exclusion can be pronounced by the Stewards.

Suspension

Persons or bodies shall be said to be suspended when they have, for a specified period, been forbidden to take part in any competition, either within the territory of the ASN which has pronounced the suspension sentence or in that of any country under the FIA. In addition to that provided for in the Code and in the FIA Judicial and Disciplinary Rules, a suspension may also be pronounced by an ASN, and shall be reserved for grave offences.

Disqualification

A person or body shall be said to be disqualified when they have been definitely forbidden to take part in any competition whatsoever. Except in the cases provided for in the FIA Judicial and Disciplinary Rules, disqualification can be pronounced only by an ASN and will be reserved for offences of exceptional gravity.

5: FOREIGN PARTICIPATION

5.1 FOREIGN PARTICIPATION IN NATIONAL COMPETITIONS

A competitor, driver or navigator holding a licence issued by an ASN other than the parent ASN may be eligible to compete in a competition conducted by the parent ASN’s country, provided that they have authorisation allowing the entry. In karting, any competitor or driver wishing to take part in a national competition abroad must also hold an international FIA licence (cf. Article 2.3.5 of the Code). Competitions wishing to permit foreign participation must clearly state so in the competition supplementary regulations and on the entry form. In addition the competitor, driver or navigator must provide authorisation from their parent ASN and satisfy any associated requirements of the host ASN.

5.2 INTERNATIONAL COMPETITION AUTHORISATION

A competitor, driver or navigator holding the highest grade of national or international licence issued by a parent ASN may be permitted to compete in a competition abroad as follows:

- in the discipline for which the licence is valid and the organisers of the competition must state in the competition supplementary regulations that foreign licence-holders are eligible to compete;
- holders of an international licence issued by a parent ASN in their discipline may be permitted to compete in other competitions that take place abroad. To be eligible, such competitions must be listed on the FIA International Sporting Calendar.

6: MEDICAL REQUIREMENTS FOR A LICENCE

There are certain medical conditions which are incompatible with taking part in a motor sport competition at any level.

All competitors are expected to be in a physical condition that enables them to declare that they are not suffering from any disability of any kind (permanent or temporary) that is likely to detrimentally affect their control of the automobile, or their fitness to compete.

Each applicant for a competition licence must comply with the relevant medical standards, whether set by the FIA for international licences or by the ASN for the remainder of its licence types. It is important for ASNs to ensure that they apply medical standards relevant to the type and level of licence applied for, considering the risks of the different types of motor sport activities and the medical conditions that may affect healthy and safe participation. Should any medical condition come to light once a licence has been issued, the holder must notify the ASN, and the licence may be suspended pending a medical review and renewed when appropriate.

Medical standards for certain licences, such as circuit racing, may require a medical examination by a General Medical Practitioner approved by the ASN, again in accordance with the prescribed medical conditions.

Medical standards for other licences (non-speed, rallying and cross-country) may not always require an examination, but the ASN should ensure it receives as much information from the applicant as possible to ensure an appropriate review of their application for a licence.

7: DRIVING ABILITY ASSESSMENT FOR A LICENCE

There are many motor sport licence courses conducted around the world, and all of them aim to ensure that, before any new competitor gets on the competition surface, they are at a suitable basic level to compete safely amongst their peers.

Licensing assessment may take many forms, depending on the difficulty of the motor sport activity being taught; however, one well-established method for the more complex forms of the sport involves an element of theoretical training and a short written test, followed by a practical driving test in the

chosen discipline. The disciplines where this training method is most appropriate include racing, rallying, cross-country and karting.

In this type of assessment, drivers should be given a driving test after a classroom training session. This driving test should be conducted by experienced driving instructors and assessors and should measure whether the competitor has a sound understanding, application and appreciation of the safety aspects of racing.

Driving Ability Assessment

Lecture

Applicants for circuit racing, karting, cross-country and rallying licences should be required to attend a lecture on the requirements of the ASN's rules, and the procedures involved in their motor sport competition. Lectures could be web-based, or face to face, but should focus on schooling the applicant on the fundamental elements of their discipline.

Observed Licence Testing

Prior to licence issue, each applicant for the above licences should have their driving ability assessed by an ASN-appointed observer, unless they satisfy other pre-licence conditions. The purpose of the assessment is to enable the Assessor ASN to determine whether the competitor has the level of psychological and physical condition required to control an automobile in the relevant competition for which the licence is sought.

In racing and karting, the purpose of the test is to ensure that any person driving in motor sport has at least a full knowledge of the flag signals used and is able to drive consistently and predictably around a circuit at reasonable speed so as not to be a danger to other participants or themselves. It should be noted that a complete novice who has never driven on a track before would be unlikely to pass. The course should be conducted as an assessment session rather than a driver training session.

For the driving assessment for rallying and cross-country, the Assessor should be looking for a safe and competent attitude behind the wheel rather than any advanced rallying techniques. Car positioning, anticipation of hazards, throttle control and use of brakes should be among the principal issues assessed.

8: TRAINING – FIA “BEST PRACTICE FRAMEWORK”

The licensing structure needs to be underpinned by a sound training programme to facilitate the development of motor sport drivers, promote driver safety amongst them and foster sustainable pathways from their entry into the sport at 'grass-roots' level to international competition.

The FIA Institute has employed a multi-tiered strategy to achieve the above objectives. Firstly, it has developed a best practice driver development framework and, secondly, the FIA Institute will accredit ASNs who adopt the framework.

A 'Best Practice Framework' publication is available from the FIA Institute website. This best practice framework aims to facilitate a detailed understanding of the key elements required to develop or enhance ASN driver development programmes at both the elite and entry level. The framework is split between two key areas - competency development and programme structure.

The key areas contain what is currently considered by the FIA Institute to be best practice principles, and they indicate the standard that should characterise an ASN's development programme for young drivers.

It is the responsibility of the ASN to implement the necessary strategies to achieve these standards and, for the future, the FIA Institute will develop a suite of supporting tools to assist ASNs in this area.

CHAPTER THREE: LICENSING & TRAINING

SECTION 2: ASN LICENSING – OFFICIALS

LIST OF CONTENTS

1:	PREAMBLE	153
2:	TYPICAL COMPETITION STRUCTURE	155
3:	OFFICIALS’ LICENCE/ACCREDITATION STRUCTURE	155
	3.1 Grades of licence issued by the ASN – recommended by the FIA	155
	3.2 Grades of licence issued by the FIA	156
	3.3 Officials’ Licence Renewal/Maintenance	157
	3.4 Upgrading of Licence	157
4:	OFFICIALS’ TRAINING PATHWAY	158
	4.1 Part 1 – Training Modules (Theory)	158
	4.2 Part 2 – Competition Assessment (Practical)	158
	4.3 Part 3 – Approval	158

1: PREAMBLE

Officials are of fundamental importance to the successful conduct of motor sport across the world. These are the people with the knowledge, skills and attributes to control the running of a competition from start to finish – each with their own particular area of responsibility.

Like competitors who have to comply with certain knowledge and skill requirements to obtain their competition licence, so motor sport officials need to be qualified in the different fields of officiating. Generally, it is important for the ASN to conduct the training of officials within the country, or, where experience is lacking, utilise the experience of established ASNs to develop the officials' abilities.

In many countries the issuing of a licence brings the holder under the ASN's insurance policy, thus automatically providing insurance cover whenever the holder is officiating. This is an important consideration for ASNs when developing their officiating structure.

A clear and formal programme for officials' licensing should be established by ASNs, encompassing the grading, licensing, training and recognition of volunteer motor sport officials.

The purpose of this formal licensing programme is to:

- ensure that motor sport officials are highly skilled;
- provide knowledge of roles and rules;
- demonstrate ethical performance of duties;
- foster personal pride and a respect for the sport;
- provide efficient management of competitions;
- achieve local, national and international recognition.

Such a programme aims to ensure that motor sport officials:

- possess the necessary skills to carry out their task(s) efficiently;
- are familiar with the rules and regulations relating to their role;
- carry out their duties such that fairness is extended to all competitors;
- have a career path in motor sport.

The licensing programme provides the framework for the structure and grading of officials' licences and the process of obtaining, maintaining and renewing licences.

The accreditation of officials working at ASN-authorised competitions is an important component of the ASN risk management strategies, as it has a bearing on negotiations with insurance brokers and at legal proceedings and addresses the ASN's duty of care to its many participants.

2: TYPICAL COMPETITION STRUCTURE

Most competitions have a standardised divisional structure with a range of positions in each division. The roles and responsibilities of these positions expand or contract based on the type of competition,

and the tasks may be performed by one person at a smaller competition or be split up between a number of officials at larger competitions.

There are clearly defined Functional Responsibilities for each division, for example:

- Event Command and Control - responsible for overall control and coordination of the sporting competition and to manage the safety of officials, competitors and the general public. Officials in this division may include:
 - Stewards;
 - Race Director;
 - Clerk of the Course;
 - Chief Safety Officer;
 - Chief Medical Officer;
 - Chief of Radio Communications;
 - Secretary of the Event;
 - Sector Marshal / Stage Commander.
- Event Management - responsible for all forms of communications and control of the sporting aspect of the competition. Officials in this division may include:
 - Chief Marshal;
 - Marshals (Track, Flag, Road, Paddock, Grid, Pit Lane);
 - Drivers (Safety/Safety Zero/Medical Cars, Course Vehicle);
 - Scrutineers;
 - Timekeeper.
- Emergency Management - responsible for the preparation, preparedness, response and recovery of emergencies within the operations of the event. Officials in this division may include:
 - Emergency Coordinator;
 - Medical Officers;
 - Paramedics;
 - Fire Marshals;
 - Rescue Marshals;
 - Recovery Marshals.
- Delegates – they may be appointed by the FIA or an ASN for championship competitions. Officials in this division may include:
 - Safety Delegate;
 - Medical Delegate;
 - Technical Delegate;
 - Media Delegate.

- Other – their duties do not correspond to any of the above-mentioned fields. Officials in this division may include:
 - Judge of Fact;
 - Observer;
 - Competitor Relations Officer;
 - Environmental Officer;
 - Circuit/Road Inspector.

3: OFFICIALS' LICENCE / ACCREDITATION STRUCTURE

To ensure that officials are appointed to a level of competition appropriate to their level of competence, they should be issued with a licence, and that licence should be graded.

A licence should be the combination of a functional responsibility (as listed above) and a grade (which would correspond to the level of achievement).

The licence(s) accepted for each position should be clearly defined (e.g. it may be accepted that an official with a Grade C Chief Marshal licence act as a Grade B Marshal).

An official may also hold different levels of licence for different disciplines of officiating at any one time (e.g. they could be a Grade C Steward and also a Grade A Road Official).

In the future Appendix V to the International Sporting Code dedicated to volunteers and officials (refer to Chapter Two – Section 3 – Preamble), the FIA will clearly define the requirements for each licence and the positions which can be held according to each licence.

IMPORTANT: the FIA will draft the future Appendix V (which is expected to come into effect in 2015) with the close cooperation of ASNs in order to ensure that it corresponds to the needs and practices of the majority of ASNs.

3.1 GRADES OF LICENCE ISSUED BY THE ASN – RECOMMENDED BY THE FIA

There needs to be a clearly defined path of how an official can progress in their motor sport career and move up the officials' ladder, from a trainee to a senior official, and from the local to the international level.

The FIA strongly encourages ASNs to use the following system and the definitions which will be included in the future Appendix V to the International Sporting Code, for reasons of harmonisation among the different ASNs, and in order to facilitate the exchange/sharing of officials at an international level. This will also facilitate the accreditation process as regards the issuing of an FIA international licence.

Grade of Licence	Issued by	Who is the licence intended for (*)	Who should request the licence	Validity of the licence
A	ASN	Officials designated by their ASN and currently holding, or having held in the previous season, a National B Licence	ASN	International Events – except for the positions requiring an FIA International Licence
B	ASN	Officials designated by their ASN and currently holding, or having held in the previous season, a National C Licence	ASN	National Events (+ <i>International Events under supervision</i>)
C	ASN	Officials designated by their ASN and currently holding, or having held in the previous season, a Trainee Licence	ASN	Local Events (+ <i>National Events under supervision</i>)
Trainee	ASN	Candidate corresponding to the requirements for becoming a Trainee	ASN	Local (+ <i>possibly National</i>) Events under supervision

(*) *Provided that the criteria defined in the future Appendix V have been fulfilled.*

These grades of licence could be issued for any of the functional responsibilities listed in Point 2 of this section.

It is important for the ASN to identify the minimum age requirements for officials, considering factors including the suitability/unsuitability of roles for young officials and any government legislation that may exist regarding working with young people.

3.2 GRADES OF LICENCE ISSUED BY THE FIA

The FIA is building up a system of international licences for FIA officials. This system is expected to be launched in 2015 (refer to Chapter Two – Section 3 – Preamble).

Grade of Licence	Issued by	Who is the licence intended for (*)	Who should request the licence	Validity of the licence
Super Licence	FIA	Officials currently holding an FIA Platinum Licence	FIA	FIA Formula 1 World Championship
Platinum	FIA	Officials designated by their ASN and currently holding, or having held in the previous season, an FIA Gold Licence	ASN	FIA World Championships
Gold	FIA	Officials designated by their ASN and currently holding, or having held in the previous season, an FIA Silver Licence	ASN	Other FIA championships, cups and trophies
Silver	FIA	Officials designated by their ASN	ASN	FIA International Series and Zone Championships

(*) *Provided that the criteria defined in the future Appendix V have been fulfilled.*

These grades of licence could be issued for the following functional responsibilities – and not all of them in some disciplines (this list is subject to changes):

- Steward
- Race Director
- Delegate
- Driver
- Observer
- Timekeeper
- Circuit/Road Inspector

IMPORTANT: The licence will be issued by the FIA but only after a similar national licence has been issued by the ASN concerned (with the exception of officials employed by the FIA) – it would be a Grade A one, according to point 3.1 of this section.

It will be up to the ASN to put forward to the FIA candidates who correspond to the requirements of the role concerned.

As mentioned above, if the ASN follows the system recommended by the FIA, including the requirements for each licence (to be issued by the ASN) defined in the future Appendix V to the International Sporting Code, this will facilitate the accreditation process.

3.3 OFFICIALS' LICENCE RENEWAL/MAINTENANCE

A licence renewal and maintenance system should be established, and this can span a stipulated period of time – perhaps restricting the validity of a licence for a defined period to ensure that an element of control is retained by the ASN over the officials' licence progression. This would ensure that the officials conducting competitions are all adequately experienced to fulfil their roles.

Licence maintenance requirements should also be established to ensure that an appropriate standard of performance is maintained by the official, with 'refresher' training courses available to cater for any lapse in knowledge and experience for future years. Maintenance requirements may also include a requirement to officiate at a particular level of competition within a particular time frame (e.g. a Grade A Official may be required to officiate in at least one international competition every four years). Such a step would help to ensure that the official's knowledge is updated and maintained as advances in techniques and officiating practices are achieved.

3.4 UPGRADING OF LICENCE

Upgrading of licences should not be compulsory, but can be used as an important step in an officiating programme that will allow progression for officials wanting to further their abilities. Upgrading will allow basic information to be taught easily and quickly at the first stages of officials' training, with more in-depth information/training to be provided separately to those officials who wish to further their abilities. Upgrading to a higher level should occur only when an official is comfortable and experienced enough to progress to the next level of officiating.

In some countries the government may have requirements that all training courses have to meet, so it is important to check with the appropriate government agencies to ensure that all training courses are suitable and appropriate.

4: OFFICIALS' TRAINING PATHWAY

All ASN graded officials' licences should follow a training process that helps the ASN ensure that officials are ready to conduct their duties at a competition. A typical training process may include the following three steps, which each ASN should tailor to its needs:

4.1 PART 1 – TRAINING MODULES (THEORY)

Each official is provided with information, and learns what skills they need to have, to allow them to successfully and safely officiate in their chosen area. Following the lesson, which may be conducted in a classroom-type environment or online, depending on the complexity of the training, each official may be required to complete an assessment, which may be a short written (or website-based) test based on the content covered in the particular training module.

4.2 PART 2 – COMPETITION ASSESSMENT (PRACTICAL)

Each official is to demonstrate the skills they have learnt, potentially at a competition or in a simulated competition environment, depending on the complexity of the role they are learning. Practical assessment may be undertaken in one session, or it may require multiple activities to be undertaken over a longer period of time, again depending on the complexity of the role.

It is important to ensure that people being assessed are trained and assessed by suitably qualified officials holding specific expertise in the area being taught.

4.3 PART 3 – APPROVAL

All applications for a graded official's licence should require approval from the ASN, which may decide to set up a Committee of Experts to approve these licences on behalf of the ASN.