

# An Introduction to Safeguarding Children

## **Resource/Induction Pack**

April 2017

Page 1 of 40

### Introduction

Safeguarding children is everyone's responsibility; the welfare of the child is paramount. This resource pack sets out statutory responsibilities and guidance for the children's workforce in Knowsley. It is designed to help organisations to understand the role they have in safeguarding children and young people in Knowsley.

The purpose of this resource pack is to provide managers and leaders with information to support the induction process of all staff and volunteers. It is not a substitute for safeguarding training that should be undertaken by all staff and volunteers relevant to their role and responsibilities.

This pack provides information on:

- Definition of safeguarding & promoting the welfare of children and young people
- What is safeguarding
- Knowsley Safeguarding Children Board
- What is significant harm
- What is child abuse and neglect
- Compromised care
- Allegations Management
- Code of Conduct for staff and volunteers
- Code of Conduct for children and young people
- Roles and responsibilities
- Information Sharing
- Multi-Agency Escalation Policy
- Contact details for help and advice
- Multi-agency safeguarding training

And...

- Provides an exemplar Safeguarding Children Policy Statement
- > Provides Safeguarding Children and Young People Induction Checklist
- A glossary of some commonly used national and local terms and phrases that people may come across in relation to safeguarding children and young people has also been included at the end of this pack however the list is not exhaustive.

The Knowsley Safeguarding Children Board identify priorities on a bi-annual basis.

These priorities will focus the work of the board. For 2016-18 the following have been agreed:

(1) Children and Young People in Knowsley are safeguarded and protected from harm, including abuse, exploitation and neglect.

(2) The voices and experiences of children and young people are fully embedded in practice and service planning.

(3) Delivery of the serious case review action plans. (with a focus on domestic abuse)

## Definition of safeguarding and promoting the welfare of children and young people

Whether you are a paid employee or a volunteer you have a duty to safeguard and promote the welfare of children and young people. Where there are concerns about the welfare of a child or young person, the duty of care to that child or young person will always take precedence over any obligation to the alleged perpetrator or other individual.

Your specific roles and responsibilities in this area, based upon national guidance, are to:

- Recognise children and young people in need of support and/or safeguarding
- > Know who to contact for help, advice and support
- > Make appropriate referrals in a timely manner
- > Access training and supervision to help you act upon safeguarding concerns
- Keep accurate and up to date records
- Follow your organisation's policies and procedures regarding safeguarding children at all times

Access Multi Agency Safeguarding Children procedures via the KSCB website <u>http://www.knowsleyscb.org.uk/professionals/multi-agency-training/</u>

## What is Safeguarding?

## **Definitions**

The Children Acts 1989 and 2004 define a 'child' as anyone who has not yet reached their 18th birthday. Therefore safeguarding and promoting the welfare of children means 'children' and 'young people'.

In Knowsley we use the definition of safeguarding found in Working Together to Safeguard Children (2015):

- Safeguarding and promoting the welfare of children is defined for the purposes of this guidance as:
- protecting children from maltreatment;
- > preventing impairment of children's health or development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

There is a safeguarding continuum which children and young people can move up or down depending upon the circumstances they may find themselves in. For example, a teenager may find themselves in need of safeguarding if they are a victim of cyber bullying or grooming via the internet, which they may or may not recognise. Similarly, a disabled child may be more vulnerable if they rely upon personal care from a number of carers, or because they use an alternative method of communication which limits opportunities to disclose abuse.

Most concerns can be addressed before they escalate by identifying additional needs at the earliest opportunity and identifying how children and families can be supported, including the services and interventions that are best placed to help. This should be done by undertaking an Early Help Assessment (EHA) where there are multiple needs identified.

If safeguarding concerns persist and escalate, the child may be identified as a 'child in need'. Section 17 of the Children Act 1989 places a duty on the local authority to provide services to children 'in need' in order for them to remain living with their family. Children with disabilities may also be identified as children 'in need'.

Unfortunately, some children and young people will be in need of protection. Section 47 of the Children Act 1989 refers to such children as suffering or likely to suffer significant harm.

## Knowsley Safeguarding Children Board

The Local Safeguarding Children Board (LSCB) for Knowsley often referred to as KSCB has a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. The statutory objectives and functions are as follows:

Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

**Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:

- (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
- (ii) training of persons who work with children or in services affecting the safety and welfare of children;
- (iii) recruitment and supervision of persons who work with children;
- (iv) investigation of allegations concerning persons who work with children;
- (v) safety and welfare of children who are privately fostered;
- (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of this guidance.

Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

In order to fulfil its statutory function under regulation 5 an LSCB should use data and, as a minimum, should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

LSCBs do not commission or deliver direct frontline services though they may provide training. While LSCBs do not have the power to direct other organisations they do have a role in making clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding. Full details of the statutory Board partners and relevant persons and bodies that make up the LSCB are listed on page 68 of the "Working Together to Safeguard Children published in 2015.

## What is Significant Harm?

The concept of significant harm refers to the threshold that justifies compulsory intervention in family life in the best interests of the child.

Under S31 of the Children Act 1989 as amended by the Adoption and Children Act 2002:

- 'harm' means ill-treatment or the impairment of health or development, including impairment suffered from seeing or hearing the ill-treatment of another
- 'development' means physical, intellectual, emotional, social or behavioural development 'health' means physical or mental health and
- 'ill-treatment' includes sexual abuse and forms of ill-treatment which are not physical

Whether the harm is 'significant' relates to how the child's health or development compares to that which could reasonably be expected of a similar child.

Therefore, significant harm could occur where there is a single event, such as a violent assault. More often, significant harm is identified when there have been a number of events which have damaged the child's physical and psychological development; for example, a child whose health and development is neglected.

Detailed assessments are undertaken by the local authority's children's social care social workers to decide whether a child is suffering, or is likely to suffer, significant harm. If you are working with a family where an assessment is being undertaken, you will be required to provide information to ensure that all relevant information is considered.

## What is Child Abuse and Neglect?

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

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**

This 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 cyberbullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

## Sexual abuse

Involves forcing or enticing a child or young person to take part in sexual activities not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (e.g. 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. Child Sexual Exploitation is a form of Child Sexual Abuse.

See the following document for more information regarding Intra Familial Sexual Abuse:

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

## **Compromised Care**

Sometimes children need to be safeguarded due to the impact of factors which reduce their parent or carer's ability to care for them. This can have severe consequences for the child if it is not identified or no action is taken.

Compromised care may arise due to:

#### **Domestic abuse**

Domestic abuse and violence is 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
- emotional

Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploring their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is an act or pattern of acts of assaults, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.

The definition includes issues of concern to black and minority ethnic (BME) communities such as so called 'honour based violence', female genital mutilation (FGM) and forced marriage.

All staff and volunteers that work with children, young people and families should be:

- Aware that experiencing, hearing or witnessing domestic abuse can constitute harm to a child or young person
- Alert to the links between domestic abuse and the abuse and neglect of children

There is clear evidence that domestic abuse increases the risk of harm to children.

#### Drug or alcohol misuse of parent or carer

If a parent or carer misuses drugs or alcohol, this may impact on their parenting

capacity but it is important not to generalise or make assumptions in this respect. Some substances may induce behaviour that increases the risk of harm or neglect to the child. The child's safety may also be compromised in other ways. There is evidence that substance misuse in pregnancy can have a serious effect on the unborn child.

## Learning disability of parent or carer

If a parent or carer has a learning disability, it is important not to make assumptions or generalise. Specialist assessment is recommended and Adult Learning Disability Services should provide valuable input in to assessments relating to any child. Children may be particularly vulnerable where both parents/carers have a learning disability, as the parents may need support to develop the understanding, resources, skills and experience to meet the needs of their children. Also, there is recognition of an increased risk of sexual abuse by men who target mothers with learning disabilities.

## Mental illness of parent or carer

If a parent or carer has a mental illness, it is important not to make assumptions or generalise. However, assessment is important as there may be times that due to the effects of the illness on the parent or carer's behaviour or the effects of medication, there is a possibility that some children may be adversely affected or be at risk of harm. In a small number of cases, children may even be at risk of very serious harm or death.

## Persistent offending behaviour of parent or carer

If a parent or carer is involved in persistent offending behaviour the child's safety may be compromised. For example, the child's home may be targeted or there may be an 'open house' where it is unclear who is providing care for the child, and where individuals who pose a risk of harm may have access to the child.

These circumstances may not exist in isolation. Biennial research in to serious case reviews in 2003-5 found the co-existence of domestic abuse, mental health issues and substance misuse in a third of all cases, and two of these three factors present in another third of all cases (Department for Children, Schools and Families, 2008). Often referred to as the 'Toxic Trio' these factors remain a common theme in cases today.

## Additionally

You should be aware that there are many other ways in which children can be placed at risk of harm; parenting is not necessarily always compromised. These

#### include:

- self harming behaviour (i.e. deliberately hurting or injuring themselves)
- abuse from other children or young people
- bullying which can occur in any setting
- race and hate crime
- Online Safety Computers and mobile devices such as mobile 'phones and games consoles may be used as a means of grooming and abusing children and young people
- specialist circumstances such as gang activity
- Female Genital Mutilation
- Forced Marriage
- Honour Based Violence
- Child Sexual Exploitation
- Child Criminal Exploitation
- Inappropriate and harmful sexual behaviour

In all such cases, advice should be sought from your line manager or safeguarding lead. National guidance for this and other multi-agency working can be found in the Working Together to Safeguard Children 2015 Guidance.

## **Allegations Management**

A situation may arise whereby you become suspicious or aware of allegations of, or disclosure of, abuse perpetrated against a child or young person by someone working with the child or their family. This may be another member of staff in your own setting, or in another setting, including volunteers. If this situation arises, you should consult your line manager or your organisation's safeguarding lead as a matter of urgency.

If you are concerned about the behaviour of your line manager or the safeguarding lead, you should contact the named Senior Manager who deals with allegations in your setting. Details of how to contact this person will be available in your organisation's allegations management procedures.

Your line manager should inform you of who this is in your setting during induction. Any allegation of or disclosure of abuse perpetrated by a professional is taken extremely seriously and appropriate action will be taken.

This may include concerns around:

- Inappropriate behaviour displayed by members of staff, or any other person working with the children. For example, inappropriate sexual comments; excessive one to one attention beyond the requirements of their usual role and responsibilities; or inappropriate sharing of images
- > The person's behaviour with regard to his/her own children
- > The behaviour, the private or community life of an individual, a partner, a member of the family or other household member.

Knowsley Local Safeguarding Children Board (KSCB) has responsibility for ensuring there are effective inter agency procedures in place for dealing with allegations against people who work with children and for monitoring and evaluating the effectiveness of those procedures. Access the 'Allegations Against staff, Carers and Volunteers Procedure on the KSCB Website under the Policies and Procedures tab.

## Knowsley Council Local Authority Designated Officer (LADO)

Each local authority should have a Local Authority Designated Officer (LADO) to be involved in the management and oversight for dealing with allegations against people who work with children and young people (this includes behaviour in their private life). An allegation may relate to a person who works with children who 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; or

Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

The LADO should provide advice and guidance to employers and voluntary/community sector organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure that they are dealt with as quickly as possible, consistent with a thorough and fair process.

Any allegation should be reported immediately to a senior manager with the organisation. The LADO should also be informed within one working day of all allegations that come to an employer's attention or that are made directly to the police.

If an organisation removes an individual (paid worker or unpaid volunteer) from work that involves looking after children because the person poses a risk of harm to children, the organisation must make a referral to the Disclose and Barring Service. It is an offence to fail to make a referral without good reason even if the person leaves the organisation prior to the intention to remove that person from their post.

The LADO in Knowsley is based in:

Quality Assurance Unit Children's Social Care Knowsley Council 2<sup>nd</sup> Floor Nutgrove Villa Nutgrove Villa Westmorland Road Huyton L36 9GA

Telephone: 0151 443 5727

## Code of conduct for staff and volunteers

Staff and volunteers involved in activities for children and young people have a great opportunity to be a positive role model and help build an individual's confidence.

## Staff and volunteers are expected to:

- 1. Ensure the safety of all children by careful supervision, proper pre-planning of activities, using safe methods at all times.
- 2. Consider the wellbeing and safety of participants before the development of performance.
- 3. Encourage and guide participants to accept responsibility for their own performance and behaviour.
- 4. Treat all children and young people equally and ensure they feel valued. Have no favourites.
- 5. Encourage all children and young people not to discriminate on the grounds of religious beliefs, race, gender, sexuality, social classes or lack of ability.
- 6. Not allow any rough or dangerous play, bullying, or the use of bad language or inappropriate behaviour.
- 7. Appreciate the efforts of all children and young people and do not have unrealistic expectations which exceed their capabilities and never exert undue influence over performers to obtain personal benefit or reward.
- 8. Be positive, approachable and offer praise to value and promote the objectives of the club/activity at all times.
- 9. Not let any allegations of abuse of any kind to go unchallenged or unrecorded. Incidents and accidents to be recorded in the organisation's incident/accident book. Parents will be informed.
- 10. Report accidents or incidents of alleged abuse or poor practice to the designated person within your organisation who will report to the Local Authority Designated Officer.
- 11. Administer minor first aid in the presence of others and where required refer more serious incidents to the organisation's "first aider".
- 12. Have access to a telephone for immediate contact to emergency services if required.
- 13. Foster teamwork to minimise any risks of isolation to increase the safety of youth members in their care.
- 14. Ensure the rights and responsibilities of youth members are enforced.
- 15. Not abuse members physically, emotionally or sexually.
- 16. Not engage in a sexual relationship with a young person for whom they are responsible.

- 17. Maintain confidentiality about sensitive information.
- 18. Respect and listen to the opinions of children and young people.
- 19. Take time to explain all instructions for any activity to ensure they are clearly understood.
- 20. Develop an appropriate working relationship with participants, based on mutual trust and respect.
- 21. Be a positive role model, displaying a consistently high standard of behaviour and appearance; remember children and young people learn by example.
- 22. Never smoke or consume alcohol or any other substances during activities or sessions.
- 23. Never condone rule violations, rough play or the use of prohibited substances.
- 24. Not spend excessive amounts of time alone with children excluding in exceptional circumstances.
- 25. Never allow members of staff or volunteers to take children to their home.
- 26. Not administer First Aid involving any intimate removal of children's clothing unless in the presence of others.
- 27. Hold appropriate valid qualifications and insurance cover as appropriate.
- 28. Ensure any staff member or volunteer is trained in how to manage medicines safely for children and young people so not to limit their involvement in activities for example inhalers
- 29. Ensure there is a policy in place for safe handling of medicines according to NICE guidelines

There is a copy of this code of conduct statement in the appendices which allows you to insert your organisations name. It is recommended that this is then formally approved by your management team or governing body and copies provided to staff and volunteers.

## Code of conduct for children and young people

It is important that all children, young people and their parents/carers know of and understand that your organisation is fully committed to safeguarding and promoting the wellbeing of all its members. It is also important that they understand they too have responsibilities regarding safeguarding.

Organisations should offer a positive experience for children and young people where they can learn new things in a safe and positive environment.

## Children / Young People are expected to:

- 1. Be loyal and give their friends a second chance.
- 2. Be friendly and particularly welcoming to new members.
- 3. Be supportive and committed to other team members, offer comfort when required.
- 4. Keep yourself safe.
- 5. Report inappropriate behaviour or risky situations for youth members.
- 6. Play fairly and be honest and trustworthy.
- 7. Respect organisers and be involved and committed to the organisation and their decision making process.
- 8. Respect other members.
- 9. Not cheat or be violent and aggressive.
- 10. Make your club a **fun** place to be.
- 11. Keep within the defined boundary of the organisation's area/locality.
- 12. Behave and listen to all instructions from the organisers.
- 13. Show respect to other youth members/leaders and show team spirit by being part of team activities
- 14. Take care of equipment owned by the club.
- 15. Respect the rights, dignity and worth of all participants regardless of age, gender, ability, race, cultural background or religious beliefs or sexual identity.
- 16. Refrain from the use of bad language, racial/religious or threatening references. This includes bullying using technologies like chat-rooms or texting.
- 17. Not get involved in inappropriate peer pressure and push others into doing something they do not want to do.
- 18. Never bully another person or encourager persistent rough and dangerous play.
- 19. Pay any fees or charges promptly.
- 20. Never smoke on the premises or whilst representing the organisation.

21. Never consume alcohol or drugs of any kind on the premises or whilst representing the organisation.

## Children / Young People have the right to:

- 1. Be safe and happy in their chosen activity
- 2. Be listened to
- 3. Be respected and treated fairly
- 4. Privacy
- 5. Enjoy your activity in a protective environment
- 6. Be referred to professional help if needed
- 7. Be protected from abuse by any other member coming from outside the organisation as well as within it.
- 8. Participate in activities on an equal basis
- 9. Be honest and be listened to and taken seriously
- 10. Ask for help whenever they need it.

Any misdemeanours and general misbehaviour will be addressed by the organiser and reported verbally to the designated person. Persistent misbehaviour will result in dismissal from the organisation. Parents will be informed at all stages.

There is a copy of this code of conduct statement in the appendices which allows you to insert your organisations name and it includes space for the child/young person and their parent/carer to sign. It is recommended that this is formally approved by your management team or governing body and copies provided to children, young people and their parents/carers to sign and a copy to staff and volunteers.

## **Roles and Responsibilities**

The roles, responsibilities and accountabilities you have with regard to safeguarding children should be explicit in your job/role description and any professional codes of conduct you may be required to adhere to. As a member of the children's workforce you have a responsibility to safeguard and promote the welfare of children. This includes:

- Being alert to the possibility of child abuse and neglect
- Being aware of and understand your organisational policies and procedures
- Knowing the name and contact details of your organisations safeguarding lead
- Seeking advice as appropriate from the professionals in other agencies and services
- Participating in multi-agency partnership working and learning to safeguard a child or young person
- Ensuring up to date and accurate records are kept at all times and record keeping is in strict adherence to the organisation's policy and procedures
- Accessing training opportunities and keep yourself updated

## Your organisation's Designated Safeguarding Lead

- Contributes to the organisation's policy, procedures and practice guidelines
- Ensures safeguarding children standards are adhered to
- Has expert knowledge about safeguarding children practice
- Assists, supports and advises any staff or volunteer within the organisation on their safeguarding children practice, policy and procedures
- Promotes good practice within the organisation
- Raises the standards and quality of safeguarding practice in the organisation
- Assists the organisation's management/board to understand their safeguarding responsibilities

## **Information Sharing**

Information sharing is essential to enable early help and prevention work, for safeguarding and promoting the welfare of children and young people. Many factors influence information sharing practice. Each local area has to ensure that guidance and training are supported by appropriate policies and processes, this could include:

- Ensuring organisational policies and procedures promote and support effective information sharing
- Developing an organisational culture that builds staff and volunteer confidence in information sharing
- Ensuring a systematic approach to explain information sharing to children, young people and their parents/carers
- Ensuring appropriate references to information sharing in performance management frameworks and proactively monitoring performance
- Providing access to infrastructure and systems to support secure information sharing
- Working across services to develop a common understanding of terms and standards in use
- Providing appropriate training on information sharing for staff and volunteers
- Ensuring effective supervision and support in developing staff and volunteers' professional judgement in making information sharing decisions
- Providing designated sources of advice for more difficult information sharing dilemmas
- Communicating messages related to information sharing and integrated working to all staff and volunteers via briefings, information packs, articles in newsletters, discussions in team meetings, etc.

## Seven Golden Rules for Information Sharing

- 1. Remember that the Data Protection Act is not a barrier to sharing information but provides a framework to ensure that personal information about living persons is shared appropriately
- 2. Be open and honest with the person (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.
- 3. Seek advice if you are in any doubt, without disclosing the identity of the person where possible
- 4. Share with consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of

consent can be overridden in the public interest. You will need to base your judgement on the facts of the case.

- 5. **Consider safety and well-being:** Base your information sharing decisions on considerations of the safety and well-being of the person and others who may be affected by their actions.
- 6. Necessary, proportionate, relevant, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those people who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely.
- 7. Keep a record of your decision and the reasons for it whether it is to share information or not. If you decision to share, then record what you have shared, with whom and for what purpose.

## Threshold of Need

Children and their families have different levels of need and these may change over time. Threshold guidance is designed to help identify when a threshold-or trigger-has been reached, indicating when a child or family might need support and then to identify where best to get this support from.

Please access the 'Knowsley's Threshold of Need Guidance 2016' at the following link: <u>http://www.knowsleyscb.org.uk/wp-</u> content/uploads/2016/07/Knowsley-Threshold-Guidance-Final-July-16.pdf

## **Multi-Agency Escalation Policy**

All professionals working with children, young people and families need to know what to do about a case where they are worried that professionals are not working well together and, as a result, a child is not making good enough progress or is at risk.

Effective working together depends on resolving disagreements to the satisfaction of workers and agencies, and a belief in a genuine partnership and joint working to safeguard children.

Problem resolution is an integral part of professional co-operation and joint working to safeguard children. Professional disagreement is only dysfunctional if not resolved in a constructive and <u>timely</u> fashion.

Every agency and organisation should have their own procedures in place for how to deal with concerns within their own setting. On those occasions where concerns need to be raised with another agency, workers should ensure this happens as soon as possible and that discussions are clearly recorded. If the worker cannot reach a resolution with the worker from the other agency or organisation, then this will be progressed to their line manager.

At no time must professional disagreement detract from ensuring a child is safeguarded. The child's welfare and safety must remain paramount throughout. Disagreements could arise in a number of areas, but are most likely to arise around determining levels of need, roles and responsibilities, and the need for action and communication.

Knowsley Safeguarding Children Board has developed a *'Multi-Agency Escalation Policy* which can be found at the following link <a href="http://knowsleyscb.proceduresonline.com/chapters/p\_multi\_escalation.html?zoom\_highlight=escalation">http://knowsleyscb.proceduresonline.com/chapters/p\_multi\_escalation.html?zoom\_highlight=escalation</a>

This outlines the steps that should be followed in an effort to reach a resolution in the best interests of the child.

## **Professional Challenge**

Professional challenge is a positive activity and a sign of good professional practice, a healthy organisation and effective multiagency working. Being professionally challenged should not be seen as a criticism of the person's professional capabilities but as part of a learning and improvement process.

Professional challenge is a fundamental professional responsibility. In this context it is about challenging decisions, practice or actions which may not effectively ensure the safety or well-being of a child or young person or his/her family.

## **Contact Details for Help and Advice**

## **External support**

In addition to support within your own organisation you should also know how to contact Children's Social Care or the Police as there may be situations when you need to contact them directly due to the child being at immediate risk of harm.

If you have concerns about a child who may be in immediate need of protection please contact the MASH (Multi Agency Safeguarding Hub) on 0151 443 2600 or the Emergency Duty Team (Out of hours) at the same number. You may need to call the Police direct on 999 in an emergency.

Consult with the Thresholds Document to determine whether a Level 3 or Level 4 referral is required. You will need to complete the online Multi Agency Referral Form (MARF) which can be found at the following link: <u>www.knowsleyscb.org.uk</u>

If a child or family require additional support you will need to consider whether undertaking an Early Help Assessment will assist the family.

You should follow internal child protection procedures when concerns arise regarding any children you come in to contact with in your setting.

Knowsley MASH (Multi Agency Safeguarding Hub) involves representatives from the council (children's Social Care) police, health, education, housing and early help working together in the same location. Information from all relevant agencies will be collated and used to decide what action to take. As a result the agencies will be able to act quickly in a co-ordinated and consistent way, ensuring that vulnerable children and adults are kept safe.

## Staff support

It is acknowledged that having to deal with a safeguarding concern can be distressing for some people. Your line manager or supervisor should provide you with support and signpost you to additional support if necessary.

## Multi-Agency Safeguarding Children Training

Your organisation should provide you with the opportunities to develop your knowledge and skills in order to ensure that you are able to safeguard and promote the welfare of children you come across in your work. This may be through providing the opportunities for you to attend training at the appropriate level or by providing you with the opportunities to develop your practice; for instance through shadowing colleagues within your own organisation and other organisations, or by undertaking specific pieces of work. You should discuss this with your line manager or supervisor during supervision or other formal performance and development processes e.g. Appraisal.

Your manager will discuss with you the level of Safeguarding Children training appropriate to your role and how often this will need to be refreshed.

Full details of the annual training programme delivered on behalf of the Knowsley Safeguarding Children Board can be found at <u>www.knowselyscb.org.uk</u>.

## **Appendices**

The following appendices are offered as templates for your organisation to adopt:

- Safeguarding Children Policy Statement
- Code of Conduct Staff and Volunteers
- > Code of Conduct Children and Young People
- KSCB Multi-Agency Escalation Policy
- > Safeguarding Children and Young People Induction Checklist
- ➢ Glossary of Terms



## Safeguarding Children Policy Statement

<**Insert name of organisation>** acknowledges the duty of care to safeguard and promote the welfare of children and is committed to ensuring safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and [insert name of regulatory body] requirements.

The policy recognises that the welfare and interests of children are paramount in all circumstances. It aims to ensure that regardless of age, gender, religion or beliefs, ethnicity, disability, sexual orientation or socio-economic background, all children:

- have a positive and enjoyable experience of activities at [the name of the organisation] in a safe and child centred environment
- are protected from abuse whilst participating in [the activity provided by the organisation] or outside of the activity.

<**Insert name of organisation>** acknowledges that some children, including disabled children and young people or those from ethnic minority communities, can be particularly vulnerable to abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare.

As part of our safeguarding policy *<Insert name of organisation>* will:

- promote and prioritise the safety and wellbeing of children and young people
- ensure everyone understands their roles and responsibilities in respect of safeguarding and is provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other safeguarding concerns relating to children and young people
- ensure appropriate action is taken in the event of incidents/concerns of abuse and support provided to the individual/s who raise or disclose the concern
- ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored
- prevent the employment/deployment of unsuitable individuals
- ensure robust safeguarding arrangements and procedures are in operation.

The policy and procedures will be widely promoted and are mandatory for everyone involved in *<Insert name of organisation>*. Failure to comply with the policy and procedures will be addressed without delay and may ultimately result in dismissal/exclusion from the organisation.

#### Monitoring

The policy will be reviewed a year after development and then every three years, or in the following circumstances:

- changes in legislation and/or government guidance
- as required by the Local Safeguarding Children Board, and <Insert name of regulatory body if appropriate>
- as a result of any other significant change or event.

# Knowsley Safeguarding Children Board

## **Code of Conduct for staff and volunteers**

<**Insert the name of club/organisation>** staff and volunteers involved in activities for children and young people have a great opportunity to be a positive role model and help build an individual's confidence.

#### Staff and volunteers are expected to:

- 1. Ensure the safety of all children by careful supervision, proper preplanning of activities, using safe methods at all times.
- 2. Consider the wellbeing and safety of participants before the development of performance.
- 3. Encourage and guide participants to accept responsibility for their own performance and behaviour.
- 4. Treat all children and young people equally and ensure they feel valued. Have no favourites.
- 5. Encourage all children and young people not to discriminate on the grounds of religious beliefs, race, gender, sexuality, social classes or lack of ability.
- 6. Not allow any rough or dangerous play, bullying, or the use of bad language or inappropriate behaviour.
- 7. Appreciate the efforts of all children and young people and do not have unrealistic expectations which exceed their capabilities and never exert undue influence over performers to obtain personal benefit or reward.
- 8. Be positive, approachable and offer praise to value and promote the objectives of the club/activity at all times.
- 9. Not let any allegations of abuse of any kind to go unchallenged or unrecorded. Incidents and accidents to be recorded in the organisation's incident/accident book. Parents will be informed.
- 10. Report accidents or incidents of alleged abuse or poor practice to the designated person within your organisation who will report to the Local Authority Designated Officer.

- 11. Administer minor first aid in the presence of others and where required refer more serious incidents to the organisation's "first aider".
- 12. Have access to a telephone for immediate contact to emergency services if required.
- 13. Foster teamwork to minimise any risks of isolation to increase the safety of youth members in their care.
- 14. Ensure the rights and responsibilities of youth members are enforced.
- 15. Not abuse members physically, emotionally or sexually.
- 16. Not engage in a sexual relationship with a young person for whom they are responsible.
- 17. Maintain confidentiality about sensitive information.
- 18. Respect and listen to the opinions of children and young people.
- 19. Take time to explain all instructions for any activity to ensure they are clearly understood.
- 20. Develop an appropriate working relationship with participants, based on mutual trust and respect.
- 21. Be a positive role model, displaying a consistently high standard of behaviour and appearance; remember children and young people learn by example.
- 22. Never smoke or consume alcohol or any other substances during activities or sessions.
- 23. Never condone rule violations, rough play or the use of prohibited substances.
- 24. Not spend excessive amounts of time alone with children excluding in exceptional circumstances.
- 25. Never allow members of staff or volunteers to take children to their home.
- 26. Not administer First Aid involving any intimate removal of children's clothing unless in the presence of others.
- 27. Hold appropriate valid qualifications and insurance cover as appropriate.
- 28. Ensure any staff member or volunteer is trained in how to manage medicines safely for children and young people so not to limit their involvement in activities for example inhalers.
- 29. Ensure there is a policy in place for safe handling of medicines according to NICE guidelines.

# Knowsley Safeguarding Children Board

## Code of Conduct for Children and Young People

<Insert name of name of club / organisation> is fully committed to safeguarding and promoting the wellbeing of all its members. The organisation believes that it is important that members, organisers and parents associated with the club should, at all times, show respect and understanding for the safety and welfare of others. Therefore, members are encouraged to be open at all times and to share any concerns or complaints that they may have about any aspect of the club with <**Name>** and <**Position>**.

Organisations should offer a positive experience for children and young people and where they can learn new things in a safe and positive environment.

As a member of *<Insert name of name of club / organisation>*, you are expected to abide by the following junior code of practice:

#### Children /young people are expected to:

- 1. Give their friends a second chance.
- 2. Be friendly and particularly welcoming to new members.
- 3. Be supportive and committed to other team members, offer comfort when required.
- 4. Keep yourself safe.
- 5. Report inappropriate behaviour or risky situations for youth members.
- 6. Play fairly and be honest and trustworthy.
- 7. Respect organisers and be involved and committed to the organisation and their decision making process.
- 8. Respect other members.
- 9. Not cheat or be violent and aggressive.
- 10. Make your club a **fun** place to be.
- 11. Keep within the defined boundary of the organisation's area/locality.
- 12. Behave and listen to all instructions from the organisers.
- 13. Show respect to other youth members/leaders and show team spirit by being part of team activities

- 14. Take care of equipment owned by the club.
- 15. Respect the rights, dignity and worth of all participants regardless of age, gender, ability, race, cultural background or religious beliefs or sexual identity.
- 16. Refrain from the use of bad language, racial/religious or threatening references. This includes bullying using technologies like chat-rooms or texting.
- 17. Not get involved in inappropriate peer pressure and push others into doing something they do not want to do.
- 18. Never bully another person or encourage persistent rough and dangerous play.
- 19. Pay any fees or charges promptly.
- 20. Never smoke on the premises or whilst representing the organisation. Encourage others to stop smoking.
- 21. Never consume alcohol or drugs of any kind on the premises or whilst representing the organisation. Encourage others to stop consuming alcohol.

Children and young people have a right to:

- 1. Be safe and happy in their chosen activity
- 2. Be listened to
- 3. Be respected and treated fairly
- 4. Privacy
- 5. Enjoy your activity in a protective environment
- 6. Be referred to professional help if needed
- 7. Be protected from abuse by any other member coming from outside the organisation as well as within it.
- 8. Participate in activities on an equal basis
- 9. Be honest and be listened to and taken seriously
- 10. Ask for help whenever they need it.

Any misdemeanours and general misbehaviour will be addressed by the organiser and reported verbally to the designated person. Persistent misbehaviour will result in dismissal from the organisation. Parents will be informed at all stages.

Signature of child/young person :	
Print name child/young person:	
Date:	
Signature of parent /carer:	
Print name parent/carer:	
Date:	



## Safeguarding Children and Young People Induction Checklist

It is recommended that this checklist is completed within two weeks of commencing your role. Your line manager or supervisor should then keep a copy of this page on your personnel file.

#### **Section 1**

The following questions will demonstrate to your line manager that you have understood the information provided to you during your induction

04	In your own words, what do no the tarm (action wording' many)	
Q1	In your own words, what does the term 'safeguarding' mean?	
Q2	What would you do if you had a safeguarding concern about a child or young person who you	
~_	came across in through your work?	
Q3	What issues could amount to 'compromised care'?	
Q4	Who would be involved in sharing information regarding a safeguarding concern?	
94	who would be involved in Sharing information regarding a saleguarding concern:	
Q5	Which document would give you national guidance on multi-agency working and safeguarding	
	issues?	
00	Llow would you access information from Knowslov Cofequerding Children Doord?	
Q6	How would you access information from Knowsley Safeguarding Children Board?	
Q7	What would you do if you had a concern about the behaviour or practice of someone who	
	works with children and young people (this could be in your organisation or another)?	
-		

#### Section 2

Checklist	Date completed
I have read the Safeguarding Children induction booklet and understand the contents contained within it.	
I have completed the initial Safeguarding Children training identified for me by my line manager.	
I am aware of the names and contact details for the safeguarding lead(s) within the organisation.	
I am aware of where to access the Safeguarding Children policies within my workplace, which I must refer to if I have a concern about the welfare of a child or an adult working with children	
I have arranged to access the Joint Safeguarding Adults and Children's Alerter training	
I have read the organisation's Safeguarding Children Policy Statement	
I have read and signed a copy of the Code of Conduct for the staff and volunteers	
I have read a copy of the Code of Conduct for Children and Young People	

Print Name	
Signature	
Role	
Date	



## **Glossary of Terms**

## **Child in Need**

All children have needs but this term has a specific meaning under the Children Act 1989. There is a statutory duty on local authorities to safeguard and promote the welfare of children within their area who are 'in need'. This term also encompasses disabled children. Although social care has the lead responsibility, there is a duty on other agencies to cooperate in fulfilling these functions. In all cases, the child's wishes must first be ascertained prior to determining the provision of services.

## **Child Criminal Exploitation**

In Knowsley, exploitation of children is defined as that which:

'involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them completing a task on behalf of another individual or group of individuals; this is often of a criminal nature. Child criminal exploitation often occurs without the child's immediate recognition, with the child believing that they are in control of the situation. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.'

## **Child Sexual Exploitation**

"Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology."

## Children

Anyone who has not yet reached their 18<sup>th</sup> birthday. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change his/her status or entitlements to services or protection.

#### Cyberbullying

This is the use of Information and Communication Technology (ICT), particularly mobile phones and the internet, to deliberately upset someone else. Instead of the perpetrator carrying out the bullying in person, they use technology as a means of conducting the bullying. Cyberbullying can include a wide range of unacceptable behaviours, including harassment, threats and insults, and like face-to-face bullying, cyberbullying is designed to cause distress and harm. Cyberbullying can be an extension of face-to-face bullying.

## **Disclose / Disclosure**

This means when someone tells you that they, or someone else, is being harmed in some way.

### **Domestic Abuse**

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
- emotional

**Controlling behaviour:** is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

**Coercive behaviour:** is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.\*

\*This definition includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

## Early Help Assessment (EHA)

An Early Help Assessment is a standardised approach to conducting an assessment of a child's additional needs and deciding how those needs should be met. It can be completed by anyone working with the child or their family. The parent or child must give their consent to share information. The EHA process is designed to promote more effective, earlier identification of additional needs, particularly in universal services. It is intended to provide a simple process for a holistic assessment of a child's needs and strengths, taking into account the role of parents, carers and environmental factors on their development. Practitioners will then be better placed to agree, with the child and family, about what support is appropriate. The EHA will also help to improve integrated working by promoting co-ordinated service provision.

## Female Genital Mutilation (FGM)

Female Genital Mutilation (FGM) is a collective term for a range of procedures which involve partial or total removal of the external female genitalia for non-medical reasons. It is sometimes referred to as female circumcision, or female genital cutting. The names FGM or cut are increasingly used at the community level, although they are still not always understood by individuals in practicing communities, largely because they are English terms. Other terms for FGM include the Somali 'Gudnin' and the Sudanese 'Tahur'.

Female Genital Mutilation (FGM) has been a specific criminal offence since 1985, with the introduction of the Prohibition of Female Circumcision Act 1985. Female Genital Mutilation Act 2003 was brought into force on 3 March 2004 by the Female Genital Mutilation Act 2003 (Commencement) Order 2004.

A person is guilty of an offence of FGM if s/he excises, infibulates or otherwise mutilates the whole or any part of a girl's labia majora, labia minora or clitoris. "Excise" and "Infibulation" refer to *"the removal"* (by cutting) of the clitoris and partial or total removal of the labia minors and stitching of the labia majora. Many adult victims of FGM require deinfibulation (opening) by medical professionals in order to deliver a child. Sometimes reinfibulation occurs at some stage between the time the woman gives birth and returns to give birth to another child. Reinfibulation is the result of the woman (stitching).

The Female Genital Mutilation Act 2003 (Commencement) Order 2004 affirms that it is illegal for FGM to be performed, and that it is also an offence for UK nationals or permanent UK residents to carry out, or aid, abet, counsel or procure the carrying out of FGM abroad on a UK national or permanent UK resident, even in countries where the practice is legal.

FGM of girls is to be considered as child abuse. Where you become aware of a case, the legislation (mandatory reporting) requires you to make a report to the police force area within

which the girl resides. It is recommended that you make a report orally by calling 101, the single non-emergency number. Practitioners are also required to contact the MASH on 443 2600 as this is a safeguarding issue relating to a child.

## **Forced Marriage**

Forced Marriage (FM) is a marriage conducted without the valid consent of one or both parties and where duress is a factor. FM is now a specific offence under s121 of the Anti-Social Behaviour, Crime and Policing Act 2014 which came into force on 16 June 2014. Prior to the introduction of this new offence, prosecutors had dealt with FM cases using existing legislation such as false imprisonment, kidnapping and offences of violence where this is a feature of the offending.

## Grooming

This refers to actions deliberately undertaken by someone to form a trusting relationship with a child, with the intent of later having sexual contact with that child. Grooming can also occur over the internet.

The Sexual Offences Act 2003 makes it an offence to arrange a meeting with a child, for oneself or someone else, with the intent of sexually abusing the child.

## Holistic

The term 'holistic assessment' is used in reference to assessments such as the Early Help Assessment (EHA). This means that all aspects of an individual's needs, psychological, physical and social, should be taken into account and seen as a whole.

## **Honour Based Violence**

Honour based violence (HBV) can be described as a collection of practices, which are used to control behaviour within families or other social groups to protect perceived cultural and religious beliefs and/or honour. Such violence can occur when perpetrators perceive that a relative has shamed the family and/or community by breaking their honour code.

The Crown Prosecution Service, the Associate of Chief Police Officers and support groups have a common definition of HBV:

"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."

However, there is no specific offence of "honour based crime". It is an umbrella term to encompass various offences covered by existing legislation. It is a violation of human rights and may be a form of domestic and/or sexual violence. There is no, and cannot be, honour or justification for abusing the human rights of others.

## Local Safeguarding Children Board (LSCB)

These are statutory bodies and each local authority area is required to have an LSCB to coordinate and ensure the effectiveness of local arrangements and services to safeguard and promote the welfare of children. There is a list of core agencies that must by law be represented on the LSCB on page 61 of Working Together to Safeguard Children 2013. Knowsley Safeguarding Children Board (KSCB) is the Local Safeguarding Children Board for Knowsley.

## **Multi-Agency Procedures - TRI X Online**

All procedures agreed by the Knowsley Safeguarding Children Board can be found within the Professionals tab at the following link:

http://knowsleyscb.proceduresonline.com/index.htm

### **Multi-Agency Working**

This is about different services, agencies and teams of professionals and other staff working together to provide the services that fully meet the needs of children, young people and their parent/carers. Practitioners need to be clear about their own role and aware of the roles of other professionals for multi-agency working to be successful. This applies across the public, private and voluntary sectors.

#### Named Senior Manager

They have overall responsibility within the organisation for ensuring that allegations management procedures are properly applied and implemented; and for providing advice, information and guidance for staff within the organisation. This person is the point within the organisation to report all allegations or concerns regarding the behaviour or practice of staff and volunteers to following your organisation's allegations management procedure.

#### **Terrorism and Extremism**

Terrorism is defined as:-

"the use or threat of action designed to influence any Government or the general public, for the purpose of advancing a political, religious, racial or ideological cause."

As outlined in HMG's 2013 report "Tackling Extremism in the UK" from the Prime Minister's Task Force on Radicalisation and Extremism:

"Extremism is vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs."

All professionals have a statutory duty to assist in preventing terrorism. The main aim is prevention and safeguarding. The Channel Programme uses a multi agency approach to protect Adults and Children who are vulnerable

## Safeguarding and promoting the welfare of children

Defined in Working Together to Safeguard Children 2015 as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best life chances

## **Shield Team**

Multi-Agency team consisting of police, social workers and commissioned services who are responsible for child sexual exploitation, child criminal exploitation and missing children in then Knowsley area.

#### **Significant Harm**

The Children Act 1989 introduced the concept of significant harm as the threshold that justifies compulsory intervention in family life in the 'best interests of a child'. Sometimes significant harm can be indicated by a single traumatic event (for example a violent assault, suffocation, shaking or poisoning). However, significant harm is more commonly attributed to an accumulation of significant events that damage a child's physical or psychological development.

#### Substance misuse

This is the use of illegal drugs and the inappropriate use of legal drugs including alcohol, prescription medicines and substances such as solvents. Misuse is a broad term encompassing harmful use and dependence. In broad terms, 'drugs' refers to any substance that affects how we think or feel.

April 2017 Author Sarah Herron# Review date: April 2018