

**KCC Sport & Physical Activity  
Service**

**SAFEGUARDING & PROTECTING  
CHILDREN & YOUNG PEOPLE**

**Policy and Procedures  
January 2019**

## Key information

### Key people in Kent Sport

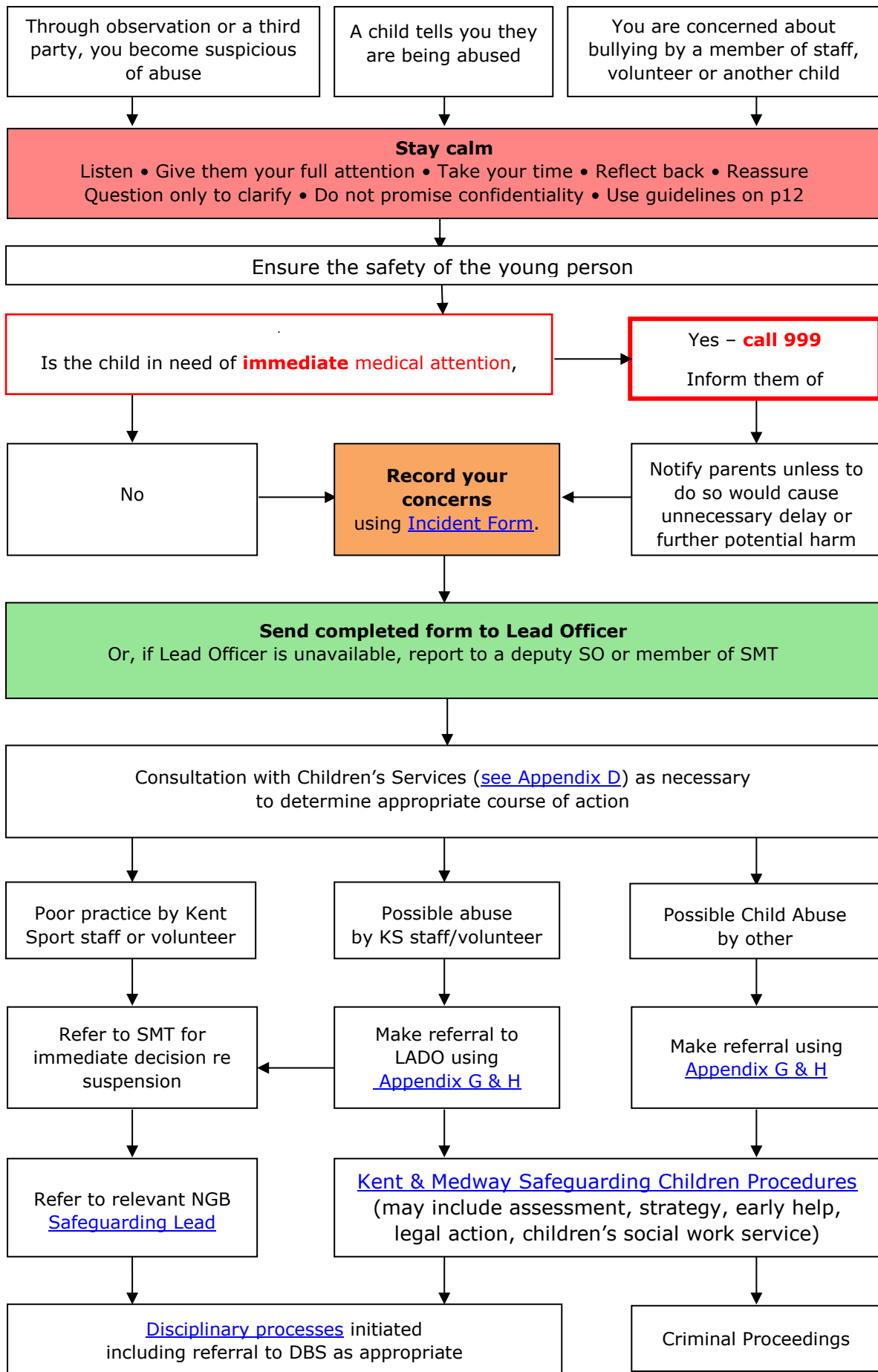
Lead Safeguarding Officer: [Bianca Logronio](#), CYP Development Officer  
Deputy Safeguarding Officer: [Natalie Harris](#), CLS Events Manager  
SMT Safeguarding Champion: [Kevin Day](#), Service Manager & CSP Director  
KMSB Safeguarding Champion: [Jo Winkler](#), Head of Professional Development, Education

This is a core policy that forms part of the induction for all staff. It is a requirement that all members of staff have access to this policy and sign and date the induction checklist to say they have read and understood its contents.

This policy will be promoted to all staff and volunteers, partners and customers, and will be available on the Kent Sport website and in additional formats as required.

Date of policy: January 2019  
Date of next review: December 2020

Procedures Flowchart



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## Introduction & Scope

1. The KCC Sport & Physical Activity service ("Kent Sport") is hosted and part funded by Kent County Council, and is recognised as playing a lead, co-ordinating role for sport across Kent and Medway, in conjunction with a range of partners.
2. Kent Sport recognises the duty of care to safeguard and promote the welfare of children and is committed to ensuring that safeguarding practice reflects statutory responsibilities and government guidance, complies with Kent County Council and Kent & Medway Safeguarding Children Boards<sup>1</sup> procedures, and reflects best practice as advised by the NSPCC Child Protection in Sport Unit.
3. The policy recognises that the welfare and interests of children are paramount in all circumstances. It aims to ensure that when taking part in activities arranged by Kent Sport, regardless of age, ability or disability, gender reassignment, race, religion or belief, sex or sexual orientation, socio-economic background, all children:
  - have a positive and enjoyable experience
  - in a safe and child centred environment, *and*
  - are protected from abuse.
4. Kent Sport acknowledges that some children, including children with disabilities and those from minority communities, can be particularly vulnerable to abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare. This policy and procedures and the related Improvement and Delivery Plan will therefore be subject to an Equality Impact Assessment.
5. As part of our safeguarding policy Kent Sport will:
  - promote and prioritise the safety and wellbeing of children and young people
  - ensure everyone understands their roles and responsibilities in respect of safeguarding and is provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other concerns relating to children and young people
  - ensure appropriate action is taken in the event of incidents/concerns of abuse and support provided to the individual(s) who raise, disclose or are the subject of a concern
  - ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored
  - take steps to prevent the employment/deployment of unsuitable individuals
  - ensure robust safeguarding arrangements and procedures are in operation.
6. The policy and procedures outlined in this document are designed to cover all aspects of Kent Sport's work with children and young people, and are applicable to all staff and volunteers aged 18 or over, who are employed or deployed by Kent Sport for the programmes over which it has supervision and control.
7. Where Kent Sport hosts work experience or volunteer placements for those under 18, these young people will be afforded the same safeguards as any other young participant attending a Kent Sport programme, and will be provided with safeguarding information that is appropriate to their age and activities.

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<sup>1</sup> [See Working Together to Safeguard Children 2018](#)

## Section 1: Introduction

8. Kent Sport also has a strategic responsibility to ensure that partners with whom it works, have adequate safeguarding measures in place. It is recognised that the sphere of influence is limited to [specific partners](#), but efforts will be made to encourage other local sports organisations and agencies to use this and related documents as a model upon which to develop their own policies and procedures.
9. The contents of this policy have been developed from, and are consistent with:
  - relevant law, regulation and statutory and non-statutory government guidance including Working Together to Safeguard Children (2018)
  - information and advice supplied by the Kent and Medway Safeguarding Children Boards<sup>2</sup>
  - current best practice as identified by the NSPCC Child Protection in Sport Unit.

## Monitoring & Review

10. The policy and procedures will take effect from January 2019, and will be formally reviewed in December 2020, or in light of significant organisational change or legislation, or in the event of a serious incident. This work will be led by the Children & Young People Development Officer who acts as the Lead Safeguarding Officer within Kent Sport.
11. If Kent Sport does not meet expected standards in adhering to this policy, please email [kentsport@kent.gov.uk](mailto:kentsport@kent.gov.uk) in the first instance. All complaints received will be investigated and responded to as quickly as possible. For more information about the KCC Customer Service policy and how to make a complaint or provide feedback, please visit [www.kent.gov.uk/about-the-council](http://www.kent.gov.uk/about-the-council).

## Relationship of Policy, Procedures & Guidance

12. This document is separated into two distinct elements:
  - Policy statement & principles
  - Implementation procedures
13. The **Policy** outlines a set of principles which are intended to guide decisions and actions, and which reflect agreed practice about *how* staff and volunteers should work with children and young people.
14. The reporting **Procedures** are the specific actions that need to be taken in the event of an allegation, disclosure or suspicion about the welfare of a child, or on receipt of information about a member of the local sports workforce.
15. These are supported by [additional policies, information and good practice](#) guidance, which provide contextual information, and address specific areas of work, which help to shape the safeguarding arrangements of events, activities and programmes led by Kent Sport, as well as to guide the support and expectation of partners' work with children and young people.

## Other Supporting Policies and Good Practice

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<sup>2</sup> [See Working Together to Safeguard Children 2018](#)

## Section 1: Introduction

16. Kent Sport's work with children and young people should also take consideration of the documents and policies referenced in [Appendix B](#). Copies of these documents are available on request from [kentsport@kent.gov.uk](mailto:kentsport@kent.gov.uk) or on [KNet](#).

17. The Kent Sport safeguarding and protecting children and young people [good practice guidance](#) and web pages ([www.kentsport.org/safesport](http://www.kentsport.org/safesport)) will include and signpost staff to up to date information, tools, support resources and good practice to use in Kent Sport programmes and activities, and for use with partners.

18. Areas of good practice include:

- Anti-bullying
- Codes of conduct
- Consulting and involving young people
- Deaf and disabled people
- Electronic communication
- Elite young athletes
- Event management
- Information sharing
- Managing challenging behaviour
- Mixed age activity
- Online safety and social media
- Partnership agreements
- Photography and filming
- Physical contact
- Position of trust
- Pregnancy and maternity
- Race and racism
- Risk assessments
- Safe recruitment
- Sexual orientation and gender identity
- Staffing and supervision ratios
- Welfare planning
- Working with parents
- Young carers
- Young people in a position of trust

### Terminology

17. A glossary of terms which are significant, and which are used throughout this document can be found in [Appendix A](#).

## Section 2: Policy

### Policy Statement

1. Kent Sport is committed to:
  - keeping children and young people safe in sport, by working in partnership with organisations to promote and deliver best practice;
  - embedding the principles of equality and diversity, and safeguarding young people & adults across all its work, and expects all staff, Board members, partners and volunteers to share that commitment.

### Principles

2. Kent Sport believes that:
  - the welfare and safety of children and young people is of primary concern
  - all children have a right to be safe and to be treated with dignity and respect
  - all children, whatever their age, culture, disability, gender, language, racial origin, religious belief and/or sexual identity have the right to protection from abuse
  - it is the responsibility of the child protection professionals to determine whether or not abuse has taken place, but it is everyone's responsibility to put safeguarding measures in place, and to report any concerns
  - all incidents of suspected poor practice and allegations of abuse will be taken seriously and responded to swiftly and appropriately
  - confidentiality should be upheld in line with data protection legislation, but should not be a barrier to promoting the welfare and protecting the safety of children.

### Operational Responsibilities

3. In respect of its operational responsibilities for safeguarding, Kent Sport *events, programmes or activities* are defined as those:
  - which are overseen, led or delivered directly by Kent Sport staff
  - over which Kent Sport has supervision and control
  - whereby Kent Sport employ, deploy or commission individuals to deliver on their behalf
  - for which elements are being paid for by Kent Sport core funding (KCC/Sport England)
  - which Kent Sport is being commissioned to deliver.
4. Events, programmes or activities could include, but are not limited to: coaching sessions, taster sessions, competitions, consultations, work experience placements, workshops. They may occur once, frequently over a period of time, or regularly.



5. In these instances, Kent Sport will:

- Fulfil its duty of care to protect and safeguard the wellbeing of children and young people
- Respect and promote the rights, wishes and feelings of children and young people
- **Undertake recruitment procedures** that take account of the need to protect children and include appropriate checks, in line with [KCC recruitment practice](#)
- **Train staff and volunteers** to adopt best practice to safeguard and protect children from abuse, and reduce the likelihood of allegations of abuse
- Identify staff with **designated responsibility** for safeguarding and protecting children, who will be informed if a concern arises
- Embed safeguarding arrangements through the use of [risk assessments and welfare plans](#)
- Ensure staff are **skilled, qualified and insured** to deliver the activities, and there are robust health & safety arrangements in place (including First Aid)
- Establish codes of conduct for staff, volunteers and participants which define and communicate acceptable standards of behaviour
- Seek consent and follow processes for securely **holding and sharing information**, e.g. participant registration, medical information, photographs
- Provide staff and volunteers with opportunities to learn about recognising, identifying and responding to [signs of abuse](#), neglect and other concerns
- [Respond to any allegations and concerns](#) and implement disciplinary and appeals procedures, in accordance with [KCC disciplinary procedures](#)
- [Provide support](#) to the individual/s who raise, disclose or are the subject of a concern
- Ensure that confidential, **detailed and accurate records** of all safeguarding concerns are maintained and securely stored
- Ensure that **information is shared** when appropriate with other agencies in all cases involving safeguarding, in line with current legislation
- Provide parents, children, staff and volunteers with information about this policy, what it does, and what they can expect from Kent Sport
- Present parents, children, staff and volunteers with clear procedures to **voice their concerns** or lodge complaints if they are unhappy about anything
- Create opportunities to capture and use young people's views about the activity in order to make improvements
- Ensure everyone understands their [roles and responsibilities](#) in respect of safeguarding

### Strategic Responsibilities

6. Kent Sport has a responsibility to ensure that safeguarding arrangements have been considered when working with partner organisations. The [Safeguarding Agreement Checklist](#) tool can be used to ensure that Kent Sport fulfils these responsibilities.
7. In respect of its strategic responsibilities for safeguarding, *partners* of Kent Sport are defined as those organisations;
  - which are awarded funding from Kent Sport
  - with whom Kent Sport has a Service Level Agreement or other agreement
  - which Kent Sport commission to provide a service
  - to which Kent Sport award Clubmark or another accreditation
  - which oversee, lead or deliver activities with or on behalf of Kent Sport
8. Partners could include, but are not limited to: Local Authorities, sports clubs, Governing Bodies of Sport, leisure/activity providers, schools, School Sports Partnerships, colleges, universities, Community Sports Networks, media agencies, event management companies, training providers, youth service, sports facilities.
9. In these instances, Kent Sport will:
  - **seek assurances** that partner organisations have adequate policies and procedures for safeguarding
  - expect partners to respond to allegations appropriately and **implement their own procedures**
  - ensure that the inclusion of adequate safeguarding arrangements is a key element of all commissioning, funding and **partnership agreements**
  - **encourage, support and assist** organisations to develop and implement safeguarding policies, procedures and best practice.

### Responsibilities at all levels of the organisation

10. All Kent Sport staff and volunteers have a role to play in ensuring that the organisation's operational and strategic responsibilities are upheld. For more information about the roles and responsibilities at each of the following levels within the organisation, see [Appendix J](#).
  - Kent & Medway Sports Board (via KMSB Safeguarding Champion)
  - Senior Management
  - Lead Safeguarding Officer
  - Deputising Officers
  - Staff & Volunteers

### Introduction to Abuse

1. All staff and volunteers should have an understanding of abuse and neglect and know how and when to take action. Kent Sport, with its partners, will put in place training and support to ensure that all personnel are able to effectively deal with any suspicions of poor practice, abuse or neglect.
2. *Working Together to Safeguard Children 2018* sets out definitions and examples of the four broad categories of abuse:
  - Physical abuse
  - Emotional abuse
  - Sexual abuse
  - Neglect
3. These categories overlap and an abused child frequently suffers more than a single type of abuse. For more information on each category of abuse, see [Glossary](#).
4. For information any of the following specific types of abusive behaviour, please visit [www.kentsport.org/safesport](http://www.kentsport.org/safesport):
  - Race and Racism
  - Bullying
  - Abuse of Deaf and Disabled Children
  - Abuse of Position of Trust

### Recognising Abuse & Neglect

5. Factors described below are frequently found in cases of abuse and/or neglect. Their presence is not proof that abuse has occurred, but must be regarded as indicators of possible significant harm. Such indications justify the need for careful assessment and discussion with the Lead Safeguarding Officer, and may require consultation with and/or referral to Children's Services.
6. Indications that a child may be experiencing abuse include (but are not limited to) the following;
  - the child appears frightened of the parent(s)
  - the child acts in a way that is inappropriate to her/his age
  - unexplained or suspicious injuries such as bruising, cuts or burns, particularly if situated on a part of the body not normally prone to such injuries
  - an injury for which the explanation seems inconsistent
  - unexplained changes in behaviour
  - inappropriate sexual awareness
  - engaging in sexually explicit behaviour
  - distrust of adults, particularly when a close relationship is expected
  - has difficulty in making friends
  - is prevented from socialising with other children
  - displays variations in eating patterns including overeating or loss of appetite
  - loses weight for no apparent reason
  - becomes increasingly dirty or unkempt

## Section 3: Procedures

7. It is not the responsibility of those working in sport to decide whether child abuse is occurring, but it is their responsibility to act on any concerns.

### Reporting

8. There are a number of ways in which abuse can become apparent. In any of the following circumstances, an [Incident Report Form](#) should be immediately referred to the Lead Safeguarding Officer ([see Key Information](#)) and the reporting procedures followed ([see Appendix E](#)).

- a **disclosure** by a child of poor practice/abuse
- a **suspicion or observation** that poor practice/abuse has taken place
- an **allegation** by a third party of poor practice/abuse

### Disclosure by a Child

9. Children who are being abused will only tell people they trust and with whom they feel safe. By listening to and taking seriously what a child is telling you, you will already be helping to protect them.
10. If a child starts to disclose abuse, follow the process in [Appendix E](#), using the following guidelines. The most important thing is to [let children know you're listening](#) and focusing on showing you care, taking your time and demonstrating that you understand ([see Appendix C](#)).

- **STAY CALM:** React calmly so as not to frighten the child.
- **REASSURE:** Let the child know s/he is right to tell you and is not to blame.
- **DON'T PROMISE CONFIDENTIALITY:** Explain that you have to make sure s/he is safe, and that you may need other adults to help you to do this.
- **TAKE THEM SERIOUSLY:** Recognise difficulties inherent in interpreting what is said by a child who has a speech disability or differences in language.
- **NO LEADING QUESTIONS:** Keep questions to a minimum to get a clear and accurate understanding of what they said. Who/What/When/Where?
- **STOP WHEN THEY WANT TO STOP:** Let them tell you what they want to tell you and no more. Too much detail may affect later investigations.
- **EXPLAIN:** When the child has finished, make sure s/he feels secure, and explain what you will do next.
- **RECORD:** Make a full written record of what has been said or observed, using the child's own words, including the date and time, and sign them.

### Suspected Abuse

11. Any suspicion that a child has been abused should be reported to the designated person, who will take the necessary steps to ensure the safety of the child in question and any other child who may be at risk. The Lead Safeguarding Officer will seek advice from Children's Services who may involve the police and invoke the Kent and Medway Safeguarding Children Procedures<sup>3</sup>.
12. The parents or carers of the child will be contacted as soon as possible following advice from the Children's Services.

### Sharing Concerns with Parents

13. Kent Sport is committed to working in partnership with parents where there are concerns about their children. Therefore, in most situations, it would be important to talk to parents to help clarify any initial concerns. For example, if a child seems withdrawn, there may be a reasonable explanation. S/he may have experienced an upset in the family, such as a parental separation, divorce or bereavement. If you are unsure what to do, discuss this with the Lead Safeguarding Officer.
14. There are circumstances in which a young person might be placed at even greater risk if concerns are shared (e.g. where a parent or carer may be responsible for the abuse or not able to respond to the situation appropriately). In these situations, or where concerns still exist, any suspicion, allegation or incident of abuse must be reported to the designated person in charge as soon as possible and recorded.

### Early Help and Preventative Services

15. Early Help and Preventative Services in Kent and Medway ([see Appendix G and H](#)) can provide advice or guidance if it is believed that a child, young person or family requires intensive support. They will also speak to families who wish to refer themselves to the services.
16. Any concerns about a child or family that may require Early Help support should be discussed with the Lead Safeguarding Officer, who will contact the relevant Early Help team ([see Appendix D](#)).

### Allegations against Staff

17. Any concerns for the welfare of the child, arising from abuse or poor practice by a member of staff or volunteer, must be dealt with in the same way as allegations against other people, and reported immediately to the Lead Safeguarding Officer, who will [record the details](#) and [inform the LADO](#).
18. The LADO will decide whether a Referral is required, will consult with Children's Social Care and/or the Police as appropriate, and will also decide who will deal with any media enquiries.

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<sup>3</sup> See [Working Together to Safeguard Children 2018](#)

### Section 3: Procedures

19. If the allegation is about the Lead Safeguarding Officer, the report should be made to a Deputy Safeguarding Officer, or a member of the Kent Sport Senior Management team.
20. Where there is a complaint of abuse against a member of staff or volunteer, there may be three types of investigation:
  - Criminal
  - Child protection
  - Disciplinary or misconductCivil proceedings could also be initiated by the person/family of the person who alleged the abuse.

#### Internal Enquiries and Suspension

21. Kent Sport will follow the KCC Managing Allegations Against Staff & Volunteers procedure and KCC disciplinary procedures ([see Appendix B](#) – other related policies) with regards to the suspension of any employed individual accused of abuse, pending further police and Children’s Services inquiries.
22. All relevant staff and partners will be notified of the suspension and the investigation procedures that Kent Sport may instigate in the event of an allegation. This will be included as part of their induction training and signing up to the [Kent Sport Safeguarding Responsibilities](#).
23. Irrespective of the findings of the Children’s Services or police inquiries, Kent Sport will assess all individual cases under the appropriate misconduct/disciplinary procedures, to decide whether a member of staff or volunteer should be reinstated and how this can be sensitively handled with other staff or volunteers.
24. This may be a difficult decision, particularly where there is insufficient evidence to uphold any action by the police. In such cases, Kent Sport will reach a decision based on the available information that could suggest - on a balance of probability - it is more likely than not that the allegation is true. The welfare of children will always remain paramount.

#### Poor Practice

25. If, following consideration, the incident is poor practice (rather than abusive), the Lead Safeguarding Officer for any relevant National Governing Body of Sport will also be informed ([see Appendix D](#)) and their complaints and appeals procedures will be followed.
26. If the allegation is about poor practice by the Lead Safeguarding Officer, or if the matter has been handled inadequately and concerns remain, it should be referred to the Senior Management team, to decide how to deal with the allegation and whether disciplinary proceedings should be initiated.

## Section 3: Procedures

### Support for Staff

27. It is acknowledged that feelings generated by the discovery that a member of staff or volunteer is, or may be, abusing a child, will raise concerns among other staff or volunteers. This includes the difficulties inherent in reporting such matters. Kent Sport and its partners will ensure adequate support is made available, that is appropriate to children, parents and members of staff.
28. Kent Sport assures all staff/volunteers that they will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concern about a colleague's practice or the possibility that a child may be being abused.
29. Kent Sport has a duty of care to its employees and should act to manage and minimise the stress inherent in the allegations and disciplinary process. Individual subject to allegations should be informed as soon as possible, and must be consulted before any information is shared with other agencies.
30. Staff are entitled to free, confidential counselling sessions with an independent, experienced professional counsellor by calling Support Line on 03000 411411 or via [supportline@kent.gov.uk](mailto:supportline@kent.gov.uk) (find out more by searching 'Staff Care Services' on Knet) as well as protection via the KCC [Whistle Blowing Procedure](#).

### Referrals to the DBS

31. The Safeguarding Vulnerable Groups Act (2006) places a legal duty on employers to make a referral to the Disclosure and Barring Service (DBS) if a member of staff or a volunteer is considered to have harmed, or poses a risk of harm to a child. The DBS uses this information to help employers make safer recruitment decisions and prevent unsuitable people from working with children and other vulnerable groups.
32. The Senior Management Team should seek advice from the LADO whether they are required to make a referral to the Disclosure and Barring Service.

### Allegations of Previous Abuse

32. Allegations of abuse may be made some time after the event (e.g. by an adult who was abused as a child or by a member of staff who is still currently working with children). Where such an allegation is made, the procedures as detailed above should be used and the matter reported to the police, as other children, either within or outside sport, may be at risk from this person.

### Wider Children's Workforce

33. If information is received from, or guidance sought by partner organisations in relation to a member of the wider children's workforce – i.e. any person working with children in a paid or unpaid capacity - this should be reported immediately to the Lead Safeguarding Officer, who will advise that the sport's or organisation's own policies and procedures should be followed.
34. The Lead Safeguarding Officer will provide the relevant contact details within the sport's National Governing Body and the Local Authority Designated Officer, as appropriate, and provide additional support as required.

### Section 3: Procedures

35. Where information is shared by, and/or advice is given to third parties, a record will be kept in a secure area that can only be accessed by the Lead and Deputy Safeguarding Officers (see [Appendix F](#) – Information Sharing).

#### Escalation of Professional Concerns

36. Should there be a concern about the decision or response from another agency regarding a safeguarding or welfare concern, an attempt should first be made to resolve these differences through discussions with professionals, before involving senior management. If agreement cannot be reached, the Kent and Medway Safeguarding Procedures should be referred to, and the matter reviewed by the relevant Safeguarding Children Board (see Working Together note below).

#### Welfare Incidents and Concerns

37. If any incidents or concerns arise during Kent Sport [events, programmes or activities](#), which may impact on the welfare of a child or children, but which do not indicate abuse or significant harm, these should still be recorded using the [Welfare incident and concern record](#) and forwarded to the Lead Safeguarding Officer.
38. The lead officer will use this information to identify any improvements that can be made to systems, processes and policies, as well as to keep a record of actions taken by staff. This will be important in the event of any enquiries following an incident, as well as in identifying any training needs.

#### Working Together to Safeguard Children 2018

The statutory guidance on inter-agency working to safeguard and promote the welfare of children was revised in 2018, and for the first time listed sports organisations as *relevant agencies*. This means the lead safeguarding partners locally may request a sports organisation to become part of their formal arrangements.

Local arrangements in Kent and Medway are still in the transition phase and have not yet been published or begun operation. Any amendments to procedures that occur as a result of this process will be reflected in a revised version of this policy.

For further information, see:

<https://thecpsu.org.uk/media/445545/relevant-agency-england-regulations-2018-dcms-note-for-sports-organi.pdf>



## Appendix A: Glossary

### Definition of terms used in this document

|                             |   |   |
|-----------------------------|---|---|
| Abuse                       | <p>A form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Types of abuse include:</p> <ul style="list-style-type: none"> <li>· Physical abuse</li> <li>· Emotional abuse</li> <li>· Sexual abuse</li> <li>· Neglect</li> </ul>  | <p><a href="#">Working Together to Safeguard Children (2018)</a></p> <p><a href="#">Kent and Medway Safeguarding Children Procedures (2018)</a></p> |
| Bullying                    | <p>Bullying may be defined as deliberately hurtful behaviour, usually repeated over time, and often aimed at certain groups, e.g. because of race, religion, gender or sexual orientation.</p> <p>Bullying is not defined as a form of abuse in statutory guidance but will include at least one of the defined categories of abuse. Bullying is a type of behaviour which is defined by the impact on the child being bullied rather than by the intention of the perpetrator.</p> | <p><a href="#">Bullying UK</a></p> <p><a href="#">Kent and Medway Safeguarding Children Procedures (2018)</a></p>                                   |
| Child                       | <p>Anyone who has not yet reached their 18<sup>th</sup> birthday. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change his/her status or entitlements to services or protection.</p>  | <p><a href="#">Working Together to Safeguard Children (2018)</a></p>  |
| Child Protection            | <p>Part of safeguarding and promoting welfare. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.</p>  | <p><a href="#">Working Together to Safeguard Children (2018)</a></p>  |
| Code of Conduct             | <p>An important tool for defining and communicating acceptable standards of behaviour. Different groups of people covered by a Code of Conduct should include:</p> <ul style="list-style-type: none"> <li>· Adult members</li> <li>· Junior Members</li> <li>· Club Officials and volunteers</li> <li>· Parents and Carers</li> </ul>   | <p><a href="#">Club Matters</a></p>   |
| Deputy Safeguarding Officer | <p>Member of staff trained to deal with concerns about the protection of children. In Kent Sport, this role is undertaken by the Countryside, Leisure and Sports Events Manager.</p>  | <p>See <a href="#">Appendix D</a> for Contacts</p>  |
| Duty of Care                | <p>A legal obligation on an individual requiring adherence to a standard of reasonable care while performing any acts that could foreseeably harm others.</p>   |   |
| Early Help                  | <p>Preventative services provided at the right time and in the right place to safeguard and meet the educational, social and emotional needs of children, young people and families to help them achieve good outcomes.</p>   | <p><a href="#">KCC Early Help</a></p>   |

## Appendix A: Glossary

|   |  |  |
|---|--|--|
| Emotional abuse                             | Emotional abuse is a form of Significant Harm which involves the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.   | <a href="#">See Abuse</a>  |
| Lead Safeguarding Officer                   | Member of staff with responsibility for overseeing the organisation's approach to safeguarding children, including dealing with concerns about the protection of children. In Kent Sport, this is undertaken by the Children & Young People Development Officer.   | See <a href="#">Appendix D</a> for Contacts  |
| Neglect                                     | Neglect is a form of Significant Harm which involves the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.  | See <i>Abuse</i>   |
| Parent                                      | The term 'parents' also refers to carers or guardians, or people with parental responsibilities.   |  |
| Physical abuse                              | Physical Abuse is a form of Significant Harm which may involve including hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child.  | See <i>Abuse</i>   |
| Poor practice                               | Poor practice includes any behaviour that contravenes a sport's Code of Conduct.   | See <i>Code of Conduct</i>   |
| Safeguarding adults                         | Policies and practices which protect people's rights to live in safety, free from abuse and neglect; prevent the risk of abuse or neglect and to stop them from happening; and make sure people's wellbeing is promoted, taking their views, wishes and feelings into account (Care Act 2014).   | <a href="#">Kent Sport Safeguarding and Protecting Adults - Policy and Procedures (2018)</a> |
| Safeguarding children                       | The process of protecting children from maltreatment, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adulthood successfully.   | <a href="#">Working Together to Safeguard Children (2018)</a>                                |
| Sexual abuse                                | Sexual abuse is a form of Significant Harm which involves forcing or enticing a child or young person to take part in sexual activities.   | See <i>Abuse</i>   |
| Working Together to Safeguard Children 2018 | Government guidance that sets out how organisations and individuals should work together to safeguard and promote the welfare of children and how practitioners should conduct the assessment of children. The guidelines set out core legal requirements, making it clear what individuals and organisations should do to keep children safe and promote their welfare. | <a href="#">Working Together to Safeguard Children (2018)</a>                                |
| Young people                                | Reference to 'children' and 'young people' throughout this document apply interchangeably.   | See <i>Child</i>   |

## Appendix B: Related Policies

Other policies and documents which support Kent Sport's work with children and young people

|  |   |
|--|---|
| <a href="#">Kent Sport Safeguarding &amp; Protecting Children Delivery &amp; Improvement Plan (2019-21)</a>  | <p>Directs the team's work in supporting the delivery of safe sport activities for children and young people in Kent. The plan covers five principles:</p> <ul style="list-style-type: none"> <li>• <b>KNOW</b> the safeguarding issues that partners are facing</li> <li>• <b>GROW</b> the network of people enhancing safeguards</li> <li>• <b>SHOW</b> our commitment and lead by example</li> <li>• <b>SHAPE</b> systems to better meet the needs of partners</li> <li>• <b>SHARE</b> good/best practice with partners</li> </ul> |
| <a href="#">KCC Sport and Physical Activity service Health and Safety Policy (2017)</a>  | <p>An addendum to the full KCC Policy, this policy relates to all staff, volunteers, visitors and guests of the service. Includes event welfare plans, risk assessments, lone working, accident and incident reporting, and First Aid.</p>  |
| <a href="#">Kent Sport Social Media Policy (2018)</a> and <a href="#">Terms of Use (2016)</a>  | <p>Outlines expectations regarding safe and responsible use of social media which apply to all Kent Sport staff and volunteers. The Terms of Use are Kent Sport's rules about using its social media sites, so that participants feel safe, respected, and keen to be involved in Kent Sport's work.</p>  |
| <a href="#">Kent Sport Safeguarding Agreement Checklist</a>  | <p>Enables Kent Sport to assess whether <a href="#">partner organisations</a> have the appropriate safeguards in place, when establishing joint initiatives. Seeks assurances that key policies and processes are in place, and that roles and responsibilities are understood and agreed before the activity begins.</p>   |
| <a href="#">KCC Recruitment Strategy (2017)</a> , <a href="#">Volunteering Policy (2013)</a> and <a href="#">Disclosure and Barring Service (DBS) policy</a> | <p>Ensures the principles of safer recruitment are adhered to, and all offers of employment at KCC are subject to relevant pre-employment checks, including identity checks, DBS where appropriate, and references. Recruitment of volunteers includes an application and interview process, checks and references, and a full induction including health and safety, managing concerns and whistleblowing.</p>   |
| <a href="#">Kent and Medway Safeguarding Children Procedures (2018)</a>  | <p>Co-ordinates local, cross-boundary work to safeguard and promote the welfare of children, and encourage close working between agencies and facilitate early intervention to meet the needs of children and their families.</p>   |
| <a href="#">Kent Support Levels Guidance</a>   | <p>Outline of services available from KCC to support children, including those with complex needs. Specialist support is available (Level 4) for children who have been harmed or are likely to suffer significant harm as a result of abuse or neglect and can be accessed by making a referral to children's services.</p>  |
| <a href="#">Kent Sport Safeguarding Adults Policy (2018)</a>   | <p>Describes how Kent Sport will meet its duty of care to safeguard adults, taking account of those who may be particularly vulnerable.</p>   |

## Appendix B: Related Policies

|  |   |
|--|---|
| <a href="#">Kent Sport Photography Policy (2018)</a> | Outlines the process for collecting, using, storing, retaining and sharing photographs and film footage; identifies what can be done to minimise risks.   |
| Other related KCC policies:                          | <a href="#">Comments, Complaints and Compliments Policy (2017)</a><br><a href="#">Data Protection Policy (2017)</a><br><a href="#">Disciplinary Policy (2016)</a><br><a href="#">Equality and Diversity Policy Statement</a><br><a href="#">Equality Impact Analysis/Assessments Policy (2017)</a><br><a href="#">Information Governance Policy (2016)</a><br><a href="#">Whistle Blowing Policy (2018)</a> |

# Let children know you're listening

A **safeguarding resource** to help you show children and young people that, whatever they want to share, you're ready to listen.

**There are three simple directions to remember...**

## Show you care, help them **OPEN UP**

Give them your full attention and keep your body language open and encouraging. Be compassionate, be understanding and reassure them their feelings are important. Phrases like "you've shown such courage today" help.

## Take your time, **SLOW DOWN**

Respect pauses and don't interrupt them – let them go at their own pace. Recognise and respond to their body language. And remember that it may take several conversations for them to share what's happened to them.

## Show you understand, **REFLECT BACK**

Make it clear you're interested in what they're telling you. Reflect back what they've said to check your understanding – and use their language to show it's their experience.



**NSPCC Learning**

For more training and resources to help protect children visit [learning.nspcc.org.uk](https://learning.nspcc.org.uk)

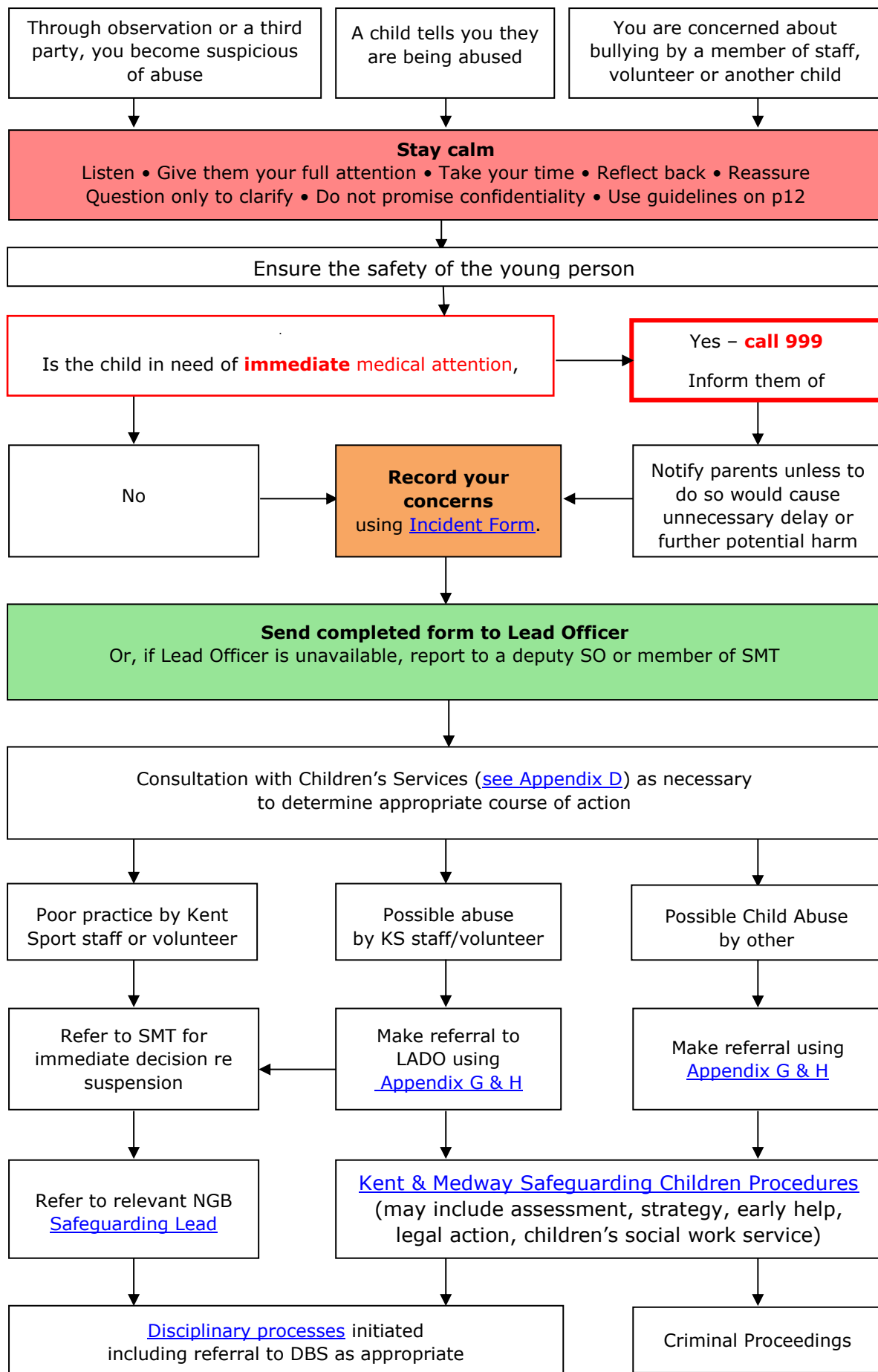
© NSPCC 2020. Registered charity England and Wales 238529, Scotland SC232111.  
Photography by Tom H.A. The people pictured are models. 22038 312 NSPCC/2020

For further information, see:

<https://learning.nspcc.org.uk/media/1664/let-children-know-listening-briefing-english.pdf>

| <b>IF A CHILD IS IN IMMEDIATE DANGER CALL 999</b>  |  |                                  |
|--|--|----------------------------------|
| For <b>general guidance</b> and support with writing or implementing policies or good practice:                      |  |                                  |
| KCC Sport & Physical Activity  | Lead Safeguarding Officer  | 03000 41 21 40                   |
|  | Deputy Safeguarding Officer  | 03000 41 20 44<br>07920 58 54 92 |
|  | Enquiries <a href="mailto:kentsport@kent.gov.uk">kentsport@kent.gov.uk</a>   | 03000 41 40 01                   |
| Safeguarding Children Boards   | Kent <a href="http://www.kscb.org.uk">www.kscb.org.uk</a>  | 03000 42 11 26                   |
|  | Medway <a href="http://www.mscb.org.uk">www.mscb.org.uk</a>  | 01634 33 63 29                   |
| If you are concerned a child is suffering, or is <b>likely to be harmed</b> :  |  |                                  |
| Kent Police  | Non-Emergencies<br>Combined Safeguarding Team  | 101                              |
| To make a <b>referral</b> , or to seek a professional <b>consultation</b> :  |  |                                  |
| Kent Specialist Children's Services  | Front Door   | 03000 41 11 11                   |
|  | Out of Hours   | 03000 41 91 91                   |
| Medway Children's Social Care  | Medway Customer First  | 01634 33 44 66                   |
|  | Out of Hours   | 03000 41 91 91                   |
| To seek <b>advice, guidance or support</b> in making a referral or to disclose abuse:                                |  |                                  |
| National Help Lines  | NSPCC  | 0808 800 50 00                   |
|  | Child Line   | 0800 11 11                       |
|  | Swim Line  | 0808 100 4001                    |
|  | Football Association – Historic Abuse  | 0800 023 26 42                   |
| To report an <b>allegation against a professional</b> working with children:   |  |                                  |
| Local Authority Designated Officers<br>(LADO)  | Kent <a href="mailto:kentchildrenslado@kent.gov.uk">kentchildrenslado@kent.gov.uk</a>                                      | 03000 41 08 88                   |
|  | Medway <a href="mailto:triage@medway.gov.uk">triage@medway.gov.uk</a>  | 01634 33 10 65                   |
| To report a <b>concern</b> about the behaviour of an adult <b>within sport</b> follow the NGB's safeguarding policy: |  |                                  |
| Child Protection in Sport Unit   | England <a href="mailto:cpsu@nspcc.org.uk">cpsu@nspcc.org.uk</a>   | 0116 366 55 90                   |
| National Governing Bodies of Sport   | <a href="http://www.thecpsu.org.uk/help-advice/deal-with-a-concern">www.thecpsu.org.uk/help-advice/deal-with-a-concern</a> |                                  |

Appendix E: Procedures Flowchart



## Appendix F: Information Sharing

### Information Sharing

Child protection and safeguarding involves sensitive information that directly affects the welfare of children and young people. To keep these children safe, information needs to be shared appropriately so that decisions can be made to protect them. However, clear boundaries around information sharing are important to maintain confidentiality where appropriate and to ensure that only those who need the information are made aware of it.

Kent Sport could receive information that raises concerns about a child or children, about which decisions need to be made about information sharing. This could include:

- concerns about a child received within or outside the sport
- concerns about a person in a position of trust, such as a coach – this could include information on a DBS check
- concerns about a member of a sports club
- concerns about a sports environment, such as an event location or hosting arrangements

### **Key principles for deciding what to share**

The Government guidance, Information sharing advice for safeguarding practitioners, describes the '7 Golden Rules' of information sharing:

1. Remember that the Data Protection Act 1998, GDPR and human rights law are not barriers to justified information sharing, but provide a framework to ensure that personal information about living individuals is shared appropriately.
2. Be open and honest with the individual (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.
3. Seek advice from other practitioners if you are in any doubt about sharing the information concerned, without disclosing the identity of the individual where possible.
4. Share with informed consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, there is good reason to do so, such as where safety may be at risk.
5. Consider safety and well-being: Base your information sharing decisions on considerations of the safety and well-being of the individual and others who may be affected by their actions.
6. Necessary, proportionate, relevant, adequate, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those individuals who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely.
7. Keep a record of your decision and the reasons for it – whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

### **Who to share information with**

Part of the decision-making process will include consideration about who to share information with. This could include:

- Statutory organisations – the Police and/or Children's Services must be informed about child protection concerns; Designated Officers should be consulted where there are concerns about someone in a position of trust.
- Disclosure & Barring Service – must be informed of any concerns about someone in regulated activity who is suspended or expelled from the organisation.



## Appendix F: Information Sharing

- Other clubs and other sports organisations – informing other organisations need to be considered according to the principles below in order that they can safeguard children in their care who may be at risk of harm.
- Individuals within the organisation – this will be decided on the basis of who needs to know what information in order to keep children safe according to the principles below.

### Recording information sharing decisions where you are the decision-maker

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/417698/Archived-information\\_sharing\\_how\\_to\\_record\\_decisions.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417698/Archived-information_sharing_how_to_record_decisions.pdf)

When you receive a request or decide it is appropriate to share personal information with another agency or service you must ensure that you record:

- the date and time;
- a summary of the information with a case reference, if available, and the reason for the request;
- the requestor's name, job title, organisation (and telephone number);
- your decision (whether to share or not) and the reasons for this decision.

If you decide to share information you must also record:

- whether you are sharing with or without consent;
- if sharing without consent, whether the person or family were informed and, if not, why not;
- who consented to or authorised the information sharing, if appropriate;
- what type of information you shared (but not the content);
- how you shared the information, e.g. email, phone and if appropriate how receipt was confirmed.

The table below shows how this information can be recorded. If you provide information, advice or guidance to any other organisation regarding a safeguarding concern, this must also be recorded in the same way, and saved in a secure area of the KCC Network, accessible only to the Lead and Deputising Safeguarding Officers.

| Date & Time | Information requested / case ref / reason   | Name of requestor /agency & contact details | Decision to share (Y/N) and reason | Who consented / authorised / informed | Type of information shared | How info was shared |
|-------------|---|---|------------------------------------|---------------------------------------|----------------------------|---------------------|
| Date & Time | Information shared / advice sought / reason | Name of requestor /agency & contact details | Advice given (Y/N) and reason      | Who consented / authorised / informed | Type of information shared | How info was shared |

<..\Safeguarding Enquiries & Reports\Information Sharing Log.xlsx>

## KENT - Forms and Guidance



<http://www.kscb.org.uk/procedures/child-in-need-chin>

If you are a professional who is considering completing a Single Request for Support Form have you considered the following:

- Does your concern meet Level 3 or 4 of the Support Levels Guidance?
- Do you have agreement to engage from the child or family?
- Do you need advice?
- Have you discussed the matter with your Designated Safeguarding Lead?

[Kent Support Levels Guidance](#)

[Kent - Request for Support Form](#)

[Kent - Single Request for Support form: Guidance Notes](#)

[Kent Support Levels Process](#)

[Front Door/Early Help Contacts](#)

### Professional consultation

[Front Door Consultation Guidance](#)

The purpose of a consultation is to provide advice regarding the most suitable action to take when working with a child, young person and their family. A consultation **should not be sought** when a Request for Support has already been made, nor when there are concerns that a child or young person is at risk of significant harm.

It is the responsibility of the professional contacting the Front Door to ensure that all necessary actions set are followed prior to seeking a consultation.

### Child Sexual Exploitation

<https://www.kscb.org.uk/guidance/sexual-abuse-and-exploitation>

Kent has recently launched a campaign to raise awareness of child sexual exploitation called Operation Willow. If you have concerns about a child or young person whom you believe is at risk of sexual exploitation, please call Kent Police on 101 quoting Operation Willow. You can also contact the National Child Sexual Exploitation Helpline on 11 60 00.

### Managing allegations against staff

- [Managing Allegations Against Staff Practice Guidance](#)
- [Kent LADO Referral Form for Professionals](#)
- [Kent LADO Referral Form for Parents and Carers](#)

### Local procedures

[Kent and Medway Safeguarding Children Procedures](#)

### National guidance

[What to do if you're worried a child is being abused: advice for practitioners](#)

## MEDWAY – Forms and Guidance



<http://www.mscb.org.uk/worriedaboutachild.aspx>

[Medway Inter-Agency Threshold Criteria for Children in Need](#)

[Medway – report a child safeguarding concern online](#)

[Medway – make an early help referral online](#)

[Medway First Response Service - Contacts](#)

What happens after your report or referral

Your report or referral will be received by the First Response Service, which includes the following teams:

- the Single Point of Access (SPA) Team
- the Multi-Agency Safeguarding Hub (MASH)
- the assessment teams needed to support and intervene in children's care.

They will review your report, then decide what to do next. The information is then passed onto the right people who'll decide what intervention is needed. Professionals will receive a letter with the outcome of our decision within 5 working days.

Keeping children safe

Our Local Safeguarding Children Board (LSCB) is responsible for agreeing how organisations will work together to safeguard and promote the welfare of children in Medway. Find out more on the Medway Safeguarding Children Board website.

<http://www.mscb.org.uk/>

How to report an allegation to the Local Authority Designated Officer

If you have concerns about an adult working with children or young people please report your concern using the referral form below:

- [Referral form for Professionals](#)
- [Referral form for Parents and Carers](#)

Further information and guidance:

[Local Authority Designated Officer Information Leaflet](#)

[A Guide to Managing Allegations Against Members of Staff](#)

[Flowchart to LADO Process](#)

**Local procedures**

[Kent and Medway Safeguarding Children Procedures](#)

**National guidance**

[What to do if you're worried a child is being abused: advice for practitioners](#)

# Code of behaviour for adults working with children



## Purpose

This code outlines the conduct Kent Sport expects from all our staff and volunteers. This includes temporary staff, students on work placement, volunteers and anyone who is undertaking specific duties on behalf of Kent Sport, whether paid or unpaid.

The behaviour code aims to help us protect children and young people from abuse, and reduce the possibility of unfounded allegations being made. It is based on the [NSPCC Behaviour code for adults working with children](#), which has been informed by the views of children and young people.

This code of behaviour forms part of the [Induction](#) for the KCC Sport & Physical Activity service, to ensure that everyone involved in our services has seen, understood and agreed to follow the code of behaviour, and that they understand the consequences of inappropriate behaviour. It should be read in conjunction with the Kent Sport Safeguarding & Protecting Children & Young People [Policy And Procedures](#).

## The role of staff and volunteers

When working with or for children and young people, you are acting in a position of trust. You are likely to be seen as a role model and must act appropriately.

## Responsibility

You are responsible for:

- prioritising the welfare of children and young people
- providing a safe environment for children and young people
- having good awareness of issues to do with safeguarding and child protection
- following our [principles, policies and procedures](#)
- staying within the law at all times
- modelling good behaviour for children and young people to follow
- challenging all unacceptable behaviour and reporting any breaches of the behaviour code to the Lead Safeguarding Officer
- reporting all allegations/suspicions of abuse following our reporting procedures.

## Rights

You should:

- treat children and young people fairly and without prejudice or discrimination
- understand that children and young people are individuals with individual needs
- respect differences in gender, sexual orientation, culture, race, ethnicity, disability and religious belief systems between yourself and others, and appreciate that all participants have something valuable and different to offer
- challenge discrimination and prejudice
- encourage young people and adults to speak out about attitudes or behaviour that makes them uncomfortable.

### **Relationships**

You should:

- promote relationships that are based on openness, honesty, trust and respect
- avoid favouritism
- be patient with others
- use caution when you are discussing sensitive issues with children or young people
- ensure your contact with children and young people is appropriate and relevant to the work of the project you are involved in
- ensure that whenever possible, there is more than one adult present during activities with children and young people, or at least within sight/hearing of other adults.

### **Respect**

You should:

- always listen to and respect children
- value and take children's contributions seriously
- actively involve them in planning activities wherever possible

In some cases, it may be necessary to break confidentiality in order to follow child protection procedures; if this is the case it is important to explain this to the child or young person at the earliest opportunity.

### **Unacceptable behaviour**

When working with children and young people, you must not:

- allow concerns or allegations to go unreported
- take unnecessary risks
- smoke, consume alcohol or use illegal substances
- develop inappropriate relationships with children and young people
- make inappropriate promises to children and young people
- engage in behaviour that is in any way abusive, including having any form of sexual contact with a child or young person under 18 years
- let children and young people have your personal contact details or have contact with them via a personal social media account – see [Social Media Policy](#)
- take photos without consent or using a personal device – see [Photography Policy](#)
- act in a way that can be perceived as threatening or intrusive
- patronise or belittle children and young people
- make sarcastic, insensitive, derogatory or sexually suggestive comments or gestures to or in front of children and young people.

### **Upholding this code of behaviour**

You should always follow this code of behaviour and never rely on your reputation or that of our organisation to protect you. If you have behaved inappropriately you will be subject to our disciplinary procedures. We may also make a referral to statutory agencies such as the police and/or the local authority child protection services.

If you become aware of any breaches of this code, you must report them to the Lead Safeguarding Officer. If necessary you should follow the [whistle-blowing procedure](#) and [safeguarding procedures](#).

## Appendix J: Roles and Responsibilities

| Kent & Medway Sports Board (via Champion)   | Senior Management Team   | Designated & Deputising Officers   | Staff & Volunteers working with Children  | Staff & Volunteers <b>not</b> working with Children   |
|---|--|--|---|---|
| understand requirements for safeguarding children   | oversee arrangements to ensure the organisation fulfils its 'duty of care' towards children  | lead, develop and communicate approach to safeguarding children, in line with the Framework for Safeguarding and Protecting Children in Sport                      | be aware of what is meant by safeguarding, protecting and promoting the welfare of children and the different ways in which children and young people can be harmed | be aware of what is meant by safeguarding, protecting and promoting the welfare of children   |
| evaluate and suggest improvements to policies and procedures  | contribute to the development and implementation of policies for the safeguarding and protection of children in sport  | work with other agencies to maintain, develop, review and implement policies and procedures to safeguard children and young people in line with national guidance  | be alert to potential indicators of abuse or neglect, and the risks which individual abusers, or potential abusers may pose to children                             | be alert to potential indicators of abuse or neglect  |
| take accountability for the development of policies and promoting the welfare of children in sport  | develop, maintain and review policies and procedures which contribute to safeguarding children, including safe recruitment, complaints and disciplinary procedures | take responsibility for dealing with any concerns about the protection of children; advise staff and volunteers on organisational policies and procedures          | communicate effectively and develop working relationships with other staff, volunteers, children and parents to promote the welfare of children                     | be alert to the risks which individual abusers, or potential abusers may pose to children   |
| take accountability for effective implementation of organisational policies and procedures including those related to safe recruitment    | work collaboratively with external agencies on cases of serious poor practice or abuse   | create and maintain relevant records in line with organisational procedure; maintain confidentiality; share information as appropriate regarding specific concerns | be aware of the roles of other practitioners and agencies in supporting and advising families and safeguarding and promoting the welfare of children                | be able to report concerns in line with the organisation's procedures   |
| represent the organisation's approach to safeguarding and protecting children and communicate this approach to other organisations        | implement an organisational culture of listening to children as reflected in organisational plans and practices  | ensure adequate safeguarding arrangements is a key element of all commissioning, funding and partnership agreements  | demonstrate knowledge of national legislation and guidance relevant to role   | ensure partner organisations have adequate policies and procedures in respect of safeguarding   |
| ensure that the organisation works collaboratively with external agencies on strategic plans to safeguard and promote welfare of children | ensure adequate safeguarding arrangements is a key element of all commissioning, funding and partnership agreements  | advise on training needs; support staff to respond appropriately to concerns about children's welfare or safety  | demonstrate knowledge of organisational policies and procedures and how to apply these in practice  | ensure that the inclusion of adequate safeguarding arrangements is a key element of all commissioning, funding and partnership agreements |
| ensure that the organisation's strategic plans integrate a culture of listening to children   | represent the organisation's approach to safeguarding and protecting children and communicate this approach to other organisations                                 | provide advice and support to partner organisations; direct individuals to sources of support during and following an incident, allegation of abuse, or complaint  | adhere to the relevant Codes of Conduct appropriate to role   | represent the organisation's approach to safeguarding and protecting children and communicate this approach to other organisations        |