



Safeguarding and Child Protection



Policy statement

The Orchard Nursery will work with children, parents and the community to ensure the rights and safety of children and give them the very best start in life.

At the Orchard Nursery, we comply with all the legal requirements set out in the 'Statutory Framework for the Early Years Foundation Stage' – March 2017. We work in line with the guidance and procedures of the Local Safeguarding Children Board (LSBC). The board's purpose is to co-ordinate, monitor and review what is done across the areas of Bournemouth and Poole with regard to all agencies to safeguard and promote the welfare of children in the area. We also work in line with the Government's statutory guidance 'Working Together to Safeguard children July 2018' and Keeping Children Safe in Education September 2018.

Our Designated Safeguarding Lead (DSL) for child protection is EMMA MIDDLETON

(This person is responsible for liaison with statutory children's services agencies, and with the LSCB. It is their duty to provide support, advice and guidance to other members of staff.)

The deputy officer for safeguarding children is: JO MARTIN

If the DSL and Deputy DSL are absent our third in charge DSL co-ordinate all safeguarding and child protection matters. Named third in charge: KELSIE MOSS

Training for DSL is to be updated every 3 years and an annual update is required. The DLS will have a job description. See role and responsibilities for DSL in job Description.

Procedures

- The designated person (and the person who deputises for them) understands LSCB safeguarding procedures, attends relevant LSCB training at least every two years and refreshes their knowledge of safeguarding at least annually. At induction staff are asked to read KCSIE (Keeping Children Safe in Education) part one.
- We ensure all staff are trained to understand our safeguarding policies and procedures and that parents are made aware of them too.
- All staff have an up-to-date knowledge of safeguarding issues, are alert to potential indicators and signs of abuse and neglect and understand their professional duty to ensure safeguarding and child protection concerns are reported to the MASH – Multi Agency Safeguarding Hub. They receive updates on safeguarding at least annually.
- All staff are confident to ask questions in relation to any safeguarding concerns and know not to just take things at face value but can be respectfully sceptical.
- We ensure that all staff receive updates on safeguarding via emails, newsletters, online training and/or discussion at staff meetings at least once a year.
- All staff understand the principles of early help (as defined in *Working Together to Safeguard Children, 2018*) and are able to identify those children and families who may be in need of early help and enable them to access it. Early Help is about having a set of agreed arrangements across the Children's Trust partnership to commission, signpost and offer a range of helpful appropriate interventions to families to support effective parenting and to enable children and young people who have additional needs to meet their full potential. At the Orchard Nursery we will signpost families and arrange support by liaising with other professional to provide Early Help.
- All staff understand what The Orchard Nursery expects of them in terms of their required behaviour and conduct, and follow our policies and procedures on positive behaviour, online safety (including use of mobile phones), whistleblowing and dignity at work. This would be set out in our staff behaviour policy/code of conduct.
- Mobile phones are not allowed to be carried by staff in the setting. All personal phones must be put away with personal possessions and kept in the staff room.

- Any member of staff that is caught with their phone on their person in the rooms where children are present will be subject to disciplinary action.
- Staff may use their phones on their lunch break only.
- The nursery has a mobile phone to use during outings. The camera is covered with Tipex when on outings.
- Mobile phones are an important preventative measure and it will mean that images cannot easily be transmitted electronically, however we are aware that this alone will not prevent abuse taking place.
- Only cameras owned by the nursery can be used in the setting.
- Children have a key person to build a relationship with, and are supported to articulate any worries, concerns or complaints that they may have in an age appropriate way.
- All staff understand our policy on promoting positive behaviour and follow it in relation to children showing aggression towards other children.
- Adequate and appropriate staffing resources are provided to meet the needs of children.
- Staff ratios ensure that we follow the legal requirements for the minimum numbers of staff present with the children at any time as set out in the Early Years Foundation Stage statutory framework March 2017.
- When working with children directly practitioners will not be under the influence of alcohol or any substance which may affect their ability to care for children.
- Applicants for posts within the setting are clearly informed that the positions are exempt from the Rehabilitation of Offenders Act 1974.
- Enhanced criminal records (DBS) and barred lists checks and other suitability checks are carried out for staff and volunteers prior to their post being confirmed, to ensure that no disqualified person or unsuitable person works at the setting or has access to the children. All applicants are interviewed and given a 6 months probationary period. Two written references are obtained, and staff have yearly appraisals and one supervision throughout the year.
- Volunteers do not work unsupervised
- Information is recorded about staff qualifications, and the identity checks and vetting processes that have been completed including:
 - the criminal records disclosure reference number;
 - the date the disclosure was obtained; and
 - details of who obtained it.
- All staff and volunteers are informed that they are expected to disclose any convictions, cautions, court orders or reprimands and warnings which may affect their suitability to work with children (whether received before or during their employment with us).
- We notify the Disclosure and Barring Service of any person who is dismissed from our employment or resigns in circumstances that would otherwise have led to dismissal for reasons of a child protection concern.
- Procedures are in place to record the details of visitors to the setting.
- Security steps are taken to ensure that we have control over who comes into the setting so that no unauthorised person has unsupervised access to the children.
- Any personal information is held securely and in line with GDPR requirements and guidance from the ICO.
- The designated person in the setting has responsibility for ensuring that there is an adequate online safety policy in place.
- We keep a written record of all complaints and concerns including details of how they were responded to.
- We ensure that robust risk assessments are completed, that they are seen by all relevant staff and that they are regularly reviewed and updated, in line with our health and safety policy.
- The designated person will report any changes or incidents to Ofsted as soon as reasonably practicable, but at the latest within 14 days.

- Effective professional communication between colleagues regarding the safety of children is essential. Staff must be clear, and not make assumptions about what action other professionals are doing or have done. Staff must make sure that at the end of the conversation or piece of communication that they check back with other professionals that there is a joint understanding of what has been discussed and what has been agreed in terms of next actions.
- All committee members will undertake an enhanced DBS check and also have level one Safeguarding training. The committee has appointed a Designated Safeguarding Lead (DSL) who has lead responsibility for dealing with all safeguarding concerns in our setting. (Mike Carter) Safeguarding is always on the agenda for committee and staff meetings.

Responding to suspicions of abuse

- We acknowledge that abuse of children can take different forms - physical, emotional, and sexual, as well as neglect. (See appendix 1)
- We ensure that all staff have an understanding of the additional vulnerabilities that arise from special educational needs and/or disabilities, plus inequalities of race, gender, language, religion, sexual orientation or culture, and that these receive full consideration in relation to child protection.
- At the Orchard nursery we will ensure that our disabled children are listened to and responded to appropriately where they have concerns regarding abuse. In order to do this, we will ensure that our staff and volunteers receive the relevant training to raise awareness and have access to specialist staff in the event they have concerns regarding abuse of a child.
- When children are suffering from physical, sexual or emotional abuse, or experiencing neglect, this may be demonstrated through:
 - significant changes in their behaviour;
 - deterioration in their general well-being;
 - their comments which may give cause for concern, or the things they say (direct or indirect disclosure);
 - changes in their appearance, their behaviour, or their play;
 - unexplained bruising, marks or signs of possible abuse or neglect; and
 - any reason to suspect neglect or abuse outside the setting.
- We are aware of the 'hidden harm' agenda concerning parents with drug and alcohol problems and consider other factors affecting parental capacity and risk, such as social exclusion, domestic violence, radicalisation, mental or physical illness and parent's learning disability.
- We are aware that children's vulnerability is potentially increased when they are privately fostered and when we know that a child is being cared for under a private fostering arrangement, we inform our local authority children's social care team.
- We understand that nursery is not statutory, however where a child misses nursery session for a one day, the nursery follows the attendance policy and record and monitor absences.
- We are aware of other factors that affect children's vulnerability that may affect, or may have affected, children and young people using our provision, such as abuse of children who have special educational needs and/or disabilities; sexual exploitation of children, including through internet abuse; Female Genital Mutilation, Peer on peer abuse, Honour based violence, trafficked children, and radicalisation or extremism. (See appendix 2 for definitions)
- In relation to radicalisation and extremism, we follow the Prevent Duty guidance for England and Wales published by the Home Office and LSCB procedures on responding to radicalisation and follow our prevent duty and British values policy.
- We are aware of the mandatory duty that applies to teachers and health workers to report cases of Female Genital Mutilation to the police.

- We also make ourselves aware that some children and young people are affected by gang activity, by complex, multiple or organised abuse, through forced marriage or honour-based violence or may be victims of child trafficking. While this may be less likely to affect young children in our care, we may become aware of any of these factors affecting older children and young people who we may come into contact with. (See appendix 2)
- Where we believe that a child in our care or that is known to us may be affected by any of these factors we follow the procedures below for reporting child protection concerns and follow the LSCB procedures.
- Where such evidence is apparent, the staff member makes a dated record of the details of the concern and discusses what to do with the duty DSL. The information is stored on the child's personal file.
- We refer concerns to MASH or allocated social worker and co-operate fully in any subsequent investigation. NB In some cases this may mean the police or another agency identified by the Local Safeguarding Children Board.
- We take care not to influence the outcome either through the way we speak to children or by asking questions of children.
- It may not be possible to know whether a disclosure is being made or not. In such circumstances it is appropriate to ask the 'TED' questions, these are open ended questions that will not prejudice any future investigation: 'Tell me more about that...' Explain what you mean.....Describe what happened....
- We have a whistleblowing policy in place.
- Staff/volunteers know they can contact the organisation Public Concern at Work for advice relating to whistleblowing; if they feel that the organisation has not acted adequately in relation to safeguarding they can contact the NSPCC whistleblowing helpline.

Recording suspicions of abuse and disclosures

- Where a child makes comments to a member of staff that give cause for concern (disclosure), or a member of staff observes signs or signals that give cause for concern, such as significant changes in behaviour; deterioration in general well-being; unexplained bruising, marks or signs of possible abuse or neglect; that member of staff:
 - listens to the child, offers reassurance and gives assurance that she or he will take action;
 - does not question the child
- The staff member making the disclosure will record it on the nurseries online reporting system (CPOMS). This will include, if relevant, the body map.
- A 'PRE-EXISTING INJURY AT HOME' form will be completed if a child comes into nursery with any type of mark on their body that occurred outside of nursery. These forms will be signed by the parent/Carer and then be uploaded to CPOMS. Once uploaded to CPOMS the form will be kept in the children's file in the office.
- The member of staff acting as the designated person is informed of the issue at the earliest opportunity.
- If the DSL deems it appropriate then a referral will be made to the MASH team or allocated social worker.
- A Referral form will be completed and emailed to MASH.

Making a referral to the MASH team

- The duty DSL will telephone the MASH team to inform them of the referral.
- When requested we will complete an LSCB interagency referral form and send to MASH@bcpcouncil.co.uk
- We keep a copy of this document in the child's individual safeguarding file, which is securely locked, and reported on CPOMS.
- The duty DSL will then complete "Actions" on CPOMS for any ongoing events or updates.
- If a child meets the threshold for Child Protection Plan / Child in Need Plan then a record of minutes from meetings will be documented, completed by the social worker.

Informing parents

- Parents are normally the first point of contact. Concerns are discussed with parents to gain their view of events, unless it is felt that this may put the child at risk or interfere with the course of a police investigation. Advice will be sought from social care if necessary.
- Parents are informed when we make a record of concerns on CPOMS and that we also make a note of any discussion we have with them regarding a concern.
- If a suspicion of abuse warrants referral to social care, parents are informed at the same time that the referral will be made, except where the guidance of the Local Safeguarding Children Board does not allow this, for example, where it is believed that the child may be placed at risk.
- This will usually be the case where the parent is the likely abuser.
- If there is a possibility that advising a parent beforehand may place a child at greater risk (or interfere with a police response) the designated person should seek advice from MASH team, about whether or not to advise parents beforehand, and should record and follow the advice given.

Liaison with other agencies

- We work within the Local Safeguarding Children Board guidelines.
- The current version of 'What to do if you're worried a child is being abused' is available for parents and staff and all staff are familiar with what they need to do if they have concerns.
- We have procedures for contacting the local authority regarding child protection issues, including maintaining a list of names, addresses and telephone numbers of social workers, to ensure that it is easy, in any emergency, for the setting and children's social care to work well together. The safeguarding team at the setting is displayed using photographs of the three key people with telephone numbers of who to contact. These are displayed all around the setting.
- We notify Ofsted of any incident or accident and any changes in our arrangements which may affect the well-being of children or where an allegation of abuse is made against a member of staff (whether the allegations relate to harm or abuse committed on our premises or elsewhere). Notifications to Ofsted are made as soon as is reasonably practicable, but at the latest within 14 days of the allegations being made.
- Contact details for the National Society for the Prevention of Cruelty to Children (NSPCC) are: 0808 800 5000 or email help@nspcc.org.uk

Allegations against staff

- We ensure that all parents know how to complain about the behaviour or actions of staff or volunteers within the setting, or anyone working on the premises occupied by the setting, which may include an allegation of abuse.
- We respond to any inappropriate behaviour displayed by members of staff, volunteer or any other person working on the premises, which includes:
 - inappropriate sexual comments;
 - excessive one-to-one attention beyond the requirements of their usual role and responsibilities, or inappropriate sharing of images.
- We follow the guidance of the Local Safeguarding Children Board when responding to any complaint that a member of staff or volunteer within the setting, or anyone working on the premises occupied by the setting, has abused a child.
- We ensure that all staff and volunteers know how to raise concerns about a member of staff or volunteer within the setting.

- We respond to any disclosure by children or staff that abuse by a member of staff or volunteer within the setting, or anyone working on the premises occupied by the setting, may have taken, or is taking place, by first recording the details of any such alleged incident in writing and kept confidential in the staff file. .
- We refer any such complaint immediately to the Local Authority Designated Officer (LADO) to investigate and/or offer advice within 48 hours. Laura Baldwin or John McLaughlin 01202 456744
- We also report any such alleged incident to Ofsted within 14 days (unless advised by LADO that this is unnecessary due to the incident not meeting the threshold), as well as what measures we have taken. We are aware that it is an offence not to do this.
- We co-operate entirely with any investigation carried out by children's social care in conjunction with the police.
- Where the management team and children's social care agree it is appropriate in the circumstances, the member of staff or volunteer will be suspended for the duration of the investigation. This is not an indication of admission that the alleged incident has taken place, but is to protect the staff, as well as children and families, throughout the process.
- If an allegation is made against an adult in a position of trust whether they be members of staff or volunteers this should be brought to the immediate attention of the DSL who will advise the Committee.
- In the case of the allegation being made against the DSL this will be brought to the immediate attention of the Committee.
- The DSL/Committee will need to discuss with the Local Authority Designated Officer (LADO) the nature of the allegations made against the adult, in order for the appropriate action to be taken. This may constitute an initial evaluation meeting or strategy discussion depending on the allegation being made.
- Contact the parents or carers of the child/young person if advised to do so by the LADO.

Disciplinary action

Where a member of staff or volunteer has been dismissed due to engaging in activities that caused concern for the safeguarding of children or vulnerable adults, we will notify the Disclosure and Barring Service of relevant information, so that individuals who pose a threat to children and vulnerable groups can be identified and barred from working with these groups.

Prevention of abuse by means of good practice

- The layout of the rooms allows for constant supervision. No child is left alone with staff or volunteers in a one-to-one situation without being within sight and/or hearing of other staff or volunteers.
- Exceptions to this are "The Blossom Room" where a member of staff may do one-to-one work with individuals or small groups. The door is always left open and other staff are within sight/hearing of the room. A two way intercom is always on between the blossom room and apple room. This is to hear all dialog between staff and child.
- An adult that may need to comfort a child in the sleep area, will if possible, leave the partitioned door ajar, where this is not possible (eg. baby room sleep room) an additional adult will continue checking the room every 10 minutes.
- An adult changing a child's nappy in the baby room, will always leave the door wide open.
- The nappy change area in the pears room is situated in such a way that staff will not be alone.
- The layout of the nursery rooms will permit constant supervision of all children.
- We aim to enable children in our care to have the self-confidence and the vocabulary needed to challenge and report anything they are uncomfortable with.
- Adults will respect children's privacy and personal space.
- Adults should not touch or pick up a child who does not wish adult contact, and we would encourage children to sit next to us rather than on our laps. However, if a child asks for a comfort hug, if deemed appropriate at the time, can be given.

- When managing children’s challenging behaviour, adults should never handle a child roughly; staff will follow the behaviour policy and be encouraged to attend behaviour management courses.
- During volatile, potential aggressive or tricky situations regarding parents, two members of staff should always be present. This should be a member of senior management team and one other.

Curriculum

- We introduce key elements of keeping children safe into our programme to promote the personal, social and emotional development of all children, so that they may grow to be strong, resilient and listened to and so that they develop an understanding of why and how to keep safe.
- We create within the setting a culture of value and respect for individuals, having positive regard for children's heritage arising from their colour, ethnicity, languages spoken at home, cultural and social background.
- We ensure that this is carried out in a way that is developmentally appropriate for the children.
- We implement key elements of safeguarding through ‘Safer Stranger’, ‘The underpants rule’, road safety and online safety.

Support to families

- We believe in building trusting and supportive relationships with families, staff and volunteers.
- We make clear to parents our role and responsibilities in relation to child protection, such as for the reporting of concerns, information sharing, monitoring of the child, and liaising at all times with the local children’s social care team.
- We will continue to welcome the child and the family whilst investigations are being made in relation to any alleged abuse.
- We follow the Child Protection Plan as set by the child’s social worker in relation to the setting's designated role and tasks in supporting that child and their family, subsequent to any investigation.
- Confidential records kept on a child are shared with the child's parents or those who have parental responsibility for the child in accordance with the Confidentiality and Client Access to Records procedure, and only if appropriate under the guidance of the Local Safeguarding Children Board.

Other related policies

Prevent Duty Policy and British Values.

E-safety

Missing or lost child

Bullying and Whistleblowing

Confidentiality

LSCB RECORD KEEPING POLICY

Special educational Needs

Behaviour management

For more information and a copy of the document “Working Together to Safeguard Children 2018” go to:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281368/Working_together_to_safeguard_children.pdf

Updates regarding safeguarding procedures will be obtained through the following:

www.bournemouth-poole-lscb.org.uk

Follow the link – Latest updates

APPENDIX 1

What is child abuse?

(The following definitions are from Working Together to Safeguarding children 2018)

Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting, by those known to them or, more rarely, by a stranger for example, via the internet. They may be abused by an adult or adults, or another child or children.

Physical abuse

Physical abuse 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

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless 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 the 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 cyber bullying), 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, though it may occur alone.

Sexual abuse

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

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- 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.

APPENDIX 2

Child Sexual Exploitation (CSE)

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. Any report or concerns raised about children or young people, the designated safeguarding lead will consider the risk factors identified in Sexual exploitation of children & young people and a referral will be made to the MASH team and follow advice. They may ask to submit to the CSE email CSERisk@bournemouth.gscx.gov.uk.

Female Genital Mutilation (FGM)

Definition of "Female Genital Mutilation (FGM) comprises of all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs whether for cultural or non-therapeutic reasons."

This is against the law, yet for some communities it is considered a religious act and cultural requirement. It is illegal for someone to arrange for a child to go abroad with the intention of having her circumcised. If any of the above areas of concern is brought to the attention of The Orchard Nursery, we will report it.

UK communities that are considered most at risk of FGM but in exclusively, include: Kenyans, Somalis, Sudanese, Sierra Leoneans, Egyptians, Nigerians and Eritreans. However, women from non-African communities that are at risk of FGM include Yemeni, Kurdish, Indonesian and Pakistani women.

Indications that a child is at risk of FGM:

1. The family comes from a community that is known to practice FGM - especially if there are elderly women present.
2. In conversation a child may talk about FGM.
3. A child may express anxiety about a special ceremony.
4. The child may talk or have anxieties about forthcoming holidays to their country of origin. Parent/Guardian requests permission for authorised absence for overseas travel or you are aware that absence is required for vaccinations.
5. If a woman has already undergone FGM – and it comes to the attention of any professional, consideration needs to be given to any Child Protection implications e.g. for younger siblings, extended family members and a referral made to Social Care or the Police if appropriate.

In all cases staff will follow our safeguarding procedure and the DSL will contact Bournemouth MASH for advice, where a referral will be made.

Honour Based Violence

- Honour based violence is a 'crime or incident, which has or may have been committed to protect or defend the honour of the family and/or community'. It is important to be alert to signs of distress and indications such as self-harm, absence from setting, infections resulting from female genital mutilation, isolation from peers, being monitored by family, not participating in setting activities, unreasonable restrictions at home. Where it is suspected that a child/young person is at risk from Honour based violence, the Orchard Nursery will report those concerns to the appropriate agency in order to prevent this form of abuse taking place.

Trafficked Children

Child trafficking involves moving children across or within national or international borders for the purposes of exploitation. Exploitation includes children being used for sex work, domestic work, restaurant/ sweatshop, drug dealing, shoplifting and benefit fraud. Where the Orchard Nursery is made aware of a child is suspected of or actually being trafficked/exploited we will report our concerns to the appropriate agency.

Peer on peer abuse

Our nursery may be the only stable, secure and safe element in the lives of children at risk of, or who have suffered harm. Nevertheless, whilst at nursery, their behaviour may be challenging and defiant, or they may instead be withdrawn, or display abusive behaviours towards other children.

Our nursery recognises that some children may abuse their peers and any incidents of peer on peer abuse will be managed in the same way as any other child protection concern and will follow the same procedures.

Peer on peer abuse can manifest itself in many ways. This may include bullying (including cyber bullying), on-line abuse, gender-based abuse, 'sexting' or sexually harmful behaviour. We do not tolerate any harmful behaviour in nursery and will take swift action to intervene where this occurs. We use role play, circle time, stories, golden rules, discussion times to help children understand, in an age-appropriate way, what abuse is and we encourage them to tell a trusted adult if someone is behaving in a way that makes them feel uncomfortable. Our nursery understands the different gender issues that can be prevalent when dealing with peer on peer abuse.

The Orchard Nursery has a Behaviour Policy which includes anti – bullying. The nursery would produce a behaviour plan to discover triggers, initiate strategies and monitor progress.

Signed on behalf of the nursery.....*Emma Middleton*.....Date:.... September 2019