



# **Safeguarding Bowls**

# Policy

October 2013





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### Key abbreviations found in this document

BDA	Bowls Development Alliance
BE	Bowls England
CMG	Case Management Group
СРО	Welfare Officer/Child Protection Officer
CPSU	Child Protection in Sport Unit
CSC	Children's Social Care (formerly known as Social Services)
CSP	County Sports Partnership
DBS	Disclosure & Barring Service (formally known as CRB)
EIBA	English Indoor Bowling Association Ltd
LSCB	Local Safeguarding Children's Board
NGB	National Governing Body
NSPCC	National Society for the Prevention of Cruelty to Children



# **Safeguarding Bowls**

#### Introduction

The Bowls Development Alliance is the umbrella organisation for the development of the sport of bowls, working with two key partners, Bowls England and EIBA Ltd to ensure a safe environment for young people to enjoy playing bowls.

Both Bowls England and EIBA Ltd are committed to ensuring that support is available to all clubs to assist them with ensuring policies are in place and resources are available to ensure that safe environment.

Other codes of bowls will be encouraged to follow the same processes and endorse these in all their clubs.

Everyone in Bowls has a part to play in safeguarding young people. This policy includes guidelines for all those involved in the sport of bowls to ensure that everyone is aware of the structures and systems in place to make bowls an enjoyable and safe experience, and to respond to any concerns that may emerge.

The Children Acts 1989 and 2004 and Working Together to Safeguard Children (DOH2013) highlight the shared responsibility of organisations to promote children's wellbeing and safeguard them from harm. This includes all parts of bowls from clubs to National Governing Bodies.

It is not possible to eliminate all risks but it is important that those in bowls with a specific responsibility for junior players or members can demonstrate that they have assessed the risks and taken all steps to minimise them.

To fulfil their commitment to safeguard and promote the welfare of children, all organisations that provide services for, or work with, children must have:

- clear priorities for safeguarding and promoting the welfare of children explicitly stated in strategic policy documents.
- a clear commitment by senior management to the importance of safeguarding and promoting children's welfare.
- a clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children.

- recruitment and human resources management procedures that take account of the need to safeguard and promote the welfare of children and young people, including arrangements for appropriate checks on new staff and volunteers.
- procedures for dealing with allegations of abuse against members of staff and volunteers.
- arrangements to ensure that all staff undertake appropriate training to equip them to carry out their responsibilities effectively, and keep this up-to-date by refresher training at regular intervals; and that all staff, including temporary staff and volunteers who work with children, are made aware of the establishment's arrangements for safeguarding and promoting the welfare of children and their responsibilities for that welfare.
- policies for safeguarding and promoting the welfare of children (e.g. pupils/students) including a child protection policy, and procedures that are, in accordance with statutory guidance and locally agreed inter-agency procedures.
- agreement to work effectively with other organisations to safeguard and promote the welfare of children, including arrangements for sharing information.
- a culture of listening to, and engaging in dialogue with, children seeking children's views in ways that are appropriate to their age and understanding, and taking into account those views in individual decisions and in the establishment or development of services.
- appropriate Whistle-Blowing procedures, and a culture that enables issues about safeguarding and promoting the welfare of children to be addressed.

This aim of this document is to provide guidance to bowls National Governing Bodies about how they will ensure that the above are covered.

#### **Principles**

A child's welfare is paramount (a child is defined as any young person under the age of 18 yrs).

All young people regardless of age, gender, racial origin, religious belief, sexual identity and disability have a right to enjoy sport free from all forms of abuse or poor practice.

The National Governing Bodies of Bowls, affiliated County Associations and all bowls clubs have responsibilities for the welfare of children who take part in their sport.

#### **Bowls Development Alliance**

The Bowls Development Alliance (BDA), working together with Bowls England (flat outdoor green bowling) and the English Indoor Bowling Association Ltd (flat indoor green bowling), has developed these guidelines on behalf of the sport of bowls. The BDA, Bowls England and EIBA Ltd have adopted this policy and procedures and recommend that other bowls organisations also follow these guidelines.

Aim:

- to develop guidelines on safeguarding for the sport of bowls.
- ensure that bowls has clear and consistent safeguarding policies and procedures across all the Governing Bodies of the sport.
- communicate these guidelines across the family of bowls.
- to ensure that these policies and procedures are reviewed after the first year of development and then every three years or whenever there is a major change in legislation applicable to any of the organisations within Bowls.
- to ensure that all bowls organisations have clear roles and responsibilities within the process of safeguarding and child protection.

#### The National Governing Bodies of Bowls

Each National Governing Body must ensure that all children are protected and kept safe whilst participating in the sport of bowls.

#### They will:

- through the Bowls Development Alliance, provide guidance on child protection for parents, young people and all those participating in the sport.
- adopt good practice in the recruitment, training and supervision of staff, coaches and volunteers.
- advise County Associations and bowls clubs on best practice and recommend they adopt the safeguarding guidelines and adhere to appropriate codes of conduct.
- respond to allegations, concerns and complaints relating to child protection and welfare.
- implement and provide advice on how to manage the safeguarding process.

### County Associations (Where relevant)

County Associations have direct responsibility for the welfare of children involved in bowls activities organised by the County with support from their National Governing Body. They should;

- Set an example by implementing effective county level procedures and promoting best practice.
- Seek to ensure effective protection and safeguarding of children by nominating a County Welfare officer.
- Promote education and training across the county.
- Promote the use of the "Safeguarding Children in Bowls" guidelines to develop best practice and communicate key basic procedures to all clubs in their county. Ensure the guidelines are available to download from the association's website.
- Report any allegations or complaints in the County to the NGB Designated Safeguarding Officer.

### **Affiliated Clubs**

All clubs must ensure they have welfare procedures in place. It is recognised that all clubs are different and guidelines need to be adapted to suit each case.

Working Together to Safeguard Children (2013)<sup>1</sup> states that 'Safeguarding children - the action we take to promote the welfare of children and protect them from harm - is everyone's responsibility. Everyone who comes into contact with children and families has a role to play.'

Clubs should:

- Carry out an overall risk assessment
- Adopt policies and procedures as appropriate
- Nominate a Club Welfare Officer
- Promote training opportunities to club members

The Club Welfare Officer is not required to make a judgement regarding an incident but to report it to the National Governing Body Designated Safeguarding Officer.

<sup>&</sup>lt;sup>1</sup> Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (March 2013)

### Coaches

Coaches have a very important part to play in protecting children from potential harm and are often the first to recognise that there are concerns about a child.

It is very important that all coaches read the "Safeguarding Bowls" Policy & Guidelines document and are aware of the process to follow, to deal with any concerns. They should also ensure that any coaches employed or deployed by them also have knowledge of and abide by these guidelines.

#### **Good Coaching practice**

Joint guidance was produced by sports coach UK and the Child Protection in Sport Unit in 2010 outlining best practice guidelines for coaches coaching young people's activities.

It stressed the need for clear ratios for appropriate staffing/supervision ratios of coaches to participants (generally 1:8). This will minimise any risks to participants and enhance the benefits they draw from the activity

Coaches should never be left alone with an individual or group and it is recommended that at least one adult present is the same gender as the bowler or group of bowlers.

The Coach should hold an appropriate qualification, comply with minimum age requirements, have relevant insurance cover, have completed a criminal records disclosure that is acceptable to the governing body and have signed up to the relevant:

- Code of conduct
- Equality Policy
- Safeguarding policy
- Health and Safety Policy

#### Safe recruitment

Ensuring that staff and volunteers recruited by Bowls England and the EIBA Ltd are safe to work with children includes several areas as outlined in the Safe Recruitment guidelines, ie application process, interview, criminal records checks, references, induction process.

Criminal records checks form one part of this process. The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) merged to form the Disclosure and Barring Service (DBS) in December 2012.

The DBS was established under the Protection of Freedoms Act 2012 ('The Act') and carries out the functions previously undertaken by the CRB and ISA, and the CRB application form has been replaced with a new DBS application form.

Criminal records checks assist organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially work that involves children or vulnerable adults.

Bowls England and the English Indoor Bowling Association Ltd (EIBA Ltd) offer a criminal records checking service for all affiliated members.

#### Implementation of the Guidelines

- Bowls National Governing Bodies should send the Safeguarding in Bowls guidance to all County Associations, Clubs and BDA Coaches. A club pack should be made available to include:
  - Posters to be displayed on notice boards
  - Templates to report concerns
  - Templates for clubs to complete around local contacts in the event of concerns or need for advice
  - Information about relevant procedures
  - Information that can be communicated to parents, children and all club members.
- County Associations should support clubs in developing and communicating this information.
- Clubs should complete the "Club Checklist" to help them identify areas of development within the club, with the support of the County/national governing body
- Clubs should communicate relevant information about the Safeguarding in Bowls policy and procedures to parents, children and all members.
- Clubs with junior members should appoint a Club Welfare Officer to lead on the development of safeguards within the club, respond to any concerns and ensure that their contact details are available to all members.

### Training

It is important that anyone who is involved in Safeguarding should develop their awareness of the subject and it is recommended any individual with a specific responsibility that they attend training relevant to their role.

 NSPCC Child Protection Awareness in Sport & Active Leisure – is an on-line learning programme which is also available in hard copy for home study and can be purchased independently. The four modules when completed result in a recognised certification;

www.educare.co.uk tel 01926 436212

- Sports coach UK 3 hour course (this course is available at a local level, organised by the local County Sport Partnership). This course is ideal for bowls coaches to attend and Club Welfare Officers would also find it useful. Contact details for your nearest CSP can be found on <u>www.safeguardingbowls.org</u>
- Club Welfare Officers Training- a 3 hour course which is based on the Sports coach uk programme but will include scenarios from bowls will be available initially in the five identified CSP HOT SPOT areas from January 2014

This work is currently under development so please check the latest availability on the <u>www.safeguardingbowls</u> website

• **Time to Listen** – Two day workshop specifically aimed at National Designated Safeguarding Officers to help them to carry out their safeguarding role and responsibilities.

See Guideline 10 – Safeguarding Training Programme.

### **Dealing with Concerns and Allegations**

#### Introduction

It is not the responsibility of those working in bowls to make judgements as to whether or not child abuse is occurring. It is however their responsibility to act on any concerns.

Adults within bowls have a duty of care to respond to inappropriate behaviour, abuse or bullying.

Not all concerns are about child abuse – many relate to poor practice and can be dealt with internally, with the support of the national governing body if appropriate.

All information received and discussed must be treated in confidence and only shared with those individuals within the organisation with a designated safeguarding role.

On occasion it may be necessary to seek advice or inform the statutory agencies e.g. Child Social Care (CSC) or the Police.

#### **Definition of Abuse**

It is important to be aware of what constitutes abuse.

The following definitions are adapted from Working Together to Safeguard Children (2013)

- 1. Physical Abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child .This definition also applies where a parent or carer fabricates the symptoms of or deliberately induces illness in a child.
- 2. Emotional Abuse the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless, unloved or inadequate. It may include not giving the child opportunities to express their views, deliberately silencing them or "making fun" of what they say or how they communicate. It may occur when the child is subjected to unrealistic pressure or is bullied in order to perform to high expectations.
- 3. Sexual Abuse involves forcing or enticing a child or young person to take part in sexual physical contact including assault by penetration (e.g. rape or oral sex) or non-penetrative acts (e.g. masturbation, kissing and touching outside of clothing) They may also include non-contact activities such as involving children looking at or in production of sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways or grooming a child in preparation for abuse (including via the internet).

- **4. 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 (such as food, clothing or shelter).
- **5. Bullying -** deliberately hurtful behaviour, usually repeated over a period of time, where it is difficult for those bullied to defend themselves. Bullying can take many forms but there are three main types:
  - **Physical e.g.** hitting, kicking, theft
  - Verbal e.g. racist or homophobic remarks, threats, name calling
  - **Emotional e.g.** isolating an individual from the activities and social acceptance of their peer group

There are a number of signs that may indicate that children are being abused:

- Unexplained or suspicious injuries, such as bruising, cuts or burns, particularly if situated on a part of the body not normally prone to such injuries.
- an injury for which the explanation seems inconsistent.
- the child describes what appears to be an abusive act involving him/her.
- someone else (a child or adult) expresses concern about the welfare of another child.
- unexplained changes in behaviour (e.g. becoming very quiet, withdrawn or displaying sudden outbursts of temper).
- inappropriate sexual awareness.
- engaging in sexually explicit behaviour.
- distrust of adults, particularly those with whom a close relationship would normally be expected.
- difficulty in making friends.
- being prevented from socialising with other children.
- displaying variations In eating patterns including overeating or loss of appetite.
- loss of weight for no apparent reason.
- the child becoming increasingly dirty or unkempt.

This list is not exhaustive and the presence of one or more of the indicators is not proof that abuse is actually taking place. Some changes in behaviour can be caused by changes at home, for example, bereavement and parents are encouraged to inform the Club, Coach or Club Welfare Officer of any such circumstances.

It is important to be aware that some children are additionally vulnerable to abuse including disabled children, those from different cultures and high performing young people.

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#### Responding to concerns about a child

Abuse can and does occur in a variety of situations, which may include sport or other social activities. Most children are abused by someone known to them. This may be within or outside of the bowls context. Concerns may arise from a child or adult expressing concerns or by something observed that raise issues.

It is important that those involved in bowls are vigilant about concerns, and that all allegations are taken seriously and appropriate action taken.

There is a responsibility to inform appropriate agencies of possible abuse so that they can then make enquiries and take any action necessary to protect the child. This applies both to suspicions of abuse occurring within the context of bowling activities and to allegations that abuse is taking place elsewhere.

Examples of concerns that might arise are:

- a parent who pushes too hard.
- a coach who adopts a win-at-all costs philosophy.
- an older player who intimidates (inappropriately).
- an official who places unfair pressure on a person.
- changes in a child's behaviour linked to concerns about home.

If there is cause for concern you need to;

- stay calm.
- keep an open mind.
- listen very carefully to what is being said and take the child seriously.
- as soon as possible record in writing what was said using the child's own words.
- explain who needs to know.
- keep questions to a minimum to ensure a clear and accurate understanding of what has been said.
- reassure the child that they have done the right thing telling you.
- report the issue in line with procedures.

All concerns about a child must be taken seriously, investigated appropriately and treated confidentially.

It is not the responsibility of the Bowls Club Welfare Officer or anyone working in bowls to decide if a child has been abused. It is however their responsibility to act upon any concern and refer to the National Governing Body Designated Safeguarding Officer.

The NSPCC Helpline (0800 800 5000) can be contacted to talk through any concerns that arise. This can be done anonymously.

If action needs to be taken urgently, contact the Police by dialling 999. If concerns are identified out of hours the Police and CSC provide an out of hours' service.

When concerns are reported to the statutory authorities they will investigate to establish whether a child is at risk of "significant harm". If a criminal offence is suspected the CSC will always work in partnership with the police. Their primary duty is to safeguard and ensure the welfare of the child and to work within LSCB procedures.

If concerns relate to an individual within bowls, the following will apply:

- The relevant disciplinary procedures will be implemented following the advice of the statutory authorities if they are involved.
- The individual may be asked to stop working with the child (children) immediately whilst a full investigation is carried out. This is to protect all parties involved.
- Alongside the disciplinary procedures, and informed by any statutory enquiries, the National Governing Body Case Management Group will assess whether it is appropriate for the person to return to work with children and how this will be managed.
- The National Governing Body Case Management Group will assess on a case by case basis any support needed for the person about whom the allegations have been made.
- An independent person may be appointed to give this support.

There are appropriate procedures to manage reported concerns or allegations which have been complied in accordance with Government guidelines and legislation.

To retain bowls integrity it is important that all organisations apply the same procedures.

# Step by Step Guide

#### Reporting and Managing concerns within the sport of Bowls

If concerns are raised about child abuse or poor practice within bowls the process would be as follows:

- The Bowls Club Welfare Officer should be notified.
- The Bowls Club Welfare Officer must notify either the National Governing Body Designated Safeguarding Officer using the template form provided (Template 13)
- The National Governing Body Designated Safeguarding Officer will report any concerns about abuse to the statutory authorities
- The National Governing Body Designated Safeguarding Officer will notify the National Governing Body Case Management Group as required.
- The National Governing Body Designated Safeguarding Officer will report concerns to the Local Authority Designated Officer if they relate to a person in a position of trust, for example a coach.
- Advice from CSC and/or Police should direct the timing of any investigation which may be being considered under the NGB Disciplinary Procedures.

If the Club or County Welfare Officer or the National Governing Body Designated Safeguarding Officer is not available there must be no delay. Advice should be sought from CSC, the Police or the NSPCC.

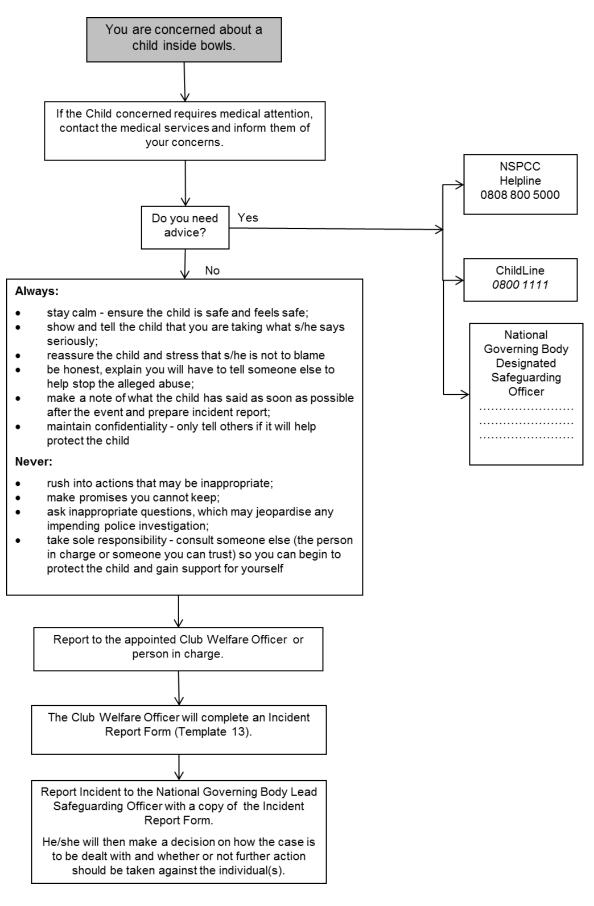
#### All concerns or allegations must be treated with the utmost confidentiality.

Until the allegations are substantiated only those directly involved in investigating the case should be informed.

If the allegation is found to be unfounded, confidentiality must be maintained.

In line with all data protection procedures, all confidential records kept by the NGB must be kept securely in a locked cabinet or a computer with password access, stored for a minimum period of 7 years, with limited access to authorised people only.

#### FLOWCHART (Within Bowls).



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#### **Reporting and Managing concerns outside of Bowls**

There may be occasions when a concern is raised regarding poor practice or alleged abuse outside of bowls.

The process would be as follows:

- If there are immediate concerns, refer to stator authorities and inform the Club Welfare Officer/National Governing Body Safeguarding Officer.
- The Bowls Club's Welfare Officer should be informed.
- The Club Welfare Officer would report the concern to the National Governing Body Designated Safeguarding Officer
- The Designated Safeguarding Officer would report to the statutory authorities CSC/ police if appropriate.
- The Designated Safeguarding Officer would advise on further action required at club level including support for the child and person making the referral.

#### Working in a school:

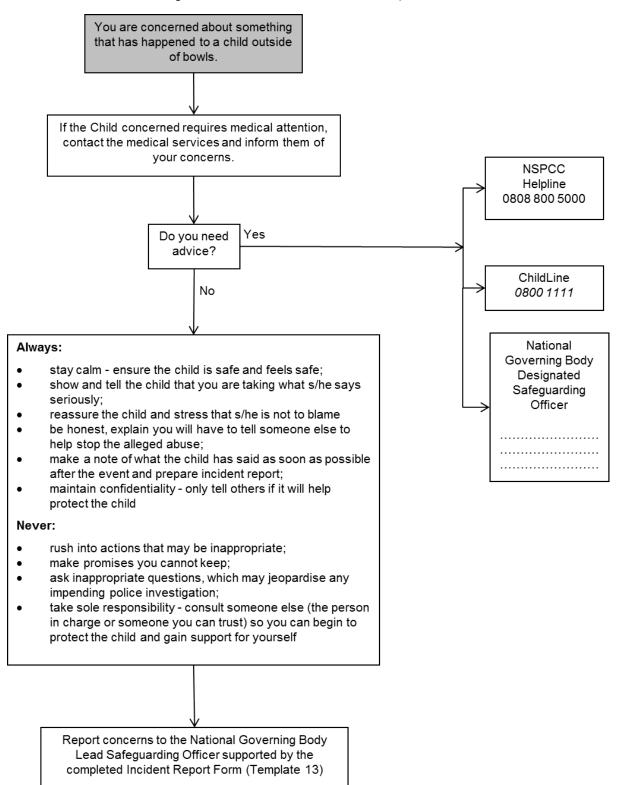
- Inform the designated teacher who will follow the school's child protection procedures and contact the statutory services CSC/police as appropriate.
- Inform the National Governing Body Designated Safeguarding Officer for consideration of the implications within bowls.

#### Working on a local authority programme:

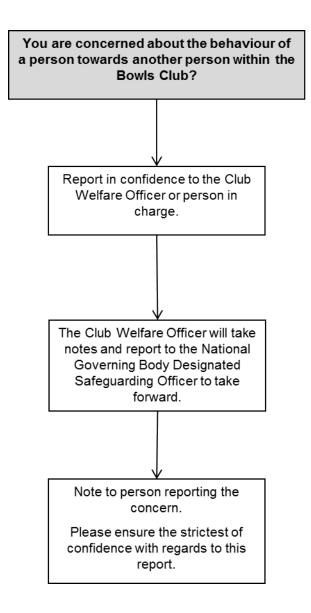
- Inform the Sports Development Officer or nominated person who will follow the local authority child protection procedures.
- Inform the National Governing Body Designated Safeguarding Officer for consideration of the implications within bowls

### FLOWCHART (outside Bowls)

What to do if you are worried that a child is being abused outside the bowls environment (the concern is identified through the child's involvement in bowls).

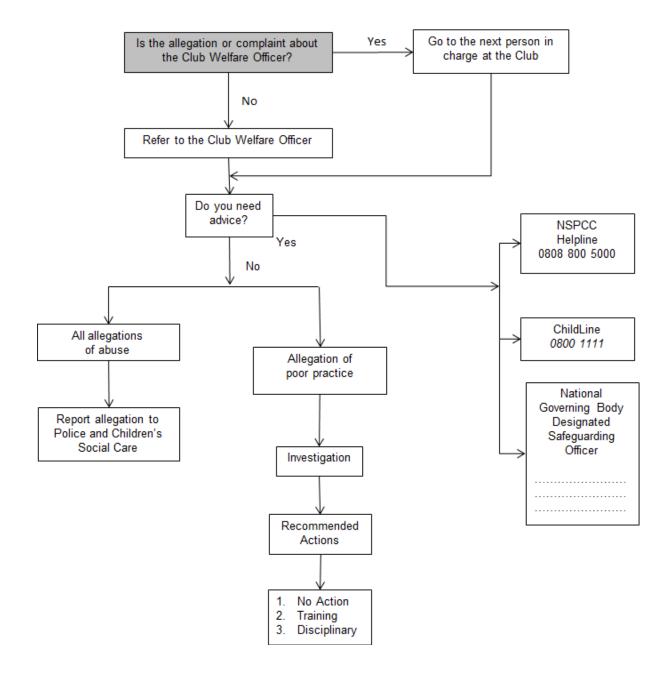


#### FLOWCHART – A Parent/Carer's concerns regarding a Child



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#### Flowchart dealing with the behaviour of a Club member



### **Allegations of Previous Abuse**

An adult who was abused as a child by a person who is still working with children, may make allegations of abuse, sometime after the incident. Where such an allegation is made, you should follow the same procedures.

This is because other children either within the sport or outside it may be at risk from this person.

It is important to remember that anyone who has had a previous criminal conviction for offences related to abuse is legally prohibited from working with children.

#### **Codes of Conduct**

The Bowling Development Alliance have developed codes of conduct that it is recommended that all participants within bowls sign up to. These are available in the appendices.

The Child Protection in Sport Unit developed specific guidance around physical contact and young people in sport. These are available on the CPSU website – <u>www.thecpsu.org.uk</u> and outline a number of principles that should be followed when the activity involves physical contact.

Physical contact during sport should always be intended to meet the child's needs, NOT the adult's. The adult should only use physical contact if their aim is to:

- develop sports skills or techniques.
- treat an injury.
- prevent an injury or accident from occurring.
- meet the requirements of the sport.

The adult should seek to explain to the child the nature and reason for the physical contact reinforcing the teaching or coaching skill. Unless the situation is an emergency, the adult should ask the child for permission.

Any form of physical punishment of children is unlawful, as is any form of physical response to misbehaviour unless it is by way of restraint. It is particularly important that adults understand this, both to protect the child, their own position as well as the overall reputation of the sport.

There may be occasions where a distressed child needs comfort and reassurance, which may include physical comforting, such as a caring parent would give. Physical contact may also be required to prevent an accident or injury and this would be wholly appropriate. A child or coach may also want to mark a success or achievement with a hug or other gesture. Adults should use their discretion in such cases to ensure that what is (and what is seen by others present) normal and natural does not become unnecessary and unjustified contact, particularly with the same child over a period of time.

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# Whistle-Blowing

The NGB's are committed to creating and maintaining the safest possible environment for adults, children and young people to participate in Bowls and recognise their responsibility to promote a safe environment for any concerns to be reported without fear of reprisal.

Whistle-Blowing is an early warning system. It is about revealing and raising concerns over misconduct or malpractice within an organisation or within an independent structure associated with it.

The Public Interest Disclosure Act 1998 protects those who raise legitimate concerns about specified matters. It makes provision about the kinds of disclosure that may be protected and the circumstances in which disclosures are protected. This policy is therefore intended to comply with the Act by encouraging everyone in Bowls to make disclosures about fraud, misconduct or wrongdoing in the sport of Bowls and anyone within it, without fear of reprisal, so that problems can be identified, dealt with and resolved quickly.

See Guideline 3 Whistle-Blowing Policy.

# **Disciplinary Procedures**

Each Club/County Association is encouraged to follow the relevant disciplinary procedures.

# **Investigating Complaints**

Where there is a complaint of abuse, there may be three types of investigation, each of which may have some level of NGB involvement:

- Disciplinary or misconduct the NGB will be involved, informed by statutory services where applicable.
- Criminal the Police are involved.
- Child protection CSC are involved (possibly involving the Police).

If after consideration and investigation by the CSC or the Police, the incident is deemed to be poor practice, bullying or harassment, the Bowls Club, County or National Governing Body are empowered to deal with this as misconduct, and each organisation is recommended to adopt and apply the NGB Disciplinary Policy and Procedures.

### **Records and Information**

Information passed to the CSC or the Police must be as helpful as possible - hence the necessity for making a detailed record at the time of the disclosure or concern will help you to ensure that all relevant details can be reported.

Reporting the matter to the Police or CSC should not be delayed by attempts to obtain more information.

- Wherever possible, referrals telephoned to CSC must be confirmed in writing within 24 hours.
- A record must also be made of the name and designation of the CSC officer or Police Officer to whom the concerns were passed, together with the time and date of the call, in case any follow-up is needed. Use the template form provided in Template 13
- A copy of this information should be sent to the NGB Designated Safeguarding Officer.

If advice is required on any aspect of the contents of these Guidelines, your NGB CPO should be available for advice, and useful contact details are as follows.

Additional Information

- NPSCC 24 hour freephone helpline 0808 800 5000; Website <u>www.nspcc.org.uk</u>
- Child Protection in Sport Unit advice around safeguarding developments, <u>www.thecpsu.org.uk</u>; <u>cpsu@nspcc.org.uk</u>; 0116 234 7278
- You can access any of the information through your NGB website:-Bowls England – <u>www.bowlsengland.com</u> EIBA Ltd – <u>www.eiba.co.uk</u> Bowls Development Alliance – <u>www.safeguardingbowls.org</u>

### **Rules for information sharing**

Remember that the Data Protection Act is not a barrier to sharing information but provides a framework to ensure that personal information about living persons is shared appropriately.

Be open and honest with the person (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.

Seek advice if you are in any doubt, without disclosing the identity of the person where possible.

Share with consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in the public interest. You will need to base your judgement on the facts of the case.

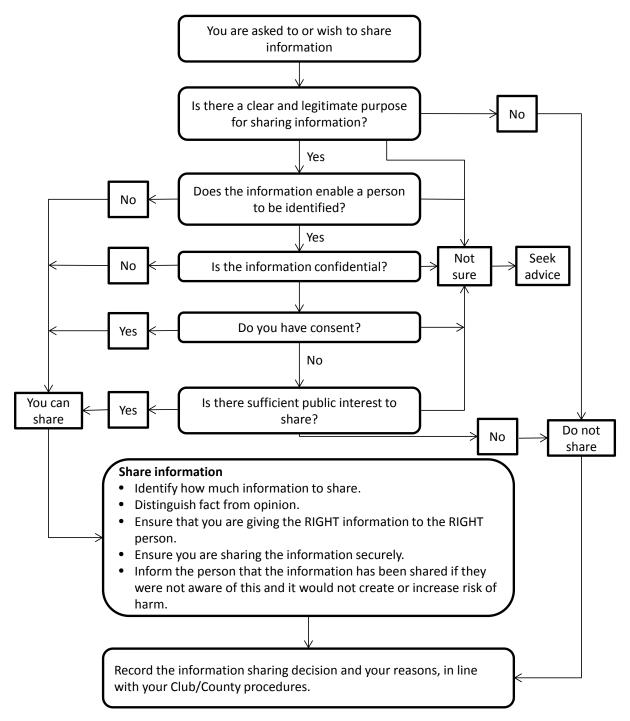
Consider safety and well-being: Base your information sharing decisions on considerations of the safety and well-being of the person and others who may be affected by their actions.

Necessary, proportionate, relevant, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those people who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely.

Keep a record of your decision and the reasons for it – whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

For more information or to discuss specific queries about information sharing, contact your National Governing Body Designated Safeguarding Officer.





If there are concerns that a child or adult may be at risk of significant harm, then follow the relevant procedures without delay.

Seek advice if you are not sure what to do at any stage and ensure that the outcome of the discussion is recorded.

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#### Version: 1

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### **Review History**

Date of Review	Comments
October 2013	Version 1 reviewed and approved for use

#### **Revision History**

Version	Change Log	Date
1	Initial release of policy	October 2013