

Queen's College London
Queen's College Preparatory School
(including Early Years Foundation Stage)



**Safeguarding and
Child Protection policy**

(The Policy to Safeguard and Promote the Welfare of Children
in line with Section 175/157 of The Education Act 2002)

Reviewed March 2018

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CHILDLINE	0800 1111
KIDSCAPE BULLYING HELPLINE	+44 (0) 207 730 3300
SAMARITANS	0845 790 9090
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CHILDREN'S COMMISSIONER FOR ENGLAND	Anne Longfield 0800 528 0731 advice.team@childrenscommissioners.gsi.gov.uk

INTRODUCTION

Queen's College and Queen's College Prep School (hereafter the School) recognises that it has a duty to ensure that safeguarding permeates all activities and functions. The School expects all members of staff, volunteers and third parties to share its commitment to Safeguarding and promoting the welfare of pupils. The School prohibits the use of Corporal Punishment.

This policy is addressed to all members of staff and volunteers and is available to all parents on request and is available on the website. It applies to all staff and volunteers who work with pupils from the School, even where this is away from the School's premises. Safeguarding and promoting the welfare of children is **everyone's** responsibility and all staff have a responsibility to provide a safe environment in which children can learn. Children includes everyone under the age of 18. However, the School's duty is to promote the welfare and health and safety of all pupils in its care whether they are under or over the age of 18.

This policy should be read in conjunction with the following policies/documents at Queen's College and Queen's College Prep School:

- Safer Recruitment Policy
- Missing Pupil Policy (Queen's College)
- Lost Child Policy (Queen's College Prep School)
- Code of Conduct
- Safe and Acceptable Use of Technology Policy
- Anti-Bullying Policy
- Behaviour Policy
- Whistleblowing Policy
- Supervision of Pupils Policy

TERMINOLOGY

Safeguarding and promoting the welfare of children refers to the process of protecting children from maltreatment, preventing the impairment of health or development, ensuring that children grow up in circumstances consistent with the provision of safe and effective care and taking action to enable all children to have the best outcomes

A Child at Risk is where a child is identified as suffering, or being at risk of suffering significant harm. If the child is in immediate danger the police should be called as well as children's social care and the Designated Safeguard Leads informed.

A Child in Need is a child is when a child is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision of services by a local authority. Equally, a child is in need if their health or development is likely to be significantly impaired or further impaired without the provision of such services, or if they are disabled.

Child Protection refers to the process undertaken to protect children who have been identified as suffering, or being at risk of suffering significant harm

AIMS AND OBJECTIVES

The School fully recognises its respective responsibilities for Safeguarding and Child Protection. All staff must be aware of the professional obligation laid upon them by the 1989 Children Act and subsequent legislation which is invoked when it is considered that a child is at risk of significant harm. However, this policy also outlines our expectations and responsibilities regarding the wider agenda of *Safeguarding and Promoting the Welfare of Children in the schools* in response to our statutory obligations under the Education Act 2002 (Section 175/157). This policy is updated in line with Working Together to Safeguard Children (March 2015), The Children Act 2004, The Education Act 2011, London Child Protection Procedures (2013) and the latest guidance on managing allegations, preventing & tackling bullying, use of reasonable force, screening searching & confiscation and managing student behaviour (2014), and Keeping Children Safe in Education (Statutory guidance for schools and colleges September 2016). All staff have been issued with a copy of 'Keeping children safe in education: Part 1' and Annex A. Copies of these are available in the staff room.

Our policy applies to all staff, Council members and volunteers working in the School. There are five main elements to our policy:

- Ensuring we practise safer recruitment procedures in checking the suitability of staff and volunteers to work with pupils, including obtaining assurance that appropriate checks and procedures apply to any staff employed by another organisation, and ensuring all staff have read the policy and understood the chain of command and their responsibility.
- Raising awareness of child protection and safeguarding issues and equipping pupils with the skills needed to keep themselves safe.
- Developing and then implementing procedures for identifying and reporting cases, or suspected cases, of abuse.
- Supporting any pupil who has been abused in accordance with her agreed child protection plan.
- Establishing a safe environment in which pupils can learn and develop.

We recognise that because of the day to day contact with pupils, school staff are well placed to observe the outward signs of abuse. The School will therefore:

- Establish and maintain an environment where pupils feel secure, are encouraged to talk, and are listened to.
- Ensure pupils know that there are adults in the school whom they can approach if they are worried; including, but not exclusively through the system of Form Tutors/teachers, pastoral team and (at Queen's College) the College nurse.
- Include opportunities in the PSHE curriculum, form time and assemblies for pupils to develop the skills they need to recognise and stay safe from abuse and harm. This includes opportunities to promote online safety through computing or IT lessons or through PSHE.

- Ensure that all staff in the School receive Basic Awareness training in Safeguarding and Child Protection regularly, and at least every year, and that the Designated Safeguarding Leads for safeguarding and child protection attend more advanced child protection training every two years, to include training in Prevent duties. All staff will receive updates on child protection and safeguarding as appropriate.
- Ensure that staff receive Prevent training, at least annually
- Ensure that all staff in the School are prepared and able to identify children who may benefit from early help, providing support as soon as a problem emerges in a child's life.
- Ensure that all staff know what to do if they are concerned about a child and recognise that safeguarding is everyone's responsibility.
- Ensure that staff read and understand Part 1 of KCSIE and Annex A and that they recognise that they have a responsibility to provide a safe environment in which children can learn. The Teachers' Standards 2012 state that teachers, including headteachers, have a duty to safeguard the well-being of children and maintain public trust in the teaching profession as part of their professional duties.
- Ensure that all staff are aware of the process for making referrals, as set out in Part 1 of KCSIE and the role that they might be expected to play in such a process.
- Ensure that the Council undertakes an annual and statutory review of this policy and its procedures - and the efficiency with which the related duties have been discharged - and exercises its commitment to rectify any identified shortcomings without delay. The Governor responsible for Safeguarding is Alison While.

ROLE OF THE DESIGNATED SAFEGUARDING LEADS

The Designated Safeguarding Leads are responsible for matters relating to Child Protection and Safeguarding. Staff should speak to the Designated Safeguarding Lead should they have a concern about a child's welfare and parents are welcome to approach the DSL if they have any concerns, whether they relate to their own child or any other. In accordance with Annex B of KCSIE, the main responsibilities of the DSL are:

Managing referrals

- To take lead responsibility for promptly referring all cases of suspected abuse of any pupil at the College or Prep School to children's social care.
- To have a working knowledge of the Westminster LSCB procedures
- Develops effective links with relevant and statutory and voluntary agencies including the Westminster LSCB
- To take lead responsibility for promptly referring to the Local Authority Designated Officer (LADO) all child protection concerns which involve a member of staff.
- To take lead responsibility for promptly making referrals to the Disclosure and Barring service (DBS) (PO Box 3961, Royal Wootton Bassett, SNF 4HF, Tel: 03000

200 190) where a member of staff is dismissed or resigns in circumstances where there has been actual harm, or risk of harm, to a child.

- To take lead responsibility for promptly making referrals to the police where a crime may have been committed which involves a child.
- To liaise with the Principal or the Headmistress in respect of police investigations or investigations under section 47 of the Children Act which involve the College or the Prep School.
- To act as a source of support, advice and expertise to staff on matters of safety and safeguarding and when deciding whether to make a referral by liaising with relevant agencies.

Raising awareness

- To ensure this Policy is reviewed annually and the procedures and implementation are updated and reviewed regularly, and work with the Council regarding this.
- To ensure this policy is available publicly.
- To ensure that parents are aware that referrals about suspected abuse or neglect may be made to children's social care and the School's role in this.
- To maintain links with the Westminster Local Safeguarding Children Board and to ensure staff are aware of training opportunities and the local policies on safeguarding.
- To ensure that the College's PSHE/Prep School's Computing and PSHE programmes teach pupils about safeguarding, including safe and appropriate use of the internet and social media.
- Where children leave the School, to ensure their child protection file is transferred to any new school or college as soon as possible. This will be transferred separately from the main pupil file, ensuring secure transit, and confirmation of receipt will be obtained. Where a child leaves the College after completing her final Senior year the College will retain the Child Protection pupil record until the pupil reaches the age of 25 years.

The Designated Safeguarding Leads will:

- advise and act upon all suspicion, belief and evidence of abuse reported to them;
- keep the Principal/Headmistress informed of all actions unless the Principal/Headmistress is the subject of a complaint. In this situation, the Designated Safeguarding Lead should consult with the Chairman of Council or, in their absence the Vice Chair, without notifying the Principal/Headmistress first;
- liaise with Children's Services and other agencies on behalf of the College/Prep School.

Training

The Designated Safeguarding Leads for Child Protection and Safeguarding attend training courses every two years. The DSL also, as a minimum, has accessed Prevent Awareness training.

At the start of each academic year there is a Child Protection and Safeguarding briefing for all staff. New staff who join the College or Prep School at other points in the year see the DSLs for training.

CHILD PROTECTION PROCEDURES

If a member of staff is concerned about a child or suspects that a pupil is the victim of abuse, whether physical, emotional, sexual or as a result of neglect, she/he should inform the DSL. For pupils in the College this is the Pastoral Deputy Head, Dr Susannah Abbott and for pupils in the Prep School it is the Assistant Head, Mrs Louise McCabe-Arnold. They are responsible for liaising with Children's Social Care Services and the Local Safeguarding Children Board (LSCB). **If, however, a child is in immediate danger or is at risk of harm a referral should be made to children's social care and/or the police immediately.** Anyone can make a referral and if a referral is not made by the DSL then she should be informed as soon as possible that a referral has been made. Referrals should be made to Westminster Local Safeguarding Children's Board.

- The DSLs can be contacted during School hours and on their mobiles. The Deputy DSL in the College and the Principal can also be contacted on their mobiles out of hours. All members of staff in the College have been given a wallet sized card with their contact details on it.
- Other numbers, including those that are manned 24 hours a day, can be found on the first page of this document.

The DSL will usually decide, in consultation with the Principal/Headmistress, whether to make a referral to children's social care, but it is important to note that any staff member can refer their concerns to children's social care directly.

RECOGNISING ABUSE

Types of abuse and neglect (*Taken from 'Keeping Children Safe in Education, September 2016'*)

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. They may be abused by an adult or adults or another child or children.

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.

Emotional abuse: 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 inappropriate expectations being imposed on children. These may 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.

Sexual abuse: 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 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.

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. 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: provide adequate food, clothing and shelter (including exclusion from home or abandonment); protect a child from physical and emotional harm or danger; ensure adequate supervision (including the use of inadequate care-givers); or ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

INDICATORS OF ABUSE

The identification of physical signs of abuse is complicated, as children may go to great lengths to hide injuries, often because they are ashamed or embarrassed, or their abuser has threatened further violence or trauma if they 'tell.' It is also quite difficult for anyone without medical training to categorise injuries into accidental or deliberate with any degree of certainty. For these reasons it is vital that members of staff are also aware of the range of behavioural indicators of abuse and reports any concerns to the DSL. It is the responsibility of all staff to report any and all niggling worries or concerns over safeguarding and welfare. It is not their responsibility to investigate or decide whether a child has been abused.

A child who is being abused or neglected may:

- have bruises, bleeding, burns, fractures or other injuries
- show signs of pain or discomfort
- change their eating habits
- have difficulty in making or sustaining friendships
- appear fearful
- be reckless with regard to their own safety
- self-harm
- show signs of not wanting to go home
- display a change in behaviour -from quiet to aggressive, or happy-go-lucky to withdrawn
- challenge authority
- become disinterested in their school work
- be constantly tired or preoccupied
- be wary of physical contact;
- be involved in, or particularly knowledgeable about drugs or alcohol; or
- display sexual knowledge or behaviour that normally exceeds that expected for their age
- children who are dirty, smelly, poorly clothed or who appear underfed
- 'tummy pains' with no medical reason

Individual indicators will rarely, in isolation, provide conclusive evidence of abuse. They should be viewed as part of a jig-saw, and each small piece of information will help the DSL to decide how to proceed. It is therefore essential that staff report any concerns they have.

CHILD SEXUAL EXPLOITATION (CSE)

DfE guidance on CSE (February 2017) gives this definition: '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.'

SEXTING

'Sexting' is an increasingly common activity among young people where they share inappropriate or explicit images online or through mobile phones.

In the latest advice for schools and colleges (UKCCIS, 2016), sexting is defined as ‘the production and/or sharing of sexual photos and videos of and by young people who are under the age of 18. It includes nude or nearly nude images and/or sexual acts. It is also referred to as ‘youth produced sexual imagery’. ‘Sexting’ does not include the sharing of sexual photos and videos of under-18 year olds with or by adults. This is a form of child sexual abuse and must be referred to the police.’

Regrettably, there is a national concern related to young people (under the age of 18 years of age) engaging in sending/sharing inappropriate/indecent photographs of themselves or of other children via texts, SnapChat messages, Facebook Messenger, Instagram, WhatsApp etc.

The Law

The sharing of sexual videos and pictures of children under the age of 18, even if the child/young person shares an image of themselves, is a criminal offence. Specifically, crimes involving indecent photographs of a person under 18 years of age fall under Section 1 of the Protection of Children Act 1978 and Section 160 Criminal Justice Act 1988. Under this legislation it is a crime to: take an indecent photograph or allow an indecent photograph to be taken; make an indecent photograph (this includes downloading or opening an image that has been sent via email/text/SnapChat etc.); distribute or show such an image; possess with the intention of distributing images; advertise and possess such images. Young people may also call it:

Cybersex

Sending a nudie, picture or selfie

Trading nudes

Dirties

Pic for pic.

'Sexting' is often seen as flirting by children and young people who feel that it is a part of normal life and relationships. Laws were created long before mass use of the internet and so, therefore, the School should always take a measured approach and seek to avoid criminalising children and young people where possible.

Dealing with Sexting incidents

When an incident involving youth produced sexual imagery comes to the School's attention the incident should be referred to the DSL as soon as possible. The DSL will apply their professional judgement to each sexting incident and consider the following:

- Whether there is a significant age difference between the sender/receiver involved.
- Whether there is any external coercion involved or encouragement beyond the sender/receiver.
- Whether the child is recognised as more vulnerable than is usual (ie at risk).

- Whether the image is of a severe or extreme nature.
- Whether the situation is not isolated and the image has been more widely distributed.
- Whether this is not the first time children have been involved in a sexting act.
- Whether other knowledge of either the sender/recipient may add cause for concern (i.e. difficult home circumstances)
- That sexting among children and young people can be a common occurrence; where they often describe these incidents as 'mundane'.
- Children, involved in sexting incidents, will be dealt with (by the police) as victims as opposed to perpetrators (unless there are mitigating circumstances).

All incidents of sexting should be recorded, including action taken by the member of staff who found out about the incident.

Initial response

The DSL should hold an initial review meeting with appropriate pastoral staff. There should be subsequent interviews with the young people involved (if appropriate) and parents should be informed at an early stage and involved in the process unless there is good reason to believe that involving parents would put the young person at risk of harm. At any point in the process if there is a concern a young person has been harmed or is at risk of harm a referral should be made to children's social care and/or the police immediately. An immediate referral to police and/or children's social care should be made if at this initial stage:

- The incident involves an adult
- There is reason to believe that a young person has been coerced, blackmailed or groomed, or if there are concerns about their capacity to consent (for example owing to special educational needs)
- The imagery suggests the content depicts sexual acts which are unusual for the young person's developmental stage, or are violent
- The imagery involves sexual acts and any student in the imagery is under 13
- There is reason to believe a pupil is at immediate risk of harm owing to the sharing of the imagery, for example, the young person is presenting as suicidal or self-harming.

If none of the above apply, then the School may decide to respond to the incident without involving the police or children's duty team (a school can choose to escalate the incident at any time if further information or concerns become known).

The DSL should always use their professional judgement in conjunction with their colleagues to assess incidents. Adults should not view youth produced sexual imagery unless there is good and clear reason to do so. Wherever possible responses to incidents should be based on what DSLs have been told about the content of the

imagery. The decision to view imagery should be based on the professional judgement of the DSL and in line with the school Safeguarding Policy. If the DSL is satisfied that no other agency needs to be involved in dealing with the case, consideration should be given to deleting the images. The student should do this under supervision. Images should never be copied printed or shared with others; this is illegal. If any devices need to be seized and passed onto the police then the device(s) should be confiscated and the police should be called. The device should be turned off and placed under lock and key until the police are able to come and retrieve it.

PEER ON PEER ABUSE

Bullying is not formally recognised as a category of abuse. However, it should be treated as a Child Protection and safeguarding concern when there is reasonable cause to suspect that a child is suffering or likely to suffer significant harm. Bullying of this nature should never be tolerated or passed off as 'banter' or 'part of growing up'. It can be confusing for someone to try and work out whether name calling is banter or bullying. A young person going through something like this might feel intimidated or feel under pressure not to make a fuss because others are saying it is just a joke. If it is a one off incident then it may be that it is banter. However, if the name calling becomes persistent and regular, then this is bullying. Equally if any banter makes a pupil feel uncomfortable and they have told the perpetrators to stop it and they continue to name call, this is verbal bullying. 'Banter' can include any comments about weight, appearance, racism, sexual or homophobic bullying. Name calling has been around for what may seem forever but for someone who is on the receiving end of this, it can often have devastating consequences.

Full details of the measures the College will put in place to minimise the risk of peer on peer abuse, and how it will deal with allegations of this, including how victims will be supported, are contained in the Anti-Bullying Policy.

FORCED MARRIAGE

A forced marriage is a marriage in which one or both spouses do not consent to the marriage but are coerced into it. Duress can include physical, psychological, financial, sexual and emotional pressure. There is a clear distinction between a forced marriage and an arranged marriage. In arranged marriages, the families of both spouses take a leading role in arranging the marriage, but the choice of whether or not to accept the arrangement still remains with the prospective spouses. Forced marriages are recognised in the UK as an abuse of human rights and a form of domestic abuse and where it affects children and young people, child abuse.

In addition to the above, there are also specific safeguarding issues which staff should be aware of and any member of staff who has a concern about any of the issues listed below should discuss this with the Designated Safeguarding Lead immediately:

- child missing from home or care
- bullying including cyberbullying

- domestic violence
- drugs
- fabricated or induced illness
- faith abuse
- gangs and youth violence
- gender-based violence/violence against women and pupils (VAWG)
- hate
- mental health
- private fostering
- relationship abuse
- sexting
- trafficking

FEMALE GENITAL MUTILATION (FGM)

Professionals in all agencies, and individuals and groups in relevant communities, need to be alert to the possibility of a pupil being at risk of FGM, or already having suffered FGM. There is a range of potential indicators that a child or young person may be at risk of FGM, which individually may not indicate risk but if there are two or more indicators present this could signal a risk to the child or young person. Victims of FGM are likely to come from a community that is known to practise FGM. Professionals should note that pupils at risk of FGM may not yet be aware of the practice or that it may be conducted on them, so sensitivity should always be shown when approaching the subject. Warning signs that FGM may be about to take place, or may have already taken place, can be found in Annex B of the Government's April 2016 'Multi-agency statutory guidance on female genital mutilation'. Staff should activate local safeguarding procedures, using existing national and local protocols for multi-agency liaison with police and Children's Services.

A mandatory reporting duty commenced in October 2015, whereby staff must report to the police cases where they discover that an act of FGM. Unless the member of staff has a good reason not to, they should still consider and discuss any such case with the Designated Safeguarding Lead and involve Children's Services as appropriate.

PREVENT

The Prevent Duty is the duty in the Counter-Terrorism and Security Act 2015 where all schools are subject to the duty to have due regard to the need to prevent people from being drawn into terrorism. Being drawn into terrorism includes not just violent extremism but also non-violent extremism, which can create an atmosphere conducive to terrorism and can popularise views which terrorists exploit. The Government has defined terrorism in the Prevent strategy as: '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. The definition of extremism also includes calls for the death or members of our armed forces'. Section 26 of the Counter-Terrorism and Security Act which came into force

on 1 July 2015, places a duty on schools to have 'due regard to the need to prevent people from being drawn into terrorism'. This guidance is issued under section 29 of the Act. The 'Prevent Duty Guidance for England and Wales', 2015, states that 'Schools should be safe spaces in which children and young people can understand and discuss sensitive topics, including terrorism and the extremist ideas that are part of terrorist ideology, and learn how to challenge these ideas. The Prevent Duty Guidance is not intended to limit discussion of these issues. Schools should, however, be mindful of their existing duties to forbid indoctrination and secure a balanced presentation of political issues.'

Different people display various signs of radicalisation. Some people are able to hide it so well that they are indistinguishable from anybody else, making it hard to identify them as radicalised and understand what their intentions are or could be.

The following are some signs that could mean somebody could be at risk of radicalisation or is going through a radicalisation process:

Physical changes

- Sudden or gradual change in physical appearance
- Sudden or unexpectedly wearing religious attire
- Getting tattoos displaying various messages
- Possesses unexplained gifts and clothing (groomers will sometimes use gifts such as mobile phones and clothing to bribe a young person)

Social changes

- Cuts ties with their friends, family or community
- Starts to become socially withdrawn
- Becoming dependent on social media and the internet
- Begins to associate with others who hold radical views
- Bullies or demonises other people freely
- Begins to attend rallies and demonstrations for extremist causes
- Associates with known radicals
- Visits extremist websites, networks and blogs

Emotional and verbal changes

- Begins to complain, often with anger, about governmental policies, especially foreign policy
- Advocates violence or criminal behaviour
- Begins to believe in government conspiracies
- Exhibits erratic behaviour such as paranoia and delusion
- Speaks about seeking revenge
- Starts to exhibit extreme religious intolerance
- Demonstrates sympathy to radical groups
- Displays hatred or intolerance of other people or communities because they are different

Members of staff, who have concerns about a pupil, will make these concerns known to the DSL at the earliest opportunity. The DSL will then make a judgement as to whether or not it is appropriate to make a referral, through Westminster's Multi-Agency Safeguarding Hub (MASH) to the Channel Program.

CHILDREN WHO MAY BE PARTICULARLY VULNERABLE

Some pupils may be at an increased risk of abuse. It is important to understand this increase in risk is more likely due to societal attitudes and assumptions, and failures to acknowledge pupils' diverse circumstances, rather than the individual's personality, impairment or circumstances.

Many factors can contribute to an increase in risk, including prejudice and discrimination, isolation, social exclusion, communication issues and reluctance on the part of some adults to accept that abuse can occur.

To ensure that pupils at the School receive equal protection, special consideration will be given to pupils who are:

- disabled or have special educational needs
- young carers at home
- living in a domestic abuse situations
- affected by parental substance misuse
- living away from home
- vulnerable to being bullied, or engaging in bullying
- living transient lives
- living in chaotic and unsupportive home situations
- vulnerable to discrimination and maltreatment on the grounds of race, ethnicity, religion, disability or sexuality
- involved directly or indirectly in sexual exploitation; or who
- did not have English as their first language

This list provides examples of particularly vulnerable groups, but is not exhaustive.

CHILDREN MISSING FROM EDUCATION

'All children, regardless of their circumstances, are entitled to a full time education' (*Keeping Children Safe in Education, September 2016*). A child going missing from education is a potential indicator of abuse or neglect. A pupil's local authority must be informed if a pupil fails to attend school regularly, or has been absent without the School's permission for a continuous period of 10 school days or more. All schools must also inform their local authority of any pupil who is going to be removed from the admission register where the pupil:

- has been taken out of school by their parents and the school has received written notification from the parent they are being educated outside the school system, eg home education;

- has ceased to attend school and no longer lives within reasonable distance of the school at which they are registered;
- has been certified by a medical practitioner as unlikely to be in a fit state of health to attend school before ceasing to be of compulsory school age and neither parent has indicated the intention to continue to attend the school after ceasing to be of compulsory school age;
- has been permanently excluded;
- is in custody for a period of more than four months due to a final court order and it is understood that the pupil will not be returning to school at the end of that period.

The local authority must be informed when the School is to remove a pupil from its register for any of the five grounds above. This must be done as soon as possible. The local authority must also be informed if any pupil joins or leaves the School at non-standard times.

MISSING CHILD PROCEDURES

All staff are informed of the separate procedure to be used for searching for and, if necessary, reporting any pupil missing from the School. The procedure includes the requirement to record any incident, the action taken and the reasons given by the pupil for being missing.

Please see the separate Missing Pupil Policy (QCL) or Lost Child Policy (QCPS) for further details.

If the College or Prep School becomes aware of a child having run away from or having gone missing from home, this will be dealt with as a safeguarding matter and Child Protection Procedures will be followed.

STAFF INTERACTION WITH PUPILS

Full details of required behaviour from staff towards pupils are given in the Code of conduct.

The current climate of suspicion with regard to child abuse poses a real dilemma for caring adults. In order to protect pupils from abuse, and staff from suspicion of abuse, the natural inclination to comfort and reassure pupils through physical contact has to be curbed, and impulse restrained, by a considered assessment of the situation.

This does not mean that physical contact is never permissible, but adults touching pupils must operate within understood limits, and contact without those limits must be a considered response which must be justified if necessary.

Rigid rules about what is and is not permissible/acceptable are difficult to implement. See the additional specific guidelines for peripatetic teachers (below).

The simplest advice is to try, as far as is possible, to avoid being alone with a pupil. Where one-to-one contact does happen, e.g. in music lessons, guidance interviews, it should be arranged with others, where possible, within ear shot or vision.

(i) Physical contact

This may be for the purpose of:

- care
- instruction
- restraint

Staff should always be able to justify resorting to any physical contact. Restraint should involve only the minimum force necessary to protect pupils at imminent risk of harming themselves or others, or inflicting damage to property. Should physical contact appear necessary colleagues should, if at all possible, be summoned to assist.

This policy should be read in conjunction with reference to the Code of conduct for staff. Queen's College Prep School sets out guidelines for staff in the Prep School Physical Contact and Intervention Policy.

As adults in positions of trust and in order to minimise the risk of accusations being made against staff as a result of their daily contact with pupils, all school staff will adhere to the school's expectations regarding professional conduct and should familiarise themselves with the 2013 DfE Guidance regarding reasonable force, called 'Use of Reasonable Force'.

(ii) Remarks

Salacious or demeaning remarks should never be made to or in the presence of the pupils. Remarks about a pupil's physical characteristics or development, or suggestive or derogatory comments could fall into this category.

(iii) Attachments

You are strongly advised to share your concerns with the Principal / Headmistress or the DSL if:

- you suspect a pupil is becoming inappropriately attached to you or another member of staff, or
- your relationship with, or feelings towards, a child or young person are placing you at risk of unprofessional behaviour.

(iv) Residential and non-residential trips

During residential trips, staff are strongly advised to adhere to all the guidelines above and to be extra vigilant because:

- The pupils will be around people that are unknown to them and the staff.
- Pupils may perceive boundaries to be blurred during residential trips.

During the completion of a risk assessment for any residential trip, a discussion will take place on how these risks can be minimised. Any concerns should be discussed with the DSLs.

(v) Non-residential trips

As above.

Advice and Guidance for Peripatetic Teachers

Any peripatetic teacher, for example instrumental and visiting sports or languages teachers, should be made fully aware of the Child Protection policy and procedure by DSLs in the College or the Prep School.

By the nature of their duties, instrumental teachers usually establish a personal relationship with pupils. Individual tuition could provide an opportunity for pupils to give information which teachers feel constrained to pass on. There is also the potential for unfounded accusations about the conduct of music teachers during lessons.

The following may be helpful to visiting music teachers:

- If a pupil seems unhappy you should mention this to the Director of Music (Head of Music in the Prep School) or the relevant Head of Section or to the DSL in the College or Prep School.
- When teaching individuals, especially in rooms that have no direct view from the corridor, staff should continue to create an impression of easy access and openness to other pupils and colleagues
- Whilst some physical contact is an essential element in some lessons unnecessary proximity to pupils must be avoided. If there is a need to touch a pupil, it should be made obvious that this is going to happen and an explanation as to why physical contact is necessary. For example: 'I am going to move your arms into the correct position over the keyboard. Is that ok?'
- If staff have any physical contact that may in any way be considered inappropriate, this must be reported to the DSL immediately.

INITIAL COMPLAINT

If a pupil discloses directly, it is important to remember that this may become the basis of evidence in a criminal or civil court:

Listen carefully to what is said. **Ask only open questions such as:**

- What was happening at the time?
- Anything else you want to tell me?

Do not ask leading questions which may be considered as suggesting what might have happened, or who has perpetrated the abuse as this can later be interpreted as putting ideas into the child's mind. Allow the child to lead the conversation and remain calm.

NEVER GIVE UNDERTAKINGS OF ABSOLUTE CONFIDENTIALITY TO A PUPIL: breaking a child's confidence could be highly damaged; it is advisable from the outset to say that you might have to tell someone.

Make notes of the details of the disclosure using the child's words where possible.

Records should:

- be handwritten and if at all possible within one hour but certainly within 24 hours
- be accurate and descriptive, using the child's words/quotations as much as possible
- not make assumptions
- not include any opinions
- indicate sources of information
- be clear and concise and include date, time, place and who was present where applicable
- include what led up to the disclosure and include what you said to the child (to illustrate that you did not ask leading questions)

If the disclosure is coming from a secondary source, for example a friend is telling you something about his/her friend, then if at all possible ask him/her to give you a written account of their concern which you should then pass on to the DSL along with your own account of the conversation.

Reassure the pupil that she has done the right thing and tell her that she is not to blame. Offer ongoing support.

Talk immediately to the relevant DSL, unless the complaint involves the DSL, in which case the Principal of the College or the Headmistress of the Prep School. Do not discuss the matter with anyone else.

If you observe anything which involved a pupil at the School which you feel could be a Child Protection matter, you must talk to the relevant DSL for Child Protection as soon as possible.

INVESTIGATION, REFERRAL AND REPORTING

It is the responsibility of the College and Prep School staff to:

- Protect children from abuse;
- Be aware of the school's Child Protection procedures;
- Keep a sufficient record of any significant complaint, conversation or event;
- Report any matters of concern to the Designated Safeguarding Lead for Child Protection.
- Undertake appropriate training, including refresher training at three yearly intervals

It is not the responsibility of the School staff to investigate suspected abuse. The School is not an investigation or intervention agency for child protection but it has an important role to play at the recognition and referral stages. The School will take into account the procedures published by the Local Safeguarding Children Board when dealing with allegations of abuse.

Having taken advice from Children's Social Care Services and acting in accordance with locally agreed agency procedures, and when considered appropriate and safe to do so, the Designated Safeguarding Lead for Child Protection will discuss the concerns with the parents/guardians and seek their agreement before making a referral to Children's Social Care Services, recognising that this may strengthen the capacity of parents to respond to the needs of their children before problems develop into abuse. The only exceptions would be in the case of sexual abuse, significant physical abuse or where seeking parental consent might put a child at further risk of abuse/significant harm. If consent to referral is not given by the parent/guardian, the Designated Safeguarding Lead for Child Protection may consult Children's Social Care Services who will advise whether any further action should be taken by the School or other agencies.

If there is doubt over whether a referral should be made, the Designated Safeguarding Lead for Child Protection may consult with Children's Social Care Services or other appropriate professionals on a no-name basis without identifying the family. However, as soon as sufficient concern exists, a referral will be made without delay. If a referral is made by telephone, the Designated Safeguarding Lead for Child Protection will confirm the referral in writing to Children's Social Care Services within 48 hours. If no response is received within three working days, the Designated Safeguarding Lead for Child Protection will contact Children's Social Care Services again.

If a referral is made, the Designated Safeguarding Lead for Child Protection will keep the Principal /Headmistress informed of the case unless the complaint involves the Principal/ Headmistress in which case the Chair of the Council and Member of the Council for Child Protection, Professor Alison While, must be contacted.

In circumstances where a pupil has not suffered and is not likely to suffer significant harm but is in need of additional support from one or more agencies, the DSL will

liaise with Children's Social Care and where appropriate an inter-agency assessment will take place.

CONFIDENTIALITY AND INFORMATION SHARING

Child Protection records will be kept securely locked, separate from the pupils' main files, and are exempt from the disclosure provisions of the Data Protection Act 1998 where a child is, has been or may be at risk of child abuse. The best interests of the pupil will always be paramount. For manual records in principle the sharing of details of individual cases will be limited to the minimum number of people whilst ensuring that the staff who will be supporting and monitoring the child are kept appropriately informed.

If there have been any concerns of a Child Protection nature relating to a child, or the child is the subject of a Child Protection Plan, the Designated Safeguarding Lead for Child Protection and/or the Principal /Headmistress of the School has the responsibility of passing this information on should the child transfer to a new school. If the School is unaware of the destination of a child leaving the school, the School will refer the child to the local authority in order to ensure that she is tracked appropriately.

Parents will normally be kept informed as appropriate of any action to be taken under these procedures. However, there may be circumstances when the Designated Safeguarding Lead will need to consult Children's Services, the police and/or the Principal/Headmistress before discussing details with parents.

ALLEGATIONS AGAINST PUPILS

The School acknowledges its responsibility to protect pupils and to prevent them from possibly committing a criminal offence, in line with government guidance on Preventing & Tackling Bullying (under The Education Act 2014). All staff should be aware that safeguarding issues can manifest themselves via peer on peer abuse. This is most likely to include, but may not be limited to, bullying (including cyberbullying), gender based violence/sexual assaults and sexting.

A pupil against whom an allegation of abuse has been made may be suspended from the School during the investigation and the College's policy on behaviour, discipline and sanctions / Prep School's Behaviour Policy will apply. Issues of bullying and especially cyber-bullying will be addressed through the relevant **Anti-bullying Policy** for the College and Prep School and the relevant **Safer Use of Technology Policy** in the College and the **Internet Use Agreement for Pupils** in the Prep School.

ALLEGATIONS AGAINST STAFF (Ref Guidance on managing allegations against staff: March 2015)

If an allegation is made against a member of staff, the Principal of the College/Headmistress of the Prep School would be informed immediately. Advice will be

sought from the Local Authority Designated Officer (LADO) where appropriate. At any stage of consideration or investigation, all unnecessary delays will be eradicated. The School will not undertake its own investigation of an allegation without prior consultation with the LADO.

Where an allegation or complaint is made about the Designated Safeguarding Lead or the Deputy, the member of staff or the complainant should report directly to the Principal of the College or the Headmistress of the Prep School. Where an allegation or complaint is made about the Principal of the College/Headmistress of the Prep School, the complainant will report to and consult with the Chair of the Council who is also the member of the Council responsible for Child Protection, Professor Alison While. The Chair is encouraged to contact the LADO immediately for advice and support. If there is an allegation against the Chair of the Council – given that they are also the member of the Council responsible for Child Protection – the member of staff or complainant should report directly to the LADO.

Confidentiality will be maintained throughout this stage in order that any subsequent investigation is not prejudiced.

There are three possible routes for further investigation: either by the police, under local child protection procedures or under the school's disciplinary and competence procedure.

For teachers, separate consideration will be given to whether to refer the matter to the NCTL (National College of Teaching and Learning) in order to consider prohibiting the individual from teaching. Reasons such an order may be considered are: "unacceptable professional conduct", "conduct that may bring the profession into disrepute" or "conviction, at any time, for a relevant offence".

Allegations against a teacher who is no longer working at the School should be referred to the police. Historical allegations of abuse should also be referred to the police.

Whistleblowing:

All staff have a duty to raise concerns about the attitude and actions of colleagues. For further details on this, please refer to the College's Whistleblowing Policy.

APPROPRIATE AND INAPPROPRIATE USE OF ELECTRONIC COMMUNICATION

'The use of technology has become a significant component of many safeguarding issues. Child sexual exploitation; radicalisation; sexual predation- technology often provides the platform that facilitates harm.' (*Keeping Children Safe in Education, September 2016*). Online safety at Queen's College/Prep School both protects and educates the whole College/Prep School community in the use of technology and establishes mechanisms to identify, intervene and escalate any incident where appropriate.

Access to the School's internal network and to the internet is essential as a means of providing valuable tools to support teaching and learning. While recognising these benefits, the School is also mindful of potential risks to the well-being of young people through excessive and continual exposure to online content, some of which can be harmful.

When using School ICT facilities and wireless network, internet access is comprehensively filtered and monitored to prevent access to harmful or offensive websites. The database of blocked websites is regularly updated to capture any new and emerging online threats.

A comprehensive programme of online safety study is delivered across all year groups, during timetabled lessons and PSHE sessions. Topics are appropriately differentiated dependent upon age group, with a primary focus of preventative strategies. All pupils are aware of a direct course of action that should be followed if they wish to report an incident of online misconduct, either within the College/Prep School or directly to an external agency. Clear guidelines when using the College and/or Prep School computers are set out in the College's Safe and Acceptable Use of Technology policy. These guidelines make expressly clear that even while using social media, blogs and forums that pupils are constantly representing the School's community.

All staff should exercise caution in electronic communication with pupils. Staff should not give their personal mobile phone numbers or e-mail addresses to pupils, nor should they communicate with them by text message or personal e-mail, unless this has been agreed with the DSL. If staff need to speak to a pupil by telephone, they should use one of the school's telephones and e-mail using the school system. The group leader on all trips and visits, including overnight stays, should ideally take a school mobile phone with him/her but may well use his or her own phone following discussions and agreement with the DSL in the College or a member of SMT in the Prep School. The group leader will delete any record of pupils' mobile phone numbers at the end of the trip or visit and should ensure that pupils delete any staff numbers that they may have acquired during the trip. Staff should also:

- ensure that their own personal social networking sites are set as private and ensure that pupils are not approved contacts;
- never use or access social networking sites of pupils
- never use internet or web-based communication channels to send personal messages to pupils;
- only make contact with pupils for professional reasons; and
- recognise that text messaging should only be used when other forms of communication are not possible.

ACCEPTABLE USE OF MOBILE PHONES CAMERAS AND RECORDING DEVICES

Mobile Phones

All staff should aim to ensure that their mobile phones, personal cameras and recording devices are not in use or in evidence in front of pupils. If a member of staff is using a mobile device in front of a pupil they should be able to demonstrate that it is on school business. Pre-Prep staff take their mobile phones to the Garden each day in order to ensure contact with the school and for emergencies. Similarly, the PE department may also use their mobile phones when going off-site as a point of contact.

Cameras

Children should only be photographed or filmed on video for the purpose of recording their development or participation in events organised by the School. Parents indicate their consent to the above if they do not opt-out of this as designated in the School's Terms & Conditions of entry. Parents have the right of access to records holding visual images of their child.

Staff should follow the guidance provided in KCSIE (2016). This allows staff to:

- Take photos on any school device of our pupils
- Store the photos on the school network
- Use the photos for school promotions
- Take photos on a personal own device but then delete them from the device and the cloud once they have been used

If in a school context, a member of staff takes a photo on a personal mobile phone or device, this must be uploaded to a School social media account and deleted from the personal mobile device as soon as possible.

Staff cannot:

- Keep photos unnecessarily on personal tablets or mobile phones
- Download photos to personal computers or devices at home
- Store any photos of pupils that have been obtained from elsewhere on personal computers, e.g. Twitter
- Name pupils by surname on any social media.

By following the above procedures, staff minimise their risk of being exposed to inappropriate images as contact is kept within professional boundaries.

Images taken must be deemed suitable without putting the child in any compromising position that could cause embarrassment or distress. Staff must ensure that the pupil/s understand why the images are being taken and have agreed to the activity. Images should not be made during one-to-one situations. Staff should ensure that pupils are appropriately dressed.

Images taken on a school camera must be downloaded as soon as practicable. Images should be downloaded to an approved network folder designated by the IT department. All images of children should be stored securely and only accessed by those authorised to do so. Images must never be taken secretly.

Images may only be uploaded to the school website by authorized staff and should never be uploaded to the internet for any other reason, including onto social networking sites, e.g. Facebook.

If an image is to be displayed in a place to which the public have access, it should not display the pupil's name. Similarly, where a pupil is named (in a School prospectus, for example) the name should not be accompanied by a photograph or video.

Under no circumstances must cameras of any kind be taken into bathrooms or changing areas.

It is the responsibility of all members of staff to be vigilant and report any concerns to the Designated Safeguarding Lead for Child Protection.

Any non-compliance will be taken seriously, logged and investigated appropriately in line with our disciplinary policies.

VISITING SPEAKERS

The College and the Prep School will ensure that visiting speakers, whether invited by staff or pupils, are suitable and appropriately supervised. The following outlines the procedure for visiting speakers:

- All visiting speakers will be approved by the Principal/ Headmistress, or the DSL.
- Appropriate checks on the suitability of the speaker should be made, which may include internet searches and/or contacting schools where the person has already spoken. Although not always possible, it is useful to invite speakers from an established company, charity or other group whose aims are well-documented.
- There will be an understanding that the speaker will be expected to talk with staff about the content of the presentation before the event; speakers and staff must allow time for this discussion, whether it is on the day or beforehand.
- Visiting speakers must arrive at the Front Office/School Office in good time to sign the Schools' visitors book. They must bring suitable identification to prove who

they are, such as a passport or driving licence. Although viewing DBS certificates may be appropriate, most visiting speakers will not be in 'regulated activity' and so will not necessarily have a DBS certificate to present.

- All visitors must be supervised at all times and not left alone with pupils.
- Visiting speakers should understand that their presentation will be brought to an early end, if the content proves unsuitable.
- All information about the visiting speaker and the booking process should be recorded on a Visiting Speakers' Record which will be kept in the Visiting Speakers' Register is kept in the Front Office/School Office.

MONITORING

The Designated Safeguarding Leads will monitor the operation of this policy and procedures and liaise with the member of Council responsible for Child Protection, Professor Alison While.

Any Child Protection incidents at the School will be followed by a review of the safeguarding procedures within the School by the Designated Safeguarding Leads and a prompt report to the Council. When an incident involves a member of staff, the LADO will assist in this review to determine whether any improvements can be made to procedures. Any deficiencies or weaknesses in regard to Child Protection arrangements at any time will be remedied without delay.

The Principal/Headmistress and Senior Management teams (including the Designated Safeguarding Lead in the College and the Designated Safeguarding Lead in the Prep School, including the EYFS setting) will monitor and evaluate, with the Council, the effectiveness of the Safeguarding and Child Protection Policy on an annual basis. The policy will be subject to review at least annually (or more frequently if changes to legislation, regulation or statutory guidance so require). The Safeguarding and Child Protection Policy will also be subject to critical review by the member of Council responsible for Safeguarding and Child Protection, Professor Alison While, who has received safeguarding training, on an annual basis, the outcome of which will be reported to the Council. The Council will review this policy and the implementation of its procedures annually, including good cooperation with local agencies, and approve the amendments to the policy, which will, in turn, be signed off by the Chair of the Council. This annual review will take account of evidence such as staff training in safeguarding matters, referral data, analysis of any issues and themes which have emerged in the College/Prep School and how these have been handled, initiatives to educate pupils about safeguarding, and details of any contribution the College/Prep School has made to local discussions and multi-agency working on safeguarding matters.

SECURE SCHOOL PREMISES

The College and the Prep School will take all practical steps to ensure that premises are as secure as circumstances permit.

A visitor's book is kept at reception at both the College and the Prep School and all visitors are required to sign in on arrival and sign out on departure and will be escorted whilst on School premises by a member of staff or appropriately vetted volunteer. All visitors will be given a name badge with the title 'Visitor' which must be clearly displayed and worn at all times whilst on the premises.

The city centre location of Queen's College and close proximity to a number of embassies means that there is a heightened risk of terrorist activity. Consequently the school has a crisis management procedure. Drills are regularly carried out so that pupils know what to do in an emergency.

SAFER RECRUITMENT PRACTICES

The College and Prep School share a Safer Recruitment Policy. All relevant staff undertake Safer Recruitment training with the dual aim of safeguarding the pupils in the school and avoiding any allegation of negligence in the recruitment process.

The Council will, when appointing staff and volunteers, take account of the DfE guidance on *Safer Recruitment* and that issued by the Education Department's Contracts and Personnel Section; observing the following safeguards:

1. That documentation sent out to potential candidates will make it clear that child safeguarding is a high priority of the school and that rigorous checks will be made of any candidate before appointments are confirmed.
2. That a reference as to the suitability of a candidate to work with children will always be obtained from the last employer, and may also be sought from other previous employers.
3. That at interview candidates will be asked to account for any gaps in their career/employment history, and questions asked will include some designed to explore their attitudes towards children.
4. That Criminal Records Bureau checks, checks against the ISA (Independent Safeguarding Authority - until Dec 2012)/DBS (Disclosure & Barring Service - from Dec 2012) *Children's List* (formerly DfE list 99) register will be followed through for any staff or volunteer appointed and regular helpers. Evidence of relevant checks will be recorded and stored in a single, central location, easily accessible when appropriate and necessary.
5. Staff, volunteers and helpers who have recently moved to the UK will be asked to produce a certificate of good conduct (or national equivalent) from the authorities representing the countries from which they have recently moved. If the individual

will be involved in teaching, the College will undertake an additional check for information about any teacher sanction or restriction that an EEA professional regulating authority has imposed, using the NCTL Teachers Services' system.

6. That assurance is obtained that appropriate child protection checks and procedures apply to any staff employed by another organisation and working with the school's pupils on another site.

7. The Council members acknowledge their responsibility for any child safeguarding issues that may arise when other organisations use the facilities of Queen's College or Queen's College Prep school, except where a Deed of Trust has been negotiated. They exercise their responsibility by ensuring such organisations accept and meet all the requirements of the school's safeguarding policy or that the organisation's own policy is suitably in line with this.

8. The School will be compliant with the regulations from the Disclosure & Barring Service (from January 2013) and the expectations of the Independent School Standards Regulation.

9. Induction and on-going performance management at the School will focus in significant part on safeguarding, in order to maintain the profile of the issues, but also to minimise the risk of a member of staff deliberately or inadvertently abusing their relationship with the pupils.

10. (EYFS) Queen's College Prep School will notify OFSTED within 14 days of any allegations of serious harm or abuse by any person living, working or looking after children at the premises, whether the allegations relate to harm or abuse committed on the premises or elsewhere.

11. The School will report to the Disclosure & Barring Service within one month of leaving the school any person (whether employed, contracted, a volunteer or student) whose services are no longer used because s/he is considered unsuitable to work with children. In the event of such a person resigning, the investigation will continue to a conclusion. If that conclusion indicates that the person would have been suspended had s/he not resigned, a similar referral will be made immediately.

Disclosure & Barring Service
PO Box 181
Darlington DL1 9FA
Tel: 0300 123 1111

Annex A: Contact details for the LADO and Prevent Teams of Local Authorities where pupils from Queen’s College / Queen’s College Prep School reside

Borough	LADO/Prevent team	Contact Number	E-mail
Barnet	John Paul Brookes	020 8359 6056	john-paul.brookes@barnet.gov.uk
Brent	Anjali Raja	0208 937 3139	brent.lado@brent.gov.uk
Camden	Bodil Mlynarska	020 7974 6999	bodil.mlynarska@camden.gov.uk
City of London	Pat Dixon	020 7332 1215	emailLADO@cityoflondon.gov.uk
Ealing	Lisa Tingle	0208 825 8155	tinglel@ealing.gov.uk
Enfield	Maria Anastasi	0208 379 2746/2850	maria.anastasi@enfield.gov.uk
Greenwich	Veronica Mythen	0208921 3930	veronica.mythen@greenwich.gov.uk
Hackney	Sarah Peel	020 8356 4569	LADO@hackney.gov.uk
Hammersmith & Fulham	Kembra Healy	0208 753 5125	LADO@lbhf.gov.uk
Haringey	Sarah Roberts	020 8489 2968/1186	LADO@haringey.gov.uk
Harrow	Janice Miller	020 8736 6435/020 8901 2690	Janice.Miller@harrow.gov.uk
Hillingdon	Debbie Weissang	01895 250975	dweissang@hillingdon.gov.uk
Hounslow	Lyn Wilson	020 8583 2785	lyn.wilson@hounslow.gov.uk
Islington	Laura Eden	020 7527 8102	LADO@islington.gov.uk
Kingston & Chelsea	Hilary Shaw	0207 598 487/0207 361 3013	Hilary.Shaw@rbkc.gov.uk
Lambeth	Andrew Zachariades	0207 926 4679/07720 828 700	LADO@lambeth.gscx.gov.uk
Newham	Nick Pratt	0203 3733803	Nick.Pratt@Newham.gov.uk
Redbridge	Les Newton	0208 708 5350	les.newton@redbridge.gov.uk
Richmond Upon Thames	Keiran Travers	0208 891 7961	k.travers@richmond.gov.uk
Southwark	Eva Simcock	020 7525 0689	Eva.Simcock@southwark.gov.uk
Spelthorne		0300 123 1650 option 3	LADO@surreycc.gov.uk
Tower Hamlets	James Gilley	0207 364 5000	James.Gilley@towerhamlets.gov.uk
Wandsworth	Tony Bird	(020) 8871 7208	lado@wandsworth.gov.uk
Westminster	Rupinder Virdee	0207 641 7668	LADO@westminster.gov.uk