

THE FA'S SAFEGUARDING 365 STANDARD FOR COUNTY FAs 2021-24

SAFEGUARDING 365

VERSION: 2.0

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FOR ALL



For brevity and space reasons, sometimes the full title 'The FA's Safeguarding 365 Standard for County FAs' is shortened to one of the following:

- Safeguarding 365 Standard
- Safeguarding 365
- the Standard
- S365 (this appears in many of the process flowcharts)

All refer to the document you are reading.

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Where an Appendix is marked as **MANDATORY**, County FAs are required to use the Appendix in the form in which it is provided. Where an Appendix is marked as **GUIDANCE**, County FAs are not required to use the Appendix in the form in which it is provided and can use their own templates.

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Striving for continuous improvements 365

Aligned with the Grassroots Football Strategy, County FAs are playing a key role in helping the grassroots game to 'survive and revive' following significant recent and ongoing global impacts.

Whether the game is surviving, reviving or hopefully thriving again, one thing remains a constant: we must all have an unwavering commitment to safeguarding – a subject which came under the national spotlight again in 2022 with the publication of the Whyte Review into emotional and physical abuse in British Gymnastics. Our Safeguarding team continues to review and action the transferable learning from this review.

This year, we were pleased to hear from the NSPCC's Child Protection in Sport Unit's Independent Assessors, how impressed they are by the work of the County FAs that they've assessed to date. We were similarly pleased to learn from our Survivor Support and Safeguarding Advisory Group about how moved and inspired they were after visiting Nottinghamshire County FA. The Group heard first-hand from the CEO, Deputy Senior Safeguarding Lead and lead DSO about the dedicated safeguarding work that they and all counties undertake, guided by Safeguarding 365.

This work underpins a point our survivor Group regularly and passionately conveys: we can never stop improving the safer working practices we see applied throughout grassroots football, every day of the year. So you won't be surprised to hear that we've strengthened the Standard further for 2022/23, especially in adult football – which we know will be welcomed by County FAs.

The role of County FAs cannot be underestimated in implementing everything this manual contains. We will continue to support you to create the most safe and positive football environments possible throughout the leagues and clubs in your area, particularly for young players and adults at risk.

It's these safe and positive environments that form the lifelong relationships with the game we all love – that's the ultimate goal.

Thank you for the part you are actively playing in this vital work.



Debbie Hewitt

Debbie Hewitt MBE
Chair, The FA



Kate Tinsley

Kate Tinsley
Safeguarding Board
Champion, The FA Board



Ensuring safeguarding culture and practice thrive 365

It's been really heartening for me and the National Game Board members this season to see the positive outcomes, arising from the Safeguarding 365 independent assessments of County FAs. I'm delighted that the progress counties have made over the past five years is being recognised by the NSPCC Child Protection in Sport Unit.

Thank you for all the continued hard work and energy that's going in to safeguard children and adults at risk in the grassroots game.

It's clear from the conversations that I have, that our ongoing focus needs to be supporting our clubs and leagues to create ever-safer football environments, for all participants.

Core to the Safeguarding 365 Standard is listening to children and young people – we know from the accounts of so many survivors of non-recent abuse in football that they were not confident to speak out, were fearful for their playing careers; they thought no-one would listen and felt powerless as their abusers breached their positions of trust over and over again.

These stories rightly rocked the game and this year the Whyte Review into emotional and physical abuse in British Gymnastics has also seen harrowing accounts of abuse of power by coaches and those in positions of trust.

These Reviews, powerful documentaries, and continuing to listen to the voices of those with lived experience as well as children, young people and adults at risk, will help to ensure we maintain safeguarding front of mind, so football can be played by them, free from the fear of bullying, harassment, discrimination, sexual abuse and all forms of abuse.

The Safeguarding 365 Standard that this manual contains, continues to focus us all – especially those of us responsible for leading County FAs and those delivering football. And it is good to know following your feedback, how much all County FAs endorse the Standard and are committed to maintaining and exceeding it.

There is never room for complacency, and I encourage every County FA, league and club to keep building on and consolidating this work, so it becomes an integral part of all we do.

As an ongoing process, we refresh the Standard each season and take on board feedback from the County FAs, The FA Safeguarding Team and the independent assessors.

The emphasis on open-age adult teams and their safeguarding responsibilities for their 16/17-year-old players remains an important area of County FAs to support, as well as continuing to promote the resources to support the safeguarding adults' agenda via the online course and club toolkit.

It is for each County FA to be able to demonstrate that they continue to meet the Safeguarding 365 Standard and I trust that this manual provides clear guidance and support to County FAs in doing this. I urge Chairs and CEOs to continue to lead the embedding of the Standard across their organisations: Safeguarding is the responsibility of us all.

Thank you again for your commitment and drive to provide safe environments to enhance everyone's enjoyment of the beautiful game.



A handwritten signature in black ink, which appears to read 'Sue Hough'.

Sue Hough, MBE
Chair, The FA National Game Board

SECTION 01

COUNTY FA GOVERNANCE OF SAFEGUARDING





01

COUNTY FA GOVERNANCE OF SAFEGUARDING

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The above six areas comprise the overall Safeguarding 365 Standard (S365) for County FAs.

On the pages which follow, we go through these six areas, in each case showing:

- Sub-sections of each area;
- A description of success in each case;
- Evidence required;
- Resources you can access to understand the requirements of each area.



Standard – Area 1: Governance and Leadership

This requires County FAs to demonstrate they have a structured process in place to define and embed senior leadership responsibility and accountability for safeguarding children and adults in the governance responsibilities at the highest level of the organisation. It also requires those responsibilities and accountabilities to be reflected in all relevant roles as well as the overall culture and practice of the County FA, not just via the Designated Safeguarding Officer (DSO) role.

1.1 COUNTY FA COMMITMENT TO STANDARDS AND BEHAVIOURS			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
1.1.1	The County FA Board, CEO and Senior Safeguarding Lead (SSL) (if there are instances when the SSL is not the CEO) have signed up to endorsing The FA Safeguarding Children Policy and the Safeguarding Adults at Risk Policy and committed to meeting The FA's Safeguarding 365 Standard for County FAs (S365).	<ul style="list-style-type: none"> List of current Board members Signed County FA Commitment Statement uploaded to Smartsheet and returned to Laura.Whapham@NSPCC.org by 31 October each season Minutes to show the Board and SSL have received and read the independent assessment reports 	<p>See Appendix 1: Football Association Ltd. County FA Commitment Statement to Safeguarding in Football</p> <p>See Appendix 2: Safeguarding Adults: Briefing Note</p> <p>Relevant process: 1: County FA Commitment Statement</p>
1.1.2	The County FA Board takes accountability for ensuring adequate resources are devoted to developing, implementing, and reviewing safeguarding policy and practices. The level of resourcing is reviewed periodically and minuted in County FA Board meetings (1.5.1)	<ul style="list-style-type: none"> Minutes to show the Board has been updated and considered the resourcing levels The risk register reflects any concerns in this regard 	<p>See Appendix 14: Guidance on the use of Risk Registers and Safeguarding Risks</p>
1.1.3	The Board, Committee, Council and/or County FA members and staff have signed to say they have read and understood and agreed to comply with the County FA Safeguarding Code of Conduct. Codes must be signed by new appointees within a month of being appointed. Everyone must re-sign the Code of Conduct by 30 September every two years, from 2020 onwards.	<ul style="list-style-type: none"> Signed Codes of Conduct, which members demonstrate an understanding of responsibilities and consequences of not signing 	<p>See Appendix 3: Safeguarding Code of Conduct – Volunteers</p> <p>See Board Induction Pack in The FA's Code of Governance for County FAs</p> <p>See Appendix 4: Safeguarding Code of Conduct – Staff</p> <p>Also refer to: The FA's Code of Governance for County FAs</p> <p>Relevant process: 2: Board, Council, Committee Code of Conduct</p>
1.1.4	The County FA enforces and records breaches of the Code of Conduct (1.1.2) consistently in line with the County FA's disciplinary procedures.	<ul style="list-style-type: none"> Documented process for managing breaches 	<p>See Appendix 5: Sample Process for Managing A Breach of the Staff Code of Conduct</p> <p>See Appendix 6: Managing Allegations Against Staff and Volunteers</p> <p>Also refer to: County FA Staff Handbook disciplinary procedures</p> <p>Relevant process: 3: Managing Breaches of Codes of Conduct</p>



1: Governance and Leadership *continued*

1.2 ROLES, RESPONSIBILITIES AND TRAINING			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
1.2.1	There is a clearly defined staffing structure which is uploaded to Smartsheet by 30 September each season.	Current County FA organogram highlighting all safeguarding roles	N/A
1.2.2	There is a role profile for the County FA Board Safeguarding Champion (BSC) and a County FA BSC has been appointed and inducted into the role and completed or booked on to relevant training by 31 December each season and/or evidence that Continuous Personal Development (CPD) has been completed within last 12 months by 31 December each season. There are quarterly meetings of the BSC & DSO.	<ul style="list-style-type: none"> • Role profile • Name • Record of induction, to include a briefing on S365 • Minutes of BSC involvement • Power BI dashboard /WGS • Evidence of CPD 	See Appendix 7: Board Safeguarding Champion – Role Profile See Appendix 8: Safer Recruitment Practices See Appendix 9: Safeguarding Induction Checklist – Volunteers See Appendix 16: Training Requirements 2022/23 Relevant processes: <ul style="list-style-type: none"> – 4: Board Safeguarding Champion Requirements – 5: Board Safeguarding Champion – Role Profile – 21: Board Safeguarding Champion – Training Requirements
1.2.3	There is a signed role profile for the County FA SSL and the County FA CEO ¹ or equivalent has been appointed as the SSL, unless otherwise agreed with or proposed by The FA Head of Safeguarding and FA Head of Operations. The SSL's induction is overseen by the County FA's Chairperson and the SSL has the capability to fulfil the duties in the role profile. The SSL has completed or booked on to the relevant training and CPD by 31 December each season.	<ul style="list-style-type: none"> • Role profile • Named on organogram • Record of induction • Power BI dashboard/WGS • Evidence of CPD 	See Appendix 8: Safer Recruitment Practices See Appendix 10: Senior Safeguarding Lead – Role Profile See Appendix 11: Safeguarding Induction Checklist – Staff See Appendix 16: Training Requirements 2022/23 Relevant processes: <ul style="list-style-type: none"> – 6: Senior Safeguarding Lead (SSL) Requirements – 7: Senior Safeguarding Lead (SSL) – Role Profile – 22: Senior Safeguarding Lead – Training Requirements
1.2.4	A deputising process is in place for the SSL and is communicated to the relevant County FA staff, Board and relevant FA staff.	<ul style="list-style-type: none"> • Documented process exists and has been communicated • Role profiles include deputising responsibilities 	Relevant process: 8: Deputising for the SSL Refer to: Safeguarding Team on Microsoft Office 365 for an example Agreement between NRCounty FA and ERCounty FA for SSL cover.

¹ County FA CEO or equivalent relates to the lead executive within a County FA. Some other terms currently used include County Secretary and General Manager.



1: Governance and Leadership *continued*

1.2 ROLES, RESPONSIBILITIES AND TRAINING <i>continued</i>			
1.2.5	Safeguarding responsibilities and accountabilities are reflected in all role profiles for members of the County FA workforce. Performance and Development Reviews (PDRs) should reflect safeguarding objectives and deliverables.	<ul style="list-style-type: none"> • Role profiles include role-specific safeguarding responsibilities and accountabilities • PDRs include safeguarding objectives and deliverables 	See Appendix 12: Examples of Role-Specific Safeguarding Responsibilities See Appendix 13: County FA Continuous PDR Template Refer to template role profiles provided by The FA
1.3 BUSINESS STRATEGY AND OPERATIONAL PLANNING			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
1.3.1	The County FA's safeguarding responsibilities are embedded in the County FA Strategy/Business Plan and the County FA annual operational plan and reflected in the budget and risk register.	<ul style="list-style-type: none"> • Leadership Team and Board minutes reporting progress and monitoring • Strategy/Business/Operational Plan showing safeguarding as a priority, objectives, budgets and risk register • Copy of completed quarterly review checklist 	See Appendix 14: Guidance on the use of Risk Registers and Safeguarding Risks Refer to: County FA quarterly review action plan
1.3.2	The County FA safeguarding actions in the annual operational plan are monitored, reviewed and evaluated on a monthly basis.	<ul style="list-style-type: none"> • County FA monthly tracker showing safeguarding actions across the season • Coherent, collaborative team-working culture in the County FA • Systems in place to oversee implementation of the Standard 	Relevant process: 9: County FA Operational Plan



1: Governance and Leadership *continued*

1.4 POLICIES AND PROCEDURES			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
1.4.1 (Cross reference to 5.2.1)	The County FA Staff Handbook includes guidance for staff on Safeguarding Policy and Procedures, including reporting concerns and whistleblowing, as well as the Code of Conduct.	<ul style="list-style-type: none"> County FA Staff Handbook or County FA Safeguarding Handbook 	<p>Refer to: County FA Staff Handbook, Affiliated Football Policy and Procedures.</p> <p>Relevant process: 10: Reporting Concerns and Whistle-blowing</p> <p>See Appendix 5: Sample Process for Managing A Breach of the Staff Code of Conduct</p> <p>Refer to: http://bit.ly/sfgAdu for flow diagrams for reporting concerns about an adult at risk</p>
1.5 LEADERSHIP			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
1.5.1	Safeguarding is a standard agenda item at Leadership Team and Board meetings and the implementation of safeguarding principles and practice are monitored, evaluated and acted upon and adequately resourced.	<ul style="list-style-type: none"> Leadership Team and Board minutes report progress and monitoring, including reference to safeguarding in open-age adult and disability football Leadership Team and Board demonstrate behaviours that show safeguarding is consistently considered in the organisation's decision-making and practice BSC feedback in assessment interviews 	<p>Relevant process: 11: Safeguarding on Board and Leadership Team Agenda</p>



Standard – Area 2: Operational Delivery Driving a Culture of Safeguarding

This requires County FAs to demonstrate they have systematically embedded safeguarding in all aspects of the County FA's operations and have a coherent, collaborative team-working culture. This includes employment, deployment, adhering to safer recruitment policy and social media policy, raising awareness and educating, relationships with safeguarding professionals in the relevant local authority/ies. It also relates to how the County FA proactively supports Club and Youth league Welfare Officers and ensures all activity with under-18s, whether directly delivered by the County FA or where the County FA uses third parties, is risk-assessed. It also requires evidence of actions to proactively drive safeguarding in open-age adult and disability clubs or teams.

2.1 SAFER RECRUITMENT			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.1.1	A safer recruitment policy is in place across the organisation for County FA staff and volunteers directly deployed by the County FA and it is applied to new appointments.	<ul style="list-style-type: none"> Documented safer recruitment policy and examples of its application with new appointments Power BI/WGS tracking DBS and training records 	See Appendix 8: Safer Recruitment Practices Relevant process: 12: Safer Recruitment
2.1.2	The County FA staff and volunteers directly deployed by the County FA in regulated activity maintain up to date checks or use the Disclosure and Barring Service (DBS) Update Service.	<ul style="list-style-type: none"> Quarter Review Measure Compliance Review 	See Appendix 15: Disclosure and Barring Service (DBS) Checks for County FA Staff and Volunteers Relevant process: 13: DBS Requirements – Staff and Volunteers
2.2 INDUCTION			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.2.1	For new staff appointments, the County FA staff induction is mandatory, carried out over a minimum of four weeks and must include safeguarding awareness (under-18s and adults at risk), reporting, protocols and procedures. This should be overseen by the relevant line manager and communicated to the SSL and DSO when completed.	<ul style="list-style-type: none"> Induction checklist – evidence of shadowing to observe how safeguarding is implemented and embedded 	See Appendix 4: Safeguarding Code of Conduct – Staff See Appendix 11: Safeguarding Induction Checklist – Staff Also refer to: Affiliated Policy and Procedures: TheFA.com/football-rules-governance/safeguarding/policy-downloads Relevant process: 14: Staff Induction
2.2.2	CEOs/SSLs attend an induction on Safeguarding 365 with The FA & the Assessors, within a month of the CEOs/SSLs appointment.	<ul style="list-style-type: none"> Board minutes confirming attendance at an FA induction session 	See the Safeguarding 365 manual you're reading.



2: Operational Delivery *continued*

2.3 DESIGNATED SAFEGUARDING OFFICER (DSO) ROLES AND RESPONSIBILITIES			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.3.1	The County FA DSO demonstrates the essential knowledge, experience and competencies to undertake the role, in line with the role profile.	<p>Established in role:</p> <ul style="list-style-type: none"> • Demonstrates knowledge and experience through interview and practical application <p>New to role:</p> <ul style="list-style-type: none"> • Evidence of open recruitment and due process • Relevant expertise on recruitment panel, including The FA Safeguarding Team • DSO Role Profile • CV • Learning development plan 	<p>See Appendix 8: Safer Recruitment Practices</p> <p>See Appendix 17A: Designated Safeguarding Officer – Role Profile</p> <p>Relevant process: 15: DSO Recruitment</p>
2.3.2	The County FA DSO Staff induction is carried out over a minimum of four weeks and includes safeguarding awareness, policy and procedures, club safeguarding reviews and visits and shadowing to observe examples of how safeguarding is embedded across the County FA's work.	<ul style="list-style-type: none"> • County FA Induction programme • Organogram • DSO CV • Identified 'buddy'² 	<p>See Appendix 11: Safeguarding Induction Checklist – Staff</p> <p>Relevant process: 16: DSO Induction</p>
2.3.3	The County FA DSO has completed relevant training and/or continuing professional development by 31 December each season and/or evidenced that Continuous Personal Development (CPD) has been completed within last 12 months.	<ul style="list-style-type: none"> • Certificates of attendance Power BI dashboard of training records 	<p>See Appendix 16: Training Requirements 2022/23</p> <p>Relevant process: 17: DSO Training and CPD</p> <p>Refer to guidance on a range of DSO learning and development topics, which can be found here.</p>

² As part of the induction process, The FA works with County FAs to ensure a 'buddy' from the existing County FA DSO network is appointed to help to support new DSOs to build their knowledge and confidence in the role.



2: Operational Delivery *continued*

2.3 DESIGNATED SAFEGUARDING OFFICER (DSO) ROLES AND RESPONSIBILITIES <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.3.4 (Cross reference to 5.1.2)	<p>The County FA DSO has a Line Manager who oversees a written work programme and holds monthly 1:1 meetings, quarterly reviews and an annual appraisal for the DSO. The Line Manager supports the delivery, development and wellbeing of the DSO.</p> <p>The Line Manager proactively discusses cases with the DSO to provide a check and challenge to decision making re the management of low-level concerns and the escalation of relevant cases to The FA. This should include that appropriate consultation has taken place with The FA safeguarding case management team about thresholds.</p>	<ul style="list-style-type: none"> Responsibilities reflected in Line Manager’s role profile Written evidence of 1:1s, quarterly reviews and PDR appraisal 	<p>See Appendix 13: County FA Continuous PDR Template</p> <p>See Appendix 18: Knowledge and Skills of a Designated Safeguarding Officers (DSO’s) Line Manager</p> <p>For access to the Grassroots Calendar please:</p> <ul style="list-style-type: none"> Email Stuart.Richmond@TheFA.com with a request to access the Grassroots Calendar <p>Then:</p> <ul style="list-style-type: none"> Go to Calendars in Microsoft Outlook; Click on ‘Open Calendar’; Click on ‘Open Shared Calendar’; Type in ‘grassrootscalendar’ and click ok. <p>Relevant process: 20: Requirements for Support of the DSO</p>
2.3.5	A deputising process is in place for the County FA DSO.	<ul style="list-style-type: none"> Documented process for planned and unplanned cover e.g. annual leave and sickness overseen by SSL and communicated to relevant people 	<p>See Appendix 19: Guidance on Deputising for the Designated Safeguarding Officers (DSO) and Minimum Requirements</p> <p>Relevant process: 18: Deputising for the DSO</p>
2.3.6	Arrangements are in place to support the DSO in the absence of the Line Manager of the DSO.	<ul style="list-style-type: none"> Documented process for planned and unplanned cover e.g. annual leave and sickness overseen by SSL and communicated to relevant people 	<p>Relevant process: 19: Deputising for the DSO’s Line Manager</p>



2: Operational Delivery *continued*

2.4 DSO WORKING ENVIRONMENT			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.4.1	The work environment is appropriate (including when working from home) to meet the needs of the County FA DSO and the staff deputising for the DSO.	<ul style="list-style-type: none"> • Requisite equipment to do the role: mobile, desk phone, laptop, secure internet, confidential online and offline folders • Confidential space for confidential conversations and to work collaboratively alongside colleagues • A phone for use by safeguarding staff that can be used by the DDSO in the absence of the DSO 	<p>Refer to: Appendix 35: Phone and email communications – Dealing with Safeguarding in the Absence of the DSO</p> <p>Refer to: Homeworking policy on (Section 25) of the CFA Staff Handbook Template which is in the CFA Documents Library</p>
2.5 TRAINING AND CONTINUOUS PERSONAL DEVELOPMENT (CPD)			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.5.1 (Cross reference to 2.5.3)	The County FA has identified which of their Council, Committee or County FA members are actively involved in work with children (see guidance) and ensures that they receive safeguarding training relevant for their role within FA mandated timeframes.	<ul style="list-style-type: none"> • Records of Council, Committee or County FA Members currency with safeguarding training requirements • Quarterly audit sheets verified by RMs drawn from Power BI dashboards 	<p>See Appendix 16: Training Requirements 2022/23</p> <p>Relevant process: 23: Board, Council and Committee – Training Requirements</p> <p>Guidance: The County FA has identified their Council, Committee or County FA members in line with these two categories:</p> <ol style="list-style-type: none"> actively involved in work with children and young people and/or influencing decisions in relation to under-18 or adults at risk football; exempted due to ill-health or exceptional circumstances. <p>Those in category a) meet the relevant safeguarding education requirements for the role. Those in category b) should not hold voting rights, responsibilities for, or carry out duties on behalf of the association with adults at risk or under-18s</p>



2: Operational Delivery *continued*

2.5 TRAINING AND CONTINUOUS PERSONAL DEVELOPMENT (CPD) <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.5.2	County FA Disciplinary Members, including independent members who sit on cases involving under-18s will have completed the relevant briefing and/or safeguarding training by 31 December each season.	<ul style="list-style-type: none"> CFAs Judicial Calendar records of completion 	Refer to: Online Safeguarding for Disciplinary Commissions course See Appendix 16: Training Requirements 2022/23
2.5.3 (Cross reference to 2.5.1)	The County FA staff and volunteers directly deployed by the County FA in regulated activity maintain up to date relevant safeguarding education and CPD appropriate to their role.	<ul style="list-style-type: none"> Quarterly audit sheets verified by Regional Managers drawn from WGS/Power BI dashboards 	See Appendix 16: Training Requirements 2022/23 Relevant process: 14: Staff Induction
2.6 SAFEGUARDING RISK ASSESSMENT			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.6.1 (Cross reference to 2.7.1-2.7.3)	Safeguarding risk assessments are completed for all County FA-led events and activities this season for under-18 players (including open-age adult with 16/17-year-olds) and where the County FA directly employs or deploys under-18 referees, coaches and volunteers, to ensure that appropriate safeguards are in place.	<ul style="list-style-type: none"> Spreadsheet of County FA activities involving under-18 players, referees, coaches or volunteers Documented contract agreements, risk assessments, Codes of Conduct and Policy for each event Discussion re: actions taken and progress made since the last assessment 	See Appendix 20: Safeguarding Risk Assessments Relevant process: 24: Risk Assessment for all County FA-led Activities and Events Refer to: The Training Ground log-in page .



2: Operational Delivery *continued*

2.6 SAFEGUARDING RISK ASSESSMENT <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.6.2	Under-18s involved in youth and open-age adult County FA-led events and activities know who and how to report any concerns about their wellbeing.	<ul style="list-style-type: none"> Spreadsheet of County FA activities involving under-18s Documented risk assessments and actions Record of briefings and copies of safeguarding briefing information delivered by event organisers Leaflets and information for under-18s, including website 	Relevant process: 25: Contract Agreements with Third Parties Hiring County FA Facilities
2.6.3	Safeguarding risk assessments are completed for all County FA-led events involving open age-adult disability football teams or participants this season.	<ul style="list-style-type: none"> Spreadsheet of all County FA-led open-age adult disability teams activity; or activity where there is the potential for adults at risk Documented contract agreements, risk assessments, Codes of Conduct and Policy for each event 	Refer to: The FA website: TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults See Appendix 20: Safeguarding Risk Assessments
2.7 CONTRACT AGREEMENTS			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.7.1 (Cross reference with 2.6.1)	Contract agreements are in place with all contractors hiring or using the County FA's facilities and identify the contractor's safeguarding responsibilities and accountabilities and include the relevant warranties.	<ul style="list-style-type: none"> All contract agreements for contractors hiring County FA facilities 	See Appendix 21: Guidance on Contracts Relating to Services for Provision for Under-18s or where there is the potential for working with Open-Age Adult Disability Teams or participants Relevant process: 25: Contract Agreements with Third Parties Hiring County FA Facilities



2: Operational Delivery *continued*

2.7 CONTRACT AGREEMENTS <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.7.2	Contract agreements are in place where the County FA hires or uses third-party facilities for their events for under-18s, who may be playing, officiating, assisting or spectating.	<ul style="list-style-type: none"> All contract agreements (or equivalent) for County FA hiring third-party facilities Documented risk assessments and relevant actions 	See Appendix 20: Safeguarding Risk Assessments Relevant process: 26: Contract Agreements when County FA is Hiring Third-party Facilities
2.7.3 (Cross reference with 2.6.1)	Contract agreements are in place with all contractors working with under-18s or where there is the potential for working with adults at risk on behalf of, or in partnership with, the County FA. These identify the contractor's safeguarding responsibilities and accountabilities and include the relevant warranties.	<ul style="list-style-type: none"> All contract agreements, including relevant Policy, Signed Codes and evidence of DBS Checks 	See Appendix 21: Guidance on Contracts Relating to Services for Provision for Under-18s or where there is the potential for working with Open-Age Adult Disability Teams or participants Relevant processes: <ul style="list-style-type: none"> 25: Contract Agreements with Third Parties Hiring County FA Facilities 26: Contract Agreements when County FA is Hiring Third-party Facilities
2.8 EFFECTIVE COMMUNICATION			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.8.1	Contact details for the County FA DSO are easily accessible via County FA communication channels.	<ul style="list-style-type: none"> Content on County FA website and printed materials 	Utilise safeguarding@County FA.com emails so communications are trackable and can be accessed by deputies
2.8.2	The County FA promotes safeguarding effectively through its communication channels, signposting policy, procedures, advice, guidance and information for youth and open-age adult football, including adult disability football with 16/17-year-olds and adult disability football.	<ul style="list-style-type: none"> Content on County FA website and social media channels 	N/A
2.8.3	The County FA promotes the mandatory safeguarding education requirements, as well as wider education opportunities to grassroots football.	<ul style="list-style-type: none"> Content on County FA website and social media channels 	See Appendix 22: Safeguarding Education



2: Operational Delivery *continued*

2.8 EFFECTIVE COMMUNICATION <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.8.4	The County FA staff and volunteers deployed on behalf of the County FA adhere to a Social Media Policy, e.g. safer working practice in communicating with under-18s through social media, websites, mobile phones and email communication.	<ul style="list-style-type: none"> • Spreadsheet of staff and volunteers working with children • Documented evidence of consent from parents to communicate with under-18 representative teams, referees and coaches • Evidence of parents copied in to communications with under-16 representative teams and referees • Social Media Policy for Staff • Website area for under-18s 	Refer to: FA guidance on communicating with under-18s .
2.9 CLUB AND LEAGUE WELFARE OFFICER SUPPORT (YOUTH, ADULT OPEN-AGE AND ADULT DISABILITY TEAMS)			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.9.1 (Cross reference to 2.9.4 and 5.1.1)	<p>Youth Teams</p> <p>The County FA plans, designs, promotes, delivers and evaluates a programme to engage and upskill Club and Youth League Welfare Officers at least twice a season. County FAs demonstrate how they respond to feedback from CWOs and YLWOs and build the knowledge and capability levels of their CWO network.</p>	<ul style="list-style-type: none"> • Proactive engagement and support plan • E-comms • Materials from sessions, events • Conferences • Use of social media hubs • Feedback from CWOs 	<p>See Appendix 23: Club and Youth League Welfare Officer Support</p> <p>See Appendix 24: Seeking Feedback</p> <p>Relevant process: 27: Supporting Club and Youth League Welfare Officers</p>



2: Operational Delivery *continued*

2.9 CLUB AND LEAGUE WELFARE OFFICER SUPPORT (YOUTH, ADULT OPEN-AGE AND ADULT DISABILITY TEAMS) <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.9.2	Under-18 Players' Safeguarding Awareness: The County FA promotes The FAs safeguarding messaging and resources for youth players.	<ul style="list-style-type: none"> Evidence of communications to clubs and leagues Evidence of support for FA social media campaign and safeguarding weekend 	See FA Play Safe assets
2.9.3 (Cross reference to 2.9.4 and 3.1.5)	<p>Open-Age Adult Teams</p> <p>The County FA communicates to open-age adult clubs to ensure they understand their safeguarding responsibilities.</p> <p>a) All clubs with open-age adult teams are required to have a named Club Welfare Officer at the point of affiliation from 2023/24 season onwards.</p> <p>b) All eligible Club Welfare Officers (Adult Teams) are required to have an in date and accepted DBS check at the point of affiliation from the start of the 2024/25 season onwards.</p> <p>c) All Club Welfare Officers (Adult Teams) are required to have in-date Player Welfare Course qualification at the point of affiliation from the start of the 2024/25 season onwards.</p> <p>d) All open-age team officials of teams with under-18 players (coaches, managers, medics (including assistants)) are required to have an in date and accepted DBS from the start of the 2024/25 season.</p> <p>e) All open-age team officials of teams with under-18 players are required to have in date Player Welfare Course qualification from the start of the 2024/25 season.</p>	<ul style="list-style-type: none"> Communications and support plan for open-age adult clubs Proactive communications to clubs; relevant webpage features; meetings and events Power BI/WGS/PFF indicating named CWO Adult Teams Power BI/WGS/PFF team records, indicating named coaches League engagement and support of safeguarding messaging and requirements Power BI/WGS/PFF records re DBS checks and training 	<p>See new Appendix 25: County FA Actions for Open-age Adult Football with 16/17-year-old Players</p> <p>Refer to: The FA's Guidance Note 1.4: Safeguarding Policy and Procedures: Club Template: TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework</p> <p>Refer to: FA Safer Recruitment and DBS Check guidance: TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks</p> <p>Refer to: The FA's Guidance Note 7.1: Understanding Your Rights in Football, which is for 16/17-year-old players: TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s</p>



2: Operational Delivery *continued*

2.9 CLUB AND LEAGUE WELFARE OFFICER SUPPORT (YOUTH, ADULT OPEN-AGE AND ADULT DISABILITY TEAMS) <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.9.4	Open-Age Players Safeguarding Awareness: The County FA promotes The FAs safeguarding messaging and resources for players.	<ul style="list-style-type: none"> Evidence of communications to clubs and leagues Evidence of support for FA social media and other relevant campaigns 	See FA Play Safe assets
2.9.5	Open-Age Adult Leagues: The CFA communicates to open-age adult Leagues that have, or are likely to have, 16/17 year old players to (i) recommended they appoint a Leagues Safeguarding Advocate (LSA) or a League Welfare Officer (LWO) and (ii) ensure safeguarding is a standing agenda item at AGM/Committee Meetings, (iii) that Leagues ensure they are aware of the number of clubs who have registered 16 /17 year old's players.	<ul style="list-style-type: none"> Evidence of communications to Open-Age Adult Leagues. Data provided on the number of League Safeguarding Advocates (LSA) appointed Awareness of Leagues of the volume of 16-17-year old registered players 	See League Safeguarding Advocate (LSA) role purpose. See Appendix 25 .
2.9.6	Adult Disability Teams All Adult Disability Clubs must have a named Club Welfare Officer (Adult Disability Teams) with an in-date FA Safeguarding Adults e-course, at the point of affiliation from 2023/24 season onwards.	<ul style="list-style-type: none"> Communications and support plan for adult disability teams Promotion of the CWO (Adult Disability Teams) role Promotion of The FA Safeguarding Adults e-course 	See Appendix 2: Safeguarding Adults: Briefing Note Refer to: FA Online Safeguarding Adults course – guidance to access . Refer to: FA briefings for County FA DSOs and FDOs . Refer to: Safeguarding Adults Toolkit for Clubs .
2.9.7 (Cross reference to 5.5.2)	The County FA provides information to support CWOs (Youth Teams) and YLWOs in managing low-level concerns and complaints in line with The FA's guidance on case thresholds.	<ul style="list-style-type: none"> Information or training provided; List of attendees if appropriate; training materials 	See Appendix 32: The FA Safeguarding Case Management Team: County FAs' Referral Threshold and Process 2022/23 .
2.9.8	Parents/Carers Safeguarding Awareness: The County FA promotes The FA's safeguarding messaging and resources for parents/carers.	<ul style="list-style-type: none"> Evidence of promotion of Safeguarding Awareness for Parents / Carers e-learning course by England Football Learning 	Refer to: England Football Learning website . Watch and promote Play Safe films which seek to drive completion of the course for parents & carers.



2: Operational Delivery *continued*

2.9 CLUB AND LEAGUE WELFARE OFFICER SUPPORT (YOUTH, ADULT OPEN-AGE AND ADULT DISABILITY TEAMS) <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.9.9	The County FA works collaboratively with The FA and supports clubs where there are incidences of cardiac arrest and catastrophic injury.	<ul style="list-style-type: none"> • Spreadsheet of incidents • Evidence of actions taken where appropriate • Knowledge of protocol • Understanding of importance of knowing where life-saving equipment is e.g. defibrillator 	Refer to: Guidance and forms in the Safeguarding Team on Microsoft Office 365: County FA Safeguarding Team joining code m5jhpry
2.10 SAFEGUARDING EDUCATION			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.10.1	When delivering face-to-face safeguarding CPD education and briefings, the County FA only uses suitable venues.	<ul style="list-style-type: none"> • Documented processes to manage education • Needs-led education plan 	N/A
2.10.2	The County FA ensures that Tutors deployed by the County FA are provided with the County FA's safeguarding contact information.	<ul style="list-style-type: none"> • Record of information being provided 	N/A



2: Operational Delivery *continued*

2.11 REFEREES AND SAFEGUARDING <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
2.11.1	The County FA implements the referee registration process ensuring all safeguarding criteria are met for referees, observers, mentors and coaches.	<ul style="list-style-type: none"> • DBS Check and training records for referees • Action plans to get referees through safeguarding courses 	<p>Refer to: https://wgs.TheFA.com/WGS/main.aspx (requires VPN connection) for CRM SOS monitoring export and SOS County FA Referees Dashboard</p> <p>Also refer to: Power BI dashboards</p> <p>Refer to: Refereeing County FA Operating Guidance Manual 2019/20: County FA Refereeing Team Join Code – tftf04i</p> <p>Refer to: Section 03, page 122 'Related to Area 2.11: Referee Registration Requirements'</p>
2.11.2	The County FA engages with under-18 referees to gather their feedback on what if any interventions may support them. The County FA provides guidance to under-18 referees to support them on matchdays.	<ul style="list-style-type: none"> • RDO documented actions • Demonstrated use of or plans to use FA funding to for projects to support under-18 referees • Evidence of listening to under-18 referees and acting on their feedback 	<p>See Appendix 26: Safeguarding Communication to Under-18 Registered Referees – Template</p> <p>Refer to information on Referee projects to support under-18 referees</p>



Standard – Area 3: Listening to the Voice of and Supporting under-18s

This requires County FAs to show how they create an inclusive culture for, engage with and listen to children. It requires County FAs to show how they are increasingly putting the child and young person’s voice more centrally in what they do, including demonstrating that they are starting to use their communication channels to engage children in a safe and effective way.

3.1 A CULTURE OF LISTENING AND SUPPORTING			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
3.1.1	Senior County FA leaders generate a culture of listening to children and ensure there are processes in place to consider children and young peoples’ views as part of the decision-making processes.	<ul style="list-style-type: none"> Board and Leadership Team Minutes showing that the County FAs Youth Engagement Plan and the ways in which County FA engages U18s perspectives in planned activity and acts on feedback from children and young people, is discussed. 	<p>CPSU Guidance on listening to children and young people: thecpsu.org.uk/resource-library/?page=3</p> <p>Kent FA video.</p> <p>Staffordshire FA video.</p> <p>Relevant process: 29: Incorporating Children’s Views into Decision-making</p>
3.1.2	The County FA has a planned approach to youth engagement and demonstrates it can communicate in a child-friendly manner with under-18s.	<ul style="list-style-type: none"> Youth Engagement action plan/strategy Tailored website section, with dynamic material over the season Child-friendly materials 	<p>See Appendix 28: Understanding and Engaging with Under-18s which can also be found via: http://bit.ly/VoaC18</p> <p>Refer to: FA Youth Leadership and Volunteering Toolkit distributed to County FAs by the National Development Manager – Youth</p>
3.1.3	The County FA proactively sources examples of clubs that effectively demonstrate how they involve children in the decision making about their participation.	<ul style="list-style-type: none"> Examples collated, feedback provided to individual clubs and best examples shared with CWO network and where appropriate with FA Safeguarding Team 	<p>See template here for recording club good practice examples of empowering and listening to children.</p>
3.1.4	The County FA recognises the additional vulnerability of some groups of children and young people e.g. those with disabilities; from BAME backgrounds; who identify as LGBT; as well as elite players.	<ul style="list-style-type: none"> Evidence of listening to views of children and young people with additional vulnerabilities (surveys/ focus groups/consultation with under-18s, including youth representative teams) Engagement through Youth Council (young adults), IAGS Evidence of how feedback informs County FA actions Child-friendly materials Activation of Respect programme within diverse communities 	<p>Relevant process: 29: Incorporating Children’s Views into Decision-making</p> <p>Look out for FA Webinars during the season, showcasing the diversity and inclusion work of some County FAs and highlighting the needs of some diverse communities</p>



3: Listening to the Voice of and Supporting under-18s *continued*

3.1 A CULTURE OF LISTENING AND SUPPORTING <i>continued</i>			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
3.1.5 (Cross reference to 2.9.3)	Open-age Adult Teams: The County FA communicates to open-age adult teams with 16/17-year-olds involved that they should distribute The FA’s resources designed specifically for 16/17 year old players in open age football.’	<ul style="list-style-type: none"> • Communications plan • Evidence of communications and actions to support open age adult leagues and teams 	Refer to: The FA’s ‘Know your rights’ leaflet to 16/17-year-old players – TheFA.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory



Standard – Area 4: Football Disciplinary

This requires County FAs to demonstrate collaborative work across the safeguarding and disciplinary teams to risk assess, consider the child or adult at risk's right to feel safe and support the most effective handling of disciplinary and low-level concerns involving under-18s or adults at risk.

4.1 FOOTBALL DISCIPLINARY			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
4.1.1	The County FA DSO is involved in relevant disciplinary matters pertaining to under-18s and where there are potential adults at risk and can demonstrate effective collaborative practice in this regard.	<ul style="list-style-type: none"> Documented evidence of involvement in relevant matters 	<p>See Appendix 29: Under-18 Referees – Disciplinary Support</p> <p>See Appendix 30: The Relationship between Disciplinary and Safeguarding</p>
4.1.2	The County FA supports, as appropriate, where adults at risk are known to be involved in disciplinary cases and is operating to FA regulations and guidance for disciplinary cases where under-18s are alleged victims, perpetrators or witnesses.	<ul style="list-style-type: none"> Documented evidence of implementation 	<p>Refer to: Player and Club Guide to Personal Hearings: TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s</p>
4.1.3	All under-18s involved in disciplinary cases are provided with age-appropriate support for both face-to-face and online hearings. Case-by-case support is identified with the adult's involvement, in relevant cases to support adults at risk.	<ul style="list-style-type: none"> Documented support processes, risk assessments and actions Personal talk or visit by DSO and/or RDO to explain process with under-18 and parents Explanation of process and possible visit to hearing venue Feedback about the process from referees Some information during the referee courses specifically on discipline and safeguarding 	<p>Refer to: Player and Club Guide to Personal Hearings: TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s</p> <p>See template here risk assessments for disciplinary cases</p>
4.1.4	The County FA acts on feedback from those involved in the disciplinary process, including any specific issues highlighted by under-18s and adults at risk. This will primarily be from feedback collated centrally and shared back to County FAs by the GRF Operations Discipline Team. However, this may also include any direct feedback given to a County FA by participants via complaints or otherwise.	<ul style="list-style-type: none"> Feedback requested, received and actioned 	<p>Refer to: The Safeguarding Team on Microsoft Office 365 for a Word copy of the disciplinary survey.</p>
4.1.5 (Cross reference to 6.5.1)	The County FA manages non-compliance of teams with FA requirements effectively.	<ul style="list-style-type: none"> Evidence of non-compliant teams being managed 	<p>See Appendix 31: Protocol for Managing Non-compliant Teams</p>



Standard – Area 5: Case Management

This requires County FAs to demonstrate effective handling of low-level concerns. This includes appropriate follow-up with individuals, clubs and leagues to seek the best outcomes for children and young people and adults at risk. It also covers effective partnership working with The FA and working effectively with statutory agencies in checking thresholds for referrals, referring abuse cases and appropriate use of the case management system to record cases, as well as appropriate sharing of information.

5.1 LOW-LEVEL CONCERNS (LLC)			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.1.1	<p>The County FA manages all cases of low-level concerns involving under-18s and adults at risk effectively. This includes working with The FA Safeguarding Case Management Team (SCMT) and the respective LADO(s) to understand the thresholds for referrals.</p> <p>Prior to escalating low-level concerns to The FA SCMT County FAs need to ensure that appropriate interventions have been implemented by the club or County FA e.g. education, disciplinary outcome etc.</p>	<ul style="list-style-type: none"> • During the assessment present the number and nature of LLCs managed in the previous season and respond to any questions from the Assessors • Evidence of understanding and appropriate application of thresholds • Outcome of Assessor ‘dip-sample’ of cases • Outcome of Assessor discussions with FA SCMT 	<p>See Appendix 6: Managing Allegations Against Staff and Volunteers</p> <p>See Appendix 32: The FA Safeguarding Case Management Team: County FAs’ Referral Threshold and Process 2022/23</p> <p>Refer to: Further case management guidance and policies</p> <p>Refer to: Guidance on managing poor practice concerns and investigations on the Safeguarding Team on Microsoft Office 365: County FA Safeguarding Team joining code m5jhpny</p> <p>Relevant process: 30: Managing Poor-Practice Cases</p>
5.1.2 (Cross reference to 2.3.4)	<p>The County FA has a process to continually review its open low-level concerns cases, and uploads relevant low-level concerns cases to the Electronic Safeguarding Assessment System (ELSA). This process includes appropriate consultation with the FA safeguarding case management team and discussions with the County FA DSO’s line manager, so that DSOs are supported in decision making about thresholds and how they are making decisions about what to escalate.</p>	<ul style="list-style-type: none"> • Record of review of cases, including discussions with Line Manager • Record of decisions re: retention and destruction • Evidence of uploading retrospective cases advised to retain • Protocol for review of low-level concerns data in line with GDPR requirements 	<p>See Appendix 33: Managing Safeguarding Records</p>



5: Case Management *continued*

5.2 ALLEGATIONS AGAINST COUNTY FA STAFF			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.2.1 (Cross reference to 1.4.1)	The procedures for managing safeguarding allegations against County FA staff and volunteers directly deployed by the County FA are followed.	<ul style="list-style-type: none"> Evidence of procedures followed where appropriate 	See Appendix 6: Managing Allegations Against Staff and Volunteers Relevant process: 31: Referral Management of Abuse Cases
5.3 DOCUMENTED STORAGE, RETENTION AND DESTRUCTION			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.3.1	The County FA ensures confidential documents are stored, retained and destroyed appropriately in line with relevant legislation.	<ul style="list-style-type: none"> Documented processes Dip sample of case data by the assessors 	See Appendix 33: Managing Safeguarding Records
5.4 PARTNERSHIPS WITH EXTERNAL SAFEGUARDING AGENCIES			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.4.1	The County FA DSO and Senior Safeguarding Lead actively seek to build working relationships with Local Authority Designated Officers (LADOs) and the Adult Safeguarding Board (ASB). Ensure the Deputy DSO is aware of the name and contact details for the LADO/ASB.	<ul style="list-style-type: none"> Documented evidence of engagement with LADO re: advice Minutes of meetings 	Refer to: ‘Working Together 2018’ .
5.4.2	The County FA DSO is aware of their Local Safeguarding Partnerships (LSPs) identified in ‘Working Together 2018’ and knows how to access their services and those of their Local Safeguarding Adult Board(s) equivalents may exist within some County FA areas (Jersey, Guernsey, IOM).	<ul style="list-style-type: none"> Record of LSP/ASB training attended 	Refer to: ‘Working Together 2018’ .



5: Case Management *continued*

5.5 TRACKING AND LEARNING FROM LOW-LEVEL CONCERNS			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.5.1 (Cross reference to 6.3.1)	The County FA identifies and logs specific patterns of concerning behaviour with clubs and leagues and addresses these proactively.	<ul style="list-style-type: none"> Evidence of process to track issues and actions taken 	<p>Refer to: WGS reports to assist with identifying trends in County FAs, leagues and clubs.</p> <p>Refer to: Section 02: Measures/Whole Game System Guidance</p>
5.5.2 (Cross reference to 2.9.4)	Learning from poor practice cases informs the content of Club and League Welfare Officer (CWO and LWO) networking/ training events. This includes providing information and training for CWOs on managing low-level concerns cases.	<ul style="list-style-type: none"> Evidence of materials from sessions and events Discussions with DSOs Reflective discussion based on assessors' conversations with Clubs involved in safeguarding visits 	<p>Relevant process: 27: Supporting Club and Youth League Welfare Officers</p> <p>Refer to: Guidance for County FAs on thresholds and managing poor practice investigations on the Safeguarding Team on Microsoft Office 365: County FA Safeguarding Team joining code m5jhpry</p>
5.6 MANAGING CASES OF ABUSE			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
5.6.1	The County FA DSO works collaboratively to support The FA Safeguarding Case Management Team (SCMT) in the management of abuse cases in line with FA protocols for referrals and information-sharing. This includes consistently making effective referrals with the required information.	<ul style="list-style-type: none"> ELSA data reports Leadership team and Board minutes reporting on case data Clear roles and responsibilities re: strategy meetings Discussion about referrals 	<p>See Appendix 6: Managing Allegations Against Staff and Volunteers</p> <p>Refer to: Recorded Webex on Case Management Practice: County FA Safeguarding Team joining code m5jhpry</p> <p>Refer to Protocol for County FA DSOs attending Strategy Meetings 2020</p> <p>See Appendix 32: Threshold Document for County FAs when Referring Concerns to The FA Safeguarding Case Management Team: County FAs' Referral Threshold and Process 2022/23</p> <p>Relevant process: 31: Referral Assessment Process</p>



Standard – Area 6: Compliance and Monitoring

This requires County FAs to demonstrate consistent monitoring and evaluation of the application of safeguarding criteria across all relevant affiliation, sanctioning, registration and quality-assurance processes. This is in relation to youth, open-age adult and disability football. It also requires County FAs to act appropriately on any concerns the data indicates.

6.1 AFFILIATION, SANCTIONING AND REGISTRATION			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
6.1.1	The County FA implements the club affiliation and league sanctioning process and ensures that all safeguarding criteria are met in youth, open-age adult and disability football.	<ul style="list-style-type: none"> Whole Game System (WGS)/ PFF data 	<p>Refer to: Annual FA guidance and online webinars on club affiliation and league sanctioning processes.</p> <p>See Appendix 34: County FA Club Affiliation Management Guide</p> <p>Refer to: Page 119 'Monitoring compliance of process-driven safeguards in clubs with youth teams'</p>
6.1.2	The County FA implements a clear action plan to communicate to open-age adult leagues and teams the requirements for teams with 16/17-year-olds.	<ul style="list-style-type: none"> Proactive work with open-age adult teams to ensure named coaches/managers for teams Promoting the adoption of The FA Club Safeguarding Children Policy Template DBS Checks being completed by coaches/managers in open-age adult teams 	See Appendix 25: County FA Actions for Open-age Adult Football with 16/17-year-old Players
6.2 CLUB WELFARE OFFICER ACTION PLANS			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
6.2.1	The County FA completes and maintains active oversight of a County FA Action Plan when a Club Welfare Officer has not completed the relevant safeguarding training, in line with agreed FA protocols.	<ul style="list-style-type: none"> County FA Action Plans WGS/PFF data Evidence of subsequent compliance 	Refer to: Section 02: Measures



6: Compliance and Monitoring *continued*

6.3 CLUB SAFEGUARDING REVIEWS			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
6.3.1	<p>The County FA has a strategic plan identifying a minimum of 13% of its clubs to receive unannounced safeguarding visits and the reasons for selecting these clubs.</p> <p>Club visits must be carried out throughout the season, with 50% completed by 31 January, and the remainder completed by 30 April each season, to ensure that safeguards are actively in place.</p>	<ul style="list-style-type: none"> Strategic plan tracking previous seasons data showing number of clubs, location and reasons for choosing these clubs (including adult clubs with 16/17 year-olds), alongside current season data. The strategic plan should include the number of visits requiring action plans season on season. Record of action plans being sent to CWO and Club Secretary following visits and follow-up showing actions completed and closed. Power BI dashboard/WGS Minutes of Leadership and Board meetings reporting progress 	Refer to: Section 02: Measures
6.3.2	<p>The County FA also completes a desktop review of the 13% of its clubs that it's visiting, to identify how accessible their policies appear to be for parents/carers and members. Record and feedback the findings to the clubs.</p>	<ul style="list-style-type: none"> Evidence of desktop reviews Evidence of feedback to clubs Evidence of meetings with club committee representatives, where there have been concerns Feedback and actions from meetings with clubs 	See guidance for desktop review .



6: Compliance and Monitoring *continued*

6.4 RAISING STANDARDS IN CLUBS AND LEAGUES			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
6.4.1	The County FA works proactively to improve the playing environment for players aged under 18.	<ul style="list-style-type: none"> Implementation of Respect campaign Identification of future interventions and improvements See also 2.9.1 CWO CPD 	Refer to: ‘We only do positive’ Respect messaging . Refer to: TheFA.com downloads '5.6 Physical Contact guidance', '5.7 Acceptable Behaviours guidance' & '5.8 Managing Challenging Behaviour guidance'
6.4.2	County FAs should lead leagues and clubs to become, and remain, England Football Accredited and implement support for validation processes from November 2021.	<ul style="list-style-type: none"> Club Welfare Officer Action Plans Power BI reports 	See Section 03, page 120 'Related to Area 6.4.2: England Football Accredited
6.5 COMPLIANCE			
Sub-sections	Description of success	Evidence	Support resources/appendix numbers/relevant process
6.5.1 (Cross reference 4.1.5)	The County FA uses data to inform all compliance activity and takes appropriate actions to address non-compliance.	<ul style="list-style-type: none"> Use of Power BI and ELSA reports to guide actions 	Refer to: Guidance for using The FA Electronic Safeguarding Assessment System (ELSA) . See Appendix 31: Protocol for Managing Non-compliant Teams

SECTION 02

MEASURES





02

MEASURES

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Introduction

This section sets out the key measures and thresholds to ensure The FA's Safeguarding 365 Standard for County FAs is being met and embedded in the County FA as business as usual.

There are 11 key measures. For each measure there is a definition, baseline, target, data source and reporting process.

For measures 1-7 inclusive, the recommended process flow and Power BI dashboard guidance is provided.

Recommended Measure Process Management Flows:

- As part of the County FA Safeguarding Administrator shared service project, measure process management flows have been developed and adapted for all of the County FA network to use. It is recommended that all County FAs not involved in the Safeguarding Administration shared service project adopt the use of these processes. The measure process management flows detailed relate to measures that require compliance in 2022/23.
- Additional measure process management flows will be introduced in the Safeguarding 365 Standard operating manuals in 2023/24 and 2024/25 to incorporate the measures that will require future compliance.
- Many thanks to the following County FAs for their assistance in developing the 2022/23 measure process management flows: Gloucestershire, Hertfordshire, Herefordshire, Liverpool, Manchester, Middlesex, North Riding, Northamptonshire, Oxfordshire, Staffordshire, West Riding.

Power BI Safeguarding 365 Measures Dashboard Guidance:

- To enable effective reporting, a series of new Power BI dashboards have been developed so every County FA can track all measures (with the exception of Case Management) live and in real time. It is essential that the County FA Designated Safeguarding Officer, lead Safeguarding administrator and club, league, coach and referee lead's are issued with a licence to manage measure compliance and safeguarding decision-making.

- As well as the annual independent assessment, the Regional Manager (RM) will lead a formal safeguarding measures review every quarter as part of the formal Quarter review. The FA Safeguarding 365 Standard for County FAs' Project Team will monitor compliance with the measures on an ongoing basis. County FAs will be expected to comply with the measure thresholds detailed in this section. Where a County FA is not compliant with the measures, the Intervention framework will be activated. This is detailed on [pages 41-44](#).

CRM View Matrix:

- A CRM View Matrix has been developed for each measure and available [here](#) (requires VPN connection).

Power BI and CRM Training and Support:

- Power BI and CRM Training and Support is available upon request from The FA Technology Adoption Team.
- A briefing on how to use the Power BI Safeguarding 365 Standard measure dashboards and Whole Game System Safeguarding views will take place on Friday 7 October from 2-3pm. Click [here](#) to join. Click [here](#) to join.

**Technical Guidance on Power BI and Whole Game System measures:**

- Technical Guidance is contained in this section of the operating manual detailing how to use the Power BI measure dashboards and manage the use of the Whole Game System in the context of Safeguarding 365 measures.

Measure tracking, compliance and review:

- Processes have been established to track and ensure ongoing compliance with the Safeguarding 365 Standard measures.

Measure tracking, compliance and review process flowchart 1 (see overleaf):

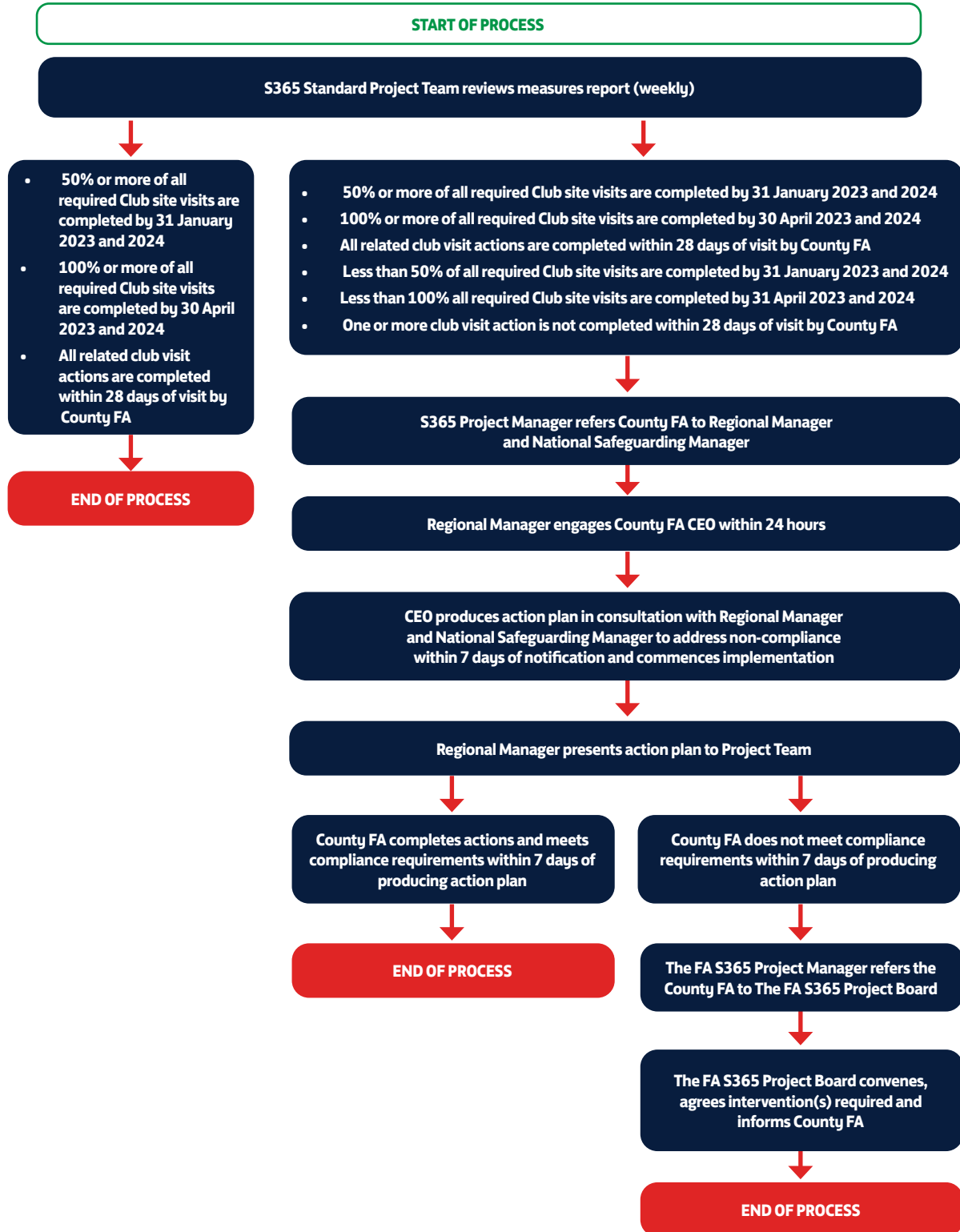
This details the measure tracking, compliance and review process in relation to the following measures:

- Club site visits 1a and 1b.



Measure tracking, compliance and review

Process flowchart 1





Measure tracking, compliance and review process flowchart 2:

Details the measure tracking, compliance and review process in relation to the following measures:

- Measure 2a,b & c: County FA workforce
- Measure 3a: Number of Club Welfare
- Officers (youth Football) with an in-date DBS Check
- Measure 4a & b: Number of referees registered who meet training requirements and referees registered to officiate in youth football with an in-date DBS Check
- Measure 5a & b: Number of referee observers, mentors, assessors and matchday officials with an in-date DBS Check who meet training requirements);
- Measure 6a, b, c & d: Number of Club Welfare Officers (youth Football) with an in-date DBS Check and who meet training requirements;
- Measure 7: League Committee members required to complete the Safeguarding for Committee Members course.

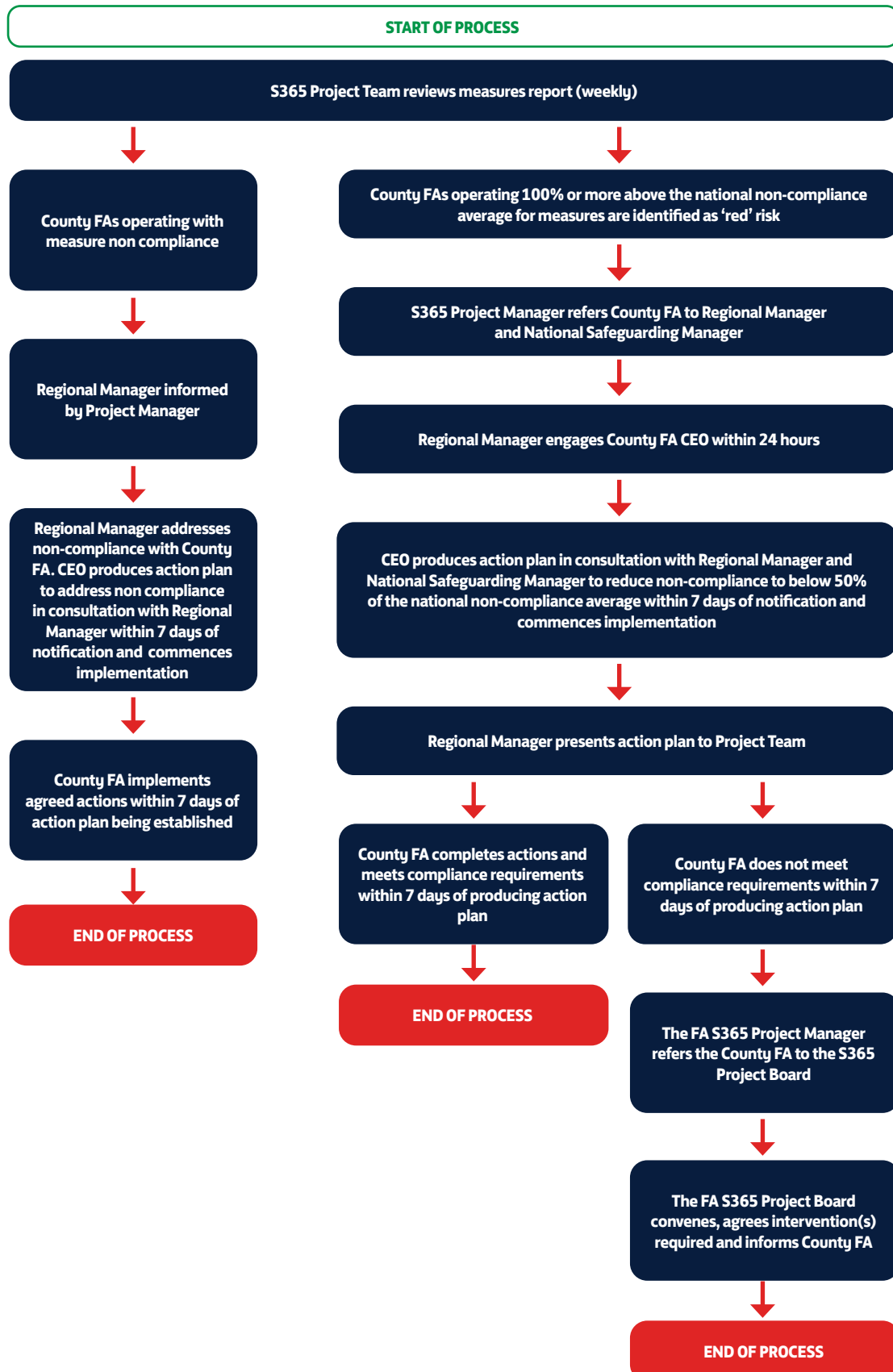
The following measures will also be aligned to the Measure tracking, compliance and review process flowchart 2 when they become a compliance requirement.

- Measure 3b: Number of youth team officials who meet training requirements;
- Measure 8a, b & c: Number of Club Welfare Officer (open-age) with an in date DBS Check and who meet training requirements;
- Measure 9: Number of Club Welfare Officer (Adult Disability) who meet training requirements;
- Measure 10a & b: Number of Team Officials (open-age) with Under 18 player(s) in a team who meet DBS & relevant training requirements.



Measure tracking, compliance and review

Process flowchart 2

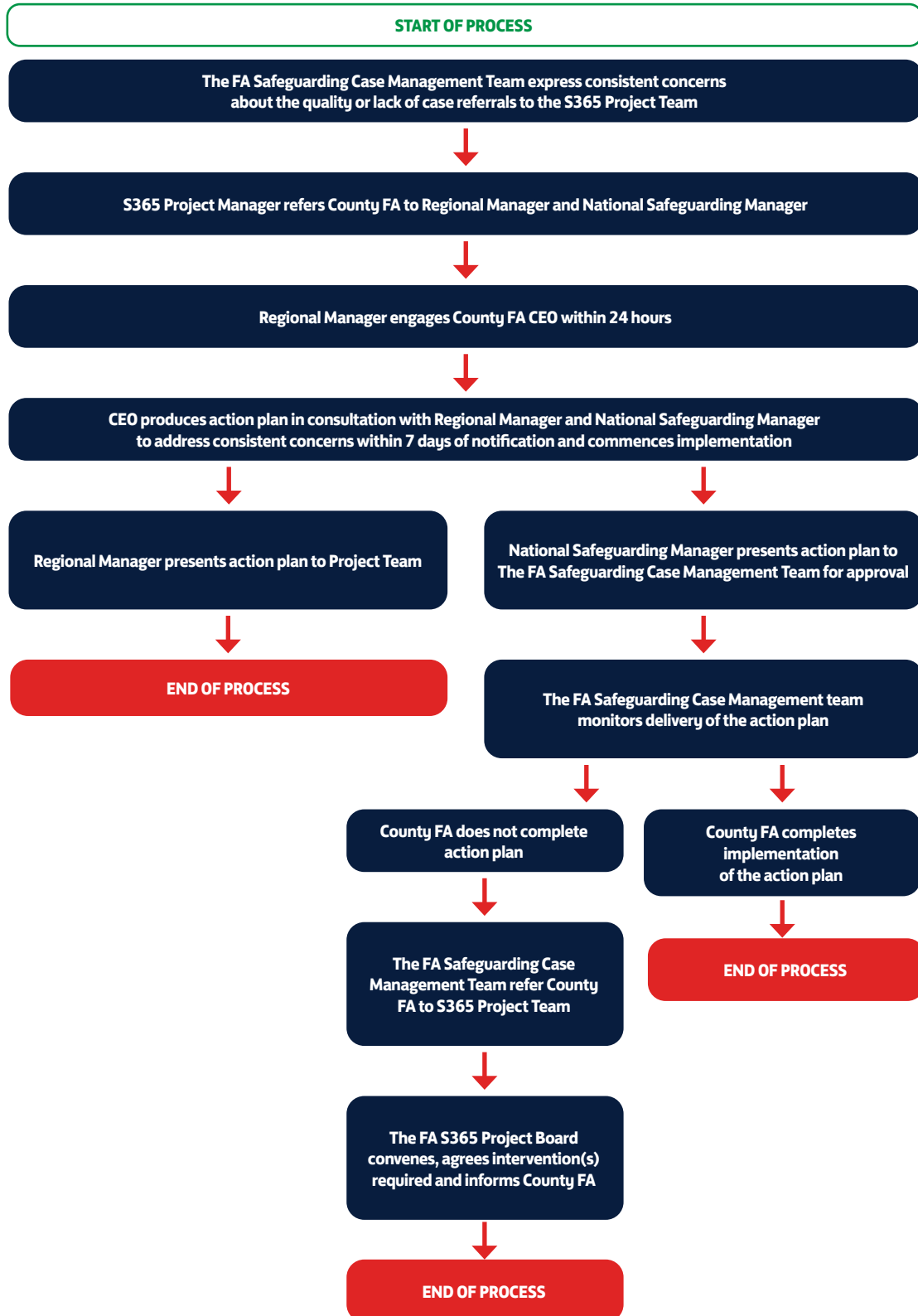




Measure tracking, compliance and review

Process flowchart 3

Details the measure tracking, compliance and review process in relation to the Measure 11: Case Management referrals





1. Club site visits

This measure is made up of two parts:

- 1a. Club Site Visits.
- 1b. Club Site Visit Actions.

NO.	MEASURE	TARGETS	DEFINITION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE	REPORTING
			How is it calculated?	What is the current value?	What is the target value?	How will it be measured?	How often will it be measured?	Who will measure it?	Where will it be reported?
1a	CLUB SITE VISITS	<p>County FAs successfully complete a minimum of a 13% sample of unannounced</p> <p>Youth Club visits as required by The FA each season from 2022/23 onwards.</p>	County FAs select this sample based on their knowledge and insight of clubs	0% start of the season	<p>13% of clubs with one or more youth team(s)</p> <p>The FA will provide each County FA with an indicative number of clubs to visit by 30 September each year and based on the number of clubs affiliated with one or more youth team(s) on 30 June in the preceding season</p> <p>50% of visits to be undertaken by 31 January each year.</p> <p>100% of visits to be undertaken by 30 April each year</p>	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 1 May annually	<p>The FA</p> <p>Weekly through The FA Safeguarding 365 Standard Project Team</p> <p>Quarterly through County FA quarterly reviews</p>	<p>Safeguarding 365 Standard Power BI dashboard</p> <p>See CRM view matrix here</p>



1. Club site visits *(continued)*

NO.	MEASURE	TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
1b	CLUB SITE VISIT ACTIONS	Where non-compliance is identified at Club Site Visits, an action plan is established and the County FA have 28 days to ensure the club has addressed the action(s)	From the date of the club site visit, the club will have 28 days to ensure the action plan outcomes are met	0%	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 29 May annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



1. Club site visits *(continued)*

CLUB VISIT GUIDANCE:

Club Site Visit data:

- For the 2022/23 season, The FA provided each County FA with a target number of club site visits to undertake based on the number of clubs affiliated with one or more youth team(s) on the 30 June 2022. This can be found on the club site visit Power BI dashboard.
- It is the County FA's responsibility to ensure that club visits are undertaken with 13% of affiliated clubs with one or more youth teams during the current season.

Visit type:

- 13% of the County FA affiliated Clubs with one or more youth team should be visited.
- All club visits must be face-to-face. Prior to the face-to-face visit a desktop visit of those same clubs should be undertaken.

Club sampling approach: A good practice example to create an effective sampling approach is:

- **50% targeted sample** – Based on a County FA's local knowledge and insight, a sample should be selected based on any concerns around a club's England Accredited Club status, previous safeguarding compliance and discipline record ;
- **50% random sample** – Consideration should be given to the geographical spread across the County FA and the size of the club;
- **Larger clubs** – Across both the targeted and random sampling approach at least 30% of the sample should come from larger clubs (20+ teams or more).

Team sample:

- Good practice would be considered as a County FA determining the % number of teams within a club that will be sampled based on initial visit findings. County FAs should evidence why the specific number of teams were visited.

Wheelchair football:

- County FAs are required to undertake club visits with all clubs which have wheelchair football teams.

Unannounced visits:

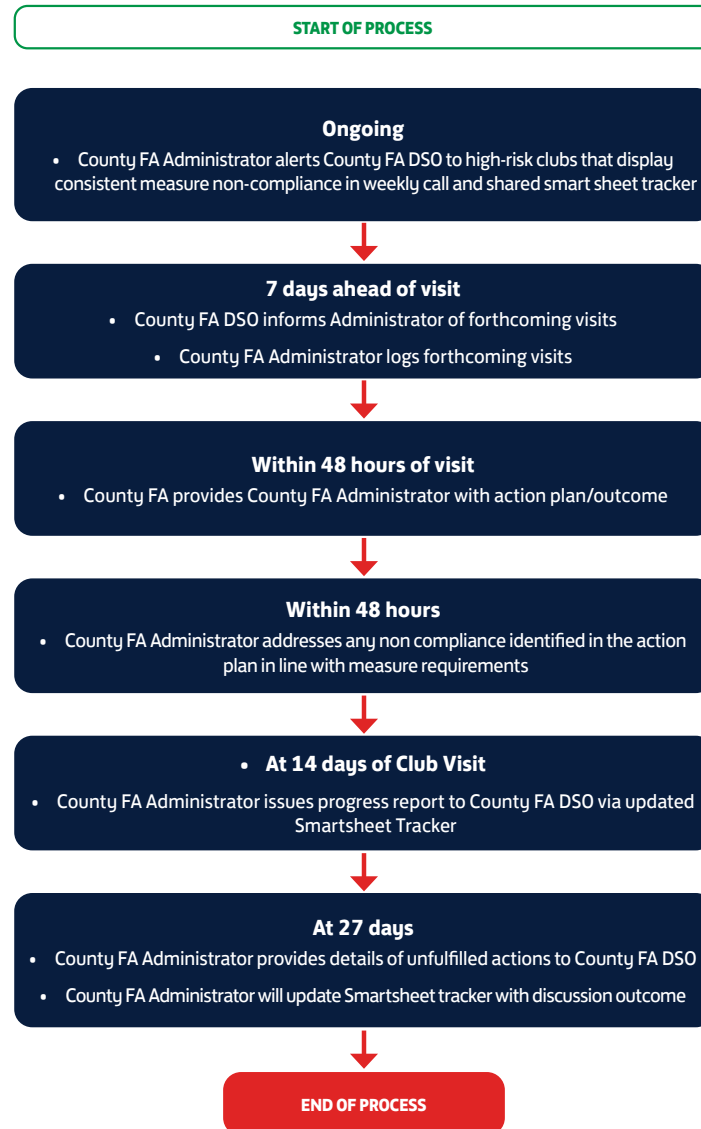
- All club site visits in the 2022/23 season should be unannounced.
- See County FA measure process management flow [here](#)

CLUB SITE VISIT ACTIONS GUIDANCE:

- The County FA has a window of 28 days (end date should be entered into the WGS) to ensure the club meets the action plan following the club site visit. It is the County FA's responsibility to create the action plan. Please note that any DBS Check requirements for coaches must be actioned within 21 days as part of this four-week timeline (DBS Check coach timelines are addressed further in **Measure 3**). At the point of either 21 days (DBS Check coach details) or 28 days (for wider Safeguarding actions) the County FA must suspend the team/Club if they remain non-compliant. If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA Grassroots Disciplinary team.
- See County FA measure process management flow [here](#)



Measure 1: Recommended Process Flow – Club Site Visits





Power BI Safeguarding 365 Measures Dashboard Guidance Measure 1: Club site visits

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with Safeguarding 365 measure 1.

Safeguarding 365 - Club Site Visits & Actions

CFAs are required to undertake a Club Site visit with 13% of affiliated clubs with one or more youth teams. Where non-compliance is identified at Club Site Visits, an action plan must be established and the CFA have 28 days to ensure the club has addressed the action(s).

187 Total Clubs w/Youth Teams

23 Total Target Club Visits

27 Club Visits Started

1 Active Action Plan

109% Club Site Visit Fulfilment

-4 Remaining Club Visits to Hold

-2 Remaining Club Visits to Complete

Name	Club Name	Visit Date	Recorder Name	Status Of Visit	Signed Off By	Total Coaches Questioned	To
Manchester FA	Droylsden Youth Centre	Sunday, November 21, 2021	Conor Brown	Completed	Lauren McCorry	1	
Manchester FA	Reddish North End	Sunday, November 21, 2021	Conor Brown	Completed	Conor Brown	1	
Manchester FA	West Gorton JFC	Sunday, November 21, 2021	Tom Elliott	Completed	Lauren McCorry		
Manchester FA	West Gorton JFC	Sunday, November 21, 2021	Tom Elliott	Completed	Lauren McCorry	1	
Manchester FA	Athletico Middleton	Sunday, November 14, 2021	Paul Roots	Completed	Lauren McCorry		
Manchester FA	Failsworth United FC	Sunday, November 14, 2021	Paul Roots	Completed	Lauren McCorry	0	
Manchester FA	h Villa FC	Sunday, November 14, 2021	Paul Roots	Completed	Lauren McCorry	0	
Manchester FA	h Villa FC	Sunday, November 14, 2021	Paul Roots	Completed	Lauren McCorry	0	
Manchester FA	Manchester Maccabi	Sunday, November 14, 2021	Paul Roots	Completed	Lauren McCorry	0	
Manchester FA	Manchester Griffins Juniors	Saturday, November 13, 2021	Andrew McAnulty	Submitted			

County FA: Manchester FA

Status of Visit: All

Club Name: All

Session Type: Desktop, Training, Match

SAFEGUARDING 365

12 December 2021
Last Refreshed

Measure 1b is tracked here.

Spotlight or export the whole dataset as a table.

Visits should still be recorded in Whole Game System or WGS CRM – Click here for WGS CRM Guidance



2. County FA Workforce

This measure is made up of three parts:

- 2a. County FA Workforce Training.
- 2b. County FA Workforce Staff Induction.

NO.	MEASURE	TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
2a	COUNTY FA WORKFORCE: SAFEGUARDING TRAINING	All County FAs staff (including paid workforce, Board, Council members and County FA volunteers) undertake an annual Safeguarding briefing by 31 December annually.	All workforce across a County FA receive appropriate safeguarding briefing Full details of County FA Workforce training requirements can be found in Appendix 16	0%	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 31 December annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
2b	COUNTY FA WORKFORCE: STAFF INDUCTION	County FAs provide a safeguarding induction to all staff (including paid workforce, Board and County FA volunteers)	All new staff to have received the safeguarding induction within a month of commencing service in the role	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
2c	COUNTY FA WORKFORCE: DBS COMPLIANCE	All staff County FA staff (including paid workforce, Board and County FA volunteers) hold an in date and accepted DBS check at all times (unless marked as exempt in WGS because they do not work with children in the role).	All workforce members in regulated activity with under-18s have a valid DBS record	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



2. County FA Workforce *(continued)*

COUNTY FA WORKFORCE TRAINING GUIDANCE

- A County FA training and briefing programme will be provided for County FA staff and volunteers, Senior Safeguarding Lead, Board Safeguarding Champion, and County FA Designated Safeguarding Officer (DSO).
- Staff and Board members should be briefed annually, and this should be recorded on their WGS record. Council members should be sent the 2022/23 written briefings.
- Full details of the training matrix can be found in [Appendix 16](#).
- See County FA measure process management flow [here](#).

COUNTY FA WORKFORCE STAFF INDUCTION GUIDANCE

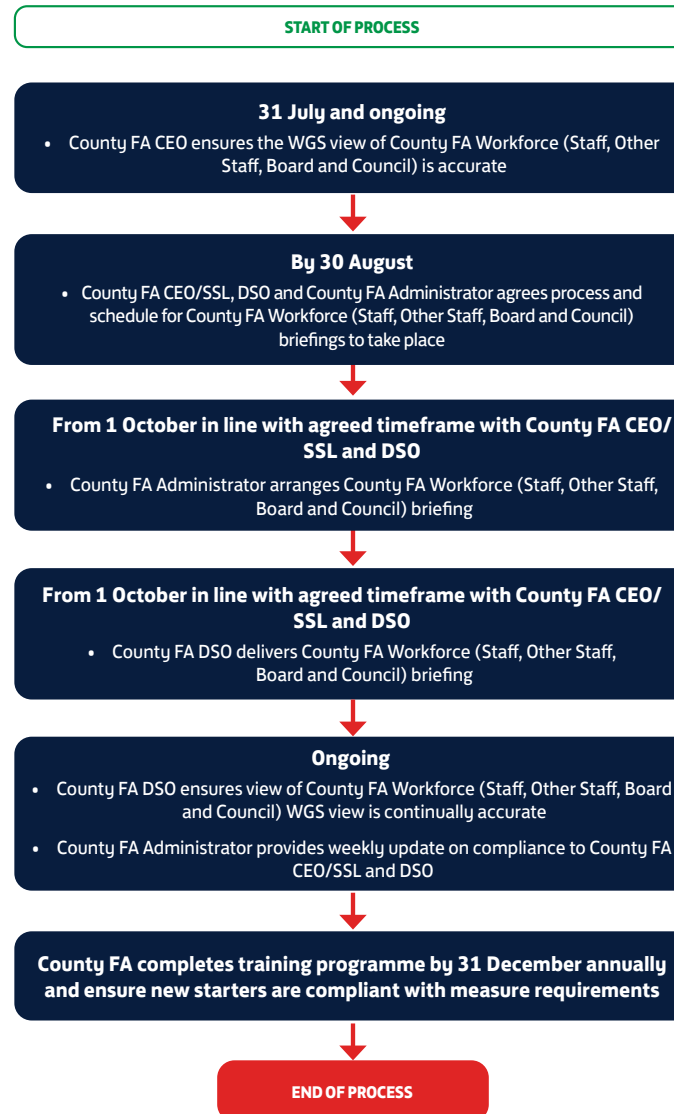
- A qualitative option has been added to the independent assessment to ensure staff turnover is highlighted.
- Any new County FA member will need to commence their safeguarding induction immediately and it may take up to a month to complete all aspects.
- Full details of the training matrix can be found in [Appendix 16](#).
- See County FA measure process management flow [here](#).

COUNTY FA WORKFORCE DBS GUIDANCE

- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Action timelines:** County FAs workforce should have a DBS check in place prior to commencing service.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant.
- See County FA measure process management flow [here](#) and [here](#).

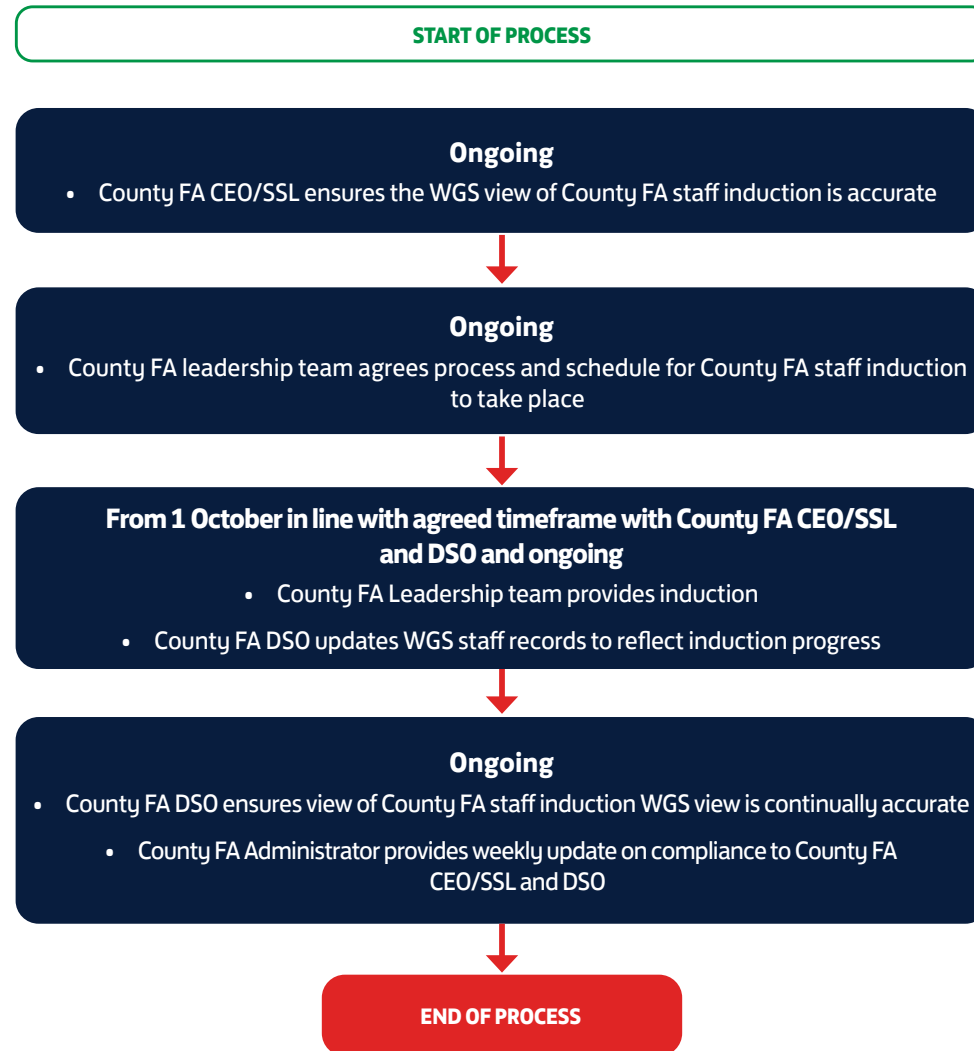


Measure 2a: Recommended Process Flow – County FA Workforce Training



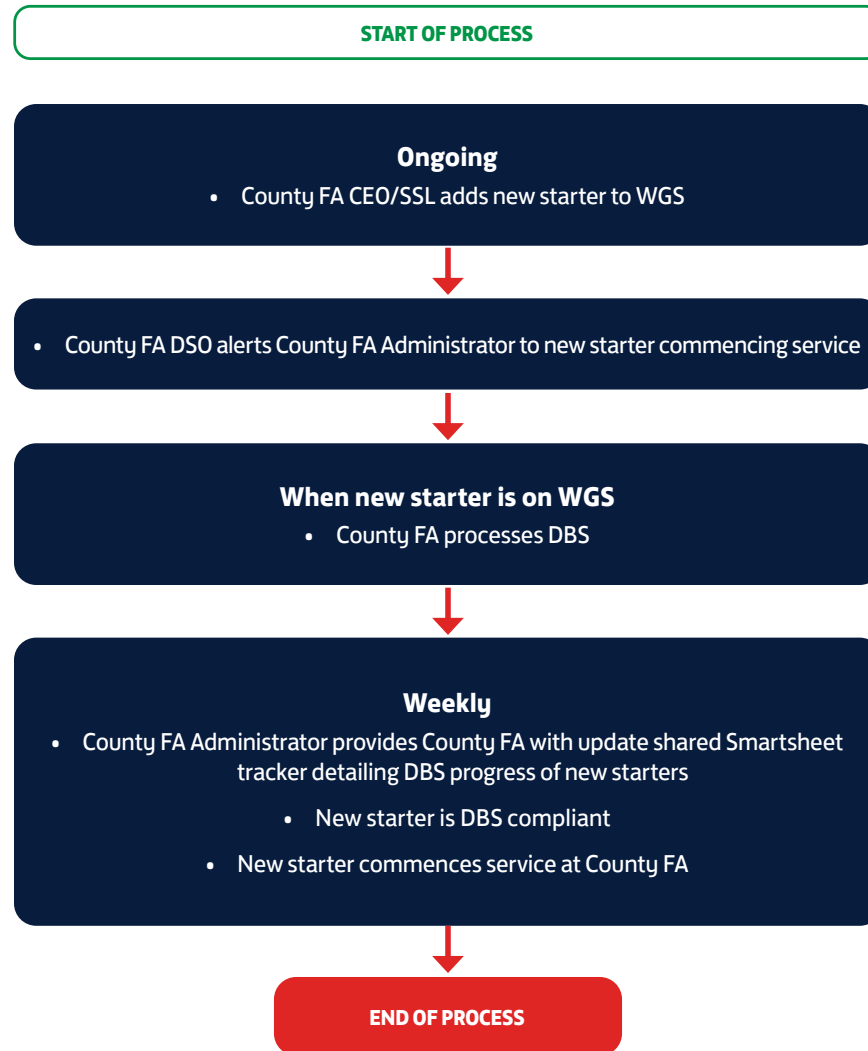


Measure 2b: Recommended Process Flow – County FA Staff induction



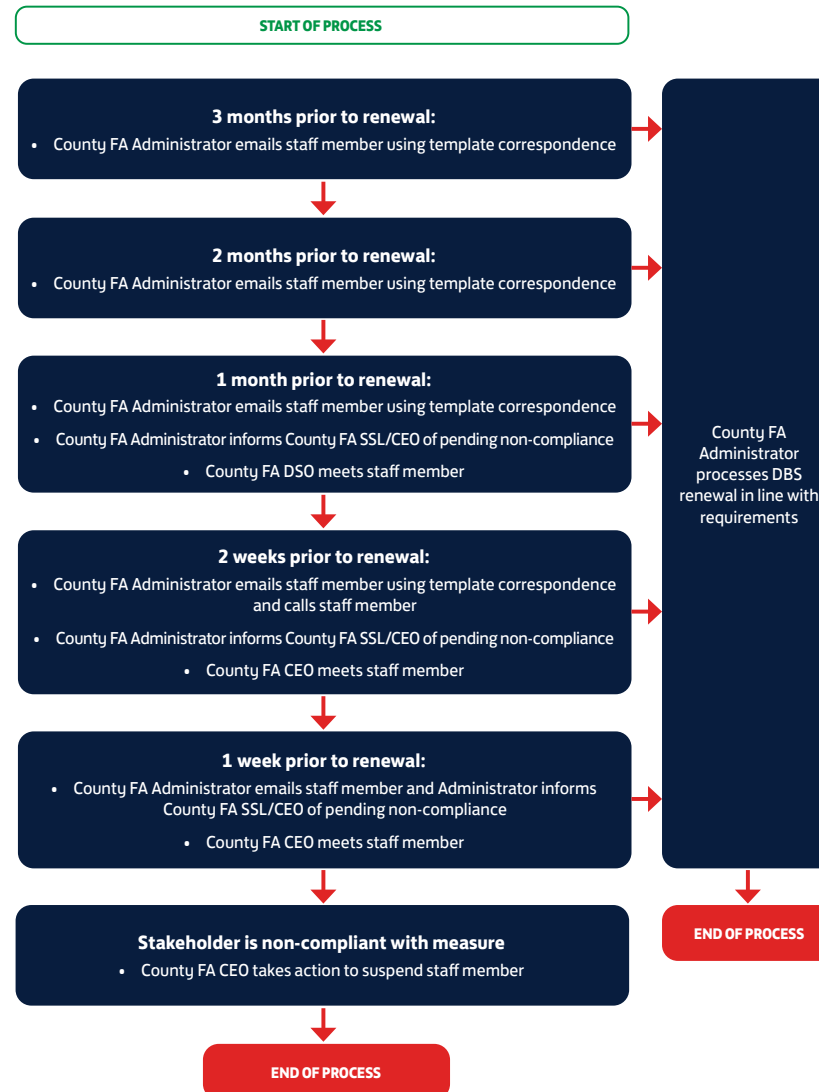


Measure 2c: Recommended Process Flow – County FA Workforce DBS – New workforce DBS





Measure 2c: Recommended Process Flow – County FA Workforce DBS – Workforce renewal





Power BI Safeguarding 365 Measures

Dashboard Guidance Measure 2: County FA Workforce

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 2.

If there are no DBS Checks in progress, the report will return blank.

This counts individuals in the Workforce with the 2022/23 briefing.

Safeguarding 365 - CFA Workforce

CFA compliance: 50% (5 Outstanding Briefing, 10 Total CFA Staff, 5 Total Staff Briefed)

DBS Compliance: 80% (2 Non-Compliant DBS, (Blank) DBS In-Progress, 8 Compliant DBS)

FAN	Contact Name	Age	DBS Non-Compliance Reason	DBS Expiry Date	CFA Staff	CFA Other Staff	CFA Board Role
99802	Stephen Goldsmith	62	Compliant	23/01/2023	CFA-County Staff		
99904	Kevan Maitland	58	Compliant	01/02/2024	CFA-County Staff		
99956	Antony Mepham	60	DBS Expired	11/07/2021			CFA-Board
100549	LEWIS QUALTROUGH	33	Compliant	15/11/2022	CFA-County Staff		
103665	Stephen Carter	57	DBS Expired	14/07/2021			CFA-Board
57639796	Stephen Callister	63	Compliant	02/08/2022			CFA-Board
57639796	Stephen Callister	63	Compliant	02/08/2022			CFA-Board
57639796	Stephen Callister	63	Compliant	02/08/2022			CFA-Board

Filter by Non-Compliant clicking here.

Individuals who are not required to have a DBS need to be marked as exempt in WGS CRM – Click here for WGS CRM Guidance



3. Number of youth team officials with an in-date DBS Check and who meet training requirements

This measure is made up of two parts:

- 3a. DBS Compliance.
- 3b. Youth team official training.

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
3a	YOUTH TEAM OFFICIALS: DBS COMPLIANCE	All youth team officials in regulated activity (coaches, managers, medics (including assistants)) identified through the club portal/ WGS record have an in date and accepted DBS check at all times	Whole Game System, captured through affiliation and where updated by County FA or club	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding Operating Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
3b	YOUTH TEAM OFFICIALS: SAFEGUARDING TRAINING	All youth team officials in regulated activity (coaches, managers, medics (including assistants)) identified through the club portal/ WGS have in date training (Safeguarding Children Course)	To be measured in 2022/23 and a and a compliance requirement from 2023/24 Via Whole Game System, captured through affiliation and where updated by County FA or club	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding Operating Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



3. Number of youth team officials with an in-date DBS Check and who meet training requirements *(continued)*

YOUTH TEAM OFFICIALS WITH AN IN-DATE DBS CHECK GUIDANCE:

- **DBS requirement:** A County FA must ensure that all youth team officials have an in-date DBS Check at all times;
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Action timelines:** County FAs will have 21 days (end date should be entered into WGS) to ensure the team/club has an action plan in place to replace a youth team official without a DBS Check. At this point the County FA must follow the Protocol for Managing Non-compliant Teams outlined in [Appendix 31](#)
- **Exemptions:** If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA's Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant. In this instance, another coach or volunteer with an in-date DBS must be allocated to the club/team. A coach can only be allocated to a maximum of 4 teams within a club.
- See County FA measure process management flow [here](#) and [here](#).

YOUTH TEAM OFFICIALS TRAINING REQUIREMENTS GUIDANCE:

- **Youth team coach training records:** From the 2023/24 season, all youth team officials must also have an in-date relevant safeguarding training record detailed on WGS. County FAs are encouraged to start applying this requirement now.
- **Qualification:** Safeguarding Children Course is required to achieve compliance. This is renewable every two years.
- See County FA measure process management flow [here](#).

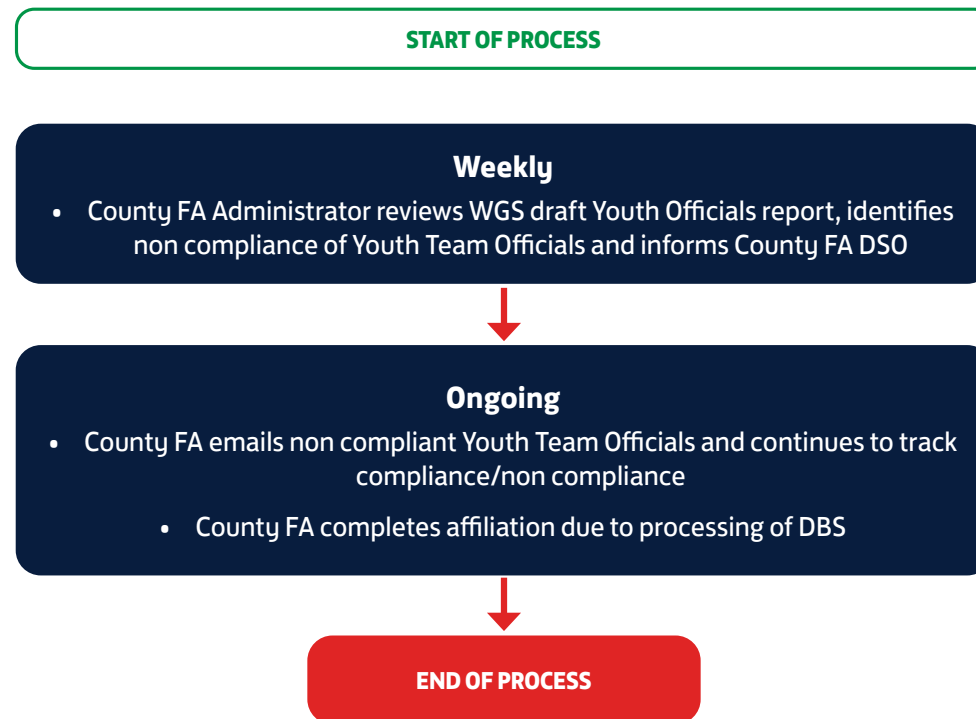


Measure 3a: Recommended Process Flow – Number of Youth Team officials with an in-date DBS Check – New Youth Team officials post club affiliation

Note 1: Process flow focused on DBS only for 2022/23 and will be updated for 2023/24

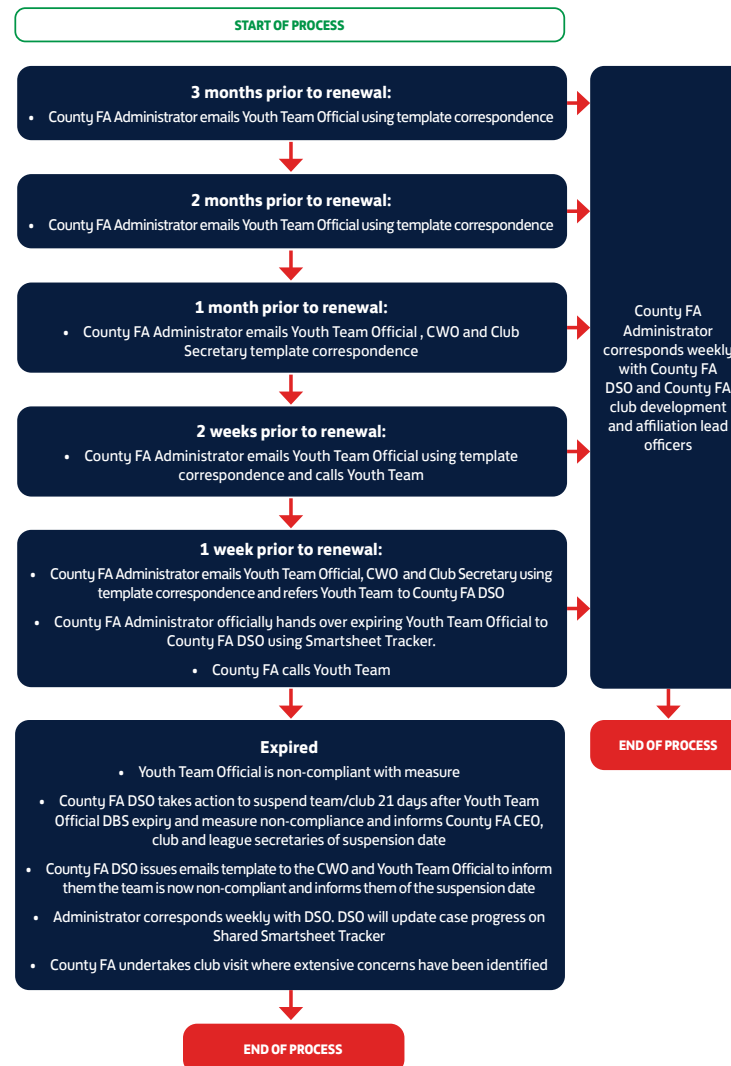
Note 2: County FA has ownership for affiliation and is responsible for managing the process and ensuring compliance of Youth Team Officials at the point of affiliation.

Note 3: Only the County FA (ideally via DSO) can process CWO DBS through County FA pin





Measure 3a: Recommended Process Flow – Number of Youth Team officials with an in-date DBS Check – Renewals





Power BI Safeguarding 365 Measures

Dashboard Guidance Measure 3: Number of youth team officials with an in-date DBS Check and who meet training requirements

The following user guide outlines how the Power BI dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 3.

Safeguarding 365 - Youth Team Officials

All youth team officials in regulated activity (team coaches, managers, medics identified through the club portal / WGS record are required to have an in date and alongside in date Safeguarding Children course.

Filter down to individual club or official.

County FA: Lancashire FA

Club Name: All

Age of Team Official: All

SAFEGUARDING COURSE COMPLIANCE

66% (2,011 Not Trained, 3,903 Trained, 5,914 Total Officials)

FAN	Contact Name	Age	Active?	Team name	FAN	Name	First Achieved Qualification
62517543	Aaron Beyer-Kay	16	Have Team Official Role	Southport Trinity U9 White	33459	Paul Garnett	The FA Online Safeguarding Children Re-t
57066668	Aaron Boyle	30	Have Team Official Role	Roach Dynamos U9 Black	33885	Dean Richards	Safeguarding Children Course
65310477	Aaron Bromley	29	Have Team Official Role	Santos U10	33925	Seth Vaughan	The FA Safeguarding Children Workshop
59788815	Aaron Burton	19	Have Team Official Role	Leigh Genesis U12 Neutrons	34012	Alasdair Daggett	The FA Safeguarding Children Workshop
63545502	Aaron Fox	31	Have Team Official Role	AFC Bolton U10 Girls Grey	34520	Callum Thwaites	The FA Safeguarding Children Workshop

Exporting this table will give you a full mailing list.

SAFEGUARDING 365

96% (238 Non-Compliant, 5,676 Compliant, 309 DBS In-Progress)

FAN	Contact Name	DBS Non-Compliance Reason	DBS Expiry Date	Club Name	First Team
33459	Paul Garnett	Compliant	26/05/2024	Grange United Youth	Grange Ur
33885	Dean Richards	Compliant	23/11/2024	Grange United Youth	Grange Ur
33925	Seth Vaughan	DBS Expired	19/10/2021	Ramsbottom United Juniors	Ramsbott
34012	Alasdair Daggett	Compliant	20/03/2022	Grange United Youth	Grange Ur
34050	Douglas Stokes	Compliant	24/07/2022	Morecambe Hawk Y.F.C.	Morecam
34377	Andrew Kendall	Compliant	10/04/2022	Grange United Youth	Grange Ur
34520	Callum Thwaites	Compliant	14/07/2024	Ulverston F.C.	Ulverston

Click here to filter those with a DBS in progress. Compliance reason will show blank if DBS is in progress.

12 December 2021
Last Refreshed



4. Number of referees registered who meet training requirements and referees registered to officiate in youth football with an in-date DBS Check

This measure is made up of two parts:

- 4a. DBS compliance of referees registered to officiate in youth football.
- 4b. Referee training for all registered referees.

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
4a	DBS COMPLIANCE OF REFEREES REGISTERED TO OFFICIATE IN YOUTH FOOTBALL	All referees aged 16+ registered to officiate in youth football identified through referee registration process have an in-date DBS Check at all times	All referees registered to officiate in youth football aged 16+	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
4b	REFEREE TRAINING FOR ALL REGISTERED REFEREES	All registered referees are required to have in date training (Safeguarding for All/Safeguarding Children Course) qualification.	All registered referees including under 16s	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



4. Number of referees registered who meet training requirements and referees registered to officiate in youth football with an in-date DBS Check *(continued)*

DBS COMPLIANCE OF REFEREES REGISTERED TO OFFICIATE IN YOUTH FOOTBALL GUIDANCE:

- **DBS requirement:** A County FA must ensure that all referees officiating in youth football have an in-date DBS Check prior to officiating any youth football fixtures;
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Exemption:** If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant.
- See County FA measure process management flow [here](#) and [here](#).

REFEREE TRAINING FOR ALL REGISTERED REFEREES GUIDANCE:

- **Training requirements:** A County FA must ensure that all referees (including Under 16s) have attended the Safeguarding for All or Safeguarding Children Course. Renewal should be achieved through the free online SCC recertification (<https://thebootroom.thefa.com/learning/qualifications/safeguarding-courses>). Completion of the relevant safeguarding training will be added to the referee's individual CRM qualification record.
- **Renewals:** Safeguarding training should be renewed every two years from the date of certification. This requirement has not previously been mandated for referees. However, since the 2021/22 season, holding a valid in-date safeguarding training record has become a mandatory requirement of referee registration.
- See County FA measure process management flow [here](#) and [here](#).



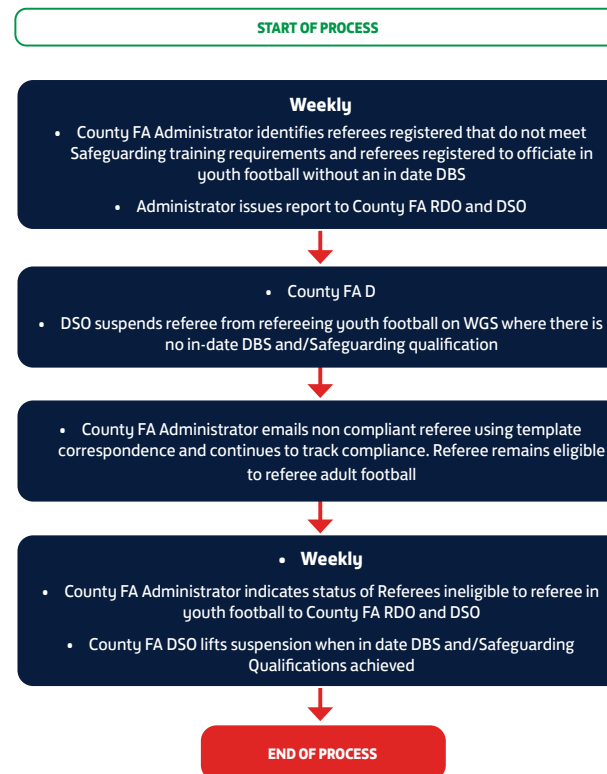
Measure 4: Recommended Process Flow – Number Of Referees Registered Who Meet Training Requirements And Referees Registered To Officiate In Youth Football With An In-date DBS Check

Note 1: County FA has ownership for referee registration and is responsible for managing the process and ensuring referee compliance at the point of registration.

Note 2: Only the County FA can process CWO DBS through County FA pin.

Note 3: County FAs are responsible for ensuring referees have a DBS in place before they can referee in youth football. If a DBS is not in place, the referee eligibility to referee in youth football should not be ticked on WGS

Note 4: All referees must have an in date Safeguarding for All or Safeguarding Children qualification at the point of registration. This must be maintained throughout the season.





Measure 4: Recommended Process Flow – Number of Referees registered who meet training requirements and Referees registered to officiate in youth football with an in-date DBS Check – Renewals

Note 1: County FA has ownership for referee registration and is responsible for managing the process and ensuring referee compliance at the point of registration.

Note 2: Only the County FA can process CWO DBS through County FA pin.

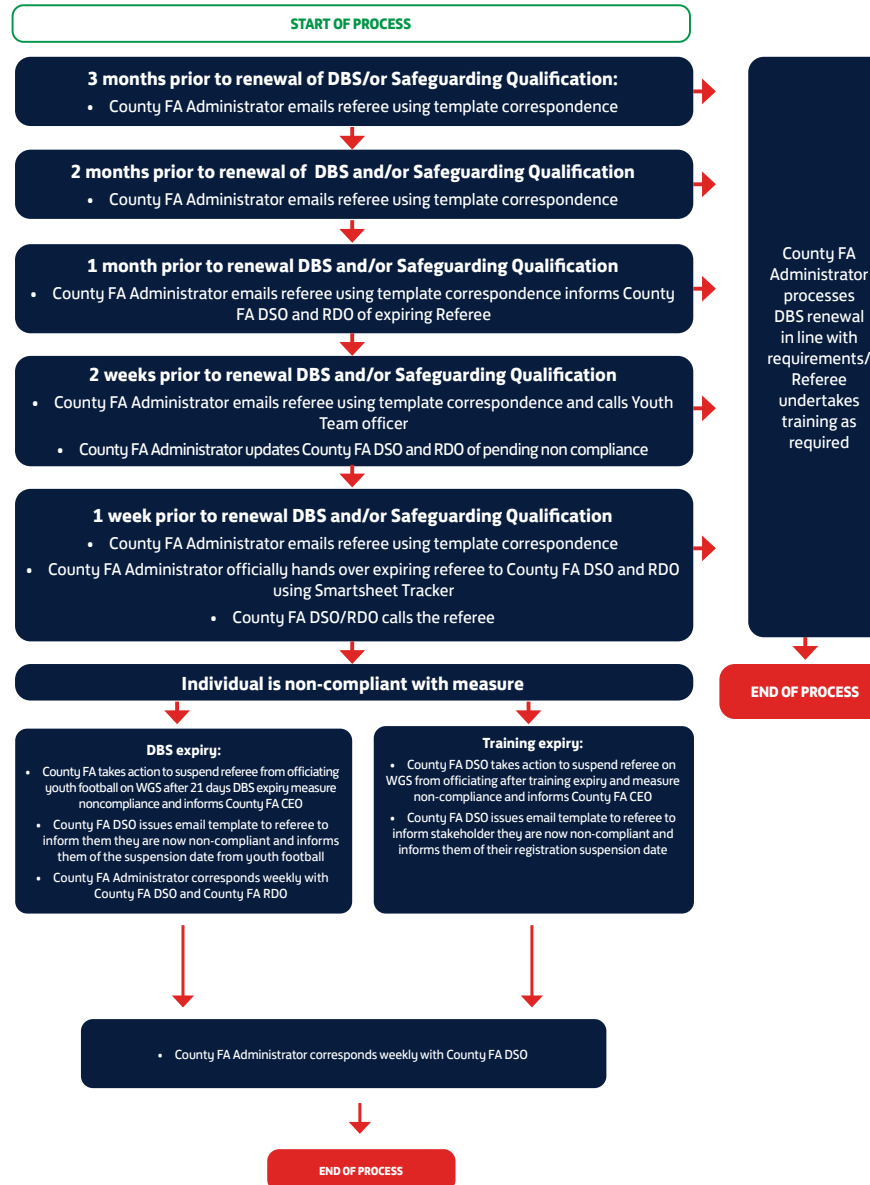
Note 3: County FAs are responsible for ensuring referees have a DBS in place before they can referee in youth football. If a DBS is not in place, the referee eligibility to referee in youth football should not be ticked on WGS

Note 4: All referees must have an in date Safeguarding for All or Safeguarding Children qualification at the point of registration. This must be maintained throughout the season.

See associated process overleaf.



Measure 4: Recommended process flow (continued)





Power BI Safeguarding 365 Measures

Dashboard Guidance Measure 4: Number of referees registered who meet training requirements and referees registered to officiate in youth football with an in-date DBS Check

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 4.

Safeguarding 365 - Registered Referees

All referees (excluding trainees) within youth football as identified through the CFA referee registration process are required to have an in-date and accepted DBS check. They are also required to have in date training (Safeguarding For All / Safeguarding for Children) course qualification. 100% compliance

DBS COMPLIANCE

86% DBS Non-Compliant: 57 Total Qualified Referees: 399 DBS In-Progress: 16 Total Valid DBS: 344

FAN	Referee Name	Age	DBS Non-Compliance Reason	DBS Expiry Date	Officiate Age Under 18 Teams Only	Officiate Age Under 18
65000238	Aaron Hallows	17	Compliant	18/09/2023	Yes	Yes
778008	Aaron Hockham	50	DBS Expired	17/11/2021	Yes	Yes
61322602	Aaron Rhodes	18	Compliant	11/06/2022	Yes	Yes
56278286	Abby Dearden	22	Compliant	31/01/2022	Yes	Yes
57191016	Abdullateef Amusa	43	Compliant	13/11/2024	Yes	Yes

SAFEGUARDING COURSE COMPLIANCE

87% Outstanding Training: 51 Total Compliant Training: 348

FAN	Referee Name	Referee Level	Officiate Age Under 18 and Open Age	Home Er
65000238	Aaron Hallows	Level 7 - Junior Referee	Yes	
64051051	Adam Iqbal	Level 7 - Junior Referee	Yes	
64550090	Adam Scarth	Level 7 - Junior Referee	Yes	
63594267	Alex Whittaker	Level 7 - Junior Referee	Yes	
714534	Andrew Hawkins	Level 6 - County Referee	Yes	
60067072	Andrew Woodhouse	Level 6 - County Referee	Yes	
778042	Anthony Craag	Level 6 - County Referee	Yes	

Non Compliant Training Course

FAN	Referee Name	Referee Level	Officiate Age Under 18 and Open Age	Home Er
65000238	Aaron Hallows	Level 7 - Junior Referee	Yes	
64051051	Adam Iqbal	Level 7 - Junior Referee	Yes	
64550090	Adam Scarth	Level 7 - Junior Referee	Yes	
63594267	Alex Whittaker	Level 7 - Junior Referee	Yes	
714534	Andrew Hawkins	Level 6 - County Referee	Yes	
60067072	Andrew Woodhouse	Level 6 - County Referee	Yes	
778042	Anthony Craag	Level 6 - County Referee	Yes	

Compliant Training Course

FAN	Referee Name	First QualificationName
778008	Aaron Hockham	The FA Safeguarding Chil
61322602	Aaron Rhodes	The FA Safeguarding For
56278286	Abby Dearden	Safeguarding Children Co
57191016	Abdullateef Amusa	The FA Safeguarding Chil
55011939	Abid Hussain	The FA Online Safeguardi
56692307	Adam Bensureiti	The FA Safeguarding Chil
59485290	Adam Brown	The FA Online Safeguardi

County FA: Lancashire FA

Region: All

Referee Level: All

Registered to Officiate U18?: Yes

Referee Age: All

Filter your list of officials by level and more.

Last Refreshed

Click here to filter Non-Compliant referees.

Click here to filter those with a DBS in progress.

Filter your list of officials by level and more.



5. Number of referee observers, mentors, assessors and matchday coaches with an in-date DBS check who meet training requirements

This measure is made up of two parts:

- 5a. DBS Compliance.
- 5b. Referee training.

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
5a	REFEREE OBSERVERS, MENTORS, ASSESSORS AND MATCHDAY COACHES: DBS COMPLIANCE	All referee observers, mentors, assessors and matchday coaches identified through referee registration process have an in-date DBS check at all times	All registered referee observers, mentors, assessors and matchday coaches	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
5b	REFEREE OBSERVERS, MENTORS, ASSESSORS AND MATCHDAY COACHES: SAFEGUARDING TRAINING	All referee observers, mentors, assessors and matchday coaches are required to have an in date training (Safeguarding for All/Safeguarding Children Course) qualification	All registered referee observers, mentors, assessors and matchday coaches	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



5. Number of referee observers, mentors, assessors and matchday coaches with an in-date DBS check who meet training requirements *(continued)*

REFEREE OBSERVERS, MENTORS, ASSESSORS AND MATCHDAY COACHES WITH AN IN-DATE DBS CHECK GUIDANCE:

- **DBS requirement:** A County FA must ensure that all referee observers, mentors, assessors and matchday coaches have an in-date DBS check prior to undertaking any of these roles.
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Exemptions:** If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant.
- See County FA measure process management flow [here](#) and [here](#).

REFEREES OBSERVERS, MENTORS AND ASSESSOR TRAINING REQUIREMENTS GUIDANCE:

- **Training requirements:** A County FA must ensure that all referee observers, mentors, assessors and matchday coaches have attended the Safeguarding for All or Safeguarding Children Course. Renewal should be achieved through the free online Safeguarding Children recertification (<https://thebootroom.thefa.com/learning/qualifications/safeguarding-courses>). Completion of the relevant safeguarding training will be added to the referee's individual CRM qualification record.
- **Renewals:** Safeguarding Training should be renewed every two years from the date of certification. This requirement has not previously been mandated for referees. However, since the 2022/23 season, holding a valid in-date safeguarding training record has become a mandatory requirement of referee registration.
- See County FA measure process management flow [here](#) and [here](#).



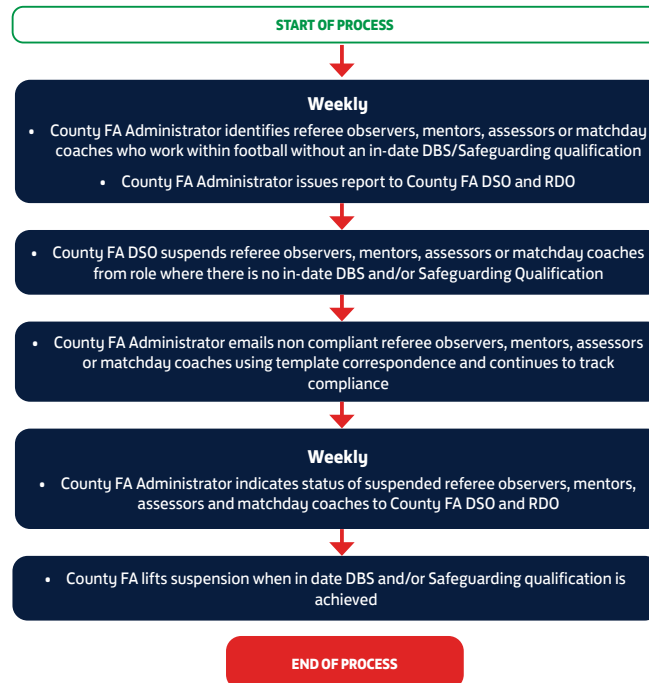
Measure 5: Recommended Process Flow – Number of Referee Observers, Mentors, Assessors And Matchday Coaches With An In-date DBS Check Who Meet Training Requirements: Referee Observers, Mentors, Assessors and Matchday Coaches that register for the first time

Note 1: County FA has ownership for referee registration and is responsible for managing the process and ensuring referee compliance at the point of registration.

Note 2: Only the County FA can process CWO DBS through County FA pin.

Note 3: County FAs are responsible for ensuring referees have a DBS in place before they can referee in youth football. If a DBS is not in place, the referee eligibility to referee in youth football should not be ticked on WGS

Note 4: All referees must have an in date Safeguarding for All or Safeguarding Children qualification at the point of registration. This must be maintained throughout the season.





Measure 5: Recommended Process Flow – Number of Referee Observers, Mentors, Assessors and Matchday Coaches With An In date DBS Check Who Meet Training Requirements: Referee Observers, Mentors, Assessors and Matchday Coaches – Renewals





Power BI Safeguarding 365 Measures

Dashboard Guidance Measure 5: Number of referee observers, mentors, assessors and matchday coaches with an in-date DBS check who meet training requirements

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 5.

Safeguarding 365 - Referee Mentors, Observers & Assessors

All referee observers, mentors & assessors identified through the CFA registration process are required to have an in-date and accepted DBS check and in-date training (Safeguarding For All / Safeguarding Children Course) qualification.

DBS COMPLIANCE

78% (409 Non-Compliant, 1887 Total Mentors, Observers & Assessors, 71 DBS In-Progress, 1478 Compliant)

FAN	Contact Name	DBS Non-Compliance Reason (groups)	DBS Expiry Date	Observer?	Referee Coach?	Mentor?
1105021	Antony Foster	Non-Compliant		Yes	Yes	
57526660	Jake Balcombe	Non-Compliant				Yes
59100739	Nick Brown	Non-Compliant		Yes		
1527643	Paul Pawson	Non-Compliant		Yes		
61385339	Rav Ellingham	Non-Compliant		Yes	Yes	Yes

SAFEGUARDING COURSE COMPLIANCE

37% (1,188 Not Trained, 691 Trained)

FAN	Contact Name	County Name	Age	Referee Observer	Referee Coac	FAN	Contact Name	QualificationName
593167	Aaron Baker	Berks & Bucks FA	36		Yes	56702541	Aaron Ford	The FA Safeguarding For All
1304489	Aaron Bannister	Sheffield & Hallamshire FA	31	Yes		727761	Aaron Reed	The FA Safeguarding For All
1304489	Aaron Bannister	West Riding FA	31	Yes	Yes	727761	Aaron Reed	The FA Safeguarding For All
57218073	Aaron Farmer	Essex FA	30	Yes	Yes	57191016	Abdullateef Amusa	The FA Safeguarding For All
			44			58137042	Adam Baguley	The FA Safeguarding For All

County FA: All

Region: All

12 December 2021
Last Refreshed

Click here to filter those with a DBS in progress.

View different roles held by an individual by scrolling across.



6. Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements

This measure is made up of four parts:

- 6a. DBS compliance.
- 6b. Safeguarding training.
- 6c. Welfare Officer training.
- 6d. Safeguarding for Committee Members

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
6a	CLUB WELFARE OFFICERS (YOUTH FOOTBALL): DBS COMPLIANCE	All Club Welfare Officers identified through the club Portal/WGS are required to have an in date and accepted DBS check	All Club Welfare Officers (Youth Football) identified through the club Portal/WGS	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
6b	CLUB WELFARE OFFICERS (YOUTH FOOTBALL): SAFEGUARDING TRAINING	All Club Welfare Officers identified through the club Portal/WGS are required to have in date training (Safeguarding Children Course) qualification	All Club Welfare Officers (Youth Football) identified through the club Portal/WGS	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
6c	CLUB WELFARE OFFICERS (YOUTH FOOTBALL) WELFARE OFFICER TRAINING	All Club Welfare Officers identified through the club Portal/WGS are required to have in date training (Welfare Officer course) qualification	All Club Welfare Officers (Youth Football) identified through the club Portal/WGS	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



6. Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements *(continued)*

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
6d	CLUB WELFARE OFFICERS (YOUTH FOOTBALL): SAFEGUARDING FOR COMMITTEE MEMBERS' TRAINING	All Club Welfare Officers identified through the club Portal/WGS are required to have in date training (Safeguarding for Committee Members training course) qualification	All Club Welfare Officers (Youth Football) identified through the club Portal/WGS	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding Operating Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here

CLUB WELFARE OFFICERS (YOUTH FOOTBALL) DBS CHECK GUIDANCE:

Club Welfare Officers (Youth Football) DBS Check Guidance:

- **DBS requirement:** A County FA must ensure that all Club Welfare Officers have an in-date DBS Check at all times;
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Exemptions:** In exceptional circumstances a CWO may be appointed under a County FA action plan where they:
 - Hold an FA-accepted DBS Check;
 - Have booked onto the relevant mandatory training.
- If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant.
- See County FA measure process management flow [here](#) and [here](#).



6. Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements *(continued)*

CLUB WELFARE OFFICERS (YOUTH FOOTBALL) TRAINING REQUIREMENTS GUIDANCE:

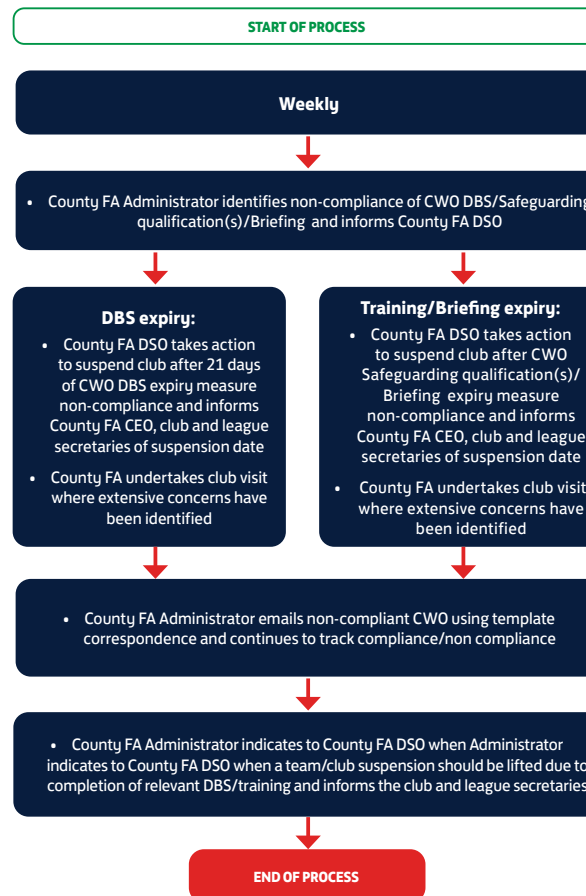
- **Training requirements:** A County FA must ensure that all Club Welfare Officers (Youth Football) have attended the Safeguarding Children course, the Welfare Officer course and Safeguarding for Committee Members course. Renewal of recertification can be achieved online (<https://thebootroom.thefa.com/learning/qualifications/safeguarding-courses>). Completion of the relevant safeguarding training will be added to the CWOs individual CRM qualification record;
- **Renewals:**
 - Safeguarding Children course training should be renewed every two years from the date of certification.
 - The Welfare Officer course and Safeguarding for Committee Members course do not need to be renewed.
- See County FA measure process management flow [here](#) and [here](#).



Measure 6: Recommended Process Flow – Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements – Non-compliance of existing Club Welfare Officers

Note1: County FA has ownership for affiliation and is responsible for managing the process and ensuring compliance of CWOs at the point of affiliation

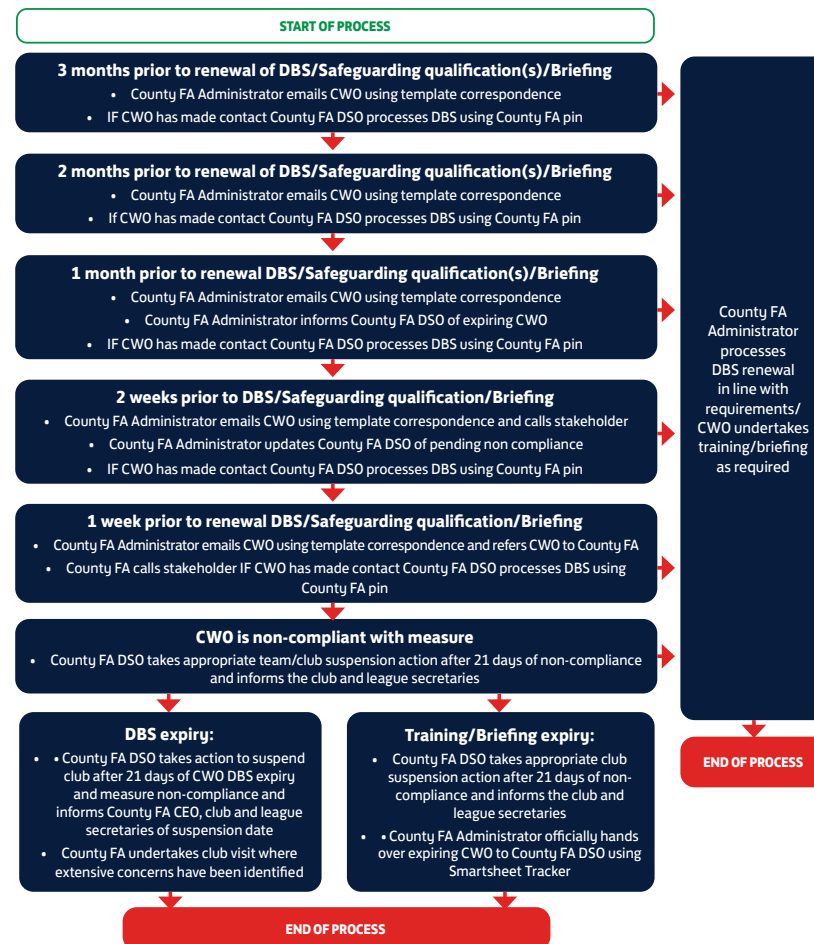
Note2: Only the County FA (ideally via DSO) can process CWO DBS through County FA pin





Measure 6: Recommended Process Flow – Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements – Non-compliance of existing Club Welfare Officers – Renewals

Note: Only the County FA (ideally via DSO) can process CWO DBS through County FA pin





Power BI Safeguarding 365 Measures

Dashboard Guidance Measure 6: Number of Club Welfare Officers (Youth Football) with an in-date DBS Check and who meet training requirements

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 6.

Safeguarding 365 - Youth Club Welfare Officers

All Club Welfare Officers in club portal/WGS are required to have an in date DBS check and in-date training (Safeguarding Children Course, Welfare Officer Training & Safeguarding for Committee Members [SCM] Training)

DBS COMPLIANCE 338 46 8
 DBS Compliant Non-Compliant DBS In-Progress

WELFARE OFFICER COURSE COMPLIANCE 72% 28%

SAFEGUARDING COURSE COMPLIANCE 98% 7 377
 Not Trained Trained

SCM COMPLIANCE 93% 7%

Filter to individuals in progress here.

Each Club Welfare Officer's club name show in this list. Using a VLOOKUP in Excel can match to the club secretary's details for an enhanced mailing list.

Clicking the 'Not Trained' number will filter down to only those who need action.

FAN	Contact Name	First Club Name
56588315	Adam Fairhurst	Wigan Athletic FC Commu
1811868	Adam Lee	Widnes FC
64383482	Adele Helm	Hyndburn Youth
60063183	Aimee Fell	SRDC
1643715	Alan Craghill	Haverigg United
55016654	Alan Williams	South Shore Youth
55868458	Amanda Borrino	Blackpool (Wren) Rovers
57879587	Andrew Cartwright	Rochdale AFC Elite Development Cent
1258322	Andrew Livingstone	PNE Community & Education Trust

FAN	Contact Name	Age	First Club Name	Home Email
55171059	Steven Lowe	32	A.F.C. Leigh	
62069404	Aran Rigg	28	Cancercare FC	
		47	Blackburn Eagles JFC	
		45	Galgate	
		43	Wigan Athletic Ladies & Girls	
		50	Everton FC	

FAN	Contact Name	First Club Name
56588315	Adam Fairhurst	Wigan Athletic FC Community Trust
1643715	Alan Craghill	Haverigg United
62069404	Aran Rigg	Cancercare FC
1494955	Brian Thoburn	Peel Park
57400750	Chris Baker	Lord Raglan (Blackburn Saturday)
57682299	Christine Rennard	Blackburn Rovers FC

County FA: Lancashire FA, IT Test FA, Jersey FA, Kent FA, Lancashire, Leicestershire, Lincolnshire, Liverpool FA, London FA, Manchester, Middlesex

SAFEGUARDING 365

12 December 2021
Last Refreshed



7. League Committee members required to complete the Safeguarding for Committee Members' course

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
7	LEAGUE COMMITTEE MEMBERS' SAFEGUARDING TRAINING	All Youth League Committee members to complete the Safeguarding for Committee Members' course by the start of the 2022/23 season	All four mandatory youth league roles – <ul style="list-style-type: none"> • Secretary, • Chair, • Welfare Officer • Treasurer) ... and all named registration secretaries as identified through the club Portal/WGS 	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here

LEAGUE COMMITTEE MEMBERS TRAINING GUIDANCE:

- A County FA must ensure that the key named League Committee members have attended the Safeguarding for Committee Members course by the start of the 2022/23 season and annually.
- All four mandatory youth league roles (Secretary, Chair, Welfare Officer & Treasurer) and additionally all named registration secretaries as identified through the club Portal/WGS are required to have completed the Safeguarding for Committee Members (SCM) free online course. 100% compliance required from 2021/22.
- See County FA measure process management flow [here](#).



Measure 7: Recommended Process Flow – League Committee members required to complete the Safeguarding for Committee Members' course

Note: To comply with this measure, County FAs must ensure that League Committee Members are compliant with the measure requirements prior to the season commencing





Power BI Safeguarding 365 Measures Dashboard Guidance Measure 7: League Committee members required to complete the Safeguarding for Committee Members' course

The following user guide outlines how the Power-Bi dashboards can be utilised by County FAs to support the tracking of compliance with the Safeguarding 365 measure 7.

Export this table for a mailing list which you can send a link directly to the SCMT.

Safeguarding 365 - League Committee Members

All four mandatory youth league roles (Secretary, Chair, Welfare Officer & Treasurer) and additionally all named registration secretaries as identified through the club Portal / WGS are required to have completed the Safeguarding for Committee Members (SCM) free online course. 100% compliance required from 2021/22.

SCM COMPLIANCE

57%

43

No Course

99

Total League Officials

56

Course Completed

FAN	Contact Name	League Name	Home Email	AN	Contact Name	League Name
59688721	Bill Carr	Lancashire FA Ability Counts League		776749	Alan Greenhalgh*	North West Youth Alliance
57138490	Brian Pinder	Blackpool & District Youth League		776753	Thomas Allon	Community Partnership League
56106038	Dave Carlisle	Lancashire Sunday League		779100	Steve Halliwell	North West Youth Alliance
55085009	David Bradshaw	Bolton, Bury & District Football League		779380	Michael Horsfall	Blackpool and Fylde Futsal League
1855028	David Tebbutt	Blackpool & District Youth League		780082	Aamar Ahmed	North West Youth Alliance
1490376	Dean Watson	North Bury Jnr Football League		780533	Gerard Cowgill	North Valley & Burnley Unity League
1314938	Diane Platt	Barrow & District Junior League		781245	Angela Hindley	Mid Lancashire Colts J F League
64871829	Erica Cormican	Bolton, Bury & District Football League		781557	Lesley Allon	Community Partnership League
58170334	Garry Oldfield	North Bury Jnr Football League		788456	Michael Holt	Heywood Sports Village Mini Soccer Lea
57518259	Ian Christopher	Mid Lancashire Colts J F League		1177749	Peter Jones	Lancashire Sunday League
57695733	Jake Howard	Bolton, Bury & District Football League		1181356	Philip Gregory	North Valley & Burnley Unity League
59500001	Jane Wareing	Lancashire FA Ability Counts League		1285633	Graham Souter	North Bury Jnr Football League
62139856	Janet Cormican	Bolton, Bury & District Football League		1487387	Kevin Kealey	Mid Lancashire Colts J F League
55891698	Janet Smith	Wigan & District Youth League		1490406	Christopher Whalley	East Lancashire Football Alliance
56511786	Jeanette Morgan	Lancaster & Morecambe Service to Youth		1791616	George Marsh	Bolton, Bury & District Football League
777917	John Lilley	Accrington & District J.F.L		1803843	Peter Doyle	North Valley & Burnley Unity League
60748620	John McElvanev	North Bury Jnr Football League		1826203	Nicola Nye	Lancashire Sunday League
58227829	John Thomson	Bolton, Bury & District Football League		1870028	Warren Barlow	Bolton, Bury & District Football League
313784	Karen Tahbutt	Blackpool & District Youth League		1870735	James Moran	Lancaster & Morecambe Service to Youth

County FA

Lancashire FA

League Name

All

SAFEGUARDING 365

12 December 2021
Last Refreshed

Filter by league.



8. Number of Club Welfare Officers (Open-Age) with an in-date DBS Check and who meet training requirements

This measure is made up of three parts:

- 8a. Named Welfare Officer Training (Open-Age)
- 8b. Club Welfare Officer (Open-Age): DBS Compliance
- 8c. Club Welfare Officer (Open-Age): Safeguarding Training

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
8a	NAMED WELFARE OFFICER TRAINING (OPEN-AGE)	All clubs with Open-Age Adult Teams are required to have a named Club Welfare Officer at the point of affiliation from 2023/24 season onwards.	All eligible Club Welfare Officers (open-age) identified through the WGS. Excludes clubs with only veterans and/or walking football teams. To be measured in 2022/23 and mandated from 2023/24 season onwards at the point of affiliation and must be maintained throughout the season. Compliance not currently required but is recommended.	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
8b	CLUB WELFARE OFFICER (OPEN-AGE): DBS COMPLIANCE	All eligible Club Welfare Officers (Open-Age Adult Teams) are required to have an in-date and accepted DBS check at the point of affiliation from the start of the 2024/25 season onwards.	All eligible Club Welfare Officers (open-age) identified through the WGS. Excludes clubs with only veterans and/or walking football teams. To be measured in 2022/23 and mandated from 2024/25 season onwards. Compliance not currently required but is recommended where a CWO is in place within open-age football.	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



8. Number of Club Welfare Officers (Open-Age) with an in-date DBS Check and who meet training requirements *(continued)*

This measure is made up of three parts:

- 8a. Named Welfare Officer Training (Open-Age)
- 8b. Club Welfare Officer (Open-Age): DBS Compliance
- 8c. Club Welfare Officer (Open-Age): Safeguarding Training

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
8c	CLUB WELFARE OFFICER (OPEN-AGE): SAFEGUARDING TRAINING	All Club Welfare Officers (Open-Age Adult Teams) are required to have in-date Player Welfare Course qualification at the point of affiliation from the start of the 2024/25 season onwards.	All eligible Club Welfare Officers (open-age) identified through the WGS. Excludes clubs with only veterans and/or walking football teams. To be measured in 2022/23 and mandated from 2024/25 season onwards. Compliance not currently required but is recommended where a CWO is in place within open-age football.	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



8. Number of Club Welfare Officer (Open-Age) with an in-date DBS Check and who meet training requirements *(continued)*

CLUB WELFARE OFFICER (OPEN-AGE) DBS CHECK GUIDANCE:

- **DBS requirement:** From the 2021/22 season, a County FA is recommended to ensure that all eligible Club Welfare Officers (open-age) have an in-date DBS Check at all times. This will be a measure compliance requirement at the point of affiliation from 2024/25 season onwards.
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and [Appendix 15: Disclosure and Barring Service \(DBS\) Checks for County FA Staff and Volunteers](#).
- **Exemptions:** In exceptional circumstances a CWO may be appointed under a County FA action plan where they:
 - Hold an FA-accepted DBS Check.
 - Have booked onto the relevant mandatory training.
 - If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA's Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant.

CLUB WELFARE OFFICER (OPEN-AGE) TRAINING GUIDANCE:

- **Training requirements:** A County FA must ensure that all Club Welfare Officers (open-age) have attended the Player Welfare course qualification. Safeguarding Children Course permitted for stakeholders that have completed the qualification, until expiry. Safeguarding Children Course recertification will not be accepted as being compliant with the measure and stakeholder will need to undertake the Player Welfare Course qualification upon expiry of the Safeguarding Children Course qualification. Completion of the relevant safeguarding training will be added to the CWOs' individual CRM qualification record;



9. Number of Club Welfare Officers (Adult Disability) who meet training requirements

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
9	CLUB WELFARE OFFICER (ADULT DISABILITY) SAFEGUARDING TRAINING	All Club Welfare Officers (Adult Disability) identified through the club Portal/WGS are required to have in date training (FA online Safeguarding Adults course)	All Club Welfare Officers (Adult Disability) identified through the WGS To be measured in 2022/23 and mandated from 2023/24 at the point of affiliation and must be maintained from that point onwards. Compliance not currently required but is recommended where a CWO (Adult Disability) is in place.	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding 365 Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here

CLUB WELFARE OFFICER (ADULT DISABILITY) TRAINING GUIDANCE

- **Training requirements:** From the 2022/23 season, a County FA must ensure that all Club Welfare Officers (Adult Disability) have attended the online FA Safeguarding Adults' course at the point of affiliation and must be maintained.
- **Renewals:** Safeguarding Adults training should be renewed every two years from the date of certification.



10. Number of Team Officials (Open-Age) with Under-18 player(s) in a team who meet DBS and relevant training requirements

This measure is made up of two parts:

- 10a. DBS compliance
- 10b. Open-Age team official training

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
10a	TEAM OFFICIALS (OPEN-AGE) WITH UNDER-18 PLAYER(S) IN A TEAM: DBS COMPLIANCE	All open-age team officials of teams with under-18 players (coaches, managers, medics (including assistants)) as identified through the club portal/WGS record are required to have an in date and accepted DBS check	All open-age team officials of teams with under-18 players identified through the WGS. To be measured in 2022/23 and 2023/24 and will be a compliance requirement from the 2024/25 season onwards.	Audit to be undertaken to identify the baseline in September annually	100%	Data is to be taken from Platform for Football.	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding Operating Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here
10b	TEAM OFFICIALS (OPEN-AGE) WITH UNDER-18 PLAYER(S) IN A TEAM: SAFEGUARDING TRAINING	All open-age team officials of teams with under-18 players identified through the club Portal/WGS are required to have in date training (Player Welfare Course) qualification at the point of affiliation from the 2024/25 season onwards. Note: Safeguarding Children Course permitted for stakeholders that have completed the qualification, until expiry. Safeguarding Children Course recertification will not be accepted as being compliant with the measure and stakeholder will need to undertake the Player Welfare Course qualification upon expiry of the Safeguarding Children Course qualification.	All open-age team officials of teams with under-18 players identified through the WGS To be measured in 2022/23 and 2023/24 and mandated as a compliance requirement from 2024/25.	Audit to be undertaken to identify the baseline in September annually	100%	Data is taken from Whole Game System	Monitored and tracked throughout the season, with the final measure taken from 30 June annually	The FA Weekly through The FA Safeguarding Operating Standard Project Team Quarterly through County FA quarterly reviews	Safeguarding 365 Standard Power BI dashboard See CRM view matrix here



10. Number of Team Officials (Open-Age) with Under-18 player(s) in a team who meet DBS and relevant training requirements *(continued)*

TEAM OFFICIALS (OPEN-AGE) WITH UNDER-18 PLAYER(S) IN A TEAM DBS GUIDANCE:

- **DBS requirement:** From 2024/25, a County FA must ensure that all team officials have an in-date DBS check prior at all times.
- **Legal requirements:** Disclosure and Barring Service checks, also known in football as Criminal Record Checks (CRCs) can only be carried out where there is legal eligibility to do so. Refer to: [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding) for further guidance, and **Appendix 15: Disclosure and Barring Service (DBS) Checks for County FA Staff and Volunteers.**
- **Action timelines:** County FAs will have 21 days (end date should be entered into WGS) to ensure the team/club has an action plan in place to replace a youth team official without a DBS Check. At this point the County FA must follow the Protocol for Managing Non-compliant Teams outlined in Appendix ? If the County FA believes that there are any reasons as to why an exception to this protocol should exist, the County FA must contact The FA's Grassroots Disciplinary team.
- **DBS Application:** A DBS application which is in process but not complete is not deemed as compliant. In this instance, another coach or volunteer with an in-date DBS must be allocated to the club/team. A coach can only be allocated to a maximum of 4 teams within a club.

TEAM OFFICIALS (OPEN-AGE) WITH UNDER-18 PLAYER(S) IN A TEAM – TRAINING GUIDANCE:

- **Team officials (open-age) training records:** From the 2022/23 season, all open-age team officials with under-18 players must have an in-date relevant safeguarding training (Player Welfare Course qualification from the point of affiliation onwards. Note. Safeguarding Children Course permitted for stakeholders that have completed the qualification, until expiry. Safeguarding Children Course recertification will not be accepted as being compliant with the measure and stakeholder will need to undertake the Player Welfare Course qualification upon expiry of the Safeguarding Children Course qualification. County FAs are encouraged to start applying this requirement from the 2022/23 season.



11. Case Management

NO.	MEASURE	MEASURE & TARGETS	DEFINITION How is it calculated?	BASELINE What is the current value?	TARGET What is the target value?	DATA SOURCE How will it be measured?	FREQUENCY How often will it be measured?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
11	CASE MANAGEMENT	Referral for safeguarding cases to be communicated from the County FA to The FA Case Management Team	Response time of 24 working hours for a County FA	N/A	100%	Via ELSA	Ongoing on a case-by-case basis	The FA Case Management Team	Independent assessment
CASE MANAGEMENT GUIDANCE:									
<ul style="list-style-type: none"> Timeframes: A County FA will have 24 hours (one full working day) response time to submit an initial referral to The FA's Case Management Team where potential abuse is identified. Note: anything referred over a weekend is triggered from Monday morning. 									



Additional compliance measures from 2023/24

Measure process flows for the following will be added to the Safeguarding 365 2023/24 and 2024/25 operating manual to align with the requirement for County FAs to achieve compliance.

- Number of Club Welfare Officers (Open-Age) with an in-date DBS Check and who meet training requirements.
- Number of Club Welfare Officer (Adult Disability) who meet training requirements.
- Number of Team Officials (Open-Age) with Under 18 player(s) in a team who meet DBS & relevant training requirements.



SECTION 03

PROCESSES





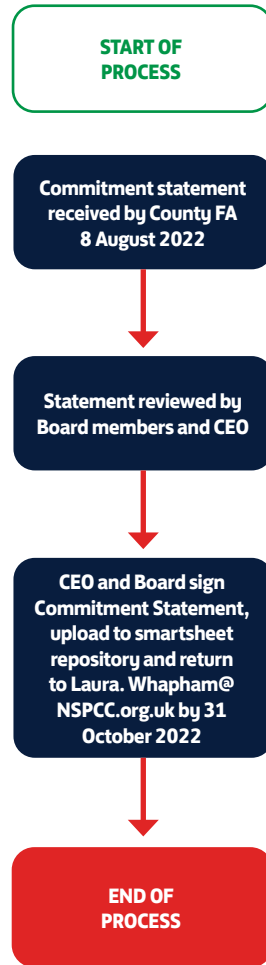
03

PROCESSES

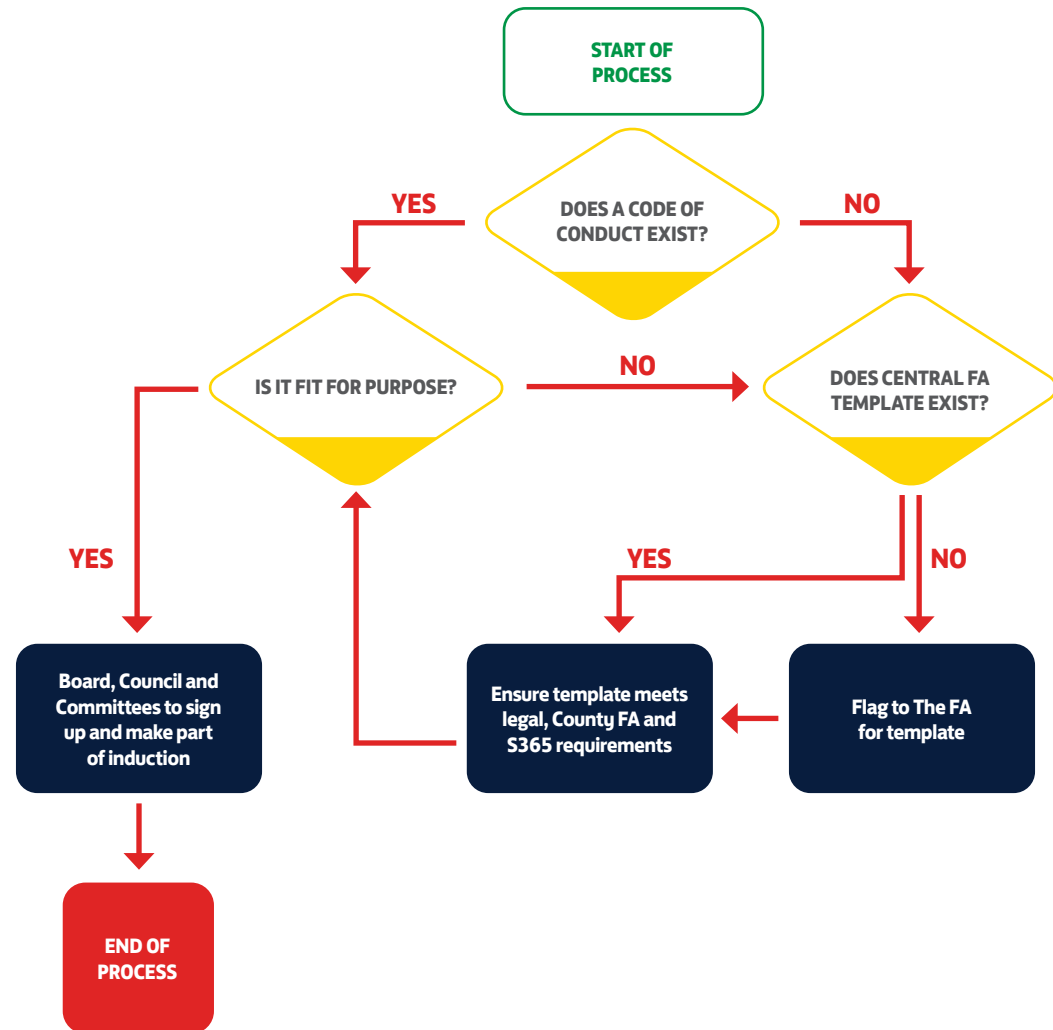
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	Monitoring compliance of process-driven safeguards in club and youth teams 121



Process 1: County FA Commitment Statement

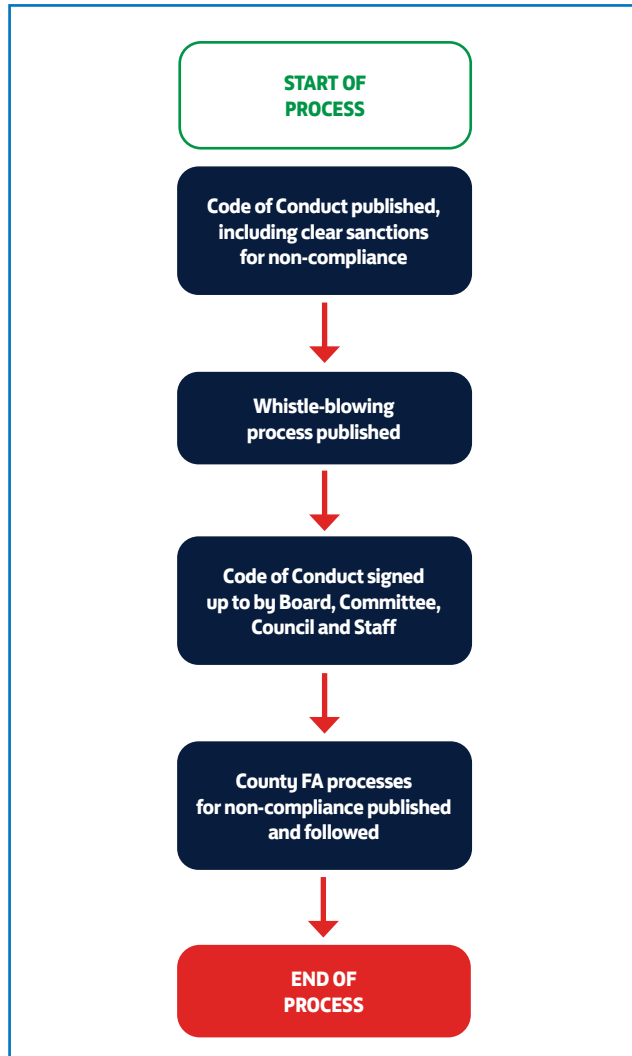


Process 2: Board, Council, Committee Code of Conduct

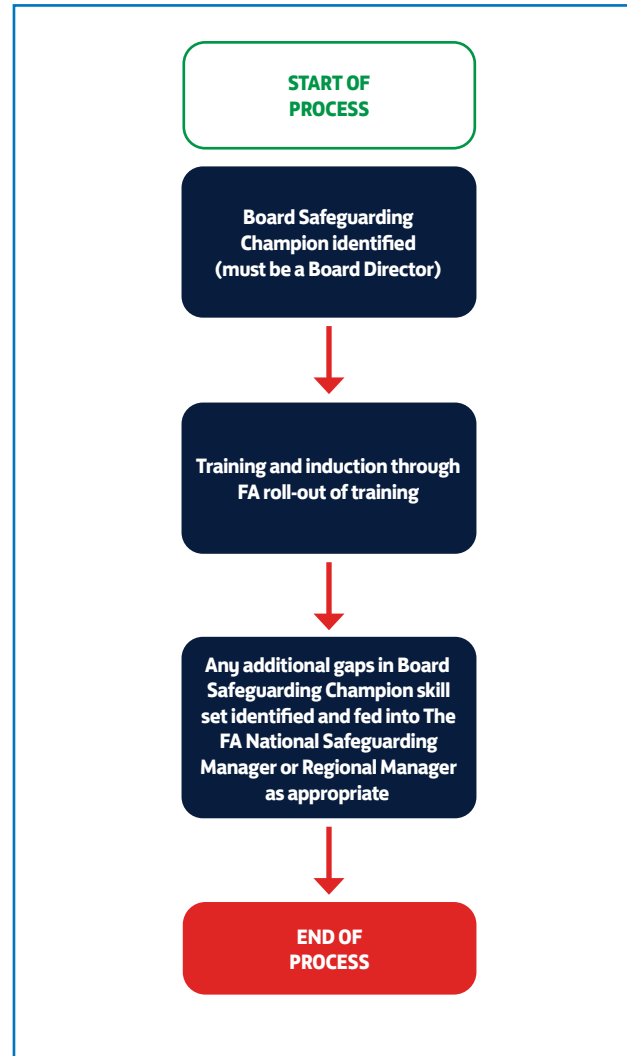




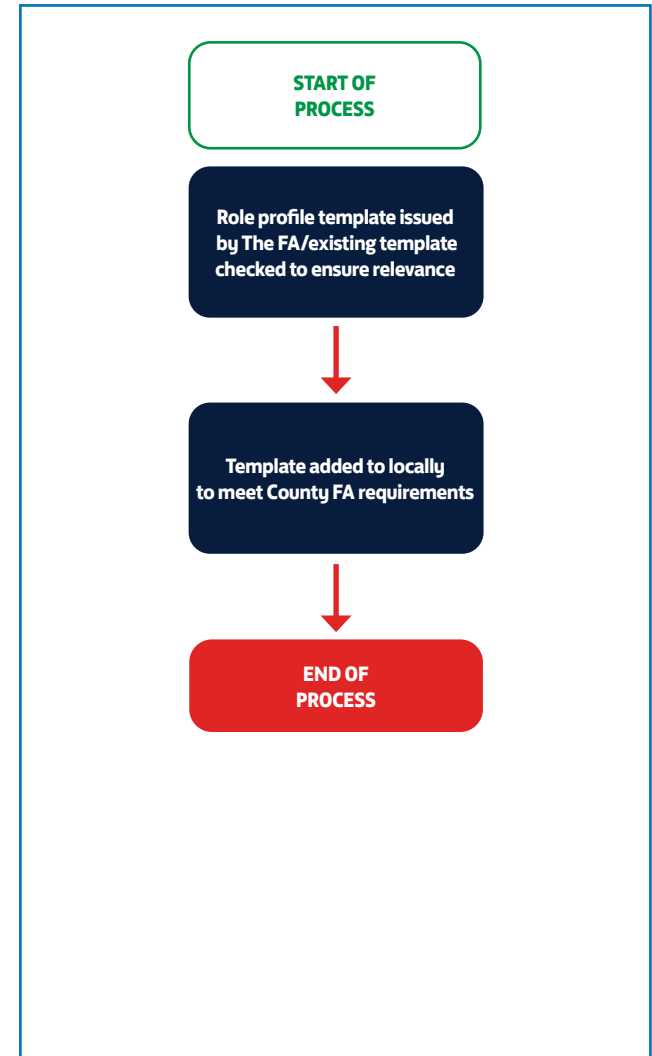
Process 3: *Managing Breaches of Codes of Conduct*



Process 4: *Board Safeguarding Champion Requirements*

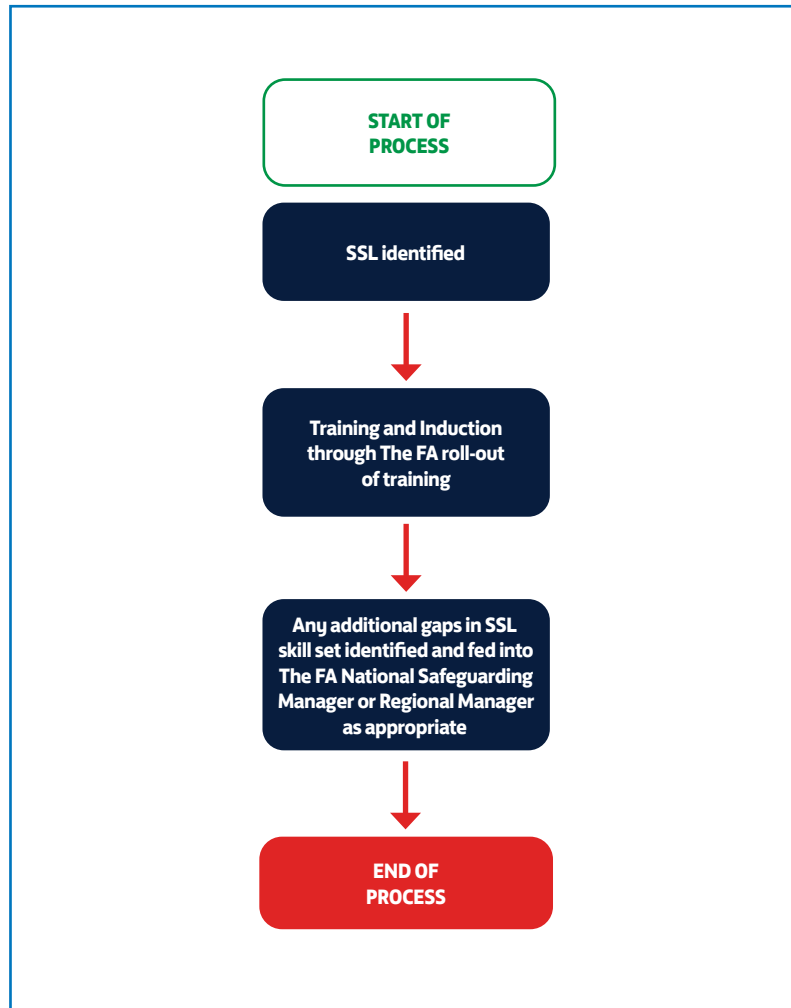


Process 5: *Board Safeguarding Champion – Role Profile*

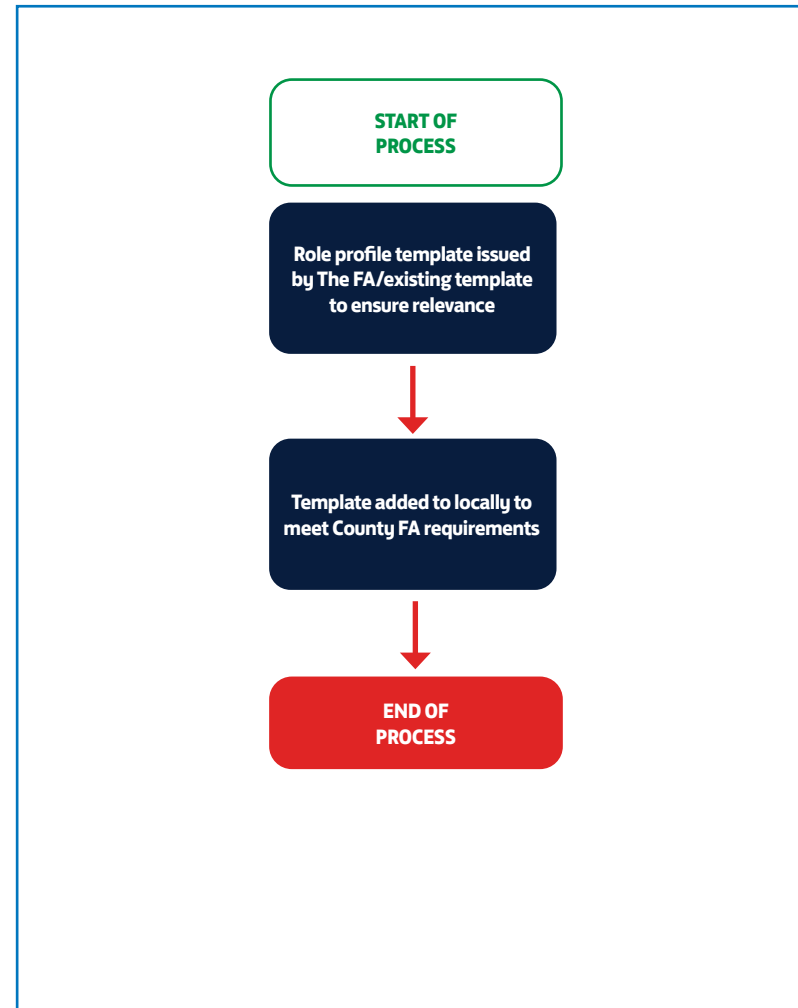




Process 6: Senior Safeguarding Lead (SSL) Requirements

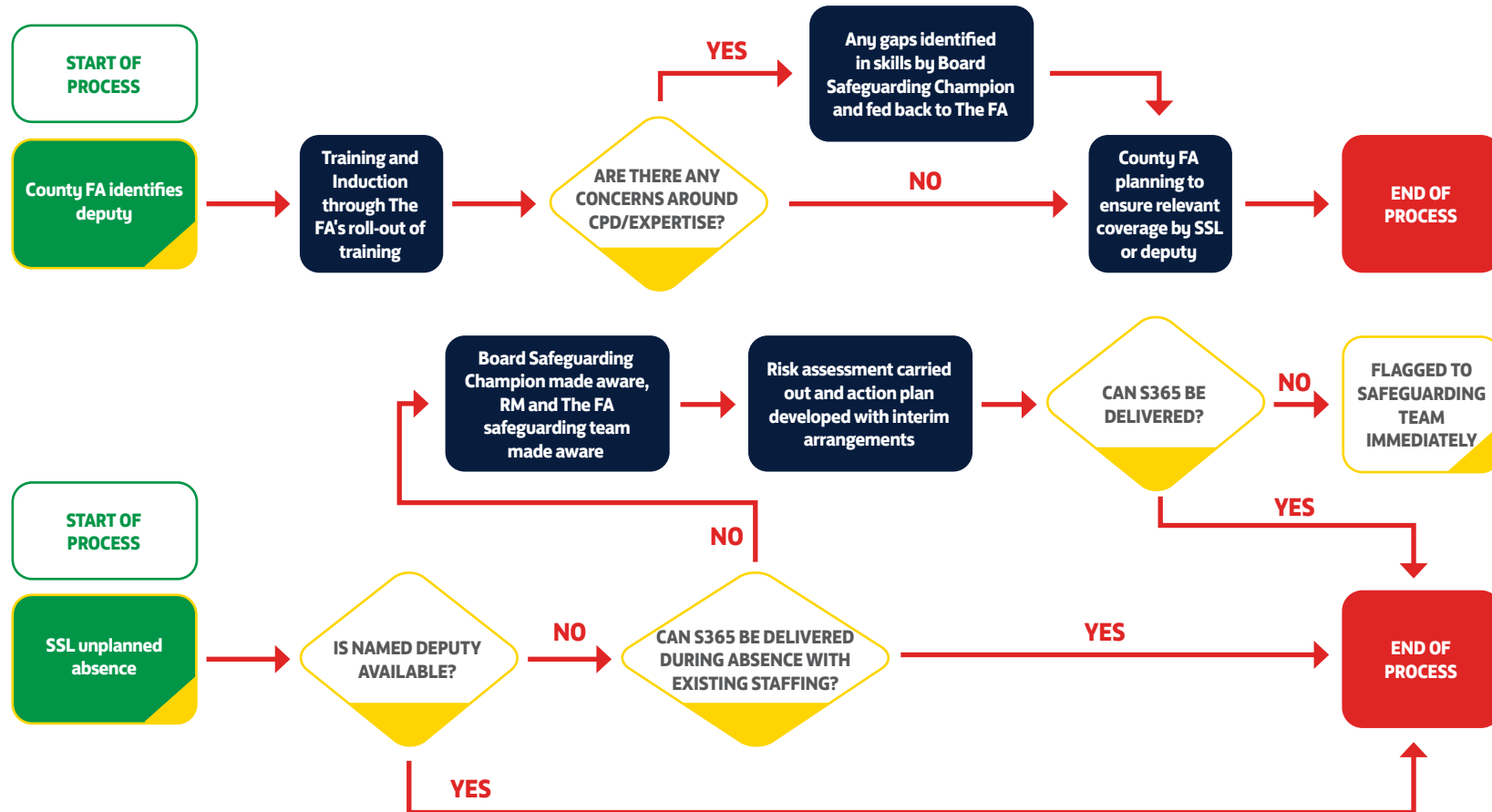


Process 7: Senior Safeguarding Lead (SSL) – Role Profile



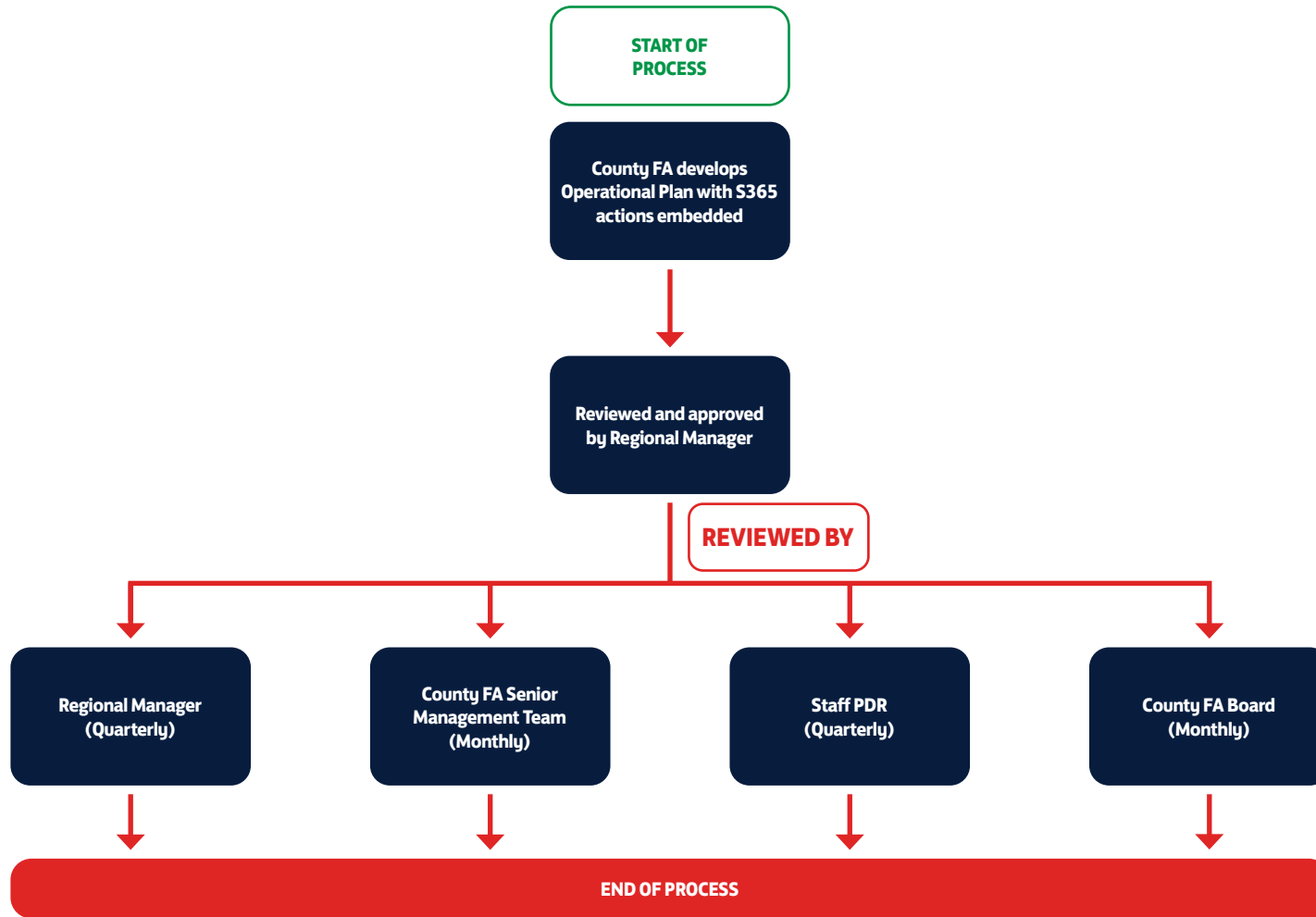


Process 8: Deputising for the SSL



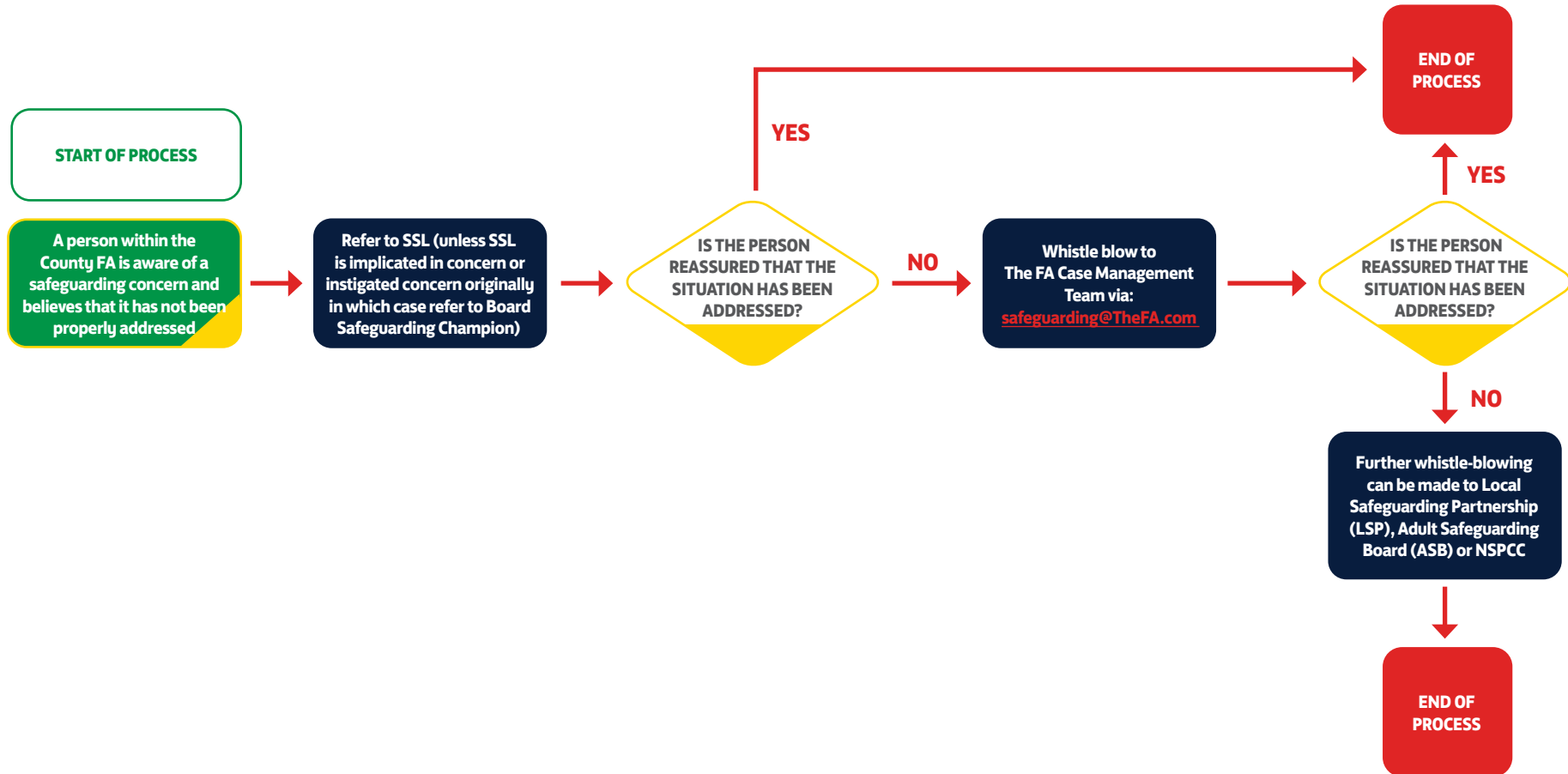


Process 9: *County FA Operational Plan*





Process 10: Reporting Concerns and Whistle-blowing



Whistle-blowing can be used as an early-warning system or even if recognised appropriate actions have not been taken. It is about revealing and raising concerns within an organisation or within an independent structure associated with it.



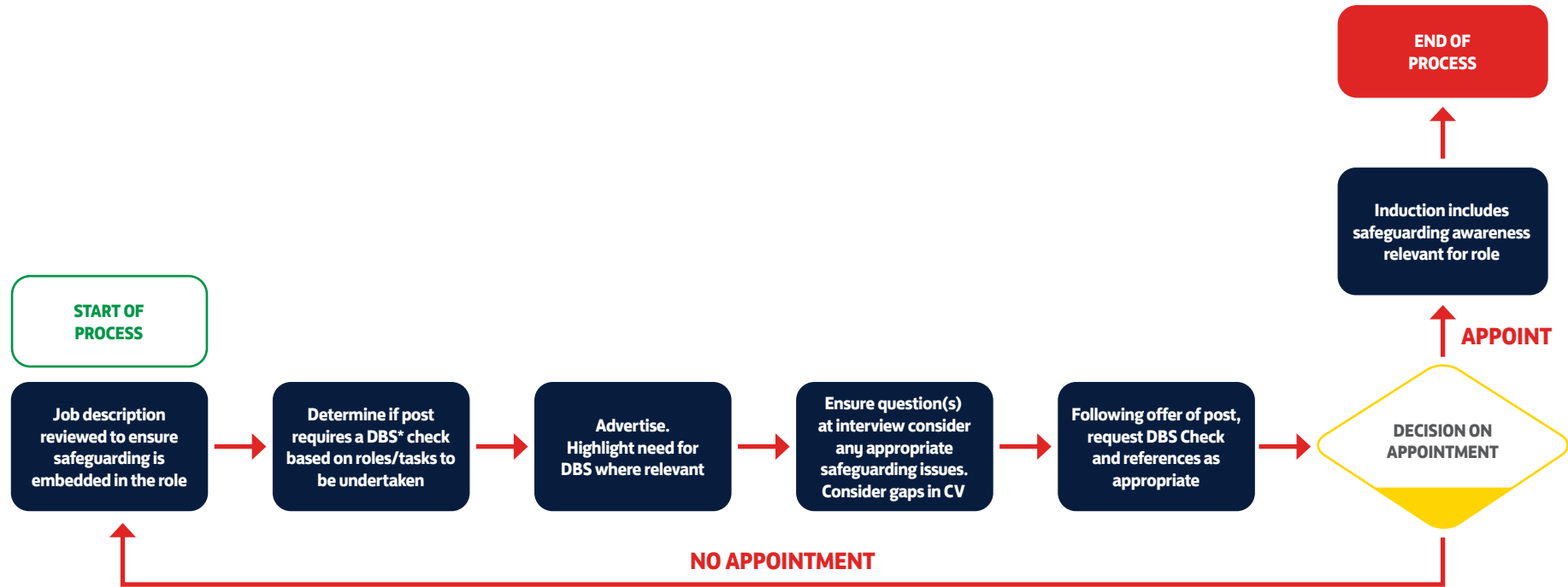
Process 11:

Safeguarding on Board and Leadership Team Agenda





Process 12: Safer Recruitment



* A DBS (Disclosure and Barring Service) Check in football may also be referred to as a CRC with children’s barred list check.

The FA requires checks to be renewed every three years.

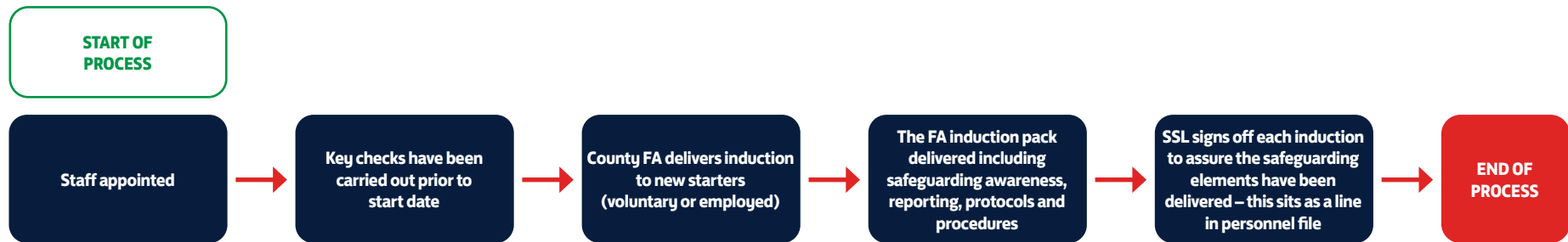
Individuals can choose to join the DBS Check update service and register their check for lifetime renewals with The FA Criminal Records Body (CRB) Unit run by First Advantage (FADV).

Contact FA.Checks@TheFA.com



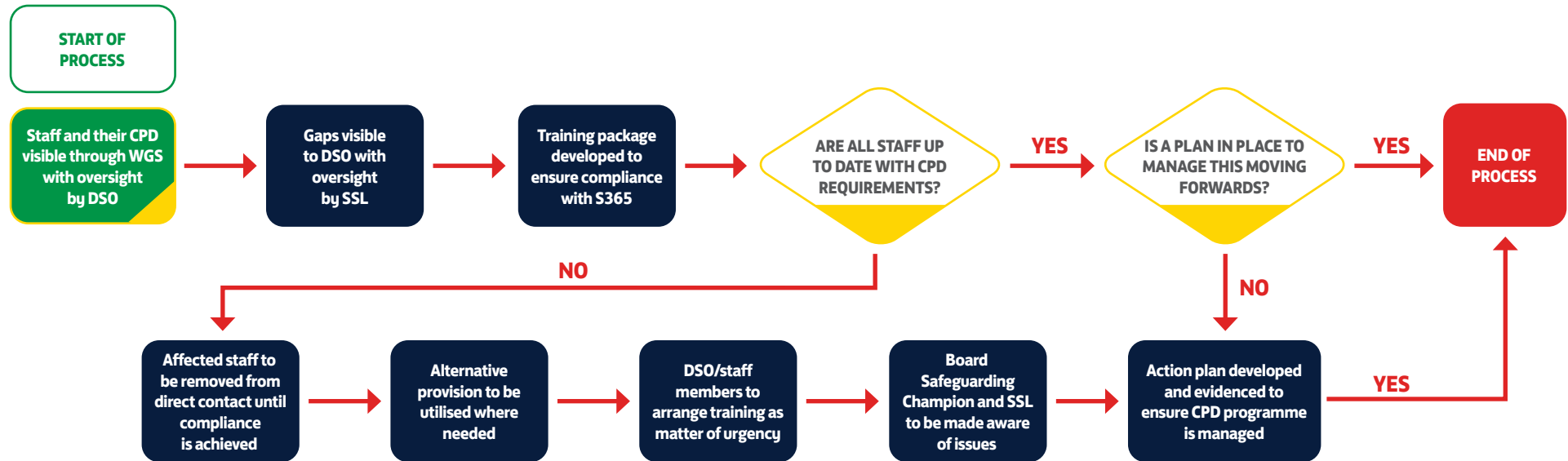
Process 13:

DBS Requirements – Staff and Volunteers



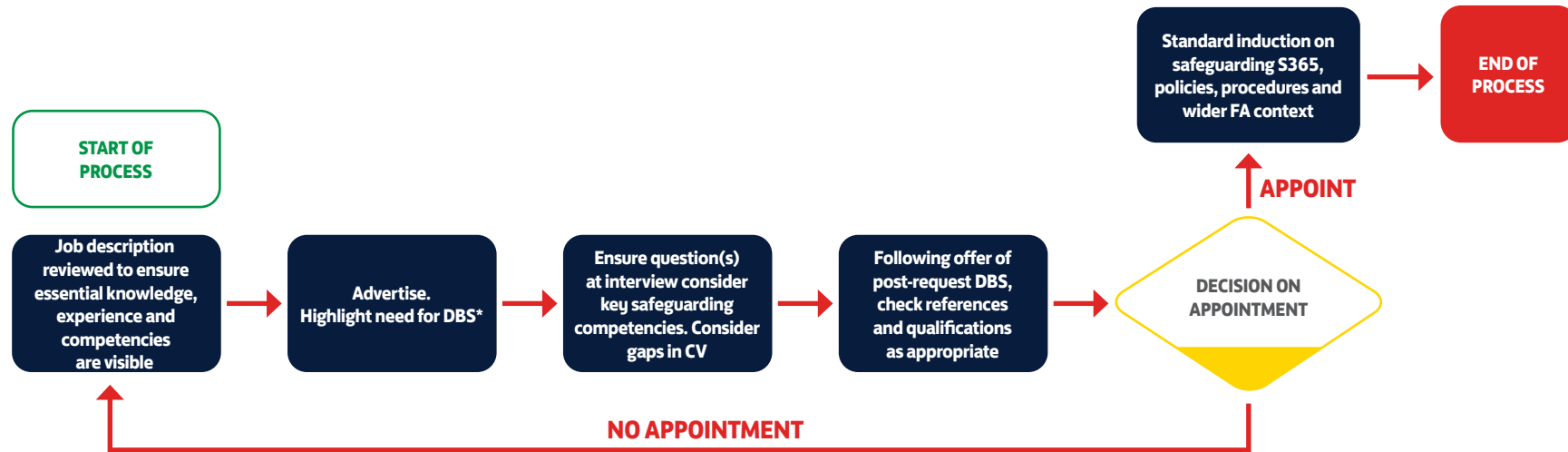


Process 14: Staff Induction





Process 15: DSO Recruitment



* A DBS (Disclosure and Barring Service) Check in football may also be referred to as a CRC with children’s barred list check.

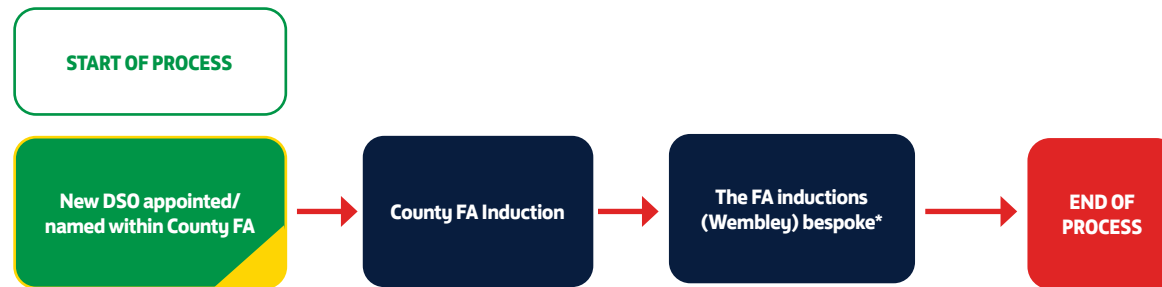
The FA requires checks to be renewed every three years.

Individuals can choose to join the DBS Update Service and register their DBS Checks for lifetime renewals with The FA DBS Unit run by First Advantage (FADV). Contact FA.Checks@TheFA.com



Process 16:

DSO Induction

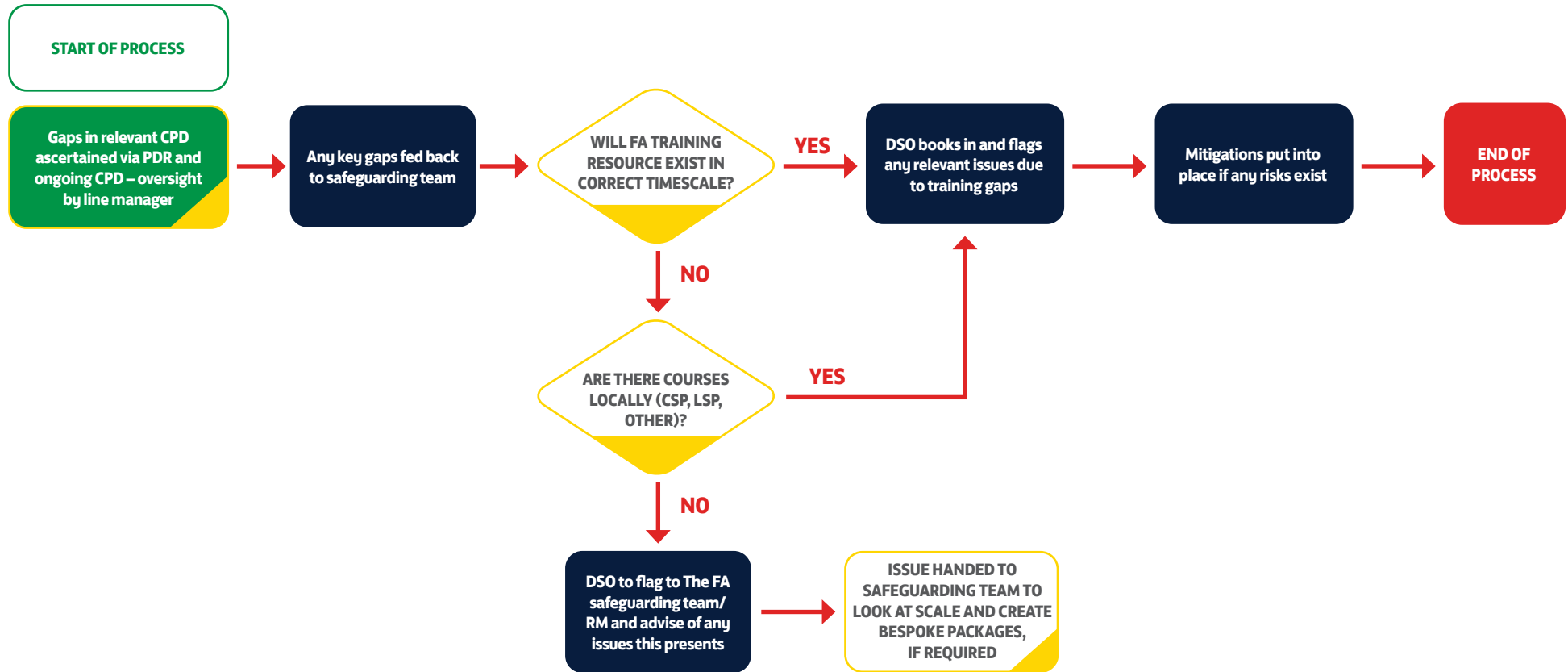


* At time of print, The FA induction comprises:

- Introduction to The FA's Safeguarding 365 Standard for County FAs
- Processes to deliver The FA's Safeguarding 365 Standard for County FAs
- FA Case Management
- Introduction to The FA's Electronic Safeguarding Administration tool (ELSA)
- Whole Game System (WGS) Induction
- The County FA-FA relationship

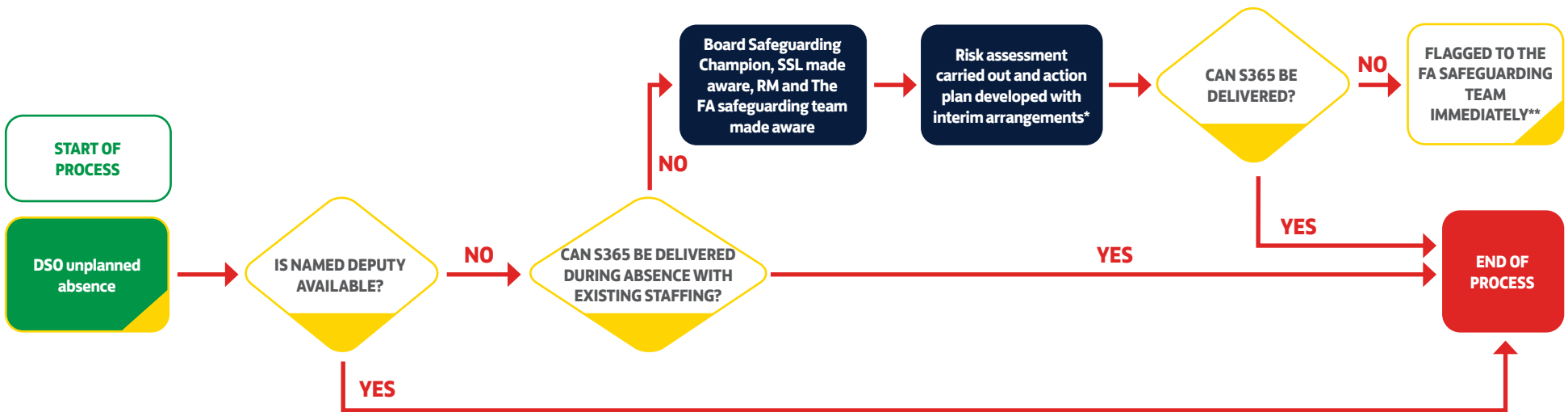
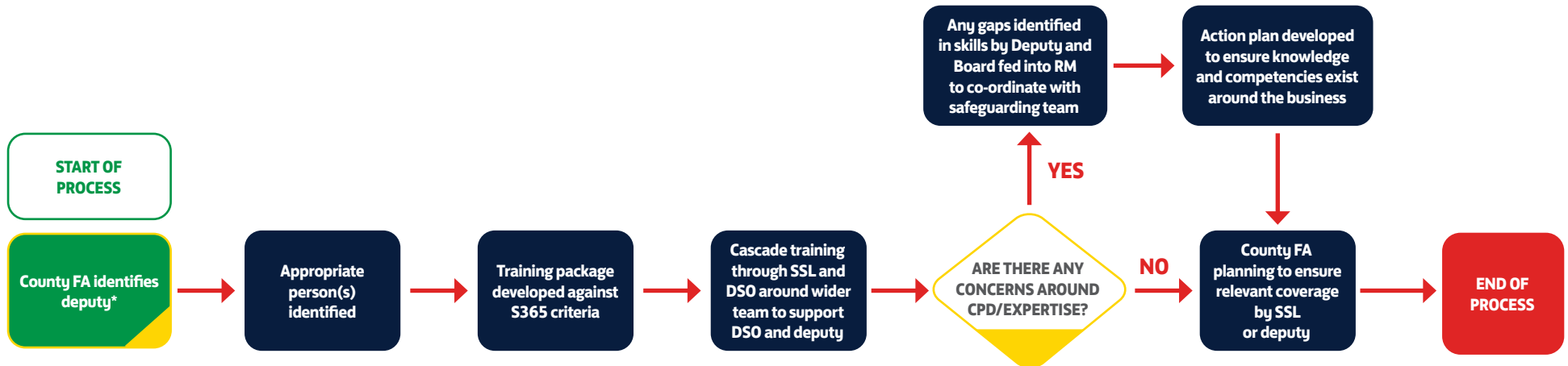


Process 17: DSO Training and CPD





Process 18: Deputising for the DSO

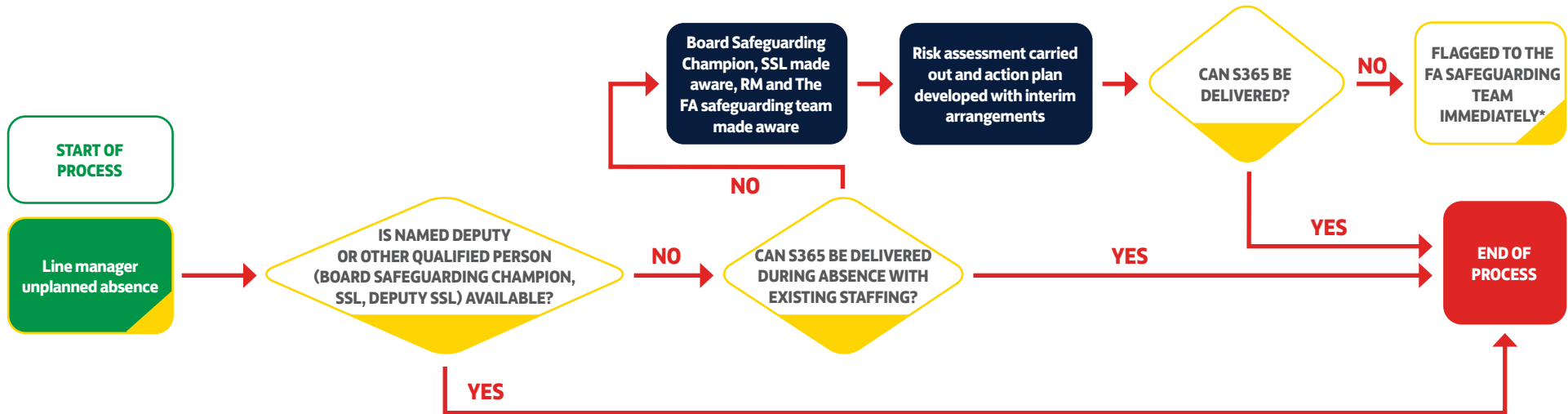
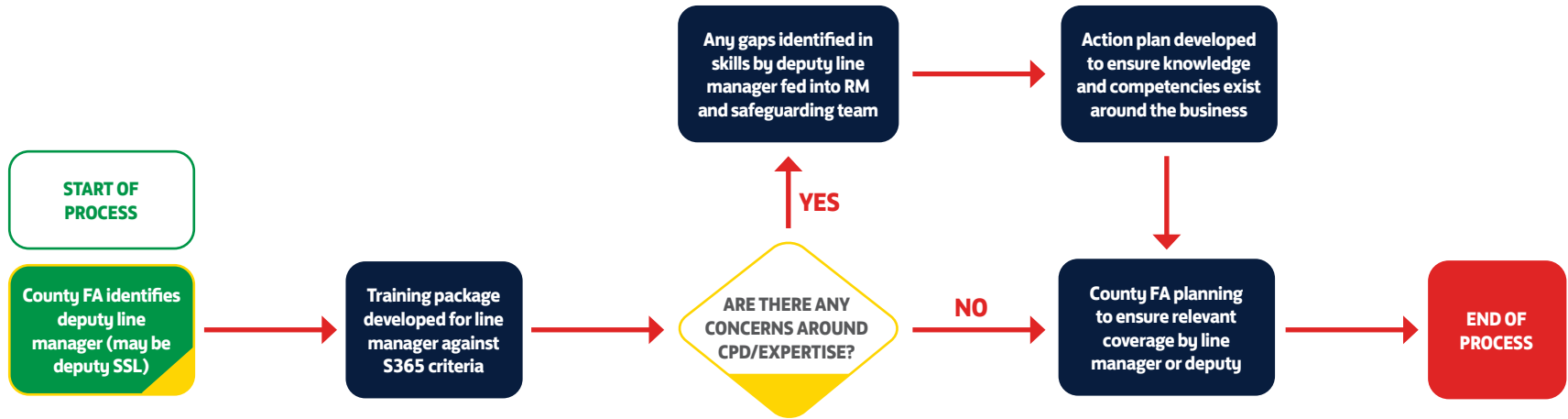


* the nominated deputy could be a DSO from a neighbouring County FA

** or the nominated deputy



Process 19: Deputising for the DSO's Line Manager



* or the nominated deputy



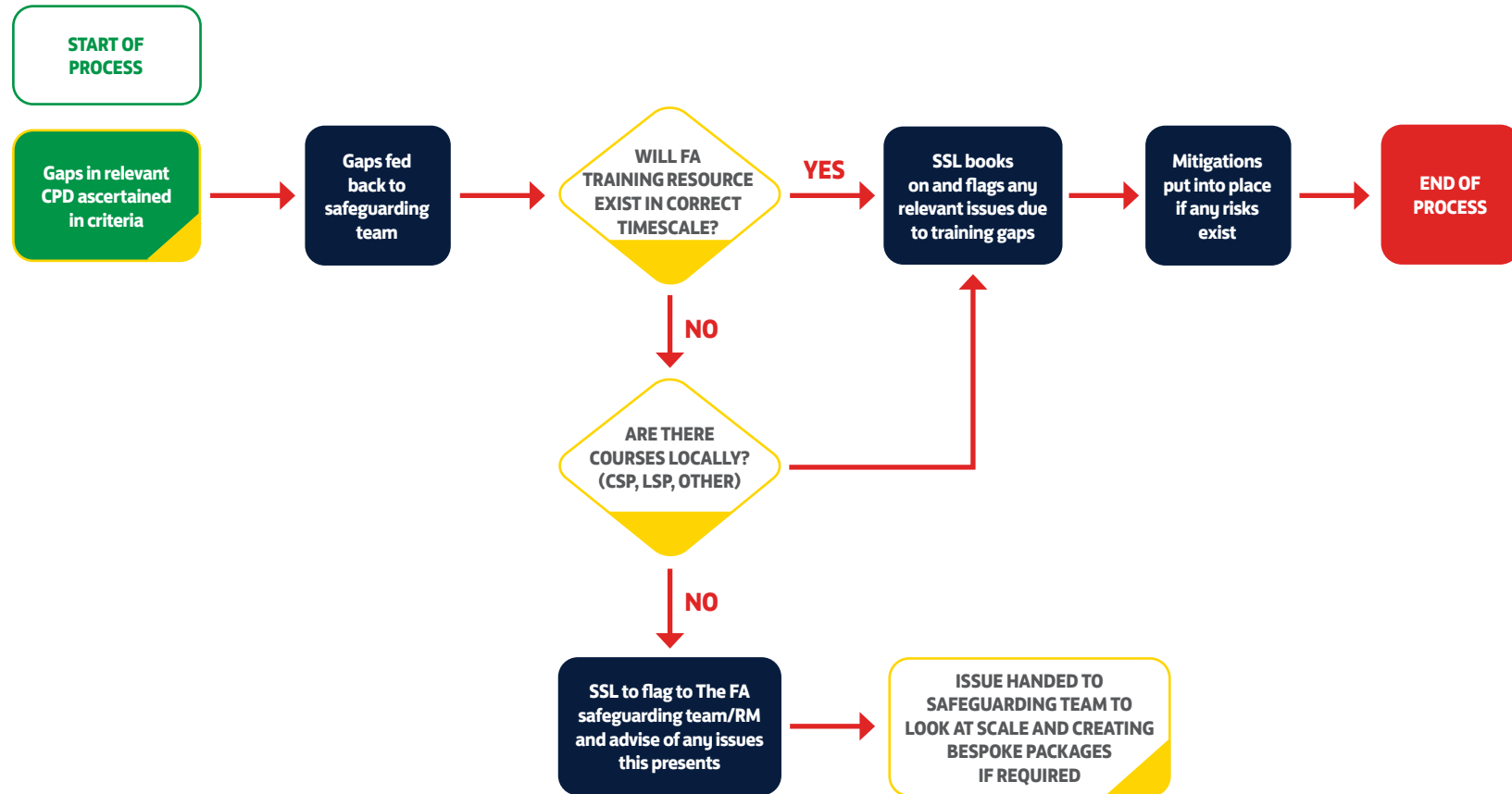
Process 20: *Requirements for Support of the DSO*

Minimum standard for effective communication between County FA Line Manager and DSO

- 1**
County FA Operational Planning
- 2**
Laptop access
- 3**
Mobile phone access
- 4**
Ability and resource to work remotely
- 5**
Open-door policy
- 6**
PDR
- 7**
Monthly meetings with actions notes that are fully recorded
- 8**
Formal process for feeding into SMT and Board (minuted)

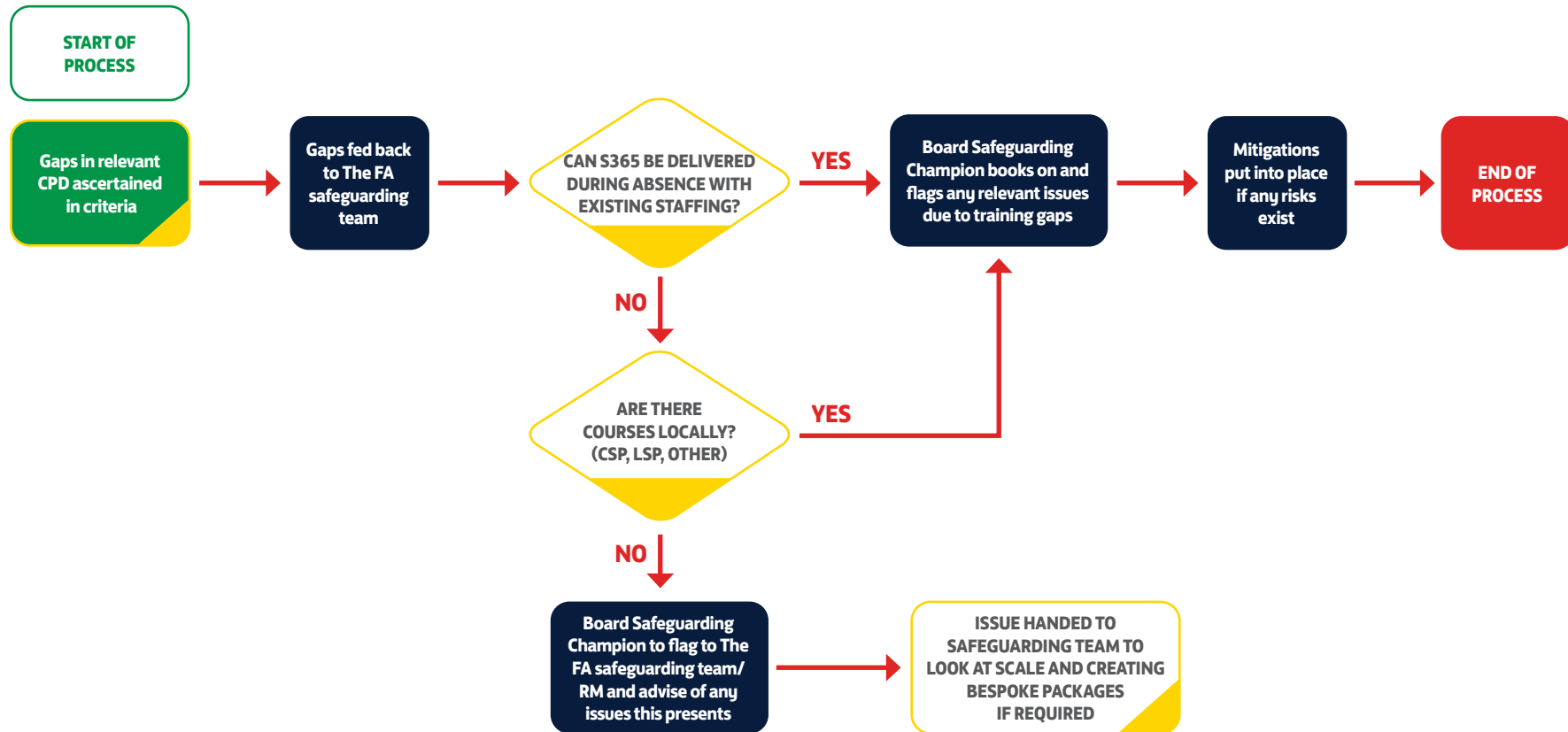


Process 21: Board Safeguarding Champion – Training Requirements



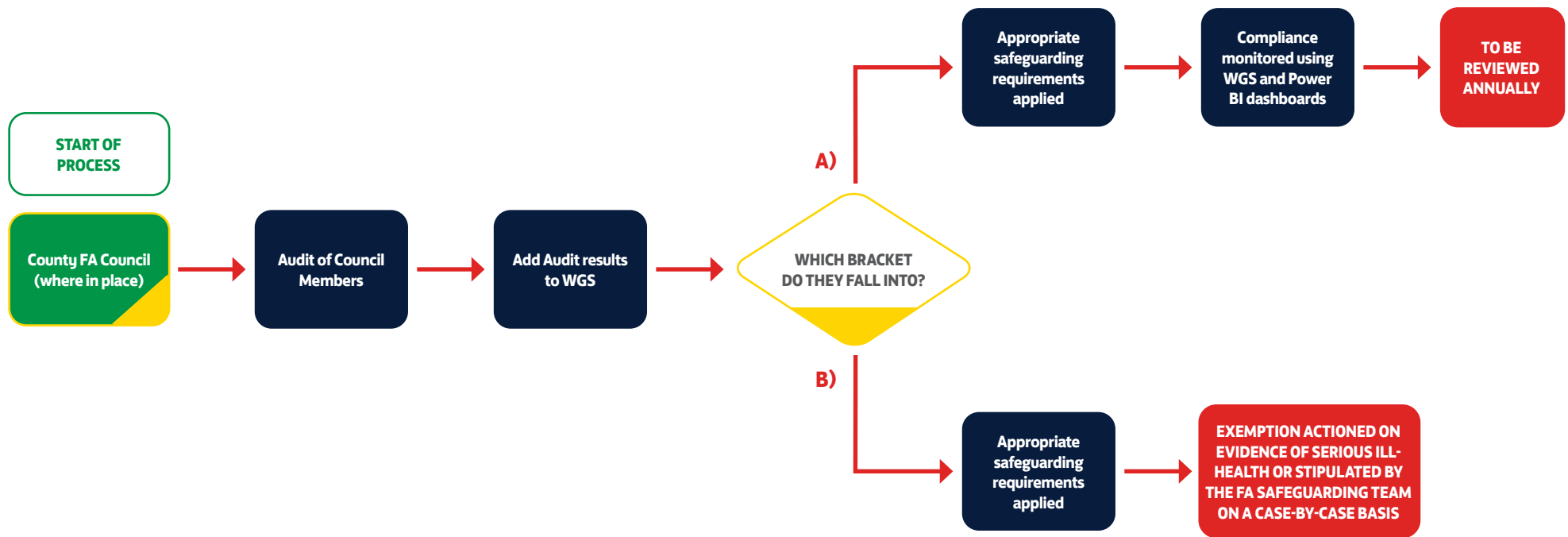


Process 22: Senior Safeguarding Lead – Training Requirements



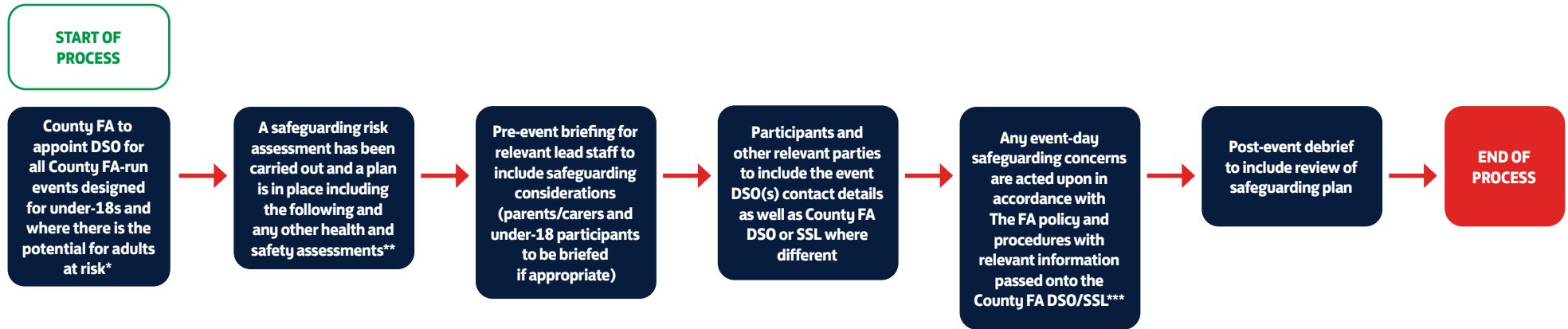


Process 23: Board, Council and Committee – Training Requirements





Process 24: Risk Assessment for all County FA-led Activities and Events



* This may be the SSL or the County FA DSO. Where they are not present there should be another event DSO who is the lead for safeguarding.

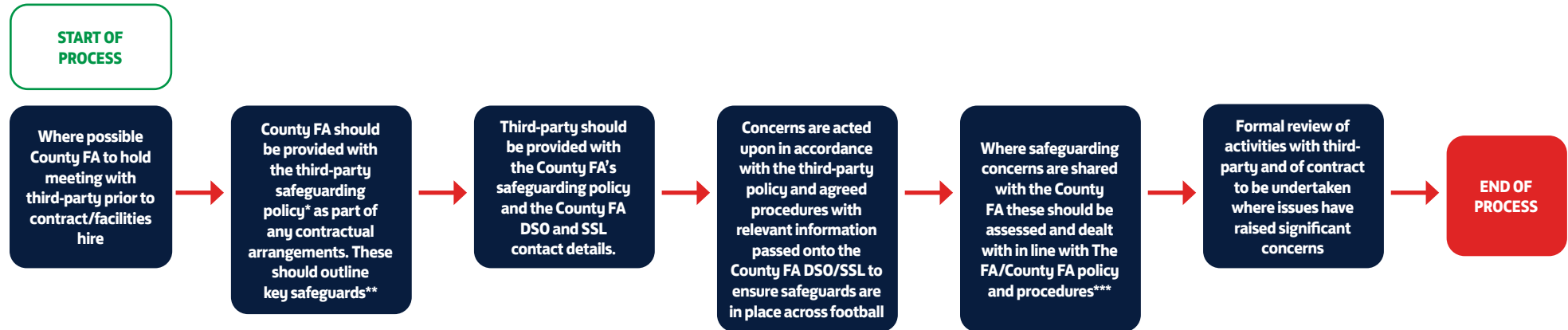
** This should include any additional planning arising for the needs of Adults at Risk

- Name(s) of Event DSO(s);
- Age ranges of children;
- Staffing ratios;
- Staff DBS Checks;
- Staff safeguarding education;
- Suitability of changing facilities;
- Relevant insurance is in place;
- Travel arrangements;
- Drop-off and pick-up arrangements;
- Photography/film consent;
- First aid and medical information;
- Relevant Covid-19 arrangements.

*** Use the County FA initial flowchart and Guidance Note 1.2: Grassroots Football: Safeguarding Children Policy & Procedures, which are downloadable from: [TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework)



Process 25: Contract Agreements with Third Parties hiring County FA Facilities



* Schools or other uniformed or similar organisations have their own safeguarding policies and procedures that they can share with County FA

** Safeguards:

- DSO/lead person's contact details;
- Age ranges of children;
- Staffing ratios;
- Staff DBS Checks;
- Safeguarding education;
- Relevant insurance is in place;
- Organisations' safeguarding procedures as applicable*.

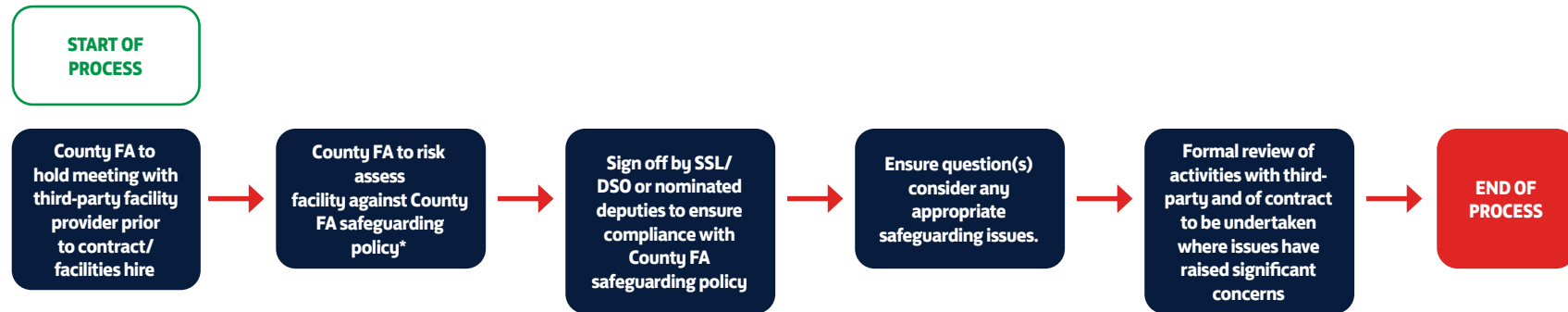
NB: This should include the identification of any specific safeguards required to support open age adult disability football or where there is the potential for adults at risk.

If clubs (pro-game or grassroots) leagues or individuals are providing footballing activities on behalf of the County FA, then they must meet the relevant FA affiliation/sanction/registration criteria. These include having appropriate safeguards in place and following The FA's good-practice guidance.

*** Use County FA initial referral flowchart and The FA Grassroots Policy and Procedure document hosted on [TheFA.com/football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding)



Process 26: *Contract Agreements when County FA is hiring Third-party Facilities*

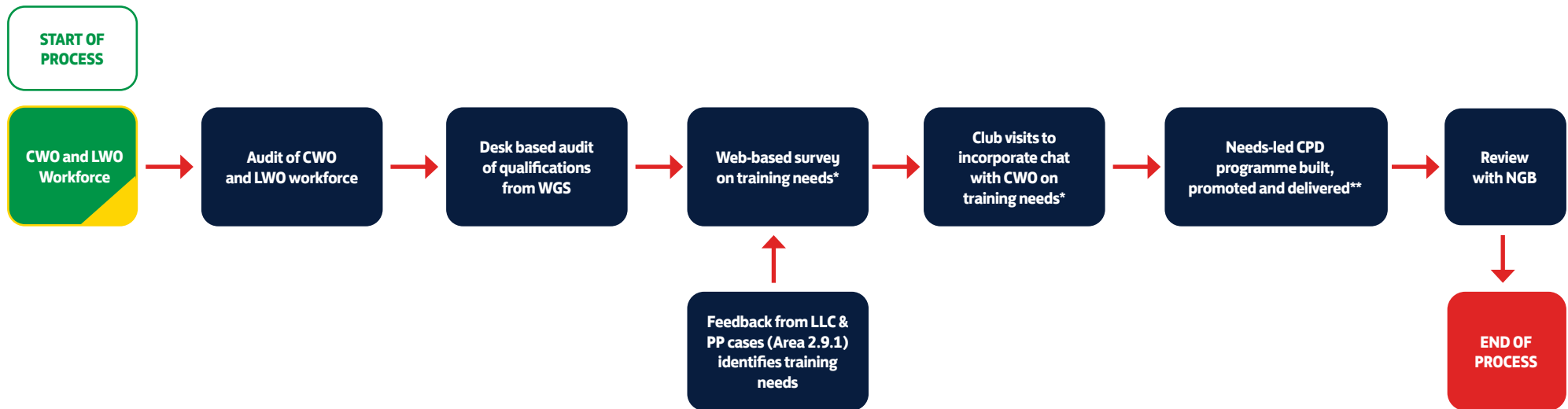


* Any event would fall under the County FA safeguarding policies and procedures including referrals, staff qualifications and competencies.



Process 27:

Supporting Club and Youth League Welfare Officers



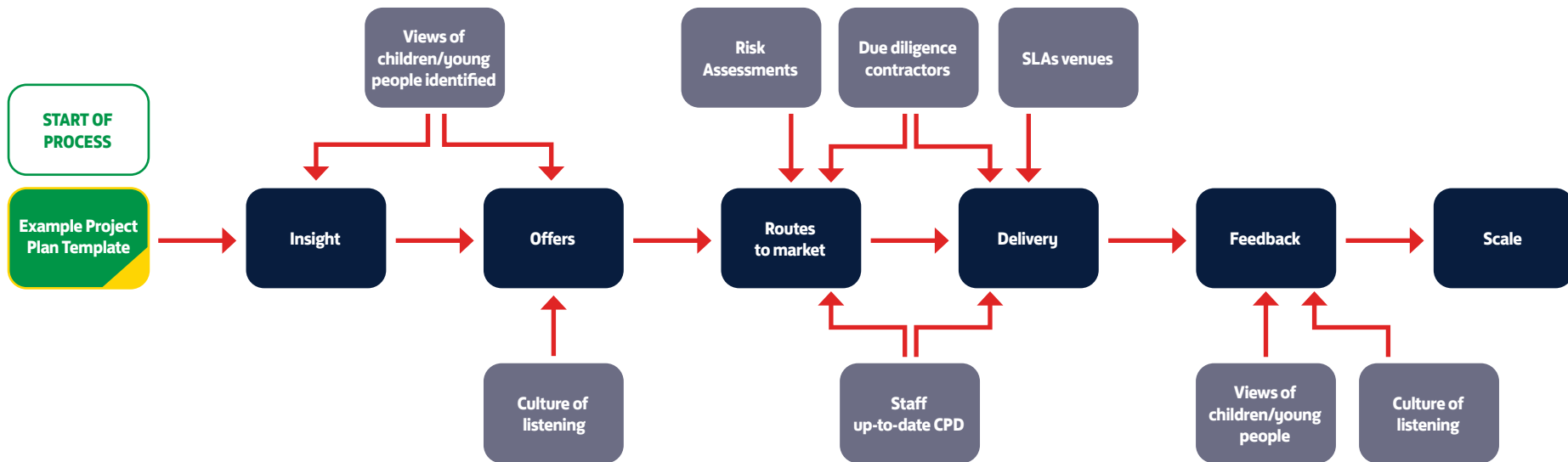
* This may include:

- Understanding of the CWO/LWO role;
- Areas they require training;
- The boundaries between poor practice /low-level concerns and abuse;
- How the County FA DSO can better support them in their role.

** This may include a mixture of in person, web-based, e-zine and more traditional workshop elements.



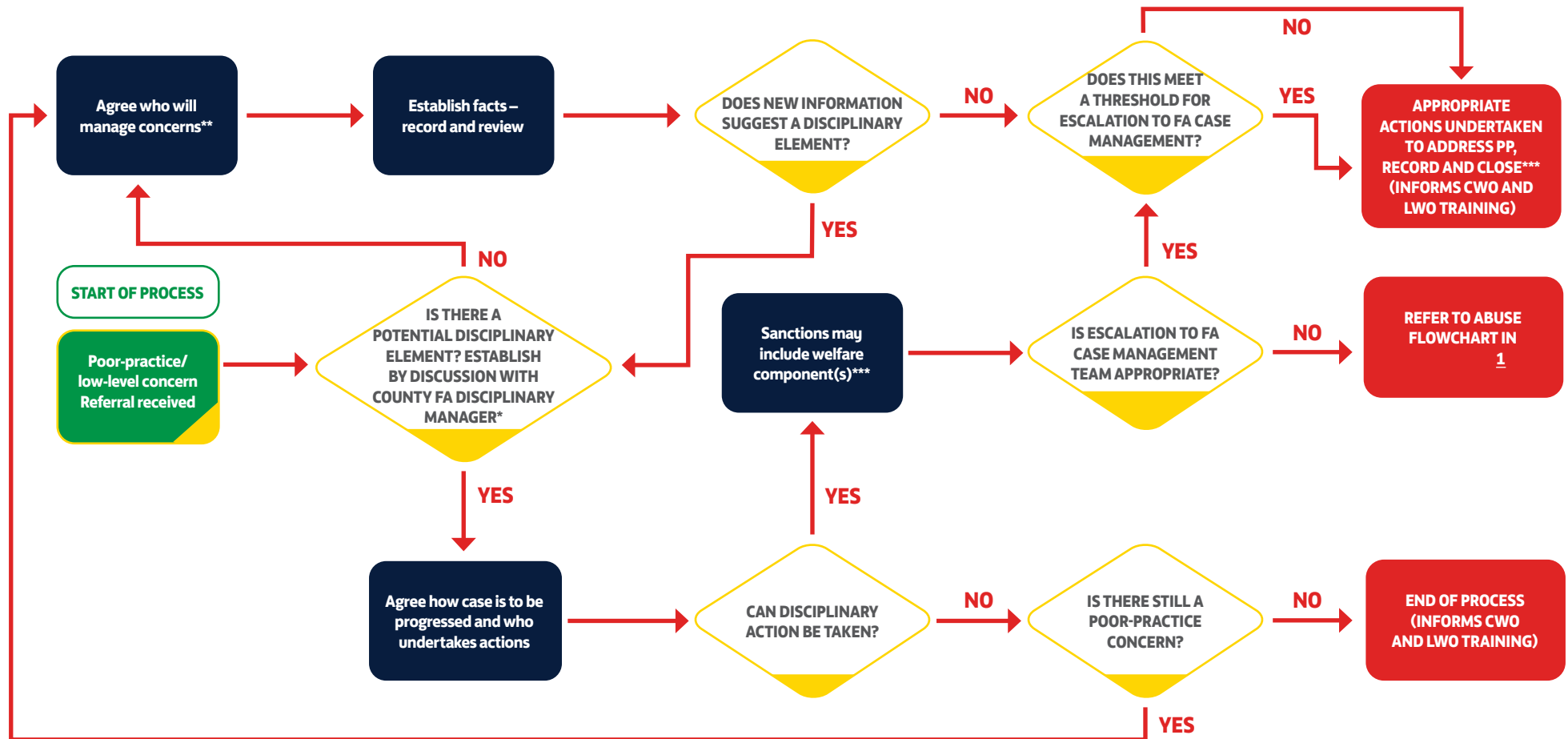
Process 28: Incorporating Children's Views into Decision-making



← Oversight by DSO – actively involved in project design →



Process 29: Managing Low-level Concern Cases



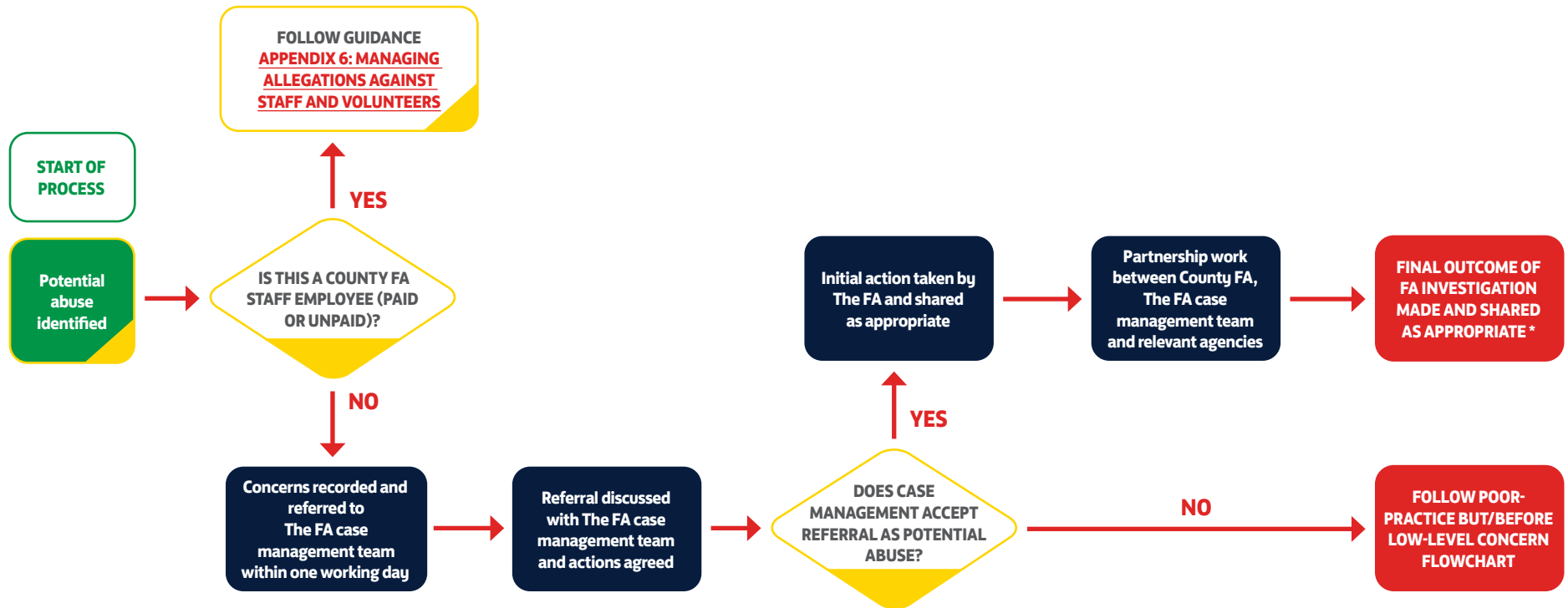
* Refer to FA Regulations in Handbook 'Safeguarding Children in the Disciplinary Process'.

** This could be the County FA DSO/FDO/SSL/other designated officer.

***This could include education, mediation, club visit and/or monitoring.



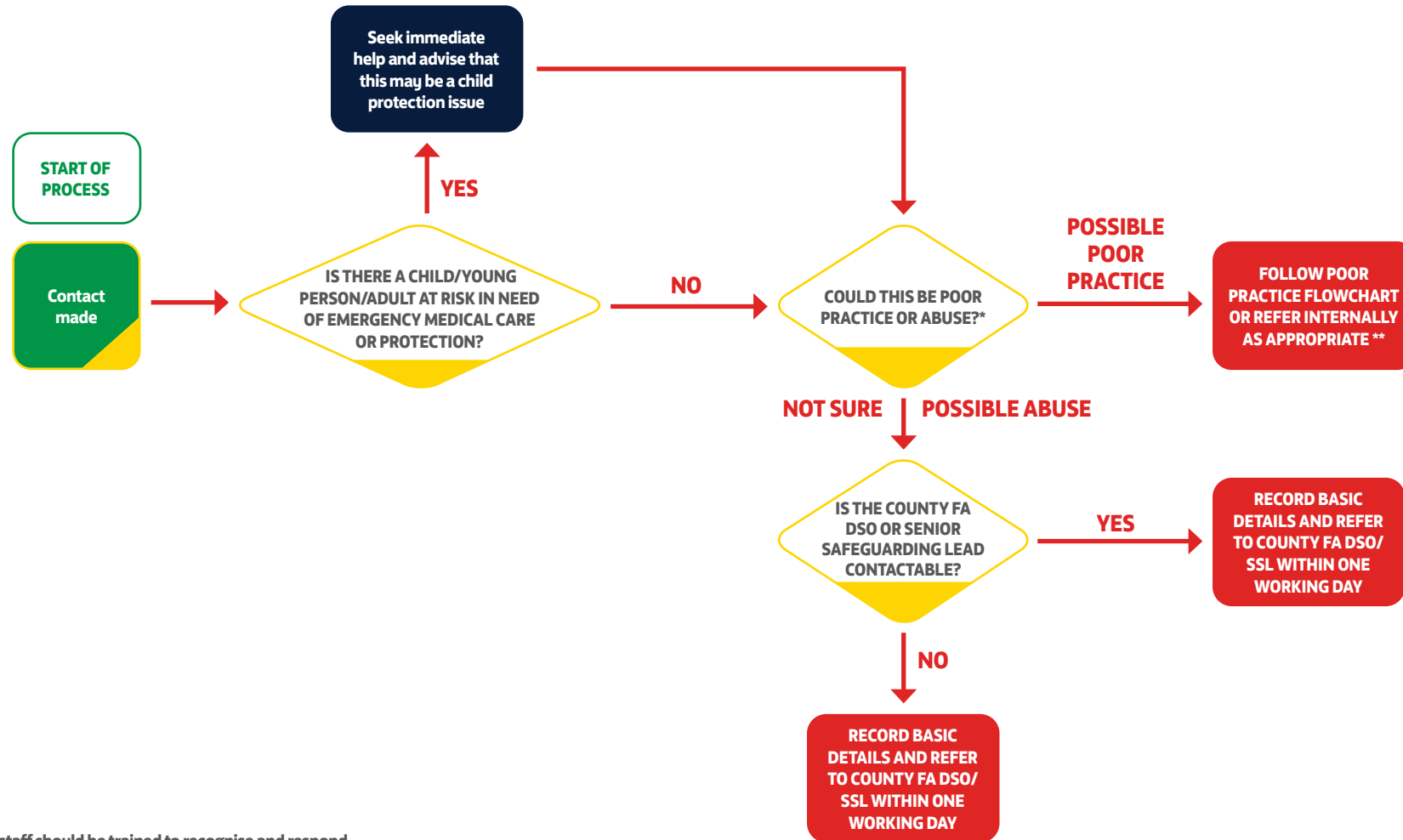
Process 30: Referral Management of Abuse Cases



* If significant concerns remain these should be discussed with Case Team Manager.



Process 31: Referral Assessment Process



* All County FA staff should be trained to recognise and respond.

** This could be a complaint, a disciplinary report, and/or a report of poor practice.



Monitoring compliance of process-driven safeguards in clubs with youth teams

The following requirements relate to Section 01, Areas 2 and 6:

Related to Section 01, Area 6.1.1: Club Affiliation

For 2022/23, every club with an under-18 team or teams must have the following in place to enable affiliation:

- A named Club Welfare Officer (youth teams) holding an in-date FA-accepted DBS Check together with the following qualifications:
 - Safeguarding Children course;
 - Welfare Officer course;
 - Safeguarding for Committee Members (SCM) course.
- At least one named coach for every youth team holding an in-date FA accepted DBS Check. A coach can only be attached to a maximum of four youth teams;
- Anyone named against a team of under-18s in regulated activity must hold an in-date FA-accepted DBS Check (e.g. assistant coach/manager/physiotherapist);
- The Chair Secretary and Treasurer must complete the online SCM course.

Note:

- Club Welfare Officers (youth teams) must renew their Safeguarding Children course training every two years from the date of certification. This should be achieved through the free online Safeguarding Children course recertification available [here](#)

- In exceptional circumstances a CWO may be appointed under a County FA action plan where they:
 - Hold an FA-accepted DBS Check;
 - Have booked onto the relevant mandatory training.
- County FAs should complete the County Action Plan (CAP) as per the guidance on exceptional circumstances above and use the CAP Dashboard within CRM to monitor these impacted CWOs through to completion. The actions contained in the CAP should be executed within 28 days of it being introduced.
- County FAs are reminded to ensure CAPs are revisited to ensure actions are executed post club-affiliation.

Note regarding coaches:

- Having reviewed the Whole Game System data on coaches attached to youth teams, it is evident that a number of coaches have not attended any safeguarding training.
- Measure 3b will be introduced for 2023/24. This requires all youth team officials to undertake the Safeguarding for All or Safeguarding Children course and clubs will be unable to affiliate until this is met. This will be tracked in 2022/23 and become a compliance requirement from 2023/24 onwards.



Related to Section 01, Area 6.4.2: England Football Accredited

Affiliation requirements for all clubs are detailed on the previous page. Additional requirements are required of clubs with England Football Accredited status.

England Football Accredited

England Football Accredited is the new framework for League and Club accreditation, and replaces The FA Charter Standard.

As an England Football Accredited League or Club, clubs will automatically be transitioned on to the new England Football framework.

England Football Accredited is there to keep things accessible, sustainable and safe, helping clubs to successfully run football off the pitch so that football is great on the pitch.

Full details of England Football Accredited can be found [here](#).

The England Football Accredited criteria for clubs

Through affiliation, Clubs will achieve the following criteria:

- Offer a minimum of one team at any age group for male or female or disability playing in an FA-sanctioned competition.
- Have an in-date FA Enhanced Disclosure and Barring Service Checks (DBS) for all relevant officials.
- Have a Welfare Officer for Youth Clubs (male, female and disability).
- Safeguarding Committee Members course completed by Club committee members.

Through the Club Portal, Clubs will achieve or evidence the following criteria:

- Evidence or adopt a set of Club rules and be a constituted Club.
- Evidence or adopt the relevant Club safeguarding policies.
- Evidence or adopt an equality policy.
- Adopt The Football Leadership diversity code.
- Adopt the Nationwide Respect codes of conduct and implement The FA Respect activations relevant to your club.
- Have a bank account in the Club's name recommended for all Clubs and mandatory for Clubs with three or more teams.
- Provide evidence of last season's accounts if in existence for more than one season.
- Have a good disciplinary record within the Nationwide Respect disciplinary code (if in existence for more than one season).



England Football Accredited Clubs will achieve on-pitch and off-pitch criteria:

On pitch:

- Adult teams should have a named individual that has completed the Introduction to First Aid in Football (IFAIF). If this person is a player, an additional person is required.
- Youth teams to have at least one coach or manager with the Introduction to Coaching Football (I2CF) per team, with in-date Introduction to First Aid in Football (IFAIF) and Safeguarding Children Course (SCC). A qualified coach or manager must be present at training and fixtures.
- Have a coach:player ratio of 1:16 or less.

Off pitch:

- Complete the relevant Club development plan to support club development and sustainability.
- Confirm Club meetings that take place and make sure they are recorded. Copies of minutes are available upon request.
- Demonstrate that decisions made by the Club are informed by, and communicated to, its members.

Notes:

- If the County FA becomes aware of an application either for England Football Accreditation that may be inaccurate (e.g. they have reason to believe an individual has left) the County FA should check and challenge the club.
- Validation visits could be considered if there are any doubts about the authenticity of the data submitted. See validation visit process.
- The County FA could consider pre-award visits for new England Football Accredited clubs against England Football Accredited criteria.

Related to Section 01, sub section 2.11: Referee Registration Requirements

- Referees (age 16+) of youth football and observers, mentors, assessors and matchday coaches operating below Supply League level must have a valid DBS Check, or be working towards having one (i.e. it has been paid for, verified and submitted to the DBS), at all times, not just at the point of registration. The referee must be compliant with this requirement throughout the season.
- All youth football referees (age 16+) must hold an in-date Safeguarding for All/ Safeguarding Children course qualification. The referee must be compliant with this requirement throughout the season.
- All referees (age 16+) must hold an in-date Safeguarding for All/ Safeguarding Children course qualification. The referee must be compliant with this requirement throughout the season.
- All new referees (under the age of 16) must complete The FA's free online Safeguarding For All course. The referee must be compliant with this requirement throughout the season.
- To register for season 2022/23 onwards, all referees observers, mentors, assessors and matchday coaches operating below Supply League level will be required to hold an in-date Safeguarding for All/ Safeguarding Children qualification. The referee must be compliant with this requirement throughout the season.

SECTION 04

THE INDEPENDENT ASSESSMENT PROCESS





04

THE INDEPENDENT ASSESSMENT PROCESS

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1. Introduction

This guidance is issued by The FA.

Every County FA will undertake two rounds of The FA's Safeguarding 365 Standard for County FAs independent assessment process over the 2021/22, 2022/23 and 2023/24 seasons.

From 2021/22 onwards, each County FA is expected to meet The FA's Safeguarding 365 Standard for County FAs at the initial assessment stage to demonstrate that it is embedded as business as usual. The assessment process for round 1 assessments are detailed in point 11a 'Independent assessment process: First round of County FA assessments' ([see page 136](#)). The assessment process for round 2 assessments are detailed in point 11b 'Independent assessment process: Second round of County FA assessments' ([see page 137](#)).

The FA's Safeguarding 365 Standard for County FAs' independent assessor appointed to lead

and undertake all independent assessments in 2021/22, 2022/23 and 2023/24 is the National Society for the Prevention of Cruelty to Children (NSPCC) Child Protection in Sport Unit (CPSU).

In addition to the independent assessments, County FAs are expected to ensure compliance with the measures detailed in Section 02 of The FA's Safeguarding 365 Standard for County FAs operating manual. A compliance framework has been established and is detailed in [Section 02](#). It should be noted that County FAs will need to be compliant with all mandated measures in order to 'meet the Standard' at the second round of independent assessment. County FAs should refer to their bespoke Power BI dashboards to understand the current position in relation to compliance with each measure. Measure compliance should be managed through the Whole Game System. Recommended measure process flows are detailed in Section 02 of this document.

2. Roles and responsibilities

STAKEHOLDER	ROLE AND RESPONSIBILITY SUMMARY
The FA/National Game Board Safeguarding 365 Standard for County FAs Project Board	Operates as the 'panel' as described in 6.4 of The FA County FA Funding Contract 2021-24.
The County FA Safeguarding 365 Project Team	Has oversight of The FA's Safeguarding 365 Standard for County FAs implementation by the County FA network and development and maintenance of the Standard.
The County FA Safeguarding 365 Project Manager	Oversees the efficient and effective delivery of The FA's Safeguarding 365 Standard for County FAs.
National Society for the Prevention of Cruelty to Children (NSPCC) Child Protection in Sport Unit (CPSU)	Lead the independent assessments with County FAs and provide the assessment outcome and action plan where required.
The FA Safeguarding Team	Provides technical safeguarding support, training, networking, guidance, advice and County FA Safeguarding 365 Standard and support materials.
The FA Regional Manager (RM)	Leads the formal Quarter Review process with each County FA and undertakes a Safeguarding 365 Standard for County FAs' measure compliance verification exercise in each review; supports each County FA to establish a robust Safeguarding 365 action plan when this is required after initial assessment and reassessment.
Praesidio	Independent Quality Assurer and will undertake a dip sample of at least 20% of independent assessment processes and reports to ensure consistency and standardisation in approach.



2.1 The FA/National Game Board Project Board for Safeguarding 365

- The National Game Board (NGB) has appointed The FA/National Game Board Safeguarding 365 Standard for County FAs Project Board to operate as ‘the panel’, as described in 6.4 of the County FA Funding Agreement.
- The Project Board for 2022/23 is chaired by Sue Hough, Chair of The FA National Game Board, and includes a representative of FA Council and The FA’s Head of Safeguarding, Head of Operations, Senior Operations Delivery Manager and a Regional Manager and Legal Services representative, where required.
- The Project Board is convened to review the independent assessment report for any County FA that fails to meet the Standard or displays ongoing non-compliance with measures and sets the action plan to address these in order to assist County FAs to meet the Standard.

2.2 The Project Team

- The Safeguarding 365 Project Team meets weekly and is led by The FA Senior Operations Delivery Manager.
- The Project Team includes representatives of The FA Safeguarding, Operations, IT, Technology Adoption, IT Service Desk and Referee teams. The key functions of the Project Team are to:
 - Establish and execute an annual County FA Safeguarding 365 Standard project implementation plan;
 - Maintain and continuously evolve The FA’s Safeguarding 365 Standard for County FAs;
 - Produce The FA’s Safeguarding 365 Standard for County FAs Operating Manual;

- Deliver an annual Safeguarding 365 for County FAs conference;
- Create and implement the County FA safeguarding workforce training programme;
- Provide ongoing resources to County FAs;
- Manage the appointment and deployment of the Safeguarding 365 independent assessment audit-quality controller;
- Manage the independent assessment process with the NSPCC Child Protection in Sport Unit (CPSU);
- Monitor outcomes of the independent assessments;
- Identify and manage risk in County FAs through the independent assessment and measure compliance processes;
- Identify potential interventions for the Project Board to consider if/when a County FA fails the independent assessment process;
- Inform County FA Chairperson if/when the County FA has failed the independent assessment and provide details of next steps as agreed by the Project Board;



- Monitor compliance with the measures by County FAs and manage an intervention event if/ where compliance is not being achieved;
- Report outcomes of the independent assessment process to The FA National Game Board on a monthly basis;
- Develop annual County FA Operational Planning guidance for The FA's The FA's Safeguarding 365 Standard for County FAs and advise County FAs on draft content provided.

2.3 The FA's Safeguarding 365 Standard for County FAs Project Manager

- The FA Operations Team Senior Operational Delivery Manager is The FA's Safeguarding 365 Standard for County FAs Project Manager
- The Project Manager oversees the efficient and effective delivery of The FA's Safeguarding 365 Standard for County FAs and leads the Project Team.

2.4 NSPCC CPSU: The independent assessors

- The NSPCC CPSU team consists of an experienced team of Safeguarding experts and assessors.
- It is the NSPCC CPSU role to independently assess whether or not each County FA meets The FA's Safeguarding 365 Standard.
- Following the initial assessment, NSPCC CPSU work with County FAs to help them to recognise where they need to provide further evidence of understanding, meet actions, or both.
- Each County FA is assigned two assessors with one taking the role of the lead assessor for the 2021/22, 2022/23 and 2023/24 seasons.

2.5 The FA Safeguarding Team

- The FA Safeguarding Team provides the safeguarding content of the 365 operating manual, technical safeguarding support, training, guidance, advice, support materials, facilitates networking and is represented on the Project Board and Project Team.

2.6 The FA Regional Manager

- The Regional Manager (RM) is available to support County FAs to help ensure robust logistical and project management arrangements are in place ahead of independent assessments. This can include ensuring; the County FA has a robust Safeguarding 365 implementation plan in place, that the self-assessment has been undertaken, that role descriptions are in place, and that the County FA is adequately prepared.
- The RM will be facilitating a measures compliance verification process through each County FA quarterly review. This will ensure measure attainment is on track. This will also help ensure ongoing compliance with the Standard and complement the work undertaken by the independent assessor.
- If, during a formal quarterly review, the RM finds that there are concerns about a County FA's compliance with the measures, the RM will initially address these with the County FA. Where concerns are significant, the RM will escalate these to The FA's Safeguarding 365 Standard for County FAs Project Team.
- Following the initial assessment, NSPCC CPSU work with County FAs to help them to recognise where they need to provide further evidence of understanding, meet actions, or both.



- Following independent assessment, where a County FA receives a development plan from the independent assessor, the RM will be available to meet the County FA ahead of the reassessment and to help the County FA create an action plan and stays on track to deliver it.
- The RM will also be available to assist and advise the County FA with any human resource matters that are affecting compliance with the Standard.
- The Chair of The FA's Safeguarding 365 Standard for County FAs Project Board may ask the RM to attend meetings where it is considered useful.
- The second round of assessments will commence from February 2023. In a change to previous processes, these will be undertaken at short notice to ensure the Standard is embedded as business as usual. Please read on for further details of this process.

4. Guidance for County FAs prior to the independent assessment

2.7 Praesidio

- To ensure consistency and standardisation of the Safeguarding 365 independent assessment process, Praesidio have been appointed as the independent Safeguarding 365 Quality Controller.
- Praesidio are undertaking a dip sample of at least 20% of independent assessment processes and reports over the 2021-24 seasons.

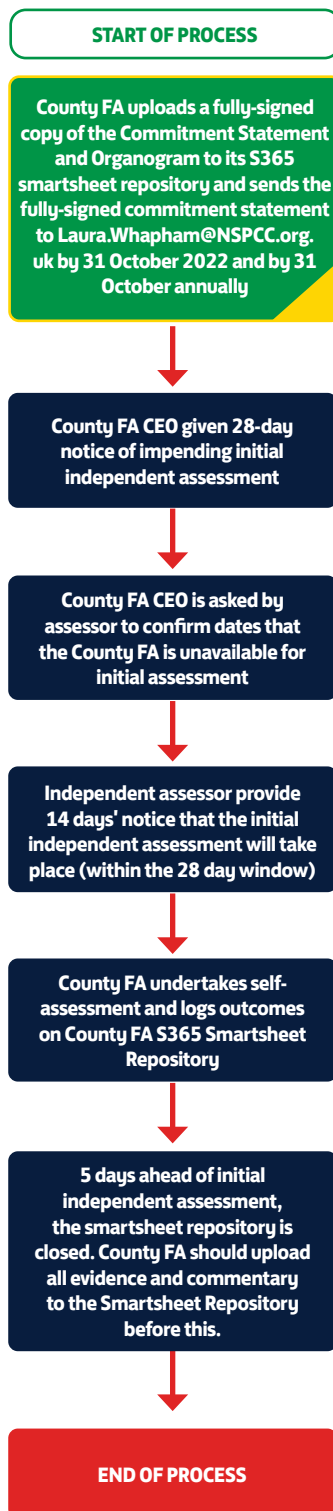
- The purpose of the independent assessment is to review the organisation, at every level, to ensure that the ownership and implementation of safeguarding is across the business. Essentially, assessments are:
 - A people exercise;
 - Thorough and evidence-based;
 - Carried out through expert questioning with a range of relevant people from the County FA.

3. Independent Assessment rounds

- Every County FA will undertake two rounds of independent assessments during the 2021/22, 2022/23 and 2023/24 seasons.
- The first round of independent assessments commenced in February 2022 and it is anticipated that first round initial assessments will continue until November 2022.
- County FAs will be expected to cover the cost of reassessment and final assessment fees.

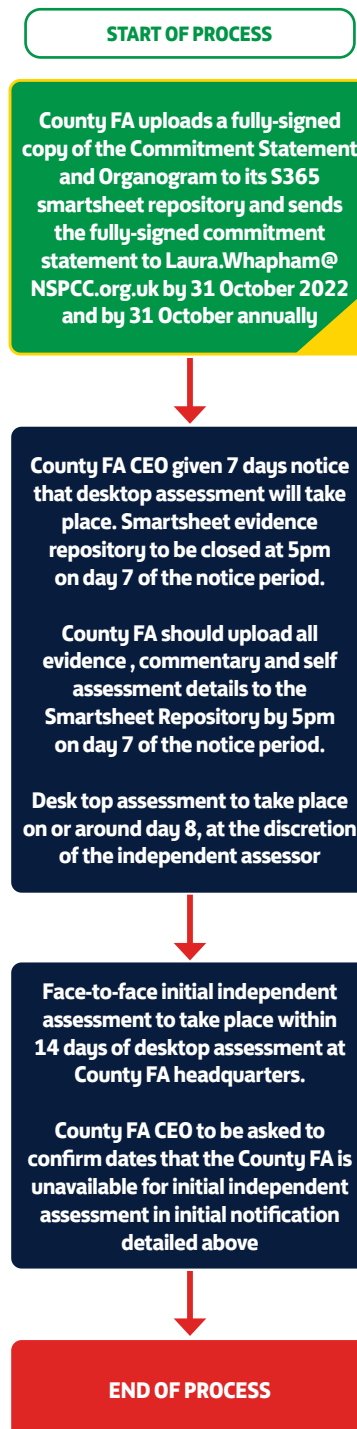


5a. Round 1 Pre-initial independent assessment process flow 2022/23





5b. Round 2 Pre-initial independent assessment process flow 2022/23 onwards





6. County FA self-assessment

- Each County FA must undertake a self-assessment against the Standard as part of the County FA's preparation for the independent assessment visit. This will help with their readiness for independent assessment.

7. County FA evidence

- Each County FA has been provided with a bespoke County FA Safeguarding 365 Smartsheet repository. This will continue to be updated annually.
- Evidence from the self-assessment outcomes and all evidence relating to the Standard must be uploaded to the bespoke Safeguarding 365 Standard for County FAs' Smartsheet Repository as follows:
 - Round 1 independent assessments:
By 5pm, 5 days ahead of independent assessment.
 - Round 2 independent assessments:
By 5pm, 7 days from after notice of desktop assessment is provided.

After these dates, the Smartsheet repository will be locked until after the face-to-face assessment.

- For the Club Site Visits of a minimum of 13% of clubs, please supply the NSPCC CPSU Lead Assessor with the list of clubs and teams who have or who will receive a visit in the 2022/23 season. Dates of those visits and a schedule of completed visits should also be included, as the NSPCC CPSU will be contacting some of those clubs as part of the assessment

- Please review every element of the Standard and ensure you understand it. If you are unsure about any element of the Standard then please speak with the Safeguarding Manager – FA & Grassroots.

8. Smartsheet evidence repository

- Following consultation with County FAs and a review of alternative systems, Smartsheet continues to be used as the repository tool for county FAs to upload evidence that will satisfy the requirements for each element of the Standard. However, this process is not merely a document check. The independent assessor will once again be asking questions in relation to the documents provided, how safeguarding has progressed since the last assessment and how the Standard is embedded in the County FA. This is more than a compliance check, it is a review of safeguarding practice and culture.
- Guidance on the evidence required:
 - i. Documents including the Commitment Statement, Induction Checklist and Role Profiles must be signed and dated;
 - ii. Documents should be prefixed with the Standard reference e.g. 1.1.1. Commitment Statement and then uploaded, so the evidence correlates;
 - iii. In the event that a document is being used to demonstrate compliance with a number of elements of the Standard, please prefix with each Standard reference number and only upload each document once;



- iv. It is also acceptable to provide one uploaded example of a document where the same document is signed by more than one member of staff, board member or volunteer (for example, the Code of Conduct). Signed hard copies should however be available for checking during the independent assessment;
- v. Large documents such as handbooks do not need to be uploaded. Where applicable, copy the relevant section or add a note that it is available for inspection during the assessment;
- vi. There are elements of the Standard where documents cannot be uploaded (for example, see FA guidance on referrals to the Case Management Team being made in a timely manner. These must be available for the independent assessor to view on ELSA);
- vii. Elements of the Standard often require practices to be embedded, in these instances the independent assessor will need to see evidence spanning a reasonable range of practices. It is acceptable to upload sample documents (for example, meeting agendas and minutes) and have additional evidence available for checking during the independent assessment;
- viii. Short explanations of documents uploaded or available for inspection should be made in the County FA commentary boxes on Smartsheet;
- ix. Budgets and financial reports enable the independent assessor to understand how the finances are deployed in relation to safeguarding;
- x. Blank, unedited appendices taken directly from The County FA Safeguarding 365 Operating Manual should **not** be uploaded. For County FAs to demonstrate that these materials are being used in practice by the County FA, these should be personalised to the County FA (add name and logo, for example and without The FA appendix and page numbers), along with any specific County FA content;
- xi. If the County FA is to undertake a reassessment, the date that all additional evidence should be uploaded to Smartsheet for reassessment should be agreed in advance with the lead assessor.



9. Initial independent assessment scheduling

Round 1 independent assessments:

- For the first round of independent assessments, the NSPCC CPSU Lead Assessor will provide notice to the County FA Chief Executive Officer (CEO) that the initial independent assessment will take place within the next 28 days. When doing so, the NSPCC CPSU will ask for dates the County FA is not available for assessment. The lead assessor will then provide a 14-day notice of the initial independent assessment within the 28 day window
- The face-to-face assessment will take place over one day at the County FA headquarters.

Round 2 independent assessments:

- For the second round of independent assessments, the NSPCC CPSU Lead Assessor will provide 7 days' notice that the desktop assessment will take place. The desk top assessment to take place

on or around day 8, at the discretion of the independent assessor. In this correspondence, the County FA CEO will be asked for dates that the County FA is not available for the face-to-face assessment, that will take place within the 14 days following the desktop assessment.

- The face-to-face assessment will take place over one day at the County FA headquarters.

For all independent assessments:

- Ahead of the initial assessment, The County FA is expected to: Provide all the evidence required to meet the Standard on the County FA Smartsheet Repository at least five days ahead of assessment;
- Ensure that all interviewees requested by the lead independent assessor are available and attend 1:1 interviews at the agreed time. Comply with the measure requirements of the Standard; Comply with the training requirements of the Standard.





10. Outcomes of Independent Assessments

The Round 1 independent assessment outcomes will be:

- Meets the Standard
- Progressing towards meeting the Standard
- Requires improvement
- Failed to meet the Standard

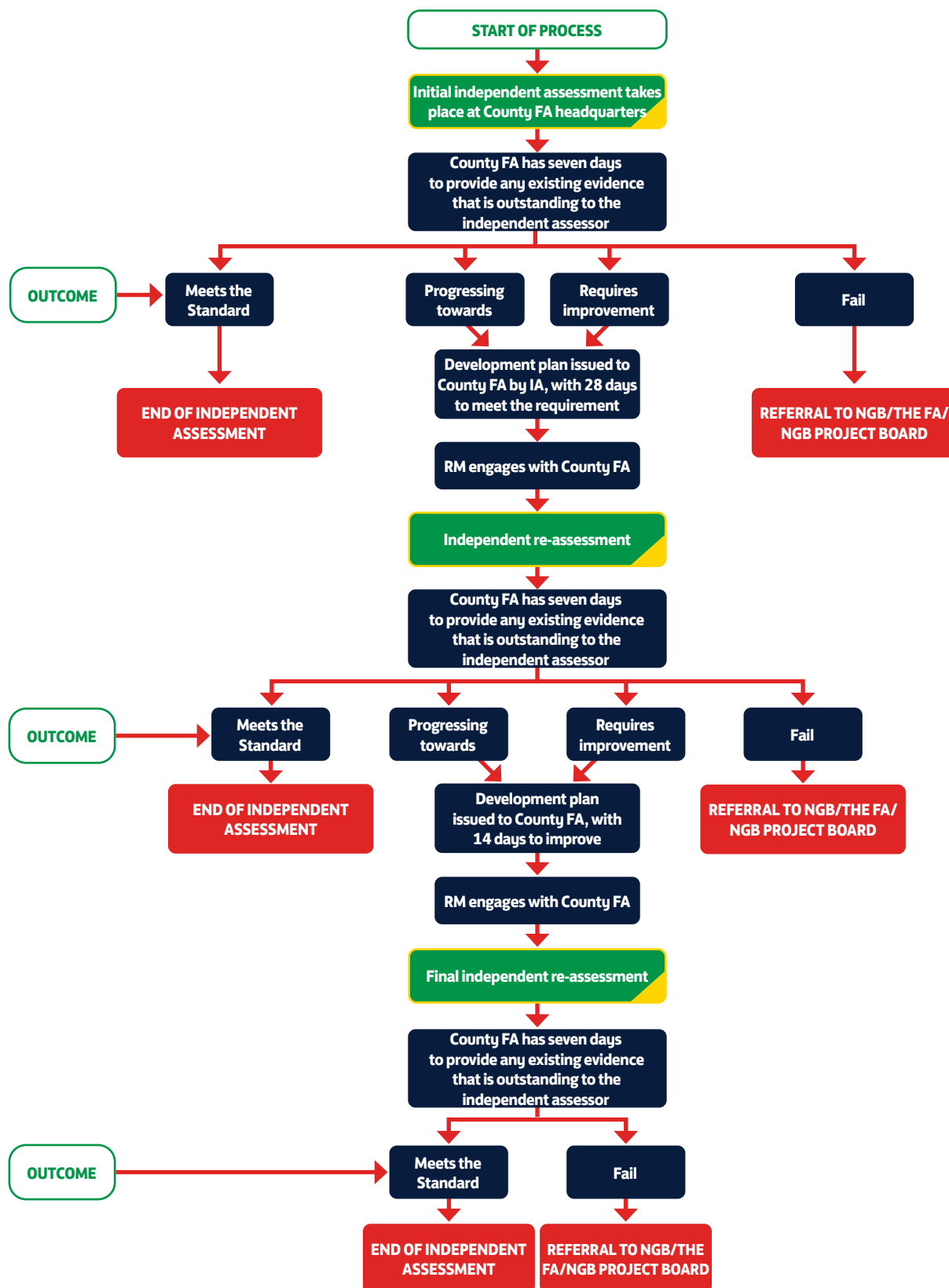
The Round 2 independent assessment outcomes will be:

- As Round 1. However, a new outcome of 'Meets the standard but insufficient evidence provided at point of Smartsheet repository being locked', will be introduced. This is to encourage County FAs to upload evidence on an ongoing basis and prevent 'cramming' for the assessment and after the assessment. Any County FAs that achieve this outcome will be reassessed before 30th June 2024, at their own cost.



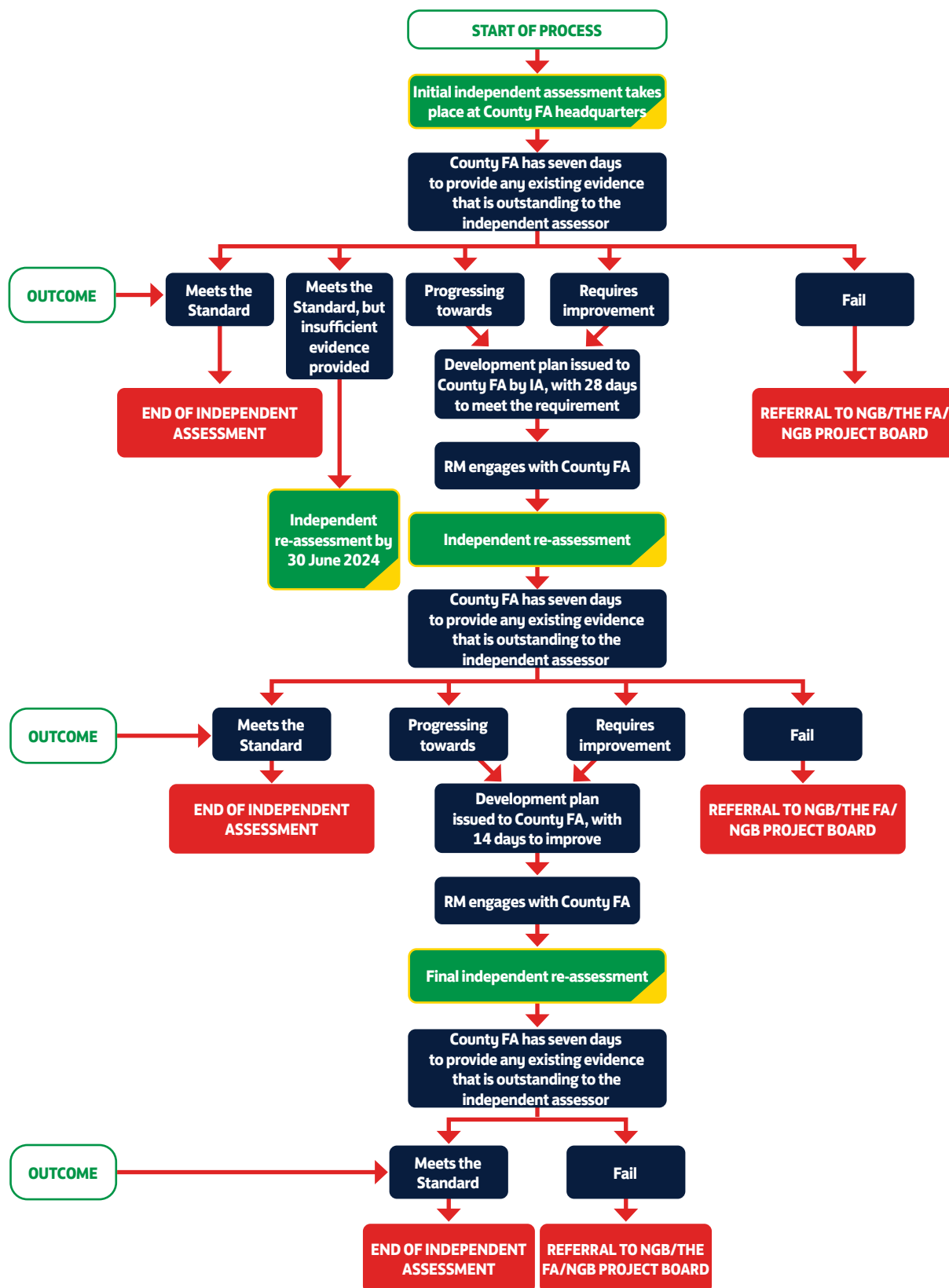


11a. Round 1 Independent assessment process





11b. Round 2 Independent assessment process





The process detailed on the previous page may be repeated, or adapted on a bespoke basis after the formal final assessment at the discretion of The FA/NGB Project Board until a County FA meets the Standard. The FA/NGB Safeguarding 365 Standard Project Board reserves the right to make interventions in line with Point 13, detailed on the next page.

- All County FAs must have been independently assessed and meet the Standard twice over the 2021/22, 2022/23 and 2023/24 and meet the Standard. Any County FA that does not meet the Standard in line with the assessment process will be deemed to have 'failed to meet the Standard'.
- The first round of independent assessments undertaken by County FAs will follow the 'Independent assessment process: For the first round of County FA assessments' process flow outlined above in point 11a. The second round of independent assessments undertaken by County FAs will follow the 'Independent assessment process: For the second round of County FA assessments' process flow outlined above in point 11b.
- If the outcome of the initial assessment is that the County FA is 'progressing towards' the Standard or 'requires improvement', a development plan will be issued by the independent assessor. Once the County FA has implemented this and uploaded the new evidence to its Smartsheet Repository, the lead assessor will review the new evidence online using Smartsheet and either:
 - a) Re-interview key personnel via Teams; or
 - b) Visit the County FA to re-interview team members and review the material
- The County FA will then be informed of the outcome. If the outcome remains 'progressing towards' or 'requires improvement', the process will be repeated through the re-assessment process.
- After the re-assessment, the outcome will be 'meets the Standard' or 'fails to meet the Standard'. If the outcome is the latter, the County FA will be referred to The FA/NGB Project Board for Safeguarding 365.
- Any County FA requiring a reassessment with the process flows detailed on the previous two pages, will be expected to meet the cost of this itself in its entirety. The purpose of this is to incentivise County FAs to meet the Standard at the initial assessment stage.



12. Post-assessment

- At the conclusion of the initial assessment, re-assessment and final assessment, where the County FA needs it, they will have seven days to provide additional evidence of how it meets the Standard. This is designed to ensure that where County FAs have evidence, but have not included it, they are enabled to provide this.
- The independent assessor will then find that the County FA has reached a benchmark in safeguarding practice that protects children and young people in its jurisdiction, or that there are aspects of the safeguarding practice that are not yet up to the required standard. If the latter, the independent assessor will generate a development plan after the initial assessment and reassessment to assist the County FA with the steps it needs to take.
- Whilst the independent assessor may offer ideas and suggestions, County FAs may come up with other ways of achieving the goals which may be more effective.
- Upon receipt of a development plan, County FAs should:
 - Seek any clarification from the independent assessor on any or all areas of the development plan;
 - Seek any required assistance from the FA Regional Manager;
 - Seek any required assistance from the Safeguarding Manager – FA & Grassroots.
- For the avoidance of doubt, a County FA will be considered to have failed to meet the Standard if it does not do so following the initial assessment, reassessment and final assessment.

13. Consequences of failing to meet The FA's Safeguarding 365 Standard for County FAs

- Compliance with The FA's Safeguarding 365 Standard for County FAs is an FA County FA Funding Agreement contractual obligation.
- The contract agreement provides that if the County FA fails to meet The FA's Safeguarding 365 Standard for County FAs, The FA shall (in its reasonable discretion) be entitled to require the County FA to remedy the Intervention Event, refer the matter to a panel and/or implement the recommendations of the panel, including by stepping in (or appointing a third party nominated by The FA to step in) to assist the County FA in undertaking, managing or supervising the performance of any actions required to remedy the County FA's failure to meet The FA's Safeguarding 365 Standard for County FAs. The FA reserves the right to require the County FA to reimburse The FA for a reasonable proportion of the costs incurred by The FA in implementing the recommendations of the panel.
- The FA County FA Funding Agreement also provides a mechanism for The FA to take action if it reasonably believes that the County FA has materially failed, or is likely to materially fail, to comply with any of its KPIs.



14. County FA independent assessment report

The independent assessor will use a standard template to ensure all County FA reports are compiled in a consistent format. The template will be uploaded to Office 365 County FA Safeguarding Team on [here](#).

15. Independent Assessment Quality Assurance

To further ensure consistency and standardisation of independent assessment, reporting and outcomes, The FA have appointed Praesidio as Safeguarding 365 Standard for County FAs' independent quality assurer. Praesidio will dip sample over 20% of reports and assessment processes in both round 1 and round 2 of independent assessments.

16. Critical dates 2022/23 season

- **31 October 2022:** All County FAs upload the fully-signed Commitment Statement ([Appendix 1](#)) and organigrams to the smartsheet repository and send these to Laura.Whapham@NSPCC.org.uk
 - **8 November 2022:** The FA's Safeguarding 365 Standard for County FAs Annual Conference takes place at The Drum, Wembley.
 - **31 December 2022:** All safeguarding education must be completed and evidence uploaded on WGS.
 - **31 January 2023:** 50% of all County FA Safeguarding 365 Standard Club Site Visits must be completed and evidence uploaded on WGS. Safeguarding Operating Standard Club Site Visit actions must be completed within 28 days of visit.
 - **February 2023:** Independent assessments for seasons 2022/23 and 2023/24 will commence.
 - **30 April 2023:** 100% of all County FA Safeguarding 365 Standard Club Site Visits must be completed and evidence uploaded on WGS. Safeguarding Operating Standard Club Site Visit actions must be completed within 28 days of visit.
- Week commencing **26 September 2022:** County FA Safeguarding 365 Standard operating manual is issued.
 - Week commencing **26 September 2022:** County FA Safeguarding 365 Standard smartsheet repositories are issued to County FAs.
 - **30 September 2022:** All Codes of Conduct must be signed and uploaded to the Smartsheet repository.
 - **7 October 2022, 2pm:** Safeguarding 365 Power BI and CRM measure briefing takes place. Click [here](#) to join

SAFEGUARDING 365
SECTION 05

APPENDICES





05

APPENDICES

County FAs are required to follow the guidance or adopt the wording used in each Appendix (as explained in the substantive sections of the Safeguarding 365 Standard).

Where an Appendix is marked as **MANDATORY** below, County FAs are required to use the Appendix in the form in which it is provided.

Where an Appendix is marked as **GUIDANCE** below, County FAs are not required to use the Appendix in the form in which it is provided and can use their own templates.

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APPENDIX 1

MANDATORY

Insert County FA name

Football Association Ltd.

County FA Commitment Statement to Safeguarding in Football

The Football Association Limited is committed to safeguarding and protecting children, young people and adults at risk in youth and adult football and across all our programmes and activities.

Individually and collectively, we are signed up to Affiliated Football's Policies and Procedures¹ and we are committed to achieving The FA's Safeguarding 365 Standard for County FAs.

We recognise our collective and individual safeguarding responsibilities and accountabilities.

Our overall aim is to ensure the County FA:

- Implements and maintains preventative safeguarding measures;
- Creates fun, safe and Inclusive youth and adult football environments to support the best outcomes for children and adults at risk;

- Acts to ensure that children and young people have a voice and are heard;
- Makes the reporting of concerns as easy as possible;
- Ensures safeguarding and child protection concerns are investigated swiftly and thoroughly in conjunction with statutory agencies, The FA and other organisations as appropriate;
- Ensures concerns about adults at risk are managed swiftly and in conjunction with the adult concerned, The FA, statutory agencies and other organisations as appropriate.

This commitment is made by our Board, CEO or equivalent and Senior Safeguarding Lead where this is not the CEO and applies to all our staff, including part-time, County FA volunteers and members.

	Name	Signed	Date	Date left the Board
Chairperson:	_____	_____	_____	_____
CEO:	_____	_____	_____	_____
SSL	_____	_____	_____	_____
(where not CEO):	_____	_____	_____	_____
Board Safeguarding Champion:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____
Board Member:	_____	_____	_____	_____

¹ Affiliated Football's Policies and Procedures can be found via : [TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework)



APPENDIX 2

GUIDANCE

Safeguarding Adults: Briefing Note

Introduction

Adult disability football¹ should be safe and enjoyable for all who participate.

However, we need to be aware that the abuse of adults does happen and football needs to play its part in preventing, recognising, reporting, recording, referring and addressing concerns, because safeguarding adults at risk is everybody's business.

Who and what are we talking about?

'Adults at risk' is the terminology we use, which comes from the Care Act, 2014.

An adult at risk is someone who is over 18 and:

- has needs for care and support (whether or not the local authority is meeting any of those needs); and
- is experiencing, or at risk of, abuse or neglect; and
- as a result of care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

Adults with care and support needs include people who have a condition as a result of physical, mental, sensory, learning or cognitive disabilities or illnesses, substance misuse or brain injury.

Their needs may be met or unmet, visible or invisible, they may live independently, with their partners, family, or in supported housing or care.

Adults with care and support needs may be playing or working anywhere in football; in football our initial focus is to introduce actions to safeguard adults in disability football.

Are all players in disability football adults at risk?

No. And not necessarily all the time. But by ensuring some simple measures are in place we can reduce the risk of low-level concerns and abuse and respond quickly and effectively to any allegations, disclosures or concerns.

Is safeguarding adults in disability football more than responding to abuse?

Yes. Safeguarding adults means developing a culture that listens to, informs and empowers the adult and consults them on all decisions affecting them. It's also about the value of having welfare officers, carrying out risk assessments, understanding boundaries and appropriate ratios of helpers to players. It's about people and organisations working together to prevent and reduce risks.

Isn't this the same as safeguarding children?

Not quite. There are differences between safeguarding adults and safeguarding children including:

- the rights of adults;
- types of abuse, signs and indicators;

¹ The scope of this relates to grassroots affiliated football and sponsored programmes and activities



- the involvement of the adult in safeguarding plans and actions;
- laws, guidance and football regulations.

Adults have a right to self-determination, to make their own choices and their own mistakes. Adults should be involved in and consulted about anything that concerns them.

Is this just players in the player pathways?

No. The adult may be coaching, managing, officiating, playing or in another role.

What about under-18s in open-age adult disability football?

An adult is someone over 18 so the safeguarding children policy and procedures must be applied if there are any concerns about the welfare of an under-18, even if that person is playing in open-age adult disability football.

As with all adult football, a DBS Check must be sought for those working with, or likely to work with 16/17-year-old players. For more information about DBS Checks for those working with under-18s in adult football please see [TheFA.com/safeguarding](https://www.thefa.com/safeguarding) and [Appendix 25: County FA Actions for Open-age Adult Football with 16/17-year-old Players](#)

What do we do if we become aware of a safeguarding concern in adult disability football?

Although there are differences between adults and children's football, referrals should be made via the established routes for example from clubs to the County FA DSOs.

The toolkit provided for clubs and leagues can be found at: [TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults](https://www.thefa.com/football-rules-governance/safeguarding/section-10-safeguarding-adults). All clubs with open age adult disability teams must appoint a named Welfare Officer for affiliation 2023/24 season.

Adults may say they don't want actions to be taken; however, this should not deter staff and volunteers from making referrals. Adults must be reassured that their wishes and views will be taken into account but the concern must still be reported to the County FA DSO.

The County FA DSO can seek help and advice from The FA safeguarding team and referrals can be made directly via safeguarding@TheFA.com.

The FA has access to expert internal and external advice and will work in partnership with the adult.

What if we think an adult is at risk—but they are not in disability football?

Adults with care and support needs may participate anywhere in football and could become an adult at risk.

If a County FA thinks an adult is at risk, then follow the flow chart which is found here: <http://bit.ly/sfgAdu>.

The County FA DSO would normally lead the process of assessing and referring concerns given the potentially more complex nature of concerns relating to an adult at risk.

If the concern is about a staff member, refer this to the SSL/CEO.

Will County FAs get any support and training?

The Safeguarding Adults free introductory online course and The FA Guide to Safeguarding Adults <https://falearning.thefa.com/course/view.php?id=31> are excellent training and support resources.

All County FA DSOs should attend The FA Training in Safeguarding Adults.



Safeguarding Adults learning and development is detailed in **Appendix 16: Training Requirements 2022-23**.

A toolkit is available for clubs and leagues in: **[TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults](https://www.thefa.com/football-rules-governance/safeguarding/section-10-safeguarding-adults)**.

Whilst the toolkit is designed for clubs and leagues the materials can be adapted by County FAs to populate risk assessments and plan events.

What are we asking County FAs to do?

1. Ensure the DSO and FDO for disability football are familiar with the safeguarding adults toolkit : **[TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults](https://www.thefa.com/football-rules-governance/safeguarding/section-10-safeguarding-adults)**;
2. Share the Affiliated Football Policy for Safeguarding Adults at Risk with the Board and staff, as this has been signed up to by the County FA Board as part of the Commitment Statement;
3. In line with training requirements detailed in the relevant appendix, existing staff and Board members should have completed the free online course. Guidance for new staff and Board members is also provided in the appendix on training;
4. Encourage any council or committee members involved in disability football to complete The FA's free online Safeguarding Adults course;
5. Support any newly appointed County FA DSOs to attend The FA training in Safeguarding Adults. See Appendix 16 for details;
6. Support the County FA DSO to build relationships with their Local Adults Safeguarding Board or equivalent;

7. Use the Risk Assessment tool provided in the Appendices, to support planning for any County FA disability events.

Resources for affiliated football clubs:

County FAs should encourage clubs to use the toolkit.

The toolkit can be found at: **[TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults](https://www.thefa.com/football-rules-governance/safeguarding/section-10-safeguarding-adults)**

Actions for clubs:

1. Appoint a Welfare Officer (Adult Disability Teams) and upload their name to Whole Game System;
2. Adopt a 'Safeguarding Adults policy and procedures';
3. Communicate the policy and procedures;
4. Encourage volunteers and staff to complete the free, online FA Safeguarding Adults course; This will be a requirement for affiliation for key club/team officials for 2024/25;
5. Upload the names of coaches and managers to Whole Game System and identify who is working with under-18s as they must undertake a DBS Check;
6. Review the best-practice guidance and identify any steps that could be taken to strengthen existing safeguards;
7. Manage low-level concerns and report any concerns that an adult is at risk in a swift and effective way.

If there are under-18s playing in adult open-age disability football, clubs should read The FA's Guidance Note 10.7: Under- 18s in Open-Age Adult Disability Football: **[TheFA.com/football-rules-governance/safeguarding/section-10-safeguarding-adults](https://www.thefa.com/football-rules-governance/safeguarding/section-10-safeguarding-adults)**.



Actions for Leagues

As with clubs, County FAs will have pre-existing and often strong relationships with disability leagues, therefore the County FA is well placed to support adult disability clubs and teams with these actions.

Appoint a League Welfare Officer (Adult Disability Teams) for Disability Leagues

Tell the County FA who will hold this role.

- Invite the LWO (Adult Disability Teams) to sit on the League Committee;
- Put 'safeguarding adults' on every Committee agenda;
- Adopt a League policy and procedures for safeguarding adults;
- Encourage all the clubs in the League to follow the steps for clubs.

Further guidance will be made available in relation to disability-workforce funded projects.



- Promptly report any concerns about safeguarding or the protection of children or young people or adults at risk in football to our Designated Safeguarding Officer or the Senior Safeguarding Lead or other nominated person or persons in their joint absence;
- Be familiar with and use the whistle-blowing policy if you suspect or believe that safeguarding concerns have not been appropriately addressed by the County FA or The FA;
- Accept that, by taking this role, this County FA may deem you to be in a 'Position of Trust' with under-18 participants that you are in contact with through your role. You should be aware of and understand the responsibility that this entails, by undertaking the relevant safeguarding education, as we deem appropriate;
- Act with integrity at all times; and
- Seek advice from the Designated Safeguarding Officer or the Senior Safeguarding Lead if you are unsure about any of the above or if you are unsure how to act in any given situation.

Further information and support

Further information can be found in:

- Our Staff Handbook;
- The FA's guidance on safer working practice.
- The FA's Position of Trust Guidance (safeguarding guidance notes 1.7);

Alternatively, if you have any queries or concerns regarding the Code of Conduct or safeguarding generally, please speak to our Designated Safeguarding Officer or the Senior Safeguarding Lead in the first instance.

Please sign³ and return a duplicate copy of this Code of Conduct to acknowledge you have read and understand the Code of Conduct and you agree to comply with it. You should then keep the other copy safe for your records.

Breaches of the Code of Conduct are taken seriously and could lead to you being unable to volunteer with us and/or the involvement of the statutory agencies and The FA.

³ Signing the Code of Conduct is a requirement of being a volunteer with us; not signing will mean you cannot volunteer with us.

I have read, understood and agree to comply with this Safeguarding Code of Conduct – Volunteers.

Signed

Name

Date



APPENDIX 4

MANDATORY

Safeguarding Code of Conduct – Staff

Introduction

The takes its role as a provider of football for under-18s very seriously. Their wellbeing is paramount in all decisions taken by us. All children and young people we come into contact with have the same protection regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity.

We act in accordance with legislation, statutory guidance and The FA's Safeguarding Policies and Procedures¹ and any associated guidance including the achievement and retention of The FA's Safeguarding 365 Standard for County FAs.

We also take the safeguarding of adults at risk seriously and will act in accordance with The FA's Safeguarding Policies and Procedures and any associated guidance including the achievement and retention of The FA's Safeguarding 365 Standard for County FAs.

Please refer to **Appendix 2: Safeguarding Adults: Briefing Note** for further information on the context for the Safeguarding Adults work.

To whom does this Code of Conduct apply?

This Code of Conduct applies to all staff, as safeguarding is everyone's responsibility. It therefore applies to and must² be signed by officers, managers, employees, consultants,

contractors, casual and agency staff (collectively referred to as staff in this Code of Conduct). It does not apply to volunteers, as there is a separate volunteer Code of Conduct.

Staff obligations

It is our expectation that all our staff will at all times act in the best interests of children and young people under the age of 18 and in accordance with The FA's Safeguarding Children Policy. The welfare of children and young people must always be paramount.

We also expect staff to take the welfare of adults at risk seriously and to act in accordance with The FA's Safeguarding Adults Policy.

This includes an expectation that staff will:

- Undertake safeguarding education or training as required by the County FA;
- Read and comply with The FA's Safeguarding Children Policy and our safeguarding procedures;
- Read and comply with The FA's Safeguarding Adults policy and our safeguarding procedures;
- Obtain and maintain an FA in-date DBS Check (less than three years since the date of issue) if working in regulated activity¹ with under-18s;

¹ Affiliated Football's Policies and Procedures can be found via: [TheFA.com/football-rules-governance/safeguarding/section-1-1-football-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-1-football-safeguarding-framework)

² See The FA website for further information about Safer Recruitment and DBS Checks: [TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks](https://www.thefa.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks)



- Act in an appropriate way at all times, in line with The FA’s guidance for grassroots football on Physical Contact (5.6) and Acceptable Behaviours (5.7) when in contact with children and young people and adults at risk, whether face-to-face, via social media, phone or other electronic communications – and always in line with the County FA’s Social Media Policy;
- Recognise the importance of confidentiality when working with children, young people, their families and their data;
- Recognise the importance of confidentiality when working with adults and their data;
- Promptly report any concerns about safeguarding or the protection of children or young people or adults at risk in football to our Designated Safeguarding Officer or the Senior Safeguarding Lead or other nominated person or persons in their joint absence;
- Be familiar with and use the whistle-blowing policy if you suspect or believe that the County FA or FA have not appropriately addressed any safeguarding concerns;
- Accept that, by taking this role, this County FA may deem you to be in a 'Position of Trust' with under-18 participants that you are in contact with through your role. You should be aware of and understand the responsibility that this entails, by undertaking the relevant safeguarding education, as we deem appropriate;

- Act with integrity at all times; and
- Seek advice from the Designated Safeguarding Officer or the Senior Safeguarding Lead if you are unsure about any of the above or if you are unsure how to act in any given situation.

Further information and support

Further information can be found in:

- Our Staff Handbook;
- The FA’s Policy and Procedures;
- The FA’s Position of Trust Guidance (safeguarding guidance notes 1.7);
- The FA’s guidance on safer working practice.

Alternatively, if you have any queries or concerns regarding the Code of Conduct or safeguarding generally, please speak to our Designated Safeguarding Officer or the Senior Safeguarding Lead in the first instance. If you are the Designated Safeguarding Officer or the Senior Safeguarding Lead and cannot find the advice you need internally seek advice from The FA Safeguarding team.

Please sign and return a duplicate copy of this Code of Conduct to acknowledge you have read and understand the Code of Conduct and you agree to comply with it. You should then keep the other copy safe for your records.

You should be aware that breaches of the Code of Conduct are taken very seriously and may lead to disciplinary action against you under our Disciplinary Procedure. In certain cases, we may also make a referral to statutory agencies and The FA.

I have read, understood and agree to comply with this Safeguarding Code of Conduct – Staff.

Signed

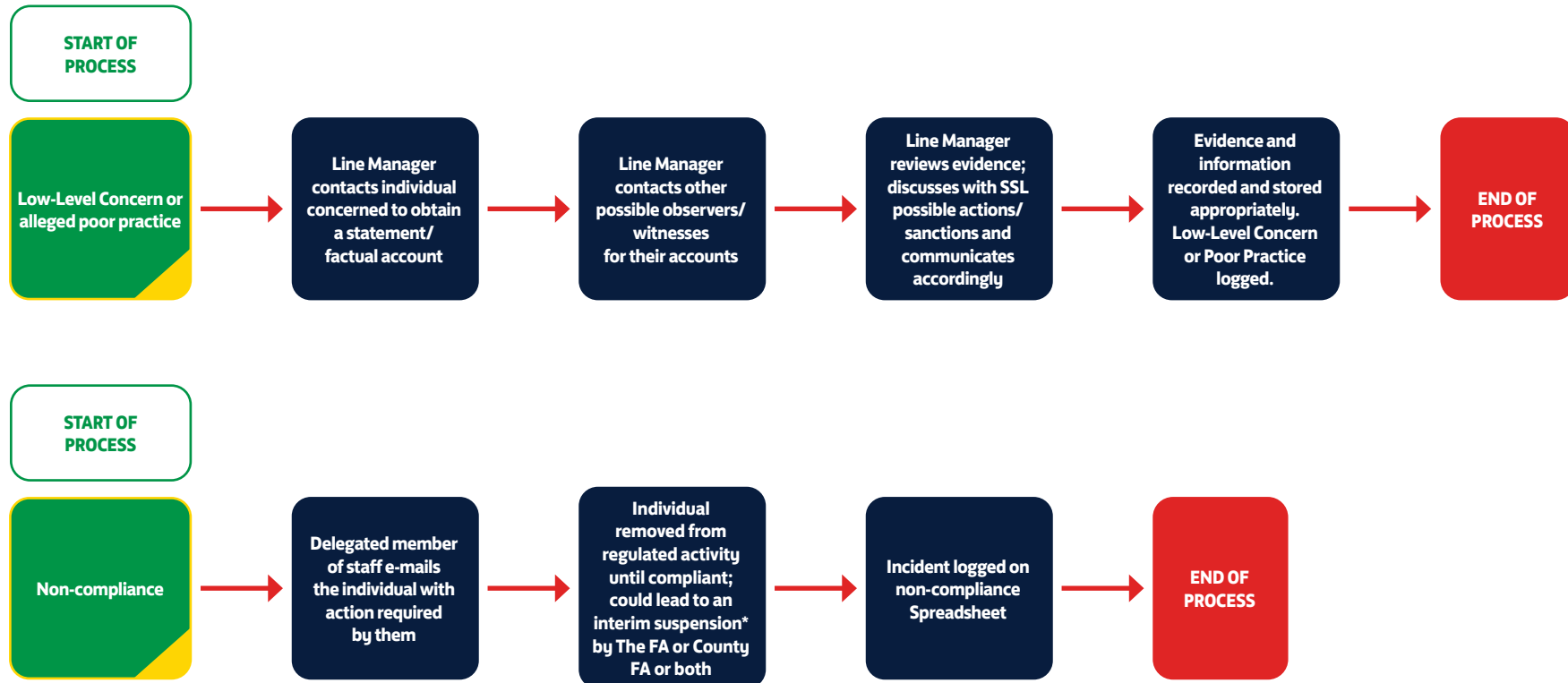
Name

Date



Sample Process for Managing a Breach of the Staff Code of Conduct

APPENDIX 5 GUIDANCE



- If a report involves a safeguarding allegation, a breach of a position of trust or a child or adult protection concern, this will be dealt with in liaison with the DSO, FA Case Management, the Police and LADO or Adult Services equivalent to determine appropriate action;
- CEO or equivalent will become involved should an individual make an appeal;
- If the concern is about the CEO/SSL or Chair/Board Champion, process will be managed case by case basis, with the appropriate individuals managing the process.

*If the member of staff is also in regulated activity as a participant, then The FA Safeguarding Case Management Team will guide. For all other instances of potential interim suspensions, follow the guidance in the County FA Staff Handbook or contact Muckle for advice.



APPENDIX 6

MANDATORY

Managing Allegations Against Staff and Volunteers

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1. Introduction

This guidance is issued by The Football Association (The FA) for County FAs to deal with instances when allegations are made against County FA employees and/or people volunteering for the County FA e.g. Board, Council, Committee or County FA members and/or other volunteers directly deployed on behalf of the County FA to work with under-18s and adults at risk (AAR), including those who work on a temporary or locum basis¹.

Any allegations relating to FA Licensed Tutors should be referred directly to The FA Safeguarding Case Management Team who will work with FA Education.

All County FAs must have procedures in place to deal with allegations made against staff and volunteers. This guidance is underpinned by the government guidance Working Together to Safeguard Children (2018)².

As employers, County FAs also have a duty of care to their staff and volunteers and, as such, must also ensure that members of staff against whom an allegation has been made are treated fairly and are provided with effective support.

It is essential that any allegation of abuse is dealt with fairly, consistently and as swiftly as possible, in a way that provides effective protection for the child and/or AAR and at the same time supports the person who is the subject of the allegation.

County FAs are required to inform The FA of any such allegation and this guidance informs County FAs of the process to do so, this includes working with the relevant Local Authority Designated Officers (LADO) or Adult Safeguarding Board (ASB)³.

Investigations into County FA staff or volunteers must be led by the Senior Safeguarding Lead, who must inform the Chairperson. They can take advice from people with specific safeguarding knowledge, such as the Designated Safeguarding Officer, but the responsibility for the investigation sits with the Senior Safeguarding Lead, who is the primary Designated Person in these instances, unless the investigation is about the Senior Safeguarding Lead.

Allegations and complaints against staff can be minimised by having:

- An open and transparent safeguarding culture;
- Safer recruitment practices that are consistently followed;
- Systematic induction and training procedures;
- A Code of Conduct for staff and volunteers that is signed up by all staff and volunteers; and
- Regular briefing and discussion of safeguarding issues.

2. What is an allegation?

In this context, an allegation is information or a concern which suggests that a County FA employee or volunteer working with children and young people and/or AAR:

- Poses or may pose a risk of harm to a child, children or an AAR;
- Behaved in a way that has harmed a child, or AAR or may have harmed a child, or AAR;
- Possibly committed a criminal offence against or related to a child; or

¹ For a definition of AAR, please see [Appendix 2: Safeguarding Adults: Briefing Note](#)

² Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children, July 2018: <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

³ Check with the County FA Designated Safeguarding Officer for the current name(s) and contact details of the LADO/ASB and add to Key Safeguarding Contacts Section 13.



- Behaved towards a child; children or AAR in a way that indicates he or she could pose a risk of harm if they worked with children or AAR.
- Behaved in a way that indicates he or she may be unsuitable to work with children or AAR.

If anyone sees, hears, suspects or reports something that fits into one of the four categories above there is a statutory duty to report this.

3. Principles

All County FAs should have procedures for dealing with allegations. The procedures should make it clear that all allegations must be reported immediately, normally to the CEO, who is also most likely to be the Senior Safeguarding Lead. The procedures should also identify the person, often the Chairperson or Board Safeguarding Champion, to whom reports should be made in the absence of the CEO or in cases where the CEO themselves are the subject of the allegation or concern. Procedures should also include contact details for the LADO, Adult Safeguarding Board (ASB) and The FA Safeguarding Case Management Team responsible for providing advice and monitoring cases.

If an allegation is made against a County FA member of staff:

- Priority should be given to resolving the matter as soon as possible;
- Staff should not be automatically suspended; all other options should be considered before suspending a member of staff.

If an allegation is made against a volunteer, they may be asked not to volunteer, attend the County FAs premises or contact any members of County FA staff or service users.

4. Duties towards staff and volunteers

Employers have a duty of care to their employees. They should ensure they provide effective support for anyone facing an allegation and provide the employee with a named contact if they are suspended. County FAs also take their obligations in relation to volunteers seriously and will therefore also provide volunteers with a named contact whilst any investigation is ongoing. This guidance is about managing cases or allegations that might indicate a person would pose a risk of harm if they continue to work in regular or close contact with children or AAR in their present position, or in any capacity.

The County FA will use its existing Disciplinary Procedures to handle these cases involving employees. Copies of the Disciplinary Procedure are contained in the Staff Handbook. If, following a disciplinary procedure the employee wishes to appeal against any disciplinary action taken, the employee should follow the appeal process in the Disciplinary Procedure.

If the CEO or equivalent is the subject of a complaint or concern, the matter would need to be heard by the Chairperson, supported by the Board Safeguarding Champion. If there was a subsequent appeal in relation to this matter, then another County FA or The FA should hear the appeal, wherever possible.

The Disciplinary Procedure does not apply to volunteers but any allegations which falls under the scope of this guidance will be fully investigated as set out below.

It is essential that any allegation of abuse made against a member of staff or a volunteer is dealt with quickly in a fair and consistent way that provides effective protection for the child/ children or AAR and at the same time supports the person who is the subject of the allegation.



5. Procedures

When an allegation is received which falls under the scope of this guidance the County FA should:

- Take the matter seriously and keep an open mind;
- Not promise confidentiality to the person making the allegation/sharing the concern;
- Make a written record of the allegation using the words of the person who made the allegation (including time, date and place where the alleged incident took place, what was said and anyone else present). This should be signed and dated. If the concern is about an AAR, their views and wishes (if known) should also be recorded;
- Contact the Chairperson or Board Safeguarding Champion if the concerns are about the CEO or equivalent;
- Ensure the Designated Person immediately contacts the LADO/ASB and The FA Safeguarding Case Management Team in 24 hours;
- Not make decisions without a discussion with the LADO/ASB and The FA Safeguarding Case Management Team;
- Make a written record of discussions with LADO/ASB and The FA Safeguarding Case Management Team; and
- Make sure LADO/ASB and The FA Safeguarding Case Management Team have full details of the person against whom a concern has been raised and the person who is the subject of the concern.

The procedures for dealing with allegations need to be applied with common sense and judgement.

Some cases may not meet the criteria set out above, or may do so without warranting consideration of either a police investigation or enquiries by local authority children's and/

or Adult Services. In these cases County FAs should use the Disciplinary Procedure (where appropriate), to resolve cases without delay and in consultation with The FA Safeguarding Case Management Team.

When an allegation against a County FA member of staff is made, the County FA needs to contact the LADO/ASB to inform him/her of the allegation and at the same time make a referral to The FA Safeguarding Case Management Team.

If a referral is received by The FA Safeguarding Case Management Team, the relevant County FA CEO or equivalent will be informed within one working day and the normal procedure will apply.

Some allegations will be so serious they require immediate intervention by Local Authority children's social care, Adult Services and/or police.

The purpose of an initial discussion is for **the LADO/ASB, the County FA Designated Person and The FA Safeguarding Case Management Team** to consider the nature, content and context of the allegation and agree a course of action.

Actions to be agreed in initial discussion:

- What further information is required?
- Whether any immediate action needs to be taken to safeguard and protect children or AAR;
- When and what should the parents/carers of any child/children involved be told;
- How and when an AAR should be kept informed;
- What should be said to the member of staff or volunteer facing the allegation?
- Whether suspending the member of staff or asking a volunteer to cease their volunteering activities, you may need to



make it clear that they should refrain from attending the County FAs premises and from contacting any members of County FA staff or service users;

- Reviewing what the most appropriate risk management strategy is, as suspension should not be an automatic response.

As employers, County FAs must consider carefully whether the circumstances of the case warrant a person being suspended from contact with children and/or AAR or whether alternative arrangements can be put in place. Suspension from employment must be considered where children and/or AAR are at risk of harm or the case is so serious it may be grounds for dismissal. If the individual has a wider role in football, working with children or AAR outside of their employment, County FAs must liaise with The FA's Safeguarding Case Management Team, as The FA is the only body that can impose safeguarding suspensions across the game.

If suspension is agreed, the reason for suspension must be communicated to the member of staff in writing within one day. Alternatives to suspension might include alternative work, or the deployment of another adult to work alongside the person subject to the allegation to supervise them.

County FAs should consider asking a volunteer to cease their volunteering activities, refrain from attending the County FAs premises or contacting any members of County FA staff. This should be confirmed in writing.

Possible outcomes of the initial discussion include:

- Referral to the LADO/ASB;
- Referral to Police for investigation;
- Allegations meeting (normally held within three days); or
- No further action (NFA).

The LADO/ASB may ask the County FA Designated Person/The FA to provide or obtain relevant additional information, such as previous history, where there have been previous similar allegations and details of the individual's current contact with children/AAR. The County FA should decide with the LADO/ASB and The FA whether an investigation needs to be carried out.

In situations where the person is deemed to be an immediate risk to children or there is evidence of a criminal offence, or even if there is no such evidence, the LADO/ASB should determine whether police involvement is necessary.

The initial sharing of information and evaluation may lead to a decision that no further action is to be taken; in which case this decision and a justification for it should be recorded by the LADO/ASB, the County FA and The FA and agreement reached on what information should be put in writing to the individual concerned and by whom. The County FA Designated Person should then consider with the LADO/ASB and The FA, what action should follow both in respect of the individual and those who made the initial allegation.

Informal action should be resolved in a timely fashion. Ideally, most cases should be concluded with one month.

Where there may be a case to answer, the County FA should decide with the LADO/ASB and The FA how to proceed further, which may include further investigation and internal disciplinary action or the cessation of a volunteer's activities.

The County FA Designated Person (SSL) should inform the individual about the allegation as soon as possible after consulting the LADO/ASB and The FA. It is extremely important that



the County FA Designated Person provides the individual with as much information as possible at that time. However, where an allegations meeting is needed, or police or children's social care services or ASB need to be involved, the County FA Designated Person should not do so until those agencies have been consulted, and have agreed what information can be disclosed to the County FA member of staff or volunteer.

If the allegation is not demonstrably false or unsubstantiated, and there is cause to suspect a child or AAR is suffering or is likely to suffer significant harm, an allegations meeting should be convened.

Where an investigation by the police or children's social care services or ASB is unnecessary, or the allegations meeting or initial evaluation decides that is the case, the LADO or ASB should discuss the next steps with the County FA Designated Person (SSL) and The FA Safeguarding Case Management Team. In those circumstances, the options open to the County FA and The FA will range from taking no further action to dismissal or a decision not to use the person's services in future.

The following definitions should be used when determining the outcome of allegation investigations:

- **Substantiated:** there is enough evidence to prove the allegation;
- **False:** there is enough evidence to disprove the allegation;
- **Unsubstantiated:** this is not the same as a false allegation. It means that there is insufficient evidence to prove or disprove the allegation. The term, therefore, does not imply guilt or innocence;
- **Malicious:** there is enough evidence to disprove the allegation and there has been a deliberate act to deceive
- **Unfounded:** reflects cases where there is

no evidence or proper basis which supports the allegation being made.

6. Confidentiality

It is extremely important that, when an allegation is made, the County FA makes every effort to maintain confidentiality and guard against unwanted publicity, including comments on social media, while an allegation is being investigated or considered.

The County FA Designated Person should take advice from the LADO, the police and children's social care services or ASB and The FA Safeguarding Case Management Team to agree the following:

- Who needs to know and, importantly, exactly what information can be shared;
- How to manage speculation, leaks and gossip;
- What, if any information can be reasonably given to the wider community to reduce speculation; and
- How to manage media interest if and when it should arise.

Breaches of confidentiality may lead to disciplinary action being taken against members of staff or ceasing an individual's volunteering activities.

7. Supporting those involved

Employers should act to manage and minimise the stress inherent in the allegations process. Support for the individual is key to fulfilling this duty.

Individuals should be informed of concerns or allegations as soon as possible and have the likely course of action explained to them, unless there is an objection by the LADO/ASB, children's social care services or the police. Decisions on when and what to tell the Individual will usually be made at the allegations meeting. The individual should



be advised to contact their trade union representative, if they are a member of staff and have one, or a colleague for support. They should also be given access to counselling or medical advice where this is provided by the County FA.

The County FA Designated Person is responsible for keeping the person who is the subject of the allegation informed of the progress of the case and consider what other support is appropriate for the individual.

It should be decided at the outset which of the Designated Persons is leading the investigation and who is providing feedback and support to the person who is subject to the allegation.

Social contact with colleagues and friends should not be prevented unless there is evidence to suggest that such contact is likely to be prejudicial to the gathering and presentation of evidence.

In cases where a child or AAR may have suffered significant harm, or there may be a criminal prosecution, children's social care services, adult services or the police as appropriate, should consider what support the child or children involved may need and discuss with the AAR if they want support.

8. Resignations and 'settlement agreements'

If the person who is subject to the allegation resigns, or ceases to provide their services you must:

- Follow up any allegations in accordance with this guidance;
- Remember to make every effort to reach a conclusion in all cases of allegations and concerns relating to the welfare of a child/ children or AAR, including any in which the person concerned refuses to co-operate with the process;
- Never enter into a "settlement/compromise agreement" with the accused where they are employed (i.e. an agreement by which the parties agree the individual's employment will end if the employer agrees not to pursue disciplinary action and/or in exchange for a termination payment. Typically the parties agree a form of words to be used in any future reference).

A settlement/compromise agreement will not prevent a thorough police investigation where that is appropriate nor should it override the statutory duty to make a referral to the Disclosure and Barring Service (DBS) where circumstances require that e.g. someone leaves their employment for safeguarding reasons.

9. Record-keeping

Details of allegations that are found to have been malicious should be removed from personnel records.

However, for all other allegations, it is important that a clear and comprehensive summary of the allegation, details of how the allegation was followed up and resolved and a note of any action taken and decisions reached, is kept on the confidential personnel file of the accused, and a copy provided to the person concerned.

Where the allegation is found to be false, unsubstantiated, unfounded or malicious, the information should not be included in any reference.

The purpose of the record is to enable accurate information to be given in response to any future request for a reference, where appropriate. It will provide clarification in cases where future DBS disclosures reveal information from the police about an allegation that did not result in a criminal conviction and it will help to prevent unnecessary reinvestigation if, as sometimes happens, an allegation re-surfaces after a period.



The Information Commissioner has published guidance on employment records in its Employment Practices Code and supplementary guidance, which provides some practical advice on employment retention (ico.org.uk/for-organisations/).

10. Timescales

It is in everyone's interest to resolve cases as swiftly as possible, consistent with a fair and thorough investigation. All allegations must be investigated as a priority to avoid any delay. The time taken to investigate and resolve individual cases depends on a variety of factors including the nature, seriousness, complexity of the allegation and whether external agencies, such as the police, are involved. The County FAs should set targets to conclude these investigations in order to bring the matter to a close as soon as possible. The County FAs can refer to the LADO/ASB for guidance on timescales.

11. Action on conclusion of a case

If the allegation is substantiated and the person is dismissed or the County FA ceases to use the person's services, or the person resigns or otherwise ceases to provide his or her services, the LADO or ASB should discuss with the County FA Designated Person and The FA whether a referral to the DBS is required.

There is a legal requirement for employers to make a referral to the DBS where they think that an individual has engaged in conduct (including inappropriate sexual conduct) that harmed (or is likely to harm) a child; or if a person otherwise poses a risk of harm to a child. In such circumstances, the duty to refer an individual to the DBS arises where an employer has removed the individual from relevant work with children or the person has chosen to cease relevant work in circumstances where they would have been removed had they not done so. Please see point 14 on [page 166](#) for further

details on how to refer to DBS.

There is a duty to refer to DBS where an individual has been working in Adult Regulated Activity and may have engaged in "relevant conduct" with an adult.

Referrals can also be made in other situations, see Point 13 below.

12. Action in respect of unfounded, false or malicious allegations

If an allegation is determined to be unfounded, false or malicious, the LADO should refer the matter to the children's social care services to determine whether the child concerned is in need of services, or may have been abused by someone else.

The same process could be considered for AAR.

Details of allegations that are found to be unfounded, false or malicious should be removed from personnel records and should not be included in any references. Consideration should be given as to whether any action should be taken in relation to the individual who made the false or malicious allegation (e.g. disciplinary action in the case of an employee).

13. Allegations Involving Adults At Risk (AAR)

If the County FA becomes aware of an allegation that a County FA Staff member or volunteer has harmed an adult at risk (see [Appendix 2: Safeguarding Adults: Briefing Note](#)) a report must be made to The FA's Safeguarding Case Management Team (safeguarding@TheFA.com).

Whilst the procedures will be similar it will also be necessary to involve the adult and consider their views and wishes. This process must be guided by The FA Safeguarding Case Management Team who will have access to expert external help and advice.



Key Safeguarding contacts – please add relevant details for your records:

County FA Board Safeguarding Champion

Name: _____

Role: _____

Phone: _____

Email address: _____

County FA Designated Safeguarding Officer (DSO)

Name: _____

Role: _____

Phone: _____

Email address: _____

County FA Senior Safeguarding Lead (SSL)

Name: _____

Role: _____

Phone: _____

Email address: _____

County FA Designated Safeguarding Officer

Deputising role in the absence of DSO

Name: _____

Role: _____

Phone: _____

Email address: _____

County FA Senior Safeguarding Lead (SSL)

Deputising role in the absence of SSL

Name: _____

Role: _____

Phone: _____

Email address: _____

The Safeguarding Team

The Football Association (The FA)

Wembley Stadium,

PO Box 1966,

London SW1P 9EQ

Tel: **0800 0835 902**

Email: safeguarding@TheFA.com

[TheFA.com/football-rules-governance/
safeguarding](https://www.thefa.com/football-rules-governance/safeguarding)



Grassroots Football Strategic Safeguarding Team – strategy, policy, standards, education, DSO support, survivor support and guidance on safer working practice

Name	Role	Phone number	Email
Sue Ravenlaw	Head of Safeguarding	07950 235652	Sue.Ravenlaw@TheFA.com
Rachel Tarr	Senior Safeguarding Manager FA & Grassroots	07960 963935	Rachel.Tarr@TheFA.com
Clare Taylor	Senior Safeguarding Manager FA Venues & England Teams	07970 181250	Clare.Taylor@TheFA.com
Cathy Johnson	Safeguarding Adults and Education Manager	07977 147580	Cathy.Johnson@TheFA.com
Dave Woodfine	Safeguarding Manager FA & Grassroots	07904 713498	David.Woodfine@TheFA.com

The FA Safeguarding Team: Case Management – referrals, thresholds and safeguarding/child protection investigations

Name	Role	Phone number	Email
Sarah Walker	Head of Safeguarding Case Management	(0)800 169 1863 ext. 6463	Sarah.Walker@TheFA.com
David Gregson	Professional Game Safeguarding Manager	(0)800 169 1863 ext. 6838	David.Gregson@TheFA.com
Nicola Johnstone	Safeguarding Quality Assurance Manager	(0)800 169 1863 ext. 4029	Nicola.johnstone@theFA.com
Kate Binns	Safeguarding Case Manager	(0)800 169 1863 ext. 4111	Kate.Binns@TheFA.com
Laura Munson	Safeguarding Case Manager	(0)800 169 1863 ext. 4566	Laura.Munson@TheFA.com
Honor Stringer	Safeguarding Case Officer	(0)800 169 1863 ext. tbc	Stuart.Cornish@TheFA.com
Billy Ketman	Safeguarding Case Officer	(0)800 169 1863 ext. 4094	Billy.Ketman@TheFA.com
Louise Morris	Safeguarding Case Officer	(0)800 169 1863 ext. 4264	Louise.Morris@TheFA.com
Ricky Stone	Safeguarding Case Officer	(0)800 169 1863 ext. 4168	Ricky.Stone@TheFA.com
Richard Dempsey	Safeguarding Case Officer	(0)800 169 1863 ext. 4048	Richard.Dempsey@TheFA.com
Yvonne Dodd	Safeguarding Case Officer	(0)800 169 1863 ext. 4773	Yvonne.Dodd@TheFA.com
Lucy Nevin	Safeguarding Case Officer	(0)800 169 1863 ext. 4814	Lucy.Nevin@TheFA.com
Sam Little	Safeguarding Case Officer	(0)800 169 1863 ext. 4429	Sam.Little@TheFA.com
Lee Walker	Safeguarding Case Officer	(0)800 169 1863 ext. 4595	Lee.Walker@TheFA.com
Katie Higgins	Safeguarding Case Officer	(0)800 169 1863 ext. 4694	Katie.Higgins@TheFA.com
Larette Tritton	Safeguarding Coordinator	(0)800 169 1863 ext. 4102	Larette.Tritton@TheFA.com
Yeon Sik Yoo	Safeguarding Data Analyst	(0)800 169 1863 ext. 6300	YeonSik.Yoo@TheFA.com



Local Authority Designated Officers (LADOs or ASBs) –
please add relevant details for your records:

Local Authority Designated Officer (LADO)

Name: _____

Address: _____

Phone: _____

Email address: _____

Local Authority Designated Officer (LADO)

Name: _____

Address: _____

Phone: _____

Email address: _____

Local Authority Designated Officer (LADO)

Name: _____

Address: _____

Phone: _____

Email address: _____

Local Authority Designated Officer (LADO)

Name: _____

Address: _____

Phone: _____

Email address: _____

Local Authority Designated Officer (LADO)

Name: _____

Address: _____

Phone: _____

Email address: _____

Adult Safeguarding Board (ASB)

Name: _____

Address: _____

Phone: _____

Email address: _____

Adult Social Care

Name: _____

Address: _____

Phone: _____

Email address: _____

Adult Social Care

Name: _____

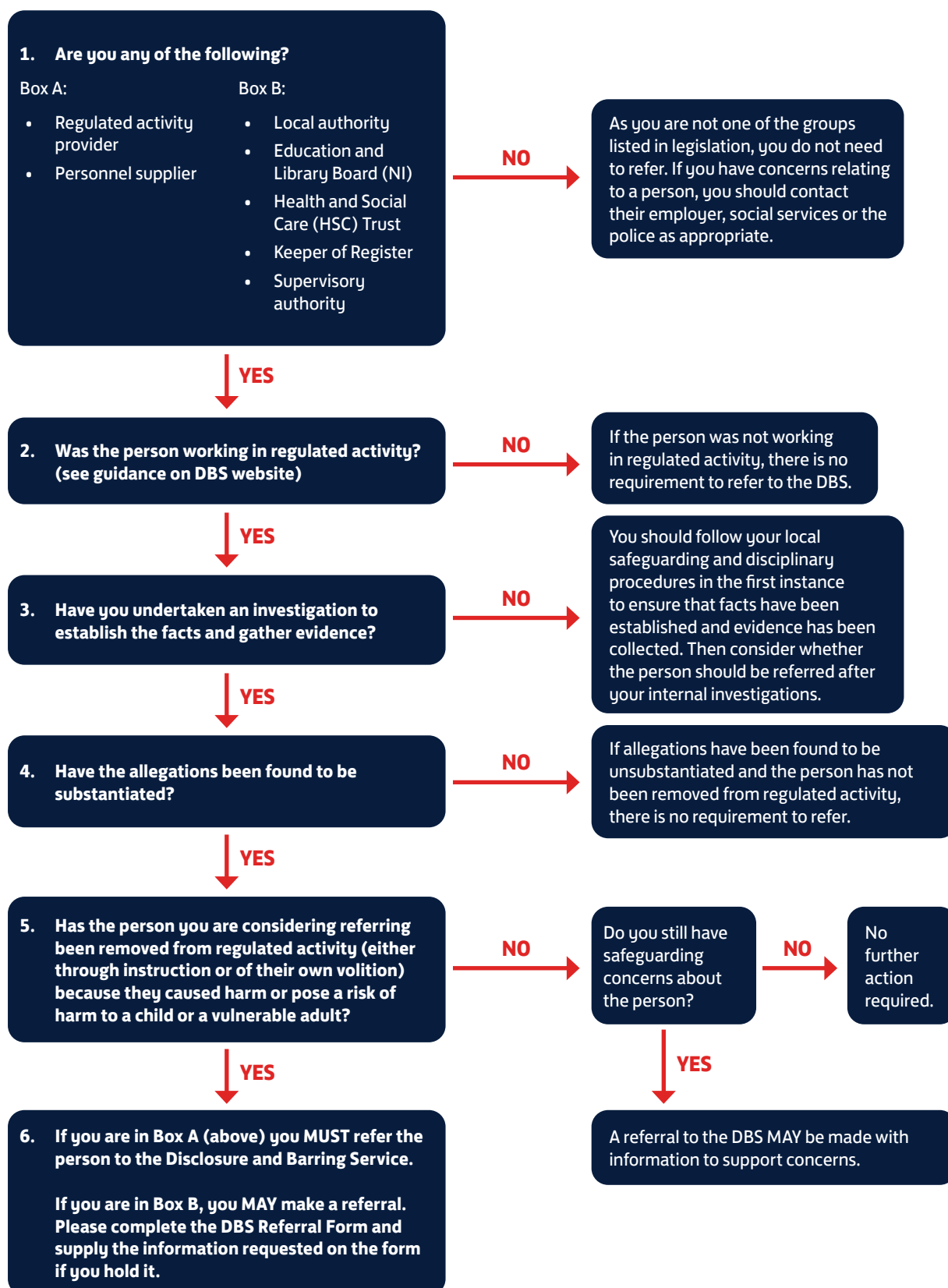
Address: _____

Phone: _____

Email address: _____



14. Process for referrals to the Disclosure and Barring Service





APPENDIX 7

MANDATORY

Board Safeguarding Champion – Role Profile

Role purpose

- To ensure County Football Association [Limited] maintains its governance and standards in safeguarding, to achieve the best outcomes for children and adults at risk.
- To ensure the Board acts in accordance with legislation, statutory guidance and The FA's Safeguarding Policies and Procedures¹ and any associated guidance including continually demonstrating that the County FA meets The FA's Safeguarding 365 Standard for County FAs.
- To be an active Board member championing a culture that has the best interests of children and young people (under the age of 18) and adults at risk in mind in all decisions that are made.
- To recognise and champion that all children and young people in football and all adults at risk are entitled to the same protection regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity.
- To recognise in exceptional circumstances when/where there is a need for the Board to seek external professional safeguarding guidance.

Key skills and experience required (essential)

- A child-centred belief system and behaviours;
- Experience of demonstrable and effective governance – and overseeing a strategic approach;
- Experience of working in adult or child safeguarding and/or protection;
- Knowledge and understanding of grassroots or other voluntary activity;
- Awareness and understanding of The FA's Safeguarding Policy and Procedures and The FA's Safeguarding 365 Standard for County FAs;
- Ability to listen effectively;
- Ability to ask probing questions;
- Proven influencing skills;
- Presentation skills;
- Experience of problem-solving;
- Basic IT skills, including Word and email.

¹ The FA's Safeguarding Policies and Procedures can be found via: [TheFA.com/football-rules-governance/safeguarding/section-1-football-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-football-safeguarding-framework)



Desirable

- Football club or officiating experience;
- Experience of organisational assessments, audits or inspections;
- Experience of being a member of committees or Boards.

Key responsibilities

- To ensure the County FA always acts in keeping with legislation, statutory guidance and The FA's Safeguarding Policies and Procedures and The FA's Safeguarding 365 Standard for County FAs;
- To ensure the County FA safeguarding responsibilities and accountabilities are embedded in the County FA Strategy, Business Plan, Budget, Risk Register and Operational Plan;
- To ensure the County FA enables and provides relevant safeguarding training for the Board, staff, volunteers and committee and council members;
- To ensure all staff role profiles have safeguarding responsibilities embedded in them;
- To ensure the Board receives and scrutinises information on progress against key areas of work, including the independent assessment reports, risks and challenges;
- To ensure all volunteers are aware of and comply with The FA's Safeguarding 365 Standard for County FAs' requirements;
- To check and challenge to ensure that the interests of children and young people are paramount in all County FA activities and the best interests of adults at risk are given due consideration;
- To use the whistle-blowing policy if any concerns are not fully addressed by the County FA or the Board.

I accept this role and the responsibilities and will also sign and comply with the Safeguarding Code of Conduct – Volunteers.

Signed

Name

Date

NOTE: To avoid a potential conflict of interest it is not desirable for the CEO or Chairperson to be the Board Safeguarding Champion.



APPENDIX 8

GUIDANCE

Safer Recruitment Practices

Safer recruitment is an important part of creating and maintaining safe environments for young people and adults at risk in football. County FAs should have in place a safer recruitment policy¹ to ensure both safe and fair recruitment of staff and volunteers.

The County FA acknowledges that most people who want to work in a paid or unpaid capacity with children and adults at risk in football are well-motivated and County FAs are grateful to the volunteers who sustain grassroots football.

Outlined on the next page is an example of a safer recruitment policy which is available to County FAs to use. County FAs should note that they are not obliged to use the policy which is set out below and the below is provided by way of example only.

If any County FA intends to use the below, it should review it carefully considering the circumstances of the County FA and obtain independent advice regarding safer recruitment within their County FA.

¹ A Safer Recruitment Policy is a requirement of the Government Guidance 'Working Together to Safeguard Children, 2018', for all organisations providing activities and services for under-18s.



Example Safer Recruitment Policy

1. Introduction

Wearing the County FA badge or having a role with the County FA brings status and respect in the football community. Therefore, it's critical that the County FA does all it can to ensure that people are suitable for their roles and uphold the values and behaviours of the Association.

2. Principles underpinning the Policy

A Safer Recruitment (Policy) aims to ensure that the recruitment and selection processes used by the County FA:

- Incorporate relevant vetting and checking procedures including a robust induction;
- Provide ongoing training and development;
- Meet the requirements of The FA's Safeguarding 365 Standard for County FAs.

This policy outlines the steps the County FA will take to ensure those employed or who volunteer are safe to work with children and young people and its main purpose is to:

- Prevent unsuitable people from applying and working within the County FA;
- Attract the best possible candidates to work in the County FA to create and maintain a safe workforce.

The recruitment and selection process set out in this Policy should ensure the identification of the person(s) best suited to the role, whether paid or not, based on the applicant's abilities, qualifications, experience and attitude as measured against the role profile and person specification.

All those involved in the recruitment and selection of staff and volunteers for the County FA will ensure all processes are conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

This Policy should be used alongside the following policies and guidance:

- FA/County FA Safeguarding Children and Safeguarding Adults at Risk Policies;
- The FA's Safeguarding 365 Standard for County FAs;
- Disclosure and Barring Service (DBS) Guidance;
- County FA Whistle-blowing Policy;
- County FA Managing Allegations against Staff and Volunteers;
- Relevant County FA Codes of Conduct;
- County FA Induction process for Staff and Volunteers;
- Right to work and employment checks.

3. Roles and Responsibilities

It is the responsibility of the County FA CEO, as the Senior Safeguarding Lead, to ensure that structures are in place to support the effective implementation of this Policy and that all appropriate pre-employment checks are carried out on all staff who work at the County FA.

Before convening any recruitment panel, the County FA CEO will ensure that at least one member of the interview panel has completed Safer Recruitment Training, via the local authority or other relevant organisation.



The Recruitment Panel will ensure that safeguarding matters are central to the interview process.

4. Equalities Legislation

The County FA will comply with all relevant equalities legislation which is in force from time to time.

The County FA will promote equality in all aspects of its work, particularly regarding all decisions on advertising of roles to diverse communities, appointing, promoting and paying staff, training and staff development. The County FA will ensure that its processes are open, transparent and fair and all decisions will be objectively justified.

5. Role Profiles and Person Specifications

All roles will have an element of safeguarding responsibility and this will be reflected in the role profile.

The County FA will implement:

- Role profiles, which define whether the role will have contact with children and young people. Contact may include attending disciplinary commissions, welcoming young people to events or making mentoring calls;
- Person specifications, describing the skills, experience or attributes the successful candidate needs in order to carry out the role.

Where roles are eligible, role profiles will specify the requirement for an 'Enhanced DBS Check with a check of the relevant barred lists'.

6. Application form

The County FA will utilise standard application forms, except for applicants who declare a disability and/or a need for reasonable adjustments. Shortlisting will be undertaken without any demographic information. Demographic information will only be used by the County FA for equality monitoring purposes.

7. Advertising

The purpose of an advertisement is to attract only the right type of person for the role. The County FA will therefore consider the most appropriate ways to advertise each role.

All advertisements for roles in regulated activity, paid or unpaid, must include this statement:

“The County FA is committed to safeguarding children and adults at risk. Due to the nature of this role, the successful candidate will be required to undertake a Disclosure and Barring Service (DBS) check through The FA DBS process. The possession of a criminal record will not necessarily prevent an applicant from obtaining this post, as all cases are judged individually according to the nature of the role and information provided.”

Adverts for all roles in regulated and non-regulated activity will:

- State the role title, function and pay (including any allowances) and contractual status – the appropriate pay range or hourly rate where appropriate;
- State clearly the hours/full-time equivalent and location;
- Contain brief information from the role profile and essential criteria from the person specification;



- Include the statement “if you do not have the formal qualifications specified but can demonstrate skills or experience of an equivalent standard, we would be interested in your application” when appropriate;
- Include the statement **“The County FA is committed to safeguarding children, young people and adults at risk. All eligible roles are subject to a DBS Check”**;
- Contain language that is non-gender specific;
- State as an equal opportunities employer the County FA welcome applications from all parts of the community;
- Avoid phrases which imply age restrictions;
- Contain a contact number for an informal discussion about the vacancy, or to arrange a visit to the County FA, if appropriate;
- Specify a closing date for applications;
- State the date of the interview(s).

8. Returned applications

Prospective applicants must complete, in full, and return the signed application form, with a CV, two named referees/references, with contact information and agree to a DBS Check where relevant. The following points will also be communicated to applicants:

- Receipt of applications will not be acknowledged;
- Incomplete application forms will be returned to the applicant where the deadline for completed forms has not passed;
- Applications received after the closing date will only be considered in exceptional circumstances e.g. proof of posting indicates undue delay through no fault of the applicant.

9. Shortlisting

The County FA will ensure that the candidates are shortlisted against the person specification and given due notice of the interview date.

The Recruitment Panel are responsible for recording their reasons for the candidates they shortlist.

The County FA will endeavour to ensure Recruitment Panels are diverse and that there is continuity in the people involved in the recruitment process from shortlisting to interview and then selection. The line manager for the role being recruited should be involved in the entirety of the recruitment process.

10. Objective assessment

The County FA requires each application form to be carefully considered, and applicants will be assessed against the criteria listed in the person specification and the role profile.

The selection criteria will be applied objectively and consistently to all applicants, whether internal or external, and each applicant will be dealt with in the same way. Candidates who are shortlisted must always meet the essential requirements of the post – the desirable criteria may be used as an additional filter to reach the final shortlist.

11. Accessibility and reasonable adjustments

When shortlisting, the County FA will need to check to see whether any applicant has declared that they have a disability and whether there are any reasonable adjustments required for interview.

If a candidate has a disability where they are likely to be at a substantial disadvantage because of working arrangements, then the County FA is legally required to consider any reasonable adjustments which could be made at the workplace if they were to be appointed.



12. Numbers to shortlist

If there are many applicants who meet the essential criteria on the person specification, the Recruitment Panel may use the desirable criteria. If this is not effective in reducing the number, pre-screening may be used to reduce the numbers before the main selection process takes place.

13. Recording the decision

The results of shortlisting will be recorded by the County FA with clear reasons given for shortlisting or rejecting each applicant, and marks allocated against the criteria on the person specification.

Information obtained during the shortlisting process will be treated as confidential. Comments recorded as to why applicants were or were not included will not be disclosed outside of the Recruitment Panel. However, they may be disclosable to an applicant who requests feedback on why they were not shortlisted for the vacancy.

14. Invitation to interview

Candidates called to interview will receive:

- A letter confirming the interview and selection process;
- Details of the interview day and time, including details of the panel members;
- A further copy of the person specification;
- Details of any tasks to be undertaken as part of the interview process;
- The opportunity to discuss the process prior to the interview;

- Confirmation of any reasonable adjustments being agreed to/made to support the candidate;
- Details of documents to bring for evidence checking e.g. original certificates relating to professional or educational qualifications;
- For roles that are exempt from the Rehabilitation of Offenders Act 1974, the successful candidate will be subject to a DBS Check. Therefore, all candidates will need to bring evidence of their identity with them to the interview.

15. The interview and selection process

The main objective of the interview/selection process will be to:

- Determine each candidate's suitability for appointment;
- Give all candidates a fuller picture of the role;
- Select the right person for the role.

One member of the Recruitment Panel will act as the Appointing Officer with overall responsibility for making the final decision.

Selection techniques will be determined by the nature and duties of the role and all County FA vacancies will require a face-to-face interview of short-listed candidates. Interviews may include additional interview techniques such as observation or exercises.

During the interview candidates will be asked appropriate questions. The process will give all candidates an equal chance to demonstrate their suitability for the role.



Candidates should be informed of the following:

“Given this role is in regulated activity, it is important that we ask candidates the following question. However before asking you this, I’m stating that if you have had a criminal record at any time, you do not need to share anything with us that has been filtered out by the DBS.”

The question is:

“Is there anything that you wish to share about your suitability to carry out the role, bearing in mind that the successful candidate will undertake an enhanced DBS Check with check of the relevant barred lists?”

Supplementary questions can be asked of candidates based on responses during the interview and any questions which arose from the application form.

Each Panel member will be responsible for keeping clear, concise objective notes of the interview process which will be available to candidates should they so request afterwards.

During the interview candidates will be required to:

- Explain any gaps in employment;
- Explain satisfactorily any anomalies or discrepancies in the information available to the panel;
- Declare any information that is likely to appear on the DBS disclosure.

Any information disclosed by the candidate on their application form related to allegations, disciplinary action, cautions or convictions will be discussed during the interview.

Candidates will have the opportunity at the end of the interview process to ask questions about the job or the County FA. The Chair of the Panel will ensure the candidates are aware of the decision-making timescales and how decisions will be communicated.

A risk assessment should be made as part of any final recruitment decision, if necessary delaying the decision. Where an appointment is made:

- A documented record of the decision to employ, or not to employ should be made and kept on file;
- An agreed probationary period and date of commencement of employment.

² If a candidate has lived or worked overseas in the five years prior to appointment, a ‘Certificate of Good Conduct’ must be obtained and provided by the candidate. If an applicant is unable to obtain the document they must provide evidence confirming the attempts made and then a risk assessment will be undertaken by the County FA CEO/DSO regarding confirmation of employment. All other pre-employment checks must be satisfactorily completed



16. Recruitment Panel

The Recruitment Panel will consist of at least two people and reflect the needs of the role being recruited for.

17. Declaration of interest

Any person on the Recruitment Panel who has any interest in, or is related to, any of the applicants will declare that interest or relationship so that all the other members of the Recruitment Panel are aware of it. If appropriate such a person may be removed or replaced on the Recruitment Panel.

18. Pre-employment checks

County FA appointments are subject to satisfactory completion of the pre-employment checks detailed below and any offer of appointment will be conditional on all successful candidates completing the following:

- Providing proof of identity;
- If eligible, completing an enhanced DBS application and receiving satisfactory clearance;
- Providing proof of professional status;
- Providing actual certificates of qualifications;
- Providing proof of eligibility to live and work in the UK;
- Successful completion of an overseas police check for any individual who within the last five years has lived or worked outside the United Kingdom, whether they are a British citizen or not.²

All checks will be:

- Confirmed in writing;
- Documented and retained on the personnel file;
- Followed up if they are unsatisfactory or if there are any discrepancies in the information received.

19. References – Use of Pre-, During and Post-Interview

Two references, one of which must be from the applicant's current/most recent employer where possible, will be requested for all shortlisted candidates (including internal candidates).

Requests for references will be accompanied by the role profile and person specification. Referees will be asked specific questions about the following:

- The candidate's suitability to work with children and young people and Adults at Risk;
- Any substantiated allegations;
- Any disciplinary warnings, including time-expired warnings, relating to the safeguarding of children and Adults at Risk.

Reference requests will also request confirmation of the following:

- Applicant's current post;
- Disciplinary record.

References received before the interview process will be checked by the Appointing Officer/Chair of the Recruitment Panel prior to the interview.

References will be shared with other panel members after the interview. The Appointing Officer/Chair of the Recruitment Panel will clarify or probe any discrepancies from within the reference during the interview if appropriate.



In addition, a reference may also be requested from a previous employer when a candidate worked with children.

References will be sought directly from the referee. References provided directly by the candidate with the application form or at interview will not be accepted.

Previous employers not named as referees may be contacted to clarify any anomalies or discrepancies. This will only be in relation to administrative details and not used as an informal means of canvassing views as to any applicants' potential suitability for the post being applied for. On such occasions, the candidate will be notified in the first instance.

The Appointing Officer will contact the referee directly in order to clarify any aspect of the reference. Any telephone discussion with a referee will be recorded with full notes being kept of the conversation.

References will be used to check the appointment and to reinforce decisions made as part of the interview/selection process. References will be checked against information on the application form and from the interview/selection process.

20. Offer of appointment

The offer of employment will be confirmed in writing by the County FA CEO to the successful candidate(s) as soon as possible after the interview.

This will be a conditional offer of employment and is subject to satisfactory receipt of all pre-employment checks.

In addition, all appointments are subject to satisfactory references, vetting procedures and DBS clearance.

21. Induction and training requirements

All staff and volunteers who are new to the County FA will receive a Safeguarding Induction and Briefing.

22. Probationary periods

All new County FA staff employees will be subject to a probationary period and this will be confirmed in the unconditional offer of employment and the Statement of Written Particulars.

23. Monitoring and review

This County FA Policy will be ratified by the Board and will be reviewed annually. The date the Policy is ratified should be recorded in the respective County FA Board minutes.



APPENDIX 9

MANDATORY

Safeguarding Induction Checklist – Volunteers

Working Together to Safeguard Children 2018¹ states: all sports organisations ***“should collaborate to work effectively with the safeguarding partners as required by any local safeguarding arrangements. Paid and volunteer staff need to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to child protection concerns and how to make a referral to local authority children’s social care or the police if necessary.”*** This is also critical for all staff working with adults at risk.

These Induction Procedures provide a framework for County FAs to utilise with volunteers who may work with children and young people and adults at risk (CYP and AAR) so they have the necessary support to:

- Carry out their role and the tasks required of them in a way that keeps the best interests of CYP and AAR front of mind;
- Contribute effectively to building a safeguarding culture;
- Recognise and apply appropriate boundaries in their interactions with CYP (including an understanding of being in a 'position of trust') and AAR;
- Understand how to refer concerns about the welfare of CYP and AAR.

The Induction

The induction should signpost safeguarding and safe practice. It should be planned and scheduled prior to the individual taking up a voluntary role with and for the County FA and include any specific activities or meetings that will contribute to the induction process. This should include – and clearly define – the expectation of commitment to safeguarding, individually and collectively, through adherence to the County FA safeguarding policy and procedure and sign-up to the relevant Code of Conduct. It should also include:

- A full explanation of their role, responsibilities and accountability including identifying when someone is in a position of trust and the standard of conduct and behaviour expected, including signing up to the relevant code of conduct;
- An introduction to The FA/County FA policies and the role of the Local Safeguarding Partnerships (LSPs)/ASBs safeguarding policies and procedures;
- An introduction to the County FA Designated Safeguarding Officer and an explanation of their role and the roles of the Senior Safeguarding Lead and Board Safeguarding Champion;
- Information about safe practice and the arrangements in place to support volunteers in their work;
- Safeguarding training at a level appropriate to the volunteer’s role and contact with children or adults who may be parents/carers (as required by The FA’s Safeguarding 365 Standard for County FAs).

¹ Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children, July 2018



Safeguarding Induction Checklist – Volunteers

It is anticipated that it could take up to a month to complete the induction, so that the volunteer can fulfil all aspects including any shadowing, attendance at internal and external meetings, club safeguarding visits etc.

NAME OF COUNTY FA VOLUNTEER:	
VOLUNTEER ROLE:	
START DATE:	
POINT OF CONTACT/OVERSIGHT:	

ACTION	DATE	SIGNED OFF
Welcome meeting with point of contact and role oversight; introduction to the team as appropriate including Designated Safeguarding Officer and Senior Safeguarding Lead		
Role and responsibilities discussed, including safeguarding responsibilities and accountabilities		
Explanation of the required Code of Conduct including confirmation if someone is in a position of trust and signed code retained by the volunteer and the County FA		
Meeting with Designated Safeguarding Officer, contact details shared and retained by County FA volunteer		
FA Affiliated Safeguarding Policy/County FA Safeguarding Policy and Procedures and Whistle-blowing Policy issued, explained and discussed		
Role of FA Safeguarding Team explained, including Case Management, along with the roles of the Local Authority Designated Officer, Local Safeguarding Partnership and Adult Safeguarding Board		
Information about safe practice and the arrangements in place to support volunteers in their work		



ACTION	DATE	SIGNED OFF
Signpost to other relevant policies including 'Managing Allegations Against Staff and Volunteers'		
Initial training needs assessment undertaken to identify any urgent safeguarding training needs, to ensure staff can 'Recognise, Respond, Record and Refer' and take emergency action to protect a child 'out of hours'.		
Safeguarding Briefing attended/covered in 1:1		
Training booked and attended (see Training Requirements)		
Alternative temporary arrangements made in absence of available Safeguarding course enter detail in space below:		
Club Safeguarding visit(s) attended		
'Buddy' arranged as appropriate		
Social Media Policy (including communications with under-18s and adults at risk) shared and discussed		
First review of role date agreed		
Induction programme completed, signed and agreed by individual and Line Manager		



APPENDIX 10

MANDATORY

Senior Safeguarding Lead – Role Profile

Role purpose

- To provide leadership to the County Football Association Limited to ensure the County FA acts in accordance with legislation, statutory guidance and Affiliated Football's Policy and Procedures¹ and any associated guidance in respect of safeguarding;
- To facilitate a safeguarding culture that guides the County FA in maintaining effective governance, standards and practice to achieve the best outcomes for children and adults at risk, including continually demonstrating that the County FA meets The FA's Safeguarding 365 Standard for County FAs.

The role of the Senior Safeguarding Lead (SSL) should be fulfilled by the County FA CEO or equivalent executive lead officer, unless otherwise agreed with or proposed by The FA Head of Safeguarding and FA Head of County FA Operations

Key responsibilities are to ensure:

- The County FA embeds safeguarding responsibilities and accountabilities in the County FA Strategy/Business Plan/Budget/Risk Register and Operational Plan;
- Safeguarding is taken into consideration in all decision-making and that safeguarding principles underpin all areas of activity with under-18s;
- Safeguarding is taken into consideration in all decision-making in relation to adults at risk in disability football;
- The implementation of safeguarding principles and practice is monitored, evaluated and acted upon;
- There is oversight of safeguarding responsibilities and that financial and human resources are appropriate;
- Safeguarding is a standard agenda item at senior team meetings;
- Safeguarding is embedded in all role profiles and respective Performance and Development Review (PDR);
- Effective management of the Designated Safeguarding Officer (DSO);
- A deputising process is in place for the SSL;
- A deputising process is in place for the DSO;
- Poor practice is addressed and work on abuse cases is conducted in collaboration with The FA Safeguarding Case Team, using relevant systems and procedures;

¹ Affiliated Football's Policies and Procedures can be found via: [TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework).



- Any concerns about the welfare of children or young people are reported appropriately;
- Any concerns about an adult at risk are reported appropriately;
- The whistle-blowing policy is used, if required, to ensure the integrity of processes and safeguarding of children and young people and adults at risk;
- All children receive the same protection regardless of age, gender, gender reassignment, sexual orientation, marital status or civil partnership, race, nationality, ethnic origin, colour, religion or belief, ability or disability, pregnancy and maternity;
- All adults at risk receive the same protection regardless of age, gender, gender reassignment, sexual orientation, marital status or civil partnership, race, nationality, ethnic origin, colour, religion or belief, ability or disability, pregnancy and maternity.

I accept this role and the responsibilities and will also sign and comply with the Safeguarding Code of Conduct – Staff.

I recognise that if I do not consistently demonstrate my commitment and capability to fulfil this SSL role, then the County FA and FA will review my suitability to do so and may need to find an alternative SSL.

Signed

Name

Date



APPENDIX 11

MANDATORY

Safeguarding Induction Checklist – Staff

Working Together to Safeguard Children 2018¹ states: all sports organisations “***should collaborate to work effectively with the safeguarding partners as required by any local safeguarding arrangements. Paid and volunteer staff need to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to child protection concerns and how to make a referral to local authority children’s social care or the police if necessary.***” This is also critical for all staff working with adults at risk.

These Induction Procedures provide a framework for County FAs to utilise with staff who may work with children and young people (CYP) and adults at risk (AAR). This includes the Designated Safeguarding Officer (DSO) role(s). The framework is to give all these staff the necessary support to:

- Carry out their role and the tasks required of them in a way that keeps the best interests of CYP and AAR front of mind;
- Contribute effectively to building a safeguarding culture;
- Recognise and apply appropriate boundaries in their interactions with CYP (including an understanding of being in a 'position of trust') and AAR;
- Recognise and understand how to refer concerns about the welfare of CYP and AAR.

These procedures do not give an overview of general aspects of induction relating to the County FA’s terms and conditions of employment, organisational structures, building orientation or health and safety policies. This information is provided separately via the County FA Support Services Manager – Learning and Development.

These procedures also do not provide guidance on supervision or specific training material. These can be found elsewhere in The FA’s Safeguarding 365 Standard for County FAs’ procedures or via the Safeguarding Team’s Microsoft Office Teams’ section.

The Induction

The induction should signpost safeguarding and safe practice. It should be planned and scheduled prior to the individual taking up a role at the County FA and include any specific activities or meetings that will contribute to the induction process. This should include – and clearly define – the expectation of commitment to safeguarding, individually and collectively, through adherence to the County FA safeguarding policy and procedure and sign up to the relevant Code of Conduct.

¹ Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children, July 2018



It should also include:

- A full explanation of their role, responsibilities and accountability, confirmation if they are in a position of trust and the standard of conduct and behaviour expected, including signing up to the relevant Code of Conduct;
- An introduction to The FA/County FA policies and the role of the Local Safeguarding Partnerships (replacing LSCBs from September 2019 onwards) and Adult Safeguarding Board (ASB) and their safeguarding policies and procedures;
- An introduction to the County FA Designated Safeguarding Officer and an explanation of their role and the roles of the Senior Safeguarding Lead and Board Safeguarding Champion;
- Information about safe practice and the arrangements in place to support staff in their work;
- Safeguarding training at a level appropriate to the member of staff's contact with children or adults at risk (as required by The FA's Safeguarding 365 Standard for County FAs).

It is anticipated that it could take up to a month to complete the induction, so that the member of staff can fulfil all aspects including any shadowing, attendance at internal and external meetings, club safeguarding visits etc.



Safeguarding Induction Checklist – Staff

NAME OF STAFF MEMBER:	
STAFF ROLE:	
START DATE:	
LINE MANAGER:	

ACTION	DATE	SIGNED OFF
Welcome meeting with line manager; introduction to the team		
Role and responsibilities discussed, including safeguarding responsibilities and accountabilities including if they are in a position of trust		
Explanation of the required Code of Conduct; signed Code retained by the member of staff and the County FA as part of the HR record		
Signpost to other relevant policies including ‘Managing Allegations Against Staff and Volunteers’		
Meeting with Designated Safeguarding Officer, contact details shared and retained by the member of staff		
FA Affiliated Safeguarding Policy/County FA Safeguarding Policy and Procedures and Whistleblowing Policy issued, explained and discussed		
Role of FA Safeguarding Team explained, including Case Management, along with the role of the Local Authority Designated Officer, Local Safeguarding Partnership and Adult Safeguarding Board		



ACTION	DATE	SIGNED OFF
Information about safe practice and the arrangements in place to support staff in their work		
Initial training needs assessment undertaken to identify any urgent safeguarding training needs, to ensure staff can 'Recognise, Respond, Record and Refer ' and take emergency action to protect a child 'out of hours'		
Staff Safeguarding Briefing attended/covered in 1:1		
Training booked and attended (see Training Requirements)		
Meeting with Designated Safeguarding Officer, contact details shared and retained by the member of staff		
Alternative temporary arrangements made in absence of available Safeguarding course enter detail in space below:		
'DSO Buddy' agreed and arranged as appropriate (County FA DSOs only)		
Club Safeguarding visit attended		
Shadowed colleagues in relevant meetings and on projects – outline details:		
Other relevant Policies: Data Protection; Equality; Anti-Harassment and Anti-Bullying Policies		
Regular 1:1 line management/supervision meetings diarised and recorded using 1:1 meeting template		



ACTION	DATE	SIGNED OFF
County FA Safeguarding Risk Assessment and Service Level Agreements shared and discussed		
Social Media Policy (including communications with under-18s and adults at risk) shared and discussed		
First appraisal date agreed		
Induction programme completed, signed and agreed by individual and line manager		
<i>Add any further actions for your County FA</i>		



APPENDIX 12

GUIDANCE

Examples of Role-Specific Safeguarding Responsibilities

Please note: This is not an exhaustive list of County FA roles. These are examples to guide County FAs on embedding safeguarding responsibility into staff role profiles. It will also need adapting to meet each County FAs staffing structure and role titles. However, it provides a guide to how the responsibilities can be framed in a role-specific way. See also template job descriptions in the County FA CEO and Chairs Files in SharePoint, under People and Employment.

ROLE	EXAMPLE SAFEGUARDING RESPONSIBILITIES FOR ROLE PROFILE
Chief Executive	<ul style="list-style-type: none"> • Lead the County FA to embed safeguarding responsibilities and accountabilities in the County FA Strategy, Business Plan, Budget, Risk Register and Operational Plan; • Ensure the Board receive regular updates on safeguarding and are provided with all the information they require to fulfil their governance oversight duties and scrutinise the work.
Discipline Manager or Officers	<ul style="list-style-type: none"> • Regularly meet and collaborate with the DSO in all matters involving under-18s or adults at risk in the disciplinary process; • Ensure the County FA is operating as a minimum to The FA Player and Club Guide to Personal Hearings.
Football Services Manager or Officers	<ul style="list-style-type: none"> • Collaborate with the DSO to ensure the affiliation, sanctioning and registration processes are managed effectively and safeguarding requirements are met by clubs, leagues and referees; • Ensure all Clubs and Leagues meet The FA's safeguarding requirements as part of the affiliation/sanction processes.
Football Development Officers (disability, inclusion, women and girls etc.)	<ul style="list-style-type: none"> • Risk assess all events and activities where the County FA directly employ or deploy under-18 referees, coaches and volunteers; • Support messaging so that under-18s in youth and open-age adult County FA-led football know how to report any concerns about their wellbeing; • Liaise with the DSO and follow through on opportunities to listen to and consult with under-18s on their experience of playing, learning and volunteering; • Make use of young people and adults at risk feedback to enhance the experience and fun and safety in football.



ROLE	EXAMPLE SAFEGUARDING RESPONSIBILITIES FOR ROLE PROFILE
Referee Development Manager or Officers	<ul style="list-style-type: none"> • Ensure under-18 referees are effectively supported; • Ensure mentors working with under-18 referees are appropriately qualified and trained and are aware they are in relationships of trust and the expectations of them in this regard; • Regularly meet and collaborate with the DSO and Disciplinary Manager in all matters where it is apparent that there has been abusive behaviour involving under-18 players and/or where the Match Official is under-18 or identifies as an Adult at Risk; • Liaise with the DSO and follow through on opportunities to listen to and consult with under-18s on their experience of playing, learning and volunteering; • Make use of young people and adults at risk feedback to enhance the experience and fun and safety in football. • Ensure <u>all</u> referees meet The FA's safeguarding requirements as part of the referee registration process.
Respect Officer	<ul style="list-style-type: none"> • Work collaboratively with the DSO in promoting positive behaviour in youth football and addressing aggressive sideline behaviour; • Liaise with the DSO and follow through on opportunities to listen to and consult with under-18s on their experience of playing, learning and volunteering; • Make use of young people and adults at risk feedback to enhance the experience and fun and safety in football.
Business and Facility Development Officers	<ul style="list-style-type: none"> • Ensure contract agreements are in place with all contractors (facility hire, consultants etc.) and that these outline the requisite safeguarding responsibilities and accountabilities for all parties.
Finance Officer	<ul style="list-style-type: none"> • Manage the finances, so that safeguarding spend can be easily tracked; • Maintain basic safeguarding awareness training and contribute as appropriate to County FA safeguarding work.
Office Administrators	<ul style="list-style-type: none"> • Provide administration support to safeguarding programmes, activities, events and communications.
Marketing and Communications Manager/ Officers	<ul style="list-style-type: none"> • Ensure all communications via social media with under-18s are in line with the safeguarding use of social media policies; • Support the County FA to embrace opportunities to listen to and act on the voice of under-18s; • Ensure the County FA promotes safeguarding through its communication channels, signposting policy, procedures, advice, guidance and information for youth and open-age adult football with 16/17-year-olds and disability football.
Stadium Manager/Staff	<ul style="list-style-type: none"> • Ensure that all staff operating in the facility are subject to safer recruitment and safeguarding training requirements; • Ensure that safeguarding policy and safer practice guidelines are implemented effectively and regularly reviewed; • Communicate effectively so that everyone using the facility knows who to talk to if they have a safeguarding concern; • Ensure that reasonable adjustments are made to support the participation of adults at risk where possible.



APPENDIX 13

GUIDANCE

County FA Continuous PDR Template

NAME:	ROLE:
LINE MANAGER NAME:	SEASON:

Objectives

OBJECTIVE	TYPE (bold; foundation; personal; safeguarding)	MEASURE	TARGET	KEY ACTIVITIES



OBJECTIVE	TYPE (bold; foundation; personal; safeguarding)	MEASURE	TARGET	KEY ACTIVITIES



Regular check-ins

Successful and effective performance conversations between the employee and line manager should be open and regular with a chance to discuss progress, performance, feedback and wellbeing. Ideally, check-in conversations should take place monthly.

You can use the template boxes below to record notes on your monthly conversations or use a different method if you prefer. Please copy and paste additional check-in boxes as needed.

DATE	
NOTES	
ACTIONS	

DATE	
NOTES	
ACTIONS	



DATE	
NOTES	
ACTIONS	

DATE	
NOTES	
ACTIONS	



Reflection and End of Season Summary

Please complete the table below to summarise your meeting.

Line Manager comments/summary	
Individual comments/summary	

PDR training is available on the County FA's Training Ground portal [here](#).



APPENDIX 14

GUIDANCE

Guidance on the use of Risk Registers and Safeguarding Risks

County FAs are advised to utilise a risk register and The FA understands that all County FAs are using some form of risk register template. Risk registers identify potential risks, the likelihood of the risk occurring, the likely impact if the risks did occur and a range of mitigating factors to minimise the risk or minimise the impact of crystallised risks.

This guidance outlines different categories of risk, provides some examples of safeguarding risks and roles and responsibilities, outlines some definitions and a process flow, including reviewing risks.

County FAs will need to consider the safeguarding risks that should feature on their risk registers. For the avoidance of doubt, the safeguarding risks listed below are non-exhaustive and County FAs should consider whether each of the risks listed below is relevant for its risk register and whether any additional risks which are not listed below are relevant.

With respect to identifying and managing risks in relation to specific events, programmes or activities, County FAs should regularly use a risk assessment tool, as described in [Appendix 20 and via the Training Ground](#).

1. Types of Risk

Risk management must be owned by all. Risks can be categorised in different ways for example, strategic and project risks.

Strategic Risks – Major concerns such as reputational risk, a risk that the organisation will fail to deliver on one (or several) of its strategic objectives and KPIs, or risks which

pose a significant financial threat to the organisation. These are likely to be external issues with a high impact, which will likely require a response plan to mitigate the risk, should it occur, as controlling the occurrence is not within the County FA's sphere of influence. These risks should be tracked on an organisations Risk Register and reviewed on a monthly basis.

Project Risks – Risks which relate to the day-to-day management of projects and the County FA's core activities. These risks should be reviewed with project leads, who are expected to understand the risks and how they are managed and mitigated. If these risks become more severe, and threaten to impact reputation or strategic objectives, or pose a substantial financial risk to the organisation, then they should be elevated to Strategic Risks. This may happen during ongoing monitoring of the risks, or during monthly reviews with the project leads.

To identify and manage risks in relation to specific events, programmes or activities, County FAs should regularly use a risk assessment tool, as described in [Appendix 20](#) and via the Training Ground.

County FAs will need to consider the safeguarding risks that should feature on their risk registers. For the avoidance of doubt, the safeguarding risks listed below are not exhaustive and County FAs should consider whether each of the risks listed below is relevant for its risk register and whether any additional risks which are not listed below are relevant.



Examples of Safeguarding Risks:

Safeguarding risks may be strategic or project-based. All staff have a responsibility to identify safeguarding risks. These are expressed in a short-form style as one would expect in a risk register.

SAFEGUARDING RISK	IMPACT	MITIGATION
High volume of abuse and/or poor practice referrals to the County FA	DSO role overwhelmed, affecting confidence and capacity to function effectively.	Regular 1:1 meetings to discuss workload and wellbeing – how the staff member is feeling and what will help them. Allocate additional resource to support the short-term rise in referrals and regularly monitor the impact of this.
Allegation against a member of staff relating to an offence against a child or adult at risk	Impact on: <ul style="list-style-type: none"> Child or adult at risk; Staff against whom the allegation has been made; Any wider staff who are aware. Communications <ul style="list-style-type: none"> Potential media interest. 	Support needed for: <ul style="list-style-type: none"> Child or adult at risk; Staff against whom the allegation has been made; Any wider staff who are aware. Investigation: <ul style="list-style-type: none"> Familiar with Policy for managing allegations; Pre-existing contact with the Local Authority Designated Officer (LADO). Communications: <ul style="list-style-type: none"> Internal comms plan; External reactive media statement; Recruitment, induction, training; Staff recruited via safer recruitment practices. Staff safeguarding trained and briefed on their conduct and the expectations re behaviours; guidance on working with under-18s/adults at risk. Regular supervision. Line managers familiar with procedures for managing allegations.
DSO leaving the County FA	Short-term gap while recruitment is undertaken.	Business continuity planning; Capable deputy to stand-in temporarily – how deputy's 'normal' role could be backfilled; Arrangements with neighbouring County FAs to cover in emergencies.
Safeguarding incident at a County FA-endorsed event	Risk and impact to under-18s or adults at risk. Questions about current safeguarding practice and the County FA's capability to oversee safe practice. Adverse media coverage – reputational damage.	Risk assessments underpin all events, so risk mitigation in place. Safeguarding Policy, Procedures and Guidelines always followed. Everyone briefed on processes to follow when there are incidents. CEO, Board and Comms have a protocol for managing such incidents with the media in line with FA comms.
County FA fails to meet the KPI of achieving the Safeguarding 365 Standard	Are children safe in football in the County FA? Low staff morale. Greater scrutiny of governance, leadership and operations. If County FA holds charitable status consideration of referral to the Charity Commission.	Regular oversight of progress against safeguarding measures and areas of standard – not just in relation to the independent assessment visit. Internal scrutiny via Board, Senior Management Team and relevant project groups, with early identification of any gaps in delivery. Contingency plans and delivery of actions identified in Independent Assessors reports.



2. Roles and Responsibilities

The Board and Senior Management Team should have responsibility for designing, implementing and maintaining an effective risk management system. However, all employees should consider, manage and report risk in the course of their day to day activities.

Board

The primary role of a Board is to maintain effective governance and oversight of the organisation. As such the Board are responsible for setting the broad policies and objectives which are applied by the Senior Management Team. This applies to risk management, where the Board must satisfy themselves that the processes and framework implemented by the Senior Management Team for managing risk are fit for purpose.

Senior Management Team

The Senior Management Team has responsibility for:

- The day to day operation of risk management across the organisation and ensuring that appropriate conversations take place to consider and manage risk;
- Ensuring that the risk management process is effectively linked with business planning and strategic objectives;
- Reporting to the Board on risk management;
- Ensuring that everyone understands the significance of risk management and is provided with the necessary tools in order to manage risk effectively in their day to day activities.

Specifically, the Senior Management Team is responsible for considering the:

- Nature and extent of the risks facing the organisation;
- Appetite for risk-taking;
- Extent and categories of risk which it regards as acceptable for the organisation to bear;
- Likelihood of the risks concerned crystallising the organisation's ability to reduce the incidence and impact on the business of risks that do crystallise;
- Cost of mitigating actions relative to the benefit thereby obtained in managing the related risks.

Risk owners

A risk owner is the individual who is best positioned to co-ordinate the management of a particular risk. As such they are responsible for determining and regularly re-assessing the gross impact and likelihood scores and identifying the most relevant mitigating actions. Risk owners will be supported by other relevant employees. In many cases, this group are the individuals who will initially identify the risks.

All employees

All individuals have responsibility for effectively managing any risk which their behaviour and actions may impact. Where appropriate they will be expected to input into the formal risk management processes set out within this document. All employees should proactively consider risk in the course of carrying out their day to day duties. All employees should escalate matters or concerns if they do not feel that risk is being appropriately considered or mitigated.

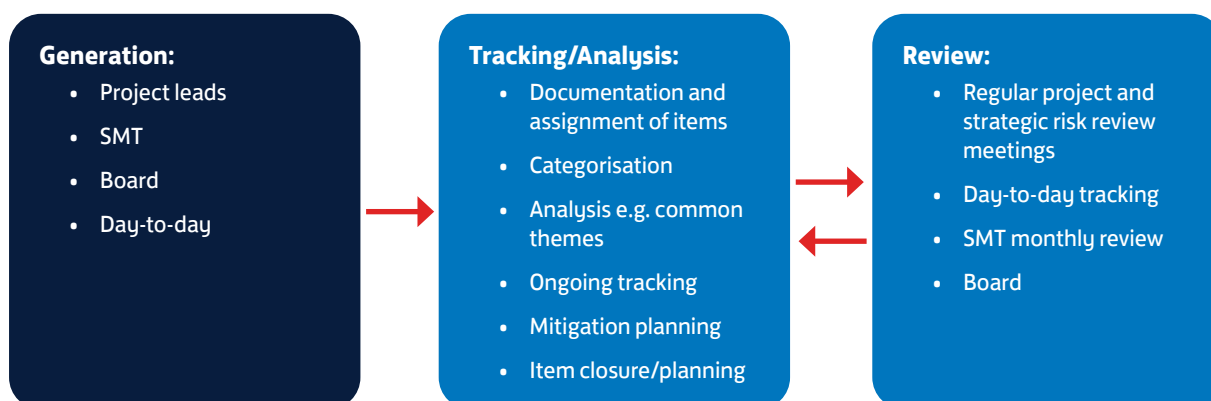


3. Definitions

TERM	DEFINITION
Risk	The effect of uncertainty on a situation i.e. a situation that may occur in the future and will have a negative impact on the project/organisation or failure to maximise an opportunity.
Risk crystallisation	The occurrence of a risk.
Risk impact	A direct outcome of the risk crystallising. Outcomes can impact a range of factors including financial, operational and reputational objectives.
Risk likelihood	The probability of the risk crystallising.
Mitigating action	A process or activity which helps to prevent a risk from crystallising.
Key Risk Indicator (KRI)	A quantifiable statistic which can be used to assess the likelihood of the risk crystallising.
Risk owner	The individual with responsibility for co-ordinating the management of the risk. Risk owners receive the support of other individuals to achieve this.
Issue	A situation that is currently being faced and is resulting in a negative impact on the project/organisation. This may be due to a risk crystallising or may be an independent situation that has arisen.
Item	A new addition to register that can take the form of a Risk or Issue.

4. Process Overview

The risk management process can be grouped into three stages:



To keep the risk management process live and relevant, the risks should be reviewed on a monthly basis with the project leads, updating items and generating new items where required. Smartsheet is an excellent tool to assist with this process.



4.1 Tracking and Management of Items

The register covers standard information such as title, owner, mitigating actions etc. Ensuring that everyone is working to the same understand of how to group and filter risks is important to maintain the consistency of approach.

There is also an element of analysis and mitigation planning that features in this stage where the Senior Management Team analyse for themes/dependencies etc. This is carried out on an ongoing basis.

The management of the risk process is the responsibility of the CEO, supported by the Senior Management Team and there should be a clear process for analysis and sign off for risk registers.

4.2 Risk-Scoring

Risks are measured by (a) impact and (b) likelihood, to create an overall risk/RAG rating. A risk may have several different potential impacts with different levels of perceived severity. Where that is the case, the risk register should note the highest level of risk. For example, if the reputational impact of a risk is rated as '3', but the financial and operational impact of the risk is rated as '2', the impact recorded in the risk register should be '3'.

The likelihood of each risk should be scored in accordance with the scale below.

Scale	Description	Likelihood of occurrence
5	Certain	This risk is inevitable
4	Highly likely	This risk is highly likely to occur
3	Possible	This risk is moderately likely to occur
2	Unlikely	This risk is unlikely to occur
1	Rare	This risk is very unlikely to occur

Items should then be rated according to the interrelationship of Impact and Probability/ Likelihood on the risk register template that a County FA chooses to use. These ratings are colour-coded based against the below scores, with the relevant actions being required. The risk rating should be calculated by reference to both impact and likelihood scores.

RISK RATING	
L 0-3	Low Risk: manage by routine procedures
M 4-7	Moderate Risk: management responsibility must be specified
H 8-12	High Risk: senior management attention needed to monitor monthly
S 13-25	Significant Risk: immediate action required

4.3. Review

The register should be regularly reviewed by the Senior Management Team, and by the project leads. The outputs from these discussions should be looped back into the tracking/analysis stage.



APPENDIX 15

MANDATORY

Disclosure and Barring Service (DBS) Checks for County FA Staff and Volunteers

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Independent review of the DBS Regime announced

In 2022, The Government's Disclosure and Barring Service (DBS) is undergoing an independent review. This includes looking at the framework for DBS checks and for barring individuals from working in the Children's and Adults' workforces, as well as eligibility for DBS checks.

The FA is in dialogue with relevant stakeholders Sport England, the NSPCC CPSU and other sports and we are contributing to the review.

Therefore, this guidance – along with The FA's Safeguarding policies and procedures – may be subject to future change to align with any new legislation or statutory guidance that may be issued as a result of the review. Any changes will be communicated across the football family and to County FAs via the normal channels.



1. Legislation that underpins the Disclosure and Barring Service and The FA Policy on Criminal Record Checks

The law requires that we do all we can to prevent people who are barred by the Disclosure and Barring Service (DBS), from working with children in Regulated Activity in football.

A DBS (Disclosure and Barring Service) Enhanced Criminal Record Check with Children's Barred List tells The FA if a person is barred, or has relevant convictions, cautions or other information that must be risk assessed.

The FA's Policy on Criminal Records Checks has been informed by consultation with relevant government departments, the DBS, the wider sports sector through the Sport and Recreation Alliance and the NSPCC's Child Protection in Sport Unit.

Where roles are eligible¹, County FAs must use these checks to help make informed recruitment decisions about the suitability of people who are seeking to, or hold a role with under-18s in football².

Following the enactment of the Protection of Freedoms Act 2012, the Disclosure and Barring Service defines Regulated Activity as:

- Activities that involve teaching, training, instructing, supervising, providing advice or guidance to children relating to their physical, emotional or educational wellbeing or caring for children or driving a vehicle solely for children on behalf of a club or football organisation.

This is regulated activity if the period condition is met. The period condition is:

- At any time on more than three days in any period of 30-days or at anytime between 2.00am and 6.00am with the opportunity for face-to-face contact with children;
- Someone may also be eligible for a Check if it is likely that they meet the above criteria and they are likely to work with under-18s. This could for instance be relevant in open-age adult football;
- Applicants do not need to be in contact with the same children over this time frame – it can be with any number of different groups/individuals;
- Government guidance defines that for someone to be defined as supervised, that supervision must meet all the following requirements:
 - regular;
 - day to day;
 - reasonable in all circumstances for protecting children.

and carried out by someone in Regulated Activity. In making its decisions on which roles are supervised and which are not.

In football any role that meets the above eligibility criteria must have a DBS Enhanced Criminal Record Check with Children's Barred List.

¹ Eligibility: Access to Disclosure and Barring Service (DBS) checks is controlled by the law. As a general position, eligibility to apply for a DBS Check is not based on an applicant's job title but is established by looking at the activities and responsibilities carried out by each individual role. It's important to make sure that legislation allows a DBS Check to be submitted to make sure the applicant's data protection rights are not breached.

² See Safer Recruitment Policy.



Job adverts for eligible roles

Where eligible roles that may include Regulated Activity are recruited and are therefore exempt from the Rehabilitation of Offenders Act 1974³, the following statement must be included in job adverts and written communications prior to a job offer or appointment and before a Check is undertaken:

“This post requires Enhanced Criminal Record Checks and checks against the Barred Lists and is exempt from Rehabilitation of Offenders Act (1974).

Therefore, all convictions including spent convictions that have not been subject to filtering by the DBS should be declared.”

Please note that the above statement may require amending during season 2022/23 in line with potential changes to legislation. Any amendments will be communicated via Microsoft Teams.

This ensures that there is informed consent that the role requires a check and a DBS disclosure certificate, which could carry personal and sensitive information, required for the role.

³ The Rehabilitation of Offenders Act 1974 of the UK Parliament enables some criminal convictions to be ignored after a rehabilitation period. Its purpose is that people do not have a lifelong blot on their records because of a relatively minor offence in their past.



2. Eligibility for checks on County FA employees and County FA volunteers

This table provides a guide the eligibility of County FA roles for DBS Checks. Although this is a general guide, in each case the specific activities carried out by the individual in that position/role should be considered before a DBS Check is carried out (particularly if an individual has multiple/dual roles). The County FA DSO should support the Senior Safeguarding Lead to review County FA staff eligibility for Checks on a regular basis.

Position/role	Is there eligibility for a DBS Enhanced Criminal Record Check?	Reasons	Is it regulated activity and eligible for DBS Enhanced Criminal Record Check with Children’s Barred List?	Notes	Evidence
COUNTY FA STAFF					
1. Football Development Officers (including disability, inclusion, schools/ colleges, women and girls and other aligned roles)	Yes	Unsupervised; teaching, training and instruction, caring for and supervising of children and young people	Yes	Assumes FDO has hands on role in some form with under-18s	Role
2. Referee Development Officer	Yes	Unsupervised; teaching, training and instruction, caring for and supervising of children and young people	Yes	Assumes RDO has hands on role in some form with under-18s	Role
3. County FA Welfare Officer/Designated Safeguarding Officer (DSO)	Yes	Unsupervised; teaching, training and instruction, caring for and supervising, advice and guidance on wellbeing	Yes	Work through role directly with under-18s	Role
3. Governance Manager/ Officers	Possibly	County FA to define role with Children and Young people in disciplinary process along with potential to meet the frequency and intensity criteria	Possibly	Dependent upon the potential expectation of frequent contact with children and young people in the disciplinary process and whether at any time the role would include caring for or supervising in this context	County FA to review and document reasons for whether there is or is not eligibility



Position/role	Is there eligibility for a DBS Enhanced Criminal Record Check?	Reasons	Is it regulated activity and eligible for DBS Enhanced Criminal Record Check with Children's Barred List?	Notes	Evidence
4. CEO, County FA Secretaries and Officers within County FA Senior Leadership Team including: <ul style="list-style-type: none"> • Operations Managers; • Development Managers; • Participation Managers; • Finance Managers. 	Possibly	Potential within roles for activity such as teaching, training and instruction, caring for and supervising of children and young people	Possibly	Dependent upon the potential expectation of frequent contact with children and young people in the disciplinary process and whether at any time the role would include caring for or supervising in this context	County FA to review and document reasons for whether there is or is not eligibility
5. Media/Comms Officer	No	Not coaching, teaching or instructing, caring for, or supervising, advising or guiding on wellbeing, not driving for the organisation, providing treatment or therapy	No	Eligibility may be met through unsupervised tasks/projects with children and young people if this includes frequently or intensively caring for or supervising	County FA to review this if the roles change to include Regulated Activity
6. Administrators	No		No		
COUNTY FA STAFF – OTHER					
7. Rep team Coach/ Manager (including Assistants)	Yes	Unsupervised; potential within role for teaching, training and instruction, caring for and supervising of children and young people	Yes	Includes all coaches, whether they have assistant in title or not	Role
8. Rep Team Physio/ First Aider	Yes	Treatment and therapy	Yes – assuming the potential to meet frequency and intensity	NB: Also eligible for Adults barred list checks	Role



Position/role	Is there eligibility for a DBS Enhanced Criminal Record Check?	Reasons	Is it regulated activity and eligible for DBS Enhanced Criminal Record Check with Children's Barred List?	Notes	Evidence
9. Mentors – working with child's workforce (including Referee Mentors)	Yes	Unsupervised; potential within role for teaching, training and instruction, caring for and supervising of children and young people	Yes	Work with under-18s	Role
10. Referee Coaches Mentors and Assessors – working with Child's Workforce (under-18s)	Yes	Unsupervised; teaching and training, advice and guidance on wellbeing and supervising	Yes – assuming the potential to meet frequency and intensity	Work with under-18s	Role
11. FA Lead Playmaker	Possibly	Unsupervised; teaching and training, advice and guidance on wellbeing and supervising	Yes	Work with under-18s	Role
12. FA Playmaker supported by BT	Possibly	Unsupervised; teaching and training, advice and guidance on wellbeing and supervising	Yes	Work with under-18s	Role



Position/role	Is there eligibility for a DBS Enhanced Criminal Record Check?	Reasons	Is it regulated activity and eligible for DBS Enhanced Criminal Record Check with Children’s Barred List?	Notes	Evidence
<p>13. Other County FA Roles paid and voluntary which may include:</p> <ul style="list-style-type: none"> • Affiliation, Sanctioning/ Competition officers; • Referee Appointment Officers; • Reception staff; • General Stewards; • Cleaning staff; • Refreshments/kiosk; • Catering staff; • Turnstile staff; • Ground staff; • Furry mascots; • Photographers (including film/ video/webcasting); • County FA Committee members; • Youth Council members. 	<p>No</p>	<p>Not coaching, teaching or instructing, caring for, or supervising, advising or guiding on wellbeing, not driving for the organisation, providing treatment or therapy</p>	<p>No</p>	<p>Unless another eligible role with children and young people is also undertaken</p> <p>Eligible Role would need to involve caring for or supervising/chaperoning, overnight stays re: tournaments, etc.</p>	<p>Role</p>



Position/role	Is there eligibility for a DBS Enhanced Criminal Record Check?	Reasons	Is it regulated activity and eligible for DBS Enhanced Criminal Record Check with Children’s Barred List?	Notes	Evidence
COUNTY FA BOARD MEMBERS					
Directors	No	Not coaching, teaching or instructing, caring for, or supervising, advising or guiding on wellbeing, not driving for the organisation, providing treatment or therapy	No	Unless they assume an eligible role with children and young people is also undertaken Eligible Role would need to involve caring for or supervising/chaperoning, overnight stays re: tournaments, etc.	Role
COUNTY FA BOARD MEMBERS					
Council Reps	No	Not coaching, teaching or instructing, caring for, or supervising, advising or guiding on wellbeing, not driving for the organisation, providing treatment or therapy	No	Unless they assume an eligible role with children and young people is also undertaken Eligible Role would need to involve caring for or supervising/chaperoning, overnight stays re: tournaments, etc.	Role



For further advice on DBS eligibility for County FA Staff roles please go to: [TheFA.com/football-rules-governance/safeguarding/criminal-record-checks](https://www.thefa.com/football-rules-governance/safeguarding/criminal-record-checks), or contact First Advantage, the DBS Umbrella body who administer DBS Checks for The FA via FAChecks@TheFA.com or tel. **0115 969 4618**.

3. Portability of checks

Whilst some County FA staff will be appointed holding in-date FA-Accepted Disclosures from other roles within the game, it would be considered good practice to require a new check for all those coming into substantive roles with the County FA.

The FA makes the suitability decision to screen out anyone who is deemed to be a known risk or who may pose a risk of harm to children in football. However, for those accepted in to football by The FA, any employment decision is for the County FA to make. Therefore County FAs should ask the post holder to share the original DBS disclosure certificate with them as part of the recruitment process. County FAs should record on the relevant HR file, that the DBS certificate has been seen as part of the recruitment process.

Where roles are temporary in nature and the post holder holds and in-date FA Accepted DBS, this can be used in the County FA role as a short term measure. However, as above, it is recommended that the individual is asked to share their DBS disclosure certificate with the County FA, so that a record can be made that it has been seen as part of the recruitment process.

County FAs must comply with the DBS Code of Practice: [gov.uk/government/publications/dbs-code-of-practice](https://www.gov.uk/government/publications/dbs-code-of-practice)

If an individual holds a check from outside football which they wish to bring into football, they may not need a new one, provided it meets the portability criteria:

- It has been registered for the DBS update service;
- It is for the right workforce;
- It has been done under the right category i.e. paid or voluntary workforce (you cannot port a volunteer disclosure into a paid role).

There is a one-off charge of £10 for 'porting' a DBS from outside football into The FA. However, there would also be additional external fee for the required ID checking and an addition one off fee of £10 for the annual renewal checking of ported checks (see point 4 below). Whilst porting of external DBS's may in some circumstances be beneficial, quicker and slightly cheaper for those within the paid workforce for most volunteers it is quicker and cheaper to apply for an FA DBS. For information on porting across non-FA DBS disclosures and likely charges please contact First Advantage via FAChecks@TheFA.com or call **0115 969 4618**.

4. Renewal of checks and the DBS Update Service

Individuals can take advantage of life-time renewals of their FA DBS which means that County FAs as employers will not require staff to reapply every three years.

However, to take advantage of this service County FA staff (paid and unpaid) will need to:

- Register their DBS with the DBS update service*;
- Inform First Advantage who administer the Checks. They will charge a one off £10 administration fee.

* DBS disclosure must be registered with the DBS Update Service within 30 days of issue. Please be aware that if you do not register within 30 days you will need to complete the renewals process again in three years' time. Please do not miss out on this 30-day window.



Once registered for this service, The FA will make annual checks of individual's DBS status for as long as they remain in football.

For more information and guidance on the DBS update service and FA DBS life-time checks please contact First Advantage via FAChecks@TheFA.com or tel. **0115 969 4618**.

5. Duty to refer to the DBS

There is a legal duty to refer to the DBS, anyone who is removed from regulated activity because they pose or may pose a risk of harm to a child or (vulnerable) adult.

The FA continues to liaise directly with the DBS, in line with our duty to inform them where decisions are made by The FA, to remove people from the workforce as they pose or may pose a risk of harm to children or vulnerable groups.

County FAs should ensure that if they remove someone from a role due to safeguarding concerns The FA Safeguarding Case Management Team is informed immediately and The FA will guide and/or assist with any referrals to the DBS and pursue relevant actions in relation to any wider roles they may hold within football.

For more information on the duty to refer please go to: [gov.uk/guidance/making-barring-referrals-to-the-dbs](https://www.gov.uk/guidance/making-barring-referrals-to-the-dbs) and/or contact The FA Safeguarding Case Management Team via safeguarding@TheFA.com.

6. References to further relevant information

The FA Safeguarding Children Regulations:

- [TheFA.com/football-rules-governance/lawsandrules/fa-handbook](https://www.thefa.com/football-rules-governance/lawsandrules/fa-handbook).

The FA Policy for the Recruitment of Ex-Offenders:

- [TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks](https://www.thefa.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks).

Guidance on DBS Checks in Football:

- [TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks](https://www.thefa.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks).

The Disclosure and Barring Service (DBS):

- [gov.uk/government/organisations/disclosure-and-barring-service](https://www.gov.uk/government/organisations/disclosure-and-barring-service).

First Advantage (DBS-licensed umbrella body which processes FA DBS Checks) email: FAChecks@TheFA.com or tel. **0115 969 4618**.

The FA Safeguarding Case Management Team Safeguarding@TheFA.com.

7. Checks for people working with adults at risk in open-age disability football

The FA is currently seeking advice on checks for people working or volunteering in adult disability football. We will update County FAs when we have clarity on the position.

If there are any under-18s playing in open-age adult disability football those working or volunteering with them must have an DBS Enhanced Criminal Record Check with Children's Barred List.



APPENDIX 16

MANDATORY

Training Requirements 2022/23

Over the past two seasons, and accelerated by the impacts of COVID-19, The FA has moved the suite of safeguarding courses online to maximise accessibility for learners.

England Football Learning courses

Please see [Appendix 22: Safeguarding Education](#), for detailed information on The FA's England Football Education suite of safeguarding courses.

For information on all The FA's online safeguarding education please look online [here](#).

Safeguarding education course questions should be directed to: Education@TheFA.com

Building on the baseline training and CPD established for County FA staff and volunteers since 2017/18 season, we're providing support in areas that the Safeguarding 365 Standard process has highlighted.

Continuous development

We will continue to build on the training and CPD delivered and signposted for County FA staff and volunteers from the 2017/18 season onwards in adult disability football.

Please see [Appendix 2](#) for more about Safeguarding Adults.

Induction

All new staff and County FA-based volunteers (including Board members and Trustees) should complete an Induction programme.

As a minimum, this programme should meet the requirements of the induction checklist contained in [Appendix 9: Safeguarding](#)

[Induction Checklist – Volunteers](#).

New starters' induction into any role during the season must include the relevant annual safeguarding briefing and signing the relevant Code of Conduct.

England Football Learning Tutors must be aware of the Designated Safeguarding Officer network and how to make contact with them. All Tutors must keep their Safeguarding Children Course in date by using the free online Safeguarding Children Re-certification [here](#) and keep their DBS check in date (i.e. less than three years or by using the DBS Update Service).

Annual briefings

In conjunction with County FAs, The FA will produce updated interactive briefings for County FA staff, Board and or Trustees. Counties may edit this to reflect local priorities but must keep a record of content.

This briefing must be delivered by the CEO/ SSL or the person holding the DSO role. This should be delivered face-to-face where possible, however, where this is not possible or to reach a wider audience (council members etc) the briefing may be delivered using Microsoft Teams or a similar platform.

The FA will produce a written briefing for Council and Committee Members. County FAs are invited to edit this to include local priorities. This briefing must be disseminated to Council and Committee members, and a record of this communication must be retained.

All training, including briefings to be completed by 31 December in the relevant season, or for new starters as detailed in Table 1 and 2.



Code of Conduct

All Staff, Board and Council members must sign and return their copy of the Code of Conduct to the County FA.

Codes must be signed by new appointees within a month of being appointed. Everyone must re-sign the Code of Conduct every two years.

Safer Recruitment

Training on safer recruitment should be undertaken by those responsible for recruitment. This can be sourced via the local authority or other relevant organisation such as the NSPCC.

Safeguarding Risk Assessment

The FA has produced a Safeguarding Risk Assessment training module which is available for all County FA staff via The FA's Training Ground digital learning site here <https://thetrainingground.curatr3.com/login>. This online learning is designed to guide a consistent approach and support staff with the underpinning knowledge in how to undertake safeguarding risk assessments.

Safeguarding Adults

The FA's free online Safeguarding Adults course provides a sound foundation and is equivalent to the NHS Level One. It takes approx 60 minutes to complete.

All existing staff and Board members should have completed this course. New staff and Board members must complete within six months of starting in post.

It is recommended that Council members with involvement in Adult Disability Football also complete this training.

A Safeguarding Adults course for DSOs, will be offered in a virtual classroom format. This is equivalent to the NHS Level Three training. This

training opportunity is also open to FDOs who specialise in and /or support disability pathways.

Continual Professional Development (CPD) CPD for DSOs, SSLs and Deputy DSOs

CPD is the process of tracking and documenting the skills, knowledge and experience gained formally and informally as you work. It is the step taken after formal training.

We are not prescribing any format for this but all CPD must be reflected on with the line manager and safeguarding team in the County FA to see how the learning enhances safeguarding in football. All CPD should be recorded in the Performance Development Review (PDR).

CPD is:

- About learning;
- Recording and reflecting on what has been learned;
- Self-directed;
- Formal and informal learning.

CPD is not:

- A tick-box exercise.

Keeping a record of CPD:

- Helps remind you of your achievement, progress and development;
- Provides a professional overview;
- Uncovers the next level or area of learning needs.

There is plenty of information about CPD easily available. For example at: cipd.co.uk/learn/cpd
CPD should be undertaken every year.

Keeping CPD simple:

- DSOs and Deputy DSOs must identify and attend two external learning opportunities;
- SSLs must identify and attend one external learning opportunity.



This will:

- Enhance personal development;
- Bring external perspectives and ideas back into safeguarding in football.

These may be done online or face-to-face.

What is this going to cost?

It varies:

- Most local authorities offer free or low-cost training in safeguarding children and adults;
- There is free Safeguarding and Prevent training available from a number of local colleges. This is usually via distance learning. To see what is available locally, use the search term 'Understanding Safeguarding and Prevent CACHE Certificate Level 2';
- The CPSU (Child Protection in Sport Unit) have free webinars which are also recorded and hosted: thecpsu.org.uk/training-events/cpsu-webinars/
- The Ann Craft Trust offer free webinars and low cost training in aspects of safeguarding adults: anncrafttrust.org/safeguarding-adults-sport-activity/
- Online training can be purchased from several providers and can provide specialist information or refreshers for example on legislation. Most providers will give a short sample of the online course before purchase

Notes for specific roles

1. **DSOs and Deputy DSOs**
DSOs must maintain their learning and development and DDSOs need to have the essential knowledge to manage in the absence of the DSO. Their requirements are in Table 1.
2. **Board Safeguarding Champion**
The Board Safeguarding Champion will usually have expertise and may be receiving external learning and CPD. Their

requirements are in Table 1.

3. **Staff or volunteers with potential for direct contact with children and/or open-age disability football.** The requirements for these are in Table 1.
4. **Board Members/Trustees**
Board members should maintain their safeguarding awareness and training requirements as in Table 2.
5. **Council or Committee members**
Council or committee members training requirements are in Table 2.
6. **Staff or volunteers with no potential for direct contact with children and/or open-age disability football** should see Table 2.

Exempted – individuals with no contact and no influence. Only the County FA CEO can decide this is the case. If this decision is made, there are no requirements.

Other volunteers: County FAs should risk-assess based on:

- Level of contact with under-18s;
- Level of contact with adult disability football, or adults with care and support needs in football;
- Influence over policies and actions including finance;
- Any other relevant factors.

It is recommended that everyone should sign the Code of Conduct and go through the induction checklist and have the contact details for reporting concerns.

The FA's Online 'Safeguarding Children Course' provides a good foundation for everyone and can be accessed through The FA's England Football Learning [here](#).



Table 1

Training requirements for those in Safeguarding Roles: BSC, SSL, DSO, and those deputising for SSL and DSOs.

	Code of Conduct (in-date)	Annual Briefing	SCC (updated 2 yearly)	MSIYC	WOC	Online FA SCM	Online Safeguarding Adults	Safeguarding Adults for County FA DSOs	Conferences, Role-specific webinars and networking sessions	CPD opportunities/season (FA/ External)	FA SCMT** Thresholds
BSC	✓	✓ Board	6 months*	6 months*	Recommended	12 months*	6 months*		Recommended		
SSL	✓	✓	3 months*	6 months*	6 months*	6 months*	6 months*		Recommended	x1 e.g. safer recruitment	3 months*
SSL Deputy	✓	✓	3 months*	Recommended			6 months*		Recommended		3 months*
DSO	✓	✓	3 months*	6 months*	6 months*	6 months*	6 months*	6 months*	Recommended	x2 e.g. safer recruitment/ risk assessment	3 months*
DSO Deputy	✓	✓	3 months*	Recommended	6 months*	6 months*	6 months*		Recommended	x2 as above for DSO	3 months*

For the season 2022/23:

Key:

SCC: Safeguarding Children Course – From July 22 the Safeguarding Children Course Recertification has become the free recertification route for both the SCW and SCC.

WOC: Welfare Officer Course delivered via a virtual classroom.

FA SCM: Safeguarding for Committee Members free online course.

FA MSIYC: Managing Safeguarding in Your County FA. Please book places by emailing William.Tigre@TheFA.com who will confirm the next available dates. Keep a record of attendance.

FA Safeguarding Adults free online course.

FA Safeguarding Adults for County FA DSOs – Please book places by emailing William.Tigre@TheFA.com who will confirm the next available dates. Keep a record of attendance.

Role-specific webinars or sessions provided by The FA.

External CPD sourced from other agencies.

* Within three, six or 12 months of starting the role, as indicated and for existing staff or volunteers by 31 December each season.

** Where the SSL is not the DSO line manager then the line manager must attend the threshold training.



Table 2

Training requirements for Staff, Board, Council, Committee and/or members.

	Code of Conduct (in-date)	Annual Briefing	SCC (updated 2yearly)	WOC	Online SCM	Online Safeguarding Adults	Safeguarding for Disciplinary Commissions
Staff with contact with CYP/AAR	✓	✓	3 months*			3 months*	
Staff with no contact with CYP/AAR	✓	✓	Recommended			Recommended	
Board members/ trustees	✓	✓	6 months*	Recommended	12 months*	6 months*	
Council / committee	✓	✓ Written Briefing	6 months*		12 months*	If in adult disability football	
Disciplinary Panellists	✓	✓ Virtual Briefing	Recommended			Recommended	✓ 3 months*

Key:

SCC: Safeguarding Children Course – From July 2022 the Safeguarding Children Course Recertification has become the free recertification route for both the SCW and SCC.

WOC: Welfare Officer Course, delivered as a virtual classroom.

FA SCM – Safeguarding for Committee Members free online course.

FA Safeguarding Adults free online course.

FA Safeguarding for Disciplinary Commissions NEW free online course is accessible via the Judicial Calendar which is available to County FA Disciplinary Officers and Panelists.

* Within three, six or 12 months of starting the role, for existing staff or volunteers, and by 31 December each season.



Job Description and Person Specification

APPENDIX 17A MANDATORY

Job title:	Designated Safeguarding Officer
Reports to:	Senior Safeguarding Lead (Chief Executive Officer) or Senior Management Team Member

JOB PURPOSE(S)	
<ul style="list-style-type: none"> • To support delivery of The FA Grassroots Football Strategy and <Association> Business Strategy. • To manage the <Association> safeguarding work, in line with legislation, FA safeguarding policy, procedures, regulations, standards and guidance. • To manage safeguarding and child and adults at risk protection concerns in a timely manner and in line with FA requirements and guidance. • To significantly contribute to implementing and maintaining The FA's Safeguarding 365 Standard for County FAs and driving safer practice and culture in grassroots football. • To support the adoption of FA technology systems across grassroots football. • To comply with FA rules, regulations, policies, procedures and guidance that are in place from time to time. 	
Direct reports	<List the roles that report directly into this role if applicable>

Location	<Include office address and other options or requirements such as homeworking or additional travel to other locations or overnight stays>
Working hours	<Hours per week, include whether any evening or weekend working is required. Are the hours per week flexible, would a job share be possible?>
Contract type	<Permanent or fixed term, fixed term to cover maternity, secondment etc.>



RESPONSIBILITIES

- Operationally lead the implementation and delivery of safeguarding within the <Association>, being accountable for relevant areas of The FA's Safeguarding 365 Standard for County FAs.
- Track and ensure ongoing compliance with The FA's Safeguarding 365 Standard for County FAs measures, policies and procedures.
- To play an effective role as part of the senior management team. taking a dynamic and strategic approach to safeguarding delivery within the <Association>, raising awareness and providing organisational support and guidance to colleagues.
- Provide the senior management team with regular reports on safeguarding activity within the <Association>.
- Refer to The FA Safeguarding Case Management Team (FA SCMT) child abuse and adults at risk concerns, acting in line with the relevant FA safeguarding policy, regulations and guidance.
- Ensure all safeguarding concerns are recorded on The FA Electronic Safeguarding Assessment (ELSA) system and ensure all data is securely retained in accordance with FA regulations, policies and data protection legislation.
- Deal with all low-level concerns and complaints with a focus on timeliness and outcomes and line with FA policy, regulations and guidance.
- Use FA IT systems to monitor safeguarding compliance across the grassroots' volunteer network to manage risk and assist in strategic planning.
- Utilise insight and data to inform all compliance activity and take appropriate activity to address non-compliance.
- Ensure the <Association> is compliant with safeguarding legislation e.g. Data Protection/GDPR 2018, Children's Act, Protection of Freedoms Act (Criminal Record Checks), the Government's 'Working Together guidance 2018' and any other legislation or statutory guidance that may be introduced.
- Identify, develop and maintain strong relationships with key local safeguarding stakeholders.
- Strategically manage effective Club Welfare Officer networks; liaising with the Local Authority Designated Officers, Local Safeguarding Partnerships, Local Safeguarding Adult Boards, Children's and Adults' Social Care Services, Police Child Protection Teams and support club welfare officers (youth, adults and disability teams) to be compliant with safeguarding legislation, FA safeguarding policy, best-practice guidance and education programmes.
- Manage a diverse workload being able to prioritise work according to risk and timeframes, providing regular updates to the Senior Safeguarding Lead on progress against the work programme and Performance Development Review.
- Maintain strong links with key FA staff and attend national FA safeguarding events and CPD courses to ensure knowledge and skills are maintained and updated.



RESPONSIBILITIES continued

- Work with colleagues to address low-level concerns, poor behaviour and raise standards in grassroots football, promoting fun and safe football environments and creating a culture that lives and celebrates safer working practice across the <Association>'s activity and grassroots football.
- Co-ordinate safeguarding visits, spot checks/audits on clubs throughout the season to ensure they are compliant with the records they have submitted to the <Association> and to check on the culture and safeguarding practice.
- Co-ordinate and deliver CPD events for Club and League Welfare Officers.
- Promote FA safeguarding and welfare officer courses to clubs and volunteers.
- Ensure that any individual helping with any <Association> event involving children and adults at risk is suitably DBS-checked, trained and understand their responsibilities at the event.
- Work with colleagues to embed safeguarding and equality throughout the <Association> and grassroots football.
- Provide the highest level of customer excellence to support volunteers across all FA Technology systems (England Football Learning, FA Events, Whole Game System, Matchday app and Full-Time).
- Execute tasks as required in order to meet the <Association> changing priorities.

Person specification

Qualifications

Essential

- Safeguarding qualification and/or relevant experience in a child protection, safeguarding, or welfare role. There is an expectation that the individual will have either a qualification and/or experience from a wider safeguarding role or aligned profession – i.e. a role with safeguarding responsibilities as a teacher, with the police, the probation service, or as a council officer/school/youth work/worker. Safeguarding responsibilities, would include overseeing implementation of safeguarding policies and procedures at a strategic level.

Desirable

- Completion of recognised Designated Safeguarding Officer training at Level 2 & 3.



SKILLS	
<p>Essential</p> <ul style="list-style-type: none"> • A child-centred approach and the ability to maintain this perspective and apply common sense. • Clarity about what constitutes low-level concerns, poor practice and abuse and how to manage cases effectively. • Ability to deal constructively with people’s emotions (e.g. upset, distress, conflict, animosity). • Capacity to handle confidential data/information sensitively. • Ability to promote safer practice and the importance of safe and fun football environments. • Outstanding team-working skills. • Exceptional communication, interpersonal and influencing skills. • Effective prioritisation and time-management skills. • Competent in the use of IT, including Microsoft Office applications. 	<p>Desirable</p> <ul style="list-style-type: none"> • Effective presentation and facilitation skills. • Ability to de-escalate heated and challenging situations. • Experience of interviewing children and or adults in relation to allegations.
KNOWLEDGE AND EXPERIENCE	
<p>Essential</p> <ul style="list-style-type: none"> • Knowledge of current safeguarding legislation, policy and practice relating to children and adults at risk. • Working knowledge of and/or experience of working in a designated safeguarding role. • Experience of writing reports and compiling case related evidence and information. • Demonstrate a working knowledge of inclusion, equality and anti-discrimination. • Working knowledge of the roles of statutory agencies in safeguarding children and adults at risk. • Experience of implementing policies, protocols and guidance. • Knowledge of the structure and partner organisations within football, nationally and within the County FA locality. 	<p>Desirable</p> <ul style="list-style-type: none"> • Knowledge of The FA’s Grassroots Football and Safeguarding Strategies. • Working knowledge of FA systems such as Whole Game System, Platform for Football, Electronic Safeguarding Assessment (ELSA) and Customer Relationship Management (CRM). • Knowledge and understanding of diverse faiths, communities and cultures. • Understanding of the effects of various conditions that affect children such as, but not limited to, ADHD and Tourette’s syndrome. • Knowledge and understanding of working with volunteers.



Enhanced DBS Check required?	<YES/NO (Delete as applicable)>
Clean, full driving licence?	<YES/NO (Delete as applicable)>

The job holder will be expected to understand and work in accordance with the County FA's values and behaviours.

Job description reviewed and modified by:	<Insert name and role title>
Date job description reviewed and modified:	<Insert date>
Job description authorised by:	<Insert name and role title>
Signed by job holder (on appointment):	
Date signed:	

One copy to be retained by the job holder, one signed copy to be stored confidentially by the employer



Job Description and Person Specification

APPENDIX 17B GUIDANCE

Job title:	Designated Safeguarding Assistant
Reports to:	Designated Safeguarding Officer
JOB PURPOSE(S)	
<ul style="list-style-type: none"> • To support delivery of The FA Grassroots Football Strategy and <Association> Business Strategy. • To assist the Designated Safeguarding Officer (DSO) to manage the <Association> safeguarding work, in line with legislation, FA safeguarding policy, procedures, regulations, standards and guidance. • To significantly contribute to the implementation of The FA's Safeguarding 365 Standard for County FAs. • To support the adoption of FA technology systems across grassroots football. • To comply with FA rules, regulations, policies, procedures and guidance that are in place from time to time. 	
Direct reports	<List the roles that report directly into this role if applicable>
Location	<Include office address and other options or requirements such as homeworking or additional travel to other locations or overnight stays>
Working hours	<Hours per week, include whether any evening or weekend working is required. Are the hours per week flexible, would a job share be possible?>
Contract type	<Permanent or fixed term, fixed term to cover maternity, secondment etc.>



RESPONSIBILITIES

- Operationally support the implementation and delivery of safeguarding within the **<Association>**, being accountable for relevant areas of The FA's Safeguarding 365 Standard for County FAs.
- Track and ensure ongoing compliance with The FA's Safeguarding 365 Standard for County FAs measures, policies and procedures.
- Support the Designated Safeguarding Officer and take a dynamic and strategic approach to safeguarding delivery within the **<Association>**, raising awareness and providing organisational support and guidance to colleagues.
- Provide the Designated Safeguarding Officer with regular reports on safeguarding activity within the **<Association>**.
- Work closely with the Designated Safeguarding Officer and The FA Safeguarding Case Management Team (FA SCMT) to refer child abuse and adults at risk concerns to The FA, acting in line with the relevant FA safeguarding policy, regulations and guidance.
- Record all safeguarding concerns on The FA Electronic Safeguarding Assessment (ELSA) system and ensure all data is securely retained in accordance with FA regulations, policies and data protection legislation.
- Support the Designated Safeguarding Officer in dealing with all safeguarding low-level concerns and complaints with a focus on timeliness and outcomes and line with FA policy, regulations and guidance.
- Use FA IT systems to monitor safeguarding compliance across the grassroots' volunteer network to manage risk and assist in strategic planning.
- Utilise insight and data to inform all compliance activity and take appropriate activity to address non-compliance.
- Assist the Designated Safeguarding Officer to ensure the <Association> is compliant with safeguarding legislation e.g. Data Protection/GDPR 2018, Children's Act, Protection of Freedoms Act (Criminal Record Checks), the Government's 'Working Together guidance 2018' and any other legislation or statutory guidance that may be introduced.
- Identify, develop and maintain strong relationships with key local safeguarding stakeholders.
- Assist the Designated Safeguarding Officer to strategically manage effective Club Welfare Officer networks; liaising with the Local Authority Designated Officers, Local Safeguarding Partnerships, Local Safeguarding Adult Boards, Children's and Adults' Social Care Services, Police Child Protection Teams and support club welfare officers (youth, adults and disability teams) to be compliant with safeguarding legislation, FA safeguarding policy, best-practice guidance and education programmes.
- Manage a diverse workload being able to prioritise work according to risk and timeframes, providing regular updates to the Designated Safeguarding Officer on progress against the work programme and Performance Development Review.
- Maintain strong links with key FA staff and attend national FA safeguarding events and CPD courses to ensure knowledge and skills are maintained and updated.



RESPONSIBILITIES continued

- Work with colleagues to address low-level concerns, poor behaviour and raise standards in grassroots football, promoting fun and safe football environments and creating a culture that lives and celebrates safer working practice across the <Association>'s activity and grassroots football.
- Support the co-ordination of safeguarding visits, spot checks/audits on clubs throughout the season to ensure they are compliant with the records they have submitted to the <Association> and to check on the culture and safeguarding practice
- Work closely with the Designated Safeguarding Officer to co-ordinate and deliver CPD events for Club and League Welfare Officers (youth, adults and disability teams).
- Promote FA safeguarding and welfare officer courses to clubs and volunteers.
- Ensure that any individual helping with any <Association> event involving children and adults at risk is suitably DBS-checked, trained and understand their responsibilities at the event.
- Work with colleagues to embed safeguarding and equality throughout the <Association> and grassroots football.
- Provide the highest level of customer excellence to support volunteers across all FA Technology systems (England Football Learning, FA Events, Whole Game System, Matchday app and Full-Time).
- Execute tasks as required in order to meet the <Association> changing priorities.

Person specification

Qualifications

Essential

- Safeguarding qualification and/or relevant experience in a child protection, safeguarding, or welfare role.

Desirable

- Completion of recognised Designated Safeguarding Officer training at Level 2 & 3.
- A qualification in Business Administration.



SKILLS

Essential

- Outstanding team-working and organisational skills.
- Exceptional communication, interpersonal and influencing skills.
- A child-centred approach, able to maintain this perspective and use common sense
- Ability to write reports and compile case file information.
- Ability to deal constructively with people's emotions (e.g. upset, distress, conflict, animosity).
- Capacity to handle confidential data/information sensitively.
- Ability to promote safer practice and the importance of safe and fun football environments.
- Effective prioritisation and time-management skills.
- Competent in the use of IT, including Microsoft Office applications.

Desirable

- Effective presentation and facilitation skills.
- Ability to de-escalate heated and challenging situations.
- Experience of interviewing children and or adults in relation to allegations.



KNOWLEDGE AND EXPERIENCE	
<p>Essential</p> <ul style="list-style-type: none"> • Knowledge of current safeguarding legislation, policy and practice relating to children and adults at risk. • Knowledge of what constitutes low-level concerns, poor practice and what is abusive behaviour. • Demonstrate a working knowledge of inclusion, equality and anti-discrimination. • Knowledge of the structure and partner organisations within football, nationally and within the County FA locality. 	<p>Desirable</p> <ul style="list-style-type: none"> • Knowledge of the statutory agencies' roles in safeguarding children and adults at risk. • Knowledge of safeguarding statutory organisations for both children and adults at risk. • Experience of working as a designated person. • Experience of implementing policies, protocols and guidance. • Knowledge of The FA's Grassroots Football and Safeguarding Strategies. • Working knowledge of FA systems such as Whole Game System, Platform for Football, Electronic Safeguarding Assessment (ELSA) and Customer Relationship Management (CRM). • Knowledge and understanding of diverse faiths, communities and cultures. • Understanding of the effects of various conditions that affect children such as, but not limited to, ADHD and Tourette's syndrome. • Knowledge and understanding of working with volunteers.
Enhanced DBS Check required?	<YES/NO (Delete as applicable)>
Clean, full driving licence?	<YES/NO (Delete as applicable)>



The job holder will be expected to understand and work in accordance with the County FA's values and behaviours.

Job description reviewed and modified by:	<Insert name and role title>
Date job description reviewed and modified:	<Insert date>
Job description authorised by:	<Insert name and role title>
Signed by job holder (on appointment):	
Date signed:	

One copy to be retained by the job holder, one signed copy to be stored confidentially by the employer.



APPENDIX 18

GUIDANCE

Knowledge and Skills of a Designated Safeguarding Officer's (DSO's) Line Manager

and

Template: 1:1 Meeting Agenda and Record

Effective line management helps promote team work and the confidence, motivation, effectiveness and competency of staff.

Effective line managers 'walk the talk' with integrity and can develop team cultures where staff take responsibility, are productive, accountable and collaborate. This enables people to be supported to learn from their mistakes and talent to develop and thrive.

All County FA line managers have access to e-learning courses covering a range of leadership and management topics on The Training Ground which can be accessed at the link [here](#).

Core line management functions include:

- **Line management:** planning, organising, agreeing objectives and measures, guiding workload management, ensuring accountability, performance appraisal, professional curiosity, check and challenge via supportive questioning to support decision-making in the best interests of children and adults at risk, as well as being the first point of contact for the duty of care to the DSO and managing any performance issues or complaints.
- **Learning and development:** developing the DSO's critical thinking, enabling ongoing learning via shadowing, mentoring, coaching, attendance at meetings, courses etc.

- **Providing guidance and support:** make time to support both issues at work and anything in the DSOs personal life, with which the workplace can legitimately help. Protecting the DSO from vulnerability and isolation.
- **Resource management:** budgets, time and people. Delegation and prioritisation.
- **Team culture and effectiveness:** role modelling the expected standards of behaviour, building an inclusive team ethos and culture, communicating effectively, motivating and recognising achievements and celebrating success.
- **Risk management and decision-making:** reviewing potential risks, escalating concerns as appropriate, involving the right people in decision-making and recording the process and outcome of the thinking.

The FA's Managing Safeguarding In Your County course covers core underpinning safeguarding knowledge for line managers of DSOs. However, an effective line manager of a DSO needs to understand:

- All the functions of line management (and can put them in to practice);
- What safeguarding is, how it is structured in football and important statutory and other agencies;



- The County FA's safeguarding responsibilities and accountabilities, the required FA Safeguarding 365 Standard for County FAs, and the importance of the DSO role in supporting the County FA to meet these;
- Key FA Safeguarding Team contacts and how and when to contact and ask for help;
- The spectrum of safer working practice, poor practice and abuse and how to refer concerns to The FA and statutory agencies;
- The pressures a DSO role may bring, including the impact of abuse cases and how to support;
- The role of the Club Welfare Officer (CWO) and Youth League Welfare Officer (YLWO) and the importance of DSO support to them;
- What safeguarding and case management systems exist and how they work;
- The importance of the DSO being an integrated part of the County FA staff team, as well as needing at times to work on confidential matters in private, secure spaces;
- The challenges and risks in relation to out of hours and lone working and the emotional impact of safeguarding work.

The following skills are important for a line manager of a DSO:

- Active listening, checking that they understand the message;
- Clarity in verbal and written communications;
- Developing and build rapport;
- Asking open questions and probing where necessary to ensure clarity and to check decision-making is sound;
- Recording information factually, accurately and succinctly;
- Managing time and resources, allowing planning and delivery of regular meetings;
- Working collaboratively with the DSO to set SMART objectives and KPIs;
- Coaching;
- Mentoring;
- Giving effective feedback;
- Helping staff to prioritise;
- Mediation and de-escalation;
- Scheduling, structuring and managing 1:1 sessions;
- Tracking and following through actions;
- Critically analysing risk assessments;
- Self-awareness and reflection;
- Recognising when to ask for help;
- Developing resilience in oneself and the team.

Line Managers do not need to be subject matter experts, e.g. in safeguarding. However, Line Managers do need to use their management and leadership skills to ensure the work that the DSO undertakes on behalf of the Association is supported and that decision making is made in the best interests of children and adults at risk.



Template: 1:1 Meeting Agenda and Record

Working in safeguarding can be extremely rewarding and at times very challenging.

The purpose of 1:1s between the DSO and their Line Manager is to:

- a) Review the DSO's work, discuss and support decision-making and ensure operating standards are maintained (**accountability function**).

This ensures that the tasks that are expected of the DSO are clear, constructive feedback is provided and ways to support the DSO to improve are identified.

- b) Identify training needs and support professional development of the DSO (**development function**).

This ensures there is an active review of learning and development opportunities for the DSO.

- c) Ascertain any ways in which the work affects the DSO and what would help to support their wellbeing (**support function**).

This ensures any areas that impact performance at work are discussed and support is provided in relation to any work-related stress and pressures that are often inherent with safeguarding roles.

You may also wish to refer to the: PDR for County FA Managers course which is available through The Training Ground platform [here](#).



Record of 1:1 meetings

DSO: _____

Line Manager: _____ Date of meeting: _____

No.	Discussion point	Actions and by whom	Target date
1	Work programme delivery*		
2	Personal and professional learning and development		
3	Feedback – recognition, progress, areas for improvements, complaints		
4	Wellbeing – issues, concerns, impacts		
5	Leave, TOIL or sickness absence		
6	Time, date and venue of next 1:1		

Line Manager: _____ DSO: _____

* This should include a summary of actions/updates on any specific open cases where there may be impact or actions for the County FA Senior Management Team/CEO/Board.



APPENDIX 19

GUIDANCE

Guidance on Deputising for the Designated Safeguarding Officer (DSO) and Minimum Requirements

1. Introduction

There are times when there needs to be cover for the specialist role of DSO. For the purposes of this Standard, the deputising role refers only to the occasions where the Designated

Safeguarding Officer is on a period of sick leave or annual leave or other unexpected absence.

Where a DSO is absent for a prolonged unplanned period, the County FA will need to review whether there is a need for an interim DSO arrangement, such as a shared DSO arrangement with a neighbouring County FA, or buying in the services of an independent safeguarding consultant to act as an interim DSO. The FA Regional Manager and FA Safeguarding Manager should be consulted in these circumstances.

In the circumstances where a County FA has a part-time Designated Safeguarding Officer, the Deputy DSO should not be expected to cover the role for the remaining days.

2. Minimum requirements

To help guide County FAs when they have non-specialist cover for periods of sickness and annual leave, the following outlines the minimum requirements for someone deputising as the DSO.

Deputy DSOs must have the capacity to take on any additional duties required, and must have undertaken the relevant training outlined in [Appendix 16: Training Requirements 2022/23](#). In addition, they must be able to demonstrate that they can prioritise workloads and manage customer expectations effectively. They should also be able to meet the expectations set out overleaf.

See also [Appendix 35](#) "Phone and E-mail Communications - Dealing with Safeguarding in the Absence of the DSO."



General expectations of Deputy DSO Role	
Topic	Expectations
Knowledge	<ul style="list-style-type: none"> • Knows the internal and external safeguarding officers/contacts within the County FA, FA and statutory agencies; • Can outline the safeguarding requirements of grassroots clubs, leagues, coaches and referees; • Knows how to access and use CRM, Whole Game System, Platform for Football and ELSA in relation to safeguarding monitoring compliance and case recording.
General duties	<ul style="list-style-type: none"> • To advise colleagues and customers on The FA's DBS Checking processes and how to contact The FA Registered Body, First Advantage (FADV) e.g. FAchecks@TheFA.com or tel: 0115 969 4618; • To advise and signpost colleagues and customers to information on safeguarding and safer working practice; • To access the Safeguarding Team on Microsoft Office 365 for relevant safeguarding news and information; • To undertake safeguarding visits and safeguarding risk assessments; • Report into the SSL any issues requiring their input, guidance.
Managing concerns	<p>Low-Level Concerns</p> <ul style="list-style-type: none"> • Can recognise low-level concerns and can prioritise and respond as appropriate managing customer expectations and in line with FA thresholds; • Will liaise with the County FA disciplinary team and other County FA colleagues. <p>Where necessary and in line with County FA-identified need</p> <ul style="list-style-type: none"> • Will upload low-level concerns information onto ELSA; • Will seek advice from other neighbouring County FA DSOs and The FA as appropriate. <p>Safeguarding cases (<i>incidents of possible abusive behaviours</i>)</p> <ul style="list-style-type: none"> • Can recognise abuse and know how to make a referral to The FA via ELSA and how to seek advice via the allocated case officer or, via safeguarding@TheFA.com or direct tel: 0800 083 5902.



In the absence of the DSO, the deputy may be asked to undertake other general safeguarding duties as required of County FA staff from time to time as agreed locally and reflected within the deputies work programmes/objectives.

3. Generally speaking, those deputising for DSOs would not be expected to:

- Attend local authority allegations meetings – unless with agreement of the SSL/FA Safeguarding Case Management Team;
- Lead the implementation of the County FA's Safeguarding Strategy;
- Maintain relationships with external safeguarding agencies e.g. LADO/ASB;
- Manage in-depth or serious concerns;
- Interview children;
- Write safeguarding reports for the County FA SMT/Board or external bodies;
- Make safeguarding risk assessments;
- Plan and deliver CPD for Welfare Officers.

4. Review

The Deputy DSO role should be identified within the individual's work programme and feature within their PDR process. There should be a meeting annually/seasonally with the SSL/DSO's Line Manager and DSO to review the role and agreed activities.



APPENDIX 20

GUIDANCE

Safeguarding Risk Assessments

Introduction

A risk assessment should not only identify the risks to young people/adults at risk but also assist in the planning and preparation of the event.

A well-prepared risk assessment ensures that you will have sufficient documentation, permissions and staff to safely run your event.

Where activities are run directly by the County FA the County FA should take the lead in ensuring that the risk assessment is completed and reviewed.

Where facilities are being hired or delivery partners are being used the risk assessment should be jointly owned with safeguarding responsibilities being identified as part of any contract of hire or Service Level Agreement (SLA).

It is good practice to review risk assessments after events/activities to learn from experience and adapt accordingly.

Guidance on carrying out Risk Assessments is available via The Training Ground Safeguarding Risk Assessment Training module, which includes a bespoke Safeguarding Risk Assessment Template for County FAs. To access the Risk Assessment training and editable CFA template click [here](#).

On [page 233](#) is an example of how a record can be retained for those events/activities that have been risk assessed by the County FA.

On [page 234](#) is an example of a template to review risk assessments post events/activities to support learning in relation to future risk assessments.

For the avoidance of doubt, a County FA (or third party) should consider all relevant factors when carrying out a risk assessment and the factors listed below are non-exhaustive and will not apply to every situation in which a risk assessment is required.

A County FA or third party should therefore consider whether each of the factors listed below is relevant in any given situation and whether any additional factors which are not listed in the template are relevant.

Covid-19

Following an end to Covid-19 regulations in the UK the latest football-specific guidance from The FA here. Any necessary mitigations should be included within your Risk Assessment.



1. List of events/activities approved to take place at the venue

Event/ Activity	Date of Event/ Activity	Lead County FA Contact	Event/Activity Safeguarding Lead	Lead Delivery Organisation (County FA, The FA, Club, League, Private Hire, etc.)	Delivery Organisation's Lead Contact(s) (if not County FA)
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:
		Name: Contact Information:	Name: Contact Information:		Name: Contact Information:



2. Review

It is good practice to review risk assessments after events/activities to learn from experience and adapt accordingly

Month/ Year	Review Type	Review	Further Action Required
Date	On-site review		
Date	Feedback From Venue Venue Contact Name: Venue Contact Details:		
Date	Feedback From Venue Venue Contact Name: Venue Contact Details:		
Date	Feedback From Venue Venue Contact Name: Venue Contact Details:		

Additional Comments



APPENDIX 21

GUIDANCE

Guidance on Contracts Relating to Services for Provision for Under-18s or where there is the potential for working with Open-Age Adult Disability Teams or participants

The following is provided as guidance only and is not intended to be relied upon by any County FA. County FAs are advised to take independent legal advice in respect of any contracts which they enter into and the specific circumstances of their case.

Introduction

Ensuring that roles, responsibilities, and accountabilities are clearly defined with any third party that is providing football services for under-18s or working with open-age adult disability teams or participants, is essential for all parties.

County FAs should ensure their contracts for services include:

- A statement outlining the expectation that contractors will always act in the best interest of children and young people under the age of 18 (CYP) and adults at risk (AAR). The welfare of CYP and AAR must always be paramount.
- Relevant contractual warranties in respect of safeguarding matters.
- Assurances in respect of following relevant Government & football Covid-19 guidelines.

Other areas to consider are:

- Undertaking a risk assessment (see [Appendix 18: Knowledge and Skills of a Designated Safeguarding Officer's](#)

(DSO's) Line Manager) before the contract is entered into;

- The application of FA or relevant third-party Safeguarding Policies and Procedures to the activity;
- Whether it is possible to identify a safeguarding lead for the relevant activities;
- What training/relevant or expected qualifications those providing the services have and whether it is possible to obtain copies of these or confirmation that they have been achieved;
- Whether DBS Checks have been undertaken, whether these are current and which body undertook the check;
- Whether affiliation to relevant governing/national/regulatory bodies is relevant or applicable;
- Whether relevant licences, assurances and insurance have been obtained and copies provided.
- What the relevant reporting expectations (if any) are;
- Whether the relevant entity has a Code of Conduct and has obtained and provided signed copies from its staff who will be providing the services.

Please be aware that the above list is not intended to be exhaustive and County FAs should consider all areas which are relevant to its situation.



Safeguarding Education

APPENDIX 22 GUIDANCE

England Football Learning Courses

England Football Learning in conjunction with the safeguarding team offer an online learning suite. The following courses are now available:

NO.	WHAT	WHO	LEVEL	FORMAT
1	Safeguarding For All (SFA)	Volunteers, 14–15-year-old leaders, Referees in open age, Parents	Introductory	E-Learning
2	EE Playmaker by England Football (includes SFA)	Anyone interested in taking a first step in a more active role in grassroots football – must be age 14+.	Introductory	E-Learning
3	Safeguarding Children Course Recertification required every 2 years	Anyone working in Grassroots Youth Football: Welfare Officers, Coaches, Managers, First Aiders, Referees – must be age 16 years +. Coaches working in semi-professional and professional football. Recertification is required every two years for anyone who has done this new course which was launched in 2020.	Basic	E-Learning
4	Welfare Officers Course	Grassroots club welfare officers – must be age 18 years +	Specialist	Digital Workshop
5	Safeguarding for Committee Members Course	Grassroots club and youth league committee members 18+ years of age	Specialist	E-Learning
6	Safeguarding Awareness for Parents / Carers Course	Parents / Carers of U18s in football. *NB PL & EFL intend to develop a bespoke course for the pro game	Specialist	E-Learning
7	Guide to Safeguarding Adults Course	Anyone working with adults in open age football, including disability football pathways	NHS Level 1	E-Learning



APPENDIX 22

GUIDANCE

1. Safeguarding For All

This is an online introduction to safeguarding lifted from the EE Playmaker (see below) and is suitable for those who are not coaching, managing or officiating. It's suitable for anyone over 14, including referees who are 14 and 15 years old. This course is free and the qualification lasts for two years.

All that's needed to log in is a registered email address and password. An account can be created [here](#).

[Click here](#) to see the course.

2. Playmaker sponsored by EE

EE Playmaker by England Football is our new free, online entry-level football course, perfect for anyone interested in taking a more active role in grassroots football.

There are five modules in total and no previous football experience or qualifications are needed before signing up.

The following topics are covered in the course:

- Make football 'For All';
- Connect with your players; Create fun sessions;
- Keep football safe (this module includes the Safeguarding For All

By the end, learners be ready to hit the pitch with confidence and start helping out at their local grassroots football club, centre, or initiative.

[Click here](#) to see the course.

3. Safeguarding Children Course

This is an online course for anyone 16 or over who is coaching, managing, officiating, intending to be a welfare officer or otherwise working with children. It replaced the three-hour face-to-face Safeguarding Children Workshop. It's mandatory for anyone undertaking FA coaching qualifications, grassroots welfare officers, and

registered referees.

As part of our strategic goal to raise standards across the game, The FA is committed to safeguarding children in England. From ensuring best practice and recognising low-level concerns to understanding how to report concerns quickly and effectively, we believe that making football fun, enjoyable and safe is everyone's responsibility.

The course is designed to give an understanding of safeguarding concerns, as well as how to provide a secure environment for young people.

All that's needed to log in is a registered email address and password. An account can be created [here](#).

The qualification lasts for two years and costs £30 to complete, with free re-certification. The course can be accessed [here](#).

The CPSU require an interactive, tutor led element, alongside this e-learning. We continue to work with the CPSU to address this.

Precise timings of this new requirement continue to be developed and we will share this in due course..

Re-certification has never required a face-to-face tutor component. This means that the new course, without the tutor element, will be able to serve these learners in its current online-learning-only format for the purposes of re-certification. It is another reason for having a different access point for these learners to the first-time learner accessing the course.

The course will be reviewed regularly to ensure that returners are offered up-to-date resources, case studies and that any changes in legislation or practice are embedded in the content.



Safeguarding Children Re-certification

This course is for learners whose FA Safeguarding Children Course or FA Online Safeguarding Re-Certification has expired or is more than two-and-a-half years old. It is a free course for this group of learners.

Click [here](#) to be taken to the course.

All that's needed to log in is a registered email address and password. This must be the account that has The FA Safeguarding Children Workshop attendance on, otherwise the learner will get a message 'Course is unavailable to learners'. Learners must not create a new FAN to try to access the course.

The Safeguarding Children Re-certification course is being phased out and re-certification will be via the new Safeguarding Children Course. Access will remain free to learners who have previously completed The FA Safeguarding Children Workshop, this was widely communicated by The FA in July 2022. This Boot Room page will be updated with access instructions.

4. Welfare Officer Course

Awarded by The FA, this course is designed to explore the role of a grassroots football Welfare Officer. This course replaced the Welfare Officers Workshop.

This two-hour course is mandatory for anyone taking on the role of Welfare Officer for their grassroots club or league. Building on the Safeguarding Children Course, it focuses on the specifics of the role, what is required, and the key tools needed to carry out the role.

It also explains where to go for professional support and guidance, and how to access more information if needed.

Delivered via a virtual classroom, learners should expect an interactive session and will be encouraged to participate through a chat

function as well as via microphone, where relevant.

- Safeguarding
- frameworks; Taking action;
- Recruitment, education, monitoring and compliance;

The course costs £30 and does not need currently need renewing. Welfare Officers must have completed the Safeguarding Children Workshop, Re-certification or Course to book the Welfare Officer Course.

Click [here](#) to view course dates.

5. Committee Members Course

This online course is for all the key post holders on grassroots clubs' committees. It is free and does not require a re-certification at present. It is required of the Welfare Officer, Chairperson, Secretary and Treasurers.

Children and young people depend on the adults in their club to create a safe and fun environment, where they can grow in confidence, make friends and develop their skills and potential.

This course supports committee members to recognise their individual and collective leadership and governance responsibilities and accountabilities in safeguarding, so as a team a committee can create an environment where the wellbeing of children and young people is a core priority for the club.

Click [here](#) to enrol on the course. All that's needed to log in is a registered email address and password. An account can be created [here](#).

Notes

For the training required of County staff, County volunteers, council, committees, Board and Board Champions please see [Appendix 16](#).

For further details of the online course and



Safeguarding Adults please see **[Appendix 2](#)**.

Staff and volunteers who have a Safeguarding Children Workshop certificate, must continue to keep it in-date via the free online Safeguarding Children Recertification course, found **[here](#)**, and in future via the Safeguarding Children Course.

Education questions should be directed to:

education@TheFA.com



APPENDIX 23

GUIDANCE

Club and Youth League Welfare Officer Support

Designated Safeguarding Officers (DSOs) should scope and deliver a proactive programme of support to Club and Youth League Welfare Officers.

The work programme should ensure Club and Youth League Welfare Officers are engaged with, can share safer working practice and are kept up-to-date with relevant information changes in legislation, FA policy and procedures and guidance in safeguarding.

Given the differences within the size and populations of County FAs this could be done in variety of ways which may include (not exhaustive):

- Central County FA venue-hosted Youth League Welfare Officer/Club Welfare Officer networking events;
- Localised networking session run at multiple venues around the County FA;
- League-hosted networking event for member clubs;
- Shared agenda events with other County FA colleagues, presenting aligned content (e.g. Respect, England Football Accreditation etc.);
- County FA Safeguarding Conference;
- E-zines, website-hosted/email newsletters podcasts;
- Webinars, via Microsoft Teams;
- Signposting to relevant events/training, online content and newsletters hosted by other agencies (e.g. *Local Safeguarding Partnerships, Safeguarding Adult Boards, Local Authorities, Child Protection in Sport Unit (CPSU), Ann Craft Trust (ACT),*

NSPCC, etc.)

Consider working in partnership with youth leagues. Dependent upon the size and coverage of the youth leagues, the league could look to make attendance at an annual Club Welfare Officer networking session a requirement of league membership.

Consider setting up a specific forum for open age leagues to share 'top tips' and facilitate shared learning/opportunities.

Across the County FA DSO workforce there are examples of outside speakers from local Police Public Protection Units (PPU), Local Authority Designated Officer (LADO), Adult Safeguarding Boards (ASB) and other outside agencies delivering information and training sessions for welfare officers.

DSOs should use Microsoft Teams and regional meetings to share their knowledge and experiences in facilitating sessions for, and engaging with, Club and Youth League Welfare Officers.

County FA DSOs must maintain records of the CPD session they deliver for CWOs and clubs. These records may be requested by The FA, dip-sampled by the assessors and or shared as good practice with other County FAs.



APPENDIX 24

GUIDANCE

Seeking Feedback

Seeking feedback is an integral aspect of any safeguarding strategy. It helps gain insight from those involved into the effectiveness and impact of safeguards and safeguarding.

There are a variety of different ways to gain this insight. However there is not a lot of point in gaining the insight if the information is not actioned in some way.

Seeking feedback should be a consistent part of our work.

With the above ethos in mind, The FA commissioned specialist agency Sparkler to undertake safeguarding research in 2017 and undertook a club survey in 2022, providing each County FA with some feedback from their affiliated clubs who responded.

It targeted DSOs, parents of under-18s in football and under-18s themselves. The headlines from this research are available in the Safeguarding Team on Microsoft Office 365, to which County FAs can refer. In 2021, The FA has carried out research to test the concepts, visuals and messaging for a social media campaign.

The FA's Grassroots Football Survey provided insight on customer perceptions including young people.

County FA club safeguarding visits provide an opportunity to gather feedback from parents, coaches and clubs with regard to safeguarding within their club which can be used to inform decision-making.

County FAs may additionally use the opportunities afforded by the desktop reviews and remote meetings with club committees,

as part of the club visit process, to collect information they may find useful.

County FAs should use the findings of the research and validation visits within their strategic and operational planning and delivery.

Other methods of seeking stakeholder feedback include:

- Developing a short e-survey of Club Welfare Officers within the County FA. Work with a youth league(s) or venue (s) to develop a basic survey targeted at a specific age range(s) parents/carers and coaches asking questions in relation to safeguarding;
- Working with The County FA Youth Council or selected Club/League Youth Councils to gain feedback from under-18s;
- Using County FA-led/hosted events, cup competitions, tournaments or festivals as opportunities to gain feedback from parents, under-18s and club representatives;
- Considering how feedback from young referee/players experiences can be used to inform support events/training sessions run via the County FA;
- The Child Protection in Sport Unit has a free online course and case examples of listening to and consulting with children and young people in sport. Explore more at: the cpsu.org.uk/resource-library/best-practice/getting-children-and-young-people-involved/.



County FA Actions for Open-age Adult Football with 16/17-year-old Players

APPENDIX 25 MANDATORY

NO.	ACTION	DELIVERY PROPOSALS
1	Send communications to clubs reminding them that they must:	<ul style="list-style-type: none"> Remind clubs that The FA 'Club Safeguarding Children Policy Template' is available via the Club portal and also via Section 1 of TheFA.com Safeguarding pages. Map planned County FA club interactions already scheduled to happen across the business use these to reinforce key safeguarding requirements (ensuring all County FA staff are on message) and utilise both verbal and written communications; Identify proactive leagues who can assist with reinforcing key messages; Identify leagues who may have the potential to fund or part fund DBS Checks for their clubs; Consider using a percentage of club visits to check if coaches of teams who have or are likely to have 16/17-year-olds, are on WGS and have a FA DBS Check.
	1.1 Adopt and implement The FA Club Safeguarding Children Policy Template	
	1.2 Identify the coaches/managers for teams who have or are likely to have 16/17-year-olds and record them on WGS as they may be eligible for a DBS Check ¹	
1.3 Ensure that the coaches/managers working with teams who have or are likely to have 16/17-year-olds, do an FA DBS Check, if the period condition ² is met.		
2	Identify where open-age adult football clubs can access DBS ID verifiers³ and read the DBS FAQs (Q22 onwards)	<ul style="list-style-type: none"> Remind open-age adult clubs with youth teams that they already have a DBS ID verifier within their club structure; Approach leagues to establish who has or is willing to appoint a DBS ID verifier(s) and request they proactively inform their clubs of this; Consider running verifier 'clinics' within key areas of the county so that clubs can book a slot for their coaches to be verified at; these can be run by leagues and/or the County FA.
3	Communicate the requirement that all adult teams need a named CWO Adult Teams to affiliate for 2023/24 season	<ul style="list-style-type: none"> Communicate that there will be a requirement for CWO Adult Teams to do a DBS check where they are eligible to do so, as well as completing a free online course covering player welfare, which will be available ahead of 2023/24 season. Compliance with these requirements will be checked.

¹ Eligibility for the enhanced DBS Check with check of the barred list in adult football will depend on how likely it is that they will have 16/-17-year-old players. If it is anticipated that children are likely to be part of an open-aged team and there is a good chance of this happening, for instance if 16/17-year-olds have already been part of the team during the previous season or have registered to join the team, then the applicant performing any of the roles mentioned would be eligible for the DBS Check stipulated by The FA. If, however, it is unlikely that 16/17-year-olds would be a part of the teams, for instance if no children have ever previously been on a team and none are expected to join then the coaches and managers are not eligible for the check. This is because a standard or enhanced Check cannot be applied for just in case an applicant ends up doing an eligible type of work.

² The period condition is defined as at any time, on more than 3 days in any period of 30 days, or at any time between 2am and 6am with the opportunity for face-to-face contact with children.

³ For further information on DBS ID verifiers go to the Safer recruitment and DBS Checks section of The FA website: [TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks](https://www.thefa.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks)

⁴ To be a CWO (Adult Teams) individuals must hold an FA-accepted DBS Check (where they meet the eligibility criteria – see point 1 above), and either have completed the Safeguarding Children Course, or the new course covering player welfare for adult teams, to be available ahead of 2023/24 season.



NO.	ACTION	DELIVERY PROPOSALS
4	Encourage clubs to find ways to support the payment of DBS Checks for coaches/managers and promote safeguarding messages to 16/17-year-old players	<ul style="list-style-type: none"> • Ask the league if they can contribute or pay for the cost of a DBS Check for one coach/team; • Distribute The FA’s ‘Know your Rights’ leaflet (this is download 7.1 in the safeguarding section of The FA website) to 16/17-year-old players: TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s.
5	Share examples of local best practice	<ul style="list-style-type: none"> • Host County FA webpage features such as: <ul style="list-style-type: none"> – Benefits in appointing a CWO (Adult Teams); – Clubs with youth teams working with current CWO (Youth Teams); – Benefits of open-age adult club committee members completing The FA’s free online safeguarding training; – How to make your club safeguarding policy available to members and fans.
6	Encourage coaches to complete the online Safeguarding Children course, especially where the club/teams have large numbers of under-18s. Or they can complete the new course covering player welfare for adult teams which will be available ahead of 2023/24 season.	<ul style="list-style-type: none"> • Develop a communications plan to promote the new free online course covering player welfare – available ahead of 2023/24 season.
7	Encourage leagues to promote safeguarding on their websites, including information for 16/17-year-olds	<ul style="list-style-type: none"> • Create a safeguarding section on their website and host links to TheFA.com safeguarding pages or host relevant FA safeguarding resources; • Publish on their websites/social media platforms The FA’s ‘Know your rights’ leaflet (This is download 7.1 in the safeguarding section of The FA website) to 16/17-year-old players: TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s.
8	Encourage leagues to appoint a League Safeguarding Advocate (LSA)	<ul style="list-style-type: none"> • Utilise The FA Open-Age Adult League Safeguarding Advocate (LSA) Role Purpose set out later in this Appendix, which identifies a set of initial actions and the opportunity for further proactivity; • LSAs can complete FA safeguarding training via the free online courses, Safeguarding For All and Safeguarding Adults, or the Safeguarding Children Course (there is a cost to this course); • LSAs provide a specific point of contact for safeguarding communications from the CFA in addition to Chairs/Secretaries.



A guide for clubs with 16/17-year-old players

Open-Age Adult Football Safeguards

Every affiliated football club that involves under-18s must ensure appropriate safeguards are in place. This guide aims to support clubs with open-age adult teams who have 16/17-year-old players, or are likely to sign 16/17-year-old players.

Everyone working with under-18s, whether in youth or open-age adult football, is subject to The FA's Safeguarding Policy and Procedures⁵ and the underpinning legislative guidance.

All adult teams must have a named CWO Adult Teams to affiliate for 2023/24 season and by the 2024/25 season the CWOs Adult Teams must have completed the relevant safeguarding / welfare training.

The Disclosure and Barring Service (DBS), is an agency delivering the government's requirements for vetting checks for those working with under-18s and they have declared⁶ that if a team has or is likely to have one or more 16/17-year-old in an adult football team, and if the time that the coaches and managers work with these children meets the period condition⁷, then this is deemed as 'regulated activity'.

This requires the eligible⁸ coaches and managers working with these under-18s to undertake the requisite DBS Check.

The FA and County FAs are continuing to support clubs to understand and ensure they are embracing their responsibilities in this respect. This guidance note outlines the key issues and actions required by clubs.

The club committee has a collective responsibility to manage these safeguards and are required to:

- 1. Identify which teams have or are likely to have 16/17-year-old players**
 - If they are registered with your team then safeguards must be in place, even if they have not played yet.
- 2. Identify the coach/manager for each team (including any assistant coaches/managers)**
 - Someone must be identified in this role; they do not have to have any coaching qualifications to be named as the coach/team manager;
 - List them on The FA's Whole Game System/ Customer Relationship

⁵ The FA's Safeguarding Policies and Procedures can be found here: [TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework).

⁶ See: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/758272/ENGLISH_-_DBS_Checks_in_Sports_-_Working_with_Children_LATEST.pdf

⁷ The period condition is defined as at any time, on more than three days in any period of 30 days, or at any time between 2.00am and 6.00am with the opportunity for face-to-face contact with children.

⁸ Eligibility for the enhanced DBS Check with check of the barred list in adult football will depend on how likely it is that they will have 16/17-year-old players. If it is anticipated that children are likely to be part of an open-aged team and there is a good chance of this happening, for instance if 16/17-year-olds have already been part of the team during the previous season or have registered to join the team, then the applicant performing any of the roles mentioned would be eligible for the DBS Check stipulated by The FA. If, however, it is unlikely that 16/17-year-olds would be a part of the teams, for instance if no children have ever previously been on a team and none are expected to join then the coaches and managers are not eligible for the check. This is because a standard or enhanced check cannot be applied for just in case an applicant ends up doing an eligible type of work.



- Management system alongside the registered team. This can be done by the club secretary, assistant secretary or if you have youth teams by the club welfare officer (Youth Teams);
- If the coach/manager changes you must update this information.
1. **Support coaches to complete an FA DBS Check***
 - Read The FA DBS Check – FAQs: [TheFA.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks](https://www.thefa.com/football-rules-governance/safeguarding/section-3-safer-recruitment-and-dbs-checks);
 - Check if your league offers any financial support for DBS Checks.
 2. **Adopt and adhere to The FA's Safeguarding Children Policy**
 - Read and use The FA's Safeguarding Children Policy Club Template: [TheFA.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework](https://www.thefa.com/football-rules-governance/safeguarding/section-1-footballs-safeguarding-framework).
 3. **Provide 16/17-year-old players with safeguarding information**
 - Distribute The FA's guidance 'Know your rights': [TheFA.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s](https://www.thefa.com/football-rules-governance/safeguarding/section-7-children-and-young-people-under-18s) to all 16/17-year-old players, host this information on your club website, consider making it part of a 'welcome pack' for new players aged 16/17 years old.

[football-rules-governance/safeguarding](https://www.thefa.com/football-rules-governance/safeguarding)

The FA's safeguarding information has 12 sections and offers a variety of downloads all of which can be accessed via the 'Complete Downloads Directory': [TheFA.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory](https://www.thefa.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory):

1. Football's safeguarding framework;
2. Reporting concerns;
3. Safer recruitment and DBS Checks;
4. Safeguarding training;
5. The Designated Safeguarding Officer (DSO) network;
6. Safeguarding in the digital world;
7. Children and young people (under-18s);
8. Parents and carers;
9. Support for survivors;
10. Safeguarding adults in disability football;
11. The complete downloads section;
12. Other key safeguarding organisations.

Helpful Resources

Your County FA Designated Safeguarding Officer

Navigating [TheFA.com](https://www.thefa.com/): [TheFA.com/](https://www.thefa.com/)



Open-Age Adult League Safeguarding Advocate: Role Purpose

A League Safeguarding Advocate's (LSA) role purpose is to:

1. Proactively promote safeguarding with all registered clubs.
2. Promote The FA's Safeguarding information available on The FA.com.
3. Ensure safeguarding is a standard item at Committee Meetings/AGM.
4. Monitor data reports showing teams that register players aged 16/17-years-old.
5. Support clubs to identify local DBS Verifiers.
6. Remind clubs that where they have 16/17-year-olds registered they must:
 - Adopt and adhere to the Affiliated Football Safeguarding Children Policy – available [here](#) (Section 1 - download Guidance Notes: 1.4 Safeguarding Children Policy and Procedures Club Template).
 - Identify which teams the 16/17-year-olds play in.
 - List all the coaches/managers (including assistant coaches/managers) and medics for these teams on The FA's Whole Game System. This can be done by the club secretary, assistant secretary or if the club has a youth team by the Club Welfare Officer (Youth Teams).
 - Support coaches/managers (including assistant coaches/managers) and medics working with 16/17-year-olds to complete an FA DBS Check further information is available [here](#) (Section 3 - download Guidance Notes: 3.1 Safer recruitment of volunteers, 3.5 Eligibility of roles and 3.7 DBS FAQs).
 - Provide 16/17-year-old players with safeguarding information – available [here](#) (Section 7 - download Guidance Notes: 7.1 Know your rights in football).
 - Encourage club officials to complete the free FA online Safeguarding For All and Safeguarding Adults training for volunteers and helpers, available [here](#).
 - Communicate that there will be a new free online course for club officials to complete on player welfare, it will be available ahead of 2023/24 season and will need to be completed to affiliate for 2024/25 season.



APPENDIX 26

GUIDANCE

Safeguarding Communication to Under-18 Registered Referees – Template

County FAs should use the template text overleaf and communicate this to both the under-18 match official and their parent/carer, when these match officials are appointed to fixtures directly managed by the County FA.

This template can also be shared with leagues as an example of safer working practice.

Some County FAs have provided a business-size card for match officials to carry whilst refereeing, reminding them of relevant contact information including RDO/DSO contacts, as well as having a space for them to insert an emergency contact number.

County FAs should also share the recently disseminated Match Officials Changing Room Procedures from The FA Refereeing Department, document available [here](#).



Under-18 referees – have fun and keep safe

Dear Referee,

..... **County FA wants to ensure you are aware of the support you can access should you have any concerns over your safety and welfare while carrying out your refereeing duties. Please read the information below in full and keep it and the contact details safe in case you need them.**

It is important to remember that the vast majority of football is played in safe, friendly and inclusive environments where everyone can enjoy taking part. However, we appreciate that there may be occasions when you would like additional help and support.

Concerned about something you've seen or heard?

Tell an adult you trust (e.g. this could be a parent, coach, or another referee) if you are concerned about something you have seen or heard, if something doesn't feel right, or if you are worried about comments someone has made to, or about, you via text or social media.

It's really important that if you are concerned about your own safety, or the safety of another child or young person, that you let the County FA Designated Safeguarding Officer or the County FA Referee Development Officer know as soon as possible to ensure we can support you.

If you or someone else is in immediate risk of harm, then this should be reported to the police via **101** or **999** phone numbers.

You can also contact Childline for advice and support on tel. **0800 11 11** or go online to: [childline.org.uk/get-support/](https://www.childline.org.uk/get-support/).

Disciplinary Matters

It's really important that all matchday disciplinary matters are reported to the FA as soon as possible. In most cases this is a simple and speedy process that can be completed online. However, should you need assistance in compiling a report contact, the County FA's Referee Development Officer.

In the unlikely event of a very serious disciplinary matter, you may wish to speak to somebody about it. Our Referee Development Officer or Designated Safeguarding Officer can be contacted for advice and support.

Feel threatened?

In the unlikely event you feel threatened whilst refereeing; your own safety must be your priority. Find a supportive adult and ensure you can leave the venue safely. Avoid doing or saying anything that might make things worse. At the first opportunity please report these events to our Disciplinary and Designated Safeguarding Officer department. Our Referee Development Officer will contact you when he/she has been informed about the incident.



Attending a disciplinary hearing

During the course of your refereeing career you may need to attend a disciplinary hearing to give evidence. Don't worry about this as you will be offered guidance and support by a member of the Discipline team. If you are under 18 we take your age into account and ensure the environment is as supportive as possible. Referees under 18 can be accompanied by a parent/carer or colleague. If they prefer, our Referee Development Officer or Designated Safeguarding Officer can be on hand to offer this assistance.

Inclusion

If you have a disability or impairment or believe there are restrictions in place preventing you from fully accessing and enjoying refereeing then please inform us. Football is inclusive and that applies to refereeing too. If you would like to chat about this please contact the County FA Referee Development Officer or Designated Safeguarding Officer and we can help to remove the barriers to your full participation.

CONTACT NAME	TITLE	EMAIL/TELEPHONE
	Referee Development Officer/Manager	
	Designated Safeguarding Officer	
	Designated Safeguarding Officer	
	Discipline Departments	

Covid-19

Should Covid-19 have an impact on the 2022/23 season all FA guidance on this will be issued via TheFA.com or directly to registered referees.



APPENDIX 27

MANDATORY

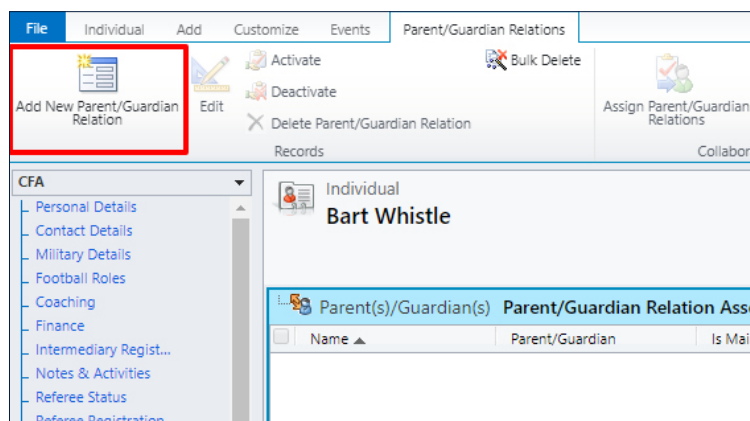
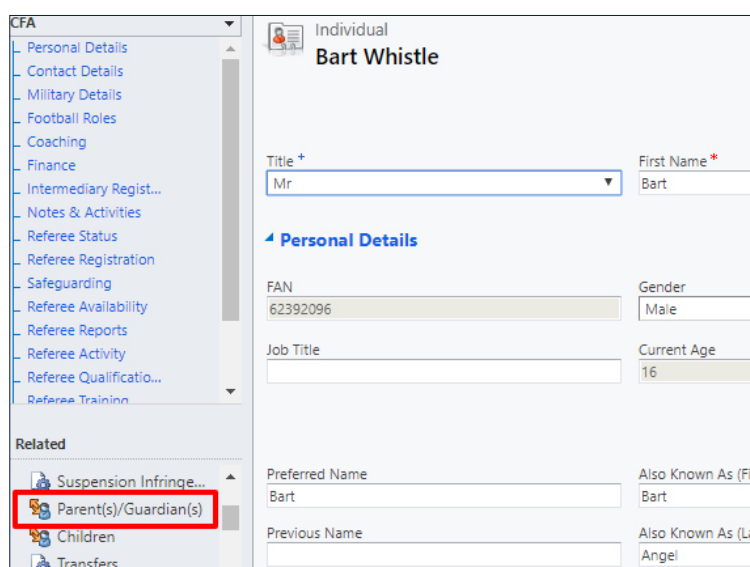
Referee Registration – Adding a Parental Record to an Under-18 Referee

All registered referees under the age of 18 should have a parental link added to their record within the WGS CRM.

This will require both the referee and the parent(s) to have separate FANs created, which can then be linked within CRM. More than one parent can be associated with the same child.

Navigate to the individual concerned, and on the left hand menu under 'Related' you will find a link called 'Parent(s)/Guardian(s)'.

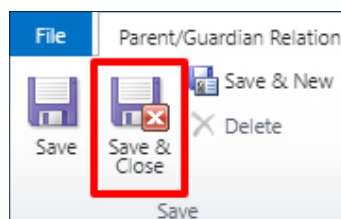
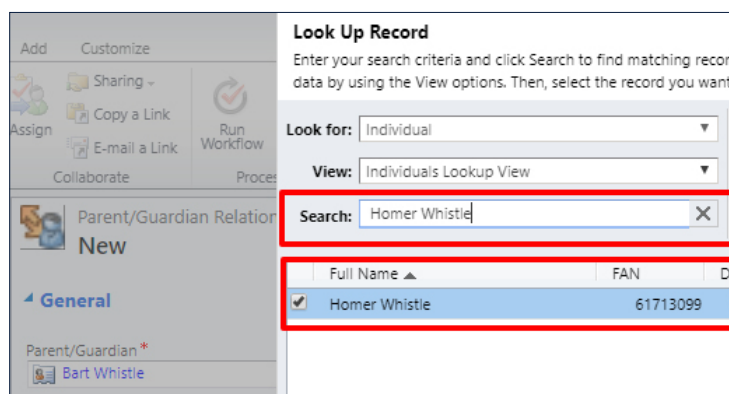
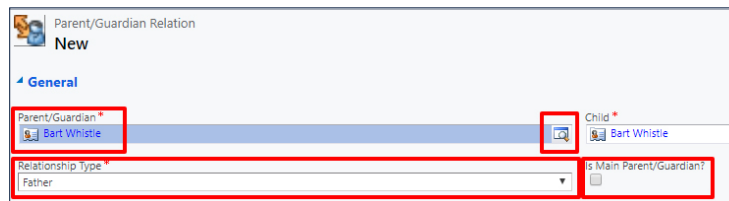
Clicking on this link will open up the Parent/Guardian Associated View. If any parents have already been associated to the child, you will see them here. To link a new parental record, click on the 'Add New Parent/Guardian Relation' link at the top left.





This will open up a new box, which allows you to create a relationship between the child and their parent. Note that by default the parent will be selected as the same FAN as the child (the system has to select a FAN when it creates the relationship) but you cannot save it without amending the Parent/Guardian (i.e. you cannot save a Parent/Child record with the same person as both Parent and Child).

You should use the lookup on the right to search for The FAN record for the Parent/Guardian, and you may also set the Relationship Type (Father, Mother, etc.). There is also a flag for the 'Main Parent/Guardian' – this is marked by default when the first Parent/Child Relationship is set, and will be used in future for passing contact details for young referees to leagues.



Once you have found the parent required, click on the OK option to return to the main view of Parents/Children. At the top right of the screen, click on 'Save and Close' at the top left of the screen and the new Parent/Child Relationship will be saved.

The new Parent/Child relationship can now be seen in the relevant sections for both of the two FAN records. If any further Parent or Guardian needs adding, they can be done in the same way.

Individual Bart Whistle						
Parent(s)/Guardian(s) Parent/Guardian Relation Associated View						
Name	Parent/Guardian	Is Main Parent/Guardian?	FAN (Parent/Guardian)	Relationship Type	Child	
<input type="checkbox"/> Homer Whistle-Bart Whistle	Homer Whistle	Yes	61713099	Father	Bart Whistle	

Information on the number of under-18 referees without a linked parent for your County FA, can be found via the SOS Daily Monitoring Report (SOS section 2) and via the WGS/CRM SOS – Referee Linked Parents Dashboard.

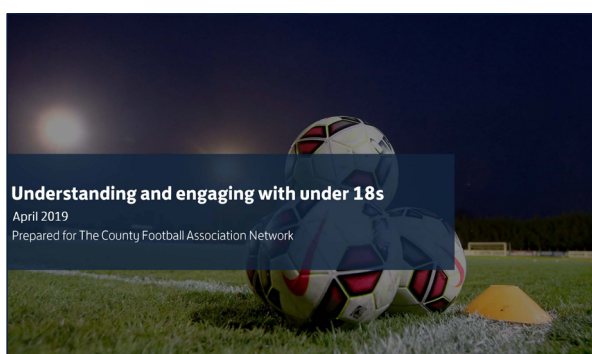


APPENDIX 28

GUIDANCE

Summary findings from research into 'Understanding and Engaging with Under-18s'

The following pages contain a presentation which covers the above topic. It is available as a standalone PowerPoint presentation. If you want to use elements of this presentation in creating something for your County FA, an editable PowerPoint version is available to download from: <http://bit.ly/VoaC18>.



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This document draws together a synthesis of all The FA insight around young people


The purpose of this synthesis document is to align (and suggest actions) to CFAs on Area 3 of The FA Safeguarding Standards.

This document aims to provide a knowledge base for all CFAs, from which to action and implement local initiatives and plans that can successfully evidence (and be successful in achieving) the requirements detailed in Area 3.

Safeguarding Standard – Area 3: Listening to the voice and supporting under-18s

This requires CFAs to show how they create an inclusive culture for, engage with and listen to children.

It requires CFAs to show how they are increasingly putting the child and young person's voice more centrally in what they do, including demonstrating that they are starting to use their communication channels to engage children in a safe and effective way.



How this document should be used going forwards ...

The information provided in this document can be used to...


- Increase your understanding of the attitudes of young people in society
- Increase your understanding of the attitudes of young people towards football
- Comprehensively review the barriers, concerns, and influencing factors that should be considered to create a positive and suitable environment within the game
- Inform your work to achieve Safeguarding Standard – Area 3: Listening to the voice and supporting under-18s (slide 4)
- Check and challenge your existing initiatives (and general thinking) that encourage positive engagement and outcomes with young people in football within your county

However, by itself, this document cannot be used ...

- As evidence towards Safeguarding – Area 3.
- As a toolkit for achieving Safeguarding Standard – Area 3.

This document is designed to increase your knowledge base of young people to help shape future actions and initiatives.

Whilst the recommendations included within this document will not guarantee a CFA 'achieves alignment' to Area 3 of the safeguarding standards, the suggested actions will provide guidance to all CFAs looking to implement local actions and initiatives within this area.



Internal primary data and wider secondary sources have been used throughout

This document has collated attitudes and opinions from over 6,000 children aged 5 to 18 years ...






All information provided is based on 'England-wide' primary and secondary research

Unless otherwise stated all information and data references provided within this document has been collected within nationally representative samples of the England population aged 5 – 18 years.

Whilst the synthesised insight is at a national scale, due to strong regional consistency of the youth population (both in terms of their behaviours and attitudes), the recommendations provided here can be planned and delivered at a local level.



Touchstone reports in England do not highlight regional difference in their youth insights

Across all of our secondary data sources, the typical digital, communication, and recreational behaviours and attitudes of the youth population in England display similar trends.

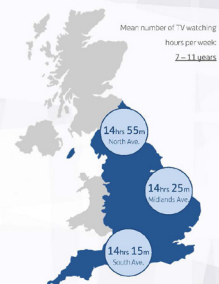
Both Sport England and Ofcom reports of children aged under 18 (in England) reported no significant regional differences in the sporting and media behaviours of the children sampled.



Sport Participation in England Report



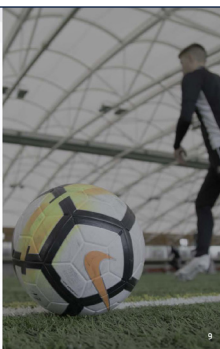
Children's Media Literacy Audit



Understanding subtleties within the data

Within the majority of primary and secondary data utilised for this document, sample subtleties including LGBTQ+ and BAME were not present, and could not be analysed further.

Whilst not explicitly included here, these subtleties should be recognised, and are factors to consider, in the wider application of thinking - particularly when considering future initiatives for implementation.



Understanding subtleties within the data

Urbanicity (classification of urban v rural regions of England) is also an important subtlety within our insights that must be recognised.

Approximately 17% of the population in England live in an area classified as 'rural'. Whilst only small deviations exist between urban and rural regions within the data reported, wider considerations should be kept in mind when executing all future initiatives.

- Access to sporting facilities
- Access to transport / extra requirements of transport
- Digital access and quality of coverage



Understanding under 18s



This document examines and explores three child age groups in detail



5 - 11 years
Primary School
'The Introductory Years'



12 - 15 years
Secondary School
'Emotional Development'



16 - 18 years
Young Adults
'Demand of Time and Attention'



Insight across all three age groups are based on robust sample sets



5 - 11 years
A total of 1,646 respondents across 6 research studies



12 - 15 years
A total of 3,870 respondents across 7 research studies



16 - 18 years
A total of 971 respondents across 5 research studies

This report collates the voice of young people, in some cases we have included the thoughts of their parents, however in these instances has provided further context to the insight already gathered from children – rather than in place of their feedback.



There is a common 'football evolution' that takes places across these age groups



5 - 11 years



12 - 15 years



16 - 18 years

Early Ages (of age bracket)

With Dad and Siblings in Garden

After School Football

Continued Youth FC Football

Within School as part of PE

Within a School Team

Late Ages (of age bracket)

After School Football

Within a Youth FC Team

Within Adult FC Team

Whilst the types of football participation are consistent between boys and girls, the trajectory of the evolution is often slower (i.e. new forms of football are introduced later) amongst girls.





Wider cultural development is also taking place

It is not just a child's football participation and engagement that evolves over time, a wider cultural and social development is also taking place across a number of areas;

- The importance (and number) of wider activities and interests (aside from football)
- The role of digital and media in their lives
- Their communication in terms of devices, platforms, and channels utilised
- The role and importance of people in their lives

These wider areas of development are also covered within the subsequent sections of this document.



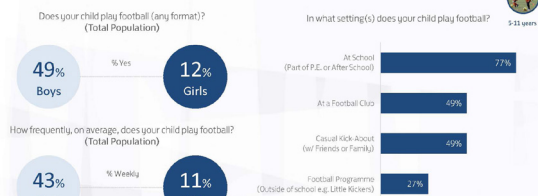
15



5-11 years: The Introductory Years

Children are doing things for the first time, starting to develop their interests and hobbies. It's at this point that willingness and openness to try new things is at its highest.

The majority of 5-11 year old players play football weekly, with many doing so at school as part of P.E or an after school activity

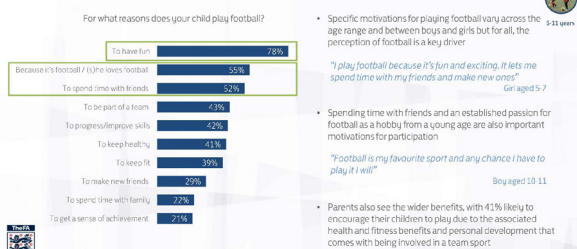


Schools could be a critical pathway to create engagement with 5-11 year olds outside of schools



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Across boys and girls, the primary reason for playing football is to have fun



Specific motivations for playing football vary across the age range and between boys and girls but for all, the perception of football is a key driver

"I play football because it's fun and exciting. It lets me spend time with my friends and make new ones"
Girl aged 5-7

Spending time with friends and an established passion for football as a hobby from a young age are also important motivations for participation

"Football is my favourite sport and any chance I have to play it I will!"
Boy aged 10-11

Parents also see the wider benefits, with 41% likely to encourage their children to play due to the associated health and fitness benefits and personal development that comes with being involved in a team sport



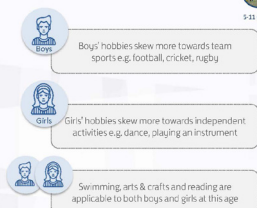
18

Football has to be fun to compete with wider activities/interests of this age group

- Children aged 5-11 are most open to trying new activities, with parents, teachers, siblings and friends often introducing new pursuits to consider
- As a result, football is competing with a number of different activities which can vary across boys and girls
- Children's awareness of their own preferences also develops as they grow older, with 10-11 year olds much more aware of their own preferences compared to their 5 year old self

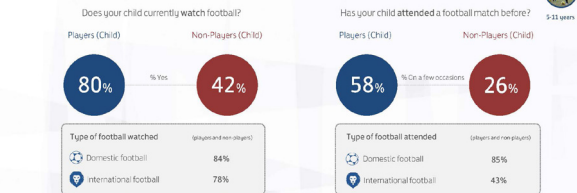
Football needs to be fun first and foremost to engage this cohort but also be social, interactive and accessible to take advantage of the willingness of this group to try something new

It is also important to promote football and engage children before they reach 9/10 years so as not to miss this crucial opportunity



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Evidence also suggests that engagement at this age can lead to wider engagement with the professional and international game



This further reinforces the importance of engaging the 5-11 cohort, not only to increase participation but to promote and increase engagement with the game overall



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Barriers to participation are most significant amongst girls (rather than boys) in this particular age bracket

- Girls in this age bracket enjoy and want to play football however can be faced with a number of barriers to participation:
 - Gender stereotypes can be reason enough not to engage
 - Opportunities to play more formally are dominated by boys
 - Lack of awareness of girls' football clubs / offerings for girls
 - Perceived lack of skill to play 'properly' / lack of confidence

- Parents can also create barriers, despite supporting their daughter's interest and desire to play football:
 - Football is considered a very physical game
 - Football is more of a Dad and son thing
 - Playing football at a club is a serious commitment; parents can be reluctant to put too much pressure on their daughters at this age

Overcoming these barriers is of paramount importance to engaging girls of this age, and their parents. The SSE Wildcats programme is an example of how to overcome these barriers.

"It's just more of a boy's thing"
Girl aged 7-11

"I'm not ready yet, I need to be better at aiming"
Girl aged 7-11

"Girl footballers tend to be more of a bigger solid build. My daughter would get blown over by a strong gust of wind"
Parent of girl aged 7-11

"It would be good to challenge these stereotypes because football is good fun, its exercise, its outdoors, it's a team sport. Why shouldn't girls play?"
Parent of girl aged 7-11



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Digital and media consumption is becoming increasingly important for 5-11s



There is an opportunity to apply and harness this engagement to how this age group engage with football i.e. sharing / creating football YouTube clips, digital apps (such as The FA SuperKicks) to tap into and align with existing digital behaviours



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Compared to older children however, social media plays much less of a role and device usage is monitored by parents

Proportion of 6-11 year olds using social media, per week

Proportion of media & communication time

Proportion of 5-7 year olds with their own smartphone

Proportion of 8-11 year olds with their own smartphone

51% → 10%

5% → 39%

- Compared to nearly nine in ten 11-15 year olds, half of 6-11 year olds use a social media site once per week
- Despite half of 6-11 year olds accessing social media, the attribution of this activity is minimal - only 10% of their media and communication time can be accounted for by social media
- Device usage is also heavily restricted by parents, especially amongst younger children within this age group
- Parents also reluctant to allow their children to sign-up to sites / create their own profiles at this age; they are still the gatekeepers and want to be in control of their children's digital behaviours and protect their identities

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

Physical formats also hold relevance over digital formats for this age group

Despite the increasing importance of digital media activities, reading and books are still a prominent activity and hobby amongst the 6-11 age group

Taking place across both print and digital formats, print is still dominant accounting for 91% of all 6-11 year olds' reading time

In rewarding participation for football, younger children also prefer physical rewards and when tested, the idea of a scrapbook was more engaging than an app to deliver rewards

Aside of digital engagement, there is significant opportunity to engage this age group via physical formats, be it magazines, leaflets, stickers or scrapbooks

Weekly reach of media and communications activities amongst 5-11 yrs

Video games	81%
Live TV	80%
Books	62%

In comparison to weekly football participation amongst >11 yrs

Boys	43%
Girls	11%

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

Parents and siblings are the most influential figures for 5-11 year olds

For 5-8s, family is everything

For 9-11s, friends are the focus

- For 5-8 year olds, life revolves around their immediate family: their parents, siblings, grandparents etc.
- Family members play a crucial role in the hobbies children do / are exposed to and how they develop their preferences
- Children also look to their family for support as they learn to adapt to school and how socialise with their peers
- At 9-11, children are much more aware of what they like/dislike and socialising becomes increasingly more important
- Parents and immediate family are still the biggest influence on children's lifestyles however; the opinions of friends and peers become more important in terms of influencing preferences, hobbies and activities

Source: YouGov for FA, 2019.

5-11 Years: Summary Checklist

Prior to engaging with 5-11 year olds, have you thought about...

- 5-11 year olds play football to have fun - in whatever format they engage, fun needs to be front and centre, reinforced by interaction and socialising
- Most 5-11 year olds are playing football in a school environment - connections and collaborations with schools could create critical pathways for driving participation
- There is a key window of opportunity to promote and drive participation between 5 and 9 years when children are most open and willing to try new activities
- Immediate family (parents, siblings, grandparents etc.) have the greatest influence at this age and can be effective champions of football
- Girls in this age group continue to face significant barriers to participation - consider how to overcome these barriers to get both girls and parents on board
- Digital and media are becoming increasingly important with high consumption of short online videos - is there anything you can do in this area and on YouTube specifically?
- Parents are the gatekeepers for digital engagement - where possible, utilise physical formats over and above digital to align with natural behaviours of the 5-11 cohort

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

12-15 years: Emotional Development

Notions of preference, a desire to win and social status are heavily influential at this stage of a development. The sense of teamwork and ambition place football as an ideal activity for this age group.

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

Structured / club football is as its highest amongst 12-15s, especially for boys, and players engaging with football for a number of reasons

83% Boys
36% Girls

% Currently playing any form of football

Whilst fun is still a major factor, 12-15 year olds engage in football for a variety of different reasons:

- Love of football
- Being part of a team
- Friendship
- Being good at football (self-esteem)
- Competition

- Football (some form) has the highest participation among 10-15 year old boys and although this is lower amongst girls, over 1/3 continue playing
- Of those playing, there is a strong sense of commitment and passion for the game and many would like the opportunity to play even more

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

The social aspects of football and image become more important as children develop into their teenage years

As children become teenagers, image becomes increasingly important and can become entwined with reasons for playing football:

Boys

- For 12-15 year old boys, playing football is way of keeping fit
- Much more than keeping fit, it's also a way for boys to look good in front of their friends
- Boys' focus on improving their football skills and performance on the pitch to portray the right image to their peers

Girls

- For 12-15 year old girls, playing football is considered a great way to get fit and healthy
- This is important as it helps build confidence and self-esteem
- Girls' also enjoy that football create an opportunity to get fit whilst also socialising with friends

For both boys and girls, wearing the right kit and using the right equipment is also crucial in portraying the right image

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.

Despite high participation, 12-15 year old's face a number of significant barriers to participation, both on an emotional and practical level

Emotional barriers to playing football

- Dislike of football
- Preference for other activities or sports
- Perceived lack of skill / pressure to play well
- Disillusionment from not being picked enough, lack of progress
- Perception that football becomes too competitive / serious
- Perception that football becomes too physical / causes injury
- Increased pressure from parents to win / progress
- Desire to spend more time socialising with friends

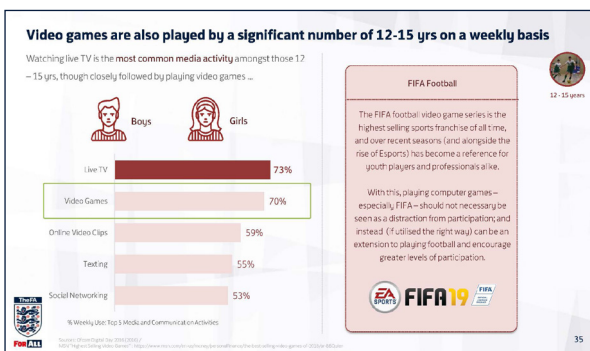
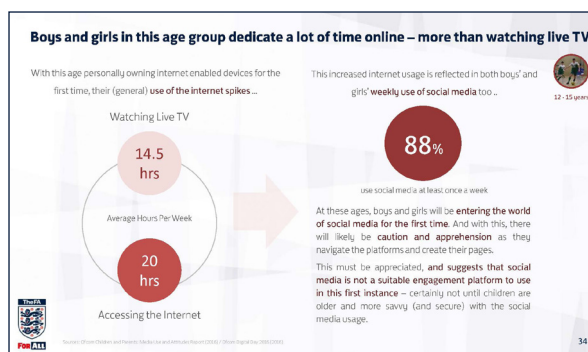
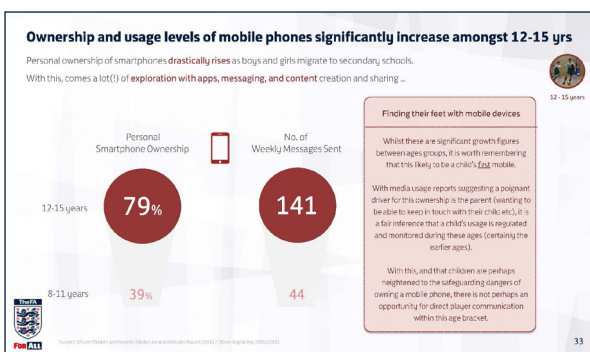
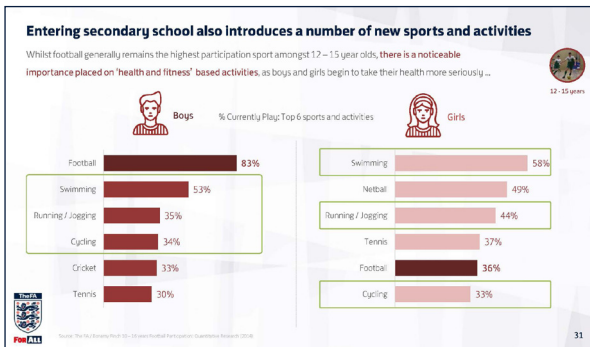
Practical barriers to playing football

- Competing for time vs school work
- Compensating for time vs other activities (esp. sports for girls)
- Convenience of location
- Bad weather (if playing outdoors)
- Poor condition of pitches
- Poor quality of coaching / management
- Slow / complicated sign-up processes / requirements
- Lack of awareness / online presence

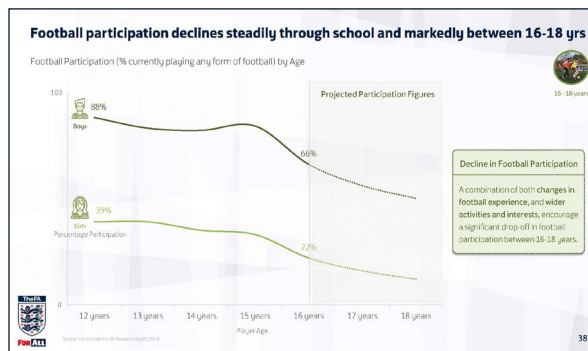
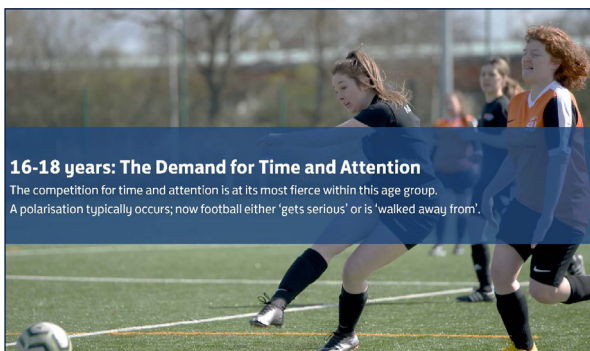
12-15 year old's are looking for convenient and safe ways to play football, where they can progress and build self confidence and esteem

Compared with 5-11 year olds, the barriers facing 12-15 year olds are much more complex and if tackled, need to be considered both on an emotional and practical level to encourage participation

Source: YouGov for FA, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019. © Football Data Centre, 2019.



- ### 12-15 Years: Summary Checklist
- Prior to engaging with 12-15 year olds, have you thought about...
- ...the majority of boys and girls are playing football because of their pure love for the game. Many would like (and are seeking) more opportunities to play.
 - ...the importance of 'image' amongst this age group. Wearing kit and using the right equipment is as crucial as developing their skills and improving as a player.
 - ...barriers to playing could be emotional as well as practical. Emotional development can encourage new feelings – a fear of failure, or a perception of not being good enough to play.
 - ...secondary school has introduced a number of new sports to this age group, and a focus on 'health and fitness'. Are boys and girls aware of the health and fitness benefits from playing football?
 - ...secondary school has also brought educational pressure to 12-15 year olds (felt most by girls) and can lead to football being less of a priority. Flexible participation options are desired.
 - ...a majority have their own smartphone and almost all use social media every week. This is their first exposure to social, and so these platforms may not be suitable for communication amongst these ages
 - ...70% of boys and girls play video games every week. FIFA football is a footballing reference point amongst this age group, and rather than a distraction, this is an extension of their football engagement.
- Source: The FA's Football Participation Quarterly Research 2020





Emotional growth means 'competition' overtakes 'fun' as the key motivation for playing

The 11-a-side Aspiration

Small sided and school based football are typically seen as more "informal" formats, which naturally encourages a view of 11-a-side (League and Cup) football as the most "proper" and "professional".

For players, 11-a-side competitive football becomes the benchmark – where there's kits, referees, assistant referees etc. It's the aspirational format players have been working towards from a young age.

However the 11-a-side format exacerbates the two player / team scenarios so football becomes less rewarding for all but the best and most committed.

16-18 years

At these young adult ages, polarisation and differentiation based on ability and talent is evident. Natural streaming in these areas creates two player scenarios...

Unsuccessful Players / Teams High Potential to Lapse

- Still competing in leagues and competitions, but enjoyment and fun is compromised.
- As teams crop down the league, players lose interest and commitment.
- Vulnerable to lapsing as a lack of emotional reward is noticed

Successful Players / Teams Low Potential to Lapse

- Their initial love for the game is sustained as their teams have success and progress.
- Anticipation and desire to play within an adult FC team is naturally created
- Good managers and coaches play a valuable role throughout

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

At these ages, if football doesn't fulfil a player, there's plenty elsewhere to grab attention

With team sports demanding consistent commitment (and with a growing focus towards their health), 16-18 yrs often turn to solo sports such as golf, gym, and cycling, as they offer more relevant reward for less commitment and effort.

Entering their last schooling years before university, many 16-18 yrs begin to prioritise their school / college work over other commitments. Activities and interests must fit around their educational demands to be sustained.

By reaching their latter teenage years, many of the things 16-18 yrs used to play football for such as socialising and having fun with friends are now offered in other (more appealing) areas that require less regular commitment.

With their lifestyles beginning to demand a small income, a number of 16-18 yrs will enter part-time (sometimes full-time) employment in order to support this – allowing less time for football and other activities and interests.

These 4 football participation barriers perhaps come together and contribute to the most common reason for this age group not playing football, "lack of time"...

"Playing football just took all my time. It wasn't just the Sunday games it was the Wednesday and Saturday training. I had other things to do and no real time. If I'm honest, our team wasn't going anywhere as well..."

Mick Palmer, Player, 16 years

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

Those who have recently stopped playing football do "miss it" in their lives

Within some of our most recent qualitative work amongst 16-18 years who had recently stopped playing football, everyone we spoke to acknowledged that they miss playing football.

Though when asked if they would ever start playing football again, common barriers were highlighted:

- Those who originally stopped playing due to a lack of enjoyment felt like they wouldn't be able to "get back into the game and enjoy it" due to having "spent too much time out".
- Those whose circumstances had now changed (i.e. they had more time to commit) highlighted their biggest barrier as "having an opportunity to play adult football".

"I do miss it. It was fun and I wish I could go back to the times I was playing when I was younger I'm not sure if I'll ever play for a club again though..."

Mick Palmer, Player, 17 years

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

There are retention considerations to appreciate amongst the 16-18 yrs age group

With this, key player retention considerations were highlighted (by both boys and girls) by those with low and high propensity to lapse...

Successful Players / Teams: Low Potential to Lapse

- Keep the competitiveness.** At these ages, boys are playing the most 'proper' football ever. Ensuring a professional execution at all times (including equipment, coaching, and officiating) will maintain the competitive nature desired.
- Pathway into adult football.** Provide boys at this age a clear pathway into the next stage of their football career.
- Equality to the boys.** Girls at this age want to emulate, and surpass, their male counterparts and an equal provision of resource (particularly coaching) can enable this.
- Actively working with other teams and organisations** to make sure there is continued appetite for fixtures, leagues, and cups.
- Pathway for continued play.** Provide girls at this age a clear pathway (and how they can successfully negotiate this pathway) to carry on playing football.

Unsuccessful Players / Teams: High Potential to Lapse

- Making football fun again.** 16-18 yrs often cite a compromised level of enjoyment – a core reason for wanting to play. Creating an atmosphere that is high-hearted and relaxed could help bring the fun back.
- Offering flexibility.** With their increasingly busy lives, a flexible (but still accessible) approach to sessions that do not require long-term sign-up can be an option.
- Continuing to provide girls with an opportunity to play.** Ensuring there is dedicated, consistent, resource (coaching, referees etc) for girls only (not mixed) teams.
- Encouraging a girls' desire to play with regular rewards and incentives.** Good performance either individually, or within their team, should be recognised regularly.
- A suitable environment,** including defining skill levels, thinking carefully about format, and fostering inclusivity, at every stage.

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

Effective communication to 16-18 yrs is fundamental to encouraging participation

It is at this young adult age, that boys and girls are using a social media platform "almost daily". By harnessing the most suitable platform for the communication need, direct-to-player contact can be utilised with the player's and parent's consent.

94% 16-18 yrs in England personally own a mobile phone

Potential Communication Opportunity

- WhatsApp and Facebook Messenger** are commonly used platforms for messaging bigger groups and (with the necessary player and parent permission) represent an opportunity for football team communications.
- Twitter** used least amongst this age group, and typically as a new source only when it is opened.

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

One of the most common social media activities is watching short form video content

Over half of those aged 16-18 years in England use social media to consume 'Short Online Clips' (the highest ranked activity).

Whether through YouTube or native media players within the Snapchat, Facebook, and Instagram platforms, boys and girls extend their engagement with their favourite interests by watching 0-5 minute videos.

The sharing or recommendation of football based video content should be considered to encourage more engagement with football amongst players – particularly those with high potential to lapse.

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

Whilst more independent, parents still play a 'facilitator' role within 16-18 yrs' lives

When discussing the footballing worlds in more detail, boys and girls players provided interesting insight into the roles of people in their lives...

Coaches "The Gatekeepers"

All expressed how important coaches were in their footballing world. A committed coach would encourage more commitment from them, in return, and as a person who can shape their future football endeavours, coaches were held in high regard by all players.

Friends "The Confidantes"

At this age, friends and friendships groups have become close over time. Friends now share many of the same passions and interests – including football – and so teams are frequently made up of 1-2 sets of friends. Friends are perhaps the most trusted people in a 16-18 yrs world.

Parents "The Facilitators"

Whilst 16-18 yrs are quick to declare their independence(!), parents are not overlooked – especially in footballing terms. Boys and girls concurred that for the travel, cost, and equipment of their football, parents had a vital "facilitator" role – though on a more 'on demand' level than their earlier years.

16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020

16-18 Years: Summary Checklist

Prior to engaging with 16-18 year olds, have you thought about...

- ...football drop out rates are at their highest within this age group, due to a change in footballing experience and the appeal of wider activities.
- ... 'competition' has overtaken 'fun' for many players. The most committed and skilled embrace this, those less skilled often take less enjoyment. Streaming skill levels could be important at these ages.
- ... 11-a-side football is the most aspirational format for many, though it can also compromise the enjoyment and overwhelm those less committed and less talented.
- ... with more happening in 16-18 year old's lives (e.g. school work, employment), a significant barrier to playing football becomes a 'lack of time'. Flexibility in terms of playing and commitment is desired.
- ... social media and instant messaging platforms (with player and parent permission) can be effective communication tools. Both boys and girls regularly use these platforms to message bigger groups.
- ... coaches are well respected, and are often seen as the gatekeepers to future opportunities. Whilst this group have more independence – parents still have an important facilitator role to play too.

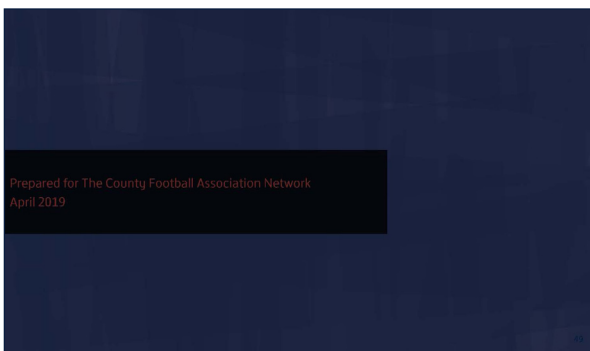
16-18 years

Source: The FA Collaboration for Excellence - Working 16-18 yrs olds in football 2020



Further research could be carried out by an external agency or training for CFA staff would then allow research to be conducted "in house". Please discuss any potential next steps with Ross Antrobus and Phil Roughsedge in the FA central Insight team

Speaking to young people workshop	Discussion groups with young people	Online survey amongst young people
£7,895	£13,700 (£7,950 if moderated by CFA*)	£5,085
<ul style="list-style-type: none"> Training workshop for CFA staff on approaches for speaking to and interviewing young people for the purpose of research Focus on appropriate methodologies, discussion guide writing, facilitation and moderation To be run in plenary and break-out groups and to take place at Wembley or CFA office Assumes attendance of upto 15 CFA representatives 	<ul style="list-style-type: none"> Recruitment managed by the CFA with support from Sparkler i.e. drafting outbound comms / identifying recruitment criteria per group CFA to organise a centrally located venue with support from Sparkler i.e. defining key criteria for research design Sparkler to write the discussion guide, prepare stimulus (i.e. concepts, if needed) and moderate each group Sparkler to analyse the data and produce a Word/PPT report for the CFA Includes incentives and travel 	<ul style="list-style-type: none"> 10 minute online survey amongst young people within a CFA catchment area Survey content and online survey design managed by Sparkler (with CFA input) Distribution of survey managed by the CFA with support from Sparkler i.e. drafting outbound comms Sparkler to analyse the data and produce a Word/PPT report for the CFA as required
<p>Includes preparation, facilitation by 3 Sparkler moderators and provision of training materials</p> <p>03 474202 ext 547</p>	<p>*Assumes Sparkler view the process for analysis & reporting</p>	





APPENDIX 29

MANDATORY

Under-18 Referees – Disciplinary Support

Please refer to the 2022/23 season handbook pages and Governance [here](#).

Where referees are involved in disciplinary cases, they should refer to The FA's Grassroots Disciplinary Guide under the heading of 'Personal Hearings'. You'll find this [here](#).

The FA Discipline Team has produced guidance for children and young people attending disciplinary commissions. It has instructed that the following practices must be followed to best protect the interest of children and young people where they are providing evidence.

1. Evidence should only be received from young people (accompanied by a responsible adult) in front of the Commission Members, Commission Secretary, participant charged and his/her representative;
2. All other occupants of a Commission should be asked to leave whilst a young person is giving evidence;
3. The asking of questions should be restricted to the Chairperson only;
4. At the end of the questioning the representative or participant charged should be asked whether there are any other questions that they believe should be asked of the witness;
5. If required, additional questions should be put to the witness but again by the Chairperson only;
6. Once all the questioning has been completed the young person would then leave the Commission room and will not be required to remain for the remainder of the hearing.

Guidance for attendance at disciplinary hearings can be found [here](#).

With a child friendly guide (7.3.) which you'll find [here](#).



APPENDIX 30

GUIDANCE

The Relationship between Disciplinary and Safeguarding

The images below comprise a presentation which covers the above topic. It is available as a standalone PowerPoint presentation.

If you want to use elements of this presentation in creating something for your County FA, an editable PowerPoint version is available to download [here](#).



Agenda

1. Introductions
2. The Role of Grassroots Discipline in Safeguarding
3. CFA Discipline Framework
4. Disciplinary Process involving Young Persons
5. Disciplinary Commissions in Youth hearings
6. Statutory agency involvement



Introductions

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The Role of Grassroots Discipline in Safeguarding

Current Perceptions?




The Role of Grassroots Discipline

1. Involved only in the Disciplinary Process and not Safeguarding Review Panels ("SRP"). Latter remain with Judicial Services.
2. Investigating misconduct using an evidence based method; findings of fact. Differs to SRP which is evaluated on risk or potential risk.
3. Ensure all Disciplinary Commissions are correctly trained to undertake youth hearings whilst upholding the integrity of the regulations.
4. Ensure there is sufficient material to circulate as a preliminary step to youth hearings i.e. Personal Hearing Guide.
5. Ensuring all complaints in relation to the Disciplinary Process are handled in a transparent and timely manner.
6. Ensure all feedback provided on the process from Young People is circulated to the relevant CFA as S365 evidence.
7. Liaise with the FA's Safeguarding Team wherever appropriate.



The Role of Grassroots Discipline in Safeguarding

How should Discipline & Safeguarding liaise in a CFA?



Working Together

Senior leadership team Oversight

CFA Discipline

CFA safeguarding

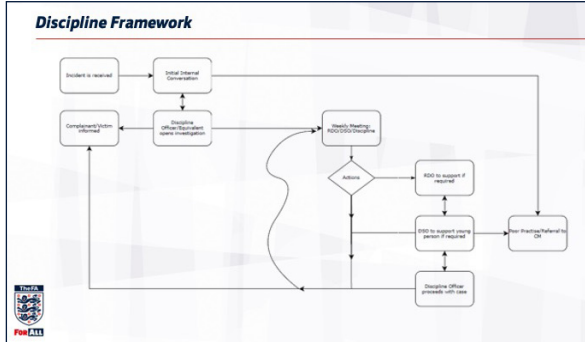
Refereeing





APPENDIX 30

GUIDANCE



Assessment of Discipline Involvement

Q: How do we know the matter is for Discipline?
A: The key is in the report. CFA must consider whether it is a breach of FA Rule E3.

Q: Can a referral come from a match?
A: Usually the matter is disciplinary and not safeguarding. Poor practise is generally ruled out at this point.

Q: Is social media breaches safeguarding?
A: Posting is generally only discipline. Inappropriate contact is almost certainly only a safeguarding matter.

Q: What if someone is convicted of a criminal offence?
A: Depends on whether the offence poses a potential risk to a young person and/or whether the offence brings the game into disrepute.

Statutory Agency Involvement

The involvement of the Police does not prevent or fetter The Association from commencing, conducting and/or concluding proceedings under FA Rules and Regulations.

Results from other proceedings (save for acquittal) and findings upon which such result is based shall be presumed to be correct unless it is shown by clear and convincing evidence that this is not the case. An acquittal shall only be deemed correct if the standard of proof applied is the same or lower than disciplinary proceedings brought under FA Rules & Regulations.

Pro's and Con's of halting an investigation

PROS

- Cautions & Convictions can be relied upon due to higher standard of proof.
- Court findings can be entered as evidence.

CONS

- Time taken to conclude criminal proceedings.
- Can potentially unduly influence disciplinary panel if criminal case is not guilty.

- ### Discipline Resources
- [FA Disciplinary Regulations](#)
 - [County FA Disciplinary Guidelines](#)
 - [Personal Hearing Guide for U18s](#)
 - [Discipline Feedback Survey](#)
 - [Safeguarding Assessment for Panel Members](#)





APPENDIX 31

MANDATORY

Protocol for Managing Non-compliant Teams

At the point of affiliation

County FAs must apply the affiliation process in accordance with FA requirements.

If a club fails to meet the necessary requirements, those teams impacted should not be affiliated, until such time as the criteria has been met.

It is recognised however that the criteria may be met at the point of affiliation but the club's compliance during the season may change. e.g. a coach or manager may leave a team with no replacement.

In such circumstances County FAs should take the following action:

Upon becoming Non-compliant

If a club that was compliant at affiliation subsequently becomes non-compliant, for whatever reason, then the following must be applied:

1. Clear correspondence should be sent to the club notifying them of the issue and the consequences should they remain non-compliant; They should be informed that they have 21 days to become compliant, and the consequences of not doing so should be explained (see below);
2. Failure to become compliant will result in the affiliation for the affected team being suspended immediately following the expiry of 21 days;
3. Where the non-compliance is at club not team level then the club affiliation may be suspended until they comply with the relevant affiliation requirements;
4. The suspension will remain in force until compliance is achieved.



APPENDIX 32

MANDATORY

The FA Safeguarding Case Management Team: County FA's Referral Threshold and Process

FOR INTERNAL USE ONLY; NOT FOR DISTRIBUTION

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GLOSSARY OF TERMS USED IN THIS APPENDIX

AAR	Adult(s) at Risk
CFA DSO	County FA Designated Safeguarding Officer
ELSA	Electronic Safeguarding Case Management System
Intelligence	Referral information held on ELSA by SCMT that does not meet the threshold for a risk assessment
LADO	Local Authority Designated Officer
Low-level concerns	<p>Any concern- no matter how small, even if no more than a ‘nagging doubt’- that an adult may have acted in a manner which:</p> <ul style="list-style-type: none"> • Is not consistent with an organisations code of conduct and or • Relates to their conduct outside of work which, been if not linked to a particular act or omission, has caused a sense of unease about that adult’s suitability to work with children
MASH	Multi-Agency Safeguarding Hub
Professional Clubs	Football Clubs and Club Community Organisations affiliated to the Premier League and English Football League
Referral	A safeguarding concern that is shared with SCMT
SCM	Safeguarding Case Manager
SCO	Safeguarding Case Officer
S365	Safeguarding 365 Standard for County Football Associations
SRP	Safeguarding Review Panel
The FA SCMT	The FA Safeguarding Case Management Team
WGS	Whole Game System

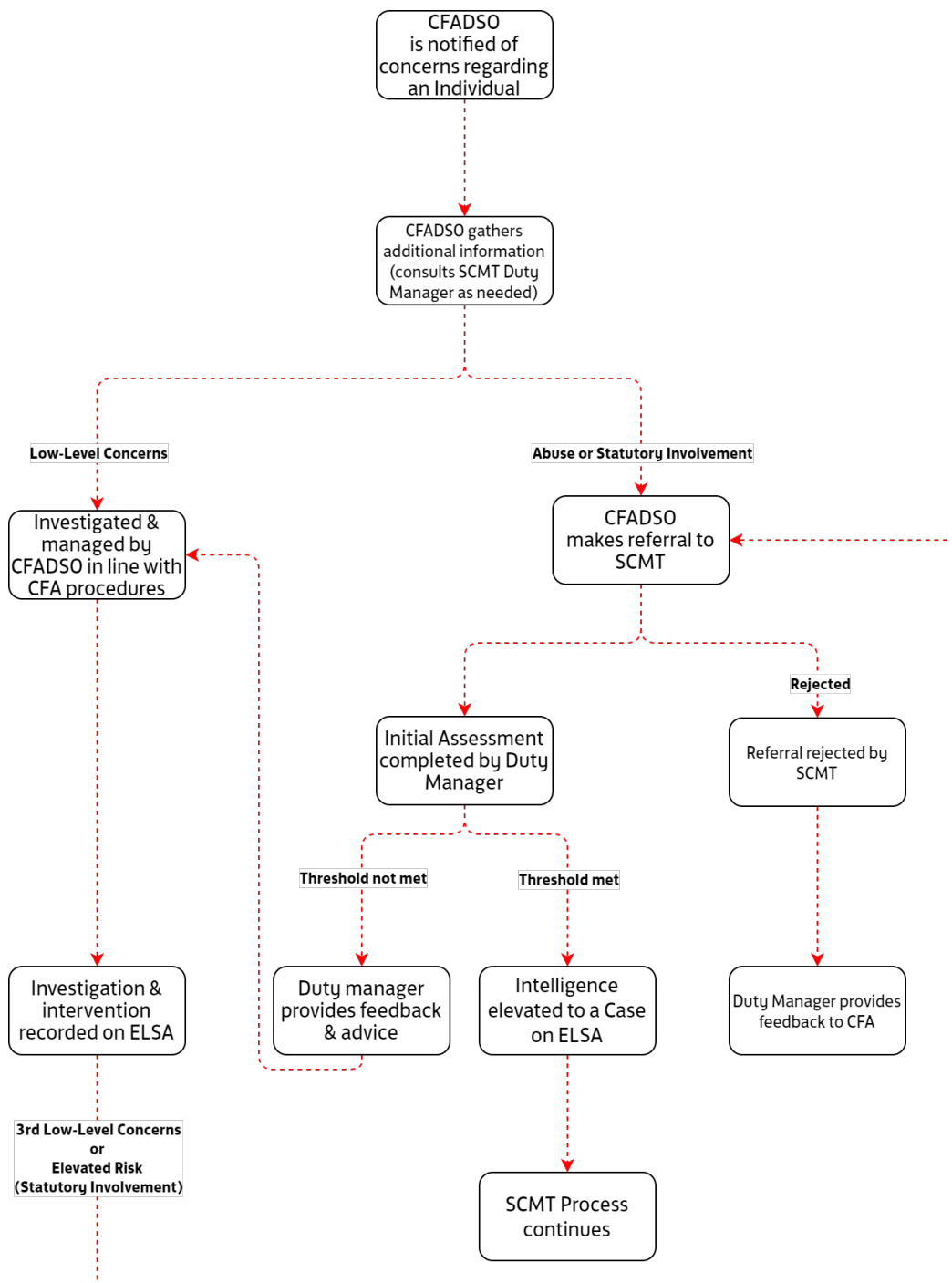


Introduction

This threshold document has been developed to assist CFA DSOs when they receive concerns about a child or an Individual's behaviour towards a child. The document provides guidance the CFA DSO should consider in the determination of whether the matter is a low-level concern, and therefore to be dealt with either by the club or the county, or one of a more serious nature and possible abuse which must be referred to The FA SCMT.

Referral Process Flowchart

The flowchart below details the referral process in brief.





Receiving information and what to do next

If an Individual has concerns about a child, or another Individual's behaviour towards a child, those concerns must be reported to the club, league or CFA DSO. If there is immediate danger to the child, this must be dealt with as a matter of priority, whether it is to call the emergency services or seek medical attention.

It may not always be clear at the outset whether the concern is a low-level concern, or whether it meets The FA SCMT Referral threshold; it may only become apparent once further information has been collected and an assessment can properly be made. The CFA DSO is encouraged to seek advice from the Duty SCM, should they be unsure of the level of concern and/or what further information may be required in order to make such an assessment. The Duty SCM will be able to provide advice on next steps which may include contacting the Police, LADO or Children's Services, either for advice or to make a referral to that agency. The CFA DSO may need to talk to others involved in the matter and ask for some statements before being able to assess the situation.

What should be referred to The FA Safeguarding SCMT Team?

The threshold for making a referral to The FA SCMT is as follows;

An individual now or previously involved in football activity in any capacity has or is alleged to have;

- Been involved in the harm, abuse or exploitation of a child and/or AAR
- Committed a criminal offence against or related to a child and/or AAR
- Committed a sexual offence against anyone (adult or child)
- Behaved in a way that indicates they may

pose a risk of harm to children and/or AAR;
or

- Been subject to two previous low-level concerns and a further low-level concern has been raised.

All cases which are referred to a statutory agency must be referred to The FA SCMT. If the case does not meet the statutory agencies threshold required for them to deal with the concern, it may be referred back by The FA SCMT to the CFA to manage, however the information will remain in ELSA intelligence and relied upon should the level of assessed risk change or other concerns of a safeguarding nature arise.

If a CFA DSO is unsure whether the concerns meet the threshold for a referral to The FA SCMT, CFA DSOs are encouraged to contact the Duty SCM for a consultation. The Duty SCM can provide support and advice around the concerns held. In situations where the Duty SCM advises that a referral is not needed, they will provide advice on how the situation can be managed by the CFA DSO.

Making a Referral

S365 requires that a referral is made to The FA SCMT within one working day of receipt. It is appreciated that that it may take longer than one day to gather the relevant information in this timeframe and therefore it is expected that the CFA DSO contacts the Duty SCM to discuss the referral as there may occasions where a safeguarding measure needs to be implemented without delay.

Timely and accurate referrals form a part of the Safeguarding 365 Standard, which includes the following: "The CFA DSO works collaboratively to support the FA Safeguarding Case Management Team (SCMT) in the management of abuse cases in line with FA protocols for referrals and information sharing.



This includes consistently making effective referrals with the required information”.

The CFA DSO will need to make the referral using ELSA. If there are any barriers to completing a referral on ELSA, the Duty SCM should be contacted for advice on how to proceed. The referral requires completion with as much information as possible about both the alleged perpetrator / person of concern being referred as well as the Individual who has suffered / is at risk of harm. This will mean the CFA DSO may have to gather further information before making the referral, in order to be able to assess whether the matter is one for the club or the county to deal with or if a referral to The FA SCMT is required. It is important to obtain this information prior to referral so that the Duty SCM may assess this as soon as the case is received by them.

When making a referral it is necessary to provide clear and accurate details of the concern, what happened, when and where. The Internal Checklist in Annexe 1 should be reviewed when making a referral to ensure the accuracy and quality of referral data. The referral should include previous concerns known by the CFA regarding the Individual; a summary of the concern together with details of any actions the CFA DSO has carried out must also be provided. The statutory agency section of the referral is mandatory and therefore if any of the statutory agencies have been contacted this must be clearly stated here alongside any other action taken. It is important to provide as much information as possible and ensure that fields are completed with accuracy. This means that the names and contact numbers for any Police Officers spoken to as well as crime reference numbers should be provided. If the CFA DSO has spoken to the LADO, their name and direct contact telephone number is essential as otherwise it can be difficult to contact them via the council central

telephone number.

Cases that have statutory involvement will often have an Allegations Meeting convened by the LADO. An Allegations Meeting is a multi-agency meeting to share information relevant to the allegation made against an Individual, and to plan and coordinate any child protection investigations necessary by the agencies involved in order to complete an assessment of risk. It is imperative that The FA SCMT is notified of this meeting as soon as possible so that plans for attendance at the meeting can be organised. These meetings should be attended by an SCO in the first instance, although there may be occasions where an SCO is unable to attend. For more information regarding Allegations Meetings please refer to ‘The FA Safeguarding Case Management Team: County FA Attendance at Allegations Meetings Guidance’.

Poor-quality referrals can lead to delays in decision making and leave the Duty SCM unable to make appropriate and proportionate decisions in relation to the Initial Assessment of risk in a case. This can place a child, young person or adult at risk, or lead to disproportionate interventions in relation to Individuals. To address the quality of referrals, The FA SCMT maintains a ‘CFA Referral Tracker’ which is analysed on a quarterly basis. This analysis assists in identifying areas of good practice as well as areas where additional intervention may be needed.

On occasion, The FA SCMT may reject a referral. This may be for several reasons; the list below gives details of the most common reasons, though this is not exhaustive:

- Concerns do not meet The FA SCMT threshold and/or are not in The FA SCMT’s remit such as parents, spectators, welfare or low-level concerns;
- Referral made in error;



- Situations where The FA does not have jurisdiction; or
- Name of participant not known, or victim referred (which falls outside SCMT's remit to assess).

The quality of the referral information is not the basis for which a referral is rejected. Poor quality referrals that meet the threshold for a referral shall continue to be graded as poor and follow the poor referral escalation process.

What to include in a referral to The FA SCMT

It is important when preparing a referral to ensure that the information to be sent to The FA SCMT is accurate, complete, clear and understandable. The following checklist is also added as Annexe 1 so that it may be printed off and used when taking down information on the telephone or if required when visiting a club. This template may be personalised for/by the County FA.

The primary information required is below:

- Alleged perpetrator's / person of concern's name, date of birth, address, telephone number and contact details as well as any known FAN;
- Club name and details of the role the alleged perpetrator/ person of concern holds/held as well as whether it was a paid role;
- Employment information (their current job) and whether the alleged perpetrator/ person of concern holds any other roles working with children;
- Date of the most recent FA Safeguarding Children Course attended by the alleged perpetrator/ person of concern;
- Relationship the alleged perpetrator/ person of concern has to the victim – relative? Coach?;

- Is the alleged perpetrator/person of concern an adult or a child?;
- Victim's name, gender, date of birth, address, telephone and email address (the contact details may be for the victim's parent/carer);
- Referrer's name, address, telephone number and email address as well as their role and club;
- Professional network: contact details for the LADO, Police and Children's Social Care;
- Case summary together with any actions taken;
- A list of any Individuals who are named in the case summary together with their role, job title or position within the club; and
- Details of any strategy meetings organised by the LADO (Please also refer to The FA Safeguarding Case Management Team: County FA Attendance at Allegations Meetings Guidance).

This checklist should be clearly marked "Private and Confidential" and used to input the information into ELSA. Once this has been completed the checklist must be securely stored and once no longer needed, it must be shredded or disposed of as confidential waste.

It is important the data is entered as accurately as possible as this referral data is analysed on a quarterly basis to inform the Data Prevalence Model of The FA Safeguarding Case Management Team: Quality Assurance Framework. Learning from data and understanding the prevalence of abuse and conduct issues in football is a key aspect of this model, and is essential for assessing impact, understanding training needs and developing strategies for addressing any gaps identified.

Please refer to Annexe 3 for the ELSA Abuse Category Definitions.



Low-Level Concerns

It is The FA's policy that CFAs deal with matters related to low-level concerns and do not refer these to The FA SCMT unless it is the third separate incident (and where previous concerns have been addressed by the CFA). However, as noted previously, where there is any ambiguity the Duty SCM can be contacted for advice and consultation.

Anyone witnessing a behaviour indicative of a low-level concern or having it referred to them by another adult or a child must refer the information to the club CWO in the first instance. The club CWO in turn should contact their CFA DSO to discuss the appropriate course of action. The CFA DSO will also contact the LADO for advice and guidance about how to proceed if it is appropriate to do so. LADOs only deal with allegations against adults working with children so it would not be appropriate to refer an allegation against a spectator or a child, although they may on occasion be able to give advice. The LADO may give advice if an incident needs to be referred to Children's Social Care or to MASH.

If it is decided that the matter is a low-level concern and is to be dealt with by the club then it will need to be referred to the CWO and Club committee (which depending on the club constitution, could be the club chairman, secretary and CWO), to be dealt with as quickly as possible. It is important that club rules and Codes Of Conduct refer to low-level concerns to enable such issues to be dealt with by the Club. England Football Accredited Clubs are required to have a club constitution and codes of conduct as part of the annual health check.

It is important for CFAs to have a good

understanding of what low-level concerns look like so they know what they should be dealing with. Low-level concerns must be dealt with, otherwise the message that this sends is that this behaviour is tolerated – when, it must not be. Additionally, a pattern of low-level concerns could indicate a risk to children and/or AAR and therefore, it is imperative that clubs / CFA's maintain records of low-level concerns to enable any such patterns to be identified at the earliest opportunity.

Low-level concerns should be recorded as an incident on ELSA. The CFA DSO should record the detail related to the low-level concerns and keep contemporaneous records of the interventions provided to the Individual. It's important that there is a record of the actions taken as these can be relied upon as evidence should the behaviour escalate, and a more robust safeguarding measure is needed.

What does a Low-Level Concern look like?

AA low-level concern is a behaviour which falls below the standard required by a club as set out in their codes of conduct. Whilst the behaviour may not be immediately dangerous or intentionally harmful it does set a poor example and if it were to continue, it might lead to harm or put a child in danger. To allow low-level concerns to continue unchallenged may result in an environment developing in which abuse may be able to take place. Learning from survivors of non-recent sexual abuse in football has shown that often the abuse started as a low-level concern. It normalises behaviour which is unacceptable and should not be condoned. It may also lead to other people having suspicions about an Individual's motivations, even if there was no intention to harm.



Club codes of conduct should reflect best practice by stating clearly the acceptable behaviours which the club wishes to promote. See FA downloads 5.6 Physical Contact and Young People, 5.7 Acceptable Behaviours when working with young people, and 5.8 Managing Challenging Behaviour in Young People. These can be found here: <https://www.thefa.com/football-rules-governance/safeguarding/section-11-the-complete-downloads-directory>

Codes should not just list the low-level concerns prohibited but set out the positive behaviour which is expected. Codes of conduct should reflect club expectations of members' behaviour and should be cross-referenced with club disciplinary processes. The Codes of conduct should also make clear the rights of staff and volunteers; for example, access to training, support in reporting low-level concerns and fair and equitable treatment by the club.

Codes of conduct should be written for coaches, match officials, parents, spectators, players and club members. They should be pertinent to the activities these different groups of Individuals will be involved in within the club.

The list below sets out examples of low-level concerns. It is important when considering the list below that a low-level concern should not be considered in isolation; meaning that when considering behaviour/conduct that fall below expectations, it is important to consider the context of the behaviour, the environment, and whether there are any current or previous concerns that may need to be taking into consideration within a contextual safeguarding approach. Is this an isolated concern or are there multiple concerns? For example, a coach is lone coaching, communicating via social media and appears to have favourites. Whilst each of these in isolation could be considered a low-level concern, when considered together,

this increases concern about the behaviours. CFA DSOs are encouraged to seek advice from the Duty SCM as needed.

Examples of Low-Level Concerns

Concerning, Problematic or Inappropriate behaviours / Blurring Boundaries

- Spending excessive time alone with children (NB This behaviour could lead to there being serious concerns and any cases involving this type of behaviour should be discussed with The FA SCMT);
- Having favourites and not treating all children fairly and equitably;
- Allowing rough and dangerous play, bullying, the use of bad language or inappropriate behaviour by players;
- Using punishments that humiliate or harm children;
- Inappropriate use of social media; any sexualised communication must be referred to The FA SCMT;
- Allowing children to discriminate on the grounds of religion, race, gender, social class or lack of ability;
- Engaging in, or tolerating, offensive, insulting or abusive language or behaviour;
- Taking photographs of children on a mobile phone.

Failure to adhere to policy and procedures / codes of conduct

- Not adhering to guidance when transporting children including travel abroad;
- Not holding required FA qualifications for the role being carried out;
- Providing one to one coaching without any supervision or the presence of other adults (context of this will need to be considered);
- Failure to challenge low-level concerns in others;



- Failure to record incidents or accidents;
- First aid being administered without others being present other than in an emergency;
- Not informing parent/carer of serious medical incidents and/or not referring to medical professionals;
- Not having access to a telephone to be able to immediately contact emergency services if necessary;
- Allowing confidential information to be shared inappropriately.
- Failure to provide effective supervision for coaching sessions which should be properly planned.

Unprofessional Behaviour / Misconduct

- Putting performance over the wellbeing and safety of players;
- Having a win at all costs mentality and failing to be gracious in defeat;
- Lack of respect for other Individuals, such as match officials, opposition coaches, players, managers and spectators and failing to accept a match official's decision (this may be dealt with by way of on field disciplinary proceedings but may fall short of being dealt with in this way);
- Overtraining and exerting undue influence over players;
- Not taking time to explain coaching techniques and ensuring they are understood by all players;
- Condoning rule violations by players and not adhering to the laws and spirit of the game;
- Failure to encourage children to accept responsibility for their own performance and behaviour; Failing to address the additional needs of disabled players or other vulnerable groups;
- Failure to respect and listen to the opinions of children and consider the rights and responsibilities of children;
- Failure to display and promote consistently high standards of behaviour and appearance;
- Smoking, consuming alcohol and/or being under the influence of drugs during coaching sessions, or other activity directly with children;
- Not working as part of a team to ensure the safety of children in their care during coaching sessions, or other activity directly with children.

The above list is not an exhaustive one but provides an overview of the type of behaviour which constitutes a low-level concern. Club codes of conduct should be carefully written and updated regularly to ensure they are relevant and appropriate to the club. Some of the examples listed above can lead to abusive situations and so need to be carefully considered, such as inappropriate use of social media. Clubs should monitor this very carefully and ensure that all involved are fully aware of what is appropriate and what is not when using social media, particularly when photographing matches, social events and other club-based activities. Further guidance is available on this matter if required.

It is always possible to contact the Duty SCM for advice and guidance on matters related to low-level concerns. The context around which a concern has arisen is important and should always be considered. There is best practice guidance available on [TheFA website here](#).

Date: July 2022

To be reviewed: July 2023

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ANNEXE 1

Information Checklist

This is a guide to information you will need to record, so an effective referral can be made. It is imperative that this form is filled in accurately and that all the information is complete and has been verified. The form is on ELSA.

PRIVATE AND CONFIDENTIAL

NAME OF CLUB			
Address			
Tel. number:		Date submitted on ELSA	

REFERRER'S NAME			
Address, telephone and mobile numbers and email address Please include as much detail as possible, e.g. whether the individual is in a paid role and/or whether the alleged perpetrator holds any other roles working with children.			
Role in club		FAN	

INDIVIDUAL AGAINST WHOM ALLEGATION HAS BEEN MADE	NAME		
Address, telephone and mobile numbers and email address			

This must be disposed of carefully – preferably shredded once all information has been submitted on ELSA



Role in club		FAN		
Date of birth				
Employment details		SCW date i.e the date of the most recent workshop attended by the alleged perpetrator.		
Relationship to victim e.g. coach		Adult/child at time of incident i.e was the alleged perpetrator a child?		
Any other relevant information				
Victim's name		Gender		
Date of Birth		Ethnicity		
PARENT/CARER'S NAME				
Address, telephone and mobile numbers and email address				
FAN of parent/carer		FAN of victim		

The following sections are now mandatory. Please provide all contact details where relevant.

PROFESSIONAL NETWORK			
LADO name and contact details			
Police names and contact details			
Children's Services names and contact details			
Crime number			



Case summary

- This should be a succinct summary of the incident/ concern, rationale of risk.
- This should not 'refer' to attachments, but summarise any attachments where relevant.
- List all the individuals and roles where named in the summary.

INDIVIDUALS INVOLVED

Club officials

Name		Contact details		Role	
Name		Contact details		Role	
Name		Contact details		Role	
Name		Contact details		Role	
Name		Contact details		Role	

Strategy meeting dates

NB: The FA Safeguarding Case Management Team (SCMT) should be notified prior to any strategy meeting.

Minutes requested

Minutes received

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Actions taken



This must be disposed of carefully – preferably shredded once all information has been submitted on ELSA

- Alleged perpetrator/ person of concern's name, date of birth, ethnicity, address, telephone number and contact details as well as any known FAN;
- Club name and details of the role the alleged perpetrator/person of concern holds/held as well as whether it was a paid role;
- Employment information (their current job) and whether the alleged perpetrator/ person of concern holds any other roles working with children;
- Date of the most recent Safeguarding Children Course or FA Education safeguarding online training equivalent attended by the alleged perpetrator/ person of concern;
- Relationship the alleged perpetrator/ person of concern has to the victim – relative? Coach?;
- Is the alleged perpetrator an adult or a child?;
- Victim's name, gender, ethnicity, date of birth, address, telephone and email address (the contact details may be for the victim's parent/carer);
- Referrer's name, address, telephone number and email address as well as their role and club;
- Professional network: contact details for the LADO, Police and Children's Social Care;
- Case summary together with any actions taken;
- A list of any Individuals who are named in the case summary together with their role, job title or position within the club; and
- Details of any strategy meetings organised by the LADO (Please also refer to The FA Safeguarding Case Management Team: Protocol for County FA Attendance at Strategy Meetings).



ANNEXE 2

ELSA ABUSE CATEGORY DEFINITIONS

Where there are multiple concerns, the primary category selected reflects the category of the prevailing concern.

Primary Category of Abuse	Definition
Bullying	Persistent or repeated hostile and intimidating behaviour towards a child or young person.
Emotional Abuse	Persistent criticism, denigrating or putting unrealistic expectations on a child or young person.
Neglect	A child's basic physical needs are consistently not met, or they are regularly left alone or unsupervised.
Non-Sexualised Inappropriate Contact	An adult has had online communication with a child or young person over social media which is not sexualised however may be indicative of grooming.
Other	The concerns result in child or young person being at risk of harm, but the abuse is not captured by any of the definitions.
Physical Abuse	A child is physically hurt or injured by an adult, or an adult gives alcohol or drugs to a child or young person.
Poor Practice	Concerns that practice has fallen below expectations, for example, over training, failing to have appropriate protocols in place, shouting, swearing.
Self-Harm	There are concerns that a young person or adult in a position of responsibility is engaging in self-harming behaviour, which is believed to be placing children or AAR at risk.
Sexual Abuse (Contact)	An adult or peer uses another individual (child, young person or Adult) to meet their own sexual needs. This involves inappropriate sexual contact. This also includes Sexual contact between Individuals in a Position of Trust role with children under the age of 18.
Sexual Abuse (Non-Contact)	An adult or peer uses a child or young person to meet their own sexual needs. Whilst there is no direct sexual contact, the victim may experience significant emotional harm.
Substance Misuse	An Adult or Young Person is misusing substances such as alcohol or drugs whilst in a Position of Responsibility or has criminal offences relating to substance which require investigation.



Adults At Risk Categories	Definition
Domestic Abuse (AAR)	Including psychological, physical, sexual, financial and emotional abuse. This includes 'honour'-based violence.
Discriminatory Abuse (AAR)	Defined as individual experiencing abuse due to race, gender or disability or any of the other protected characteristics of the Equality Act, 2010.
Financial Abuse (AAR)	Financial Abuse can present in many ways. Financial abuse can refer to as Someone taking or misusing someone else's money or belongings for their own gain; Harming, depriving or disadvantaging the victim; or Controlling someone's purchases or access to money.
Self-Neglect (AAR)	Defined as an individual not looking after their own personal hygiene, health or surroundings or hoarding.
Organisation Neglect (AAR)	Concern including neglect or poor practice in a care setting.
Modern Slavery (AAR)	Defined as slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment.

Sub-categories:

Primary Category	Sub-Category	Definition
Physical Abuse	Domestic Abuse	Domestic Abuse refers to acts of violence that occur between people who have, or have had, an intimate relationship. These acts include physical, sexual, emotional and psychological abuse.
	Violence toward Adults	Physical or physically threatening behaviour toward another adult.
	Violence toward Children	Physical or physically threatening behaviour toward a child.
	Other	Physically violent or physically violent behaviour not captured by other categories such as firearm offences or armed robbery.



Primary Category	Sub-Category	Definition
Sexual Abuse Contact	Inciting a child to engage in sexual activity	A Person aged 18 or over, intentionally to cause or incite a child aged under 16 to engage in sexual activity.
	Sexual Assault	Sexual or indecent assault is an act of physical, psychological and emotional violation in the form of a sexual act, inflicted on someone without their consent. It can involve forcing or manipulating someone to witness or participate in any sexual acts. Not all cases of sexual assault involve violence, cause physical injury or leave visible marks.
	Rape	When a person intentionally penetrates another's vagina, anus or mouth with a penis, without the other person's consent. Assault by penetration is when a person penetrates another person's vagina or anus with any part of the body other than a penis, or by using an object, without the person's consent.
	Other	Other contact sexual offence, such as bestiality .
Non-Contact Sexual Abuse	Downloading/Viewing/Creating/Distributing indecent images	This category encompasses a number of online offences whereby the individual either downloaded, viewed, created, or shared indecent images of children.
	Indecent Exposure	Indecent exposure refers to act whereby an individual intentionally shows their genitals in a public place in order to cause alarm or distress. The victim can be a child or an Adult.



Primary Category	Sub-Category	Definition
Non-Contact Sexual Abuse (continued)	Making a child watch sexual material	Intentionally causing a child aged under 16, for the purpose of their own sexual gratification, to watch a third person engaging in sexual activity or to look at an images of a person (s) engaging in sexual activity.
	Other	May include online sexualised communication with children or other offences not otherwise captured by the categories.
	Performing a sexual act in front of a child	An Adult engages in sexual activity in order to gain sexual gratification, when a child aged under 16 is present or in a place from which their activity can be observed.
	Sexual Harassment	Unwanted behaviour of a sexual nature which can make the victim (child or adult) feel intimidated, degraded or humiliated.
	Voyeurism	Also referred to as ‘Upskirting’ is where someone takes a picture under a person’s clothing (not necessarily a skirt) without their permission and or knowledge, with the intention of viewing their genitals or buttocks (with or without underwear) to obtain sexual gratification, or cause the victim humiliation, distress or alarm. It is a criminal offence. Anyone of any gender, can be a victim.



APPENDIX 33

GUIDANCE

Managing Safeguarding Records

Information Security – Do’s and Don’ts

Do:

- Be familiar with the ICO’s guidance on Information Security which can be found [here](#);
- Ensure that access to confidential information is always strictly controlled e.g. password protected and or encrypted;
- Access must be limited to individuals authorised by the County FA as having a genuine need to access the information;
- Install the latest software and app updates;
- Use a password manager and two step authentication process (Multi-Factor Authentication);
- Be cautious of suspicious emails, texts and links;
- Be familiar with phishing, smishing, CEO Fraud, targeted attacks. You’ll find National Cyber Security Centre (NCSC) phishing guidance [here](#).
- Ensure confidential paper documents are stored in a secure filing system;
- Keep a record of any data that is shared with third parties e.g. LADO, police and use a data sharing agreement;
- Double-check that email addresses are correct before sending any communication regarding safeguarding and password protect any sensitive email attachments;
- Securely and permanently delete any confidential information that is no longer

required either by purging computer files shredding paper files and by emptying recycle bins and deleting any copies.

Don’t:

- Distribute any confidential information by unprotected email, fax or consumer file-sharing tools;
- Use an unprotected computer or leave your devices unlocked when not in use;
- Leave confidential documents unattended e.g. at a printer or on a desk;
- Share passwords with anyone or write them down;
- Allow the use of USB devices on any computers used to store confidential data;
- Share documentation with any third party without the necessary approvals in writing;
- Install programmes or plug personal devices into your work computer without permission from IT.



The Electronic Safeguarding Administration Tool (ELSA)

ELSA is a secure online repository for confidential safeguarding child protection, adult safeguarding and low-level concerns case documentation.

All substantive actions and information regarding low-level concerns and all actions and information regarding safeguarding cases must be recorded/ uploaded onto ELSA.

Access to ELSA is strictly controlled and the process involves a member of County FA staff being nominated by their County FA CEO and this nomination being reviewed and approved as appropriate by The FA's Safeguarding Manager – FA & Grassroots.

ELSA users are required to:

- View the ELSA Training Webinar;
- Follow log-in protocols, incorporating two-factor authentication, which must be strictly adhered to at all times;
- Ensure that allegation and fact are attributed correctly and supposition, where appropriate, is recorded carefully, when inputting data.

Low-level complaints and concerns

All current low-level complaints and concerns must be uploaded on to the poor- practice area of ELSA. Historic records of low-level concerns should continue to be stored securely and only made available to those authorised by the County FA.

Whilst County FAs are not obliged to upload these historic records onto ELSA, it is recommended that a centrally held document detailing all County FA-held cases is developed and maintained detailing how/where non-recent cases are stored with a timeframe, if appropriate, for their transfer to ELSA.

Data Protection

If County FAs have any concerns regarding compliance with data protection legislation or need further advice in this area, please call The FA legal advice helpline, run by law firm Muckle LLP, on **0191 211 7799** or at CSLegalHelp@TheFA.com.

Additional guidance from the Information Commissioner's Office can be found here: ico.org.uk



APPENDIX 34

GUIDANCE

County FA Club Affiliation Management Guide 2022/23

Introduction

Club Affiliation is a key business process that ensures all football taking place is compliant with FA Regulations and can be correctly governed by the County FA.

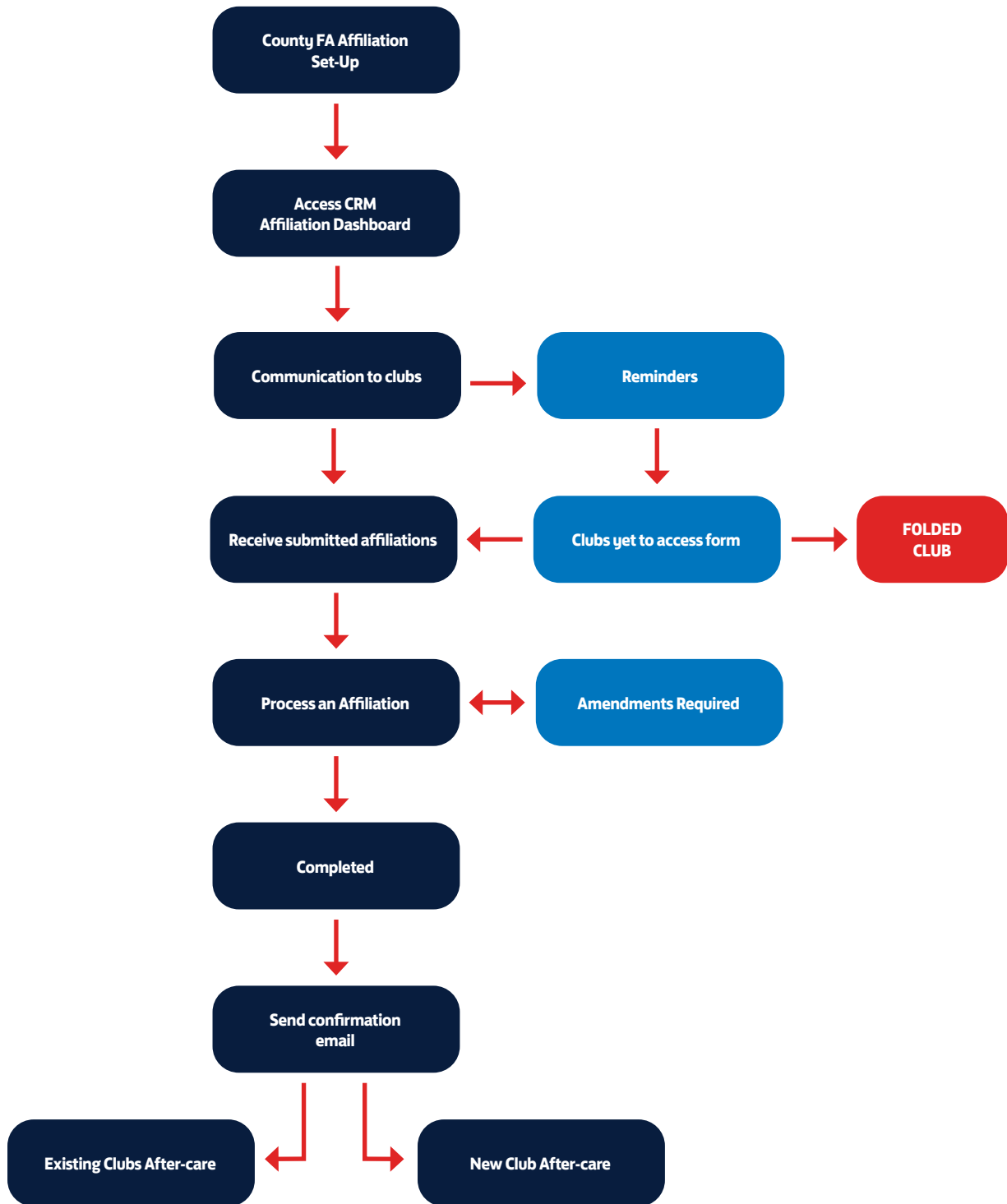
Collaboration across the County FA team is essential to ensure an efficient and effective affiliation process is established for the benefit of the customer and the business.

The process provides a rich source of data that should inform County FA football development and football services' planning and delivery. It is used as a basis for County FA performance monitoring and directly informs The FA research and insight into participation in the game.

This management guide is designed to provide an overview on how to manage the County FA Club Affiliation process and its associated benefits.



1. Club Affiliation Service Flow





2. County FA Affiliation Set-Up

Club Affiliation comprises a number of steps where clubs provide information about their officers, teams and league/ cup entries, insurance policies and purchase of affiliation products.

This will require County FAs to set up a number of elements of CRM prior to going live with the 2022/23 affiliation.

Please see the updated the CRM Club Affiliation set-up manual 2022/23, Version 4.10 here to complete this process.

Using the same link, a video tutorial is available to assist you.

County FAs are requested to take the following content into consideration when planning and preparing for Club Affiliation for 2022/23 season.

2.1 Team Migration of Data

- The FA will be completing the team migration of data, ahead of go live on 5th May. This will copy drafts of last season's teams, club/team officials etc.

2.2 Price lists and Invoice Dates/Period

- County FAs are requested to update and set their price lists and invoice dates/ period in CRM by 14th April 2022. This will enable The FA to auto-populate club applications in June.
- After 14th April, when the price lists are locked, The FA will complete the auto-population of the Club Affiliation applications. This will avoid large load times on the Whole Game System portal, as experienced in previous seasons. This locks in the prices set to your price list, hence importance of this being completed.

2.3 Opening date for County FA Affiliation

Applications 2022/23

- The earliest date that a County FA should open Club Affiliation applications for 2022/23 is 5th May 2022. A County FA can only do this when the price list and invoice dates/period is confirmed and updated in CRM, as once clubs open their applications, the prices will be pulled from your price lists.
 - Please be aware, discounting in CRM does not work on invoices, so this is not an option to use as part of your affiliation processing. It would have to be a manual process and line-by-line on each invoice to work effectively, or the use of credit notes within CRM.
 - Please note, all County FA Seasons have been amended to open Club Affiliation on 1st July 2022. Once the above items have been completed in conjunction with other preparation, a County FA can bring forward the date to open the Club Affiliation applications. Please ensure that this is no earlier than 5th May 2022.
- ### 2.4 Process planning considerations
- Within the County FA team that manages the Club Affiliation process, designated roles can be established to ensure smooth and efficient transitions between the stages of affiliation. These roles can include:
 - On-boarding clubs in the system;
 - Reviewing and completing applications;
 - Managing the customer service help desk.
 - Ensure that opening and closing dates for Club Affiliation are confirmed and they align with other business processes that rely on completed affiliation data, i.e. league sanctioning.
 - What is the welcoming process for new clubs or new club secretaries and how are



they being introduced to FA and County FA systems and processes?

- When a club notifies the County FA that they are no longer continuing, ensure this is communicated with the development team and a note is added to the club's file in CRM.

2.5 Safeguarding affiliation requirements for season 2022/2023

The safeguarding requirements for affiliation 2022/23 are as follows:

1. For clarity the requirements within CRM will only enable a club with youth teams to affiliate where:

- a. Youth team coach/manager and/or assistant holds an in-date accepted DBS Check;

- b. A Club Welfare Officer (CWO) holds an in-date accepted DBS Check;
- c. A CWO has completed the relevant safeguarding training (Safeguarding Children Workshop (SCW)/ re-certification or new online Safeguarding Children Course), Welfare Officer Workshop (WOW or virtual classroom Welfare Officer Course) and online Safeguarding for Committee Members (SCM).
- d. At club level the Chairperson, Secretary, Treasurer and CWO are required to have completed the free online Safeguarding for Committee Members (SCM) course

Table 1: Summarises the affiliation processes in relation to Club Welfare Officers

ROLE	AFFILIATION REQUIREMENTS
New Club Welfare Officers	<ul style="list-style-type: none"> • In-date DBS Check; • In-date existing face-to-face Safeguarding Children Workshop or the new online Safeguarding Children Course, Welfare Officer Workshop (or virtual classroom Welfare Officer Course);
Existing Club Welfare Officers	<ul style="list-style-type: none"> • As above; • + renewal of the Safeguarding Children Workshop, via the current free online re-certification course or the new online Safeguarding Children Course.

Table 2: Summarises the Club Affiliation processes in relation to coaches.

ROLE	AFFILIATION REQUIREMENTS
Coaches, Managers and assistants in under-18 teams	<ul style="list-style-type: none"> • In-date DBS Check required for affiliation; • Minimum one named coach/team.



3. CRM Affiliation View and Dashboard

Prior to the launch of Club Affiliation, it is good practice to highlight which of your current clubs may not be compliant when the club affiliation window opens.

Working with your Designated Safeguarding Officer and using the standardised safeguarding views in CRM and Power BI dashboards, you can highlight officials whose DBS may lapse during the affiliation window.

Starting this process with these clubs early will improve the efficiency of the affiliation process. Please note that the Safeguarding for Committee Members' qualification does not currently need renewing therefore the priority is to focus on individuals that have not undertaken the Safeguarding for Committee Members' qualification.

Due to the volume of affiliation applications County FAs will receive, it's key to segment these applications by their progress. CRM Views have been created to segment the clubs based on their status of affiliation. These can be found in the Club Affiliation applications tab in CRM under the following names:

- 0.1_AFF_NotStarted;
- 0.2_AFF_InProgress;
- 0.3_AFF_ReadyForReview;
- 0.4_AFF_Submitted&Invoiced;
- 0.5_AFF_Approved;
- 0.6_AFF_Completed;
- 0.7_AFF_AllClubAffiliations.

Two dashboards have been created to help track progress and reduce the time taken when completing club and team checks on a submitted affiliation form.

The Club Affiliation Dashboards can be found in CRM by clicking::

- Workplace
 - Dashboards
 - Club Affiliation Progress (2022/23) or Club Affiliation Checks (2022/23)

The Club Affiliation Progress (2022/23) dashboard is made up of views which show the four key stages of the Club Affiliation::

- Not Started;
- In Progress;
- Ready for Review;
- Submitted and Invoiced.

There is also a pie chart which splits all Club Affiliations by their status and a stacked bar chart which is a more in-depth look at which specific stage applications are at, also split by their Club Affiliation status.

The Club Affiliation Checks (2022/23) dashboard is made up of views created in the 'Club Affiliation applications' tab, each of which is listed in the table below along with their purpose. This dashboard can be used as an initial check of the club's compliance for affiliation. If the club does not feature in a specific section of the dashboard they are therefore, compliant regarding this specific criteria and do not need a manual check.



0.7_AFF_ReadyforReview/Submitted- OutstandingClubDebt	Clubs with a submitted affiliation with outstanding Discipline, Late Response, Late Payment and Invoices
0.8_AFF_ReadyforReview/Submitted- TeamsWithNoHomeGround	Clubs with a submitted affiliation who have a minimum of one team without a home ground
0.9_AFF_ReadyforReview/Submitted- TeamsWithNoLeague	Clubs with a submitted affiliation who have a minimum of one team with no allocated League (excluding under-5/under-6)
1.0_AFF_ReadyforReview/Submitted- KeyClubOfficialNoSCM	Clubs who have youth teams with a submitted affiliation who have a minimum of one key official without an in-date SCM qualification

Prior to processing a club affiliation, check to see if the club features in one of the above views, which are hosted in the dashboard. If a club features, you can look on their affiliation form to gather further detail. Alternatively, additional views which also feature on this dashboard have been built which individually list all the non-compliant teams attached to a club with a submitted affiliation. These views are listed below:

0.81_AFF_TeamsWithNoGrounds-List (Club Affiliation RFR/S&I)	List of all teams who have no Team Ground 1, from clubs with a club affiliation at Ready for Review or Submitted and Invoiced stages.
0.91_AFF_TeamsWithNoLeague-List (Club Affiliation RFR/S&I)	List of all teams who have no League allocated, from clubs with a club affiliation at Ready for Review or Submitted and Invoiced stages. Excluding under-5/under-6 and friendly-flagged teams.



4. Communication to Clubs

A clear and concise communication plan covering ‘before, during and after’ along with resources can significantly improve club engagement throughout the Club Affiliation process. Below are some examples from County FAs which have been successful.

Kent FA utilise the mail-merge tool to personalise all emails going out to the club. This ensures all communication going out to the club is addressed to an individual and other bespoke club information is also embedded to provide a more personal touch.

Various County FAs send a pre-communication out to notify all clubs that:

- The club affiliation window is opening, provide quick tips on what is required to be ready for affiliation;
- Links to resources such as the Safeguarding Committee Members’ Course.

Cheshire FA have introduced an e-brochure which details their affiliation offer. It also provides information on the County FA’s vision, affiliate offers and benefits and detail on why the process is so important.

Within the standardised views found in the Club Affiliation applications window of CRM, there is useful information which you can use to inform the message you communicate to your clubs. These include:

- When the club last edited the form. This can be filtered to those that have not been active for over two weeks to prioritise your future communications;
- The stage the club have reached. If the club has not modified for a long period of time at a specific stage they may be having an issue at this stage that needs County FA support.

5. Processing an Affiliation

During this stage, checks take place to ensure all the required data is within the affiliation form and that all compliance points have been met. As the most labour-intensive section of the affiliation process for County FAs, a selection of views has been developed to help with this. These views have been listed in the CRM Affiliation dashboard section of the guide.

Club Affiliation data directly impacts the County FA KPIs. Therefore, missing or incorrect data can have a negative impact on a County FA’s KPI performance. All guidance relating to this can be found in the ‘County FA Performance Monitoring Guide’ found here. It is important that both governance and development departments are aware of this during the annual data capture process of Club Affiliation.

Club Affiliation data is also used to support other key areas of work such as Local Football Facility Plans (LFFPs), as well as directly impacting the League Sanction process, reinforcing the importance of complete and accurate data. Please note, accurate affiliation is critical to ensuring compliance with The FA’s Safeguarding 365 Standard for County FAs.



6. Completed Affiliations

Once a club has affiliated, there is opportunity through confirmation emails or further correspondence to signpost and support clubs to additional services offered by the County FA. A priority should be Club Accreditation as this provides additional safeguards to what is required at the point of affiliation, including First-Aid knowledge/education and qualified coaches. Accreditation provides many benefits to grassroots football clubs from their governance structures through to the matchday environments. County FAs are encouraged to align and prioritise accredited clubs with bespoke support, programmes and initiatives. This is because data and insight demonstrate they are more sustainable and help develop and grow the game.

On your County FA website there is lots of useful content from which your clubs would benefit. The Club Affiliation process is a great opportunity to direct them to this once completed. Depending on the type of club, including hyperlinks to content which is relevant to that club can help drive engagement with FA programmes. See below a list of key FA products and programmes which feature on all County FA websites.

- Matchday;
- Player Registration;
- Local Facility Plans;
- Wildcats;
- Online Discipline;
- Sin-Bins.

6.1 Existing Clubs

From a club development perspective, once a club has affiliated there is an opportunity to compare this team information against last season's data. This process helps identify which clubs are in growth and which are in decline.

In turn, this informs development work required within specific clubs or whole-scale interventions due to a local trend. Also, as all affiliation data is submitted by clubs, a team audit process can help identify where teams may have not been added to an affiliation form by mistake. An audit process can be conducted by comparing affiliation data against online league tables or by identifying large changes within clubs from the previous season, which could be an error rather than participation decline.



6.2 New Club After-Care

29% of new clubs in 2020/21 did not re-affiliate in the 2021/22. This is an annual pattern. Therefore, ensuring there is affiliation aftercare for any club which has completed the affiliation process for the first time is critical to retention.

Some examples of this include:

- Hosting a new club's workshop for all new club secretaries, either online or at your County FA offices, introducing new club officials to the Whole Game System, discipline processes, rules and regulations and key calendar events.
- Accreditation Status: Non-accredited clubs should be engaged to become accredited to improve their club's sustainability and gain access to the many benefits accreditation offers.
- 79% of all affiliated clubs are accredited, equating to 61,000 youth and 11,000 adult teams all experiencing their football within safe, inclusive and respectful environments whilst growing playing opportunities across the three pathways of male, female and disability football. Accredited clubs helped grow female teams by 22% over the last three seasons and halted the decline in adult male 11v11 in 2019/20. Accreditation is a great initiative for your County FA to lead with locally and introduce to non-accredited clubs as it helps build club sustainability and embeds more safeguards.
- 0.3_REP_AllNewClubs is a standardised view within the organisation tab of CRM. It will help you keep track of all your new clubs through their first season. The view will show the following key fields relating to clubs in their first season:
 - Outstanding Balance: A total of their outstanding balance, which can highlight debt issues.
 - Discipline Points: Total Discipline points can indicate poor discipline and a need for intervention.

7 New Club After-Care

If you have any questions or issues when following the County FA Club Affiliation process, please contact The FA Digital Adoption Team via their Teams Channel [here](#)



APPENDIX 35

GUIDANCE

Phone and Email Communications – Dealing with Safeguarding in the Absence of the DSO

Description of success: The work environment is appropriate to meet the needs of the County FA Designated Safeguarding Officer (DSO) and the staff deputising for the DSO.

In the absence of the DSO, County FAs need to ensure that the Deputy DSO (DDSO) can manage safeguarding communications effectively.

These means proactively planning and managing communications by phone, e-mail and safeguarding inbox.

Planning:

There should be agreed processes involving the DSO, Senior Safeguarding Lead (SSL)/CEO and DDSO where the County FA DSO is employed on a part-time basis. This should cover:

- Access to the safeguarding emails Safeguarding@(insert County FA email suffix, e.g. bedfordshirefa.com)
- Out of Office messaging on phone and email detailing who to contact, sign-posting to appropriate individuals and agencies;
- Forwarding of phone number if appropriate.

Phone: A phone for use by safeguarding staff, that can be used by the DDSO in the absence of the DSO.

The DSOs, SSL, CEO and/or line manager (as part of their employee wellbeing responsibilities), should seek to understand and address with their DSO any issues and concerns around taking calls/emails whilst on leave.

In general, this would not be considered good practice. However, in exceptional circumstances there may be legitimate reasons for a DSO to remain contactable and if this is the case, it should be detailed within any handover or supervision meetings.

County FAs should discuss and agree how County FA staff phones are to be utilised, are these for individual roles, or for the staff team e.g. the provision of an office 'safeguarding' mobile, like a 'duty phone', which the DSO retains when they are working, but is left for the DDSO/SSL where the DSO is absent.

It is acknowledged that County FA DSOs may choose to answer their staff mobile phone and respond to emails out of hours. However, this is not an expectation of the DSO. The expectation is for County FAs to ensure they have clear processes in place to ensure safeguarding concerns are prioritised and dealt with appropriately in the absence of the DSO, which supports staff wellbeing.



FOR ALL

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