

# Safeguarding Policy



Created February 2020

Updated February 2021

## Coach Core Foundation statement:

*We are committed to formally reviewing our risk and safeguarding policies annually, and also as a team quarterly, to discuss any ongoing concerns and implement any updates in line with any changes to internal or charitable/safeguarding governance or processes.*

## Document Summary

*To provide managers, staff and partner organisations with a framework when dealing with safeguarding issues.*

Date of policy	February 2020
Accountable person	Chief Executive Officer, Coach Core Foundation
Last update	18 <sup>th</sup> February 2021

## Amendments chart

Amendment made	By whom	Date
- Section 5.6: Review of the reporting process with amended wording to help staff understand the how to refer concerns.	- CEO – Gary Laybourne	18/2/2021
- Section 8: inputted the 'Programme Specifics' and dynamics of power to sit within this main document to contextualise our operations and better highlight possible risk points.	- CEO – Gary Laybourne	18/2/2021

## **I. INTRODUCTION**

### **I.1 Purpose of the policy**

Ensuring the safety and protection of their beneficiaries is an essential aspect of all charities work. Unless individuals are safe and treated well, with dignity and respect, it is impossible for them to realise their potential or to benefit fully from the work and activities supported by The Coach Core Foundation (CCF).

There has been increasing recognition of the way in which vulnerable people can be at risk of harm from organisations and institutions that are supposed to help them, either as a result of abuse and exploitation by individuals in positions of trust, or via programme activities in general.

As a consequence, there has been a significant increase in the efforts made by agencies to ensure that no harm comes to beneficiaries, or target communities, from contact with their staff and associates or as a result of any of the organisation's activities.

Given these values, and in light of widely recognised risks, CCF has developed this policy to promote protection for all those people it comes into contact with - staff and volunteers within the charity itself as well as the partner organisations and beneficiaries with which we work.

Should it come into contact with vulnerable groups, CCF takes responsibility to ensure it is doing all it can to protect such groups from all forms of harm that might occur as a result of that contact, including abuse, neglect and exploitation and to ensure appropriate action is taken if such harm occurs.

### **I.2 Scope**

Based on best practice, this policy and associated training provides all staff including temporary, agency, freelance and contractors (hereafter referred to as 'staff'), trustees and volunteers, information about abuse, advice on identifying problems as well as defining individual and collective roles and responsibilities in safeguarding vulnerable adults and children from abuse and neglect.

This policy also applies to other organisations with whom CCF works or provides with funding. CCF expects that the principles and approaches already shared with partnership organisations mean that they will fully support the values and commitments set out in this policy. CCF recognises that some will already have protection policies and associated measures in place. Where this is the case, they should have no difficulty in also complying with the standards set out in this policy.

### **I.3 Outcomes**

CCF is committed to, and endeavours to, meet its obligations towards the safeguarding of children and adults at risk.

Whilst CCF does not currently undertake any regulated activity as defined by the Safeguarding Vulnerable Groups Act 2006, it does interact with such, and therefore an outcome of this policy and its associated training is to provide staff, trustees and volunteers with the overarching principles that guide our approach and interactions.

## 2. DEFINITIONS

**2.1 Safeguarding** - embedding practices throughout the organisation to make sure that children and adults at risk are protected wherever possible.

**2.2 A child at risk** - A child is an individual up to and including age of 18 (as defined in the Children Act 1989). A child at risk is one who experiences/is at risk of abuse/neglect/other kinds of harm.

**2.3 A Young Person** – Whilst there is no legal definition for this term, herein it refers to the upper age range of a child i.e. 16-18 years old.

**2.4 An adult at risk** - An adult at risk is a person aged 18 years or over who is experiencing or is at risk of abuse, neglect or other kinds of harm and has care and support needs. (Care Act 2014). This may include a person who:

Is elderly and frail	Has a mental illness including dementia
Has a physical or sensory disability	Has a learning disability
Has a severe physical illness	Is a substance misuser
Is homeless, or at risk of homelessness	Enduring significant poverty

**2.5 Child protection** – an activity which is carried out to protect specific children who are suffering, or are at risk of suffering, significant harm.

**2.6 Duty of Care** - a legal obligation to:

- Always act in the best interest of individuals and others
- Not act or fail to act in a way that results in harm
- Act within your competence and not take on anything you do not believe you can safely do.

**2.7 Child and adult protection** - protecting an adult's/child's right to live in safety, free from abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.

**2.8 Abuse** - a selfish act of oppression and injustice, exploitation and manipulation of power by those in a position of authority. This can be caused by those inflicting harm or those who fail to act to prevent harm. Abuse is not restricted to any socio-economic group, gender or culture.

It can take many forms, including:

Physical abuse	Discriminatory abuse	Organisational abuse
Domestic violence and abuse	Psychological/Emotional abuse	Neglect and acts of omission
Financial or material abuse	Self-neglect	Modern slavery
Online and digital abuse	Sexual Abuse	Harrassment

**2.9 Significant harm** - There are no absolute criteria on which to rely when judging what constitutes significant harm. For the purposes of The CCF's response to concerns about children or vulnerable adults, this distinction is the responsibility of children's or adult's services and the police. Any decision about investigating concerns of this nature will therefore be their responsibility but The CCF has a key role in contributing to any investigation.

**2.10 Disclosure and Barring Service (DBS)** – The DBS was created when the Criminal Records Bureau (CRB) merged with the Independent Safeguarding Authority (ISA) in December 2012. The DBS runs checks at three different levels providing information on an individual's criminal record(s). Those engaged in regulated activity must have a valid DBS check at the required level for the role they are performing.

### 3. KEY PRINCIPLES

- This policy and corresponding procedure aims to achieve a culture within CCF in which a proactive approach to safeguarding, promoting and protecting the rights of vulnerable adults and children is taken.
- CCF will ensure that partner organisations conducting work with children and vulnerable adults conduct all relevant checks and vetting procedures throughout its recruitment and onboarding processes. CCF has a due diligence process that requires all partner organisations to provide evidence of this, and other governance/environmental process and procedure so that we can gain the legal and moral assurances required for all.
- All adults and children who either work, volunteer or use CCF services have the right to live a life free from abuse, harm and neglect regardless of age, disability, gender, racial heritage, religious belief, sexual orientation or identity.
- This policy and associated procedure applies to all staff, volunteers, Trustees, visiting Donors and representatives of CCF, including contractors and temporary staff.
- CCF is committed to the prevention of, and protection from, abuse and neglect of all adults and children at risk of abuse or neglect who come into contact with the organisation through its staff or representatives, in whatever capacity that contact occurs. We have a series of policies that underpin this commitment (Section 7) as well as frequent updating of training, legislation and policy review at all times. We also will act, as outlined in this policy, on all reports of safeguarding concerns ensuring such referrals and subsequent actions are documented accordingly.
- CCF is committed to taking all necessary steps to stop abuse happening, whether that abuse is perpetrated by staff, volunteers, Trustees, visiting Donors and representatives of The Coach Core Foundation, including contractors and temporary staff or members of the public.
- CCF is committed to its duty of care to all adults and children it has contact with. If there are concerns about staff or volunteers perpetrating abuse, it will facilitate any action required to address this without delay. All allegations, concerns, or suspicions of abuse or neglect are taken seriously and responded to in line with this policy.
- This policy includes actions required to address abusive behaviours and attitudes. CCF's staff, volunteers, Trustees, visiting Donors and representatives of CCF, including contractors and temporary staff are entitled to be treated with respect and to work in a safe environment.
- On occasions when staff have been dismissed because of concerns about safeguarding, they may be referred by CCF to relevant professional bodies including, where appropriate, the Disclosure & Barring Service (DBS).
- CCF has a duty to contact the relevant authorities if there are concerns that an adult/child at risk may be being abused.
- CCF is committed to ensuring that the right staffing and reporting structure is in place to enable safeguarding concerns to be dealt with effectively and to ensure the correct processes are followed as detailed in the procedure. This includes the escalation to senior staff within CCF of concerns posing a significant risk to an individual or the charity.

## 4. ROLES AND RESPONSIBILITIES TO SUPPORT SAFEGUARDING

CCF will undertake the ongoing following responsibilities:

- CCF will ensure staff and volunteers are carefully recruited and necessary checks are made in line with recruitment and vetting good practice guidelines. This includes:
  - ALL CCF employed staff will undergo an enhanced DBS check, updated annually,
  - ALL CCF employed staff will undergo safeguarding training every 3 years,
  - ALL CCF trustee board members will undergo a basic DBS check, updated annually,
  - There will be two qualified Designated Safeguarding Leads at any one time within the charity with these individuals made known publicly. Refresher training will be carried out at least every 3 years.
- CCF is committed to working with stakeholders and the relevant authorities in which the Foundation initiatives and programmes are run and attended, especially if there are perceived risks or concerns about staff, contractors, or volunteers.

### 4.1 Key Roles – individuals and roles within the organisation that have Safeguarding responsibility:

- Chief Executive
- Designated Safeguarding Lead
- Project Staff (with safeguarding training in place)
- Designated Trustee

**4.1.1 Chief Executive** - has overall responsibility for all safeguarding matters within the charity.

**4.1.2 Designated Safeguarding Leads (DSL)** – nominated Project Manager (or other designated individuals) have the lead responsibility for all safeguarding and protection matters in their programmes and to escalate concerns to the Chief Executive who, where appropriate, may make referrals to external bodies such as the local authority or the police.

**4.1.3 Project Staff** - are responsible for:

- Undertaken and maintaining training linked to safeguarding and child protection
- Ensuring that all are aware of how to report safeguarding concerns and to whom
- Ensuring that all are aware of the Foundation's Whistleblowing policy
- Ensuring that all are aware that they must conduct themselves in a manner which safeguards and promotes the safeguarding practices at CCF
- Ensuring all staff are provided with guidance about safeguarding concerns as required.
- Are clear on the policies and procedures we employ to vet and protect our beneficiaries, partners and employer teams connected with every Coach Core programme.

**4.1.4 Designated Trustee** – an experienced, qualified and informed individual in this field who has been chosen to be the point of contact for all safeguarding matters and whistleblowing allegations (as and when needed).

## **5 RISK ASSESSMENT**

Should this policy be ignored or disregarded, the possible outcomes are:

- For vulnerable adults/children at risk of abuse/neglect; placed at further risk of harm/neglect.
- For staff and volunteers – potentially subjected to inquiry, investigation internally or externally for failing to take appropriate steps, which may then lead to a disciplinary process.
- For the DSL's, the Chief Executive, Board of Trustees – possible inquiry and report from the Charity Commission and regulators or recommendation from local authorities to regulators.
- For CCF – possible risk of public scrutiny and ultimately risk of prosecution.

## **6 PROCEDURES**

### **6.1 Recruitment**

CCF performs an enhanced DBS check on all its contracted staff and this will be refreshed every 3 years. Trustees, although not mandatory, are asked to undergo basic DBS checks.

### **6.2 Training**

All contracted staff will attend safeguarding training and will be made aware of their responsibility to comply with current legislation and guidance and any new relevant legislation as it is implemented. Designated leads in safeguarding will undergo additional training befitting this position and are expected to keep up to date and informed about any changes in this area. Training will be refreshed every 3 years – or earlier where legislation or practices changes. Information regarding this training will be logged within the HR Department.

### **6.3 Disclosure**

CCF staff do not coach or work with children on a day to day basis. However, visitations to programmes are frequent and online disclosure to a staff member could take place at any time and so we recognise our position as one of trust and responsibility to all parties. If such a circumstance arises, and that individual discloses abuse to a member of CCF staff, or an allegation is made against a member of the CCF, they are instructed to act as per below.

For any external individual/member of the public wishing to raise an issue or complaint, a list of contacts are made available on our website for the public to review and utilise at any time.

### **6.4 Responding to complaints and alleged or suspected incidents**

CCF takes any and all complaints or safeguarding referrals seriously and commit to investigating any incident accordingly. All parties rightly need to have confidence that the complaint or allegation is being dealt with in the appropriate and timely manner.

Equally, any employee who has an allegation raised against them requires confidence that CCF will act in a careful and measured way, preserving their anonymity using all appropriate agencies for advice/support.

Complaints or cases of alleged or suspected incidents should be reported, verbally and in writing to the Designated Safeguarding Lead. If the Designated Safeguarding Lead is not available or is the subject of the complaint, it should be made to the Chief Executive Officer. Likewise, if the Safeguarding Officer is not available or is the subject of the complaint, it should be made to the Chairman and/or lead trustee.

## 6.5 How complaints are processed

All staff understand they must report any concerns or incidents linked to safeguarding within 24 hours. As per the Government's '[Working Together](#)' 2018 paper, CCF adopts the 'Single Assessment Process' that incorporates 4 levels of response that sit on a continuum:

- a) *Low level – Early Help Assessment*: where needs are relatively minor and individual or universal services can take swift action.
- b) *Emerging needs*: where a range of services to respond to the issue/their needs is required.
- c) *Complex/serious needs*: the child can be at risk of serious harm if not addressed. This is likely to require a co-ordinated, multi service intervention.
- d) *Child Protection concern*: immediate risk and need of and referred to social services without delay.

All staff are trained to recognise the key indicators and referral points to guide their assessments and next steps. However, they are also advised to refer to the local safeguarding child protection 'threshold guidance' and/or the multi-agency safeguarding hub for further support with decision making and processes thereafter. If there is a serious and immediate concern or allegation made about or received from a child or adult at risk, the DSL will escalate it to the Chief Executive.

We are committed to reporting any incidents to the appropriate regulatory bodies including the UK Charity Commission and government departments or funding bodies, as required. Where there is evidence that criminal activity may have taken place, we will report to the relevant police and/or safeguarding authorities as appropriate.

Reports to the Charity Commission shall be made by the Chief Executive in consultation with the board of trustees.

If it is assessed that there is evidence of an incident, or the potential for imminent significant harm, appropriate action will be taken, where possible, on the day the Chief Executive receives the information concerning a reportable incident.

CCF has a safeguarding log with clear fields of information and evidence guidance so that all incidents, regardless of severity, are documented by CCF staff.

Any complaints made about or directly to CCF will be acknowledged within 24 hours and responded to within 72 hours (at minimum, as an update on position, process and next steps).

## 6.6 Internal Investigations

CCF have implemented a Whistleblowing Policy aimed at encouraging a culture of openness and accountability wherein staff are confident that they can raise any matter of genuine concern without fear of reprisal in the knowledge that they will be taken seriously and that matters will be investigated appropriately and regarded as confidential.

In the case of allegations made against employees of the Foundation, there should be a full and timely investigation.

Any investigation should be cognisant of the fact that allegations relating to a failure or breach of safeguarding are both potentially serious criminal offences, but if unfounded such allegations can still carry a social stigma which could have a significant negative impact on an individual's personal/professional life.

During any initial investigation the identity of both the accuser and the accused should only be disclosed to those who need to know about it and a high degree of sensitivity is required.

The investigation body will ordinarily be a Director supported by the HR team (currently an external, independent organisation contracted by The CCF). Any investigation should be completed as rapidly as

possible, consistent with its effective conduct. The exception to this is in the case of potential criminal activity where the Police should be called in as a matter of routine.

## **6.7 Unsubstantiated and false allegations**

On very rare occasions, it is possible that an individual could raise an allegation(s) that upon investigation can be found to be unsubstantiated or untrue.

If a report is found to be demonstrably false, this behaviour may be indicative of an underlying issue elsewhere which may require further investigation. In such circumstances this should in the first instance be reported to the Chief Executive Officer who will consider whether a further referral should be made to another authoritative body such as the Police or the Social Services.

In the event that a report is found to be malicious or deliberately misleading, a decision will be made in consultation with the Safeguarding Lead as to whether this should be investigated through the Disciplinary Policy and Procedure or even reported to the Police.

If it is established that the allegations were unfounded or malicious, the HR Department will:

- make it clear to those involved that the accused has been exonerated;
- consider whether counselling for the accused and/or accuser is appropriate;
- consider further steps to support the accused.

If an allegation was made with the best intentions, there should be no punitive measures to the reporter and a transparent period of reflection and reparation is made with all parties. CCF commits to fostering an open and honest culture where staff are encouraged to 'speak up' and that there is an understanding that safeguarding and wellbeing are a priority for all.

## **6.8 Substantiated allegations**

Adherence to HR disciplinary procedures will be adopted at all times. Should an allegation be investigated and found to be true resulting in the person leaving the organisation via their own resignation or dismissal for a statutory safeguarding reason, then the Foundation has a legal obligation to make a referral to the appropriate bodies, including Disclosure and Barring Service (DBS) which was established under the Protection of Freedoms Act 2012.

The Safeguarding Officer has the duty to report this, including a full report of the investigations and process followed to reach this conclusion, within one month.

## **6.9 Management of Information**

The Foundation complies with the principles of GDPR in the way it collects, holds and disposes of personal information. We have a policy specific to this that staff can access at all times and will make all external parties aware of when required.

## **7. POLICY REVIEW**

This policy, its accompanying procedures and any supporting documents will be reviewed every year or sooner where any changing legislation and/or government guidance has an impact.

Other relevant policies:

Whistleblowing policy	Anti bribery policy
Risk management policy	Bullying and harassment policy
GDPR policy	Social media policy
Various HR and finance policies, some of which have cross over with safeguarding.	



## 8. COACH CORE PROGRAMME SPECIFICS

In the spirit of transparency and accountability, we now present how our safeguarding policy applies to the governance, operations and risk management procedures as we see them at time of writing.

### 8.1 Charity overview

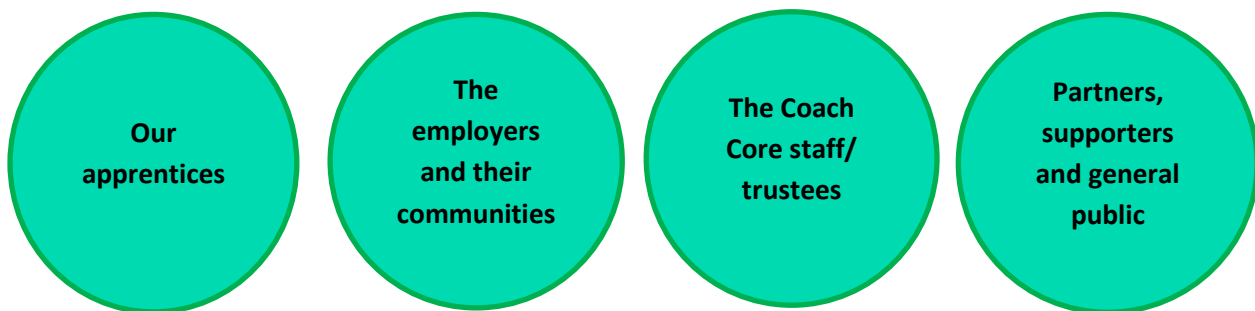
Coach Core is an entry level apprenticeship programme that uses sport and physical activity as the hook to improve the employability and life chances of young people around the UK.

Since 2012, we have targeted young people who are not in employment/education and who live in and around some of the UK's most challenging communities.

Our model is to work in partnership locally and nationally to provide the best possible places of employment, education and support to each individual apprentice.

We then focus on developing every learner through mentoring and personal support as well as providing unparalleled education and professional development, all with the goal of full-time education/employment exit routes that are right for them.

We have **four key audiences** for whom we have a duty of care and must provide ongoing, strict safeguarding and risk review processes:



Within any given Coach Core programme, we then have **six clear stages** that encapsulate the start to end process of every programme cycle:



### 8.2 Our four key audiences' definitions

We define our four key groups as follows:

<p><b>1) Our apprentices</b></p> <ul style="list-style-type: none"> <li>- Candidates wishing to apply</li> <li>- Apprentices selected for the programme</li> <li>- Graduates of Coach Core</li> </ul>	<p><b>2) Our employers and their communities</b></p> <ul style="list-style-type: none"> <li>- The individual organisations that form our consortiums</li> <li>- The mentors and lead staff within those organisations</li> <li>- The participants that will be exposed to the coaching practice of our apprentices</li> </ul>
<p><b>3) The Coach Core team and our trustees</b></p> <ul style="list-style-type: none"> <li>- Those employed and those in non-executive roles</li> <li>- Consultants and 3<sup>rd</sup> party professionals we engage</li> </ul>	<p><b>4) Wider partners, supporters, general public</b></p> <ul style="list-style-type: none"> <li>- Our education partners</li> <li>- Our funders and donors</li> <li>- The sector partners and supporters we work with a varying levels</li> <li>- Our ambassadors and key individuals who promote our activities</li> <li>- Members of the general public</li> </ul>

### 8.3 Our six stages' definitions

In this section we draw out the identified chronological six stages of a given programme and how this applies to our four key audiences in a safeguarding-risk context. The summary points contained within each cell give a brief overview to the key points/risks as we see them at time of writing.

<p><b>PREPARATION</b></p> <p>We work with national partners and major organisations to identify the right employers and support partners for every Coach Core site to form 'consortiums'. We then ensure every consortium, ahead of any new programme, understands the key principles of a Coach Core programme, what this entails and the expectations of all involved. Only once this is agreed, with the right number of apprentice places, do we then move into the recruitment phase.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- We review the education and programme offer continually,</li> <li>- We review the support and guidance we can provide</li> <li>- Finding ways to connect, engage and motivate throughout via additional training, events and opportunities</li> <li>- Stay updated on the latest policy and governance related to working with our intended target audience.</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Ensure our staff have the right training, experience and updated safeguarding checks in order to work with our audience/partners</li> <li>- Review the risks to any site visit and travel implications</li> <li>- Protect staff, trustees and the wider charity with equitable and transparent recruiting as well as providing the right insurances too</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- Work with vetted employers only</li> <li>- Ensure the professional and personal support environment is right through multiple due diligence checks</li> <li>- Understand and prepare the deployment environment</li> <li>- Support them via funding and staff training</li> <li>- Have them submit a formal business plan outlining the key organization information (charity/company number, annual accounts DBS status, etc) their intentions with the programme, their offer (to the apprentice and the consortium) and the environment (staffing and deployment) in which their apprentice will work.</li> <li>- The CCF team are given access to site visit to explore this further at any point prior to/during the programme.</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Work to select the right training provider with the right lead staff to undertake the education and support for that given programme</li> <li>- Work with the major sector organisations to ensure we are targeting and working with the very best community employers rather than the CCF solely selecting these partners.</li> <li>- We ensure any associative partnerships show clear targets and benefits for all parties with open, transparent ways of working/reporting</li> </ul>

<p><b>RECRUITMENT</b></p> <p>With the education and employment partners now confirmed, we strategically advertise locally and nationally, to attract the right young people to attend an interactive recruitment event that reviews attitude and skill over educational attainment, background and/or criminal past. Employers ultimately make the choice of who to employ and unsuccessful candidates are also given options to help their future opportunities too.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- Minimum expectations for all parties are clear from the outset (salary, location, duration, qualifications, travel required, hours/contract, line managers and mentors)</li> <li>- Ability for any candidate to apply and be supported with options even if unsuccessful gaining a place on programme</li> <li>- Given a fair, equitable and democratic recruitment process for every candidate to demonstrate their abilities</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Ensure our staff have the right training, experience and updated safeguarding checks in order to work with our audience/partners</li> <li>- Review the risks to any site visit and travel implications</li> <li>- Protect staff, trustees and the wider charity with equitable and transparent recruiting as well as providing the right insurances too</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- Full disclosure and transparency on the level of candidates versus the needs of each employer</li> <li>- Confidential disclosure to all applicants prior to the recruitment event so that they can make informed decisions on the day</li> <li>- Each organization will be clear on opportunities and training they can bring to the apprentice group throughout the term of the programme and at least one thing they can offer unsuccessful candidates too</li> <li>- Minimum of one staff member will be present at the recruitment event who can make the best decision for all involved. Employers are also expected to help contribute to the practical content on the day</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Education partners will have the programme tutor lead the practical activities</li> <li>- Education partners set expectations of this element of the apprenticeship from the outset and introduce the key aspects of what they will learn, how it is delivered, when and where, etc</li> <li>- Any third party partners attended will be solely for the benefit of the apprentices and/or the wider Coach Core programme and agreed prior to the recruitment event</li> <li>- Any attending donors will be registered/screened with limited interaction with candidates on the day</li> <li>- Risk assessment conducted as to possible impact on the general public if sharing the same facilities</li> </ul>

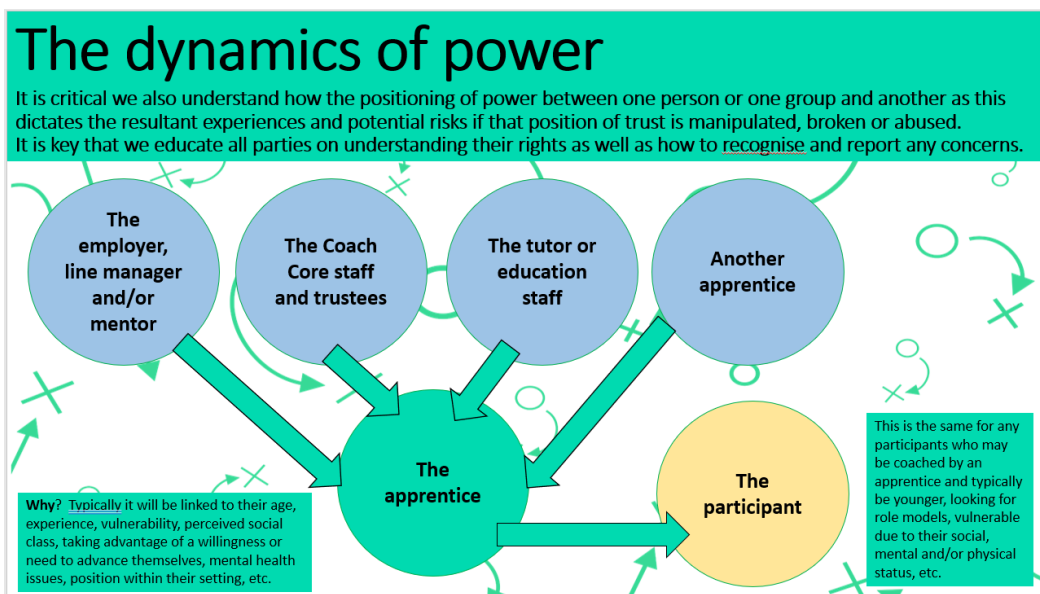
<p><b>ONBOARDING</b></p> <p>Apprentices are selected by employers with those young people also given the opportunity to accept or decline. We recognize for many, this is the first time they will have engaged with education/the workplace for some time and so the onboarding process is an extended period of education sign up and team building, employer inductions and mentor-relationship building and the instillation of the key, basic professionalism standards.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- Time taken by all parties to ensure the first 4 weeks are very clear in terms of duties, timings, locations, etc</li> <li>- Formal employment and education contracts are provided and talked through individually</li> <li>- Opportunity for the apprentice to begin engaging with their tutor, employer mentors/managers and their peers so they can start to build relationships and discuss their needs and ambitions.</li> <li>- Any requirements for disclosed potential barriers established/actioned (eg physical/learning disabilities)</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Final apprentice group confirmed and key registration details obtained. GDPR process employed throughout with supplied data stored safely and key elements not shared without consent</li> <li>- Site visit conducted by the team to meet the apprentices and introduce the wider Coach Core programme to them</li> <li>- Trustees permitted to site visit also with prior consent and communications to the key parties</li> <li>- Risk assessments conducted for any visits/travel where safety may be compromised.</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- SLA (or equivalent) signed by the employer to agree on funding and reporting expectations from CCF</li> <li>- Formal employment contracts given to the apprentices with payroll prepared, kit and equipment provided, and travel agreements all supplied</li> <li>- Apprentice mentors and line managers agree to take time with their individual/s to understand their needs and build relationships</li> <li>- DBS and safeguarding checks begin immediately for the apprentice</li> <li>- Procedures for who to contact (funding, education, support, complaints, etc) made clear</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Education partners register their learners and set up the individual learning platforms for each apprentice.</li> <li>- Provide a secure and confidential learning suite</li> <li>- Any early training conducted is subject to staffing and venue risk assessments as required</li> <li>- Learning space/s to be confirmed for min. first 3 months</li> <li>- Any site visits by third party partners or donors is strictly vetted and screened by the CCF team in collaboration with the key parties on site too</li> <li>- Any shared facilities will be risk assessed and a first session, Code of Conduct to set expectations on professionalism/representation/behaviour is conducted.</li> </ul>

<p><b>DEPLOYMENT</b></p> <p>Once apprentices have undertaken the initial checks and key training, they will then be permitted to begin their coaching practice. We ensure all parties are clear that our level of education and our learner experience ensures they are deployed only as assistant coaches working with community groups, under continual supervision. We also ensure they are exposed and upskilled with duties and experiences across the whole business to aid their future development.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- Review meetings with mentors and their tutor agreed for the first quarter</li> <li>- Deployment locations introduced to the apprentice (if they were not during ONBOARDING) with any necessary checks/registration completed.</li> <li>- Coaching sessions and expectations agreed with their mentor with any planning/preparation required pre agreed</li> <li>- Duties in the workplace agreed alongside any other working practice and training required in the early stages.</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Collate the first month reports and attend/dial into the first consortium partner meeting</li> <li>- Work with the education partners to ensure all key first stage training has/will be taking place</li> <li>- Co-ordinate the staff training event, assisting where required with venue, logistics and communications</li> <li>- Co-ordinate any additional training or site visits planned with risk assessments conducted where necessary</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- Work schedule for the first 1-3 months planned but with the ability to adapt and amend based on learner performance/progression</li> <li>- Education days and times set aside as 'off the job' and respected by all organization staff</li> <li>- Coach Core staff training conducted. This is a 2 day event where the principles of Coach Core are instilled with all key employer staff along with basic principles of supporting a young apprentice too.</li> <li>- Attend the first consortium meeting to discuss initial experiences so far and future opportunities for all parties plus submit their first formal report to CCF staff too</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Tutor 1:1 meetings begin with details of the meeting stored and shared confidentially</li> <li>- Any tutor support/additional training to have commenced with any risk or concerns based on the current qualification/experience gaps to have been addressed and actioned prior to this phase</li> <li>- Functional skills screening to begin with the necessary support put in place for each learner</li> <li>- Any additional training, events, opportunities to undergo strict vetting/risk assessment (staff, venue, content, etc).</li> <li>- Apprentices to be strictly monitored until such time that they have the necessary screening checks, qualifications and competence/confidence to lead groups solely.</li> </ul>

<p><b>PROGRESSION</b></p> <p>With their individual learner plans, mentors, deployment environments and experiences, the apprentices will start to build a picture as to what they want to do once they leave Coach Core. It is the job of the CCF team and the consortiums to understand these aspirations, aligned with the opportunities available with their Coach Core employer, and set progression plans right for each individual both during their time on programme and for when they exit too.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- Monthly formal review meetings with their mentors (on top of any informal 1:1's they may have) plus weekly engagement with their tutors ensure that all elements of their individual development are guided and supported</li> <li>- Given opportunity to train and develop outside of their own employer offer, including National Governing Body qualifications that will aid their development during/post Coach Core.</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Continual monitoring of apprentice progress via internal checklists based on the progress reports for each learner</li> <li>- Continual engagement with the programme consortia via meetings, reports and any additional training/events</li> <li>- Commit to providing ongoing support and training whenever possible to each/all of our teams</li> <li>- Ongoing review of the key policy and governance linked to our learners</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- Employers are supported with any additional opportunities, training and/or guidance required to align with the development of their apprentice</li> <li>- Monthly meetings and reports to detail the above along with additional feedback they have that could benefit all parties</li> <li>- Opportunities for deployment participants to feedback on their apprentice in terms of their progress, any additional training/development they may require and/or any progression opportunities there could be for high performers (eg leading a team under supervision rather than assisting, taking on a different group of participants from their initial groups, etc)</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Education partner tutors check and challenge the progress of every learner, setting targets and support accordingly</li> <li>- Education partners undergo performance review annually with the CCF team and OFSTED assessments</li> <li>- Third party training providers and/or exit route providers engaged and vetted (if not previously)</li> <li>- Any donors/funders provided with the ongoing progress and impact of the programme/s via a variety of methods and tools</li> <li>- Website and social channels updated with key information linked to any complaints, whistleblowing, etc from the general public</li> </ul>

<p><b>EXIT ROUTE</b></p> <p>As each learner approaches the end of the programme, we prepare them firstly for their 'end point assessment' as well as what their next steps may be. Coach Core employers are asked what offer they can make along with engaging with external parties who can provide the right exit education/employment opportunities too. Regardless, the apprentice is consulted throughout this process, as we do our best to find the exit route right for them.</p>	
<p><b>Apprentices:</b></p> <ul style="list-style-type: none"> <li>- Preparation and mock assessments conducted to fully prepare them for their final assessments</li> <li>- Review of qualifications gained to date with any opportunities to add to their CV provided</li> <li>- If their exit route is unclear and/or they are experiencing stress at these final stages, we work with all key individuals to support them as best we can</li> <li>- Personal contact information collated and stored securely so that we can continue to stay engaged with them where appropriate</li> </ul>	<p><b>Coach Core staff/trustees:</b></p> <ul style="list-style-type: none"> <li>- Final reports and statistics are collated</li> <li>- Personal information from the apprentices are stored securely so that we can continue to signpost graduate training, opportunities and events we think may be of interest</li> <li>- Pre-planning for the next programme cycle commences</li> <li>- Programme impact and key data forms part of our annual report</li> </ul>
<p><b>The employers/their communities:</b></p> <ul style="list-style-type: none"> <li>- Employers are supported in the final stages, particularly if they do not intend on contracting their apprentice beyond the Coach Core programme but want to transition their employee as safely, ethically and positively as they possibly can.</li> <li>- Final reports submitted stating formally their intentions for their apprentice and the support they will provide.</li> <li>- Once decided and agreed, the mentors and participants (if required) are informed as to the next steps for all parties so preparation can take place accordingly</li> </ul>	<p><b>Partners, supporters and the general public:</b></p> <ul style="list-style-type: none"> <li>- Education partners arrange for the End Point Assessment, the preparation as outlined previously and the support required</li> <li>- Donors informed of the impending programme end with any final site visits and/or reporting agreed</li> <li>- Third party partners involved with the exit routes and/or final training confirmed and vetted accordingly.</li> <li>- Any community facing events their final assessment may entail is risk assessed and communicated to the necessary individuals/organisations accordingly.</li> </ul>

## 8.4 The dynamics of power



By understanding how these dynamics impact chiefly the apprentice at the heart of every programme, we are then able to understand and attempt to mitigate any safeguarding risks and concerns we may have for them individually and/or for those around them. Anything that presenting risk or challenge to their wellbeing and/or forward progress is something CCF commits to reviewing and actioning regularly.

## 8.5 Additional safeguarding risks identified

This final section looks at additional points concerning safeguarding that perhaps fall outside of the six programme stages and/or warrant further explanation.

<p><b><u>Apprentices:</u></b></p> <ul style="list-style-type: none"> <li>- Can be under 18 so careful consideration must be given at all times to this</li> <li>- Cases regarding the risk and safeguarding concerns regarding apprentices are typically raised by others e.g. an employers report, a tutor flagging a concern, a training provider, etc. but we must be prepared for apprentices to report each other</li> <li>- Physical contact and interaction with apprentices are relatively infrequent but would still entail a CCF staff member being able to raise direct safeguarding concerns at a given moment in time (workplace visit, 1:1 online call, events, etc) as well as careful consideration as to how and where that interaction takes place.</li> </ul>	<p><b><u>Coach Core staff/trustees:</u></b></p> <ul style="list-style-type: none"> <li>- CCF staff developing personal issues at home, in the workplace, etc that are raised/noticed by another CCF staff member or trustee</li> <li>- The conduct of a CCF staff member whilst interacting with those outside of the charity (apprentices, employers, site visits, etc)</li> <li>- The care required to a CCF staff member who is undertaking a serious child protection issue that is harming their own mental health</li> <li>- The interaction of trustees with others whilst representing the charity</li> <li>- Placing CCF staff/trustees in situations where they are undertrained and/or put at significant, multiple risks</li> </ul>
<p><b><u>The employers/their communities:</u></b></p> <ul style="list-style-type: none"> <li>- Employers may contact CCF directly to report or query any safeguarding concerns they have</li> <li>- CCF staff may be concerned for the welfare of another employer lead via their interactions with them</li> <li>- Employer conduct may be called into question by CCF staff when on site visits or seeing them at events</li> <li>- The welfare of the people our apprentices/their employers work with is also our concern, especially as the predominant age of coaching beneficiaries tend to be of primary school age. This may be a concern directly linked to the conduct/environment of a CCF programme or it may be something occurring in the wider setting e.g. something witnessed while on a school visit, an incident on an adjacent pitch, etc</li> </ul>	<p><b><u>Partners, supporters and the general public:</u></b></p> <ul style="list-style-type: none"> <li>- Unvetted site visits and/or interaction with our apprentices from individuals outside of the charity</li> <li>- As above in community settings where children and/or vulnerable adults may be present</li> <li>- Not conducting a risk assessment and any necessary safeguarding communications to a visitor that may place them at potential harm</li> <li>- Sharing information, data and/or case studies without consent to 3rd party/external individuals</li> <li>- Not consulting with any individual/organization outside of the charity that may have their own risk and safeguarding policies</li> <li>- A complaint from the public needs to be received and addressed correctly with all staff knowing how to respond</li> </ul>

This process document is designed to support and enhance our safeguarding policy and our risk management policy by expanding on the specifics of our programme operations.

In all instances, CCF has a risk register that captures any risk/safeguarding concerns and will follow protocol outlined by Gov/Charities Commission at all times.

As mentioned in Section 7, all additional CCF policies are available upon request.

This policy was also formed and shaped by the guidance and policies given by:

- The Gov Charities Commission
- NSPCC
- NCVO
- Sport England
- Lifetime Training

**---- ENDS ----**