

*Association
of Baton Twirling in
Ireland*

Code of good Practice

Version 1

WORKING DOCUMENT AGM 2006

Foreword

Baton Twirling is a sport for mainly young people, which helps them to achieve their full potential through a programme based on fun, friendship, challenge and competition.

Young people in Baton Twirling are supported, encouraged and lead by adult volunteers, all of whom understand the responsibility and trust placed in them by parents and guardians.

The encouragement of self-awareness in its members, as individuals and as members of clubs, is fundamental to Baton Twirling. A natural result of this should be that an environment is created where all our members, regardless of age, feel comfortable in expressing their concerns or criticisms and in having those concerns or criticisms dealt with in a clear and structured way.

Club Directors and professionals have developed this Code of Good Practice to support a wholesome environment where young people and adults can participate in their Baton Twirling activities in a manner that is safe, secure, and enjoyable for all.

This is a living document. It will be reviewed regularly, and no doubt will be revised from time to time to take account of best practice, and place it into a Baton Twirling context.

This document is based on the Code of Good practice laid down by Scouting Ireland Version 01.2, and we would like to acknowledge all the hard work and effort they put into it.

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Glossary

- Child:** For the purpose of this code, a ‘child’ means anyone under the age of 18 years of age. This includes young people. In Ireland the Child Care Act (1991) and the Protection of Children and Vulnerable Adults (NI) Order (2003) define a child as any person under the age of 18 years, excluding a person who is or who has been married.
- Children /young people/youth:** Child members of the association
- Child Abuse:** Child abuse can be categorised into a number of different types including neglect, emotional abuse, physical abuse and sexual abuse. A child may be subject to more than one form of abuse at any given time
- Child Protection Officer:** The Child Protection Officer (CPO) is the title given to the designated person in the Association appointed to respond to child protection concerns reported by volunteers, employees or young people or others.
- Emotional Abuse:** This occurs when a child or young person’s needs for affection, approval, consistency and security are not met.
- Employees:** Paid staff of A.B.T.I. or subsidiary companies of A.B.T.I.
- Neglect:** Neglect is normally defined in terms of an omission, where a child suffers significant harm or impairment of development by being deprived of food, clothing, warmth, hygiene, intellectual stimulation, supervision and safety, attachment to and affection from adults or medical care.
- Physical Abuse:** Physical abuse is any form of non-accidental injury that causes significant harm to a child.
- Sexual Abuse:** Sexual abuse is defined here as when a child is used by another person for his or her gratification or sexual arousal, or for the gratification of others. It should be noted that this is not a legal definition and is not intended to be a description of the criminal offence of sexual abuse.
- Club Director/Coach/Judge:** A Club Director/Coach/ Judge is a member of A.B.T.I. other than an athlete
- Athlete:** An Athlete is a member of A.B.T.I.

- Statutory Authorities:** These are An Garda Síochána, Police Service of Northern Ireland, the Health Service Executive and the Health and Social Services Trusts. They are obliged under the law to investigate and assess in child abuse cases.
- Statutory Guidelines:** **ROI:** Child First – National Guidelines for the Protection and Welfare of Children, September 1999. Code of Good Practice – Child Protection for the Youth Work Sector, 2nd Edition May 2003. Our Duty to Care Code of Ethics and Good Practice for Children’s Sport, 2003
NI: Co-operation to Safeguard Children, May 2003. Standards for Protecting and Safeguarding Children in Sport, January 2003. Safer Organisations: Safer Children, October 2002.
- Volunteers:** Unpaid voluntary worker in the Association, (parents, supporters).

Aim of Association of Baton Twirling in Ireland

The aim of the A.B.T.I. is to encourage the physical, intellectual, emotional and social development of young people so that they may achieve their full potential and as responsible citizens, to improve society

Equality Statement

A.B.T.I. respects and values the diversity of its members. It is committed to creating and maintaining an environment, which does not discriminate, directly or indirectly, on grounds of gender, marital status, family status, sexual orientation, religious belief, political opinion, disability, age, race or ethnic origin, and membership of the traveller community. A.B.T.I. is committed to treating all members in an equitable and fair manner. Members with disabilities should be involved in Baton Twirling activities in an integrated way, thus allowing them to participate to their potential alongside others.

The A.B.T.I. Method

The aim of A.B.T.I. is realised through a comprehensive, progressive, educational programme designed to cater for young people.

- 1 The provision of a wide range of attractive, constructive and challenging activities, through a grading system and competitions and displays.
- 2 The provision of opportunities for leadership and responsibility
- 3 Learning by doing
- 4 Encouragement of activity in small groups.

The A.B.T.I. method is used and delivered on an age-appropriate basis, i.e. programme events and activities are appropriate to the age of the young members.

The programme age structure also ensures the young members can achieve the challenges of the programme without placing themselves in a position that is beyond their abilities.

Club Directors, Coaches and Judges should ensure that the young members age, abilities and potentials are measured against the event or activity, allowing the young member to operate in a safe and secure environment.

Athletes Forum

The association promotes the concept of meaningful participation in the programme of the association at all levels.

The partnership of the Club Director and coach and the athlete is a key success factor in the implementation of meaningful youth participation. The Club Director / Coach brings to the partnership much experience, which is matched by the athletes enthusiasm, resulting in a more balanced overall partnership.

Athletes should be encouraged to participate in the running of the Association through the Athletes Forum. It is not sufficient just to let the athletes express their opinions, rather they should be encouraged to participate fully in decision-making and the running of the Association.

Athletes need support to get fully involved and to contribute to the running of the Association. They require help to cope with what may be perceived as awesome structures and procedures. This will result in our athletes contributing to our Association, and also their successful training for effective and constructive participation.

Code of Good Practice Purpose Statement

A.B.T.I. has an obligation to all it's members to provide an environment within which Baton Twirling activities can be enjoyed in a safe, non-discriminatory and respectful manner.

The purpose of the Code of Good Practice is to provide a common understanding within the association of the behaviours and practices expected of adults involved in Baton Twirling and to inform parents of these behaviours and practices.

Code of Good Practice Objectives

1. That every Club Director / Coach / Judge and adult member of A.B.T.I. can be made aware of their responsibilities towards children in their care.
2. That good behaviour will be encouraged through self-discipline, respect for others and for property.
3. That best practice in leadership skills and behaviours is maintained and implemented in A.B.T.I.
4. That all A.B.T.I. activities will be run safely

Commitment

When applying for membership of A.B.T.I. adults should declare that they have read understood and will implement the Code Of Good Practice.

Both The Board of Directors and the Technical Board will at their respective Annual General Meeting discuss this Code of Good practice, reaffirm their commitment to it's implementation and will forward any concerns or suggestions to the Executive Board.

The Code of Good Practice will be reviewed annually by the Executive Board to ensure fitness for purpose.

A.B.T.I. Child Protection Policy Statement

The welfare and safety of its athletes is the foremost priority of A.B.T.I. Our Club Directors, Coaches and Judges must endeavour to ensure that children and young people are protected and kept safe from harm while taking part in the programmes of A.B.T.I. The Child Protection Policy is designed to protect children and young people from neglect, physical, sexual and emotional harm or abuse.

A.B.T.I.'s Code of Good Practice is informed by and consistent with the current child protection guidelines and legislation in the Republic of Ireland and in Northern Ireland.

The Association is committed to listening to children and young people and recognises that 'each child has a right to express his or her opinion freely and to have that opinion taken into account in any matter or procedure' (UN Convention on the Rights of the Child). The UN Convention on the Rights of the Child will be respected in all aspects of Baton Twirling.

The screening procedure, as laid out in the section 'Recruiting and Selecting Club Directors / Coaches / Judges for all adults volunteering to become Club Directors / Coaches / Judges is subject to regular review to ensure compliance with best practice. The rules and procedures of the Association require adults to attend specified training courses, including child protection modules, relevant to the position they wish to hold and to commit to future training as may be required.

Responsibilities within the Child Protection Policy

- 1 All members of A.B.T.I. are responsible for the implementation of the Child Protection Policy, however there is a particular onus on adults to do so.
- 2 It is the responsibility of all such adults to ensure that:
 - Their behaviour is appropriate at all times.
 - They observe the guidelines established for the safety and security of young people
 - They follow the procedures as outlined in the Code of Good Practice following suspicion, disclosure or allegation of child abuse.
 - They recognise the position of trust in which they have been placed and maintain a policy of transparency with the members of A.B.T.I. and their parents / guardians.

Recognising child abuse and responding to disclosure

All Baton Twirling experiences and contexts must be guided by what is best for young people. It is not always easy to acknowledge that child abuse may take place in youth organisations or within families. It is important that Club Directors, Coaches and Judges, professional workers and other approved adults within the A.B.T.I. are aware of the possibility that abuse may take place within and outside the association. Club Directors, Coaches and Judges must be familiar with and implement the Code of Good Practice.

It is essential that Club Directors, Coaches and Judges, professionals and other approved adults are aware that mechanisms exist to address Child Protection concerns.

Every adult in the organisation of A.B.T.I. has a duty to convey any child protection concerns that they have to the Child Protection Office (CPO) who in turn will report to the Health Services Executive or Social Services Trust if appropriate.

Any individual or organisation, in the Republic of Ireland, reporting child protection concerns in good faith cannot be sued in a civil action.

In the case of Northern Ireland it is unlikely that a civil case would find credence in the courts provided the report of child abuse was made in good faith and to the appropriate authorities.

Club Directors, coaches and judges should promote an environment that encourages young people to convey their concerns. All necessary measures to protect young athletes from unnecessary risk should be taken.

The safety and welfare of the athlete must always be the paramount consideration for Club Directors, Coaches and Judges.

Categories of Child Abuse.

Child abuse can be categorised into 4 types.

1. Neglect
2. Emotional abuse
3. Physical abuse
4. Sexual abuse
- 5.

(Children First: National Guidelines for the Protection and Welfare of Children, 1999)

A child may be subjected to more than one form of abuse at any given time.

NEGLECT is normally defined in terms of an omission, where a child suffers significant harm or impairment of development by being deprived of

- Food
 - Clothing
 - Warmth
 - Hygiene
 - Intellectual stimulation
 - Supervision and safety
 - Attachment to and affection from adults
- Medical care

Whether the harm caused is 'significant' is determined by the child's development as compared to that which could reasonably be expected of a child of similar age.

EMOTIONAL ABUSE occurs when an individual suffers harm as a result of being intimidated, being exposed to constant degradation or verbal attacks or when their needs for affection, approval, consistency and security go unmet.

Examples of emotional abuse are as follows:

1. Inappropriate 'initiation' practices
2. Persistent criticism, sarcasm, hostility, or blaming.
3. Unsupported, unrealistic or inappropriate expectations of a child's capacity to understand something or to behave and control him/herself in a certain way.

PHYSICAL ABUSE is any form of non-accidental injury that causes significant harm to a child, or injury that results from wilful or neglectful failure to protect a child.

Examples of physical abuse are as follows:

- Shaking
- Use of excessive force in handling
- Hitting and kicking
- Burning or scalding
- Deliberate poisoning
- Suffocation
- Allowing or creating a substantial risk of significant harm to a child

Risks assessments should be carried out prior to activities in order to eliminate (or reduce to an acceptable level) the potential risks to children.

SEXUAL ABUSE occurs when a child is used by another person for his/her gratification or sexual arousal, or for that of others. We should be very aware of the effect even lewd remarks can have on young people when made by someone they hold in high esteem.

Every child has a basic right to be cared for and protected at all times.

Club Directors Coaches and Judges should also be alert to the possibility that abuse can take place in a context of peers or that it may be organised

PEER ABUSE occurs in cases where the alleged abuser is also a child. It occurs when they engage in any form of sexual activity with another individual that they have power over by virtue of age, emotional maturity, gender, physical strength, intellect, and where the victim in this situation suffers a sexual exploitation and betrayal of trust. In these situations the Child Protection procedures should be adhered to for both the victim and the alleged abuser.

ORGANISED ABUSE occurs when a person moves into an area/institution and systematically entraps children for abusive purposes or when two or more adults conspire to similarly abuse children using inducements.

Reasonable grounds for concern

It is important that Club Directors, Coaches and Judges are alert to the possible signs of abuse, or indicators, which constitute reasonable grounds for concern. Examples of these include:

- Disclosure by the child in question or someone else
- Age inappropriate sexual play or knowledge
- Injuries or patterns of injuries that lack an adequate explanation

- Consistent indication over time of neglect, for example failure to gain weight appropriate to age, withdrawal or behaviour out of character.

(Children First: National Guidelines for the Protection and Welfare of Children, 1999) For a more comprehensive list of examples of signs and symptoms please refer to Children First pp 93-98.

Possible Indicators of Inappropriate Behaviour by Club Directors, Coaches, Judges or other adults.

- Paying an unusual amount of attention to children and providing them with presents, money or 'favours'.
- Seeks out vulnerable children.
- Seeks opportunities to spend significant amounts of time alone with a single child or a small Group of Children on a regular basis.
- Encourages secretiveness about their activities and time spent with children.
- Takes a child/children to his/her home.
- Is vague about previous employment.
- Has an unusual amount of physical contact with a child or children.
- Touches children in an inappropriate manner.
- Talks to children in an inappropriate manner.
- Avoids close supervision and management of work.

(Safer Organisations Safer Children, 2002)

How to Respond to Disclosure

In the event that a young athlete discloses to a Club Director, Coach or Judge or to another young athlete.

DO

- React calmly and listen carefully
- Reassure that it is right to tell
- Try to record the exact words expressed and the demeanour of the individual.
- Ask questions only for the purpose of clarification.
- Sign and date the record.
- Explain what will happen next to the child – age appropriately.
- Pass the information to the Child Protection Officer (CPO) of A.B.T.I.

If a member feels that a young athlete might be in immediate danger they should directly contact An Garda Siochana or the PSNI, as a matter of urgency. And following this, report to the CPO.

- Treat the information confidentially and share only with those people that need to know.

DON'T

- Promise to keep the information a secret.
- Ask leading questions or seek intimate details beyond those volunteered.
- Express any judgemental opinion on the alleged abuser

When a child protection concern arises it is important that everyone follow closely the agreed reporting procedure as outlined in the 'Reporting Procedure for an allegation / disclosure of child abuse' contained in this document.

Anyone with a child protection concern should remember that the safety of the child is paramount. Also, that the alleged abuser is innocent until proven otherwise.

Other Forms of Unacceptable Behaviour

Other forms of unacceptable behaviour are likely to affect us as Club Directors, Coaches or Judges and we must be alert for behaviour that may be harmful to or undermine the confidence of young athletes. These include:

VERBAL ABUSE can include name-calling, sarcasm and criticism, making reference to some physical characteristic, destructive criticism, derogatory remarks and gestures. This is the least recognised form of harm done to young athletes, yet the long term psychological effects may be traumatic to the individual.

BULLYING behaviour can be defined as repeated aggression, be it verbal, psychological, or physical that is conducted by an individual or Group against others. Example of bullying include

- Teasing.
- Taunting.
- Threatening.
- Shouting.
- Hitting.
- Extortion.

Bullying behaviour may take place in any setting. In the first instance, it is the responsibility of Club Directors, Coaches and Judges / professionals to deal with bullying which may take place within the association. Club Directors coaches and judges should be aware of athletes who become quite, withdrawn or who wish to leave the club. Club Directors, Coaches and Judges should maintain attendance sheets and note patterns of irregularity. We need to be alert for signs of any physical, behavioural or any indirect signs that may indicate some of the above abuses. The more extreme forms of bullying behaviour would be regarded as physical or emotional abuse, and are reportable to the statutory authorities.

Bullying incidents should be dealt with immediately and not tolerated under any circumstances. More detailed guidelines on dealing with bullying are included in the '*Bullying and how to respond*' section of this *Code of Good Practice*.

Child Protection Reporting Procedure

The onus is on everyone involved with A.B.T.I. to raise any child abuse concern or suspicion that they have to the Child Protection Officer (CPO). Discussing any such concerns with the CPO is not regarded as making an accusation against another person.

Should anyone disclose a concern relating to child abuse it is important that you forward this to the CPO, without delay. This may be done verbally or in writing, and a completed A.B.T.I. internal reporting form should follow (see Appendix 3).

If a member fears that an athlete might be in immediate danger they should directly contact An Garda Siochana or the PSNI, as a matter of urgency, and following this, report to the CPO.

The CPO will inform the Child Protection Management Team (CPMT) of reported concerns. The CPMT is comprised of _____

The Child Protection Management Team has responsibility to manage Child Protection concerns so as to

- Ensure that no child is left at unnecessary risk.
- Establish, in a timely manner, whether there are reasonable grounds for making a formal report to the Health Service Executive or Social Services Trust.
- Liase, where deemed necessary, with the appropriate volunteer at local level.
- Keep a factual record.

They may consult the Health Service Executive or Social Services Trust on whether a formal report to them is necessary and on the appropriate actions to take.

If a formal report to the Health Service Executive or Social Services Trust is not required...

The CPO on behalf of the CPMT will provide in writing to the person who first raised the concern the decision not to make a formal report and the reason(s) supporting this decision. The person will also be advised that they can pursue their concerns with the Health Service Executive or Social Services Trust, if they are not satisfied with the decision and will be provided with contact details of the relevant authorities.

If a formal report to the Health Service Executive or Social Service Trust is required...

The CPO will be responsible for ensuring that a Standard Reporting Form for the relevant statutory agency is completed and submitted without delay. The CPMT will designate the most appropriate person to inform the parents of the child, unless doing so might place the child at greater risk. The manner in which this is done will be based on the advice of the statutory agency. Responses will be noted and included in the formal report.

The designated individual will also be responsible for keeping the parents / guardians updated on the progress of the procedure in A.B.T.I.

Reporting Procedure Where a Concern is Raised or an Allegation is made against a Club Director, Coach Judge or Profession person.

The onus is on everyone involved with ABTI to report child protection concerns or suspicions relating to any adult involved in Baton Twirling activities to the Child Protection Officer (CPO). This may be done verbally or in writing, and a completed A.B.T.I. internal reporting form should follow (see Appendix 3). Discussing any such concerns with the CPO is not regarded as making an accusation against another person.

If a member fears that a young athlete might be in immediate danger they should directly contact An Garda Siochana or the PSNI, as a matter of urgency, and following this, report to the CPO.

If a concern is raised or an allegation of child abuse is made against any member of A.B.T.I. who is over 18 years of age they will be expected to abstain with a presumption of innocence, from participation of all baton-twirling activities.

The CPO will inform the Child Protection Management Team (CPMT) of reported concerns. The CPMT is comprised of _____

The Child Protection Management Team has responsibility to manage Child Protection concerns so as to

- Ensure that no child is left at unnecessary risk
- Establish, in a timely manner, whether there are reasonable grounds for making a formal report to the Health Service Executive or Social Service Trust.
- Liase, where deemed necessary, with the appropriate person at local level.
- Keep a factual record.

They may consult the Health Service Executive or Social Service Trust on whether a formal report to them is necessary and on the appropriate actions to take.

If a formal report to the Health Service Executive or Social Services Trust is not required...

The CPO on behalf of the CPMT will provide in writing to the person who first raised the concern the decision not to make a formal report and the reason(s) supporting this decision. The person will also be advised that they can pursue their concerns with the Health Service Executive or Social Services Trust if they are not satisfied with the decision and will be provided with contact details of the relevant authorities. The designated individual will also be responsible for informing the Club Director, Coach or Judge in question of the decision.

If a formal report to the Health Service Executive or Social Services Trust is required...

The CPO will be responsible for ensuring that a Standard Reporting Form for the relevant statutory agency is completed and submitted without delay. The CPMT will designate the most appropriate person to inform the volunteer of the concern/allegation about them and the nature of it, unless doing so might place children at greater risk or frustrate statutory investigations. The manner in which this is done will be based on the advise of the statutory agency. Responses will be noted and included in the formal report.

The designated individual will also be responsible for keeping the person concerned updated on the progress of the procedure in A.B.T.I.

What to do if an allegation of abuse is made against you:

Adults in A.B.T.I. may feel vulnerable to accusations of abuse. If an allegation is made, the adult should:

- Stay calm.
- Co-operate with the investigation
- Abstain from Baton Twirling activities, under the presumption of innocence, while the allegation is being investigated.
- Seek advice from, where appropriate, your Club Director, Executive Board or a professional organisation, family or friends.

- Keep clear records of any meetings attended, discussions or correspondence about the allegations.
- Do not discuss the allegation with the person who has made the allegation.

Where a disclosure or allegation is made against an adult member, the Executive Board will provide support towards an initial consultation with a solicitor if requested by either or both parties (where the young athlete is a member of A.B.T.I.)

Recommendations for Improvement in Practices and Procedures

Whether a formal report to the statutory authority is made or not the CPMT may make recommendations to the appropriate level of the Association to address any issues identified in the report. Such recommendations could address

- Shortcomings in training
- Interpretations of Policies and Procedures
- Practices not in line with Code of Practice
- Update of Code of Good Practice
- Suitability of the adult to be in the role of Club Director, Coach or Judge.

REPORTING PROCEDURE OVERVIEW

Concern / Disclosure arises

..... If a child in immediate danger
Report to the Gardai / PSNI

Inform Child Protection Officer
Of Concern / Disclosure

Child Protection Management Team

- Establish grounds of concern
- Produce written report

Yes

Reasonable
Grounds
For
Concern

No

Possibly

Seek advice from relevant statutory
Authority

Formal report made to

- * Health Service
- * Executive (ROI)

or

- Social Services Trust (NI)

Recommendations arising
from
Report / Investigation

Refer to appropriate level
of the Association for
action

BULLYING AND HOW TO RESPOND

Bullying has no place in Baton Twirling. Club Directors, Coaches and Judges should promote a positive anti-bullying ethos in their club and raise awareness, amongst other Club Directors, Coaches and Judges and athletes, that bullying will not be tolerated. Club Directors, Coaches and Judges should create an environment in which athletes are valued as individuals with rights and are encouraged and affirmed.

The effects of bullying can last for sometime and can significantly affect an individual's well being, causing poor social development and depression. The outcomes of bullying can include:

- Physical injury, headaches, stomach aches
- Stress symptoms such as sleep or eating disorders and panic attacks
- Loss of confidence and self-esteem
- Lowered academic achievement
- Exclusion and isolation
- Consideration of suicide

'Given the atmosphere of fear and secrecy which surrounds bullying, and the fact that adult intervention is almost always necessary to stop it, it is crucial that the confidence placed in a Club Director, Coach or Judge by an athlete is reciprocated by an unequivocal response' (NEHB 2002)

It is important for Club Directors, Coaches and Judges to take a proactive role in investigating whether bullying is occurring because many athletes will not tell. However, an athlete may confide in anyone, so everyone should be aware of how to handle such a confidence.

What can you do if an athlete tells you he/she is being bullied?

1. **Listen...**
Calmly accept what is said. If possible there should be two Club Directors, Coaches or Judges present (but this should be informed by the needs of the child), if not leave the door open so passers-by can see the Club Director, Coach / Judge but not the athlete.
2. **Take notes following the conversation...**
Keep on file and this forms the basis of the bullying report. Notes should include nature of incident, date, time, location, names of those involved, witnesses, relevant history and Club Directors, Coach / Judges response.
3. **Reassure...**
That help is available, action will be taken, the athlete was right to tell, it is not his or her fault and it could happen to anyone.
4. **Negotiate confidentiality...**
Be clear you will only tell people who need to know.
5. **Ensure the athlete's safety...**
The Club Director, Coach / Judge must be aware that the safety of the young athlete is paramount and this can be maintained through appropriate supervision. Liase with parents / guardians in relation to a solution and possible actions.
6. **Tell the athlete you will keep him/her informed...**
And how you intend to proceed.
7. **Make an intervention...**

All actions should be guided by the needs of the child

- Inform the Club Directors, Coach / Judge where necessary of your concerns.
- Decide who to consult with; Club Director CPO Parent etc
- Decide who to interview: witnesses, alleged bullies, other athletes.
- Find out: what, where, when, who, how, why? Act in a non-confrontational manner.
- Resolve the problem: Make bullying the responsibility of the club – follow the ‘No blame’ club approach, further details may be obtained from the CPO. Alternatively, approach the victim and bully (explain why their behaviour is wrong, how it makes the victim feel and request an apology) parents and bully (if sanctions linked to the behaviour are to be employed request the parents to reinforce these)
- Keep the Club Director, Coach / Judge informed and updated.
- Referring on in difficult cases: if it remains unsolved at the Club level it should be referred to the Executive Board if necessary.

8. Record...

Of facts rather than opinions. Include details from the bullying report (i.e. nature of incident, date, time location, names of those involved, witnesses, relevant history and Club Directors, Coach / Judge response), details of others involved, any agreements made, an account of action taken and suggestions for follow up and monitoring.

It is advised that local clubs develop their own anti-bullying procedure with age appropriate input from young athletes and that the athletes and parents/ guardians are aware of the policy.

View sample bullying record form in Appendix 5.

Some helpful tips

- Agree and implement a procedure to counteract bullying and be approachable to receive reports of bullying.
- Reinforce the principals of fair play.
- Develop positive leadership skills among trainee coaches / judges
- Ensure that roles and responsibilities are shared among as many trainee coaches as possible
- Allocate roles and responsibilities to match the physical and intellectual capabilities of the young athletes.

Recruiting and selecting Coaches / Judges

A.B.T.I. is committed to taking all reasonable steps to ensure that only suitable people will work in the Association, including a focused selection procedure, training and consistent management support. A.B.T.I. will endeavour to support the essential work of Club Directors, Coaches / Judges and their ability to deal with athletes in a fair and ethical manner.

This will be achieved through:

- The provision of an induction-training course for Club Directors.
- The provision of an induction training programme for Coaches / Judges
- Clearly defining the roles of Club Directors and athletes.

General Principals

By their behaviour Club Directors, Coaches / Judges should ensure that at all times they:

- Are capable of fulfilling their responsibilities to provide a safe secure environment for the young athletes in their care.
- Do provide a safe and secure environment for young people to enjoy and benefit from Baton Twirling.

Adults by their example should be a positive influence on the behaviour of young people in respecting themselves, other Club Directors, Coaches / Judges, parents and athletes, and the property of themselves and others.

Athletes should treat their Club Directors, Coaches and Judges with dignity and respect, recognising the time and input that is being contributed to their personal development.

Code of Behaviour

Actions such as appropriate touching, talking on a 'one to one' basis, hugging and just comforting a distressed child, have been and still are appropriate actions of love, concern and care and should be guided by the needs of the child. However Club Directors, Coaches / Judges need to be aware that these actions if taken out of context could be negatively interpreted and may allow unfounded accusations of impropriety to be raised against a Club Director, Coach / Judge.

Club Directors, Coaches / Judges need to be aware of the dangers of a too casual and unthinking familiarity with the young athletes in their charge and ensure that their attitudes and actions at all times:

- Never lead to a betrayal of the trust of young athletes, parents and fellow Club Directors, Coaches, Judges etc.
- Never impart inappropriate knowledge or interact with a child in a manner that is unwanted and will result in hurt to a child.
- Never seek to control and create dependence in a child.
- Respect the personal and sexual boundaries of others.
- Do not engage in sexually provocative games.
- Do not engage in inappropriate touching of any form.
- Never make sexually suggestive comments, even in fun.

7 Points of behavioural awareness

1. *Protect your good name.*

While your good work as a Club Director, Coach / Judge may have earned you respect this will provide little defence in the event of any allegation of improper conduct being made against you. It is therefore important that your motives are understood to be guided by the needs of the child and that your actions are open and positive

2. *Act in an open and visible manner*

When working with young athletes, Club Directors, Coaches / Judges should ensure that an open environment exists. If a situation arises where a certain amount of privacy is required (i.e.: a disciplinary issue or treatment of an injury) always try to have someone with you or make sure that others are within vision and, preferably, within earshot. However sincere the intentions,

a Club Director, Coach /Judge should not be a 'one man band' and run a training session on his/her own. It is imperative that there is another adult present, both for the safety of the young athlete as well as for the security of being less likely to be accused of doing something improper.

3. ***Sometimes it's better not to join in***

There is, and always has been, the situation where Club Directors, Coaches / judges join in games 'to make up the numbers' or where they are fooling about at training. While everyone is having fun, no harm is done, but all it takes is for an athlete to be hurt, or suggest that they have been inappropriately touched for the 'fun' to be taken as 'serious'. Club Directors, Coaches / Judges should not engage in horseplay with athletes. So, the simple advice is - organise, supervise or monitor and enjoy watching the fun.

4. ***Be positive in your conversation***

How to speak to young people about themselves or others can create a positive and supportive atmosphere. Improper comment, suggestion or inappropriate humour can result in creating hurt and confusion in a child. Avoid making suggestive or salacious remarks in the presence of young athletes. Keeping your conversation at the appropriate level for the age of the child will help avoid causing hurt and misinterpretation of your intentions and will provide a positive example to the child.

5. ***Mixed gender sections should have mixed gender leadership:***

It is good practice to have mixed Club Directors, Coaches / Judges to be able to cope with emergencies, accidents or arguments, so that no accusations of impropriety can be levelled at any Club Director, Coach /Judge when dealing with the opposite gender. In some situations young athletes will feel more comfortable having the support of a Club Director Coach / Judge of the same gender.

6. ***Be alert to your own emotional feelings and the feelings of others.***

Young athletes can sometimes 'hero - worship' a Club Director, Coach / Judge or develop a 'crush' on a Club Director, Coach / Judge and the situation needs to be handled sensitively without causing a feeling of rejection. Use the support of other Club Directors, Coaches / Judges to deal with such situations as this will help to avoid any perception of encouragement on your part. Our emotions can fluctuate due to trauma, stress, bereavement and many other causes. If support is required talk things through with another trusted adult and avoid involving young athletes in your emotional problems.

7. ***Consider the situation***

This may be the most important point of all, consider each situation. While your intentions may be based on the most innocent and altruistic of motive if in doubt about how your actions might be interpreted then adopt a safer course of action.

Some Do's and Don'ts

DO:

- Be aware of what is appropriate physical contact and engage in this contact only.
- Respect the personal and sexual boundaries of others.
- Discuss any uncertainties with the CPO, Club Director, Coach / Judge or another adult member.

- Remember that Baton Twirling is a hobby and maintain proper balances between your personal and work commitments and Baton twirling activities.

DON'T:

- Spend time alone with a young athlete if it can be avoided, especially in sensitive circumstances.
- Unless unavoidable do not give car lifts on your own to young athletes.
- Make jokes of a sexual nature especially in the presence of young athletes, even in fun.
- Become over involved with one particular young athlete.
- Tolerate favouritism, exclusion or harsh disciplinary regimes.

Seminars, over night activities

It is the responsibility of all Club Directors, Coaches / judges to ensure that:

- Athletes and Club Directors / Coaches / Judges are separately and suitable accommodated.
- Appropriate sleeping and washing arrangements are in operation to protect personal and gender boundaries.
- There are always an adequate number of Club Directors / Coaches / judges present. Typically two adults would be expected for the first eight young athletes and one more adult for every eight thereafter. However, ratios may vary depending on the age of the Club / group, the level of ability and the nature of the activity. Club Directors, Coaches / judges should observe the relevant programme guidelines.
- The personal gear of athletes is adequate for the programme.
- The food is adequate for the programme and dietary requirements of the individuals.
- Relevant medical information relating to athletes should be requested from parents / guardians using the appropriate forms.

Substance abuse

The use of drugs, alcohol and tobacco should be actively discouraged as being incompatible with a healthy approach to baton twirling. The healthy living promotional material available from Health authorities and other agencies should be used to continually reinforce the positive benefits of a healthy lifestyle. Receptions and celebrations should be organised in a manner that is suitable for the age group concerned. At adult events where alcohol is available it should be consumed in a manner that shows respect for self and others.

The laws governing the purchase and consumption of alcohol and tobacco should be observed and the example of Club Directors, Coaches and Judges doing so will provide positive role models for the young athletes.

Discipline and Sanctions

Creation of a positive environment through Discipline

Young athletes in baton twirling need to learn to become responsible for themselves and to accept themselves and others. Discipline should always be positive in focus. Providing the structure that allows young athletes to learn to set their own goals and strive for them.

Where possible the main form of discipline should be through praise for effort and social skills as well as through the art of Baton twirling.

Trainee Coaches / Judges must be helped to understand the responsibilities and implications of the freedom to make choices and decisions.

Expectations of behaviour should be positively stated, agreed and communicated clearly to all involved in any activity, whether at training or competitions.

Sanctions

Sanctions are an important element in maintaining discipline. However, Club Directors, Coaches / Judges should have a clear understanding of where and when particular sanctions are appropriate.

Sanctions should be used in a corrective way designed to help young athletes improve now and in the future. Sanctions should not be used to retaliate or to make the Club Director/ Coach / Judge feel better.

Sanctions should be fair, and in the case of persistent offences should be progressively applied. The following steps are suggested:

- Statement and agreement of a Code of Conduct.
- Warning or sanction (e.g. temporary exclusion from the training or part of) if the Code of Conduct is broken.
- An interview if the Code is broken again. Record the date, those in attendance and outcome of the interview.
- Longer term exclusion for continued breaking of the Code and involvement of parents / guardians.

Sanctions should:

- Be used sparingly
- Be administered in a consistent way.
- Never use any form of corporal punishment or physical force.
- Not expose a young athlete to embarrassment or disparagement by use of negative remarks about the young athlete or his / her family.

Baton Twirling safely

The safety of each member of A.B.T.I. is paramount. Safe twirling ensures and is ensured by:

- The activity being planned, or undertaken is suitable for the age, experience and ability of the member(s) concerned
- Club Directors, Coaches / Judges should ensure that activities are lead by suitable persons with the necessary skills.
- Club Directors, Coaches / Judges follow the guidelines for all activities in place by A.B.T.I.
- Club Directors, Coaches / Judges must ensure that the trainee coaches /judges leading the activities are competent and are supported in doing so.

Risk management

The management of risk and safety must be a priority of all Club Directors, Coaches/Judges engaged in Baton twirling activities. Risks assessments must be carried out prior to activities in order to eliminate (or reduce risk to an acceptable

level) the potential risks to children. The assessment of risk involves a number of steps in the planning of an activity:

- Looking for hazards.
- Determining the level of risk involved.
- Deciding who might be harmed and how
- Putting in place measures that can maintain any identified risk at an acceptable level.
- Reviewing and recording your assessment on a continuing basis throughout the activity.

Accidents / Incidents

All Club Directors, Coaches / Judges are expected to have knowledge of First Aid and ideally should hold a suitable qualification in First Aid.

Should an accident / incident occur please ensure that the facts, contact details of all concerned and medical intervention, if such was necessary are accurately recorded and forwarded to the CPO as soon as possible.

If you have any doubt, or need advice as to procedures that are to be followed in reporting accidents or incidents then have no hesitation in contacting the next level of management to yourself in the Association.

Foreign competitions / seminars.

Leadership

- Appoint one National Coach with overall responsibility
- Ensure gender balance among leaders.
- Club Directors and Coaches should have clear roles and responsibilities
- Peer coaches should be appointed for the visit and where appropriate this should make use of the Watch system.

Programme

- Ensure that activities are within the normal expectation of A.B.T.I. and are age appropriate.
- Brief all participants on programme and expectations of behaviour.
- Plan de-briefing sessions where necessary with young athletes.
- Ensure that there is a clear schedule for Club Directors, Coaches /Judges including responsibilities and time off.

Emergency Procedure

- Have emergency plans to include 24/7 contact details for hotel and home country.
- Have an emergency fund; know where athletes, Club Directors, Coaches and Judges are at all times.
- Have a backup plan if programme need to change for any reason.
- Bring a First Aid kit with you.

Ensure that medical details for all participants are complete, up to date and readily available when on the visit.

During the visit

During the visit the following issues need to be addressed:

Documents to bring

- Participant details including relevant medical forms.
- Completed Parental / Guardian consent forms.
- Accommodation details.
- Travel / Ticket arrangements including travel agency details.
- Details of insurance
- Copy of programme
- Contact details – home and host country
- Child Protection Policy – whichever country's policy is most stringent – use that one.

Support System

- Have a clear system of support for participants
- Sending and hosting organisations to each have a designated contact person in case of emergency
- Club Directors, Coaches / Judges should have a common understanding and position on certain issues – particularly in emergency situations.
- Club Directors, Coaches / Judges should meet daily where possible to review programme and any issues that may arise.
- Club Directors, Coaches / Judges should know where participants are at all times – even in free time.

Handling Child Protection Issues

- Take it seriously.
- Remove the child where appropriate
- Contact the designated (for Child Protection issues) person of host organisation.
- Use the emergency contact number of hosting and sending organisation.
- Take recommended steps as per child protection policy (refer to policy in own organisation and host organisation)
- Keep child informed
- Where appropriate, contact law enforcement agency.
- Ensure support for Club Director, Coach / Judge dealing with the issue.

Do not lose sight of the purpose of the visit. Following these guidelines will help to ensure that all has a safe and enjoyable time.

Communications

In our social interaction with others the words we use to express ourselves, how we express these words in both tone and emphasis will let others sense our sincerity and respect for them and their views.

When speaking with young athletes a Club Director, Coach / Judge should maintain the conversation at the appropriate level for the age of the young athlete. This will provide a positive experience to the young athlete and will help avoid causing misinterpretation of your intentions.

Club Directors, Coaches / Judges should speak respectfully of other athletes, Club Directors, Coaches and Judges and not involve young athletes in conversations that are critical of others.

A positive relationship between Club Directors, Coaches / Judges and parents / guardians should be nurtured and maintained through open communication in both directions. Ongoing good communication to parents will develop a better understanding by parents of the positive benefits of Baton Twirling for their child and of what is expected of both their child and themselves to improve their experience of Baton Twirling. By ensuring that parents feel comfortable to talk with Club Directors, Coaches / Judges will provide the opportunity to get a better insight of the young athlete as well allowing parents to openly voice any concerns or queries that they may have.

Communication with parents

The relationship with parents needs continuing attention. The following behaviours can be helpful.

- Listen carefully to what parents say about their children.
- If parents are expressing concern, don't be defensive, try to understand from the parent's perspective and seek to establish a common ground.
- Inform parents of any accidents and how they happened. Parents are understanding and accept scrapes and bumps occur.
- Introduce parents to the Code of Good Practice and the Child Protection Policy within it.
- Provide a fact sheet and hold an open night / induction meeting to brief parents of new members as soon as they join the club.
- Ensure that everything you distribute to parents in writing is accurately and professionally done. Be accurate on times, dates and location and avoid the use of Baton Twirling jargon.
- For notes, consent forms, requests and explanations of Baton Twirling, use a form of reproduction that is easy to read (watch out for worn out originals and bad copy equipment)
- Send your communication to the parents far enough in advance so that they can consider it and act if you expect a response.
- Keep a copy of written communications.
- Share good news of activities in the Club through such activities as an annual general meeting, a Club parents meeting, an annual report etc.

Use of Technology

Continuing advances in technology, e.g. mobile phones, email, Internet, has broadened the means and speed by which people can communicate and share information. These technologies have also brought the need to ensure that they are used for their positive benefits and to minimise the potential negative or harmful uses for which they can be used.

Sensible use of mobile phones.

A mobile phone can be a great communication and potential safety tool for everyone, including children.

Mobile phones can however be used by some people to bully others by sending threatening and unpleasant text messages, and picture messages, either directly to their victims or to spread malicious rumours.

This is not harmless and should be treated in the same manner as any form of bullying.

Children should also be advised to keep any scary messages or offensive pictures and to always tell an adult (e.g. parent, teacher, Club Director, Coach / Judge) immediately. If messages are stored, it is usually possible to trace the culprit so that they can be quickly identified.

Club Directors, Coaches / Judges should advise children on the need to use mobile phones with care, not to be tempted to use their phone to bully others and not to allow others to use their mobile phone.

Mobile phones can be a safety tool particularly when on outdoor activities such as parade work etc. However it can happen in the event of an emergency that the mobile phone may not work due to bad reception so the reliance on a phone should never replace the skill competencies required for specific activities.

If a Club Director, Coach / Judge gives his or her mobile as the contact phone when on activity then ensure that the facility to keep the phone constantly charged is available and that the phone is maintained in credit!

Camera Phones

Camera phones should be used safely and responsibly.

Respect others

Pictures can be very powerful and stir up strong emotions. Camera phone users should respect the private lives of others and not to take or distribute pictures of other people if it could invade their privacy.

Club Directors, Coaches / Judges and athletes should not send pictures that are obscene, indecent or menacing and should be sensitive about other people's gender, colour, religion or personal background.

Children should be advised to avoid sending a picture or video to someone they don't know very well. Apart from not being sure what that person will do with it, a picture may contain something that could help trace or find out more about the child. Clues in the picture may be in the background – number of front of house, a street name, school uniform and these snippets of information may help those who want to harm children.

Camera phones can be used to make children safer. Older children for example using a taxi, can send a picture of the car's registration to a friend before they begin the trip, or can simply use the phone to show parents where they are.

(Source o2 Child Protection)

Phones in Activities

Clubs should with parents and young athletes, develop a policy on the use of mobile phones during Baton Twirling activities. This policy should be communicated to all parents and athletes.

The policy could include

- Confirmation that when training, competitions etc., that the Club Director, Coach / Judge is the prime point of communication and is to be contacted if there is an emergency or change of previously agreed arrangements.
- That the usage of mobile phones including text messaging or playing games cannot be allowed to be a distraction from a safe awareness of the environment.
- That the usage of mobile phones including text messaging or playing games cannot be allowed to interfere with full participation in the activity.
- When at competitions, seminars (or overnight activities) that there is a stated preferred time period when parents may make contact if they wish. Parents should be advised that contact outside of this time might not be possible due to the nature of the Baton Twirling activities.

Photographs and images of children

Guidelines in relation to the use of images of young athletes on our website and publications are outlined here. Where possible try to use illustrations when promoting an activity and avoid using the first name and surname of individuals in the photograph. This reduces the risk of inappropriate, unsolicited attention directed at athletes appearing in photographs.

Rules to guide use of photography

- If the athlete is named, avoid using their photograph.
- If a photograph is used, avoid naming the athlete.
- Ask for the athlete's permission to use the image.
- Ask also parental permission to use the athlete's image.
- Only use images of athletes in appropriate dress to reduce the risk of inappropriate use. The content of the photograph should focus on the activity not on a particular child.
- Where photographs are used on an A.B.T.I. website the permission of parents/guardians should be specifically asked for. Avoid using names of young athletes when posting photographs on a website.
- The inappropriate use of images should be reported to the CPO.

Amateur photographers and film or video operators (including members, non-members and parents) wishing to record an event or activity should seek accreditation for the Contest Director, Club Director in charge of the club or activity. The Club Director in charge should also provide them with a clear brief on what is considered appropriate image content and the behaviour expected of them while taking images, and following their production.

When commissioning professional photographers or inviting the press to a competition / training session the Club Director, Coach / Judge in charge should ensure they are clear about A.B.T.I.'s expectations of them in relation to child protection. Professional photographers/film/video operators wishing to record an

activity should seek accreditation with the Contest Director, Club Director in charge by producing their professional identification for the details to be recorded. The Contest Director, Club Director will then:

- Provide a clear brief about what is considered appropriate in terms of content and behaviour.
- Issue the photographer with identification, which must be worn at all times.
- Keep a record of accreditations.
- Inform athletes and parents that a photographer will be in attendance at the activity and check that they consent to both the taking and publication of films or photographs.
- Not allow unsupervised access to athletes or one-to-one photo sessions.
- Not approve/allow photo sessions outside the activity or at an athlete's home.

Anyone concerned about any photography taking place should discuss his or her concerns with the Contest Director, Club Director or CPO.

Appendix 1 – What rights do Children Have?

A substantial number of rights are contained in the UN Convention of the Rights of the Child.

Significant rights as they relate to Youth Work are:

- Children have a right to a say in their education.
- Protection of the environment in which children live.
- Reasonable standards of living.
- Protection from violence, abuse and exploitation.
- Protection of children cared for away from home and for children with a disability.
- Children being able to use their own language enjoy their own culture and practice their own religion.
- Reasonable standards of health and development.
- Children suspected of a crime and children convicted of crimes shall be treated in a way that promotes their sense of dignity and worth and aims at reintegrating them into society.

Children's rights may be summarised under the following headings:

Provision

Rights to minimum standards of health, education, social security, physical care, family life, play recreation, culture and leisure, and adequate standards of living.

Protection

Rights of children to be safe from discrimination, physical, sexual, emotional abuse and neglect, exploitation, substance abuse, injustice and conflict.

Participation

Rights of children to a name and identity, to be consulted and taken account of, to have access to information, to have freedom of speech and opinion, and to challenge decisions made on their behalf.

(From Code of Good Practice – Child Protection for the Youth Work Sector 2nd edition May 2003, Para' 3.4)

Appendix 2 – List of appropriate web sites and relevant publications

Code of Good Practice: Child Protection for the Youth Work Sector (2003) Department of Education and Science, ROI

Children First: National Guidelines for the Protection and Welfare of Children (1999) Department of Health and Children, ROI

Co-operating to Safeguard Children (2003) Department of Health, Social Services and Public Safety, NI

Safer Organisations, Safer Children (2002) Department of Health, Social Services and Public Safety, NI

Code of Ethics and Good Practice for Children's Sport (2003) Sport Council Northern Ireland and the Irish Sports Council

Standards for Safeguarding and Protecting Children in Sport (2003) Child Protection in Sport Unit, England

Child Safety and Youth Exchange Programmes: Guidelines for Good Practice (2004) An international collaboration available from Leargas.

Child Protection Guidelines (2004) National Youth Federation, ROI

Our Duty to Care: principles of good practice for the protection of children and young people (2000) Volunteer Development Agency, NI

Useful websites

A.B.T.I. – www.abti.ie

Irish Society for the Prevention of Cruelty to Children – www.ispcc.ie

National Society for the Prevention of Cruelty to Children – www.nspcc.org.uk

Barnardos – www.barnardos.ie

The Irish Bishops Conference – Child Protection Office. Many of the resource documents listed above can be found on this website. www.cpo.ie

Legislation:

ROI

- Child Care Act (1991)
- Domestic Violence Act (1996)
- Non-fatal Offences against the Person Act (1997)
- Protection for Persons Reporting Child Abuse Act (1998)
- Child Trafficking and Pornography Act (1998)
- Sex Offenders Act (2001)

NI

- Children (NI) Order (1995)
- Sex Offenders Act (1997)
- Family Homes and Domestic Violence (NI) Order (1998)
- Criminal Justice (Children) NI Order (1998)
- Human Rights Act (1998)
- Protection of Children Act (1999)
- Protection of Children and Vulnerable Adults (NI) Order (2003)

International

- UN Convention on the Rights of the Child (1992)
<http://www.unicef.org/crc/crc.htm>

CONFIDENTIAL

Name of Witnesses:

Name: _____

Name: _____

Address: _____

Address: _____

Phone: _____

Phone: _____

Who was in charge? _____

Position: _____

Address: _____

_____ **Phone:** _____

Was the incident caused by any defect in machinery, equipment or premises? YES [] NO []

If YES please specify: _____

(Please retain any equipment involved in the incident pending further instructions from National Office)

How can a re-occurrence of incident be prevented? _____

Name, address & telephone number of Club Director or other person who can be asked, if necessary, for further information: _____

I certify the particulars supplied herein to be true to be best of my/our knowledge and belief

Signed: _____
(Group activity: Group Leader / other Person in Charge)

Date: _____

Address: _____

Phone: _____

Please return form to: _____

ACCIDENT / INCIDENT REPORT FORM

CONFIDENTIAL

The Club Director should complete this form. It should NOT be completed by or referred to the injured person or any person acting on his/her behalf. The form should be returned to CPO within 7 days. If all the information is not to hand, please return the form immediately and forward this information later.

Club No. _____

INJURED PERSON _____
(Full name Mr/Mrs/Ms/etc)

Member of ABTI? YES [] NO []

If NO, was injured person helping run the activity? YES [] NO []

Home Address: _____

Phone: _____

Date of Birth / Age: _____

Occupation: _____

Date & Time of Incident: _____

Type of Activity: _____

Location of Incident: _____

(Full address please) _____

To whom was incident reported? _____

Address & Phone No.: _____

Date Reported: _____

Time Reported: _____

Give **FULL** description of incident: _____

(Attach all Internal Investigations/Reports)

Continue on a separate sheet if necessary _____

Nature and full extent of injuries / damage to property: _____

(Please be as specific as possible)

Did injured person: Go Home [] Visit Doctor [] Go to A&E [] Stay In Hospital []

Name of Doctor / Hospital: _____

What treatment was given: _____

(Please supply information)

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Bullying – Sample Club Record of Bullying Form

Date: _____

Time: _____

Club Director: _____

Club: _____

Names of those involved: _____

Details of Incident: _____

Action Taken (Warning, Agreement, Mediation, Sanctions, Referral, Other)

Signed: _____
(CLUB DIRECTOR)

Date: _____

Suggestions for follow up: _____

Appendix 6 – Notice for Display in Training Hall

Role of the Designated Child Protection Officer:

Association of Baton Twirling in Ireland (ABTI) Child Protection Officer “Is responsible for acting as

- A source of advice on child protection matters
- For co-coordinating action within the organization, and
- For liaising with Health Service Executive/Social Services Trust and An Garda Siochana / PSNI and other agencies about suspected or actual cases of child abuse”

(Our Duty to Care, Department of Health and Children, ROI)

The Child Protection Officer can be contacted at _____

- ❖ By telephone:
- ❖ By post: Child Protection Officer,
- ❖ By email: abti.ie

Child Protection Management Team (CPMT) Contact Details:
