



# Safeguarding and Child Protection Policy (Template provided for Voluntary and Community Sector by OSCB)



Deborah Howe, David Adkin: Board of Trustees

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## **1. Introduction and Statement**

*Cherwell Theatre Company* (CTC) recognises its duty of care to safeguard children and young people in vulnerable situations as detailed under the Children Acts' 1989 and 2004 and Working Together to Safeguard Children 2018.

*Cherwell Theatre Company* is fully committed to safeguarding and protecting the welfare of all children and young people in vulnerable situations, and taking all reasonable steps to promote safe practice and protect children from harm, abuse and neglect.

*Cherwell Theatre Company* acknowledges its duty to act appropriately with regards to any allegations towards anyone working on its behalf, or towards any disclosures or suspicion of abuse.

*Cherwell Theatre Company* believes that:

- The welfare of all children and young people is paramount
- All children and young people in vulnerable situations, regardless of age, ability, gender, racial heritage, religious or spiritual beliefs, sexual orientation and /or identity, have the right to equal protection from harm or abuse
- Some children and young people are additionally vulnerable because of the impact of previous experiences, their level of dependency, communication needs or other issues
- Working in partnership with children and young people in vulnerable situations, their parents, carers and other agencies is essential in promoting young people's welfare

## **2. Legal Framework**

This policy has been developed in accordance with the principles established by the following legislation and guidance:

- Children Act 1989
- United Nations Convention on the Rights of the Child 1991
- Children Act 2004
- Equality Act 2010
- Children and Families Act 2014
- Special educational needs and disability (SEND) code of practice: 0 to 25 years
- What to do if you are worried a Child is being Abused 2015
- Working Together to Safeguard Children 2018
- Keeping Children Safe in Education 2019
- Oxfordshire Safeguarding Children Board guidelines

This policy applies to all staff, including senior managers, committee members/board of trustees, paid staff, volunteers and sessional workers, agency staff, students or anyone in a position of trust.

A child is defined as a person under the age of 18 (The Children's Act 1989).

In this policy the term 'Young person' refers to those aged up to 21 (25 for a person with a disability)

### 3. Organisational Policies and Procedures

This policy should be read alongside the following organisational policies and guidance:

- Recruitment, induction and training
- Safer recruitment
- Privacy Statement
- Code of conduct for staff and volunteers (appendix F)
- Health and safety
- Whistleblowing

When working in an on-going partnership with other organisations such as schools and community groups within their individual settings, the partner's safeguarding policies and procedures will be adhered to.

### 4. Purpose of Policy

The purpose of this policy is to:

- protect all children and young people who receive *Cherwell Theatre Company* services.
- provide all those in a position of trust with the overarching principles that guide our approach to safeguarding and child protection

To keep children and young people in vulnerable situations safe *Cherwell Theatre Company* will:

- provide a setting where children and young people in vulnerable situations feel listened to, safe, secure, valued and respected
- appoint a Designated Safeguarding Lead for children and young people in vulnerable situations and ensure a clear line of accountability with regards to safeguarding concerns
- ensure all those in a position of trust have been provided with up to date and relevant information, training, support and supervision to enable them to fulfil their role and responsibilities in relation to safeguarding and child protection
- provide a clear procedure to follow when safeguarding and child protection concerns arise
- ensure effective and appropriate communication between all individuals in a position of trust
- build strong partnerships with other agencies to promote effective and appropriate multi-agency working, information sharing and good practice.

### 5. Roles and Responsibilities

All individuals in a position of trust must:

- Understand the different types of abuse and recognise the possible risks and Indicators
- Understand their responsibility to report any concerns that a child is being, or is at risk of being, abused or neglected. This includes reporting any concern they may have regarding another person's behaviour towards a child or children and young people in vulnerable situations
- Hold an enhanced DBS in line with *Cherwell Theatre Company's* Safer Recruitment Policy
- If appropriate; liaise with other agencies, contribute to safeguarding assessments and attend child protection meetings / core groups / conferences
- Record and store information legally, professionally and securely in line with organisational policies and procedures

- Undertake the required level of training for their role in line with Oxfordshire Safeguarding Children Board standards, every 3 years for Generalist and Advanced Safeguarding and every 2 years for Designated Leads if training is done in person, every year if done online.
- Understand the line of accountability for reporting safeguarding concerns, and be fully aware of the organisation’s safeguarding lead and their role within the organisation.

Name of Safeguarding Lead: Nicki Stevenson Tel Number:07803 401823  
 Name of Deputy Safeguarding Lead: Kizzy Horgan Tel Number:07300 556064  
 Name of Trustee with Safeguarding responsibilities: Lynn Mumford Tel Number:07775 690968

All individuals working in a position of trust at *Cherwell Theatre Company* will follow the Oxfordshire Safeguarding Children Board Procedures/Local Authority guidance in all cases of abuse, or suspected abuse (these can be found at [www.OSCB.org.uk](http://www.OSCB.org.uk)).

The Management Committee is ultimately accountable for ensuring settings provided by *Cherwell Theatre Company* are safe, including the implementation of effective safeguarding procedures and risk assessments.

This policy is available to all and can be accessed at <https://www.cherwelltheatrecompany.co.uk/policies>

## 6. Safer Recruitment

Safe recruitment is central to the safeguarding of children and young people. All organisations which employ people to work with children and young people in vulnerable situations in a position of trust have a duty to safeguard and promote their welfare. This includes ensuring that the organisation adopts safe recruitment and selection procedures which prevent unsuitable persons from gaining access to children young people in vulnerable situations. Please see the Schools Safeguarding Safer Recruitment Toolkit for further guidance on safe recruitment, <http://schools.oxfordshire.gov.uk/cms/node/358>

## 7. Use of Photographic/Filming Equipment at Theatre Performances and workshops

All parents and guardians should be made aware when video or photographic equipment is used during workshops, rehearsals or performances and written consent should be gained. Parents and carers are able to withdraw permission at any time and data will be held in compliance with CTC’s GDPR policy.

## 8. Monitoring and Review

The policy will be reviewed annually. All individuals in a position of trust should have access to this policy and sign to the effect that they have read and understood its contents.

*Cherwell Theatre Company* will complete an annual self-assessment to appraise their safeguarding practice against OSCB standards, please see [www.oscb.org.uk](http://www.oscb.org.uk)

## 9. Document Version History

Document version history	
Document Name:	Safeguarding and Child Protection Policy

<b>Owner:</b>	<i>Nicki Stevenson, Creative Communities Director and Joint CEO, Cherwell Theatre Company</i>			
<b>Author:</b>	<i>Nicki Stevenson, nicki@cherwelltheatrecompany.co.uk</i>			
<b>Versio n</b>	<b>Date</b>	<b>Amendments made</b>	<b>By whom (name/job title)</b>	<b>Senior approval (Name, Job title / Organisation)</b>
1	3/12/2019	Original Document	Nicki Stevenson, Trustee responsible for Safeguarding	Trustee Board
2	01/05/2020	<ul style="list-style-type: none"> <li>• Edited to add appendices D &amp; E to reflect moving practice online due to the pandemic.</li> </ul>	Tristan Jackson- Pate –Artistic Director	Nicki Stevenson, Trustee responsible for safeguarding and author or appendices.
3	28/10/2021	<ul style="list-style-type: none"> <li>• Resolved formatting issues</li> <li>• Edited Author contact information</li> <li>• Checked Against OSCB SG policy checklist. Satisfied policy meets all points.</li> <li>• Added existing Code of Conduct as appendix</li> </ul>	Nicki Stevenson	Trustee Board
3	10/01/2022	<ul style="list-style-type: none"> <li>• Policy amendments reviewed and signed off by trustees</li> </ul>	Lynn Mumford (Trustee responsible for safeguarding)	Trustee Board
4	24/02/2022	<ul style="list-style-type: none"> <li>• Added definition of young person to legal framework, with clarification of ages and additional needs.</li> <li>• Added procedures relating to working in an on-going partnership</li> <li>• Added a link to view the policy on CTC's website under 5.</li> <li>• Amendment to Appendix A to reflect that personal information can be disclosed to the</li> </ul>	Nicki Stevenson	Lynn Mumford (Trustee responsible for safeguarding) and Trustee Board

		<p>workforce if specifically agreed with young person</p> <ul style="list-style-type: none"> <li>• Amendment to Appendix A to reflect that staff debriefs will be delivered when appropriate.</li> <li>• Amendment to Appendix A to include MASH and DASH RIC and LADO Designated Officer contact information for Northamptonshire</li> <li>• Amendment to Appendix A to include up to date Prevent information.</li> <li>• Amendment to Appendix A to include additional information on domestic abuse and its impact on children and young people,</li> <li>• Amendment to Appendix A to include additional information on harmful practices</li> <li>• Amendment to Appendix D: update on continuing online practice</li> <li>• Contents Page updated</li> <li>• Policy amendments reviewed and signed off by trustees.</li> </ul>		
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# **Child Protection and Safeguarding Procedures**

## **1. Introduction**

All professionals have a responsibility to report concerns to Children's social care under section 11 of the Children Act 2004, if they believe or suspect that the child;

- Has suffered significant harm;
- Is likely to suffer significant harm;
- Has a disability, developmental and welfare needs which are likely only to be met through provision of family support services (with agreement of the child's parent) under the Children Act 1989;
- Is a Child in Need whose development would be likely to be impaired without provision of service.

## **2. What to do if you are concerned about a child**

### **Supporting children and young people**

If/when a child reports they are suffering or have suffered significant harm through abuse or neglect, or have caused or are causing physical or sexual harm to others, the initial response from all professionals should be to listen carefully to what the child says and to observe the child's behaviour and circumstances to:

- Clarify the concerns;
- Offer re-assurance about how the child will be kept safe;
- Explain what action will be taken and within what timeframe.

The child must not be pressed for information, led or cross-examined or given false assurances of absolute confidentiality, as this could prejudice police investigations, especially in cases of sexual abuse.

If the child can understand the significance and consequences of making a referral to children's social care, they should be asked for their views.

It should be explained to the child that whilst their view will be taken into account, the professional has a responsibility to take whatever action is required to ensure the child's safety and the safety of other children

### **Confidentiality**

Children and young people have a right to confidentiality under Article 8 of the European Convention on Human Rights. It's important to respect the wishes of a child or any person who doesn't consent to share confidential information.

If you're not given consent to share information, you may still lawfully go ahead if the child is experiencing, or is at risk of, significant harm.

Child protection concerns, disclosures from children and young people or safeguarding allegations made against a person in a position of trust must not be discussed across the workforce as a whole. This information should be shared solely with Designated Safeguarding Leads, Children's Social Care and/or the Local Area Designated Officer (LADO) as appropriate.

Personal information which is shared by the child or young person on a 1:1 level, such as sexual orientation or gender identification, should not be disclosed to the workforce as a whole, unless specifically agreed with young person (e.g to ensure they do not need to disclose information repeatedly).

If staff and volunteers wish to discuss situations with colleagues to gain a wider perspective, this should be done on an anonymous basis with names and other identifying information relating to the child and their family remaining strictly confidential.

### **Seven golden rules for information sharing**

1. Remember that the Data Protection Act 2018 and human rights law are not barriers to justified information sharing, but provide a framework to ensure that personal information about living individuals is shared appropriately.
2. Be open and honest with the individual (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.
3. Seek advice from other practitioners if you are in any doubt about sharing the information concerned, without disclosing the identity of the individual where possible.
4. Share with informed consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, there is good reason to do so, such as where safety may be at risk. You will need to base your judgement on the facts of the case. When you are sharing or requesting personal information from someone, be certain of the basis upon which you are doing so. Where you have consent, be mindful that an individual might not expect information to be shared.
5. Consider safety and well-being: Base your information sharing decisions on considerations of the safety and well-being of the individual and others who may be affected by their actions.
6. Necessary, proportionate, relevant, adequate, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those individuals who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely.
7. Keep a record of your decision and the reasons for it – whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

### **Supporting those working with children and young people**

It is important that all staff supporting children and young people are able to discuss safeguarding concerns with the Designated Safeguarding Lead' and with their line manager in regular supervision. Cherwell Theatre Company hold debriefs where appropriate for staff on intensive (eg more than one day) projects that include discussions around safeguarding.

### **Reporting concerns**



The referrer should provide information about their concerns and any information they may have gathered prior to referral. They will be asked for the following:

- Full names, dates of birth and gender of all child/ren in the household;
- Family address and (where relevant) school / nursery attended;
- Identity of those with parental responsibility and any other significant adults who may be involved in caring for the child such as grandparents;
- Names and date of birth of all household members, if available;
- Ethnicity, first language and religion of children and young people and parents;
- Any special needs of children or parents;
- Any significant/important recent or historical events/incidents;
- Cause for concern including details of any allegations, their sources, timing and location;
- Child's current location and emotional and physical condition;
- Whether the child needs immediate protection;
- Details of alleged perpetrator, if relevant;
- Referrer's relationship and knowledge of child and parents;
- Known involvement of other agencies / professionals (e.g. GP);
- Information regarding parental knowledge of, and agreement to, the referral;
- The child's views and wishes, if known.

Other information may be relevant and some information may not be available at the time of making the referral. However, the report should not be delayed, in order to collect information, if the delay may place the child at risk of significant harm.

Parents/carers must be informed about any referral unless to do so would place the child at an increased risk of harm.

### **3. To report a new concern**

#### **Immediate concerns about a child**

The Multi-Agency Safeguarding Hub (MASH) is the front door to Children's Social Care for all child protection and immediate safeguarding concerns. If there is an immediate safeguarding concern, for example:

- \* Allegations/concerns that the child has been sexually/physically abused
- \* Concerns that the child is suffering from severe neglect or other severe health risks
- \* Concern that a child is living in or will be returned to a situation that may place him/her at immediate risk
- \* The child is frightened to return home
- \* The child has been abandoned or parent is absent

You should call the MASH immediately Tel: 0345 050 7666

The Oxfordshire MASH Referral Form (MASH Enquiry online referral form) may be used by professionals only to refer children and young people to social services. Or you can email a report to MASH on the secure email on: [mash-childrens@oxfordshire.gcsx.gov.uk](mailto:mash-childrens@oxfordshire.gcsx.gov.uk)

If working in Northampton contact information is telephone:0300 126 7000, online referrals and further information can be found here

<https://www.northamptonshire.gov.uk/councilservices/children-families-education/SEND/local-offer/local-government-department/2459-multi-agency-safeguarding-hub-mash-and-child-protection-team-nct>

If your concern is around Domestic Abuse, use the DASH RIC here

<https://www.oscb.org.uk/wp-content/uploads/2022/06/Young-People-DASH-RIC-with-guidance.pdf>

**If you have a concern about a child/family but it is not an immediate safeguarding concern,** you should refer to the Threshold of Needs matrix which can be found at,

<https://www.oscb.org.uk/wp-content/uploads/2021/09/Threshold-of-Needs-2021.pdf>

This tool is designed to support professionals to make decisions as to whether contact should be made with Children's Social Care.

If after consulting the Threshold of Need, you still have concerns that do not require an immediate safeguarding response, you should contact the Locality and Community Support Service (LCSS) and request a 'no names' consultation (meaning you don't give the child's name). You can then discuss the situation with them and they will advise you on what to do next. If a referral needs to be made they will advise you of this.

- LCSS Central : 0345 241 2705
- LCSS North (including Banbury, Witney, Bicester, Carterton and Woodstock): 0345 241 2703
- LCSS South (including Abingdon, Faringdon, Wantage, Thame, Didcot and Henley): 0345 241 2608

If you have a concern out of office hours call Emergency Duty Team on 0800 833 408

### **3. Referrals on open cases**

If you want to speak to someone about an already open case contact the relevant Children's Social Care Team. If you do not have the name and contact details for the relevant Social Worker, contact MASH on 0345 050 7666.

### **4. Allegations against others working with children and young people**

All allegations of abuse by those who work with children and young people must be taken seriously, whether they are in a paid or unpaid capacity. This procedure should be applied when there is an allegation or concern that a person who works with children and young people, has:

- Behaved in a way that has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children and young people in a way that indicates he or she may pose a risk of harm to children and young people.

**Government is clear that all children, no matter what situation they are in, should be protected from abuse. If staff, volunteers or trustees see or hear anything which causes them to have concerns or to suspect that a child is being abused by someone within CTC they should follow the procedures**

- If the allegation is against a trustee, member of staff or volunteer, the concern should be reported to the appropriate Safeguarding Lead, CTC's Trustee with Safeguarding Responsibility and the Chair of Trustees immediately.
- CTC's Trustee with Safeguarding Responsibility, if not the subject of the concerns, is primarily responsible for taking all reasonable steps necessary to secure the safety of any child who may be at risk, by, for example, removing the person who is the subject of the allegation from

any situation involving children. They will be supported by the safeguarding/child protection team and by the Local Authority Designated Officer (LADO) as appropriate

- The Trustee with Safeguarding Responsibility and/or The Chair of Trustees are responsible for liaising with the police/LADO, Children's Social Care about allegations
- It is important to remember CTC's protocols for confidentiality and only those with a need to know should be privy to the details of the situation. This is particularly so for allegations of sexual abuse
- Paper and electronic records relating to the allegation should be made secure to prevent them being removed or changed
- Irrespective of the action by Children's Social Care or Police, trustees should follow the appropriate procedure which will normally include without prejudice suspension of the trustee, staff or volunteer pending investigation. Following the investigation, disciplinary procedures may need to be invoked
- Irrespective of the findings of Children's Social Care or police inquiries, CTC's trustees will assess all individual cases to decide whether a member of staff or volunteer can be reinstated. Where there is insufficient evidence to uphold any action by the police, trustees must reach a decision based upon the available information which could suggest that on the balance of probability, it is more likely than not that the allegation is true. The welfare of the child should remain of paramount importance throughout.
- In the case of a member of staff reporting concerns about a colleague, appropriate support which should be provided, i.e. the right to independent advice and information about legal representation.

To report an allegation or concern about a person in a position of trust, please contact the LADO and Safeguarding Team on 01865 810603 or email:

[LADO.safeguardingchildren@oxfordshire.gov.uk](mailto:LADO.safeguardingchildren@oxfordshire.gov.uk)

The Northamptonshire equivalent is the Designated Officer. Contact

[LADOConsultations@NCTrust.co.uk](mailto:LADOConsultations@NCTrust.co.uk) or North Northamptonshire, Sheila Kempster on 07831 123193 or for West Northamptonshire, Andy Smith on 07850 854309.

## 5. Whistleblowing

We recognise that children and young people cannot be expected to raise concerns in an environment where those in a position of trust fail to do so. All those in a position of trust should be aware of their duty to raise concerns about dangerous or illegal activity, or any wrongdoing within their organisation.

## 6. Prevent

***In relation to our responsibilities in line with the PREVENT agenda we will:***

- Closely follow any locally agreed procedure as set out by the Home Office and Local Authority and/or Local Authority Safeguarding Children Board's agreed processes and criteria for safeguarding individuals vulnerable to extremism and radicalisation;
- Strive to eradicate the myths and assumptions that can lead to some young people becoming alienated and disempowered, especially where the narrow approaches young people may experience elsewhere may make it harder for them to challenge or question these radical influences.
- Ensure that all of our staff are equipped to recognise extremism and are skilled and confident enough to challenge it;
- Keep up-to-date with developments and good practice and keep our Preventing Extremism and Radicalisation element of this policy under review.

More information can be found here [https://educateagainsthate.com/radicalisation-and-extremism/?utm\\_source=KCSIE&utm\\_medium=GOVUK&utm\\_campaign=CED](https://educateagainsthate.com/radicalisation-and-extremism/?utm_source=KCSIE&utm_medium=GOVUK&utm_campaign=CED)

## 7. Anti-Bullying Statement

We believe that:

- children and young people should never experience abuse of any kind
- we have a responsibility to promote the welfare of all children and young people, to keep them safe and to practise in a way that protects them.

We recognise that:

- bullying causes real distress. It can affect a person's health and development and, at the extreme, can cause significant harm
- all children and young people, regardless of age, disability, gender reassignment, race, religion or belief, sex or sexual orientation, have the right to equal protection from all types of harm or abuse
- everyone has a role to play in preventing all forms of bullying (including online) and putting a stop to bullying

We will seek to prevent bullying by:

- developing a code of behaviour that sets out how everyone involved in our organisation is expected to behave, in face-to-face contact and online, and within and outside of our activities
- holding regular discussions with staff, volunteers, children, young people who use our organisation about:
  - Group members' responsibilities to look after one another and uphold the behaviour code
  - Practising skills such as listening to each other
  - Respecting the fact that we are all different
  - Making sure that no one is without friends
  - Dealing with problems in a positive way
- checking that our anti-bullying measures are working well
- providing support for all staff and volunteers on dealing with all forms of bullying, including racial, sexist, homophobic and sexual bullying
- putting clear and robust anti-bullying procedures in place
- making sure our response to incidents of bullying takes into account:
  - the needs of the person being bullied
  - the needs of the person displaying bullying behaviour
  - the needs of any bystanders
  - the needs of our organisation as a whole.
- reviewing the plan developed to address any incidents of bullying at regular intervals, in order to ensure that the problem has been resolved in the long term.

We recognise that bullying is closely related to how we respect and recognise the value of diversity.

We will be proactive about:

- seeking opportunities to learn about and celebrate difference
- increasing diversity within our staff, volunteers, children and young people
- welcoming new members to our organisation.

## Appendix B

### Definitions and Indicators of Abuse

The table below outlines the main categories of abuse as defined by the Department of Health 'Working Together to Safeguard Children' document 2018. (Full definitions can be found in this document). All staff should be aware that the possible indicators are not definitive and that some children and young people may present these behaviours for reasons other than abuse.

<b>Type of Abuse</b>	<b><u>Possible</u> Indicators</b>
<b><u>Neglect</u></b>  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	Signs that may indicate a child is living in a neglectful situation: <ul style="list-style-type: none"><li>• excessive hunger</li><li>• poor personal hygiene</li></ul>

<p>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:</p> <ul style="list-style-type: none"> <li>• provide adequate food, clothing and shelter (including exclusion from home or abandonment);</li> <li>• protect a child from physical and emotional harm or danger;</li> <li>• ensure adequate supervision (including the use of inadequate care-givers); or</li> <li>• ensure access to appropriate medical care or treatment.</li> </ul> <p>It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.</p>	<ul style="list-style-type: none"> <li>• frequent tiredness</li> <li>• inadequate clothing</li> <li>• frequent lateness or non-attendance at school</li> <li>• untreated medical problems</li> <li>• not brought</li> <li>• poor relationships with peers</li> <li>• compulsive stealing and scavenging</li> <li>• rocking, hair twisting and thumb sucking</li> <li>• running away</li> <li>• loss of weight or being constantly underweight (the same applies to weight gain, or being excessively overweight)</li> <li>• low self esteem</li> <li>• poor dental hygiene</li> </ul>
<p><b><u>Physical Abuse</u></b></p> <p>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.</p>	<p>Signs that may indicate physical abuse:</p> <ul style="list-style-type: none"> <li>• Physical signs that do not tally with the given account of occurrence,</li> <li>• conflicting or unrealistic explanations of causer</li> <li>• repeated injuries</li> <li>• delay in reporting or seeking medical advice.</li> </ul>
<p><b><u>Sexual Abuse</u></b></p> <p>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.</p> <p>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.</p> <p>They may also include non-contact activities, such as involving children and young people in looking at, or in the production of, sexual images, watching sexual activities, encouraging children and young people to behave in sexually</p>	<p>Signs that may indicate sexual abuse:</p> <p>Changes in:</p> <ul style="list-style-type: none"> <li>• Behaviour</li> <li>• Language</li> <li>• Social interaction</li> <li>• Physical wellbeing</li> </ul> <p>It is almost important to recognise there may be <b><u>no signs</u></b>.</p>

<p>inappropriate ways, or grooming a child in preparation for abuse (including via the internet).</p> <p>Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children and young people.</p>	
<p><b><u>Emotional Abuse</u></b></p> <p>The persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development.</p> <p>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.</p> <p>It may feature age or developmentally inappropriate expectations being imposed on children and young people. 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</p> <p>It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children and young people frequently to feel frightened or in danger, or the exploitation or corruption of children and young people.</p> <p>Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.</p>	<p>Signs that may indicate emotional abuse:</p> <ul style="list-style-type: none"> <li>• Lack of self-confidence/esteem</li> <li>• Sudden speech disorders</li> <li>• Self-harming (including eating disorders)</li> <li>• Drug, alcohol, solvent abuse</li> <li>• Lack of empathy (including cruelty to animals)</li> <li>• Concerning interactions between parent/carer and the child (e.g. excessive criticism of the child or a lack of boundaries)</li> </ul>
<p><b><u>Child Sexual Exploitation (CSE)</u></b></p> <p>Child sexual exploitation is a form of child sexual abuse.</p>	<p>Signs that may indicate CSE:</p> <ul style="list-style-type: none"> <li>• Going missing from school/home/care placement</li> </ul>

<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Associating with older people/adults</li> <li>• Isolation from family/friends/peer group</li> <li>• Physical symptoms including bruising/STI's</li> <li>• Substance misuse</li> <li>• Mental health</li> <li>• Unexplained possessions, goods and/or money</li> </ul> <p>The indicators can be spotted when speaking to the young person themselves or family/friends</p> <p>If a child or young person has made a disclosure regarding sexual exploitation, or if you think a child may be at risk of being sexually exploited please contact the Kingfisher Team on 01865 309196. Out of hours calls will divert to Thames Valley Police Referral Centre.</p>
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**Other type of abuse you should be aware of**

**Child Drug Exploitation**

Child exploitation describes how gangs from large urban areas supply drugs to suburban and rural locations, using vulnerable children and young people to courier drugs and money.

Typically, gangs use mobile phone lines to facilitate drug orders and supply to users. They also use local property as a base; these often belong to a vulnerable adult and are obtained through force or coercion (this exploitation is sometimes referred to as 'cuckooing').

It also finds that the age of those involved is getting younger, with children as young as 12 being targeted. Gangs 'recruit' through deception, intimidation, violence, debt bondage and/or grooming into drug use and/or child sexual exploitation.

While there has been an increased awareness of the use of children and young people in county line markets, more needs to be done as it cuts across a number of issues such as drug dealing, violence, gangs, child sexual exploitation, safeguarding, modern slavery and missing persons.

Signs that may indicate drug/criminal exploitation are similar to CSE, as follows:

- Going missing from school/home/care placement
- Associating with older people/adults
- Isolation from family/friends/peer group
- Physical symptoms including bruising
- Substance misuse
- Mental health
- Unexplained possessions, goods and/or money

**Domestic Abuse**



Defined as, "Any incident or pattern of incidents of controlling, coercive or 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. This can encompass but is not limited to the following types of abuse: psychological, physical, sexual, financial or emotional".

Domestic abuse...can [be] psychological, physical, sexual, financial or emotional. Children can be victims of domestic abuse. They may see, hear or experience the effects of abuse at home and/or suffer domestic abuse in their own intimate relationships (teenage relationship abuse). All of which can have a detrimental and long-term impact on their health, well-being, development, and ability to learn.

Harm can include ill treatment that is not physical as well as the impact of witnessing ill treatment of others. This can be particularly relevant, for example, in relation to the impact on children of all forms of domestic abuse. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others.

### **Forced marriage**

A forced marriage (FM) is a marriage conducted without the valid consent of one or both parties and where duress is a factor. Forced marriage is now a specific offence under s121 of the Anti-Social Behaviour, Crime and Policing Act 2014 that came into force on 16 June 2014.

FM is very different to an arranged marriage where both parties give consent.

### **Modern Slavery and Human Trafficking**

Modern slavery can take many forms including the trafficking of people, forced labour, servitude and slavery. Victims can include adults and children and come from all walks of life and backgrounds. A quarter of all victims are children.

The Modern Slavery Act 2015 places a duty on specified public authorities to report details of suspected cases of modern slavery to the National Crime Agency.

Indicators of Modern Slavery can include:

- Lack of access to legal documents (e.g. passports)
- Appearance (malnourished, unkempt, etc)
- Untreated or unexplained injuries
- Attitude (withdrawn, frightened, unable to speak for themselves)
- Indebtedness or in a situation of dependence
- Frequent changes of location or restrictions on movement

### **Female Genital Mutilation**

Female genital mutilation (FGM), sometimes referred to as female circumcision, refers to procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. The practice is illegal in the UK.

There are no health benefits to FGM, it is carried out for cultural and social reasons within families and communities. The procedure is traditionally carried out by an older woman with no medical training. Anaesthetics and antiseptic treatment are not generally used and the practice is usually carried out using basic tools such as knives, scissors, scalpels, pieces of glass and razor blades.

The Oxford Rose Clinic is a specialised clinic run at the John Radcliffe Hospital to address the health and safeguarding issues associated with FGM. Women should be referred to this clinic by emailing [oxfordrose.clinic@nhs.net](mailto:oxfordrose.clinic@nhs.net) or calling 01865 222969.

Healthcare professionals have a duty to safeguard any children who may be at risk of FGM. Information about how to identify children at risk of FGM, including a screening tool and pathways are available on the Oxfordshire Safeguarding Children Board website

## **Self-Harm**

Deliberate self-harm is intentional self-poisoning or injury, irrespective of the apparent purpose of the act, ([www.nice.org.uk](http://www.nice.org.uk)). Self-harm is an expression of personal distress, not an illness.

Self-harm can involve:

- Cutting, burning, biting
- Head banging and hitting
- Picking and scratching
- Pulling our hair
- Overdosing and self-poisoning
- Substance misuse
- Taking personal risk
- Self-neglect
- Disordered eating

Indicators of self-harm may include:

- Changing in eating/sleeping habits
- Changes in activity and mood
- Increased isolation from friends and family
- Talking about self-harming or suicide
- Expressing feelings of failure, uselessness or loss of hope
- Lowering of academic grades
- Abusing drugs or alcohol
- Becoming socially withdrawn
- Giving away possessions

## **Bullying**

Bullying is not always easy to recognise as it can take a number of forms. A child may encounter bullying attacks that are:

- physical: pushing, kicking, hitting, pinching and other forms of violence or threats
- verbal: name-calling, sarcasm, spreading rumours, persistent teasing
- emotional: excluding (sending to Coventry), tormenting, ridiculing, humiliating.

Persistent bullying can result in depression, low self-esteem, shyness, poor academic achievement, isolation, threatened or attempted suicide

Indicators a child is being bullied can be:

- coming home with cuts and bruises
- torn clothes
- asking for stolen possessions to be replaced
- losing dinner money
- falling out with previously good friends
- being moody and bad tempered
- wanting to avoid leaving their home
- aggression with younger brothers and sisters
- doing less well at school
- sleep problems
- anxiety

- becoming quiet and withdrawn

### **Peer on Peer Abuse (abuse involving two people of a similar age)**

Peer-on-peer abuse is any form of physical, sexual, emotional and financial abuse, and coercive control, exercised between children and within children's relationships (both intimate and non-intimate).

Peer-on-peer abuse can take various forms, including: serious bullying (including cyber-bullying), relationship abuse, domestic violence, child sexual exploitation, youth and serious youth violence, harmful sexual behaviour, and/or gender-based violence.

### **Prevent - Extremism**

The Counter-Terrorism and Security Act 2015 places a safeguarding duty on settings to have “due regard to the need to prevent people from being drawn into terrorism”.

Settings subject to the Prevent Duty will be expected to demonstrate activity in the following areas:

- Assessing the risk of children being drawn into terrorism
- Demonstrate that they are protecting children and young people from being drawn into terrorism by having robust safeguarding policies.
- Ensure that their safeguarding arrangements take into account the policies and procedures of the Local Safeguarding Children Board.
- Make sure that staff have training that gives them the knowledge and confidence to identify children at risk of being drawn into terrorism, and to challenge extremist ideas which can be used to legitimise terrorism
- Ensure children are safe from terrorist and extremist material when accessing the internet in the setting

Preventing vulnerable adults and children from being drawn into extremism is a safeguarding concern. It is essential that frontline staff are able to spot the signs and make a safeguarding referral.

Indicators may include:

- Withdrawing from usual activities
- Accessing extremist literature/websites
- Expressing ‘us and them’ thinking
- Expressing feelings of anger, grievance or injustice

To report concerns about child radicalisation:

1. Make safe – If emergency services are required – call 999. Take reasonable steps to ensure that there is no immediate danger.
2. Refer concern identified by member of the public or professional
3. Call MASH on 0345 050 7666

### **Harmful Practices**

Harmful practices have often been embedded in communities for a long time and are born out of community pressure. They are often committed and actively condoned by the child's parents or significant adults within the child's/young person's community.

They include rituals, traditions detrimental effect on the health of the victim. Many of groups of children, particularly Many involve physical abuse and intentionally, to death or serious injury.



or other practices that have a physical, mental and emotional the practices involve bias against girls and children with disabilities. pain leading, in some cases

The most common forms of Harmful Practices are:

- forced or early marriage
- so-called 'honour' based violence
- female genital mutilation or cutting (FGM).
- breast ironing, also known as breast flattening

Other forms include:

- spirit possession
- son preference
- bride kidnapping
- acid attacks
- abuse linked to menstruation

Children and young people can be at risk of significant harm (including death) and any referrals should be made to MASH citing the harmful practice that the child or young person is at risk of. As with all child abuse concerns, if you think a child is in immediate danger, always call **999**.

Due to the involvement of wider family and community members to perpetrate harmful practices, it's important that professionals ensure enhanced confidentiality in these cases.

## Appendix C

**Date:**

**Staff Member:**

**Discussion with:**

**Initiated by:**

**Parents made aware:**

**Contact (face-to-face/telephone etc):**

**Record of event:**

**Action Taken:**

**Concern reported to or shared with:**

## **Appendix D**

### **Online Safeguarding Appendix**

Cherwell Theatre Company have chosen to continue some online opportunities for interaction with their participants. As such CTC have written this Appendix to firstly address how we will deal with any safeguarding concerns arising and secondly the codes of conduct our staff will adhere to when interacting with Young People online.

**Dealing with immediate and non-immediate safeguarding concerns when working online with young people;**

- Any non-urgent concerns or information on young people will be passed to the local LCSS. Details Below;

LCSS North  
Samuelson House,  
Tramway Rd,  
Banbury  
OX16 5AU

Tel: 0345 2412703

Email: [LCSS.North@oxfordshire.gov.uk](mailto:LCSS.North@oxfordshire.gov.uk)

- All immediate concerns will continue to be reported to MASH as discussed in the main safeguarding policy.

### **Guidelines for staff working with Young People online;**

- Young People will only partake in online interactions with CTC if over 18 (25 for those with disabilities) permission has been given by parents, carers or guardians.
- Parents, carers or guardians will be made aware of all the methods that CTC will be using when working with their young people online, and given a log in to be able to access what their young people are viewing online.
- All parents, carers and guardians and Young People will be made aware of the risks of this type of online working and the assessments that CTC has taken to mitigate these risks.
- CTC will ensure young people's personal data is not visible to others online with the exception of CTC staff who already hold this data. CTC will adhere to our usual GDPR standards.
- CTC will ensure that young people are not contactable through its online methods in private formats, and that all interactions are moderated by CTC staff.

### **Open Forums**

- Anywhere young people are able to post or comment will be moderated by CTC staff and all content will need to be approved before being publicly viewable to all participants. This is to ensure that young people are safe from online abuse or information or images they may not want to receive.

### **Recorded Content**

- Recorded content by staff will be appropriate in line with our usual safeguarding policy eg appropriate use of language, dress code and our high standards of professionalism.
- Any comment or reaction from young people will be moderated to the same standards as any Open Forum.
- If staff ask young people to record themselves for the purposes of teaching online (for example monologue scenes etc) they will be clear with participants about what is deemed appropriate in terms of language, dress and content.

### **Private Messaging**

- Both CTC staff DSL and board level DSL will hold log in information for staff to ensure that any direct or private messages from participants to staff are handled appropriately.
- Staff should strive not to have any private message conversations with young people, where these can be avoided.
- Staff must keep all private or direct messages to ensure transparency.

## **Video Call Sessions (Skype/Zoom style workshops)**

- Staff will ensure that all sessions adhere to the CTC Zoom usage Code of Conduct (Appendix E)
- Staff will ensure all sessions are password protected and that the details to access sessions are only shared with participants.
- Staff will ensure those in attendance are only those expected and invited to the workshop.
- All young people and staff **MUST** ensure they take part in the session with an appropriate background eg kitchen, blank wall etc and that nothing offensive can be seen in the shot.
- Young people and staff will dress appropriately for the workshop. This means no offensive slogan clothing, no night clothes and an appropriate level of clothing. If participants are unsure what this means, they can use what they would usually wear to a session as a general guidance for what is appropriate.
- Both staff and Young People will be made aware it is not acceptable to record any online sessions.
- Parents, guardians and carers will be made aware of when any Video call workshops are happening so they can choose to supervise at home/are able to support their young person with the technology to access the class where needed.

## **Appendix E**

### **Code of Conduct for online work**

#### **Introduction**

Cherwell Theatre Company have chosen to continue online opportunities for interaction for their participants. As such CTC have written this code of conduct to illustrate how our staff will interact with Young people online, and guidelines to accessing and using this service safely and responsibly for participants and parents/guardians/carers.

## **Guidelines for CTC staff working with Young People online**

- Young People will only partake in online interactions with CTC if over 18 or written permission has been given by parents, carers or guardians.
- Parents, carers or guardians will be made aware of all the methods that CTC will be using when working with their young people online, and given a log in to be able to access what their young people are viewing online.
- All parents, carers and guardians and Young People will be made aware of the risks of this type of online working and the assessments that CTC has taken to mitigate these risks.
- CTC will ensure young people's personal data beyond their user name is not visible to others online with the exception of CTC staff who already hold this data. CTC will adhere to our usual GDPR standards.
- CTC will ensure that young people are not contactable through its online methods in private formats, and that all interactions are moderated by CTC staff.

## **Open Forums**

- Posts or comments made by young people on our online forum will be moderated by CTC staff and all content will need to be approved before being publicly viewable to all participants. This includes text, images, video or audio recordings. This is to ensure that young people are safe from online abuse or information or images they may not want to receive.

## **Recorded Content**

- Recorded content by staff will be appropriate and in line with our usual safeguarding policy eg appropriate use of language, dress code and our high standards of professionalism.
- Any comment or reaction from young people will be moderated to the same standards as any Open Forum.
- If staff ask young people to record themselves for the purposes of teaching online (for example monologue scenes etc) they will be clear with participants about what is deemed appropriate in terms of language, dress and content.

## **Workshops delivered over Zoom**

- Staff will ensure all sessions are password protected and that the details to access sessions are only shared with participants.
- Staff will ensure those in attendance are only those expected and invited to the workshop. They will only admit users with screen names which have been provided on the registration form from the waiting room into the session.
- The meeting will be locked to new participants by CTC staff 15 minutes after the workshop start time. If you do enter the workshop late, we ask that you do so quietly and join in with the activities when you are ready, so as not to disrupt the session.
- All young people and staff must ensure they take part in the session with an appropriate background eg kitchen, blank wall etc and that nothing offensive can be seen in the shot.
- Young people and staff will dress appropriately for the workshop. This means no offensive slogan clothing, no night clothes and an appropriate level of clothing. If participants are unsure what this means, they can use what they would usually wear to a session as a general guidance for what is appropriate.
- Both staff and Young People will be made aware it is not acceptable to record any online sessions.



- Parents, guardians and carers will be made aware of when any Zoom workshops are happening so they can choose to supervise at home/are able to support their young person with the technology to access the class where needed.
- Sessions will take place from an appropriate place in facilitator's house with a neutral background where they will be undisturbed. This means not in staff's bedroom or bathroom.
- If "Zoom bombing" is to occur, staff will terminate the session immediately. More information on Zoom bombing can be found here: <https://en.wikipedia.org/wiki/Zoombombing>
- Staff will disable the screen sharing, private chat, screen annotation and recording functions and participants ability to change their user names once in the session.
- Staff will only share links and files with young people in advance of the session via their parents, guardians or carers to ensure they have the opportunity to vet any content in advance of the session if they should wish to do so.
- Staff will remove any participants they deem to be being disruptive to the session.
  - To ensure the highest standards for safeguarding, staff will debrief and keep notes about each session including attendance and concerns about any young people's behaviour. These will be saved in CTC online server and any safeguarding concerns reported.

### **Guidance for parents/carers/guardians around the use of Zoom**

- Please ensure you are using the most up-to-date version of the Zoom App so that all security capabilities are at the highest possible standard.
- Where possible, please use a laptop rather than mobile device, this means young people have a better view of other participants, and staff, in sessions.
- Parents, guardians and carers will be made aware of when any Video call workshops are happening so they can choose to supervise at home/are able to support their young person with the technology to access the class where needed.
- Parents/carers should share the Zoom screen name that will appear for their young person so staff know who to admit from the waiting room to the session. You can enter this information on the registration form. Staff can change the name of the participant at the start of the session if required and reset it to the parent/carers at the end of the session.
- CTC will adhere to our usual standards of GDPR, which can be found here: <https://www.cherwelltheatrecompany.co.uk/privacy-notice>
- Further information on how Zoom store your information, and their security features more generally, can be viewed here;
- [https://zoom.us/docs/en-us/privacy-and-security.html?zcid=3747&creative=431306240822&keyword=%2Bzoom%20%2Bsecurity&matchtype=b&network=g&device=c&qclid=CjwKCAjwv4\\_1BRAhEiwAtMDLsvFag\\_raizfZe0a\\_zh2CxLiDZzJKhQXASpdjUw3SHNrEFiUrK0GS4ix0C2MAQAvD\\_BwE](https://zoom.us/docs/en-us/privacy-and-security.html?zcid=3747&creative=431306240822&keyword=%2Bzoom%20%2Bsecurity&matchtype=b&network=g&device=c&qclid=CjwKCAjwv4_1BRAhEiwAtMDLsvFag_raizfZe0a_zh2CxLiDZzJKhQXASpdjUw3SHNrEFiUrK0GS4ix0C2MAQAvD_BwE)

### **Private Messaging**

- CTC staff, will hold log in information for staff to ensure that any direct or private messages from participants to staff are handled appropriately.
- Staff should strive not to have any private message conversations with young people, where these can be avoided. If a participant chooses to reach out to staff in this way with a concern, they will be directed to contact CTC via email.
- Staff must keep all private or direct messages to ensure transparency.
- When one to one mentorship is offered online, the call will be recorded.

**Anyone found to be in breach of the code of conduct laid out here will be removed from all future work with CTC online, and in more serious cases any future workshops and sessions taking place under normal circumstances.**

## **Appendix F**



**Cherwell Theatre Company Safeguarding:  
Promoting the Welfare of Children & Young Adults**

## **Code of Conduct for Staff and Volunteers**

All adults who work or volunteer with, and on behalf of children are accountable for the way in which they behave and for the steps they take to manage risk and safeguard children. For purposes of clarity, all our young people are classed as children under the age of 18 years old and even at 18 and beyond, our staff, facilitators and mentors are in a position of power and trust that should never be abused.

CTC offers young people the opportunity and support they need to help them explore their creativity through the performing arts. We support teenagers and young adults as they grow in confidence, strengthen their relationships with peers and mentors, and widen their links with the professional theatre community.

**Throughout all our work and activities to support our young people, their best interests are our prime concern.**

Adults working or volunteering with young people occupy a position of considerable trust. Our conduct and behaviour, including in our private life, must demonstrate that we will always act in the best interests of the young people with whom we come into contact. We avoid any behaviour which may compromise our ability to safeguard children and CTC's reputation.

This Code of Conduct is accepted and signed by all trustees, staff and volunteers across the CTC organisation and ensures that we are all aware of our responsibilities and expectations in supporting young people.

It is introduced to trustees, staff and volunteers as part of their induction and indicates that we fully understand and are committed to CTC's Policy and procedures for Safeguarding and Promoting the Welfare of Children.

Copies of the signed Codes of Conduct will be held on file in CTC's records.

In order to acknowledge our individual responsibility to protect children, and to reduce the likelihood of abuse taking place, each trustee, member of staff and volunteer signs their agreement:

- 1) to model and promote CTC's commitment to safeguarding children in all aspects of their work and wider conduct, including in the use of social network sites;
- 2) not to exploit or abuse their position with regard to children;
- 3) to follow the CTC Standards and Methods of Practice as outlined at your Safeguarding Induction Training, the policies and procedures relating to safeguarding, including the Safeguarding and Promoting the Welfare of Children Policy and this Code of Conduct;
- 4) to follow CTC's procedures for reporting concerns about a child, or about the behaviour of an adult, without delay;
- 5) to undertake safeguarding training specific to their role in order to keep knowledge and skills up to date;
- 6) to model positive examples of behaviour towards children and adults:
  - i. to be an excellent role model; this includes not smoking or drinking alcohol in the company of young people;
  - ii. to recognise the developmental needs and capacity of the young person and to not risk sacrificing welfare in a desire for company or personal

achievements. This means avoiding excessive rehearsal or competition and not pushing them against their will.

- iii. always give constructive feedback;
  - iv. not to make inappropriate, sexual or abusive remarks;
  - v. to listen to and respect the views of children;
  - vi. to recognise that young people can be adversely affected by words and actions and to sensitively challenge inappropriate, offensive, racist or abusive language and behaviour, when safe and appropriate to do so.
- 7) to ensure that any physical contact with a child is appropriate, acceptable to the young person and non-abusive:
- i. to avoid unnecessary physical contact with young people (i.e. helping with personal care, displays of physical affection and/or 'horseplay');
  - ii. where any form of manual/physical support is required it should be provided openly and with the consent of the young person. Physical contact can be appropriate so long as it is neither intrusive nor disturbing and the young person's consent has been given.
- 8) to work in an open environment:
- i. avoiding private or unobserved situations and encouraging open communication with no secrets; this includes not taking young people alone in a car or to your home;
  - ii. understanding the potential risks of adults being on their own with children and young adults over whom they hold a position of power and trust
- 9) to secure parental consent for the company to act in loco parentis, to give permission for the administration of emergency first aid or other medical treatment if the need arises; to gain written parental consent for any significant travel arrangements.

### **Declaration**

I acknowledge my responsibility to protect children.

I have read and agree to follow the:

1. CTC Policy for Safeguarding and Promoting the Welfare of Children
2. CTC Code of Conduct for Safeguarding and Promoting the Welfare of Children
3. CTC Code of Conduct for Online Work

I accept that failure to work to this Code of Conduct may result in suspension pending investigation or a termination of my work with CTC and onward reports being made to the appropriate agencies. For staff this may result in disciplinary action; trustees or volunteers who do not comply with the Code of Conduct may be asked to leave CTC.

Signed \_\_\_\_\_ Date \_\_\_\_\_

Print name \_\_\_\_\_

Role (trustee/staff/volunteer) \_\_\_\_\_

**We appreciate the time, energy and commitment that everyone brings to CTC. Through our consistent approach we each play a part in helping to ensure that CTC helps children and young adults to thrive in a safe, secure and happy environment.**