

Safeguarding and Child Protection Policy

*To be read in conjunction with:
Safeguarding and Child Protection – Addendum 1*

Safeguarding Principles

1. Gradually Developing Futures (GDF) acknowledges its responsibility to safeguard the welfare of all children involved in GDF school from harm.
2. GDF confirms that it adheres to this Safeguarding and Child Protection Policy and the procedures, practices and guidelines.
3. A child is anyone under the age of 18 and up to 25 years of age if a vulnerable adult, engaged in any GDF school activity.
4. The Key Principles of a Safeguarding Policy are that:
 - The welfare of the child is, and must always be, paramount to any other considerations.
 - All participants regardless of age, gender, ability or disability, race, faith, culture, size, shape, language or sexual identity have the right to protection from abuse or harm.
 - All allegations or suspicions of abuse, neglect, radicalisation, harm and poor practice will be taken seriously and responded to swiftly, fairly and appropriately.
 - Any child, vulnerable person or adult in danger of radicalisation or demonstrating extremist tendencies is deemed to be vulnerable and appropriate support under the PREVENT strategy will be sought.
5. Working in partnership with other organisations, statutory agencies, parents & carers, is essential for the welfare of children and young people.
6. Children have a right to expect support, delivered by an appropriately recruited & vetted staff, whether they are learning, playing, or participating in school activities.
7. GDF recognises that all children have the right to participate in activities in a safe, positive and enjoyable environment whilst at the same time being protected from abuse, neglect, radicalisation, harm and poor practice. GDF recognises that this is the responsibility of everyone involved, in whatever capacity, within school.



www.graduallydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

8. GDF will implement and comply with the Local Authorities, Awarding Bodies & Funding Bodies Codes of Conduct, as appropriate.
9. Where appropriate GDF will ensure its parents/carers and visitors are aware of, and have accepted, the Photographic Policy as set out in GDF Policies documentation and on the website.
10. GDF Designated Safeguarding Lead (DSL) is Lisa O'Connor. Contact details are Telephone: 07971 165588 or e-mail: lisaconnor@graduatellydevelopingfutures.com . If you witness or are aware of an incident where the welfare of a child or vulnerable adult has been put at risk you must in the first instance inform the DSL, Lisa O'Connor. If an incident involves the DSL then the Deputy DSL should be informed, Sandra Pay 07845986899 (sandrapay@graduatellydevelopingfutures.co.uk), alternatively the Multi-Agency Safeguarding Hub 01202 123334.
11. All members of GDF staff and volunteers who have regular supervisory contact with children or a management responsibility for those working with children must undertake an Enhanced Disclosure and Barring Service (DBS) check.
12. GDF will ensure that all its staff and volunteers whether they are teachers, TA's or parents/carers will comply with the Best Practice Guidance and, in summary, the following are NOT acceptable and will be treated seriously by GDF and may result in disciplinary action being taken by GDF:
 - Working alone with a child/children.
 - Consuming alcohol whilst responsible for children.
 - Providing alcohol to children or allowing its supply.
 - Smoking in the presence of children.
 - Humiliating children.
 - Inappropriate or unnecessary physical contact with a child.
 - Participating in, or allowing, inappropriate contact or inappropriate physical games with children.
 - Having an intimate or sexual relationship with any child developed as a result of being in a 'position of trust.'
 - Making sexually explicit comments or sharing sexually explicit material.



www.graduatellydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Child Protection

At Gradually Developing Futures (GDF) we believe that taking part in our activities, learning, training and sport should be a positive and enjoyable part of children's lives.

We want to make sure that children are protected and kept safe from physical, sexual and emotional harm while they are with the GDF Staff, volunteers and contractor's.

GDF will take a preventative approach to protecting children and young people from potential harm, abuse radicalisation or being drawn into terrorism or extremism.

To achieve this, our aims are that:

- All GDF staff and volunteers will be encouraged to understand this policy.
- GDF will help staff and volunteers stay up-to-date with child protection issues. All GDF staff and volunteers will complete the level 1 safeguarding course as a minimum.
- All staff members have an Enhanced DBS check prior to joining the organisation which is re-checked every three years as a minimum, a safeguarding pledge is signed by staff yearly
- Records will be kept of any accidents.
- We will adhere to the Health and Safety Policy.
- We will provide on request, to any parent/carer or volunteer, a copy of the written procedure for dealing with accusations or suspicions of child abuse.
- Any child or young person in danger of radicalisation or demonstrating extremist tendencies is deemed to be vulnerable and support under the PREVENT strategy will be sought.

It is the aim of GDF staff to ensure that the practices and procedures, within school, comply with the principles contained within UK and international legislation. The following legislation is to be taken into consideration:

- The Children Act 1989 and 2004
- The Protection of Children Act 1999
- Working Together to Safeguard Children and Young People DOH 2018
- "Caring for the Young and Vulnerable" – Home Office Guidance for Preventing the Abuse of Trust 1999
- The Criminal Justice and Court Services Act 2000
- The UN Convention on the Rights of the Child
- Sexual Offences Act 2003
- The Human Rights Act 1998
- Keeping Children Safe in Education 2021

SAFEGUARDING DURING COVID 19

Keeping Children Safe in Education (KCSiE) remains in force throughout the response to coronavirus (COVID-19). GDF has paid due regard to the non-statutory interim guidance produced by the DfE – Safeguarding in school, colleges and other providers – during the coronavirus outbreak and has published document Addendum 1 to the Safeguarding and Child Protection Policy which describes



www.graduallydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

how the school is safeguarding during the pandemic when compared to business as usual. Part of this has been an increase in Health and Hygiene Practice across the school as detailed in the DfE guidance for full opening schools. See Appendix 1

RECOGNISING ABUSE

Abuse is a powerful and emotive term. It is a term used to describe any action by another person, adult or child, that causes significant harm to a child (ill treatment or damage to their health and development). This may be done by actively causing the child harm or failing to act in a way to prevent harm. The NSPCC estimate that over half a million children are abused in the UK each year.

In order to provide young people with the best possible experiences and opportunities, it is imperative that everyone operates within the accepted framework and demonstrates exemplary behaviour. This not only ensures that GDF staff and volunteers make a positive contribution to the development of young people, but also protects all personnel from false allegations of abuse or poor practice.

The main types of abuse are:

Emotional Abuse

The ongoing emotional maltreatment of a child or young person, it is sometimes called psychological abuse and can damage a child's emotional health and development.

In any situation, emotional abuse can include:

- humiliating or constantly criticizing a child
- threatening or shouting at a child
- blaming or scapegoat
- pushing a child too hard, not recognising their limitations
- manipulating and controlling a child
- exposing a child to distressing events i.e. drug taking
- being emotionally/physically absent
- persistently ignoring them

Indicators of emotional abuse can include:

- lack of confidence and low self-esteem
- becoming anxious and wary easily
- emotionally distanced from parents/carers
- aggressive towards peers and struggles to control emotions
- excessively clingy
- constantly seeking to please others



www.graduatelystdevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Often there are no obvious physical symptoms of emotional abuse and we need to rely on trying to spot the signs in a child's emotions or actions. However, changes in emotions are also a natural part of growing up, so this can make it difficult to tell if a child is being emotionally abused.

Neglect

In general terms neglect is the persistent failure to meet a child's basic physical and psychological needs, causing damage to their health and development.

A situation of neglect may occur when:

- a child is not provided with adequate food, clothing and shelter
- a child fails to be protected from physical and emotional harm or danger
- a child is not supervised properly
- a child is not allowed to access appropriate medical care or treatment

Main indicators of neglect can include:

- poor hygiene and appearance - inadequate/lack of clothing, unwashed, dirty clothing. Often hungry and searching for food. Lack of energy
- issues with the family and housing - living in an environment unsuitable for them i.e. no heating, left home alone for prolonged periods of time
- regularly missing school and/or other activities
- issues with health and development - untreated medical issues, reoccurring illness or infections, missed medical appointments i.e. injections. Poor language and communication skills, skin complaints i.e. rashes, sores, bites.

Physical Abuse

In general terms, this occurs when adults, or even children, deliberately inflict injuries on a child, or knowingly do not prevent injuries. It includes injuries caused by hitting, kicking, shaking, burning, scalding, drowning, suffocating, poisoning, squeezing, biting, using excessive force, fabricating or inducing illness. It also occurs when an adult gives children alcohol, or inappropriate drugs, or fails to supervise their access to these substances.

Indicators of physical abuse can include:

- bruises
- burns/scalds
- bite marks
- fractures or broken bones
- other i.e effects of poisoning (vomiting or drowsiness), respiratory problems, signs of brain damage, limb weakness, fits.

There is not one sign or symptom to say a child is being physically abused. But if a child often has injuries, there seems to be a pattern, or the explanation does not match the injury, then this should be investigated.



www.graduallydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Physical abuse may occur when:

- children are exposed to exercise/training, which disregards the capacity of their immature and growing body
- Physical force is used on a child resulting in injury
- children are exposed to injury due to overplaying, over-training or fatigue
- children are exposed to alcohol, or are given the opportunity to drink alcohol below the legal age
- children are exposed to performance enhancing drugs and recommend that they take them

Sexual Abuse

Sexual abuse covers a wide range of abusive behaviours and includes forcing or enticing a child or young person to take part in sexual activity whether or not the child is aware of what is happening. The two categories are:

- Contact Abuse - the abuser makes physical contact with the child. This includes penetrative acts, kissing and inappropriate touching
- Non-Contact Abuse - activities such as grooming, exploitation, persuading children to perform sexual acts over the internet and producing images of a child

Indicators of sexual abuse can include:

- Physical - unusual discharge, soreness in intimate areas, STI's, pregnancy
- Age inappropriate sexual behaviour - the child is sexually active at a young age, have sexual knowledge not expected at their age
- Avoiding certain people, avoiding being alone with a certain person, being frightened around a certain person

A situation of sexual abuse may occur when:

- An adult uses the context of a training session to touch a young person in an inappropriate sexual way.
- An adult uses their position of power and authority to coerce a young person into a sexual relationship.
- An adult implies progression or rewards for the child in return for sexual favours

Child Exploitation

Child exploitation can be in the form of sexual, criminal or financial abuse (including County Lines). Children in exploitative situations and relationships receive something i.e. gifts, money, affection as a result of performing physical acts or sexual activities (or others performing sexual activities on them).

Indicators of child exploitation can include:

- a child will often go missing from home
- a child who has new items i.e. clothes, mobile telephone that they cannot explain or will not explain where they have come from
- a child who has access to alcohol and/or drugs



www.graduatedevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

- meeting with groups of older people or with other vulnerable peers
- being involved in abusive relationships, intimidated and fearful of certain people/situations
- changing their physical appearance, i.e. losing weight

FGM

FGM involves the removal or partial removal of external female genitalia for non-medical reasons. It is also known as female circumcision or cutting. Religious, social or cultural reasons are sometimes given for FGM. It is child abuse, dangerous and a criminal offence. A girl at immediate risk of FGM may not know when it is going to happen, but she may make people aware of:

- a long holiday abroad/going home to family
- a relative or cutter visiting from abroad
- a special occasion/ceremony to become a woman or get ready for marriage

Child Trafficking

Child trafficking and modern slavery are child abuse. Children are recruited, moved or transported and then exploited, forced into work or sold. Many are trafficked into the UK from abroad but they can also be trafficked from one part of the UK to another. Then children will experience multiple forms of abuse.

Indicators of child trafficking can include:

- a child who spends an excessive amount of time doing household chores
- a child who rarely leaves their house and/or has no freedom
- a child who is orphaned/living apart from the family
- no registrations with doctors or school
- no documentation or falsified documentation
- no access to their parents or guardians

Grooming

Grooming is when someone builds an emotional connection with a child to gain their trust for the purposes of sexual abuse, exploitation or trafficking. Grooming can be generated online or face to face and often the child does not understand they are being groomed or that what is happening is abuse.

Indicators of grooming can include:

- a child being secretive including about their online activity
- a child having older boyfriends/girlfriends
- a child who goes to unusual places to meet friends
- a child who has new items i.e. clothes, mobile telephone that they cannot explain or will not explain where they have come from
- a child who has access to alcohol and/or drugs



www.graduallydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Domestic Abuse

Domestic abuse can be termed as any type of controlling, bullying, threatening or violent behaviour between people in a relationship. Not just physical but emotional, sexual, financial or psychological abuse too.

A child witnessing domestic abuse may:

- become aggressive easily
- display anti-social behaviour
- suffer depression/anxiety

It is difficult to identify if domestic abuse is happening as it typically takes place in the home and abusers can act very differently when other people are present.

Online Abuse

Online abuse can be termed as any abuse that happens over the internet i.e. social networks, playing online games or on mobile phones. It can include cyber bullying, grooming, sexual abuse, sexual exploitation or emotional abuse via the internet.

Online activities may be part of the abuse that takes place in the real world i.e. bullying/grooming, or it may be online only.

Indicators of online abuse can include:

- being withdrawn/upset after using the internet/phone
- being secretive about online activity
- spending more time online/on the phone
- spending less time online/on the phone

Bullying

Bullying is not always easy to define and will not always be an adult abusing a young person. It is often that the bully is a young person. All personnel working within GDF, staff and volunteers, must be familiar with the different types of bullying. There are three main types of bullying Physical, Verbal and Emotional.

A situation of bullying may occur when: .

- A adult or child intimidates others
- A win-at-all-costs philosophy is adopted by GDF staff, students or volunteers
- An official is over officious

It is of paramount importance that all GDF staff and volunteers, young people, and their parents/guardians are aware of the Anti Bullying Policy.



www.graduatelydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

High Risk Children

For these children, professionals need to look further than the obvious signs i.e. physical injuries. There needs to be a deeper look into the child's life at home, their family and lifestyle. Risks can include inadequate supervision, substance misuse, where the child lives, predatory adults, families that do not co-operate with services. There are a wide variety of factors that can increase/decrease the likelihood of child abuse, including:

- the age of the child
- the parent/child relationship
- the stability of the family
- if concerns have been raised before
- the families attitude towards services/professionals
- whether or not the family have issues with domestic abuse, substance misuse, mental health problems

Some children are at higher risk, these include:

- those with a disability or require specific needs
- have SEN
- engaged in anti-social or criminal behaviour
- a young carer
- recently returned home from care

Children Missing from Education (CME):

Knowing where children are during school hours is an extremely important aspect of safeguarding. Missing school can be an indicator of abuse and neglect and may also raise concerns about other safeguarding issues, including the criminal exploitation of children. The school will keep its admission register accurate and up to date. The School Attendance Policy is regularly updated and understood by all staff. Attendance and patterns of attendance will be regularly reviewed. Any children missing education will be reported as required by the statutory guidance 'Children Missing Education'. Concerns should be raised with the Designated Safeguarding Lead.

PROCEDURES TO MANAGE ALLEGATIONS

GDF staff and volunteers need to adhere to the following guidelines relating to the welfare of a young person:

- If the young person is in immediate danger or has been physically injured, ensure that they are safe and contact the police and social services immediately
- If the young person is not in immediate danger but you have concerns either: - discuss the concerns with the GDF Designated Safeguarding Lead (DSL) or the Deputy DSL immediately who will advise on the correct procedure for referring your concern appropriately

OR

- Contact the Multi-Agency Safeguarding Hub: 01202 228866
- Make a note of what you have seen or heard but do not delay in passing on the information. Complete the GDF Incident Record Form as soon as possible.



www.graduatelylearningfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Please remember that it is not your responsibility to decide if abuse, radicalisation or extremism is occurring but it is your responsibility to act on any concerns that you have. In all circumstances the allegation must be recorded via the Incident Record Form.

RESPONDING TO SUSPICIONS

If any GDF staff or volunteers recognise signs of abuse, a written record of any physical or behavioural signs or symptoms should be recorded. If patterns emerge or signs become frequent report them immediately to the Designated Safeguarding Lead.

Any GDF staff or volunteers who become aware of anything which causes them to feel uncomfortable **must** discuss it with the GDF Designated Safeguarding Lead.

This means that all GDF staff and volunteers being aware of the attitudes and the interactions between children and all other adults, as well as each other.

If the behaviour is contrary to this welfare policy and procedures and young people are at risk then action must be taken.

All members of the GDF staff and volunteers must also be alert to any unusual incidents or activities where another adult is putting young people and themselves in a vulnerable position.

In all cases of reported poor practice, abuse, radicalisation or extremism the following principles should be adopted:

DO:

- **Stay Calm** – do not rush into inappropriate action. React calmly in order not to alarm the young person.
- **Reassure the child** – that they are not to blame and confirm that you know how difficult it must be to confide
- **Listen sympathetically** – to what the child says and show that you take them seriously
- **Keep questions to a minimum** – the law is very strict and child abuse cases have been dismissed where the child has been led or words and ideas have been suggested. Only ask questions to clarify
- **Ensure you clearly understand what the child has said** – in order that the information can be passed on to the appropriate agencies
- **Consult** with the GDF Designated Safeguarding Lead ensuring that all the information is accurate
- **Ensure the safety of the young person** – if urgent medical attention is required then call an ambulance, inform the doctors of your concerns and ensure that they are aware that this is a child protection issue



www.graduatelylearningfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

DON'T

- Don't panic – or allow your feelings to be evident
- Don't make promises you cannot keep – explain that you will need to tell other people
- Don't make the child repeat the story unnecessarily
- Don't delay
- Don't speculate or make assumptions
- Don't approach the alleged abuser
- Don't take sole responsibility

In all cases the GDF Designated Safeguarding Lead: Lisa O'Connor, 07971165588 or lisaconnor@graduatelystdevelopingfutures.co.uk and/or the GDF Deputy Designated Safeguarding Lead: Sandra Pay 07845986899 (sandrapay@graduatelystdevelopingfutures.co.uk) must be contacted immediately. In their absence advice can be sought from the Multi-Agency Safeguarding Hub: BCP Children's First Response Hub - 01202 123334, Dorset Children's Advice and Duty Service – 01305 228558 or the NSPCC 24-hour helpline 0800 800 5000

REFERRAL

GDF recognises its responsibility to refer a child to Children's Social Care under section 11 of the Children Act 2004 if they believe or suspect that the child:

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

Normally the Designated Safeguarding Officer would ask the parents for their explanation of the concerns and tell them a referral is being made to Children's Social Care. Members of the Children's Workforce have a duty to act on child welfare concerns and their anonymity cannot be preserved. However, parents should not be spoken to where the concerns would jeopardise the child's safety, for example:

- There are concerns about Sexual Abuse
- The child appears very frightened of their parents and fears reprisals

Anyone who has concerns about a child can make a referral if there is concern about a child's welfare or fear they are being abused. GDF adhere to guidelines and updates as issued by Pan-Dorset Safeguarding Children Partnership (PDSCP). Referrals following specific incidents should be made within 24 hours. Referrals should be made to Children's Social Care in Dorset:



www.graduatelystdevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

BCP Childrens First Response Hub: 01202 123334
Dorset Families and Members of the Public: 01202 228866

If your concern requires immediate advice out of normal office hours the **Out of Hours Team** should be contacted on Tel: 01202 738256 (Bournemouth/Christchurch/Poole) or 01305 228558 (Dorset) or Dorset Police on 101 (non-urgent) or 999 (emergency). If a referral is made by telephone, it should be confirmed in writing within 48 hours.

Local authority Children's social care has the responsibility to clarify with the referrer the nature of the concerns and how and why they have arisen. If the concerns are accepted as meeting the threshold for a Children's Social Care Assessment, the child must be seen by a qualified social worker as soon as possible following the referral.

When making a referral to Children's social care, any pre-existing assessments such as an early assessment or a Common Assessment (CAF) in respect of the child should be included. Information about the child's developmental needs and the capacity of their parents and carers to meet these within the context of their wider family and environment should be provided as a part of the referral information. If a chronology of concerns has been recorded then these should also be shared. The referrer will always have the opportunity to discuss their concerns with a qualified social worker.

CONFIDENTIALITY & INFORMATION SHARING

Information may be shared to protect a child, or to prevent a crime. Early sharing of information is the key to providing effective early help where there are emerging problems. 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. When working with children, guarantees of absolute confidentiality must not be given. Those working with children should tell them that information will be shared if it is necessary to keep a child safe. Staff should be open and honest with the child (and 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. Staff should seek advice from the Designated Safeguarding Lead if they are in any doubt. Staff should follow the normal rules for safe data storage and transfer contained within the Data Protection Policy and Quality Policy. Recording should include the decision and the reasons for it, whether it is to share information or not. It should include what was shared, with whom and for what purpose.

Review

This policy will be reviewed on an annual basis as a minimum. Next review date 01.02.2023



www.graduallydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Appendix 1

PUBLIC HEALTH ADVICE TO MINIMISE CORONAVIRUS (COVID -19) RISKS

Schools are currently back in full time for the academic year 2021/2022. As a school we must comply with health and safety law, which requires us to assess risks and put in place proportionate control measures. Current Government advice is regularly monitored and reviewed and any changes adhered to, as necessary.

Our current health and safety risk assessments set out essential measures which include:

- a requirement that people who are ill stay at home
- robust hand and respiratory hygiene
- enhanced cleaning arrangements
- active engagement with NHS Test and Trace
- formal consideration of how to reduce contacts and maximise distancing between those in school wherever possible and minimise potential for contamination so far as is reasonably practicable

How contacts are reduced will depend on our school's circumstances and will (as much as possible) include:

- grouping children together
- avoiding contact between groups
- arranging rooms with forward facing desks
- staff maintaining distance from pupils and other staff as much as possible

System of controls

This is the set of actions we as a school must take. They are grouped into 'prevention' and 'response to any infection' and are outlined in more detail below.

Prevention:

- 1) minimise contact with individuals who are unwell by ensuring that those who have coronavirus (COVID-19) symptoms do not attend school
- 2) clean hands thoroughly more often than usual
- 3) ensure good respiratory hygiene by promoting the 'catch it, bin it, kill it' approach
- 4) introduce enhanced cleaning, including cleaning frequently touched surfaces often, using standard products such as detergents and bleach
- 5) minimise contact between individuals and maintain social distancing wherever possible
- 6) where necessary, wear appropriate personal protective equipment (PPE)

Numbers 1 to 4 will be in place all the time. Number 5 will be properly considered and we will put in place measures that suit our particular circumstances. Number 6 applies in specific circumstances.



www.graduatedevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627

Response to any infection:

7) engage with the NHS Test and Trace process

8) manage confirmed cases of coronavirus (COVID-19) amongst the school community

9) contain any outbreak by following local health protection team advice

Numbers 7 to 9 will be followed in every case where they are relevant.



www.graduatelydevelopingfutures.co.uk

©2021 GDF

Registered office: Bath House, 6-8 Bath Street, Bristol, BS1 6HL

Company no: 07150627