

## Arsenal Soccer Schools Greece & Cyprus Safeguarding Code – Policy

Arsenal Soccer Schools **Greece & Cyprus** seeks to ensure the safety and wellbeing of all children and young people who engage in activities within its network of soccer schools.

The Policy and Procedures that the Arsenal Soccer Schools in Greece and Cyprus seek to develop a positive and proactive welfare program to enable all children and young people to participate in an enjoyable and safe environment. Our aim is to provide children and young people with relevant information, skills and attitudes to help them to resist abuse and prepare for the responsibilities of adult life including home and family. Together with these skills we hope that children and young people will feel confident that they can confide in our coaches on issues of neglect, abuse and deprivation. At the same time this Policy and its Procedures equally applies to the safety and security of those working with (or are responsible for) children and young people that are members of our soccer schools network.

### **Principles**

The child or young person's welfare is, and must always be the paramount consideration. Below are listed the basic principles and guidelines that characterize our Policy (Safeguarding Code). These provisions are based on international safeguarding standards for children in sports and conform under Greek legislation:

- All children have the right to participate, enjoy and develop through the Soccer Schools, in a safe and inclusive environment, free from all forms of abuse, violence, neglect and exploitation;
- All children and young people have a right to be treated with dignity and respect and be protected from abuse regardless of their gender, race, disability, sexual orientation, religion or belief or age.
- All children and young people have the same rights of protection
- Children and young people have the right to have their voices heard and listened to
- All suspicions and allegations of poor practice or abuse will be taken seriously and responded to efficiently and appropriately.
- To ensure that staff, coaches, parents and other adults who come into contact with children and young people are good role models.
- Working in partnership with other organizations, children and young people and their parents/careers is essential.
- This policy is revised annually or more often if there are changes in guidance or legislation under Greek legislation.



Arsenal Soccer Schools Greece & Cyprus, led by a **National Safeguarding Manager**, adopt these principles and ensure that their members, their training centers and the official partners follow these standards, as a fundamental requirement for working within our network of Soccer Schools.

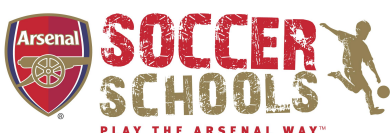
For this reason, the staff of the Arsenal Soccer Schools are in possession of the following requirements and training:

- Coaches hold a minimum qualification of an UEFA “C” License or equivalent;
- At least 2 coaches in each Soccer School hold a valid First Aid Certificate
- Periodic review of the criminal records for the entire staff of Arsenal Soccer Schools

Arsenal Soccer Schools Coaches are trained in our Safeguarding standards, Policy and Procedures to allow them to be familiar and confident with the appropriate child protection procedures and issues.

This policy is intended to give clear guidance to all coaches and assistants:

- ✓ The signs that may indicate the possibility of abuse.
  - ✓ The procedures to follow if a child discloses abuse or a member of staff suspects abuse.
  - ✓ Recognize children who may be at risk from safeguarding / child protection concerns and know how to help them
- 
- To work with parents to build an understanding of the schools responsibility to ensure the welfare of all children and a recognition that this may occasionally require cases to be referred to other investigative agencies as a constructive and helpful measure.
  - To monitor children who have been identified as ‘at risk’ and provide a supportive framework for them.
  - To review regularly the school procedures and improve the way child protection issues are managed.
  - To ensure that every coach has the best interests of the child at every decision they make and is always the primary consideration.



## Role Assignment and hierarchy

### National Safeguarding Manager

The role of the National Safeguarding Manager is to:

- **coordinate and provide assistance across the soccer schools' Designated Safeguarding officers**
- **maintaining key relationships with AFC Senior Safeguarding Manager**
- **ensure full compliance and coordination with the Arsenal Soccer Schools Safeguarding rules**
- cooperate with the Greek FA safeguarding agenda and Greek Government legislation, Police, Children's Services, Local Safeguarding Children Board and other Local Authorities
- provide regular reports to AFC Senior Club Manager on the effectiveness of the Soccer Schools' Safeguarding strategy
- create a risk assessment template ([Appendix 3](#))
- Keep all risk assessments from Designated Safeguarding officers for physical audit to show how risks are minimised and what changes have been made in each Soccer School
- attend regular Safeguarding Team meetings with Designated Safeguarding officers from soccer schools' Greece and Cyprus network
- schedule and organize a yearly Safeguarding seminary, every September at the startup of the football year, for the Designated Safeguarding officers
- train the Designated Safeguarding officers how to undertake a risk assessment
- record codes of conduct for coaches, kids and parents ([Appendix 4](#))
- upload Safeguarding Policy, procedures, risk assessment and codes of conduct to Arsenal Soccer Schools website where applicable ( [www.arsenalfootball.gr](http://www.arsenalfootball.gr) )
- ensure all Designated Safeguarding officers have relevant criminal record checks
- ensure all expiry dates of all criminal record checks are recorded on a spreadsheet.

National Safeguarding Manager for the next season 2016-2017 will be **George Tolia**s, Arsenal Soccer Schools director Greece and Cyprus. He is familiar with AFC Safeguarding Policy and Rules because in the past as Team Manager of Arsenal FC Elite Academy in Thessaloniki participated in Safeguarding Training Workshops organized by Arsenal Safeguarding Officials. ([Appendix 5: George Tolia](#)s bio).

#### Contact details:

#### **George Tolia**s

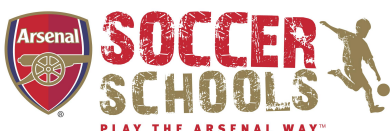
- ✓ 143-145 Lombardou st. 11475, Athens
- ✓ Phone office: 0030 2109944784
- ✓ Phone mobile: 0030 6985883832
- ✓ Email: [gto@arsenalfootball.gr](mailto:gto@arsenalfootball.gr)



### **Designated Safeguarding officer (SO)** (in each Soccer School)

The role of the (local) Soccer School Safeguarding Officer is to:

- support the National Safeguarding Manager in promoting the moral and legal responsibilities in implementing procedures to provide a duty of care for children and young people,
- safeguard their wellbeing and protect them from abuse and poor practice - primarily within a specific department of the local soccer school,
- take responsibility for the day to day management of safeguarding issues and proactive promotion of safeguarding awareness and implementation within the specified department.
- be available, at all reasonable times, as a first contact for staff, parents, children, and if appropriate, external agencies in regards to information or referral of safeguarding matters within the department.
- record a risk assessment template and refer on to the National Safeguarding Manager all incidents, concerns, allegations, evidence of poor practice and evidence of best practice, in confidence, and in line with Data Protection legislation. handle sensitively, in confidence, any safeguarding concerns raised within the department.
- attend regular soccer school Safeguarding Team meetings with SOs from other soccer schools and the National Safeguarding Manager, and undertake any actions raised at meetings events in order to keep up to date with current safeguarding guidelines and legislation for compliance in his soccer school.
- organize a yearly Safeguarding seminary, every September, for the employees and coaches of his Soccer School
- ensure all staff of his soccer school are trained and aware of Safeguarding Policy and where to access it
- train employees and coaches how to undertake a risk assessment
- provide a risk assessment to soccer school site for use
- create a spreadsheet with a list of workers, what criminal record checks they have as well as references, qualifications and right to work
- ensure all workers of his soccer school have relevant criminal record checks
- ensure all expiry dates of all criminal record checks are recorded on the spreadsheet
- Distribute the Codes of Conduct to all employees and coaches of his soccer school and ensure they sign the document



Tel/fax: 0030 210 9944784

Web: [www.arsenalfootball.gr](http://www.arsenalfootball.gr)

Facebook: <https://www.facebook.com/ASSGreece>

Email: [info@arsenalfootball.gr](mailto:info@arsenalfootball.gr)



Each Soccer school has a three part approach to safeguarding, which includes:

- Getting the right people involved
- Creating a safe environment
- Promoting clear systems

JAG WINNING SPORTS Ltd

Master Franchisee

National Safeguarding Manager

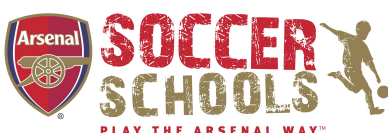
George Toliás MBA

Arsenal Soccer Schools Network in Greece and Cyprus

14 Soccer Schools - Sub franchisees

**14 Designated Safeguarding officers (SO)**

**(List of Safeguarding officers = Appendix 1)**



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## **Safeguarding procedures**

Arsenal Soccer Schools Greece and Cyprus and Arsenal FC (The Club) are taking any form of safeguarding poor practice or abuse seriously to promote a culture of best practice and accountability. They both encourage all employees, workers, consultants, agency staff and volunteers to raise concerns they may have about any safeguarding poor practice or abuse as early as possible to the designated personnel. We will respond appropriately to promote a safer environment in our soccer schools. If you have any questions regarding this section of the Safeguarding Children Policy and Procedures, please contact the National Safeguarding Manager.

### **Procedure for Raising a Safeguarding Concern**

If a child, young person, parent, employee or other adult is concerned about the welfare of a child or young person or is concerned about an adult's behavior towards a child or young person one must act. Do not assume that someone else will help the child. Safeguarding children is everyone's responsibility.

#### **How to raise a concern**

You do not need to have firm evidence before raising a concern. But we do ask that you explain as fully as you can the information or circumstances that gave rise to your concern.

#### **Step 1**

If you have a concern of any form of safeguarding poor practice or abuse, raise it first with the designated Coach and/or Safeguarding Officer of your local soccer school, who will raise it with the Safeguarding Manager.

#### **Step 2**

If you feel unable to raise the matter with the Coach or Safeguarding Officer local soccer school for whatever reason, raise the matter with the Safeguarding Manager directly.

#### **Step 3**

If these channels have been followed and you still have concerns, or if you feel that the matter is so serious that you cannot discuss it with any of the above, please contact the National Safeguarding Manager of the Arsenal Soccer Schools Greece & Cyprus.



Tel/fax: 0030 210 9944784  
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Facebook: <https://www.facebook.com/ASSGreece>  
Email: [info@arsenalfootball.gr](mailto:info@arsenalfootball.gr)

## **What to do if you receive a safeguarding disclosure from a child or young person**

Children or young people who may be vulnerable are likely to disclose abuse to those they trust and how one responds to a disclosure is crucial.

### **Stage 1**

Deal with the disclosure as it happens and ensure that the child or young person's immediate needs are met and that they feel supported. When a disclosure is made, it is most important to understand that you must not investigate the disclosure yourself. The disclosure must always be taken seriously and dealt with according to the guidance in this Policy and Procedures, even if the truth of the disclosure is uncertain. You are not expected to act as a social worker, counsellor, judge, and jury or avenge the abuser; you are however expected to act in the best interest of the child or young person who may be at risk.

#### You must:

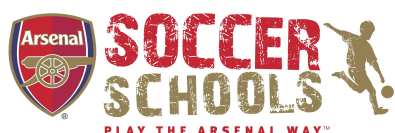
- Put your own feelings aside and listen as if the information is not sensational.
- Allow the child/young person to lead the discussion and to talk freely.
- Listen to what the child/young person is saying. Try not to interrupt them or ask lots of questions. Being asked a lot of questions can feel like being interrogated.
- Let them tell you at their own pace. Don't worry if the child/ young person stops talking for a while - silences are OK. You don't have to rush in to fill the gaps.
- Accept what the child/young person says without challenge.
- Listen to the child/young person without investigating.
- Allow the child/young person to talk but protect them from sharing the information with too many other people.
- Provide reassurance that you are taking them seriously.
- Let the child/young person know it is recognised how hard it is for them to tell.
- Reassure them that they are doing the right thing by disclosing.
- It is ok to let them know if you are unable to answer all their questions.
- Avoid using questions such as "Is there anything else you would like to tell me?"



- Avoid asking leading questions like “Did the coach hit you?”.
- Never ask questions that may make the child/young person feel guilty or inadequate.
- If physical abuse has taken place, you may observe visible bruises and marks but do not ask a child/young person to remove or adjust their clothing to observe them.
- Tell the child/young person who you will be contacting e.g., soccer school’s Safeguarding Officer, National Safeguarding Manager, statutory agencies etc, and that you will support them through that process.
- Once you have established that they have been harmed or are at risk of being harmed, do not pursue the conversation any further. This is important to ensure that questions cannot be raised later about possible manipulation of the disclosure.
- Respect the confidentiality of the disclosure and do not share the information with anyone other than those who need to know. Those who need to know are those who have a role to play in protecting children/young people.

You must not:

- Panic or show that you are shocked. It is important to remain calm and in control of your feelings.
- Document the conversation while the child/young person is disclosing. This should be done as soon as possible after the child/young person has disclosed to you.
- After the child/young person has disclosed, the conversation must be documented remembering as accurately as you can, the words and phrases used by the child/young person to describe what has happened to them.
- Investigate but do listen and reassure the child/young person that they are doing the right thing by disclosing. • Give the impression that you might blame the child/young person e.g. Don’t ask: “why did you let him?”, “what were you doing there anyway?” or “why didn’t you tell me before?”.
- Press for details by asking questions such as “what did he/ she do next?”
- Ask leading questions.
- Pass judgement on what is said, but do try to alleviate any fears or guilt which the child/young person may have.
- Make false promises and/or promise confidentiality – it should be explained that the child/young person has done the right thing, who will need to be told and why.
- Approach the alleged abuser yourself.





Do remember, when a child/young person discloses they may feel:

**Guilt:** They may blame themselves for the abuse and often feel guilt for telling.

**Ashamed:** They may feel ashamed about the abuse itself.

**Confused:** They may be confused about their feelings for the alleged abuser.

**Scared:** They may be fearful of the repercussions of telling. They may be scared of the alleged abuser.

Be careful about touching (e.g. hugging or cuddling) the child/ young person if they have not initiated the contact. They may be upset by physical contact.

## Stage 2

As soon as possible, once the immediate comfort and safety of the child/young person is secured, you must inform the soccer schools Safeguarding Officer of the disclosure. You may make a referral yourself directly to a statutory agency if you are concerned about the child/young person's immediate safety and/or are having difficulty contacting the designated safeguarding person/s or if the designated safeguarding person is the alleged abuser. Every effort should be made to ensure that confidentiality is maintained for all concerned. Information should be handled and disseminated on a need to know basis only.

## Stage 3

You should note down details as soon as possible after the disclosure has been made. What is clearly etched at the time can become blurred after a few hours. It is vital that you make clear and concise notes soon after the disclosure in order to complete a more detailed record and incident sheet later.

Immediate notes should include:

- Date and time.
- Place and context of disclosure or concern.
- Important facts provided, e.g. names mentioned. Wherever possible, you must record information as it was relayed to you using the language of the child/young person rather than your own interpretation of it. It is important to report factual information rather than assumption or interpretation. You might convey your intuitive thoughts but these should be recognised as such and should not form part of the record.

## What happens next?

It is important that concerns are followed up and it is everyone's responsibility to ensure that they are. You should be informed by the Safeguarding Officer of the local soccer school what has happened following the report being made. If you do not receive this information, you should be proactive in seeking it out. If you have concerns that the disclosure has not been acted upon appropriately, you should inform the National Safeguarding Manager and ultimately contact the relevant statutory agency

A disclosure is not the only way that you may be made aware of a problem. Sometimes another adult or even a child may say something about a possible abusive situation.

On occasions you may witness an incident that may cause concern or indeed you may pick up on things that cause concern or information may be passed to a coach or manager anonymously by a person or persons who do not want to be directly involved for whatever reason. However you come upon information that causes concern and may put others at risk, the result should always be the same.

### Taking no action is not an option.

All matters will be fully investigated and appropriate action will be taken. Action may include referral to the Police, Children's Services or the Greek FA as appropriate. Any referral to an external agency shall also be reported to the National Safeguarding Manager.

Full details of dealing with concerns in a football setting at Arsenal Football Club can be found in **Appendix 2** at the end of this policy.

### List of child protection / safeguarding agencies in Greece and Cyprus

#### **"The Greek Ombudsman for children"**

The Greek Ombudsman is an Independent Authority sanctioned by the Constitution.  
17 Halkokondili st. 10432 Athens - web: <http://www.0-18.gr/> - email: [cr@synigoros.gr](mailto:cr@synigoros.gr)  
tel. 213 1306703 - 213 1306605 (Secretariat), 800.11.32000 (line for children)

#### **"THE SMILE OF THE CHILD"**

A non-profit voluntary Organisation, cooperates closely with state authorities (**Police, the General Attorney's Office, hospitals** etc.) but also with all responsible individuals wishing to contribute to alleviating issues affecting children.

**National helpline for children** (24-hour, 7 days a week, 365 days a year-basis): **Greece:** 1056 – **Cyprus:** 116000  
Greece: Web: <http://www.hamogelo.gr/> , Cyprus: <http://www.paidikoxamogelo.org.cy/>

#### **The Commissioner for Children's Rights CYPRUS**

An independent institution which deals exclusively with the rights of the child and whose competences and obligations are prescribed by law. The Commissioner is appointed by the Council of Ministers pursuant to the Commissioner for the Protection of Children's Rights Law.

Address: Apelli and Pavlou Nirvana str corner, 1496, Nicosia.

Tel. 22-873 200, Fax: 22 872 365, E-mail: [childcom@ccr.gov.cy](mailto:childcom@ccr.gov.cy) , URL: <http://www.childcom.cy>

## **Staff training**

### **Getting the right people involved**

Recruiting appropriate employees and workers, creating opportunities to develop and maintain the necessary skills regarding safeguarding. Everyone in contact with children and young people has a role to play in their protection. They can only do so confidently and effectively if they are aware, have the necessary understanding of and the opportunity to develop, practice and implement key skills. Franchises have a responsibility to provide safeguarding training and development opportunities for employees, workers and volunteers.

### **Recruitment process**

The recruitment process includes an interview, character/employment references and a background/criminal record check in line with Greek legislation.

Recruitment Procedures' for all staff and volunteers who are part of the children's workforce, these procedures should include:

- Role profile or job description which highlights key responsibilities of the role
- Advertising the soccer schools positive stance on safeguarding and equal opportunities
- Confirmation of the identity of the applicant with original documentation
- Short listing and interviewing as appropriate for the role
- Recruitment checks in line with Greek legislation and Greek FA Policy requirements
- Requesting at least two written references; which should be followed up prior to any offer of appointment being made
- Substantiating qualifications e.g. requesting original copies of certificates
- Employment offers are subject to: suitable references and the relevant Criminal Records Checks, including checks of the Disclosure and Barring Service (DBS) Barred Lists as appropriate
- An induction appropriate for the role
- Identifying and facilitating training needs

Each soccer school with the help of the National Safeguarding Manager will train all members of employees, workers, volunteers and other relevant people on safeguarding and child protection, including how to report concerns.

Children and young people are provided with advice and support on keeping themselves and one another safe.



Parents and the wider community are provided with information, advice and support on safeguarding children and young people.

You consulted with children, parents/carers and staff as part of the initial development and/or on-going review of the training.

The highest level of the organisation has the responsibility to oversee the implementation of the training.

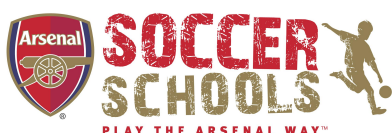
Provide access to regular additional training and specialist support for all staff members and volunteers with special responsibilities for safeguarding.

Checks on employees and volunteers are undertaken every three years and this is documented.

Employees and volunteers are given safeguarding refresher training every three years and it is documented.

Arsenal Soccer Schools are developing and will continue to develop their framework in which the people, the policies and the education program will raise awareness of the responsibility that every person involved in football has in safeguarding children and young people. To that end will have clear and well publicized policies on:

- Safeguarding and protecting children and young people
- Reporting poor practice and abuse
- Recruitment of staff and volunteers
- Whistle-blowing
- Confidentiality
- Health and safety
- Anti bullying
- Equality
- Codes of conduct (ethics)
- Complaints





### **A safe environment is one where:**

- Abuse is openly acknowledged to exist and is discussed by adults.
- Training in safeguarding and child protection awareness takes place.
- Policies and procedures are known by all and followed.
- There is support for those who report suspicions or concerns.

In addition, safe environments:

- Ensure that those working with children and young people learn the child or young person's communication method.
- Ensure that the child or young person's health needs are known, recorded and that sufficient people know how to respond. This may mean knowing how to manage a seizure or an asthma attack. It may mean ensuring that medication is kept to hand, administered correctly, and recorded.
- Ensure a mobile phone is available and switched on.
- Discuss with parents or carers any physical care that is required and how this can best be done with respect and dignity. This will usually mean same gender carers, and consistent carers or supporters. Consideration needs to be given to the balance of the need for privacy with the need for accountability and protection against allegations for carers. This is best done by consulting with parents or carers and the child or young person concerned.
- Give the child or young person every opportunity to make informed choices and respect their choice.
- Have clear strategies for dealing with difficult behavior that excludes any kind of physical punishment or restraint.
- Listen to and advocate for children and young people.
- Involve children or young people and their families wherever possible. This helps give all children and young people a voice and may act to deter abusers.





## Promoting clear systems

Arsenal Soccer Schools are committed to working together to ensure that robust and consistent safeguarding systems exist across the game through a collaborative approach to safe recruitment, accessible education programmes and a coordinated approach to the sharing of information. Arsenal Soccer Schools requires that all levels of the game have a Safeguarding Officer (SO) should just be responsible in each local soccer school. The SO must be appropriately recruited, trained and supported. This will be the person to whom any concern regarding the welfare of a child must be reported. It is essential that everyone involved in football recognises that taking no action when there is a concern regarding the welfare of a child is not an option.

To support this process affiliated football will also communicate clearly on:

- how to raise concerns about a child's welfare
- how to manage poor practice concerns
- what to do if you wish to make a complaint
- how to appeal any decisions made
- support that is available for those involved in disclosing, reporting or managing allegations of abuse

## Good Practice

All employees, workers, consultants, agency staff and volunteers working with children or young people should adhere to the following principles and action:

- Always work in an open environment (e.g. avoiding private or unobserved situations and encouraging open communication with no secrets).
- Make the experience of the sporting activity fun and enjoyable: promote fairness, confront and deal with bullying.
- Treat all children and young people equally and with respect and dignity.
- Always put the welfare of the child or young person first.
- Maintain a safe and appropriate distance with children and young people and avoid unnecessary physical contact.



- Where any form of manual/physical support is required it should be provided openly and with the consent of the child or young person. Physical contact can be appropriate so long as it is neither intrusive nor disturbing and the child or young person's consent has been given.
- If groups have to be supervised in changing rooms always ensure coaches etc. work in pairs.
- Request written parental consent if Soccer School officials are required to transport children and young people.
- Gain written parental consent for any significant travel arrangements e.g. overnight stays.

### **Poor Practice**

The following are regarded as poor practice and should be avoided by all employees, workers, consultants, agency staff and volunteers (list is not exhaustive):

- Unnecessarily spending excessive amounts of time alone with children and young people away from others.
- Being alone in changing rooms, toilet facilities or showers used by children and young people.
- Taking children or young people alone in a car on journeys, however short.
- Taking children or young people to your home where they will be alone with you.
- Sharing a room with a child or young person.
- Engaging in rough, physical or sexually provocative games, including horseplay.
- Allow or engage in inappropriate touching of any form.
- Allowing children or young people to use inappropriate language unchallenged.
- Making sexually suggestive comments to a child or young person, even in fun.
- Reducing a child or young person to tears as a form of control.
- Allow allegations made by a child or young person to go unchallenged, unrecorded or not acted upon.
- Do things of a personal nature that the child or young person can do for themselves.

Challenging poor practice such as racism, homophobia, bullying, foul, aggressive or provocative language or any controlling behavior that upsets children or young people is vital. Never ignore bullying or verbal abuse by parents, coaches, children or young people. Listen to and support the person being targeted. Explain to the bully that this is unacceptable.

## Signs, indicators and forms of poor practice and abuse

“Child abuse” is a term used to describe what happens when a person, or a group of people, harm a child or young person under the age of 18. Abuse and neglect are forms of maltreatment of a child; somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children and young people may be abused in a family, institutional or community setting, by those known to them or, more rarely by a stranger. They may be abused by an adult or adults, or another child/children or young person.

Concerns identified as child abuse will fall within the following five categories:

**Physical Abuse:** A child is physically hurt or injured by an adult or an adult gives alcohol or drugs to a child or young person

**Neglect:** A child’s basic physical needs are consistently not met or they are regularly left alone or unsupervised

**Sexual Abuse:** An adult or peer uses a child or young person to meet their own sexual needs

**Emotional Abuse:** Persistent criticism, denigrating or putting unrealistic expectations on a child or young person

**Bullying:** Persistent or repeated hostile and intimidating behaviour towards a child or young person

Incidents of poor practice occur when the needs of children and young people are not afforded the necessary priority, so as their welfare is compromised.

**Hazing** is any action or situation, with or without the consent of the participants, which recklessly, intentionally, or unintentionally endangers the mental, physical, or emotional wellbeing of a child or young person. **Hazing is not tolerated.**

## What to do if you suspect abuse or poor practice has occurred.

If you are concerned about the welfare of a child or young person or you are concerned about an adult’s behaviour towards a child or young person you must act. Do not assume that someone else will help the child. Safeguarding children is everyone’s responsibility. It is important that you report your concerns to one of the following:

- Designated Safeguarding Officer of your soccer school
- National Safeguarding Manager

## **Taking no action is not an option.**





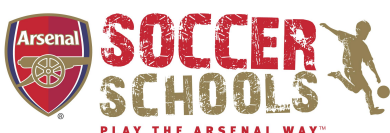
## Protecting Children and Young People with Disabilities

Children and young people with disabilities are at an increased risk of abuse. The greater the disability the greater the risk.

There are a number of factors that contribute to this and these include:

- Intimate/physical care/invasive medical care required. This can make it difficult for the child or young person to know what is acceptable and unacceptable touch.
- Lack of speech or limited communication. This makes it harder to report abuse.
- Multiple carers – making it hard to identify who may be abusing.
- History of being told what to do and not given choices.
- Depending on the abuser for a service or basic need.
- Having medical conditions that are used to explain injuries.

Children and young people with disabilities may also be less valued than their peers and poor care may be observed but tolerated by others. This might include such things as not speaking directly to the child or young person; not offering choices; not moving and handling them safely; not respecting their privacy and dignity; not treating them according to their age; allowing physical restraint to occur; or using derogatory language. There is no one way to ensure that children and young people with disabilities are protected but the safest environments are those that help children and young people to protect themselves by helping them to speak out and do their best to stop abuse from happening and take responsibility for observing, challenging and reporting poor practice and suspected abuse. Safe environments for children and young people with disabilities are also safer for all children and young people.



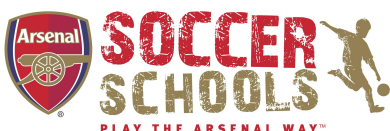


## Use of photography & film images

The Soccer School takes its guidance on the use of images from guidelines issued by The Greek FA and other Greek authorities. All images are taken by soccer school officials who have been briefed by a Safeguarding Officer or by a member of the Communications and Marketing Department of The Soccer School responsible for the activity being photographed or filmed. Before taking images of children or young people, parental consent is sought in writing at the start of the season or prior to the event. Parents/carers/guardians are responsible for informing the soccer schools of any change of circumstances within the season which may affect consent. Parents/carers/guardians will be informed of how the image will be used.

The Soccer School will not allow an image to be used for something other than that for which it was initially agreed.

- All children or young people featured in Soccer School publications will be appropriately dressed.
- Where possible, the image will focus on the activity taking place and not a specific child.
- Where appropriate, images represent the broad range of people participating safely in the event.
- Designated Soccer School photographers will, where applicable, undertake a local criminal record check and attend a FA Safeguarding Children workshop and in any case will be personally responsible for keeping up to date with the latest guidelines on the Use of Images policies from the Premier League. Soccer School identification will be worn at all times.
- Children who are the subject of a court order will not have their images published in any Soccer School document.
- No images of children featured in Soccer School publications will be accompanied by personal details such as their home address.
- Recordings of children for the purposes of legitimate coaching aids are only filmed by Soccer School officials and are stored safely and securely at the Soccer School's premises.
- Mobile phone cameras are not to be used in changing rooms.
- Any instances of inappropriate images in football should be reported to a Safeguarding Officer.
- The Soccer School does not put young player profiles with images and personal information on its website.



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## Social Networking Guidance

The Soccer School recognises that social media and social networking services provide opportunities to effectively engage with a wide range of audiences in a positive manner. However the Soccer School is also aware of the potential safeguarding risks especially to children and young people when using these forms of media. Do not add/invite children or young people you have responsibility for in football as 'friends' within social networking sites such as Facebook. Avoid 'one to one' electronic communications. Where you do communicate electronically ensure you send this communication to the parent/carer as well as the child or young person. Social networking is dealt with in full in the Soccer School's Social Networking Policy, available on the Soccer School's intranet.

## Confidentiality

Employees, workers, consultants, agency staff and volunteers may have access to confidential information about children and young people in order to undertake their responsibilities. In some circumstances, employees, workers, consultants, agency staff or volunteers may be given highly sensitive or private information. They should never use confidential or personal information about a child or young person or his/her family for their own or others' advantage.

Information must never be used to intimidate, humiliate or embarrass children or young people. Confidential information about a child or young person should never be used casually in conversation, or shared with any person other than on a need to know basis. In circumstances where the child or young person's identity does not need to be disclosed, the information should be used anonymously. There are some circumstances in which an employee, worker, consultant, agency staff or volunteer may be expected to share information about a child, for example when abuse is alleged or suspected. In such cases, individuals have a duty to pass information on without delay, but only to those with designated safeguarding responsibilities. If an employee, worker, consultant, agency staff or volunteer is in any doubt about whether to share information or keep it confidential, they should seek guidance from the Soccer School's Safeguarding Manager. Any media or legal enquiries should be referred to the Company Secretary or, in their absence, to their deputy. The storing and processing of personal information about children is governed by the Data Protection Act, 1998.

This means that employees, workers, consultants, agency staff and volunteers:

- Are expected to treat information they receive about children/young people in a discreet and confidential manner;
- Should seek advice from the HR or Legal Department if they are in any doubt about sharing information they hold or which has been requested of them.



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## Appendix 1

### LIST OF DESIGNATED SAFEGUARDING MANAGER & OFFICERS

**JAG Winning Sports Ltd** (Arsenal Soccer Schools Greece and Cyprus Master Franchisee)

National Safeguarding Manager: **George Tolia** MBA

**Arsenal Soccer Schools Greece and Cyprus Network** (Sub Franchisees)

List of Designated Safeguarding officers (SO)

September 1st 2016 – June 30<sup>th</sup> 2017

1. S.C Eikosimias, Vlahata, 28083, **Kefalonia**  
**DIMITRIS ZISIMATOS**
2. A.C. Saronikos, P Irioti 30, 18010, **Aegina**  
**JOHN AVRAMIDIS**
3. MFC Club, Souri 19, Bournazi, 12133, **Peristeri Attica**  
**MICHALIS GIANNOURIS**
4. Athletic Football Center, Erifilis 9, 15232, **Halandri Attica**  
**PANAGIOTIS LAZAROU**
5. Arsenal Soccer School Nicosia, Artemidos 32, 2058, **Nicosia, CYPRUS**  
**HARALAMBOS SPIROU**
6. Arsenal Soccer School Afidnes, 28th Athens – Iamia National Road, 19014, Hani **Afidnes Attica** –  
**JOHN THODIS**
7. Arsenal Soccer School Nea Kifisia – Kaliftaki 50, 14564, **Nea Kifisia Attica**  
**NASOS TZIVAS**
8. Olympiakos Naousas S.C, Achilles 35, 59200, **Naoussa**  
**CHRISTOS VOUDOURIS**
9. S.C Bouboulina, 18050, **Spetses**  
**MINAS KALOSKAMIS**
10. Arsenal Soccer School Markopoulo, Lekani Place, 19003, **Markopoulo Attica**  
**EFI DELLI**
11. Wemplay Private Academy, Isomata Makriseou, 32100, **Levadia, Viotia**  
**LOUKAS GALAMELOS**
12. German Academy, National Road Plagiary, 57500, Plagiary, **Thessaloniki**  
**ATHANASIOS TSETOS**
13. S.C Anagennisi Arkadias, Alonistenis 26, 22100, **Tripolis**  
**NIKIFOROS MANOLOPOULOS**
14. Grammar school, Anthoupolis Highway, Pano Deftera, P.O. Box 22262 , 1519, **Nicosia Cyprus**  
**LOIZOS SPIROU**

## Appendix 2

### Signs and indicators of abuse

One of more of the following might trigger concerns about a child:

- A sudden change in behaviour
- Something a child says
- Physical signs of abuse

The signs may vary according to the age and understanding of the child.

Category of abuse	Physical Signs	Behavioural Signs
<b>Physical abuse</b>	Physical signs such as unexplained and unusual bruising, finger and strap marks, injuries, cigarette burns, bite marks, fractures, scalds, missing teeth.	Behavioural signs such as fear of contact, aggression, temper, running away, fear of going home, reluctance to change or uncover body, depression, withdrawal, bullying or abuse of others.
<b>Neglect</b>	Physical signs such as constant hunger, ill-inappropriate clothes, weight change, conditions, continual minor infections, supply hearing aids, glasses and or inhalers.	Behavioural signs such as always being or late, absent, few friends, regularly left stealing, no money, parent or carer not supportive.
<b>Sexual Abuse</b>	Physical signs such as genital pain, itching, bleeding, bruising, discharge, stomach pains, discomfort, pregnancy, incontinence, urinary infections or STDs, thrush, anal pain on passing motions.	Behavioural signs such as apparent fear of someone, nightmares, running away, sexually explicit knowledge or behaviour, masturbation, bed-wetting, eating problems, substance abuse, unexplained money or gifts, acting out with toys, self-harm.
<b>Bullying</b>	Physical signs such as weight change, unexplained injuries and bruising, stomach and headaches, bed-wetting, disturbed sleep, hair pulled out.	Behavioural signs such as difficulty making friends, anxiety over school, truancy, withdrawn, anger, moodiness, suicide attempts, reduced performance, money and possessions reported as lost, stealing from within the family, distress and anxiety on reading texts or e-mails.
<b>Emotional Abuse</b>	Physical signs such as weight change, lack of growth or development, unexplained speech disorders, self harm, clothing inappropriate for child's age, gender or culture etc.	Behavioural signs such as unable to play, fear of mistakes, fear of telling parents, withdrawn, unexplained speech and language difficulties, few friends.



### **Appendix 3**

**Risk assessment** (attached file).

### **Appendix 4**

**Codes of Conduct** (attached file).

### **Appendix 5**

**George Tolias**, National Safeguarding Manager for the next season 2016-2017, **bio** (attached file).



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