



# SAFEGUARDING: MANAGING ALLEGATIONS AGAINST STAFF POLICY

## FOREWORD

This Managing Allegations Against Staff Policy (this “**Policy**”) reflects the safeguarding ethos of the Tottenham Hotspur Football and Athletic Co. Limited (trading as “**Tottenham Hotspur Football Club**”), its Group Companies, Tottenham Hotspur Foundation (a registered charity known as the “**Foundation**”) and Tottenham Hotspur Women’s Football Club Limited – together the “**Club**”.

The board of directors of the Club endorses this Policy as part of the Club’s constitution and commitment to safeguard and promote the welfare of Children.

**Matthew Collecott**

CHAIR OF THE SAFEGUARDING STRATEGIC BOARD

Operations and Finance Director

Board of Directors of Tottenham Hotspur Football & Athletic Co. Ltd, Trustee of the Foundation

Effective Date of Policy: March 2025

Policy Owner/Lead: Amy McLeod, Head of Safeguarding and Welfare

Review Date: March 2026

## TABLE OF CONTENTS

TOTTENHAM HOTSPUR	1
TABLE OF CONTENTS	2
INTRODUCTION	3
DEFINITIONS AND RULES OF INTERPRETATION	4
WHAT IS AN ALLEGATION?	7
STAFF RESPONSE TO AN ALLEGATION	7
THE CLUB'S RESPONSE TO CONCERNS	9
STATUTORY RESPONSE	10
REGULATORY REQUIREMENTS	11
SAFEGUARDING INVESTIGATIONS	12
SUPPORT FOR THOSE AFFECTED	13
OUTCOMES OF ALLEGATIONS	14
HR PROCESSES	16
DATA RETENTION OF CONCERNS	16
APPENDIX 1	18
APPENDIX 2	19

---

## INTRODUCTION

This Policy provides a framework for raising and Managing Allegations raised against Staff in respect of safeguarding children. Any allegation of harm to a child (physical, emotional, sexual, negligence) falls under the remit of this policy, in accordance with statutory safeguarding guidance including Working Together to Safeguard Children 2018 and Keeping Children Safe in Education.

Allegations include identifying potential risks and continued suitability in respect of Staff working with or coming into contact with Children.

The Club undertakes to make available (on request) to stakeholders electronic copies of this Policy as amended from time to time. Electronic copies of this Policy are available on the Shelf. The Shelf will also contain contact details in the event that (i) any person is unable to download this, Policy; and/or (ii) any person requires this Policy in another form, for example, in braille or large print. All requests will be considered on their merits on a case-by-case basis. In circumstances where an individual has been classified as having an intellectual impairment, the Club shall use all reasonable endeavours to communicate the contents of this Policy to such individual in the most appropriate manner.

The Club has a dedicated “**Safeguarding Team**” with primary responsibility for working with Staff to provide guidance and support in relation to any safeguarding Concerns or queries.

The Club’s board of directors is committed to contributing to raising safeguarding awareness and communicating policies and procedures as well as driving the Club’s culture of vigilance and action. In furtherance of this commitment, the Club maintains effective lines of communication between its board of directors and Safeguarding Team.

The Club's board level Strategic Safeguarding Lead is Matthew Collecott, who oversees the Club's safeguarding arrangements and procedures. The Foundation's Strategic Safeguarding Lead is Marc Leckie, who is the Foundation's Chief Executive Officer.

Managing Allegations is a crucial part of the Club's safeguarding processes. The Club’s safer recruitment protocols (as contained within DBS and Safer Recruitment policies) determine Staff suitability prior to onboarding to work with or around Children. Managing Allegations against Staff ensures the ongoing suitability of Staff once in post.

Any Club-wide safeguarding and welfare Concerns can be addressed to any member of the wider Safeguarding Team via the contact details contained within the table below. Other helpful external agency contact details are contained within **Appendix 1**.

Title/Role	Name	Contact Details
Club Safeguarding Team		<a href="mailto:safeguarding@tottenhamhotspur.com">safeguarding@tottenhamhotspur.com</a>
Out of Hours Safeguarding Contact		<a href="mailto:safeguarding@tottenhamhotspur.com">safeguarding@tottenhamhotspur.com</a>
Operations and Finance Director – Strategic Safeguarding Lead Board Representative	Matthew Collecott	020 83655322 <a href="mailto:matthew.collecott@tottenhamhotspur.com">matthew.collecott@tottenhamhotspur.com</a>
Head of Safeguarding and Welfare	Amy McLeod	07879 997 839 <a href="mailto:Amy.McLeod@tottenhamhotspur.com">Amy.McLeod@tottenhamhotspur.com</a> <a href="mailto:safeguarding@tottenhamhotspur.com">safeguarding@tottenhamhotspur.com</a>
Safeguarding Manager, Foundation	Natalee Maynard	07384 258 758 <a href="mailto:natalee.maynard@tottenhamhotspur.com">natalee.maynard@tottenhamhotspur.com</a>

Safeguarding Manager, Women and Girls	Sandra Barratt	07384 818062 <a href="mailto:sandra.barratt@tottenhamhotspur.com">sandra.barratt@tottenhamhotspur.com</a>
Safeguarding Manager, Academy	Tim Ford	07392080266 <a href="mailto:Tim.Ford@tottenhamhotspur.com">Tim.Ford@tottenhamhotspur.com</a>
HR Director – Safer Recruitment	Lisa Beresford – Hines	<a href="mailto:hr@tottenhamhotspur.com">hr@tottenhamhotspur.com</a>
Compliance Lead (HR)	Ashleigh Baker	<a href="mailto:hr@tottenhamhotspur.com">hr@tottenhamhotspur.com</a>

## DEFINITIONS AND RULES OF INTERPRETATION

The following definitions apply in this Policy:

<b>Abuse:</b>	is any form of harm or maltreatment of a Child. There are four categories of Abuse noted in the Children Act 1989: Emotional Abuse, Physical Abuse, Sexual Abuse and Neglect.
<b>Child/Children:</b>	a person under the age of 18;
<b>Child Sexual Exploitation:</b>	is a form of Child Sexual Abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a Child into sexual activity usually in exchange for something the victim needs or wants;
<b>Data Protection Legislation:</b>	all applicable laws relating to data protection, the processing of personal data and privacy, including: the Retained EU law version of the General Data Protection Regulation ((EU) (2016/679)) (“ <b>UK GDPR</b> ”) and the Data Protection Act 2018, the Privacy and Electronic Communications (EC Directive) Regulations 2003 (as may be amended by the proposed Regulation on Privacy and Electronic Communications), and any other data protection and/or privacy legislation applicable in the UK from time to time, (each as amended, updated, replaced or re-enacted from time to time and including all subordinate legislation made from time to time under or giving effect to the same) and references to “controller”, “personal data”, “special category data”, “process”, “processing” and “supervisory authority” have the meanings set out in, and will be interpreted in accordance with, such applicable laws;
<b>Emotional Abuse:</b>	the persistent emotional maltreatment of a Child such as to cause severe and persistent adverse effects on the Child’s emotional development;
<b>Football Authority Regulations:</b>	the rules and regulations from time to time in force of any Governing Body, national association or league under the auspices of The Football Association and/or the Premier League to the extent that they relate or apply to the Club;
<b>High-Profile Individual:</b>	Club players, former players, Club Legends (ex-players), Club shareholders, the Club’s statutory directors, senior leadership team, senior executives, senior football leads

(e.g., the manager of the men's first team) and those with associated and/or engaged by the Club who are well known in the public domain and have "celebrity" status;

**Neglect:**

the persistent failure to meet a Child's basic physical and/or psychological needs, likely to result in the serious impairment of the Child's health or development;

**Online Safety:**

(also known as internet safety, e-safety or cyber safety) refers to the act of staying safe online and the safe and responsible use of technology. This includes the use of the internet and also other means of communication using electronic media, for example social media, text or other messaging applications, gaming devices, email etc.;

**Premier League:**

professional football's top highest recognised league in England;

**Physical Abuse:**

a form of Abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a Child. Physical harm may also be caused when a parent, or other person with parental responsibility fabricates the symptoms of, or deliberately induces, illness in a Child;

**Sexual Abuse:**

forcing or enticing a Child to take part in sexual activities, not necessarily involving a high level of violence, whether or not the Child is aware of what is happening. The activities may involve physical contact as well as non-contact activities, such as grooming. Child Sexual Exploitation is a form of Sexual Abuse;

**Staff:**

any person acting for or on behalf of the Club in an official role whether as an employee, volunteer, casual workers or staff, consultant or otherwise;

**The Football Association:**

the national governing body of football in England; and

## **APPLICATION OF THE POLICY**

This Policy applies to all Staff.

All Staff under the jurisdiction of the Club agree to abide by all Club policies and procedures as in place from time to time including this, Policy.

## **POWER TO CHANGE, RESCIND OR ADD TO THE PROVISIONS OF THE POLICY**

In the event an issue arises that is not foreseen in this Policy, it will be addressed by the Club in a manner that protects and promotes the objectives identified in this Policy.

## **LAWS**

The laws of England and Wales shall apply to this Policy.

## **SAFEGUARDING LEGISLATION AND GUIDANCE**

The Club's approach to Child protection is based on the principles recognised within UK and International legislation and UK Government guidance. For the purposes of this Policy, the following have been taken into consideration:

- The Protection of Children Act 1999
- Care Act 2014
- The Human Rights Act 1998
- UN Convention for the Rights of a Child (1989)
- The Children's Act 1989
- Children Act 2004
- Safeguarding Vulnerable Groups Act 2006
- Human Rights Act 1998
- Domestic Violence Act 2018
- Sexual Offences Act 2003
- The UK Data Protection Act and UK General Data Protection Regulation 2018
- Children and Families Act 2014
- Equality Act 2010

### **Statutory guidance:**

- Working Together to Safeguard Children 2018
- Keeping Children Safe in Education 2023

### **Local guidance:**

- Haringey and Enfield's safeguarding procedures and thresholds
- London Child Protection Procedures 2023

### **Regulatory guidance:**

- The Football Association Safeguarding Policy and Procedures
- The Premier League Safeguarding Policy and Procedures 2023/24
- Premier League Guidance for Safer Working Practice

---

## WHAT IS AN ALLEGATION?

An Allegation refers to behaviour, actions and conduct which indicate that the member of Staff may pose a risk of harm if they continue to work in their present position or in any capacity with Children.

An allegation is where **any one** of the below "Thresholds" is met:

THRESHOLD	
<b>HARM THRESHOLD</b>	a member of Staff has behaved in a way that has harmed a Child, may have harmed a Child, or might lead to a Child being harmed;
<b>CRIMINAL THRESHOLD</b>	a member of Staff has possibly committed a criminal offence against or related to a Child;
<b>RISK OF HARM / TRANSFERABLE RISK THRESHOLD</b>	a member of Staff has behaved towards a Child or Children in a way that indicates that they may pose a risk of harm to Children, e.g., where Staff's own Children are subject to statutory safeguarding procedures with the Local Authority / social care;
<b>SUITABILITY THRESHOLD</b>	where a member of Staff has behaved or may have behaved in a way that indicates that they may not be suitable to work with Children, e.g., where a member of Staff is accused of domestic abuse or sexual assault, whether in their personal life or at work.

The Thresholds are legal thresholds set out in statutory guidance (Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2022).

---

## STAFF RESPONSE TO AN ALLEGATION

The Club will deal with Allegations quickly, fairly and consistently, and will provide protection for the Child and support for the person reporting the Allegation (where appropriate) and the person who is subject to the Allegation.

### 1. Call the Head of Safeguarding & Welfare

As soon as you become aware of an Allegation (as defined above), **you must report it immediately by phone** to Amy McLeod, Head of Safeguarding & Welfare: **07879 997 839**.

### 2. Follow up with an email

You must follow up your phone call within 24 hours by logging the concern on MyConcern under the associated child's details.

If there is no associated child, please send an email with a subject line 'CONFIDENTIAL' to: [amy.mcleod@tottenhamhotspur.com](mailto:amy.mcleod@tottenhamhotspur.com) & [safeguarding@tottenhamhotspur.com](mailto:safeguarding@tottenhamhotspur.com)

Your recording on MyConcern or via email should include full details of the Allegation and the relevant circumstances, including:

- The staff member's initials only
- the Child's details (name, age, address) if a child is involved
- In non-recent/historical cases, please provide the victim's details as an adult but also log the approximate historical dates;
- what the Child said or did that gave you cause for concern (if the Child made a verbal disclosure, write down their exact words);
- any information the Child has given you about the staff member / subject of the Allegation;
- the date, time and location of the Allegation;
- the name and contact details of the person raising the Allegation;
- the names and contact details of any witnesses (including children); and
- any other key information about the nature of the Allegation.

## **Child Welfare**

Staff are responsible for ensuring that the Child is not at risk of immediate harm.

In consultation with the Head of Safeguarding and Welfare, local Safeguarding Managers should refer any cases of suspected abuse of a Child to the local authority's Multi Agency Safeguarding Hub ("MASH") team and/or the Police / emergency services, where appropriate.

A list of external contacts is included within **Appendix 1**.

## **Evidential Hygiene**

It is important to refer allegations but not to investigate them.

If police / social care investigations are needed, it is important that we preserve the integrity of evidence. Where police / social care do not investigate, the Club's HR and Safeguarding teams will ensure that investigations are undertaken quickly and fairly.

Therefore, staff should not:

- seek details beyond those the person willingly discloses;
- investigate or ask leading questions;
- make assumptions or offer alternative explanations;
- give the impression that the person disclosing is to blame / is mistaken;
- make ambitious promises, or a promise of confidentiality to anyone involved;
- inform the member of staff subject to the allegations;
- fail to report the allegation to the Safeguarding Team.

## **Protections for Reporting Staff**

- Staff will not face disciplinary action for raising an Allegation that is later found to be false / unfounded provided that the Allegation was raised in good faith and not maliciously.
- The identity of a staff whistle-blower will be kept confidential as far as is practicable.

## **Out-of-hours Response**

If a Concern comes to your attention "out of hours", staff must report the Concern (via telephone or the email address below) to the Safeguarding Team immediately and no later than within 24-hours.

Staff must also take the action necessary to help the Child and ensure their safety.



- If the Child is in immediate danger, or if a crime has been committed, call 999 for local Police.
- If the Child is in need of immediate medical attention, contact 999 and request emergency medical services, informing them of your Concerns in relation to the alleged Abuse.
- Contact the parent(s), or other person with parental responsibility and inform them that emergency services/paramedics have been contacted due to the presenting injuries.

Where the Head of Safeguarding and Welfare is absent, their role will be deputised to a Safeguarding Manager, and this will be signalled in the Head of Safeguarding and Welfare's Out of Office message.

---

## **THE CLUB'S RESPONSE TO CONCERNS**

The Safeguarding Team will endeavour to ensure that the Child is protected and reassured and that any immediate harm is prevented and where required reported to the appropriate external agencies.

### **Allegations Management Group**

An Allegations Management Group (AMG) will be set up for the purposes of investigating, and taking appropriate action following a Concern, in accordance with this Policy.

Following a Concern being reported, the Head of Safeguarding and Welfare will notify following (the Allegations Management Group):

- the Head of Safeguarding and Welfare (or deputy);
- a representative from Legal;
- an HR representative (HR Director and/or Senior HR Manager / HR Manager – the Foundation);
- a senior departmental lead (where appropriate); and
- The Strategic Safeguarding lead (where relevant – e.g., a High-profile individual).

Due to the nature of the Concerns envisaged by this Policy and the Club's legal and regulatory obligations to respond rapidly to Concerns, the Allegations Management Group is not a fixed group of individuals.

A meeting with the above Allegations Management Group will be scheduled immediately to discuss the particulars of the report and consider the appropriate next steps.

### **High Profile Allegations**

Where a Concern involves or relates to a High-Profile Individual, the Head of Safeguarding and Welfare must notify the Strategic Safeguarding Lead immediately, who will liaise with key stakeholders and departments and ensure that any response factors in the views of such key stakeholders and departments.

Any decision or referral shall only be undertaken by the Allegations Management Group following consultation with the Strategic Safeguarding Lead.

### **The AMG Meeting**

The purpose of the Allegations Management Group meeting is for members to:

- Collate, gather and share information regarding the case;
- Agree next steps;

- Manage presenting risks;
- Ensure that appropriate information, updates, and support are provided to:
  - the Child/Children and families
  - the member of Staff subject to the Allegation
  - the reporting member of staff / any witnesses (where appropriate)
- Ensure that all affected parties understand the requirements for full confidentiality (so far as is practicable) during the process of investigation, prior to an outcome being achieved;
- Assess whether the person who is the subject of the Allegation requires supervision, redeployment, relocation or suspension pending the outcome of the investigation (either for their own safety, for the safety of others, and/or due to reputational risk considerations) and how this will be managed; and
- Ensure that appropriate referrals are undertaken, with the prior full knowledge of the Strategic Safeguarding Lead.

The Head of Safeguarding & Welfare will present a view to the AMG as to whether the case meets threshold for referral to:

- a) the Local Authority Designated Officer (“**LADO**”);
- b) the Police in the event of a potential crime;
- c) to social care for information or protection; and
- d) whether the case requires a referral to The Football Association and the Premier League (in accordance with the Football Authority Regulations).

If there are queries over whether the Allegation meets Thresholds, following consultation with the Strategic Safeguarding Lead, the Head of Safeguarding & Welfare may seek guidance from the LADO on a no-names basis.

The Strategic Safeguarding Lead will be provided with a full update following the meeting if they are unable to attend.

### **Review AMG meetings**

Review meetings of the Allegations Management Group will be scheduled throughout the ensuing process to keep all stakeholders updated and consulted on both process, progress and decision-making.

### **Historical Allegations**

Reports of historical (i.e., non-recent) Allegations must be dealt with in the same manner as recent or current Concerns, even where the member of Staff no longer works at the Club or is believed to be deceased.

### **Low-Level Concerns**

Where concerns do not meet threshold, they will be managed via the Club’s Low-Level Concerns policy.

---

## **STATUTORY RESPONSE**

Once deemed appropriate by the Allegations Management Group and the Strategic Safeguarding Lead, the Head of Safeguarding and Welfare shall be responsible for making the necessary referrals to the LADO / Police / Social Care / FA / PL on behalf of the Club.

## LADO Process

The LADO is a senior social work role in the Local Authority responsible for the oversight and management of the statutory multi-agency response to Concerns about people in positions of trust in respect of Children. In some circumstances, the Club may be under a requirement to refer people in positions of trust where Concerns arise regarding harmful practice. This could include the behaviours of Staff outside of the workplace, where **transferable risk** may be a factor – e.g., where the risks associated with domestically abusing a partner (such as violence, controlling or degrading behaviours, etc.) could affect their **suitability to work** with vulnerable individuals.

If the LADO believes a Concern meets its threshold for a multi-agency response, the LADO will schedule an Allegations against Staff and Volunteers (“**ASV**”) Meeting. The Head of Safeguarding and Welfare is likely to be invited to attend alongside the Police and other stakeholders. ASV Meetings are professional meetings and do not involve the subject of the Concern or the affected Child/Children.

See Appendix 2 for more detail.

## Police

The LADO will refer a Concern to the Police if they consider a crime may have been committed. If the Police are satisfied that their thresholds are met, they will open an investigation. Even if there is insufficient evidence for the Police to prosecute, the LADO's and Club's safeguarding processes will need to continue, and the member of Staff may still face disciplinary proceedings.

## Timescales

- The LADO process usually takes four to six-weeks to conclude, if the Police are not involved.
- If the Police open an investigation, this process can be protracted, and if the Crown Prosecution Service approves a prosecution, this can take upwards of 18-months to conclude.

---

## REGULATORY REQUIREMENTS

The Club is committed to complying with its obligations arising under the Football Authority Regulations, subject to any overriding applicable legal obligations.

The Football Association as the national governing body of football in England, is responsible for all regulatory aspects of the game of football at all levels (grassroots to professional) in England including safeguarding. The regulatory framework enables The Football Association to take action against any affiliated person or organisation that breaches its safeguarding policy and regulations. The Premier League also sets Safeguarding Standards and policies to supplement those of The Football Association, which apply to all clubs competing in the Premier League.

## FA / PL Referrals

The Strategic Safeguarding Lead must be informed of all referrals to the LADO, The Football Association and/or the Premier League prior to being made (irrespective of whether the Concern relates to a High-Profile Individual or not).

In accordance with the Football Authority Regulations, the Club is required to inform and the Premier League

where it receives:

- any information regarding the abuse, harm or exploitation of a Child by an individual who is or has previously been involved in a football-related activity in any capacity (whether recent or not), whether or not the information relates to a recent or non-recent Concern;
- any information regarding a Concern of a sexual offence of any nature, against anyone, by an individual who is or has previously been involved in a football-related activity in any capacity (whether recent or not), whether or not the information relates to a recent or non-recent Concern; and
- a third (or subsequent) Low-Level Concern, whether similar in nature or otherwise, involving the same person.

Where the Club is required to inform The Football Association and the Premier League of a Concern as detailed above, the Club must do so, as soon as possible but in any event within 24-hours of the Concern being identified or evidence coming to the Club's attention.

---

## **SAFEGUARDING INVESTIGATIONS**

Where a Concern has been referred to the LADO, the Club will usually be asked to conduct a safeguarding investigation.

The investigation will form the basis of LADO decision-making and will assist the Allegations Management Group in determining whether an internal disciplinary process is required.

Where an internal safeguarding investigation risks prejudicing an ongoing Police investigation, the Club will consult with the Police and consider whether to halt that investigation until the Police investigation has concluded.

In the event that the LADO does not instruct the Club to commence an investigation, the Allegations Management Group may undertake the decision to conduct an investigation.

### **Investigators**

The Allegations Management Group shall appoint a safeguarding investigator to carry out a safeguarding investigation. Where possible, the safeguarding investigator will be a member of Staff with safeguarding expertise who is removed from the area of the Club where the Concern arose. It will usually be one of the Club's Safeguarding Managers or the Head of Safeguarding and Welfare. In exceptional circumstances that warrant an additional layer of independence and scrutiny, an external investigator may be appointed.

The investigator will be instructed to commence, carry out and report on their investigation as soon as reasonably practicable.

### **Investigation Reports**

#### *Investigation Process*

A safeguarding investigation report sets out the facts and findings of a safeguarding investigation. The report should be written by the safeguarding investigator wherever possible. As part of the reporting process the Club will keep affected individuals regularly updated as to progress.

Each report shall set out:

- 1) the evidence gathered in the course of the investigation;
- 2) an analysis of the evidence; and
- 3) the proposed outcome of the investigation.

This proposed outcome of the safeguarding investigation report will correspond with LADO outcomes (see below) alongside a rationale.

The report should be shared with the Allegations Management Group prior to sharing with the LADO. Once agreed, the report can be submitted to the LADO and/or ASV Meeting (review meeting). The report will also recommend whether disciplinary action is needed.

If a disciplinary hearing is required by the Club's HR, and further safeguarding investigation is not required, it should be held under the Club's disciplinary procedures.

If formal disciplinary action is not required, the Head of Safeguarding and Welfare, along with a member of the Club's HR team should meet the subject of the Concern to discuss the outcome of the report and ensure they are reintegrated into the work environment.

### Learning Lessons

The investigation report should consider the circumstances of the case to determine whether there are any improvements needed to the Policy or other Club practice. This in turn should be fed back within policy, continuing professional development and other means of effecting improvements.



---

## SUPPORT FOR THOSE AFFECTED

### Support for Children & Families

The Club will inform the Child's parent or other person with parental responsibility (unless doing so would put the Child at risk of harm) of the Concern and the process that is being followed (except where this could impede the disciplinary or investigative processes). In some circumstances, the parent or other person with parental responsibility may need to be told straight away (e.g., if a Child is injured and requires medical treatment).

The parent or other person with parental responsibility and the Child, if sufficiently mature, should be helped to understand the processes involved and be kept informed about the progress of the case and of the outcome of any disciplinary process. Sometimes, the Child may not be aware of the behaviours of Concern. If this is the case, a decision can be made with the Child's parent or other person with parental responsibility about whether it is in the Child's best interests for the Club to inform them.

Appropriate support for the Child should be agreed with the Child's parent, or other person with parental responsibility and provided in a sensitive and timely manner.

### Support for Subjects of Allegations

Subject to restrictions on the information that can be shared, the Club will, as soon as possible, inform the accused member of Staff of:

- the nature of the Concern;

- the investigative process; and
- the possible outcomes (e.g., disciplinary action, dismissal and/or referrals to other agencies).

The Club may need to seek advice from their LADO, the Police, The Football Association, the Premier League and/or Local Authority Children's social care about how much information should be disclosed to the accused. It will rarely be appropriate to disclose the source of the Concern.

It may be appropriate to withhold information in circumstances where:

- there is a risk of harm arising from the accused being informed; or
- where the Police are involved, and disclosure could prejudice a criminal investigation.

The accused member of Staff should:

- contact their union or professional association, if relevant;
- have access to the Employee Assistance Programme and, if necessary, a **welfare support contact** (who is not involved in the investigation / disciplinary);
- be treated fairly and honestly and helped to understand the concerns expressed and processes involved;
- be kept informed of the progress and outcome of any investigation and the implications for any disciplinary or related process; and
- if suspended, be kept up to date about events in the workplace by their line manager or senior manager.

### Support for Reporting Staff (Whistleblowing)

If Staff are worried that their Concerns may not be dealt with correctly through Club procedures, they should consult the Club's Whistleblowing policy.

Advice and support can be sought from external agencies via the contact details contained within **Appendix 1**.

---

## OUTCOMES OF ALLEGATIONS

### LADO Outcomes

The ASV Meeting process completes with one of the following defined LADO outcomes:

- **Substantiated:** there is sufficient evidence to prove – on the balance of probabilities – that the Child has been Harmed or there is a risk of Harm.
- **False:** there is sufficient evidence to disprove the Allegation.
- **Unsubstantiated:** there is insufficient evidence to either prove or disprove the Allegation. The term, therefore, does not imply guilt or innocence.
- **Unfounded:** there is no evidence or proper basis which supports the Allegation being made.
- **Malicious:** there is sufficient evidence to disprove the Allegation and there has been a deliberate act to deceive. The Police should be asked to consider what action may be appropriate in these circumstances. This will also be subject to Club disciplinary action.

See the Club's HR processes below for more information on LADO outcomes that are substantiated, for retention of data schedules, and for DBS referrals for barring.

## **REGULATORY OUTCOMES**

The Football Association may undertake an investigation following a safeguarding referral. The Football Association may have already imposed interim measures while the investigation was ongoing. On conclusion of The Football Association's safeguarding investigation, if matters are found to be serious and substantiated, there is a possibility of longer-term suspensions and bans by The Football Association, the Premier League and/or the Club.

The LADO and The Football Association outcomes are independent of one another.

### **Club Outcomes**

As stated above, the outcome of internal safeguarding investigations shall correspond with the LADO outcomes.

### **DBS Referrals**

If a Concern is substantiated, and the individual has been removed from regulated activity, the Club has a legal duty to refer the individual to the DBS for Barring. It is also possible that the LADO will make a discretionary referral to DBS where the individual is not removed from regulated activity.

An employer is breaking the law if they knowingly employ or engage Staff in a regulated activity with a group from which they are barred from working.

### **Unfounded / Malicious Outcomes**

If an Allegation is determined to be unfounded or malicious, the Head of Safeguarding and Welfare must consider carefully, in conjunction with Allegations Management Group if any further action is required. This might include:

- if the safeguarding Concern was made by a Child, whether there is a need to consider if a referral to Children's social care is required to determine if that Child is in need of services, or may have been abused by someone else;
- if the safeguarding Concern was deliberately invented or raised maliciously by an adult, whether this could be discussed with the Police and advice sought;
- whether disciplinary action is required; if the person making the malicious or unfounded Concern is a member of staff; or
- considering the support needs of the person that was the subject of the safeguarding Concern.

### **Information Sharing with HR**

The outcomes of all safeguarding processes (whether internal or external) shall be shared with HR and may be used as part of any disciplinary investigation.

To the extent that a separate investigation or process has not been instigated by HR already, HR will make a decision based on the outcome of any safeguarding process as to whether disciplinary action, or other action is required. Even if the safeguarding outcome is such that no referral is made, disciplinary action may still be taken and there may be further investigations required.

## **HR PROCESSES**

### **Suspension**

The Head of Safeguarding and Welfare must consider carefully, in conjunction with Allegations Management Group, whether the circumstances warrant suspension from contact with Children until the Concern is resolved and may seek advice from the LADO. A decision on suspension will be made at the Allegations Management Group. See suspension policy for more details.

### **Alternatives to Suspension**

If the LADO, Police, The Football Association, the Premier League and Children's social care services have no objections to the member of staff continuing to work during the investigation, the Allegations Management Group will consider if alternatives to suspension are appropriate (such as supervision, redeployment or relocation).

### **Return to Work**

If a suspended person is to return to work, the Club will consider what help and support might be appropriate (e.g., a phased return to work and/or provision of a mentor), and also how best to manage the member of Staff's contact with the Child concerned, where relevant.

### **Disciplinary Action**

Nothing in this Policy shall prevent or restrict HR from conducting its own investigation and/or disciplinary process alongside any safeguarding investigation. Even where outcomes are not substantiated from a safeguarding reporting perspective, the matter may still give rise to disciplinary action.

---

## **DATA RETENTION OF CONCERNS**

- Personal data relating to safeguarding Concerns will be processed in line with the principles of the retained EU law version of the General Data Protection Regulation ((EU) 2016/679) and the Data Protection Act 2018 to ensure that information is: processed for limited purposes; adequate, relevant and not excessive; accurate; kept no longer than necessary; processed in accordance with the data subject's rights; and secure.
- If a safeguarding Concern is raised, we will keep and manage records regarding the same in line with the relevant law and guidance. In accordance with the policies explained above, we will keep a clear and comprehensive summary of the Concern, details of how the Concern was followed up and resolved, and a note of any action taken, and decisions reached.
- In respect of Allegations which meet the Thresholds (referred to above), the Club will keep a separate file for each Child affected. Further, records relating to Concerns about a staff member's or volunteer's behaviour which meet the Thresholds will also be kept in the respective staff member's or volunteer's confidential personnel file on the Confide System.
- The purpose of keeping the record regarding the staff member or volunteer concerned is to enable



accurate information to be given in response to any future request for a reference, where appropriate. It will provide clarification in cases where future DBS checks reveal information from the Police about an allegation that did not result in a criminal conviction (and a future employer is therefore likely to seek clarification about information disclosed). It will also help to prevent unnecessary re-investigation if, as sometimes happens, a Concern re-surfaces after a period of time.

- To keep personal information secure, we will: compile and label files carefully; keep files containing safeguarding Allegations secure and allow access on a 'need to know' basis; keep a log to record who has accessed the files, when, and the titles of the files they have used.
- We will keep the record of Allegations which meet the Thresholds raised about a staff member's or volunteer's behaviour around Children, in the staff member's or volunteer's personnel file at least until they reach their normal retirement age or for 10-years – whichever is longer. We will keep records for the same amount of time regardless of whether the Concerns were unfounded. However, if we find that Concerns are malicious, we will destroy the record immediately. We will retain the information even if the staff member or volunteer stops working or volunteering for the Club. In certain limited circumstances, we may decide to retain information for longer periods of time. For example, this could happen where the information in the records is relevant to legal action. When records are being kept for longer than the standard period, files should be clearly marked with the reasons for the extension period.
- In relation to Concerns which do not meet the Thresholds, but are low level concerns, when staff leave the Club the Club will review such concerns that may be kept about such a person and determine whether some or all of the information contained within any record may have any reasonably likely value for safeguarding, or any potential historic legal claim so as to justify keeping it longer in line with normal practice for safeguarding records or for other claims/insurance purposes; or if, on balance, any record is not considered to have any reasonably likely value for safeguarding or legal claims, and ought either to be deleted or otherwise retained for no longer than the personnel file or be deleted at an earlier time.

## APPENDIX 1

### EXTERNAL CONTACTS

Organisation	Contact details
Barnet Mash and LADO	MASH: 020 8359 2000. Barnet's LADO should be contacted via the <a href="#">Multi Agency Safeguarding Hub (MASH) Team</a> .
Camhs – Barnet	020 8702 4500. Mental Health crisis helpline: 0800 151 0023
Camhs – Enfield	020 8702 4070. Mental Health crisis helpline: 0800 151 0023
Camhs – Haringey (Child and Adolescent Mental Health Service)	020 8702 3400/3401. Mental Health crisis helpline: 0800 151 0023
Camhs – Waltham Forest	0300 5551247 / <a href="mailto:walthamforest@camhs@nhs.net">walthamforest@camhs@nhs.net</a>
Childline	0800 1111 / WWW.CHILDLINE.ORG.UK
CPSU	0116 636 65580 / WWW.THECPSU.ORG.UK
Enfield Mash and LADO	MASH: 020 8379 5212 LADO: 0208 379 4392 / <a href="mailto:safeguardingservice@enfield.gov.uk">safeguardingservice@enfield.gov.uk</a>
Enfield PREVENT	Email <a href="mailto:prevent@enfield.gov.uk">prevent@enfield.gov.uk</a> / <a href="mailto:Sujeevan.Ponnampalam@enfield.gov.uk">Sujeevan.Ponnampalam@enfield.gov.uk</a>
Haringey Mash LADO	MASH: 020 8489 4470 / <a href="mailto:mashreferral@haringey.gov.uk">mashreferral@haringey.gov.uk</a> LADO: 020 8489 2968/1186 / <a href="mailto:LADO@haringey.gov.uk">LADO@haringey.gov.uk</a>
Haringey PREVENT	Call 020 8489 3884 / 020 8489 1280 <a href="mailto:prevent@haringey.gov.uk">prevent@haringey.gov.uk</a> Karina Kaur – Strategic Lead of communities - 07976953191
NSPCC	0808 800 5000 / WWW.NSPCC.ORG.UK
Premier League Safeguarding Team	Jess Addicot (Head of Safeguarding): 07917 204890 or 0207 864 9000 or email <a href="mailto:jaddicot@premierleague.com">jaddicot@premierleague.com</a> or <a href="mailto:safeguarding@premierleague.com">safeguarding@premierleague.com</a>
The Football Association	David Gregson (Safeguarding Investigations Manager): 0800 1691863 extension 6838. <a href="mailto:david.gregson@TheFA.com">david.gregson@TheFA.com</a>
Waltham Forest Mash and LADO	<a href="mailto:MASHrequests@walthamforwest.gov.uk">MASHrequests@walthamforwest.gov.uk</a> LADO: 020 8496 3646 / 07791 559 789 / <a href="mailto:lado@walthamforest.gov.uk">lado@walthamforest.gov.uk</a>

## APPENDIX 2

### The LADO Process

