

# Safeguarding and Child Protection Policy

#### **Policy Consultation & Review**

This policy is available on our school website and is available on request from the school office. We also inform parents and carers about this policy when their children join our school and through our information evening.

The policy is provided to all staff (including temporary staff and volunteers) at induction alongside our Staff Handbook. This policy will be reviewed in full by the Governing Body on an annual basis.

Date of Policy: November 2018

Member of staff with overall responsibility: Mr D. Price

Governing Body Sub-Committee with reviewing responsibility: Student Welfare

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#### Foreword by Headteacher

The schools commitment to safeguarding the welfare of is our highest priority and should be mentioned about developing and maintaining a 'culture of vigilance' to ensure that signs and symptoms of abuse are picked up both the opportunity for those wishing to cause harm to children is drastically reduced.

#### Purpose and principles

The purpose of this document is to ensure that all stakeholders are aware of the arrangements that Stretford Grammar School have in place for safeguarding and promoting the welfare of its pupils/students. It provides guidance to help staff who may have concerns about the safety or welfare of a child, and sets out the school's position in relation to the safeguarding process.

#### This policy:

- has been written in line with the Department for Education (DfE) statutory guidance Keeping children safe in education, September 2018, and any other relevant UK legislation and government guidance.
- applies at all times when the school is providing services or activities directly under the management of the Stretford Grammar staff.
- is publically available on the schools website.

This policy is consistent with all other policies adopted by the Governors and should in particular be read in conjunction with the following policies relevant to the safety and welfare of children:

- Anti-Bullying Policy
- Behaviour Management Policy
- Staff Code of Conduct
- E-Safety Policy
- Whistle blowing Policy
- Children missing from Education Policy

#### **Key information**

Below is a table of people with specific lead responsibilities around safeguarding.

	Chair of Governing Body
Harry Almond	Contact Telephone:0161 865 2293 Contact Email: admin@stretfordgrammar.com
	Nominated Governor for Safeguarding
Elinor Chohan	Contact Telephone:0161 865 2293
	Contact Email:admin@stretfordgrarmmar.com
	Headteacher
Michael Mullins	Contact Telephone: 0161 865 2293
	Contact Email: admin@stretfordgrammar.com
	Designated Safeguarding Lead
David Price	Contact Telephone: 0161 865 2293
	Contact Email: admin@stretfordgrammar.com
	Deputy Designated Safeguarding Lead
Helen Dolphin	Contact Telephone: 061 865 2293
	Contact Email: admin@stretfordgrammar.com

All adults working in this School (including visiting staff, volunteers and students on placement) are required to report instances of actual or suspected child abuse or neglect to the Designated Safeguarding Lead who is a member of the school's leadership team.

The Designated Safeguarding Lead is also the first point of contact for external agencies that are pursuing Child Protection investigations and co-ordinates the school's representation at Child Protection Conferences and any other relevant meetings (including the submission of written reports for conferences). When an individual concern/incident is brought to the notice of the Designated Safeguarding Lead, they will be responsible for deciding upon whether or not this should be reported to other agencies as a safeguarding issue.

Arrangements are in place to ensure that at least one of the DSL trained persons in school is available when children are taking part in school led activity, this includes before and after school clubs and other extra-curricular activities. If circumstances dictate that a member of the school's safeguarding team is unavailable, then the next most senior member of staff will deal with incidents as trained to do so. Incidents will be passed to the safeguarding team as soon as possible.

If a child is in immediate danger or is at risk of harm, a referral will be made to Trafford Council's Multi-Agency Referral & Assessment Team/MARAT (children's social care) and/or the police immediately. Anyone can make a referral and all staff have been trained and are aware of what to do with regards to making contact with MARAT. Contact details for MARAT can be found in Appendix 4.

All verbal conversations that take place regarding safeguarding concerns will promptly be recorded via the school's safeguarding records on CPOMS (the schools web based safeguarding database).

#### Creating a Safeguarding Culture

It is important to us at Stretford Grammar that all children feel safe and supported in our setting.

Safeguarding is our priority across all aspects of our work and our policy underpins the rigorous practice that takes place in the school to best protect our students.

All staff are aware of the categories of abuse, which are:



The definitions of which can be found in the glossary, and signs and symptoms of the four categories of abuse can be found in Appendix 3. Staff are also made aware of other key safeguarding topics that, these are:



The definitions of the above can be found in the glossary. Information and learning relating to the above topcs is shared in school, but staff are also encouraged to undertake their own learning. More information in relation to staff training can be found in the 'Staff learning and development' section of this policy.

Additional to the above, Stretford Grammar School recognises the significant impact domestic abuse can have on children and young people, therefore we have signed up to Operation Encompass.

Operation Encompass is a system which facilitates the sharing of information relating to domestic incidents where children live or frequent. The process for sharing information through Operation Encompass can be found in Appendix 1.

Child Sexual Exploitation (CSE) is also a key safeguarding topic, which all staff are aware of and report their concerns regarding CSE via the schools reporting channels. The definition of child sexual exploitation can be found in the glossary. Signs and symptoms of child sexual exploitation can be found in Appendix 5.

Staff are directed to the NSPCC's website for guidance on signs and symptoms of Female Genital Mutilation (FGM) - <a href="https://www.nspcc.org.uk/preventing-abuse/child-abuse-and-neglect/female-genital-mutilation-fgm/signs-symptoms-and-effects/">https://www.nspcc.org.uk/preventing-abuse/child-abuse-and-neglect/female-genital-mutilation-fgm/signs-symptoms-and-effects/</a>. The school recognises and adheres to its mandatory duty to report any suspected or known cases of FGM about a female under 18 years old to the police.

If a member of staff becomes aware of a private fostering arrangement they will notify the DSL or their deputy as soon as possible, the DSL will then fulfil their mandatory reporting duty to all instances of Private Fostering to the local authority. Private Fostering is defined in the glossary.

All cases of known or suspected 'Honour-based' violence will be reported via the schools normal channels and the appropriate professional advice sought and external referrals completed.

Incidents of peer-on-peer abuse may need to be dealt with in various ways, incidents of bullying will be dealt with via the schools anti-bullying policy and behaviour policy. Incidents which take place outside of school may need to be addressed in school however the school are clear that where professional advice needs to be sought, it will be. The schools DSL will consult MARAT on matters relating to the safety and welfare of a child and will consult the police in respect of matters relating to a possible crime.

The school adopts the UK Council for Child Internet Safety guidance 'Sexting in schools and colleges: Responding to incidents and safeguarding young people' in respect of our response to sexting. This guidance clearly sets out how to handle incidents, should they occur and what preventative steps can be taken to educate young people. This guidance can be found in Appendix 6.

All staff are expected to refer to HM Government guidance 'What to do if you're worried a child is being abused – Advise for practitioners' for further help in identifying signs and symptoms of child abuse and neglect. This guidance can be found in Appendix 3.

Robust systems have been established in school for dealing with safeguarding concerns. All allegations of abuse and neglect, whether suspected or known will be treated seriously and in confidentially. All staff, volunteers and visitors have a responsibility to report any concerns about the welfare and safety of a child, immediately, and all such concerns must be taken seriously. If a concern arises all staff, volunteers and visitors must follow the school's process for handling disclosures and managing information. All disclosures will be passed onto the DSL via this process. Records are stored securely with limited access both electronically (through CPOMS) and in hard copy files and the information shared with staff

only on a 'need to know basis'. Concerns will be logged through CPOMS and all concerns about a child or young person should be reported without delay.

All information is handled in line with the school's Information Sharing/Management Policy, (do we put it as Records Management Policy?) which is written in line with HM Government guidance – Information Sharing: Advice for practitioners providing safeguarding services to children, young people, parents and carers, July 2018.

Throughout school, safeguarding is taught as part of our curriculum. We appreciate that whilst adults in school are working hard to keep children safe, they too can play a large part in keeping themselves and their peers safe from abuse and neglect.

An age-appropriate curriculum is rolled out in school to build capacity amongst our students in their understanding of particular issues, and what actions they can take to be safe. This enables them to learn to develop the necessary skills to build self-esteem, respect others, defend those in need, resolve conflict without resorting to violence, question and challenge and to make informed choices in later life. Personal Health and Social Education, Citizenship and Religious Education lessons will provide opportunities for children and young people to discuss and debate a range of subjects including lifestyles, forced marriage, family patterns, religious beliefs and practices and human rights issues.

All pupils will know that there are adults in the school whom they can approach in confidence if they are in difficulty or feeling worried and that their concerns will be taken seriously and treated with respect.

Instances of children who are missing from education are dealt with under the schools children missing from education policy, which sets out the schools approach to tackling this issue, and the steps school will take when a child has poor attendance and/or are regularly missing.

To assist with the above, and other incidents, parents should ensure that the school has at least two up to date emergency contacts for their child/children (via SIMS). This is to ensure school have other means of contacting a key adult.

The school takes an active stance on meeting the duties placed upon them by the Counter Terrorism and Security Act 2015 (The Prevent Duty), and we have created a culture which embraces the fundamental 'British values'. To ensure compliance with the Prevent Duty, the school:

- Ensure staff are able to identify children who may be vulnerable to radicalisation, and know what to do when they are identified
- Build resilience and capacity in the students by promoting the fundamental British values and enabling them to voice and challenge views in a safe space

The school understands that children with special educational needs and disabilities can face additional safeguarding challenges, and staff are to constantly challenge their own thought process in scenarios like this. This is to ensure that additional difficulties aren't straight away related to the special educational need or disability, and that staff are considering the risk of abuse or neglect just as much.

#### Staff learning and development

Learning about safeguarding is given a high priority at Stretford Grammar School. Expertise is extended effectively and internal capacity is built up. Managers ensure that staff regularly undertake a comprehensive range of learning to promote safe practice in classrooms, around the school and off site.

All new staff to the school have a comprehensive induction, this includes reading and understanding:

- Information sharing: advice for practitioners who are providing safeguarding services
- Part one and Annex A of 'Keeping children safe in education 2018'
- School Behaviour Policy
- School Policy for Children Missing from Education
- Staff Code of Conduct
- This Safeguarding & Child Protection Policy
- 'What to do if you're worried a child is being abused' guidance

Designated staff are trained in specialist areas of work, such as:

- Designated Safeguarding Lead
- Mental Health Champion
- Domestic Abuse Champion etc.
- Designated Teacher for Looked After Children

A variety of learning materials on safeguarding are made available in school to ensure staff continually develop their understanding and practice around safeguarding, these include:

- Leaflets
- Mentoring
- Online learning
- Posters in the staff room detailing referral processes and key topics
- Shadowing
- Staff handbook
- Staff induction pack
- Standing agenda item staff meetings
- Training
- Video
- Workbooks
- NSPCC (monthly) and Andrew Hall (weekly) email updates for staff and governors

All learning and training is documented as part of the member of staff's personnel file, which also helps us map learning needs across the staff team for further development. A checklist is used as part of the induction process, and thereafter in the performance management process to ensure all compulsory learning has taken place. A blank copy of this form can be found in Appendix 7.

Safeguarding is always re-visited at least on an annual basis in staff performance management sessions, to ensure they are as confident and competent in carrying out their safeguarding responsibilities as they possibly can be.

All training events are offered out to all volunteers working in school and the governing body, to ensure they too have the opportunity to understand the processes and practices as they apply in the school.

Stretford Grammar School has a strong working partnership with Trafford Strategic Safeguarding Board, which assists us in making sure that all of our learning and development activity is in line with statutory guidance, and other local guidance.

As and when required, other external agencies may be consulted to assist with staff learning and development.

#### Safer Recruitment

Senior managers and the governing body ensure that stringent recruitment and vetting procedures are in place for staff and other adults, and that nobody commences work unless all necessary checks are complete to a satisfactory level. The same rigour is applied when appointing volunteers.

Checks undertaken include:

- Enhanced Criminal Records Bureau Check
- Two professional references
- Identity confirmation
- Qualification check
- Staff suitability declaration (if appropriate)
- Establish confirmation of physical and mental fitness for the role

- Barred List Check (if working regulated activity)
- Overseas police checks (if appropriate)
- Confirmation of right to work in the UK
- Confirmation of professional registration (if appropriate)
- Prohibition from teaching check (only if employed as a teacher)

A member of the senior leadership team will take responsibility for ensuring that all relevant checks are carried out and documented on the schools single central record. Supporting evidence for recruitment checks is included in the staff member's personnel file.

Many of our senior leaders and governors have completed safer recruitment training. At least one member of every interview panel for a position working in the school (paid or unpaid) will be trained in safer recruitment.

Where children are involved in the recruitment process e.g. to conduct an interview, they are briefed for this role and for the need of confidentiality.

All contracts with supply agencies are specific about what checks need to be complete before any individual commences work at the school, and that they will be expected to present identification upon arrival.

More information can be found in Appendix 2 relating to when a barred list check would be carried out.

References will always be sought before confirming a person's appointment, these will be written and about previous employment, this will check that information is not contradictory or incomplete. At least one reference will be from the candidate's current employer. When a candidate is not currently employed, verification of their most recent period of employment and reasons for leaving should be obtained from the organisation where they were employed.

#### Managing allegations against professionals who work with children

An allegation is any information which indicated that a member of staff (paid or voluntary) may have:

- Behaved in a way that has or may have harmed a child;
- Possibly committed a criminal offence against or related to a child; or
- Behaved towards a child or children in such a way that indicates they would pose a risk of harm if they worked regularly or closely with a child.

This applies to any child the member of staff has contact with in their personal or professional life.

#### All staff are reminded of the schools Whistleblowing Policy, which may be found ...

Safeguarding or child protection allegations about members of staff must be reported immediately to the headteacher, or in their absence the deputy headteacher.

Allegations concerning the headteacher should be referred to the Chair of Governors, using the contacts details set out in the key information section of this policy.

These concerns will be discussed with the Local Authority Designated Officer (LADO) immediately. Contact details for the LADO for Trafford can be found in Appendix 4.

Initial discussions with the LADO will consider the nature of the allegation and the course of action.

# Glossary

A Child	A person who has not yet reached their 18 <sup>th</sup> birthday.		
Abuse	A form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those who know them or, more rarely by others (e.g. via the internet). They may be abused by an adult or adults or another child or children.		
Bullying & Cyberbullying	Behaviour that is:         repeated         intended to hurt someone either physically or emotionally         often aimed at certain groups, for example because of race, religion, gender or sexual orientation		
Child Protection	Activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm.		
Child sexual exploitation	Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology.		
Children with Special Educational Needs and/or disabilities	SEN - a child or young person has SEN if they have a learning difficulty or disability which calls for special educational provision to be made for him or her.  Disability - a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal day-to-day activities.		
Contextual Safeguarding	Contextual Safeguarding is an approach to understanding, and responding to, young people's experiences of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.		
Criminal Exploitation	Involves young people under the age of 18 in exploitative situations, relationships or contexts, where they may be manipulated or coerced into committing crime on behalf of an individual or gang in return for gifts, these may include: friendship or peer acceptance, but also cigarettes, drugs, alcohol or even food and accommodation.		
Domestic Abuse	any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or		

	over who are, or have been, intimate partners or family members		
	regardless of gender or sexuality. The abuse can encompass, but		
	is not limited to:		
	psychological		
	physical		
	sexual		
	financial		
	emotional		
	Intervening early and as soon as possible to tackle problems		
	emerging for children, young people and families with a population		
Early Help	most at risk of developing problems. Effective intervention may		
	occur at any point in a child or young person's life.		
	The persistent emotional maltreatment of a child such as to cause		
	severe and adverse effects on the child's emotional development. It		
	may involve conveying to a child that they are worthless or unloved,		
	inadequate, or valued only insofar as they meet the needs of		
	another person.		
	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 feature age or developmentally		
For a Carral Alassa	inappropriate expectations being imposed on children. These may		
Emotional Abuse	include interactions that are beyond a child's developmental		
	capability as well as overprotection and limitation of exploration and		
	learning, or preventing the child participating in normal social		
	interaction. It may involve seeing or hearing the ill-treatment of		
	another. It may involve serious bullying (including cyberbullying),		
	causing children frequently to feel frightened or in danger, or the		
	exploitation or corruption of children. Some level of emotional		
	abuse is involved in all types of maltreatment of a child, although it		
	may occur alone.		
Female Genital	Female genital mutilation (FGM) is a procedure where the female		
Mutilation (FGM)	genitals are deliberately cut, injured or changed, but where there's		
Wathation (1 GW)	no medical reason for this to be done.		
	Defining a gang is difficult, They tend to fall into three categories;		
	peer groups, street gangs and organised crime groups. It can be		
	common for groups of children and young people to gather together		
	in public places to socialise, and although some peer group		
	gatherings can lead to increased antisocial behaviour and low level		
Gangs & Youth	youth offending, these activities should not be confused with the		
Violence	serious violence of a Street Gang.		
	A Street Gang can be described as a relatively durable,		
	predominantly street-based group of children who see themselves		
	(and are seen by others) as a discernible group for whom crime		
	and violence is integral to the group's identity.		

	An organised criminal group is a group of individuals normally led by adults for whom involvement in crime is for personal gain (financial or otherwise).	
Hate	Hostility or prejudice based on one of the following things:      disability     race     religion     transgender identity     sexual orientation.	
Honour-based violence	Honour based violence is a violent crime or incident which may have been committed to protect or defend the honour of the family or community.	
Neglect	Neglect is 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. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:  • Protect a child from physical and emotional harm or danger.  • Ensure adequate supervision (including the use of inadequate care-givers).  • Ensure access to appropriate medical care or treatment.  • It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.	
Peer on Peer Abuse	Peer on peer abuse occurs when a young person is exploited, bullied and / or harmed by their peers who are the same or similar age; everyone directly involved in peer on peer abuse is under the age of 18.	
Physical Abuse	A form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.	
Private Fostering	A private fostering arrangement is one that is made privately (without the involvement of a local authority) for the care of a child under the age of 16 years (under 18, if disabled) by someone other than a parent or close relative, in their own home, with the intention that it should last for 28 days or more. (Close family relative is defined as a 'grandparent, brother, sister, uncle or aunt' and includes half-siblings and step-parents; it does not include great-aunts or uncles, great grandparents or cousins.)	
Radicalisation & Extremism	Radicalisation refers to the process by which a person comes to support terrorism and forms of extremism leading to terrorism.	

	Extremism is vocal or active opposition to fundamental British			
	values, including democracy, the rule of law, individual liberty and			
	mutual respect and tolerance of different faiths and beliefs. We			
	include in our definition of extremism calls for the death of member			
	of our armed forces, whether in this country or overseas.			
	Teen relationship abuse consists of the same patterns of coercive			
	and controlling behaviour as domestic abuse. These patterns might			
Relationship Abuse	include some or all of the following: sexual abuse, physical abuse,			
	financial abuse, emotional abuse and psychological abuse.			
	protecting children from maltreatment;			
	<ul> <li>preventing impairment of children's health or development;</li> </ul>			
Safeguarding and	<ul> <li>ensuring that children grow up in circumstances consistent</li> </ul>			
promoting the	with the provision of safe and effective care; and			
welfare of children				
	<ul> <li>taking action to enable all children to have the best outcomes.</li> </ul>			
	Sexting is when someone shares sexual, naked or semi-naked			
Covting	images or videos of themselves or others, or sends sexually explicit			
Sexting	messages.			
	They can be sent using mobiles, tablets, smartphones, and laptops			
	- any device that allows you to share media and messages.			
	Involves forcing or enticing a child or young person to take part in			
	sexual activities, not necessarily involving a high level of violence,			
	whether or not the child is aware of what is happening. The			
	activities may involve physical contact, including assault by			
	penetration (for example rape or oral sex) or non-penetrative acts			
	such as masturbation, kissing, rubbing and touching outside of			
Sexual Abuse	clothing.			
	They may also include non-contact activities, such as involving			
	children in looking at, or in the 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). Sexual abuse is not solely			
	perpetrated by adult males. Women can also commit acts of sexual			
	abuse, as can other children			
	Trafficking in persons shall mean the recruitment, transportation,			
	transfer, harbouring or receipt of persons, by means of the threat or			
Trafficking	use of force or other forms of coercion, of abduction, of fraud, of			
	deception, of abuse of power or of a position of vulnerability or of			
	the giving or receiving of payments or benefits to achieve the			
	consent of a person having control of another person, for the			
	purpose of exploitation. Exploitation shall include, at a minimum,			
	the exploitation of the prostitution of others or other forms of sexual			
	exploitation, forced labour or services, slavery or practices similar			
	to slavery, servitude or removal of organs.			





If you don't do something, who will?

## **Operation Encompass Process**

Police attend an incident of Domestic Abuse.

Police Protection Investigation Unit (PPIU) document is created and action set to Operation Encompass Coordinator. Details of perpetrator, victim and all children who usually reside at the address (whether present during DA incident or not) are recorded.

'Voice of the Child' is recorded.



The next school day

Operation Encompass
Coordinator will send a
notification email to the
school and follow this up with
a telephone call.

Emails will be sent securely.

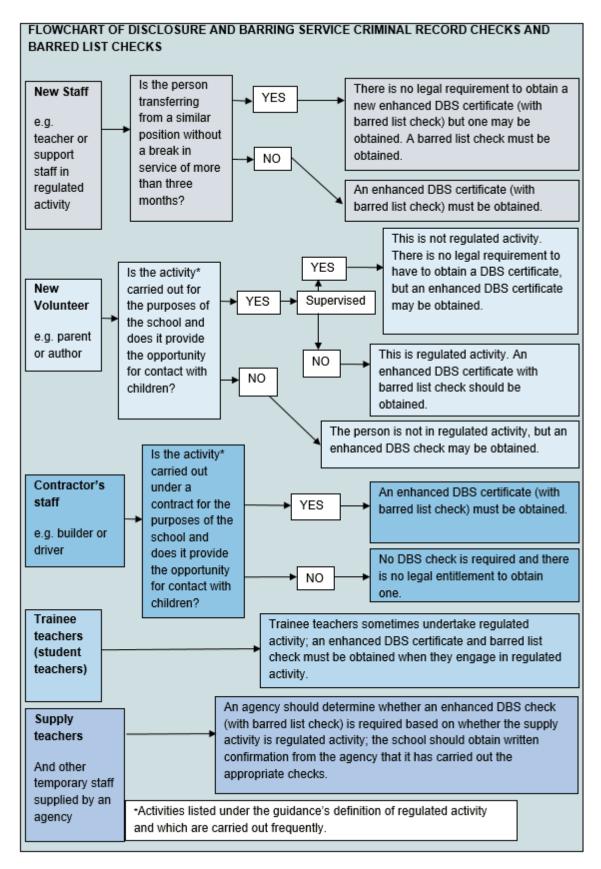
Operation Encompass
Coordinator will attempt to send relevant notification to the school before 9am (12pm at the latest).



Headteacher/Safeguarding Lead/Deputy Safeguarding Lead will review information, assess the risk and develop a working strategy. Working Strategy may include checking child's records for recent concerns, discussing with child's teacher/tutor and providing overt or silent support.

If there are CP concerns then MARAT should be contacted.

Appendix 2 – DfE flowchart on DBS checks and barred list checks



Taken from DfE statutory guidance Keeping children safe in education, September 2018

# <u>Appendix 3 – HM Government guidance - What to do if you're worried a child is being abuse – Advice for practitioners</u>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\_data/file/419604/What\_to\_do\_if\_you\_re\_worried\_a\_child\_is\_being\_abused.pdf

# Appendix 4 – Contact details

Multi-Agency Referral & Assessment Team (MARAT) – Children's Social Care 0161 912 5125 marat@trafford.gov.uk	Local Authority Designated Officer (LADO) Anita Hopkins 0161 912 5125 marat@trafford.gov.uk
Trafford Strategic Safeguarding Board 0161 912 8687  TSSB@trafford.gov.uk	Police Non-emergency – 101 Emergency - 999
Out of Hours Emergency Duty Team Social Care 0161 912 2020	Jonathan King Specialist Education Practitioner (MARAT) 0161 912 5010
NW Counter-Terrorism Unit Channel Team 0161 856 6362 <a href="mailto:channel.project@gmp.police.uk">channel.project@gmp.police.uk</a>	

<u>Appendix 5 - Department for Education – Child sexual exploitation – Definition and a guide for practitioners, local leaders and decision makers working to protect children from sexual exploitation – February 2017</u>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\_data/file/591903/CSE\_Guidance\_Core\_Document\_13.02.2017.pdf

<u>Appendix 6 – UK Council for Child Internet Safety guidance – Sexting in schools and colleges: Responding to incidents and safeguarding young people - 2017</u>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\_data/file/609874/6\_2939\_SP\_NCA\_Sexting\_In\_Schools\_FINAL\_Update\_Jan17.pdf

# Appendix 7 – Staff Safeguarding Checklist

