



Safeguarding Best Practice & Guidance

The following safeguards are a combination of best practice and guidance to support children and the adults engaging with them, in a range of situations. Their purpose is to minimise risks that have been identified through previous experience and risk assessment. Not every situation can be prepared for however, the following are circumstances which need an informed approach and common sense applied. Recognising that the circumstances will always be different, these safeguards and best practice will provide generic advice which can be applied as appropriate by the member of staff or volunteer who is responsible at a time or in preparation of/for a specific activity.



ANTI-BULLYING

Bullying can take some children's rights away from them. There have been many different definitions and theories about what constitutes bullying but it is not helpful to define bullying purely in terms of behaviour. Respectme, Scotland's Anti-Bullying service define bullying as;

"Bullying is a mixture of behaviours and impacts; what someone does and the impact that it has on you, which affects your ability to feel safe and in control of yourself. Bullying takes place in the context of relationships. It is behaviour that can make people feel hurt, threatened, frightened and left out and it can happen face to face and online".

What is bullying?

Bullying can harm both physically and emotionally and may be a 'one-off' occurrence or repeated over a length of time. It may take many forms including children being bullied by adults, their peers and in some cases by members of their families; typically, by actions, messages, confrontation, physical intervention or fear of these. Bullying may not always deliberate but must always be challenged and responded to appropriately.

Bullying can sometimes be difficult to identify because it often happens away from others and those who are bullied often do not tell anyone about it for fear of repercussions. Therefore, it is important to be able to recognise signs of bullying and understand the impact it may have on a child or young person's wellbeing.

Prejudice-based bullying

Prejudice-based bullying is when bullying behaviour is motivated by prejudice, based on an individual's actual or perceived differences and can be based on characteristics unique to a child or young person's identity or circumstance e.g., their ethnicity or religion or sexuality. To respond effectively, we must seek to address the root cause of the prejudice.

Recognising bullying behaviours

This behaviour may take many forms and can include but not limited to:

- Being called names, teased, put down or threatened. (Either face to face or online).
- Being hit, tripped, pushed or kicked.
- Having belongings taken or damaged.
- Being ignored, left out or having rumours spread about you. (Either face to face or online)
- Receiving abusive messages, threats or intimidating comments on social media sites and/or electronic communications.
- Behaviour which makes an individual feel like they are not in control of themselves. (Either face to face or online)
- Being targeted because of who you are or who you are perceived to be. (Either face to face or online)

When talking about bullying, it is never helpful to label children as either *bullies* or *victims*. It is preferable to talk about someone displaying bullying behaviour rather than label them a 'bully' – we know and recognise that behaviour can be changed with the right help and support.



Impact of bullying behaviour

Bullying can have both short term and long term effects on a child's wellbeing. The impact on a child's wellbeing can include but is not limited to:

- A reluctance to attend or avoid training sessions, matches or other club activities.
- Being late to training sessions or matches to avoid individuals and/or situations.
- Their performance being inhibited; not performing to the usual level of ability and/or displaying a lack of self-confidence and/or self-esteem.
- Unexplained injuries: including injuries that may have been self-inflicted.
- A child or young person saying that they have 'lost' or 'misplaced' personal items.
- A change in usual behaviours; withdrawn from activities and from other people, demonstrating signs of anxiety (loss of appetite, cannot sleep or feeling sick)

Preventing bullying behaviour & creating the right environment

It is important to ensure that the ethos of anti-bullying is embedded into our day-to-day practice. We will:

- Seek to prevent, reduce and respond effectively to bullying behaviour, through the implementation of the Child Wellbeing & Protection Policy and by ensuring that children and young people know what to do and who to speak to if they are worried.
- Promote respectful relationships; including repairing relationships where it is appropriate to do so.
- Highlight and respond to prejudice-based bullying and effectively address the root cause of the prejudice.
- Seek to understand the experiences and address the needs of children and young people who are bullied, as well as those who bully, within a framework of respect, responsibility, resolution and support.
- Create an environment where bullying behaviour is not tolerated and is responded to in the best interests of the children and/or young people involved.

A culture that encourages respect, values opinions, celebrates differences and promotes positive relationships will make it difficult for bullying behaviour to flourish or be tolerated. All children, young people and adults should understand the role they play in addressing bullying behaviour. We will:

- Cultivate an anti-bullying culture where adults are good role models for children.
- Treat all signs, disclosures and reports of bullying promptly and in serious manner; taking action to ensure the child or young person is safe.
- Promote an open environment where children are encouraged to speak out; to tell a coach or another trusted adult who can offer support to them.
- Speak with the individual being bullied and the person displaying the bullying behaviour separately.
- Every situation will be unique and we must respond to each incident individually; adopting the most appropriate and effective practice as required. It is important to get it right.
- Provide information and contact details for other agencies that may support a child or young person to speak to someone for help.



Support for children involved in bullying behaviour:

Children and young people will often have been through a lot of upset before they tell someone what has/is happening to them. Our response must be child centred and meet the needs of the child or young person involved.

We will:

- Be attentive and listen to what the child or young person is telling us.
- Reassure the child that you can be trusted and will help them, although you cannot promise to tell no-one else. Explain what will happen next, and how they are going to be kept informed.
- Make a record of what is said i.e., what happened, by whom, where and when.
- Allow the child or young person to express what they would like to happen.
- In cases of cyberbullying, advise children to retain the communication as a screenshot or to print a copy and encourage them to report this behaviour to the site/platform and ask if they might consider whether to block the person or not.
- Reassure the child that online bullying behaviour will be treated equal to any other form of bullying behaviour.
- Report any concerns to the Club Child Wellbeing and Protection Officer as soon as possible.

Children and young people that display bullying behaviour will also need support and guidance too. We must be prepared to listen and to help to address a change in behaviour.

We will:

- Talk with the child(ren) who has/have been displaying bullying behaviour. Explain the situation and try to help them to understand the impact on the other child(ren).
- Help them to identify the feelings that have caused them to behave in this way and support by providing an alternative response to those feelings.
- Be sensitive and use good judgement when considering informing the parents/carers of the individual demonstrating the bullying behaviour. Put the child at the centre – will telling the parents/carers result in more problems for the child? What are the child's views on parents/carers knowing?
- If appropriate, insist on the return of 'borrowed' items.
- Aim to restore positive relationships. In some cases, it might be worth seeking an apology from those involved in bullying behaviour (e.g., if the child on the receiving end, wishes a reconciliation). However, apologies are only of real value when they are genuine and meaningful.
- Encourage and support those displaying bullying behaviour to change this behaviour.
- Only consider imposing consequences as necessary to ensure the safety of children and young people, e.g. temporary exclusion from the team or activity until behaviour standards are improved

*These guidelines have been informed and developed with support from **respectme**, their publication 'Bullying in Scotland 2014' and the National Approach to Anti-Bullying for Scotland's Children and Young People, Scottish Government 2010. Copyright remains with **respectme** and we acknowledge all and any material taken from www.respectme.org.uk.*

BEHAVIOURS

From time-to-time members of staff and volunteers delivering football to children may be required to deal with a child's behaviour that they find challenging. These guidelines aim to promote good



practice which can help support children to manage their own behaviour. It also helps to identify unacceptable actions or interventions which must *never* be used by members of staff, volunteers or Board members.

These guidelines are based on the following principles:

- The wellbeing of the child is the paramount consideration.
- A risk assessment should be completed for all activities which take into consideration the needs of all the children involved in the activity.
- Children must never be subject to any form of treatment that is harmful, abusive, humiliating or degrading and should always be treated with respect and dignity.
- No member of staff or volunteer should attempt to respond to behaviour by using techniques for which they have not been trained.

Managing Behaviour

It is important to create a positive environment and model the behaviour expected of children and young people. We can create the desired environment by:

- Demonstrating strong leadership.
- Engaging in constructive communications.
- Praise and reward good behaviour and agreeing consequences for negative behaviour.
- Ensuring staff and volunteers working with children and young people are appropriately trained and supported to address behavioural issues through regular supervision.

Preparation and Planning Activities

Good coaching practice requires planning sessions around the whole group but also involves taking into consideration the needs of each individual player within that group.

As part of a risk assessment, coaches should:

- Consider whether any members of the group have presented challenges in the past or are likely to present any difficulties in relation to the tasks involved, the other participants or the environment.
- Where members of staff or volunteers identify any potential risks, strategies to manage those risks should be agreed in advance of the session, event or activity.
- Identify the appropriate number of adults required to safely manage and support the session, including being able to adequately respond to any behaviour deemed to be unacceptable.

If it is identified that a child or young person is likely to display challenging behaviour:

- Speak to their parents/carers before the session or at the start of the season to identify techniques used within the home setting to support the child or young person and manage difficult behaviour, if appropriate.
- If appropriate, seek advice from professionals if the child or young person has particular needs. This should always be done with the support and agreement of the child/young person and their parents/carers.

Only in circumstances where the risk is too great towards the child or young person or other children, should the child or young person be asked to sit out of the activity.



Agreeing Acceptable and Unacceptable Behaviours

Staff, volunteers, children and parents/carers should be involved in developing an agreed statement of what constitutes acceptable and unacceptable behaviour; widely known as a Code of Conduct. Everyone involved, should sign to confirm that they have read and agree to abide by their Code of Conduct and uphold the values included within it.

It is also helpful to ask the children and young people to agree upon a range of options which may be applied in response to unacceptable behaviour or breaking the agreed Code of Conduct. This can be done at the start of the season, in advance of a trip away from home or as part of a welcome session.

Issues of behaviour and control should regularly be discussed with members of staff, volunteers, parents/carers and children in the context of rights and responsibilities. It can then be beneficial to have a copy of the 'agreement' visible for reference during the activity.

Managing Behaviour

Staff and volunteers should be aware of their role in managing challenging behaviours. A calm and considered approach should always be used.

We will:

- Recognise the heightened emotions and seek to immediately calm the situation.
- Be attentive; ask the child or young person what happened and listen to their response.
- Separate the behaviour and the child.
- Offer the opportunity for time out to reflect.
- If there is a consequence for the behaviour; explain to the child or young person what that may be and what behaviour has led to it.

Good practice when dealing with children who display risk-taking or unacceptable behaviours, members of staff and volunteers might consider the following options as consequences for actions:

- Making up – the act or process of making amends.
- Payback – the act of giving something back.
- Taking time out from the activity, group or individual work
- Use of individual 'contracts' or agreements for their future or continued participation.
- Consequences e.g. missing an activity.

Adults and children shall never be permitted to use any of the following as a means of managing a child's behaviour:

- Physical punishment or the threat of such.
- The withdrawal of communication with the child.
- Being deprived of food, water or access to changing facilities or toilets.
- Verbal intimidation, ridicule or humiliation.
- Invading a child or young person's space, shouting or threatening or preaching or arguing.
- Threatening the child or young person's place on the team or non-selection.

Members of staff and volunteers should regularly reflect current practice and discuss individual needs with parents/carers and their child/young person. We will also review, as necessary, the needs of any child on whom consequences are frequently imposed. This review will also involve the



child and parents/carers to ensure an informed decision is made about the child's future or continued participation in the group or team. Whilst it would always be against the wishes of everyone involved in Rangers Football Club, ultimately, if a child continues to present a high level of risk or danger to him or herself, or others, he or she may not be able to continue participating.

Physical Contact

All forms of physical contact should respect and be sensitive to the needs and wishes of the child and should take place in a culture of dignity and respect for all children. Children should be encouraged to express their views on physical contact.

In the first instance, coaching techniques should be delivered by demonstration (either by the coach or a player who can display the technique being taught). Educational instruction should be clearly explained with a description of how it is proposed to handle or have contact with the child before doing so. This should be accompanied by asking if the child is comfortable. Manual support should be provided openly in the presence of other adults and must always be proportionate to the circumstances.

If it is necessary to help a child with personal tasks e.g. changing into/out of kit, the child and parents/carers should be encouraged to express a preference regarding the support and should be encouraged to speak out about methods of support with which they are uncomfortable. Members of staff and volunteers should work with parents/carers and children to develop practiced routines for personal care so that parents/carers and children know what to expect. Do not take on the responsibility for tasks for which you are not appropriately trained e.g. manual assistance for a child with a physical disability.

Physical Interventions

The use of physical interventions should always be avoided, unless it is necessary to prevent a child injuring themselves, injuring others or causing serious damage to property. All forms of physical intervention shall form part of a broader approach to the management of behaviour.

Physical contact to prevent something happening should always be the result of conscious decision-making and not a reaction. Before physically intervening, the member of staff or volunteer should ask themselves, 'Is this the only option to manage the situation and ensure safety?'

The following must always be considered:

- Members of staff and volunteers should consider the circumstances, the risks associated with employing physical intervention compared with the risks of not employing physical intervention.
- Staff and volunteers must never initiate unnecessary physical contact, or engage in sexually provocative games, or engage in 'rough' physical contact.
- Physical intervention should achieve an outcome that is in the best interests of the child or young person.
- Members of staff and volunteers must never employ physical interventions which are deemed to present an unreasonable risk to children or adults.
- Members of staff and volunteers shall never use physical intervention as a form of punishment.
- Contact should be avoided with buttocks, genitals and breasts. Members of staff and volunteers must never behave in a way which could be interpreted as sexual.



Any physical intervention used, should be recorded as soon as possible after the incident by the member of staff and/or volunteers involved using the Concern Recording Form which must then be reported to and passed to the Club Child Wellbeing and Protection Officer as soon as possible. In terms of wellbeing indicators, safety and any others in relation to the circumstances would be highlighted in terms of their behaviour risking their wellbeing.

A timely debrief for members of staff and volunteers, the child and parents/carers should always take place following an incident where physical intervention has been used. This should include ensuring that the physical and emotional wellbeing of those involved has been addressed and ongoing support offered where necessary. Members of staff and volunteers, children and parents/carers should be given an opportunity to talk about what happened in a calm and safe environment. There should also be a discussion with the child and parents/carers about the child's needs and continued safe participation in the group, team or activity.

CELEBRATION

Photographs, films and video clips can be used to celebrate achievements, promote activities and keep people updated. Footage is also recorded for performance development and analysis reasons. The aim of these guidelines is not to curb such activity but to ensure that children are protected from those who would seek to take or manipulate photos and video footage in a way that harms children or places them at risk of harm.

Potential risks

It is recognised that there are those that may seek to take or manipulate photos or recorded images that places children and young people at risk of harm. Some of these risks are as listed but not limited to:

- Inappropriate use, adaption or copying of images online.
- Inappropriate photographs or recorded images taken of children and young people.
- Identification of children and young people from photographs or videos, including the ability to locate children or young people, which places them at risk.

Permission

Children and their parents/carers will be informed that the child may, from time to time, be photographed or filmed whilst participating in football. This could be for one of the following reasons:

- (i) Video footage for performance development.
 - (ii) Media coverage of an event or achievement.
 - (iii) Promotional purposes e.g. website or publication.
- Written consent must be obtained from the child's parents/carers for children under 16 years old before any photography or filming takes place which can be captured on the Medical & Other Details form.
 - This consent will also be used for any accredited or professional photographers taking and using images of U18 players within Rangers Football Club.
 - Special care must be taken in relation to vulnerable children e.g. child fleeing domestic violence or a child with a disability, and consideration given to whether publication or use of the pictures/film would place the child at risk.



- Young players who have a public profile because of their achievements are entitled to the same protection as all other children. In these cases, common sense is required when implementing these guidelines. All decisions should reflect the best interests of the child.

Safe use of Images

Where permission has been given for the taking of photos and video recordings, to ensure the safety of children and young people, the following general principles will apply:

- No unsupervised access or one-to-one sessions will be allowed unless this has been explicitly agreed with the child and their parents/carers.
- All photographic/videoing equipment must be switched off prior to going into changing rooms.
- No photographing or filming will be permitted in changing areas, bathrooms or sleeping areas.
- All images and accompanying information will ensure minimal personal details are shared publicly.
- When seeking to create action images, try to focus on the activity rather than the individual.
- When seeking celebration images, try to take group images rather than individual images.
- Ensure all children featured are appropriately dressed (a minimum of shirt and shorts).
- Images will not be shared with external agencies unless express permission is obtained from the child and their parents/carers.

Taking of Images:

All players, parents/carers and Rangers Football Club members of staff and volunteers will be informed on the safe practice procedures and should sign to agree that they will follow and enforce the following guidelines:

- During training, members of staff and volunteers will use Rangers Football Club's equipment only for the purposes of taking photographs or video for player development/performance analysis. There should be no use of personal equipment, including mobile phones by anyone.
- External agencies must have permission from Rangers Football Club to take any images within the training centre environment.
- For both safety and safeguarding reasons, players should not use mobile phones, tablets or photographic/videoing equipment during training or at match/event activities.
- Where images/videos of U18 players are taken, agreement and arrangements can be in place for players and their parents/carers to be given copies but they must confirm that they will not upload any of these to their own or their child's social media accounts or other online platforms.
- Rangers Football Club may seek publicity to positively promote football and some of the elite young players receiving endorsements or sponsorship may welcome the positive media coverage that they may be exposed to. It is important for these players, their parents/carers and media representatives to be clear on appropriate arrangements and ground rules for interviews, filming and photo sessions.

Matches/Events

- Any photography or videos taken will be restricted to immediate family members for private, non-commercial purposes and must not be put online on any personal social media or any online media platforms. **These photographs/videos should only include their child.*



- External agencies must have permission from Rangers Football Club to take any images during the match/event activities. They must also adhere to the club's safeguarding standards.
- Information about the right to take photographs on public land; e.g. the club cannot prohibit the taking of appropriate photographs or videos in a public area. However, any concerns about inappropriate filming or photography should be reported to the Child Wellbeing and Protection Officer or the police, if the behaviour causes serious concern about a possible child protection issue

Rangers Football Club will take all reasonable steps to promote the safe use of photographing and filming at all events and activities with which it is associated. However, Rangers Football Club has no power to prevent individuals photographing or filming in public places.

Rangers Football Club always reserves the right to prohibit the use of photography, film or video at any event or activity with which it is associated and in locations where Rangers Football Club has jurisdiction.

When participating away from home and overseas matches/events, the managing host's safeguards should be followed but with Rangers FC safeguards as a minimum level of requirement.

Mobile Phones, Cameras/Videos

There have been cases where children have been placed at risk because of the ability to discreetly record and transmit images through mobile phones. There is also scope for humiliation and embarrassment if images or videos are shared on popular websites or social network sites. The use of mobile phones in this way can be very difficult to monitor. The guidelines for Safe Use of Images should be observed in relation to the use of mobile phones as cameras/videos. Extra care is required in areas where personal privacy is important e.g. changing rooms, bathrooms and sleeping areas. No photographs or video footage will be permitted in such areas of personal privacy. Concerns about inappropriate filming or photography should be reported to the Child Wellbeing and Protection Officer.

Internet/Website

Rangers Football Club may post information, photographs and videos on our website which is available to all members of the public. In terms of publishing anything that includes a child or young person, the following good practice should be followed:

- Posts must never include personal information about the child or young person.
- Posts must never portray children or young people in a demeaning, tasteless or provocative manner.
- Children and young people must be appropriately dressed in the images.

A child or young person may be involved in a match or event that involves live streaming by the club. In this instance the child and their parent will be advised and consent sought. Further information must be provided; e.g. where the live stream will be broadcast, when it will go live and where the footage will be stored afterwards.

Photographs or videos of children and young people attending public games may be used for commercial purposes



Storage and Retention of Images:

All images, still or recorded, will be stored in accordance with the Data Protection Act 2018 and General Data Protection Regulations (GDPR) and:

- Rangers Football Club will ensure that all negatives, copies of videos and digital photograph files are stored in a secure place. These will not be kept for any longer than is necessary having regard to the purposes for which they were taken.
- Images, negatives, copies of videos and digital photograph files will be reviewed at the end of each season to identify safe storage to restricted access archives or safe disposal of players' images.

COMMUNICATION AND SOCIAL MEDIA

ICT (Information & Communications Technology) and Social Media

There are various ways in which we can celebrate and communicate using ICT and social media. Depending on the football activity that each child is involved with, Rangers Football Club may contact young people and their parents/carers via text/email or possibly through social networking sites.

Our website hosts a range of information, photographs and videos which is available for all members of the public. However, the misuse of ICT and social media can also put children at considerable risk.

Text/Email

Staff and volunteers must consider whether it is necessary to communicate with children via text and/or email. The general principle is that all communications with children should be open, transparent and appropriate. Good practice would include, agreeing with children and parents/carers what kind of information will be communicated directly to children by text message and parents/carers copied into said communications.

- All phone numbers/email addresses of children should be kept secure and confidential.
- The number of people with access to children's details should be kept to a practical minimum.
- Messages should never contain any offensive, abusive or inappropriate language. They should not be open to misinterpretation.

Social Networking Sites

There is absolutely no doubt that social media brings a host of positive opportunities for the children and young people using it. Social media very quickly allows us to be connected to the rest of the world with just the tap of a button. It is a modern way of communicating. However, we must also recognise that the misuse of these technologies can put children and young people at considerable risk of harm. Therefore, we must adopt safeguards to advise and support them whilst using these sites.

Risks identified for children and young people include;

- Inappropriate access to personal details (name, address, school, mobile phone number).
- Unwanted attention/contact with children by adults (or even other young people) with questionable intent.



- Receiving or viewing offensive/abusive content or comments.
- Online (cyber) bullying.
- Grooming for sexual abuse.
- Access to inappropriate websites or inappropriate content.

Risks identified for adults include but not limited to;

- The communication being misinterpreted by the young person.
- Young people or other adults making direct personal contact with them.

Young people can protect themselves and behave responsibly if they understand the advantages and disadvantages and gain the knowledge and understanding.

Social media plays an effective role in connecting people and there are beneficial aspects of communicating in this way; if these general principles and good practice guidelines are implemented and followed:

- Team group chats and/or web pages should be set up in the name of the club.
- A lead administrator(s) should be appointed; only this person/people may have access to the player and their parent/carer mobile numbers. These details must be kept securely and in line with the club safe storage procedure.
- The highest level of privacy and security must be used when setting up group chats or webpages in the first instance; and these settings must be reviewed regularly.
- Parent/carer consent must be gained prior to adding children or young people into group chats or as page members.
- Parent/carers should be copied into all communications via group chat.
- Parent/carers should be added as group members of created web pages.
- Group chats and web pages must be strictly monitored and reviewed regularly by the lead administrator.
- The content of the chats and pages must only; celebrate achievements, promote activities and keep people updated.
- There must be no personal or private conversation between adults and children and young people out with the arranged group chat.
- Club mobile phones or other club devices should be used (where this is possible) for all communications of this type.
- All group chat and web page content should be exclusive to and not shared out with the group members.
- Photographs and video clips must not 'tag' individuals or display the location of said images.
- Photographs and video clips must not be uploaded to personal private social media sites without prior consent of the lead administrator.
- Any comments, posts or messages which are considered to be offensive or indicate a cause for concern must be reported to a club representative at the earliest opportunity and further reported to the Child Wellbeing and Protection Officer.
- Offensive comments/messages or images must be removed immediately and the individual responsible, dealt with in a proportionate and appropriate manner.
- All group members: young people, parent/carers, and club staff members should be made aware of these protocols and the club 'Social Network Sites: Standards and Safe Practice Guidelines'.



Unacceptable communications between members of staff, volunteers and Board members may include but are not limited to:

- Contact on a 1 to 1 basis with a child or young person, unless in exceptional circumstances and any communication should only relate to football activities.
- Sending messages that contain inappropriate, abusive or offensive material or that are open to misinterpretation.
- Having conversations of a personal nature with children and young people and sending photos or personal jokes.
- Using language that is racist, sexist, homophobic, derogatory, threatening, abusive or sexualised in tone.
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- Having conversations of a personal nature with children and young people and sending photos or personal jokes.
- Using language that is racist, sexist, homophobic, derogatory, threatening, abusive or sexualised in tone.

Communication Concerns from a Child/Young person

- Informal online "chat" with children/young people around subjects outside of football should be immediately discouraged.
- Private matters or questions should also be discouraged. However, any disclosures should be removed from the site and dealt with in line with the club Responding to Concerns procedure and passed to Rangers FC Child Wellbeing and Protection Officer.

Any inappropriate or offensive or abusive texts/emails/ social media posts must be reported to the Child Wellbeing and Protection Officer.

HEALTH

During football there are times when children and young people may sustain an injury which requires treatment. This following looks at best practice in first aid and the treatment of injuries. It also covers situations where a child or young person has a pre-existing medical condition.

Medical & Other Information Form

The 'Medical and Other Information Form' collates information regarding; disability and health/medical conditions and medication being taken by the child/young person. It also provides us with the opportunity to gain consent from parents/carers and young people (16+ years) to receive medical treatment and the sharing of information in order to protect the 'vital interest' of the young person. This form must be renewed annually at the start of the new season.

Once it is completed and returned, the details will be uploaded to The Football Squad system and available to the relevant members of staff including; physiotherapists and doctors and appropriate coaching staff and retained for the duration of the football season. The Football Squad and the information contained within, is confidential and password protected.

First Aid and the Treatment of Injuries

Members of staff and/or volunteers must ensure:

- There is a qualified medical professional available within the academy during all training sessions and at all matches (home and away) in order to treat injuries or illness.
- There is an accessible and well-resourced full medical kit at all training sessions and all match events/competition.
- That they have details for the nearest local hospital when travelling away from home.
- That they are aware of any pre-existing medical conditions, including any medicine(s) being taken by participants and existing injuries.
- Ensure safe and appropriate storage of required medications as provided.
- A that the child's parents/carers are informed of any injury sustained and treatment administered as soon as possible following. This should be face to face wherever possible to ensure there is no misinterpretation of medical jargon.
- A chaperone will be present within the Academy Medical Room for all treatment to children.



- The child/young person is informed on the injury and what their treatment will be, in a child friendly manner that they may easily understand.
- The details are recorded and submitted to the child's individual record on The Football Squad system.
- The circumstances in which any accidents occur, are reviewed to avoid the possibility of any future repetitions.
- Staff and volunteers should not administer medication to a child or young person unless it is an emergency.

Children with Allergies

Rangers Football Club has a duty to be inclusive and to provide opportunities for children of all abilities and regardless of any medical conditions, disabilities or allergies which they may have. These guidelines focus on how members of staff and volunteers should respond to children with allergies, as they have a responsibility to ensure their wellbeing whilst they are attending their football activity. It is equally important, that children with medical conditions or allergies are not unnecessarily excluded from taking part in activities with their peers and that reasonable steps are taken to accommodate their individual needs.

Parent/Carer Responsibility

When a child joins a football activity within the Club, their parents/carers should:

- Ensure that they complete the Medical & Other Details form accurately **and** take the time to talk to the member of staff or volunteer about the specific needs of their child and how to address and accommodate these needs.
- Update the member of staff or volunteer of any change in circumstances.
- Consider a medic alert bracelet/watch for their child, if appropriate.
- Check the expiry date of adrenaline injectors and any medication regularly. An out-of-date injector may offer some protection, but this will be limited.
- Ensure if the child's required medication is given to the medical staff prior to participating in the football activity. This may include antihistamines for mild reactions, inhalers and adrenaline injectors for more serious reactions e.g. anaphylaxis.

Rangers Football Club's Responsibility

Members of staff and volunteers should:

- Ensure the Medical & Other Details form ([see Appendix 5](#)) for all children attending the football activity is available and up to date together with full details of the child's allergies.
- This form should be available within The Football Squad system for all relevant staff accessibility.
- Have a copy of the child's care plan for allergies and individual risk assessment.
- Appropriately share the information with others involved in the football activity.
- Ensure correct storage and administration of medication.
- Record any concerns about the wellbeing of a child on a Concern Recording form ([see Appendix 4](#)) and report to the [Child Wellbeing and Protection Officer](#).
- Have their mobile phones charged and check they have a signal to allow calls to be made.
- Make plans for additional supervision e.g. depending on child's allergies and environment.
- Have details for the nearest local hospital when travelling away from home.



Mental Health and ACE's

It is essential that we recognise the damage that may be inflicted upon young people who may be experiencing or have experienced 'adverse childhood experiences' in their wider world. This may be regarded as 'traumatic stress' and is likely to affect both their health and behaviour.

ACE's may take the form of:

- Living within a domestic violence household
- Experience of parental abandonment or separation
- An imprisoned parent
- Being a victim of abuse
- Parental substance abuse
- Parental mental health issues

By having awareness and understanding of these, we will be able to respond positively to concerns regarding a child/young person. We will promote and support a culture and environment that allows the young person to feel both emotionally and physically safe; where they can speak out, have a sense of feeling empowered and supported in doing so.

We recognise the role that we can play in building resilience to improve the outcome of adverse experiences. The Player Care Programme has expert resource available when needed, to support children and young people who may have or had an experience that is negatively impacting upon their mental or emotional wellbeing.

PLANNING AND ORGANISATION

Planning and organising are a vital part of the delivery of club activities for children and young people and is essential to ensure the safety and wellbeing of all taking part.

Adult to Child Ratios

All activities must be planned to involve at least two adults. As a general guide, the following ratios are recommended:

- Children aged 2 to 3 years old – ratio is 1 adult per 5 children
- Children aged between 4 and 7 years old – ratio is 1 adult per 8 children
- Children aged 8 years old and over – ratio is 1 adult per 10 children

The following factors will also be taken into consideration in deciding how many adults are required to safely supervise children:

- The number of children involved in the football activity.
- The age, maturity and experience of the children.
- Whether any of the children or young people have specific needs or special requirements.
- Whether any of the children have challenging behaviour.
- The hazards associated with the football activity or environment.
- The level of qualification and experience of the members of staff and volunteers.
- The nature and programme of activities; training session, match, trip away etc.



Risk Assessment

A key part of planning and organising, is considering risks and potential risks to those participating. These should be identified through a risk assessment and the necessary safeguards should be put in place to manage those risks, wherever possible. Risk assessment should be carried out by an appropriate member of staff or volunteers, as identified.

Collection by Parents

On some occasions, parents/carers can be late when picking their child up at the end of a football activity. It is not the responsibility of Rangers Football Club to transport children home on behalf of any parents/carers who have been delayed. However, we do have a duty of care and it is our responsibility to maintain their safety in the absence of their parent/carer.

Rangers' FC parent/carer communications will:

- State clearly the start and finish times of the football activity.
- State clearly the expectations of the parents/carers *not* to drop children off too early and collect their child(ren) promptly when the football activity finishes.
- Ask parents/carers whether they give consent for children to go home unaccompanied (*this must be considered according to their age and stage).
- Have at least one late collection telephone contact name and number on the Medical & Other Details form.
- Ensure that the appropriate adult to child ratios is adhered to supervise collections e.g. at least two adults.
- Follow the protocol for staff and volunteers if a child or young person is not collected after the activity e.g. appropriate number of staff or volunteers present.
- Follow the protocol for staff and volunteers if they are left alone with a child or young person in an emergency situation e.g. keep a record of actions, inform the Child Wellbeing and Protection Officer, contact their parents/emergency contact
- Have access to information about reporting the matter to external agencies e.g. police or social work

****The best interest of the child or young person should be of paramount consideration. At no time or under any circumstance should a child or young person be left alone.***

Safe Use of Changing Facilities

One of the areas where children are particularly vulnerable at football facilities is the locker/changing/shower room.

To avoid possible misunderstandings and embarrassing situations, adults need to exercise care when in the changing room at the same time as children. However, bullying can be an issue where children are left unsupervised and a balance should be struck depending on the situation. In general, it is better if adult work in pairs to supervise and extra vigilance may also be required if there is public access to the facility. If, in an emergency, a male must enter a female changing area, or vice versa, another adult of the opposite gender should, wherever possible accompany him or her. Chaperoning/supervision should only be carried out by staff and volunteers who have been appointed as per the Appointment and Selection Procedure and who are in regulated work with children and young people.



The following guidelines should be followed, wherever possible:

- Adults *must* not change or shower at the same time as children.
- It is recommended that attention is given to the supervision of children aged 10 and under in changing rooms. It is advisable for adults not to be alone with any such child under these circumstances.
- If children are uncomfortable changing or showering in public, no pressure should be placed on them to do so.
- While some activities may be restricted to changing rooms for the purposes of team talks, if possible, another area should be considered for this. If there are no other options, it is best practice to wait until all children are fully dressed.
- If children require assistance when changing due to their age or ability this should be done by the child's parents/carers.

Transporting Children

In extenuating circumstances, where it is necessary to transport a child or young person the Transporting Children good practice guide should be followed in the Trips Away/Overseas section should be followed.

TRAVEL & TRIPS AWAY FROM HOME (INCLUDING OVERNIGHT STAYS)

Travel to away games and trips away from home should be both safe and fun for children and young people. Parents and carers will often worry when their children are away but careful planning and preparation should help to ease those worries and demonstrate that consideration has been given to the various needs of their children and the potential risks associated with trips away.

The following guidance lays down good practice and the expectations of the club and the staff and volunteers as part of the travel party. These notes should accompany and complement the Planning and Organising notes as above.

Risk Assessment

Potential areas of risk should be identified at the planning stage through a risk assessment. Safeguards should be put in place, wherever possible to manage those risks. Risk assessment should be an ongoing process throughout the trip as unexpected situations may arise.

Travel Arrangements

Members of staff must ensure that there is adequate and relevant insurance cover (including travel and medical insurance) and that they have a copy available to them. If the trip involves travel overseas, organisers shall ensure they are aware of local procedures for dealing with concerns about the wellbeing of children and are familiar with the details of the emergency services in the location of the visit. Children should be informed in advance of any local customs.

Transporting Children

(* see separate guidance for employee; Rangers FC Drivers Protocol)

Where it is necessary to transport children and/or young people it is important to consider the risks associated.



Where parents/carers plan for the transportation of children to and from the activity, out with the knowledge of Rangers Football Club, it will be the responsibility of the parents/carers to satisfy themselves about the appropriateness and safety of the arrangements.

Where Rangers Football Club plans for the transportation of children the members of staff or volunteers involved will undertake a risk assessment of the transportation required. This will include an assessment of the following:

- Ensure the vehicle and driver is correctly insured for the purpose.
- Ensure the driver has a valid and appropriate license for the vehicle being used.
- Working seatbelts and/or booster seats are available if required.
- Appropriate ratio of adults per child (never sole charge).
- Awareness of any child or young person that may suffer from travel sickness.
- The children/young people must be in the rear seats of the vehicle and seatbelts must be worn.
- Consent must be gained from the parent/carers.
- Pick up and drop off points must be confirmed with parent/carers in advance of the journey. This must be a point at which all young people gather/disperse collectively to ensure there is no sole occupancy within the vehicle.
- Share the intended route and expected length of the journey time with parent/carers.

It is the responsibility of Rangers staff and volunteers in the travelling party to;

- Ensure that all children and young people wear seatbelts.
- Ensure adequate driver(s) comfort breaks are taken.
- Have a fully charged mobile phone.

In addition, there is an expectation that parents/carers will;

- Ensure they have given consent for the transportation of their child or young person.
- Provide information to staff and volunteers of any travel issues including travel sickness.
- Be fully aware of drop off times and be available to collect at designated drop off point at the allotted time.

Children and young people have a responsibility to:

- Wear their club tracksuit to be clearly identifiable to staff and volunteers and others (police, airport staff etc.)
- Follow all instructions from staff and volunteers whilst travelling through busy airports/train stations etc.
- Read and be fully aware of safety procedures.

Where transport arrangements are being made overseas, members of staff will be aware of the risk assessment and plans in place for transporting the children and then able to inform parents/carers.

Good practice is that staff and volunteers *must never* travel alone with a child or young person. If it is required, and only in extenuating circumstances, the member of staff or volunteer must inform the Child Wellbeing & Protection Officer that they are transporting the child and provide an estimated time of arrival at the child's home.



Trips Away from Home (including overnight stays) *(*see separate guidance for Rangers employee; Hotel Chaperones Protocol)*

Travelling away from home for matches, events and tournaments and residential stays are regular activities which may require detailed arrangements. Planning and preparation are key to ensure the safe and enjoyable experience for all. The following good practice must be considered and applied whenever possible.

Designate a Child Wellbeing and Protection Officer for the Trip

Those in charge of the squad will be responsible for the safety and wellbeing of children in their care. It is recommended that the member of staff designated as the Child Wellbeing and Protection Officer co-ordinates the arrangements to safeguard the wellbeing of children during the trip. The designated Child Wellbeing and Protection Officer should ensure all practical arrangements have been addressed and act as the main contact for dealing with any concerns about the safety and wellbeing of children whilst away from home. A detailed itinerary will be prepared, and copies provided to the designated contact for Rangers Football Club and parents/carers, including the details of the designated Child Wellbeing and Protection Officer for the duration of the trip.

Adult to Child Ratios

All trips away should be planned to involve at least two adults. The guidelines on Adult to Child Ratios will inform an assessment of the numbers of adults required to safely supervise the squad. Where relevant, those involved should be recruited and selected in accordance with the club's Appointment and Selection of Adults in Regulated Work with Children Procedure. Everyone travelling should be familiar with and agree to abide by Rangers Football Club's Children's Wellbeing Policies, Procedures and Safeguards. The adults making up the traveling party must include a qualified physiotherapist or sports therapist to deal with injury and illness and he/she must have access to a fully equipped medical bag suitable to treat injuries sustained.

Involving Parents/Carers

A meeting should be held with parents/carers before departure to share information about the trip, answer their questions and make joint decisions about arrangements where appropriate. A Code of Conduct shall be agreed with children and parents/carers in advance of the trip along with sanctions for unacceptable behaviour. Parents/carers must complete the Medical & Other Details form and provide emergency contact details.

In the event of an emergency at home during the trip, parents/carers should be encouraged to make contact with the Rangers FC designated lead coach or the designated Club Child Wellbeing and Protection Officer in the first instance so that arrangements can be put in to place to support the child on hearing any distressing news.

RELATIONSHIPS

POSITION OF TRUST

The power and influence that an individual working or volunteering may have over a child that they are working with cannot be underestimated or minimised. It is acknowledged that the child trusts, has confidence in and may be reliant upon that individual for skill development and/or success. Therefore, it is important that it is recognised that relationships between adults in positions of



authority over children are unequal, with a power imbalance that may be used to initiate sexual activity and abuse that position. It is vital to recognise the individual's responsibility for actions, to ensure that they do not abuse their position of trust.

Genuine relationships may occur; however, no intimate relationship should begin whilst the individual is in a position of trust. This is also true of young people who have taken up a leadership role with the club. As it is widely acknowledged that children may suffer abuse at the hands of other young people.

Sexual Offences (Scotland) Act 2009 defines a '**position of trust**' for the purposes of the offence, as including those who look after children in a range of institutional settings, including schools, hospitals and residential establishments such as care homes or young offenders' institutions.

While sports coaching is not currently included in the legislation, we must work to the principles behind the legislation for all roles that are considered a 'position of trust' within the club. The Rangers FC Code of Conduct for Children's Wellbeing clearly states that, 'forming intimate emotional, physical or sexual relationships with children' is unacceptable behaviour and any breach of the Code of Conduct will result in disciplinary action or may result in a report being made to the police, if it is believed that the actions are of a criminal nature.

GROOMING

Most adults involved in our sport do so with good intentions; to provide enjoyment and a positive experience for the children with whom they are working. However, there are a minority that may seek to gain access to children through football activities for inappropriate reasons, such as sexual abuse.

In order to gain access to children, those with the intent to harm (the perpetrator) will in the first instance make an effort to establish and develop a trusting relationship with others around the child; including members of staff or volunteers, parents and/or carers and even other children. This process is known as 'grooming'. Grooming is a gradual process that may take place over a varying period of time, from days to months or even years. This process will not always develop in the same way.

The perpetrator may attempt to gain the trust of the young footballer and his/her parents/carers by; making promises of introduction to advance his/her playing career, providing gifts, taking on outings and trips overseas, providing special attention or favouritism toward the child, as well as creating opportunities to be alone with the child; including online activity. Once a trusting relationship has been established, the perpetrator will manipulate and control the child to gratify his/her own sexual needs.

Having an awareness and understanding of grooming will strengthen the safeguarding measures to reduce the risk and protect children from sexual predators.

Protection of Children and Prevention of Sexual Offences (Scotland) Act 2005 addresses 'grooming' behaviour as an offence. Any signs of adult behaviour that may indicate grooming is taking place, should be reported to the Child Wellbeing and Protection Officer immediately.



SEXUAL ACTIVITY

Within football, as within other activities, sexual relationships do occur. It is important to address sexual activity both between children and between adults and children.

Sexual activity between children involved in football is prohibited during team events, in facilities and social activities organised by Rangers Football Club. Inappropriate or criminal sexual behaviour committed by a child may lead to the information being shared and may lead to reports being made to external agencies such as the police or social services.

Sexual interactions between adults and children (16+) involved in football raise serious issues given the power imbalance inherent in the relationship. (* See *Risks to Children's Wellbeing* section). Where a child is of the age of consent, the power of the adult over that child may influence their ability to genuinely consent to sexual activity. A coach or other adult in a position of authority may have significant power or influence over a child's career.

Sexual activity between adults and children (16+) involved in football is prohibited when the adult is in a position of trust or authority (including) where they have signed the Code of Conduct for Safeguarding Children's Wellbeing.

Inappropriate or criminal sexual behaviour committed by an adult, will lead to suspension and disciplinary action in accordance with Rangers Football Club Disciplinary Procedures, which in the case of criminal behaviour must include contacting the police.

Sexual activity between adults and children under the age of 16 is a criminal act and immediate action must be taken to report it to the police. This includes online sexual activities.

PEER ON PEER ABUSE

Football is a great place to make new friends and increase your social circle. Through a common interest in football, friendships will form and relationships will develop between the children and young people. This may include intimate emotional relationships between children and/or young people. Often no harm comes from them, indeed they can be positive relationships. However, children and/or young people who suffer abuse can do so at the hands of other children and/or young people. Peer on peer abuse may include physical, emotional and/or sexual abuse. The Club takes harmful behaviour by children and/or young people towards other children and/or young people seriously. Any concerns about such conduct **must** be reported to the Child Wellbeing and Protection Officer and, if appropriate, reported to the police and local statutory services.

'Positions of trust' also apply to children and young people who have taken on a leadership role within football. If there is a concern that a young person has abused their position of trust or acted inappropriately towards another young person this will be responded to in line with the Responding to Concerns Procedure.

OPPORTUNISTIC OR SITUATIONAL BEHAVIOUR

Not all people who abuse children and young people are predatory or go into a role with the intention of abusing children and young people. In some circumstances, the adult may take advantage of the opportunity through misuse of their position of trust and a lack of clear boundaries ("opportunistic behaviour"). Others may be in a situation where through working with a child or young person they start to feel an attraction ("situational behaviour"). For those whose behaviour is opportunistic or situational, they may have never previously considered abusing a child



or young person or had a sexual attraction to children or young people and may be just as confused about their own behaviour, thoughts and feelings. This does not mean that their behaviour is any less concerning. The wellbeing and safety of the child or young person must always be the paramount consideration and all actions should be taken in their best interests. Any concerns of such behaviour must be responded to under the Responding to Concerns Procedure and reported to the police, if possible criminal behaviour.

In circumstances of opportunistic or situational behaviour the Appointment and Selection Procedure becomes less effective as a preventative measure and prevention planning becomes necessary as part of an on-going assessment to the safety of all children and young people involved in the activity or event.