

SAFEGUARDING CHILDREN AND YOUNG PEOPLE POLICY AND PROCEDURES

Date of last review	December 2012
Date of this review	December 2013
Approval required by board?	Yes
Reviewed by	Alex Bielecki
Date of next review	December 2014

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Forward

Greater Manchester Sports Partnership is one of 49 County Sports Partnerships across England. The Partnership brings together a network of partners including local authorities, the public and private sector, Greater Manchester clubs, coaches and organisations involved in sport, Governing Bodies of Sport, Sport England and other national sports organisations to form the single largest Sports Partnership in the UK.

Our Vision: “A Greater Manchester charity that creates, provides and enables sustainable opportunities for everyone to take part in sport and physical activity”

We believe that Sport and Physical Activity:

- Can make a contribution to the achievement of economic potential and social well being of Greater Manchester,
- Can enhance everyone’s life, brings communities together, and should be a life-long habit
- That participation and excellence is a defining characteristic of Greater Manchester and should be celebrated and promoted to the benefit of all.

Through joint work, GreaterSport aims to change the way in which people take part in sport by creating a single, simple system accessible to all.

Underpinning all the work of GreaterSport is a fundamental awareness of, and concern for, the need for all young people to be able to take part in the programmes we co-ordinate in an environment which is safe and encourages them to achieve the very best that they can.

This policy is a statement of our intent, and the steps we will implement to ensure that this intention is realised in every area of our work.

**Yvonne Harrison
Chief Executive
GreaterSport**

Introduction

This policy has been formulated in order to help safeguard and protect children and young people in sport, particularly when they are involved in events or activities which are organised or co-ordinated by GreaterSport. The policy is based on current good practice and is informed by legislation and guidance as produced from a wide range of governmental and non-governmental agencies and organisations.

Greater Manchester Sports Partnership is a charity operating under the brand name GreaterSport. As such, many of the activities and programmes of GreaterSport are implemented and delivered by officers of Local Authorities, Sports Clubs, National Governing Bodies of Sport and other partner organisations. A small number of events and activities are the direct responsibility of GreaterSport.

Where activities, programmes or events are planned and delivered by GreaterSport, they come directly under the governance of this policy. In practice, this means that the GreaterSport Child Protection Policy shall take precedence, and be the Policy in effective force, in relation to any activity or event where the following criteria are fulfilled:

1. The lead officer involved in planning and organising the event or activity in question has been employed by, and acting on behalf of, GreaterSport whilst undertaking those tasks. Such tasks would typically include, inter alia: booking of venue, marketing and promotion of event, registering participants / attendees, providing or sourcing equipment needed, attending the event as lead officer, handling finances relating to the event / activity. This list is not exhaustive, and GreaterSport officers may fulfil some of these roles in relation to events which are organised and delivered by Partner organisations.
2. Any coaching staff or other casual workers involved in the event / activity have been paid for their work at that event directly by GreaterSport.

If there is any doubt about a particular event, staff are advised to consult with the Child Protection Officer or Deputy.

If, and only if, the above criteria are met (with the exception of formal written agreements to the contrary in relation to specific events or activities), will GreaterSport accept that its policy and procedures are in force at any specific event or activity, and accept liability for any Child Protection issues which arise at that event or activity. In all circumstances where the above do not apply, GreaterSport undertakes that the relevant agency to which those criteria do apply has assumed de facto responsibility for all matters of Child Protection, and any liability attaching to the event or activity in question.

Where the delivery of programmes, activities or events is the responsibility of partner organisations, this document represents a statement of the position of GreaterSport in relation to those programmes, and may contain opinions in relation to good practice, but does not purport to impose policies or procedures onto partner organisations.

Conversely, this policy and the procedures it contains in no way reduce the need for all partner organisations to formulate, implement, monitor and review their own Child Protection policies and procedures. Additional guidance is available from the Child Protection in Sport Unit (CPSU) at www.nspcc.org.uk and choose Child Protection in Sport Unit as an option.

It is the policy of GreaterSport to provide a duty of care for children, safeguard their well-being and protect them from abuse. It is therefore essential that all GreaterSport staff and volunteers are familiar with the contents of this policy to equip them with a basic understanding of the main forms of abuse, and to enable them to implement the procedures contained in this policy.

Statement of Policy

GreaterSport makes the following statements of general policy in relation to Child Protection for all those children and young people with whom it comes into contact through its work.

Principles

- Children and young people have a right to enjoy sport free from all forms of abuse and / or harm.
- All children and young people, whatever their age, ethnic origin, disability, gender, language, race, religion or beliefs, and/or sexual orientation have equal rights to protection from harm and /or abuse.
- All children and young people should be encouraged to fulfil their potential. Inequality will be challenged in whatever form(s) it may emerge.
- Whilst it is the responsibility of the child protection experts to determine whether or not abuse has taken place, it is everyone's responsibility to support the care and protection of children.
- Sporting organisations have a duty of care to children and young people who take part in sport.
- The welfare of children and young people is paramount, including their rights to confidentiality.

GreaterSport will:

- accept the moral and legal responsibility to implement procedures to provide a duty of care for children and young people, safeguard their well-being and protect them from abuse.
- respect and promote the rights, wishes and feelings of children and young people.
- recruit, train and supervise our employees and volunteers to adopt best practice to safeguard and protect children from abuse, and reduce the likelihood of allegations being made against them.
- require all staff, coaches and volunteers to adopt and abide by the appropriate Codes of Conduct and the Child Protection Policy and Procedures outlined within this document.
- respond to any allegations appropriately and implement the appropriate disciplinary and appeals procedures, in conjunction with local LSCB procedures.
- fully support and protect anyone who in good faith reports his or her concern that a colleague is, or may be, abusing a child according to its Whistle-blowing Policy. Anyone having such concerns should feel able to contact the GreaterSport Child Protection Officer for an informal discussion without the need to submit a formal report.
- review this policy every year, or whenever there is a major change in the organisation or in relevant legislation, or following a significant incident of abuse.
- support any GreaterSport worker who is involved in handling actual or alleged incidents of abuse to help them deal effectively with any emotional effects of this work.

Confidentiality, Data Protection and information sharing

GreaterSport takes the issue of confidentiality of information very seriously, and has notified the Information Commissioner as required under the provisions of the Data Protection Act 1998 for the processing of personal data. All GreaterSport staff and volunteers are required to respect the confidentiality of any young person with whom they come into contact during their work in line with the requirements of the common law duty of confidence, the Data Protection Act 1998 and the Human Rights Act 1998, remembering that no promises of absolute confidentiality should be made to a young person regarding disclosures of abuse (see Appendix 4).

Information regarding allegations relating to Child Protection will be stored in a secure place with limited access to designated people, in line with Data Protection legislation. This is the responsibility of the GreaterSport Compliance & Governance Manager.

GreaterSport will maintain systems for storage, monitoring and reporting on all reports relating to Child Protection issues, and will include statistics (that have been made anonymous) relating to all such reports in the Health & Safety section of future Annual Reports.

The sharing of information amongst practitioners working with children and their families is essential. In many cases it is only when information from a range of sources is put together that a child can be seen to be in need or at risk of harm. GreaterSport is committed to effective and responsible information sharing. Best practice guidance is available in the report 'What to do if you're worried a child is being abused' available from:

<https://www.education.gov.uk/publications/standard/publicationdetail/page1/dfes-04320-2006>

Definitions

- According to The Children Act 2004 "child" means a person under the age of eighteen (and "children" is to be construed accordingly); Any reference to a child includes, in addition to a person under the age of 18, a person aged 18, 19 or 20 who
 - has been looked after by a local authority at any time after attaining the age of 16; or
 - has a learning disability.
- The term 'parent' is used throughout this document as a generic term to represent parents, carers and guardians.
- The term 'young person' also refers to players with disabilities and vulnerable adults 18 years and older.
- The term 'staff' in relation to GreaterSport includes all those on the organisation's payroll, whether full - or part-time, and regardless of the duration of their contract of employment.
- The term 'coach' in relation to GreaterSport includes all those working in coaching roles that are employed directly by GreaterSport or are self-employed and contracted directly by GreaterSport for the purposes of the event / activity in question.
- The term 'volunteer' in relation to GreaterSport includes all those working for the Organisation, or on programmes being directly delivered by the Organisation, on a voluntary basis.
- The term 'Child Protection Officer (CPO)' refers to the member of GreaterSport staff appointed to take lead responsibility for handling Child Protection concerns and allegations. GreaterSport has also appointed a Deputy CPO to maximise the availability of this function to anyone wishing to report concerns. Appendix 9 gives details of the officers concerned.

Abbreviations

CPO	Child Protection Officer(s) of GreaterSport
GMSP	Greater Manchester Sports Partnership

LA	Local Authority
LSCB	Local Safeguarding Children's Board
NGB	National Governing Body of (a) Sport
CPSU	Child Protection in Sport Unit (of the NSPCC)

What is child abuse?

Child abuse is any form of physical, emotional or sexual mistreatment or lack of care that leads to injury or harm. It commonly occurs within a relationship of trust or responsibility and is an abuse of power or a breach of trust. Abuse can happen to a child regardless of age, gender, race or ability.

There are four main types of child abuse:

- **physical abuse**
- **sexual abuse**
- **emotional abuse**
- **neglect**

Abuse of disabled children and young people, and, instances of bullying, also fall within the wider definition of abuse.

An abuser may be a family member, or they may be someone the child encounters in residential care or in the community, including during sports and leisure activities. An individual may abuse or neglect a child directly, or may be responsible for abuse because they fail to prevent another person harming that child.

Appendix 2 contains definitions and examples of each of these main forms of abuse, plus additional information on the abuse of disabled children and young people, and bullying.

Appendix 3 contains guidance on recognising signs of abuse.

It is not the responsibility of staff or volunteers of GreaterSport to determine whether or not abuse is taking place in any individual situation; **it is their responsibility to identify poor practice and possible abuse, and act where they have concerns about the welfare of a child** by referring this information to the appropriate person or statutory agency.

Advice regarding specific sporting activities

The nature of many sporting activities, and especially the level of physical contact and verbal encouragement involved in many coaching techniques, have led most National Governing Bodies of Sport to formulate guidance for their specific sports relating to Child Protection issues. GreaterSport staff and volunteers who have any involvement in these sports should familiarise themselves with these documents by contacting the relevant NGB.

Section 1 – Abuse arising from GreaterSport events / activities

What to do if you have concerns about the behaviour of a member of staff, coach or volunteer of GreaterSport.

- Any suspicion that a child has been abused, or is at risk of abuse, by a member of staff, a coach or a volunteer should be reported to the GreaterSport CPO (or, in their absence, Deputy CPO) who will take such steps as considered necessary to ensure the immediate safety of the child in question and any other children who may be at risk.
- Any such report should be made using the Child Protection Incident Report Form (CPIRF) provided at Appendix 7, which will enable the individual making the report to ensure they have all the information social services or the Police will need. If the initial report to the CPO is via telephone, the original copy of the CPIRF should be provided to the CPO within 24 hours of the report being made. No such reports should be made via email or fax.
- If, following consideration, the allegation is clearly about poor practice, GreaterSport will deal with it as a disciplinary / misconduct issue.
- If, following consideration, the allegation is about actual or potential abuse, the CPO will refer the allegation to the appropriate social services department who may involve the Police.
- The parents or carers of the child will be contacted as soon as possible following advice on whether or not it is appropriate to do so, from the social services department.
- A decision will be made regarding possible suspension of the worker concerned (without prejudice) pending an investigation. Such decisions will be taken following advice from Social Services / Police.
- The GreaterSport Chief Executive will deal with any media enquiries – all such enquiries must be referred to the CEO following the protocol in Appendix 10. In the event of the CEO being the subject of the suspicion / allegation, or unavailable, the CPO / Deputy CPO will liaise with the Chair of the Board.
- If the CPO / Deputy CPO is the subject of the suspicion / allegation, or unavailable, the report must be made to the GreaterSport Chief Executive who will refer the allegation to Social Services. In such cases, the original copy of the CPIRF should be provided to the GreaterSport Chief Executive within 24 hours of the report being made.

A flowchart of action is contained in Appendix 5. Contact details for key agencies involved in Child Protection are contained in Appendix 9.

Where there is a complaint against a member of staff there may be three types of investigation:

- A criminal investigation (Police)
- A child protection investigation (Social Services / and Police)
- A disciplinary or misconduct investigation (GreaterSport / and NGB)

The results of a Police and / or Child Protection investigation may influence the disciplinary investigation, but not necessarily.

Confidentiality

Information should be handled and disseminated on a “need to know” basis only.

Section 2 – Abuse arising outside the activities of GreaterSport

What to do if you have concerns about abuse or possible abuse of a child arising from circumstances not connected to GreaterSport.

Abuse can occur within many situations including the home and school as well as the sporting environment. GreaterSport staff and volunteers should be aware of the possibility of a child being abused outside their contact with GreaterSport, and should respond to suspicions and concerns, or information disclosed by a child, with the same professionalism that they would for other instances.

Action if there are concerns about abuse outside the immediate sporting environment (e.g. by a parent or carer):

- Concerns should be reported to the GreaterSport CPO (or, in their absence, Deputy CPO).
- Any such report should be made using the Child Protection Incident Report Form (CPIRF) provided at Appendix 7 which will enable the individual making the report to ensure they have all the information social services or the Police will need. If the initial report to the CPO is via telephone, the original copy of the CPIRF should be provided to the CPO within 24 hours of the report being made.
- The CPO will refer the allegation to the appropriate social services department who may involve the police.
- If neither the CPO nor the Deputy CPO can be contacted, the person being told of or suspecting the abuse should contact social services or the Police immediately, completing the CPIRF as a guide and sending the original copy of the form in an envelope marked 'Private and Confidential' to the CPO within 24 hours of the report being made.
- Social Services, in consultation with the Child Protection Officer, will decide how to inform the parents/carers who will be notified at the earliest opportunity. In exceptional circumstances, parents / carers may not be notified of the allegations where it is judged that this may put the child at further risk. Such circumstances include where the parents may be responsible for the abuse, or where there are clear indications that the parents may not respond appropriately to the situation. Such decisions to withhold information will be taken under advice from Social Services.

A flowchart of action is contained in Appendix 6. Contact details for key agencies involved in Child Protection are contained in Appendix 9.

Confidentiality

Information should be handled and disseminated on a "need to know" basis only.

Section 3 – Preventative Measures

In order to fulfil its policy commitments, and to ensure that all reasonable steps are taken to ensure unsuitable people are prevented from working with children, GreaterSport will implement the following procedures

Recruitment & selection of paid staff

- All those applying for paid employment with GreaterSport will be required to complete an application form including a statement of convictions under the provisions of the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 where appropriate to the job description.
- Before an offer of employment is made, at least two confidential references will be sought, including at least one regarding the applicant's previous work history.
- All those offered employment in a regulated position will be required to obtain a Disclosure from the Disclosure & Barring Service (DBS) at a level appropriate to their position. Ideally the Disclosure should be obtained prior to commencement of employment; in all circumstances the applicant must have made application to DBS prior to starting with the Organisation.

Training of staff

- All new staff with the Organisation will receive a copy of this Child Protection Policy and the accompanying procedures as part of their induction, and this will be required reading during the induction process.
- Child Protection training needs will also be identified during induction, and any training needs identified should be fulfilled within 6 months. GreaterSport intends that the training given should help staff to:
 - Analyse their own practice against established good practice, and to ensure their practice is likely to protect them from allegations.
 - Recognise their responsibilities and report any concerns about suspected poor practice or possible abuse.
 - Respond to concerns expressed by a child or young person.
 - Work safely and effectively with children.

GreaterSport requires, and will facilitate, the following training as a minimum:

- Frontline staff to attend a recognised 3-hour Safeguarding and Protecting Young People awareness training workshop (or equivalent approved by the Child Protection in Sport Unit), to ensure their practice is exemplary and to facilitate the development of a positive culture towards good practice in Child Protection.
- Non-frontline staff to complete a recognised awareness training course on Child Protection.
- Attendance at ongoing training as appropriate (normally every 3 years)

Supervision of staff

The working practices of GreaterSport mean that it is often not possible for staff to be supervised during the execution of their duties. However, staff are given feedback where appropriate, and any indications of poor practice are treated as a priority.

Renewal of Disclosures

It is the policy of the GreaterSport to renew, where appropriate DBS Disclosures at least every 3 years.

Recruitment & selection of volunteers

- All those applying for voluntary work that is directly supervised by GreaterSport will be required to complete an application form including a statement of convictions under the provisions of the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 where appropriate to the job description.
- Before an offer of voluntary work is made, at least two confidential references will be sought, including at least one regarding the applicant's previous work history.
- Anyone offered a voluntary position with GreaterSport may be required to obtain a Disclosure from the DBS at a level appropriate to their position. Such decisions will be made on a case by case basis taking into account the position applied for and the level of access to children this involves, in line with government policy. Ideally the Disclosure should be obtained prior to commencement of the voluntary work; wherever possible the applicant must have made application to DBS prior to starting with the Organisation.

The above procedures will be implemented taking into account the duration of the voluntary work to be undertaken, the level of responsibility involved, and the level of access which the postholder will have to children.

Training of Volunteers

- All new volunteers with the Organisation will receive a version of this Policy appropriate to the role they are undertaking, and this will be required reading during the induction process.
- Child Protection training needs will also be identified during induction, and any training needs identified should be fulfilled within an appropriate timescale. GreaterSport intends that the training given should help volunteers to:
 - Analyse their own practice against established good practice, and to ensure their practice is likely to protect them from allegations.
 - Recognise their responsibilities and report any concerns about suspected poor practice or possible abuse.
 - Be aware of the procedure for reporting incidents.
 - Respond to concerns expressed by a child or young person.
 - Work safely and effectively with children.

As the roles of volunteers can vary greatly in nature and duration, the training given will also be tailored to fit the context. Volunteers may be required to complete a recognised awareness training course on Child Protection, or be issued with written guidance appropriate to their role and level of access to children.

Supervision of Volunteers

Volunteers will only ever be given tasks which are appropriate to their status, skills and experience, and will never be given unsupervised responsibility for young people.

Use of video and photography at events

GreaterSport recognises concerns regarding the use, and potential abuse, of images of children and young people taking part in sporting activities.

In order to protect children, and re-assure parents, GreaterSport will implement the following procedures in relation to all events for which it takes direct organisational responsibility:

- For all events where official photography will take place, the consent of participants and their parents will be sought in advance, where possible, for both the taking and subsequent potential publication of still/digital or video photography.
- All those attending any such event will be required to register still/digital or video cameras upon arrival on-site, and to display such registration as is provided specific to each event.
- For events where the press are in official attendance, all press photographers and film staff will be issued with guidance regarding the GreaterSport Child Protection Policy, and specific procedures relating to acceptable practice for the event. Key elements of these procedures will include:
 - A requirement to register with the event organiser on the day for press accreditation and equipment registration
 - Respecting the wishes of those young people who may not wish their photograph to be taken under any circumstances.
 - Never taking any individual young person(s) away from the main public places at the event for the purposes of photography unless they are chaperoned by an event official (or parent or other adult in loco parentis) at all times.
 - The press will be requested to take care to ensure that information which could potentially lead to any unwanted contact being made with a young person is not included with their image. GreaterSport recognises that publications may have their own policies and guidelines in this area; young people's names (particularly full names) should not be published with their images without the consent of the parent / guardian of the young person, if present, or the young person's coach or team official.
 - If a young person becomes the subject of a particularly newsworthy story, we will ask that any reporter liaises with the parents of the young person, if present, or the young person's coach or team official to pursue the story.

Specific Codes of Conduct containing detailed procedures relating to video and photography at events have been produced for the following:

- Parents of participants
- Team Managers
- Photographers / Video Producers

These are available by telephoning the GreaterSport office on 0161 223 1002.

Detailed guidance has also been produced for GreaterSport staff regarding implementation of these procedures, including information regarding the sharing of images with partner organisations. Staff should make themselves familiar with the contents of this guidance.

Section 4 - Good practice

Guidelines for good practice

All GreaterSport staff and volunteers should be encouraged to demonstrate exemplary behaviour in order to safeguard and protect young people from abuse, and reduce the likelihood of allegations being made against them. Below are common sense examples of how to create a positive culture and climate within sport – all GreaterSport staff and volunteers should be familiar with these principles and able to articulate them as statements of good practice, whether or not they are directly involved in sporting environments.

Further detailed information on good practice relating to child protection in sport is available on the Child Protection in Sport Unit website www.nspcc.org.uk/Inform/cpsu –. This includes links to excellent resources and publications, including the Safesport Away guide for clubs taking children and young people away on trips.

For detailed good practice guidance and information relating to supervision ratios for specific sports, reference should be made to the NGB for that sport. The CPSU has also produced generic guidance on supervision ratios which is available from the website.

Good practice means:

- Always working in an open environment (e.g. avoiding private or unobserved situations and encouraging open communication with no secrets).
- Treating all young people/disabled adults equally, and with respect and dignity.
- Always putting the welfare of each young person first, before winning or achieving goals.
- Maintaining a safe and appropriate distance with players (e.g. it is not appropriate for staff or volunteers to have an intimate relationship with a child or to share a room with them). Transport issues also need to be considered in this regard.
- Building balanced relationships based on mutual trust which empowers children to share in the decision-making process;
- Making sport fun, enjoyable and promoting fair play.
- Ensuring that if any form of manual/physical support is required, it should be provided openly and according to guidelines provided by the relevant NGB. Care is needed, as it is difficult to maintain hand positions when the child is constantly moving. Young people and parents should always be consulted, their views considered and their agreement gained.
- Keeping up to date with technical skills, qualifications and insurance in sport.
- Involving parents/carers wherever possible. If groups have to be supervised in the changing rooms, always ensure parents, teachers, coaches or officials work in pairs.
- Ensuring that if mixed teams are taken away, they should always be accompanied by a male and female member of staff. However, remember that same gender abuse can also occur.
- Ensuring that at tournaments or residential events, adults should avoid entering children's rooms whenever possible, and should never invite children into their rooms.
- Being an excellent role model – this includes not smoking or drinking alcohol in the company of young people.
- Giving enthusiastic and constructive feedback rather than negative criticism.
- Recognising the developmental needs and capacity of young people and disabled adults – avoiding excessive training or competition, or pushing them against their will.
- Securing parental consent in writing to act in loco parentis, if the need arises to administer emergency first aid and/or other medical treatment.

- Keeping a written record of any injury that occurs, along with the details of any treatment given.
- Requesting written parental consent if club officials are required to transport young people in their cars.

Practices to be avoided

The following should be avoided except in emergencies. If cases arise where these situations are unavoidable it should be with the full knowledge and consent of someone in charge, or the child's parents. For example, a child sustains an injury and needs to go to hospital, or a parent fails to arrive to pick a child up at the end of a session:

- Avoid spending excessive amounts of time alone with children away from others
- Avoid taking or dropping off a child to an event

You should never ...

The following should **never** be sanctioned:

- Engage in rough, physical or sexually provocative games, including horseplay
- Share a room with a child
- Allow or engage in any form of inappropriate touching
- Allow children to use inappropriate language unchallenged, taking into account young people who may have emotional or behavioural disorders.
- Make sexually suggestive comments to a child, even in fun
- Reduce a child to tears as a form of control
- Allow allegations made by a child to go unheeded, unrecorded or not acted upon
- Do things of a personal nature for children or disabled adults, that they can do for themselves
- Invite or allow children to stay with you at your home unsupervised

N.B. It may sometimes be necessary for staff or volunteers to do things of a personal nature for children, particularly if they are young or are disabled. These tasks should only be carried out with the full understanding and consent of parents and the players involved. There is a need to be responsive to a person's reactions. If a person is fully dependent on you, talk with him/her about what you are doing and give choices where possible. This is particularly so if you are involved in any dressing or undressing of outer clothing, or where there is physical contact, lifting or assisting a child to carry out particular activities. Avoid taking on the responsibility for tasks for which you are not appropriately trained.

Incidents that must be reported/recorded

If any of the following occur you should report this immediately to another colleague and record the incident using the CPIRF at Appendix 7. You should also inform the GreaterSport CPO who will inform the child's parents at the earliest opportunity:

- If you accidentally hurt a player.
- If s/he seems distressed in any manner.
- If a player appears to be sexually aroused by your actions.
- If a player misunderstands or misinterprets something you have done.

GreaterSport Codes of Conduct:

GreaterSport has formulated Codes of Conduct for the following groups of people who engage with GreaterSport activities:

- Coaches
- Players

- Club Officials and Volunteers
- Parents & Supporters

These Codes can be found in Appendix 8 of this Policy.

Section 5 – Supporting staff

It is GreaterSport's policy to support any worker who is involved in handling actual or alleged incidents of abuse to help them deal effectively with any emotional effects of this work.

The exact nature of support required will depend on the precise circumstances of the incident. The Chief Executive and the appropriate Line Manager will consider the following potential areas of support for those affected:

- Professional psychological evaluation
- Counselling
- Flexible working for a specified period to assist with emotional recovery
- Compassionate leave

Consideration will also be given to what is reasonable in the circumstances for both the individual and the Organisation.

In all cases where such support is deemed necessary, an evaluation of the individual's role will be undertaken and an assessment made of whether amendments may be necessary (on a short-term or permanent basis).

This entire process will be conducted in full consultation and discussion with the individual concerned, and they will be given the option of an alternative 'primary contact' within the Senior Management Team if this would be helpful.

Appendices

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