



DUNFERMLINE ATHLETIC F.C.

**CHILD WELLBEING AND PROTECTION
IN SCOTTISH FOOTBALL**

**POLICIES AND GUIDELINES
(YOUNG PLAYER VERSION)**

INTRODUCTION

These policies and guidelines represent a rights-based approach which focuses on the indisputable rights of each individual and our responsibility to promote, respect and protect these rights. It gives importance to process as well as outcomes and recognises the underlying determinants of children's needs, presenting issues and general wellbeing.

To ensure we can respond to situations when a child needs help or support, we must firstly understand their rights and the meaning of wellbeing. Secondly, we must recognise a number of risks that exist for children in football and therefore put in place a range of safeguards that minimise these risks. These are managed and promoted by people within particular roles who receive specific training for their level of responsibility.

The Scottish FA have provided clubs with a series of directives together with a timescale for delivering those directives. One of those directives states that each member club must appoint a Child Wellbeing and Protection Manager whose responsibilities include ensuring that the Children's Wellbeing and Protection Policies are implemented and adhered to. The Child Wellbeing and Protection Manager at Dunfermline Athletic FC is club Director, Drew Main.

YOUNG PLAYER PROTECTION POLICY STATEMENT

Dunfermline Athletic F.C. is fully committed to promoting, supporting, and safeguarding the wellbeing of all young players in its care. We recognise the child's rights to protection as provided in Article 19 of the UNCRC: all forms of physical or mental violence, injury and abuse, neglect or negligent treatment, maltreatment, or exploitation, including sexual abuse. 'Child protection' means protecting a child from child abuse or neglect, as stated within the National Guidance for Child Protection in Scotland 2014.

For the purposes of this policy a young player is recognised as someone under the age of 18 years. This policy applies to all young players regardless of age, gender, sexual orientation, disability, race, religion, socio-economic status or family circumstance.

Dunfermline Athletic F.C. will:

- Respect the rights of young players as paramount.
- Promote the rights and wellbeing of young players by providing opportunities for them to take part in football safely.
- Promote and implement appropriate procedures to safeguard the wellbeing of young players and protect them from abuse, ensuring they know what to do and who they can speak to if they need help.
- Require members of staff and volunteers to adopt and abide by this policy and sign up to the Code of Conduct for Safeguarding Young Player's Wellbeing.
- Train, support and supervise its members of staff and volunteers to adopt best practice to safeguard and protect young players from abuse and to reduce risks.
- Respond to any allegations of poor practice, misconduct, or abuse of young people in line with procedures as well as implementing, where appropriate, the relevant disciplinary and appeals procedures.
- Observe guidelines issued by local Child Protection Committees for the protection of young people.
- Regularly monitor and evaluate the implementation of this policy and these procedures and include young player's views in this process.

Review

This policy and associated procedures will be regularly reviewed and will include young player's participation and feedback on the content and actual experience of implementation as part of the review:

- In accordance with changes in legislation and guidance on the protection and safeguarding of young players or following any changes within the Scottish FA.
- Following any issue or concern raised about the protection and safeguarding of young players within Dunfermline Athletic F.C. and the Scottish FA.
- In all other circumstances, at least every three years.

ANTI-BULLYING POLICY STATEMENT

Dunfermline Athletic F.C. is fully committed to safeguarding the wellbeing of all young players in its care. We understand that young people's wellbeing can be seriously impacted by bullying behaviour. Dunfermline Athletic F.C. therefore recognises the information provided for children by respectme, Scotland's Anti-Bullying Service: 'Bullying is never acceptable; it doesn't make a child better or stronger to get through it and it should never be seen as a normal part of growing up. Bullying is a behaviour that can make a child feel frightened, threatened, left out and hurt. Something only has to happen once to make a child feel worried or scared to go to school or other places they enjoy going'.

For the purposes of this policy a young player is recognised as someone under the age of 18 years. This policy applies to all young players regardless of age, gender, sexual orientation, disability, race, religion, socio-economic status, or family circumstance.

Dunfermline Athletic F.C. will:

- Respect the rights of young players as paramount.
- Work together to develop positive relationships amongst young people and adults which are mutually respectful, responsible, and trusting; and promote their emotional health and wellbeing.
- Seek to prevent, reduce and respond effectively to bullying behaviour, through the implementation of this policy and guidelines.
- Require members of staff and volunteers to adopt and abide by this policy.
- Train, support and supervise its members of staff and volunteers to adopt best practice to prevent, reduce and respond to bullying.
- Address the needs of young players who are bullied as well as those who bully within a framework of respect, responsibility, resolution, and support.
- Respond to any concerns raised either in the experiences of young players of poor practice/misconduct or abuse caused by an adult's bullying behaviour.
- Highlight bullying based on prejudice and perceived differences, to ensure our practices are effective in dealing with these issues.
- Regularly monitor and evaluate the implementation of this policy and guidelines and include young player's views in this process.

Review

This Policy and guidelines will be regularly reviewed and will include young player's participation and feedback on the content and actual experience of implementation as part of the review:

- In accordance with changes in guidance on anti-bullying or following any changes within the Scottish FA.
- Following any issue or concern raised about bullying within Dunfermline Athletic F.C. and the Scottish FA.
- In all other circumstances, at least every three years.

CODE OF CONDUCT FOR SAFEGUARDING CHILDREN'S WELLBEING

This Code of Conduct details the standards and practice required by all Dunfermline Athletic F.C. members of staff and volunteers including verbal and non-verbal actions when involved in activities with young players. For the purposes of Child Wellbeing and Protection, we include all activities within Dunfermline Athletic F.C. with young people under the ages of 18 years old.

All concerns about breach of this Code of Conduct will be taken seriously and responded to in line with the Dunfermline Athletic F.C. Responding to Concerns about the Conduct of an Adult and/or Disciplinary Procedures.

GOOD CONDUCT

- Promote fair play.
- Treat all young players equally, with respect, dignity, sensitivity, and fairness (Article 2, UNCRC).
- Build balanced relationships based on mutual trust.
- Put the wellbeing and best interests of each young player first before winning or achieving performance goals (Article 3, UNCRC).
- Support young players to understand their rights in football and the safeguards put in place to protect them.
- Include young players in decisions and activities affecting them wherever possible, respecting and taking seriously the views, they contribute (Article 12, UNCRC).
- Always work in an open environment, wherever possible.
- Give enthusiastic and constructive feedback rather than negative criticism.
- Recognise the developmental needs and capacity of young players.
- Involve parents/carers wherever possible.

PRACTICE TO BE AVOIDED

In the context of your role within Dunfermline Athletic F.C., the following practice should be avoided:

- Having 'favourites' – this could lead to resentment and jealousy by others and could be misinterpreted.
- Spending excessive amounts of time alone with young players away from others.
- Excessive training and competition, pushing young players against their will and placing undue pressure.

UNACCEPTABLE CONDUCT

In the context of your role within Dunfermline Athletic F.C., the following practices are unacceptable:

- Failing to act on, record or acknowledge allegations or concerns raised by a young player.
- Allowing bullying behaviour in any form between young players to go on unchallenged.
- Displaying bullying behaviour or making inappropriate comments to a young player causing emotional harm.
- Engaging in sexually provocative games, including horseplay, or touching a young player in a sexually suggestive manner.
- Making sexually suggestive comments to a young player, even in fun.
- Forming intimate emotional, physical, or sexual relationships with a young player.
- Establishing inappropriate contact with young players via social media either online or on mobile phones.
- Reducing a young player to tears as a form of control.
- Inviting or allowing young players to stay with you at your home.
- Sharing a room alone with a young player.

Sign-up:

I have read and agree to abide by this Code of Conduct.

I have also read and agree to abide by Dunfermline Athletic F.C.'s Young Player's Wellbeing and Protection in Scottish Football Policies and Procedures.

Name: _____

Signature: _____

Witnessed by: _____

Witness Signature: _____

Date signed: _____

ANTI-BULLYING GUIDELINES

Bullying can take some young player's rights away from them. There have been many different definitions and theories about what constitutes bullying, but it's not helpful to define bullying purely in terms of behaviour. Bullying is a mixture of behaviours and impacts, behaviours that can impact on a person's capacity to feel in control of themselves. This is what is termed as their sense of 'agency'. Bullying takes place in the context of relationships; it is behaviour that can make people feel hurt, threatened, frightened, and left out, it strips a person of their capacity for agency.

Bullying may be seen as particularly hurtful behaviour where it is difficult for those being bullied to defend themselves. It can be a 'one-off' occurrence or repeated over a period of time and can take many forms including young players being bullied by adults, their peers and in some cases by members of their families. Bullying can be difficult to identify because it often happens away from others and those who are bullied often do not tell anyone. Bullying is not always deliberate.

Bullying behaviours can be:

- Being called names, teased, put down or threatened
- Being hit, tripped, pushed or kicked
- Having belongings taken or damaged
- Being ignored, left out or having rumours spread about you
- Receiving abusive messages, threats or comments on social media sites
- Behaviour which makes people feel like they are not in control of themselves
- Being targeted because of who you are or who you are perceived to be

When talking about bullying, it's never helpful to label young players as 'bullies' or 'victims'. Labels can stick for life and can isolate a young person, rather than helping them to recover or change their behaviour. It is preferable to talk about someone displaying bullying behaviour rather than label them a 'bully' – behaviour can be changed with help and support.

Support for young players involved in bullying behaviour:

- Cultivate an ethos where there's an anti-bullying culture – it is especially important that adults are good role models for young players.
- Take all signs and reports of bullying very seriously.
- Encourage all young players to speak and share their concerns. Help those being bullied to speak out and tell a coach or adult who can support them. Create an open environment.
- Take all allegations seriously and take action to ensure the young player is safe. Speak with those being bullied and those displaying bullying behaviour separately.
- Reassure the young player that you can be trusted and will help them, although you can't promise to tell no-one else. Explain what will happen next, and how they are going to be kept informed.
- Keep records of what is said i.e. what happened, by whom and when.
- In cases of online/electronic bullying advise young players who are being bullied by text, email or online to retain the communication or to print it out. Be clear that online bullying behaviour will be

treated seriously as any other form of bullying behaviour, as it can impact on both the young player and football.

- Report any concerns to the Child Wellbeing and Protection Manager and complete a Concern Recording Form as part of the Responding to Concerns about a Young Player Procedure.
- Talk with the young player(s) who have been displaying bullying behaviour. Explain the situation and try to get them to understand the consequences of their behaviour.
- In some cases, it might be worth considering seeking an apology from those involved in bullying behaviour (for example where those on the receiving end wish reconciliation). Apologies are only of real value however, when they are genuine.
- Be sensitive and use good judgement when it comes to informing parents/carers of those whose negative behaviour is impacting on others. Put the young player at the centre – will telling the parents/carers result in more problems for the young player? What are the young player's views on parents/carers knowing?
- If appropriate, insist on the return of 'borrowed' items.
- Aim to restore positive relationships and only consider imposing consequences as necessary, e.g. exclusion from the team or activity until behaviour standards are improved.
- Encourage and support those displaying bullying behaviour to change this behaviour. Ask them to consider the impact their actions are having.
- Keep a written record of action taken.

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.

RESPONDING TO CONCERNS ABOUT A YOUNG PLAYER PROCEDURE

Young Players have the right to say what they think in all matters affecting them and to have their views taken seriously (Article 12, UNCRC). This must be at the forefront of any concerns that are raised about a young player. Their views must be considered based on the age and maturity of each young player. They also have a right to privacy (Article 16, UNCRC) which is also important to consider when assessing if and at what stage information is shared and who with.

These procedures apply to all members of staff and volunteers involved in Dunfermline Athletic F.C. activities with young players under 18 years old.

1. Best interests of the young player

Dunfermline Athletic F.C. is committed to working in partnership with parents/carers whenever there are concerns about a young player. Parents/carers have the primary responsibility for the safety and wellbeing of their young people.

Where concerns are raised about a young player, this will be considered in line with the wellbeing indicators and *may* be discussed with parents/carers. For example, if a young player seems withdrawn, he/she may have experienced an upset in the family, such as a parental separation, divorce, or bereavement. Common sense is advised in these situations and the best interests of the young player will be considered as to what is the best support for each individual young player. Young players will be asked who they feel is suitable to be informed and when relevant, consent gained from the young player.

Confidentiality will not be maintained if it is assessed that a young player is at risk or their wellbeing is being impacted in such a way that their right to be protected becomes more significant. Any incidents which cause concern about the wellbeing of a young player should be recorded on the Concern Recording Form and reported to the Dunfermline Athletic F.C. Child Wellbeing and Protection Manager as soon as possible.

2. Information regarding a concern about a young player

Members of staff and volunteers may be informed in different ways with regards to details of a concern about a young player. This may be a direct disclosure by the young player. In this situation follow section 4 in responding to that disclosure. The details may become clear due to the observation of a young player, which is perhaps demonstrated in a change in their behaviour, appearance, or nature. A third option could be information that is shared from another individual or organisation. A concern or possible abuse of a young player may be observed by another young person or adult.

Depending on the nature of the concern, observations, or information from others, this may not need to be discussed with the young player, instead the information recorded then reported. Advice should be sought from the Child Wellbeing and Protection Manager if there is any uncertainty about the appropriate course of action where there are concerns about a young player's wellbeing which can be discussed by anonymising the young player, therefore maintaining confidentiality if appropriate.

If the Child Wellbeing and Protection Manager is not available and an immediate response is required, the police and social work services must be contacted. They have a statutory responsibility for the protection of young people and they may already hold other concerning information about the young person. Record any advice given, actions taken and the response by other agencies. At the earliest opportunity, thereafter the Child Wellbeing and Protection Manager should be informed.

3. Concerns affecting a young player's wellbeing

If a concern about a young player is identified that affects one or more of their eight wellbeing indicators (SAFE, HEALTHY, ACTIVE, NURTURED, ACHIEVING, RESPECTED, RESPONSIBLE, INCLUDED), complete Part A of the Concern Recording Form.

When information is being recorded about a young player, it is important that the young player understands why we are recording their details and gain their consent where possible for further reporting of the concern. If a young player recognises that people can help and support, and that this is the purpose of their details being shared, they will be more included and informed of the processes.

Where there is information or details in relation to the conduct an adult affecting a young player's wellbeing, this should be recorded in Part B of the Concern Recording Form.

4. Young player's right to be protected

Where the concern about a young player's wellbeing suggests they are in need of protection, the information must be passed on with or without their consent for the purposes of their protection. Allegations of abuse must always be taken seriously. ***No member of Dunfermline Athletic F.C. shall investigate allegations of abuse or decide whether or not a young player has been abused.*** False allegations are very rare. If a young player says or indicates they are being abused or information is obtained which gives concern that a young player is being abused, the information must be responded to on the same day in line with the following procedure.

What to Do if a Young Player Discloses Abuse

4.1 Respond

- React calmly so as not to frighten the young player.
- Listen to the young player and take what they say seriously. Do not show disbelief.
- Reassure the young player they are not to blame and were right to tell someone.
- Be aware of interpreting what a young player says, especially if they have learning or physical disabilities which affect their ability to communicate or English is not their first language.
- Do not assume that the experience was bad or painful - it may have been neutral or even pleasurable.
- Avoid projecting your own reactions onto the young player.
- Avoid asking any questions. If necessary only ask enough questions to gain basic information to establish the *possibility* that abuse may have occurred. Only use open-ended, non-leading questions e.g. What? When? Where? Who?
- Do not introduce personal information from either your own experiences or those of other young people.

Avoid:

- Panicking.
- Showing shock or distaste.
- Probing for more information than is offered.
- Speculating or making assumptions.
- Making negative comments about the person against whom the allegation has been made.
- Approaching the individual against whom the allegation has been made.

- Making promises or agreeing to keep secrets and giving a guarantee of confidentiality.

If you are concerned about the *immediate* safety of the young player:

Take whatever action is required to ensure the young player's immediate safety.

Pass the information immediately to the police and seek their advice.

4.2 Record

Make a written record of the information as soon as possible using the Concern Recording Form completing as much of the form as possible.

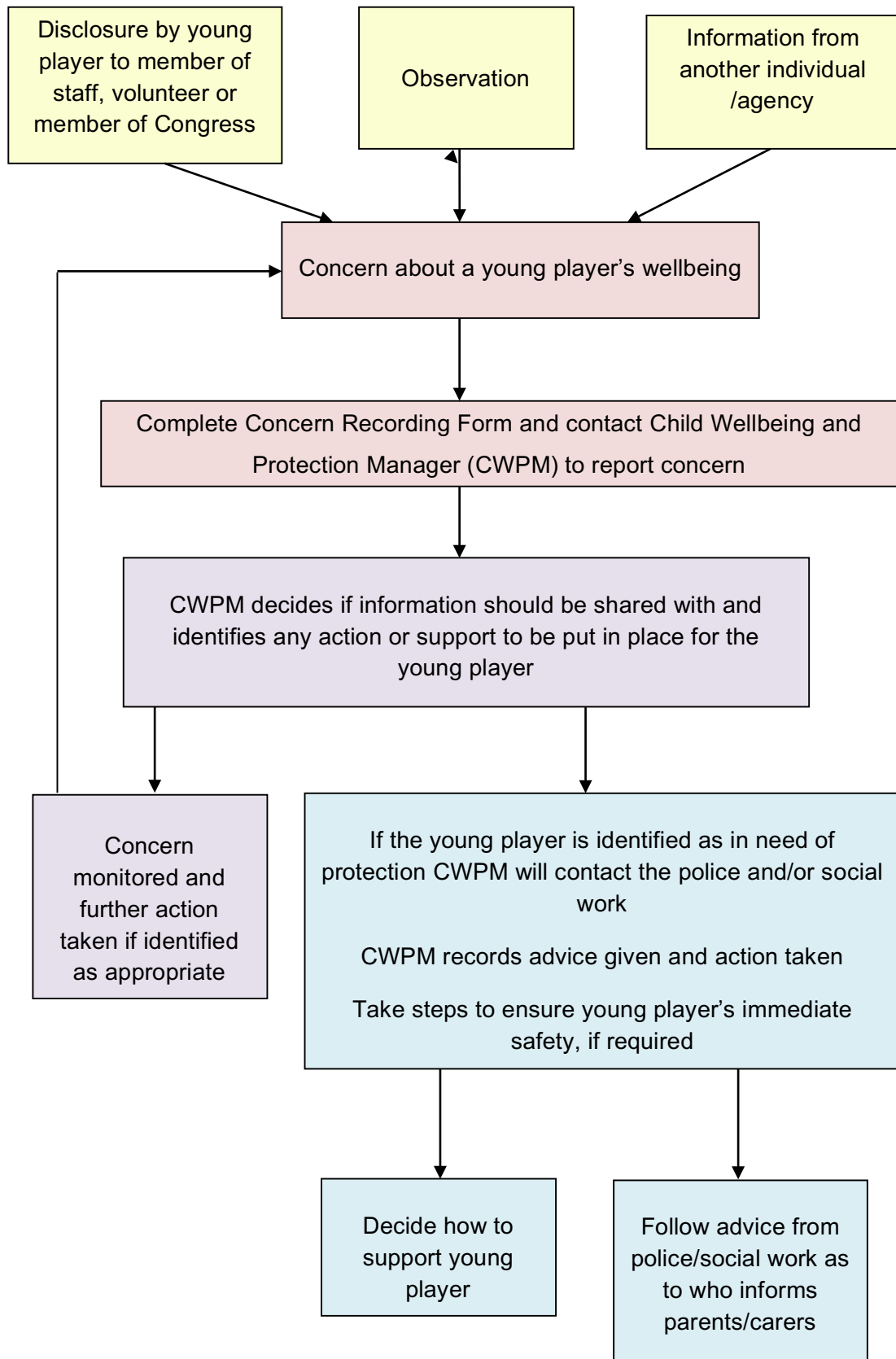
4.3 Report

Contact the Child Wellbeing and Protection Manager on 07809 176509 to report the concern then email the completed form to andrew@dafc.co.uk as soon as possible after completion; do not delay by attempting to obtain information to complete all sections. Please do not keep any electronic, printed or written versions of this form. It is important to maintain confidentiality to delete or shred as soon as the information has been passed on.

4.4 Sharing Concerns with Parents/Carers

Where there are concerns that the parents/carers may be responsible for or have knowledge of the abuse, sharing concerns with the parents/carers may place the young player at further risk. ***In such cases advice must always firstly be sought from the police/social work services as to who informs the parents/carers.***

RESPONDING TO CONCERNS ABOUT A YOUNG PLAYER PROCEDURE FLOWCHART



RESPONDING TO CONCERNS ABOUT THE CONDUCT OF AN ADULT PROCEDURE

In all cases where there are concerns about the conduct of an adult towards a young player, the best interests and wellbeing of the young player will be the paramount consideration. These procedures aim to ensure that all concerns about the conduct of an adult are dealt with in a timely, appropriate and proportionate manner.

No member of staff or volunteer in receipt of information that causes concern about the conduct of an adult towards young players shall keep that information to himself or herself or attempt to deal with the matter on their own.

At any point in responding to concerns about the conduct of an adult, advice may be sought from the police or social work services.

1. Initial Reporting of Concerns

Any concerns for the wellbeing of a young player arising from the conduct of an adult must be reported to Dunfermline Athletic F.C. Child Wellbeing and Protection Manager on the day the concern arises, as soon as practically possible.

Where the concern is about the Child Wellbeing and Protection Manager it must be reported to the General Manager of Dunfermline Athletic F.C. In this situation, they will then take on the role and responsibilities as listed below of the Child Wellbeing and Protection Manager.

2. Recording and Reporting

Concerns must be recorded using the [Concern Recording Form](#) as soon as possible. Contact the Child Wellbeing and Protection Manager on 07809 176509 to report the concern then email the completed form to andrew@dafc.co.uk as soon as possible after completion; do not delay by attempting to obtain information to complete all sections. Please do not keep any electronic, printed, or written versions of this form. It is important to maintain confidentiality to delete or shred as soon as the information has been passed on.

All subsequent actions taken and reasons for decisions shall be recorded (in the order in which they happened). These records should be signed and dated by the Child Wellbeing and Protection Manager. Where Dunfermline Athletic F.C. Disciplinary Procedures are invoked for members of staff or volunteers, a written record will be made of all actions and reasons for decision.

3. Establishing the Basic Facts

Once the concerns have been reported, the Child Wellbeing and Protection Manager will:

- Conduct an initial assessment of the facts to determine the appropriate course of action.
- Consult external agencies such as the police and social work services for advice at any time. This is important because they may hold other important information which, when considered alongside the current concerns, builds a significant picture of concern.

4. Conducting the Initial Assessment

The Child Wellbeing and Protection Manager will conduct the initial assessment.

The purpose of the initial assessment is to clarify the nature and context of the concerns. It should determine if the adult's conduct was inappropriate behaviour, serious poor practice/misconduct or whether there is reasonable cause to suspect an adult's behaviour and conduct has been criminal. Every situation is unique, so guidance cannot be prescriptive.

- Where the established facts support a concern of criminal behaviour, the initial assessment will not form part of the disciplinary investigation.
- Subject to the nature and seriousness of the situation, if it is not clear at this stage whether a criminal offence may have been committed, the member of staff or volunteer *may* be approached as part of the information gathering process.
- Where the nature and seriousness of the information suggests that a criminal offence *may* have been committed, or that to assess the facts may jeopardise evidence, advice will be sought from the police before the member of staff or volunteer is approached.
- An initial assessment of the basic facts may require the need to ask a young player some basic, open-ended, non-leading questions *solely with a view to clarifying the basic facts*. It may also be necessary to ask similar basic questions of other young players, or other appropriate individuals.
- Interviewing young players about possible abuse and criminal offences is the sole remit of specially trained police officers and social workers. Questioning of young players by those conducting an initial assessment should always be avoided as far as possible. If it is necessary to speak to the young player to clarify the basic facts, best practice suggests that consent from the parent/carer be obtained.

Possible outcomes of initial assessment:

- (i) No further action (facts do not substantiate complaint).
- (ii) Situation is dealt with under the Dunfermline Athletic F.C. Disciplinary Procedures for members of staff and volunteers.
- (iii) Child protection investigation (jointly by police and social work services).
- (iv) Criminal investigation (by the police). The results of a criminal investigation may well influence the disciplinary investigation, but not in all cases.
- (v) Civil proceedings (by the child/family who raised the concern).

5. Initial Assessment Supports Concerns about Poor Practice and/or Misconduct

The Child Wellbeing and Protection Manager will deal with the concern in line with the Dunfermline Athletic F.C. Disciplinary Procedures for members of staff and volunteers. In the event of an investigation into the conduct of a member of staff or volunteer, the principles of natural justice will inform all actions:

- They will be made aware of the nature of concern.
- They will be given an opportunity to put forward their case.
- Dunfermline Athletic F.C. will act in good faith, ensuring the matter is dealt with impartially and as quickly as possible in the circumstances.

Pending the outcome of any investigation, precautionary suspension will be considered in all cases where there is significant concern about the conduct of a member of staff or volunteer towards young players.

6. Initial Assessment Supports Concerns about Possible Criminal Behaviour

Where the initial assessment of information gives reasonable cause to suspect an adult's behaviour and conduct has been a criminal offence, the Child Wellbeing and Protection Manager will report the concerns to the police as soon as possible on the day the information is received. The Child Wellbeing and Protection Manager will make a written record of the name of the police officer to whom the concerns were passed together with the time and date of the call, in case any follow up is required.

Referrals to the police will be confirmed in writing by the Child Wellbeing and Protection Manager within 24 hours. A copy of the Concern Recording Form should be provided to the police on request. Appropriate steps will be taken to ensure the safety of the young player(s) who may be at risk. The parents/carers of the young player(s) involved will be informed as soon as possible following advice from the police.

Advice will firstly be obtained from the police about informing the member of staff or volunteer involved in the concerns. If the advice is to inform them, they will be told that information has been received which may suggest an allegation of abuse or possible criminal offence. As the matter will be *sub judice* (i.e. under judicial consideration) no details will be given unless advised by the police. All actions will ensure the best evidence is preserved for any criminal proceedings while at the same time safeguarding the rights of the member of staff or volunteer.

Dunfermline Athletic F.C. will take all reasonable steps to support a member of staff or volunteer against whom a concern has been raised.

7. Precautionary Suspension

Suspension is not a form of disciplinary action. The member of staff or volunteer involved may be suspended whilst an investigation is carried out. Suspension will be carried out in accordance with Dunfermline Athletic F.C. Disciplinary Procedures. At the suspension interview the member of staff or volunteer will be informed of the reason for suspension (within the confines of sharing information) and given the opportunity to make a statement – which will be recorded – should they wish to do so.

Notification of the suspension and the reasons will be conveyed in writing to the member of staff or volunteer in accordance with the Dunfermline Athletic F.C. Disciplinary Procedures.

8. Disciplinary Investigation

An ongoing criminal investigation does not necessarily rule out disciplinary action. However, any action taken must not jeopardise the criminal investigation. Advice must be taken from the police on this. Sufficient information should be available to enable the Child Wellbeing and Protection Manager to make a decision whether to go ahead with disciplinary action.

9. False or Malicious Allegations

In exceptional circumstances where an investigation establishes an allegation or concern raised is false, unfounded or malicious:

- The member of staff or volunteer involved will receive an account of the circumstances and/or investigation and a letter confirming the conclusion of the matter. They may wish to seek legal advice.
- All records pertaining to the circumstances and investigation shall be kept confidentially.
- The Child Wellbeing and Protection Manager will take all reasonable steps to support the individual in this situation.
- In these circumstances, Dunfermline Athletic F.C. will review the young player's participation in football. It will be appropriate to have a discussion with the young player (with parental/carer permission) in determining their views and opinions.
- Data collected for the investigation will be destroyed in accordance with the requirements of the Data Protection Act 1998.

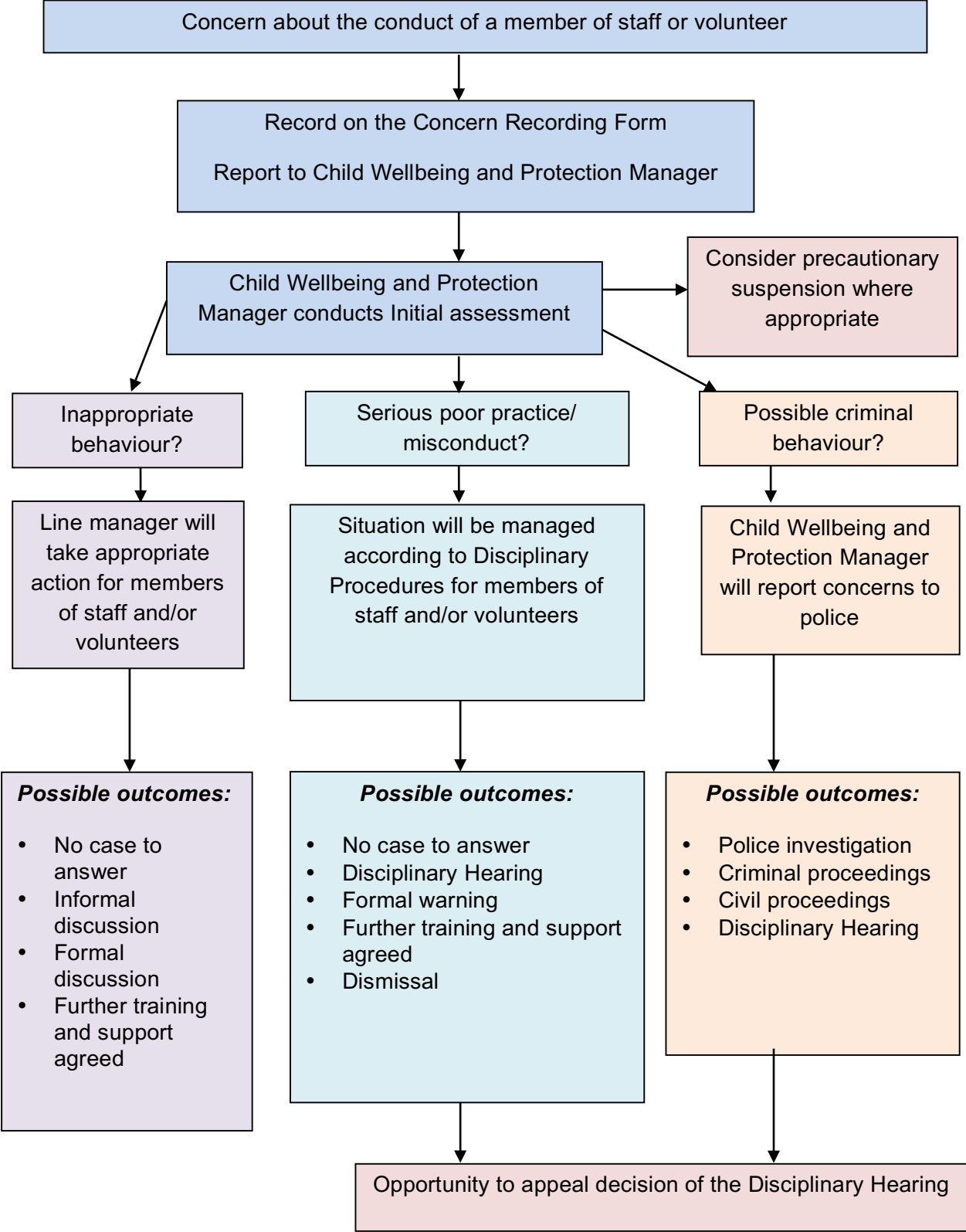
10. Historical Allegations of Abuse

Allegations of abuse may be made some time after the event e.g. an adult who was abused as a child by someone who is still currently working with children. These procedures will be followed in the event of an allegation of historical abuse.

11. Media

All media enquiries relating to the conduct of a member of staff or volunteer will be referred to the General Manager, Dunfermline Athletic F.C.

RESPONDING TO CONCERNS ABOUT THE CONDUCT OF AN ADULT PROCEDURE FLOWCHART



REVIEW OF THE MANAGEMENT OF CONCERNS PROCEDURE

1. Planning the review.

Set out the remit, aim and purpose of carrying out the review. The Child Wellbeing and Protection Manager should help identify a person to carry out the review and in some circumstances, this may be appropriate to have an independent person. In this case, confidentiality must be maintained. Agree a timescale and format for completing the review.

2. Establish the facts of the case, a chronology of events and the roles of individuals and organisations involved.

Set out the actual sequence of events to help to understand what happened, when, and who was involved.

3. Identify any issues or key questions relating to the aims of the review.

Having established the sequence of events the reviewer should then be able to answer the questions contained in the specific remit of the review.

If the reviewer considers that a young player may still be at risk despite action taken during the case or as a result of Dunfermline Athletic F.C.'s failure to take appropriate action, they should be prepared to act. Any urgent issues should be addressed immediately without waiting for the conclusion of the review.

4. Identify any other relevant points or observations and complete review.

The reviewer may identify issues which are worth exploring further. These may include:

PROCEDURES

- Were the relevant procedures followed?
- If not, is there a reasonable explanation for this?
- Were the timescales appropriate?
- Do the current procedures provide adequate information about what to do in such a situation?

OUTCOMES

- Was the outcome appropriate in the case?
- If not, why not?
- Is there a need to take further action in this case; for example, referring the case to police/social work?

PEOPLE

- Were the right people involved?
- Were the views of the child/family obtained?
- Were those involved aware of the procedures?
- Had the people involved been trained on the procedures?
- Where appropriate, were external organisations involved; for example, the police or social work?

RECORDING

- Were records kept?
- Is the quality of the information recorded satisfactory?
- Can the forms be improved?

5. Respond to anything identified within the review.

On completion of the review, any learning, training needs or update to policy and procedures must be addressed and responded to within an agreed timescale. Where appropriate, outcomes of the review should then be shared for wider learning or specific improvements to particular activities.