



Child Protection and Safeguarding Policy

September 2026

Written with regard to Working Together to Safeguard Children 2026, Keeping Children Safe in Education (KCSIE) September 2025 and Prevent Duty Guidance: for England and Wales March 2015.

Deputy Preschool Manager & Designated Safeguarding Lead (DSL): Zoe Vieira

Deputy Preschool Manager & Deputy Designated Safeguarding Lead (DDSL): Leanne Strudwick

Chair of the Trustees: Carol Lowries

Status & Review Cycle: Annually

Next Review: September 2027

Burpham Preschool is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. This means we have a Safeguarding and Child Protection Policy and procedures in place. All staff (including volunteers and trustees) must ensure they are aware of these procedures.

Key Personnel

Designated Safeguarding Lead (DSL): Zoe Vieira

Contact Details: 07354 444958

preschoolmanager@burphamchurch.org.uk

Deputy Designated Safeguarding Lead

(DDSL): Leanne Strudwick

Contact details: 07354 444958

Burpham Preschool, New Inn Lane, Guildford, GU4 7HW Phone: 07354 444958
Email: preschooladmin@burphamchurch.org.uk www.burphampreschool.org

Burpham Preschool is a community-based preschool that runs at Church of Holy Spirit, Burpham, Guildford, GU4 7HW.
We are a registered charity: 1190881.



preschoolmanager@burphamchurch.org.uk

Chair of the Trustees Carol Lowries

Contact details: 07354 444958

bpschair@burphamchurch.org.uk

Surrey County Council's Children's Single Point of Access (C-SPA), can be contacted on **0300 470 9100** - anybody can make a referral.

If you are concerned about a child, inform the DSL immediately.

Allegations against staff should be made to the DSL immediately who will contact Surrey County Council's local authority child protection designated officer (LADO) on **0300 123 1650**.

If you have a concern regarding extremism, inform the DSL immediately who will contact the National Police Prevent Advice Line on **0800 011 3764**. Referrals should be sent to preventreferrals@surrey.pnn.police.uk.

To report FGM, please contact Woking Police on 01483 571212 or dial 999.

In an emergency where the immediate safety of a child, young person or adult is at risk, then Surrey Police on 999, should be called.

Terminology

Safeguarding and promoting the welfare of children is defined as:

- Providing help and support to meet the needs of children as soon as problems emerge.
- Protecting children from maltreatment, whether that is within or outside the home, including online.
- Preventing impairment of children's mental and physical health or development.
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care.
- Promoting the upbringing of children with their birth parents, or otherwise their family network through a kinship care arrangement, whenever possible and where this is in the best interests of the children.

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- Taking action to enable all children to have the best outcomes in line with the outcomes set out in the Children's Social Care National Framework.

Child Protection is part of safeguarding and promoting the welfare of children and is defined for the purpose of this guidance as activity that is undertaken to protect specific children who are suspected to be suffering, or likely to suffer, significant harm. This includes harm that occurs inside or outside the home, including foster care and residential care, as well as online. Effective safeguarding is anti-discriminatory and antiracist. Practitioners should understand and be sensitive to factors, including economic and social circumstances, ethnicity and disability, which can impact children and families' lives.

Early Help means providing support as soon as any needs emerge or are identified at any point in a child's life.

Staff refers to all those working for or on behalf of the setting, full or part time, temporary or permanent, in either a paid or voluntary capacity.

Child(ren) includes everyone under the age of 18. Overall, this will apply to pupils of our setting; however, the policy will extend to visiting children and students from other establishments.

Parents refers to birth parents and other adults who are in a parenting role, for example stepparents, foster carers and adoptive parents.

Social Care refers to Children's Services in the area in which the child is resident, Unless a child is a Child Looked After, then this will be the Children's Services in their home authority.

MAP refers to the Surrey Multi-Agency Partnership.

C-SPA refers to the Children's Single Point of Access.

LADO refers to Local Authority Designated Officer

Roles and Responsibilities

All adults working with, or on behalf of children, have a responsibility to safeguard children. Every child must receive the right help at the right time to stop a situation escalating. It is every member of staffs' responsibility to record any concerns. This should be sent to the DSL immediately.



Within the Preschool, there are key people who have specific responsibilities for leading safeguarding and Child Protection Procedures. These persons should ensure that mechanisms are in place to assist staff to understand and discharge their role and responsibilities as set out in Part 1 of KCSIE (2025).

All adults have received full safeguarding training, update training, Low-Level concern and Whistleblowing training and take responsibility for reporting any concerns they may have about colleagues or adults working within the Preschool.

Designated Safeguard Lead (DSL)

Our Designated Safeguarding Lead is: Zoe Vieira.

The designated safeguarding lead holds responsibility for child protection for the whole setting. The DSL has the following responsibilities:

- Responsible for any action within the Preschool deemed necessary to safeguard a child believed to be at risk of/or suffering physical, emotional or sexual abuse by a parent/carer/teacher/peer/other adult or needs extra support. This responsibility includes online safety and understanding the filtering and monitoring systems and processes in place. The DSL will liaise with Children's Services according to Surrey County Council guidelines and procedures.
- Manage Referrals: responsibility for liaising with other Surrey agencies and professionals and for referring cases of suspected abuse to the relevant investigating agencies according to the procedures established by the Surrey Children's Social Care team.
- Working with Others: acts as a source of advice, support and expertise within the Preschool, ensuring there is a policy in place and offering training to staff.
- Record Keeping: responsibility for keeping written records of concerns about a child even if there is no need to make an immediate referral and for ensuring that records are kept confidentially and securely and separately from pupil records. Understand the importance of information sharing, both within the Preschool and with other settings on transfer including in-year, and with the safeguarding partners, other agencies, organisations and practitioners.
- Training: DSL must be trained in Child Protection as required by the Surrey Safeguarding Children Partnership (SSCP) and in Safer Recruitment procedures for the selection of staff and volunteers. The DSL will undergo updated child protection training every two years, in accordance with locally agreed procedures and includes inter-agency working. The Designated Safeguarding Lead (DSL) undertakes training 11 which fully meets the requirements outlined in Annex C of the Statutory Early Years Foundation Stage Framework (2025). In addition to formal training, the DSL will also update their own



knowledge via e-bulletins, meeting other DSLs or taking time to read and digest safeguarding developments.

Deputy Designated Safeguarding Lead (DDSL)

Our Deputy Designated Safeguarding Lead is: Leanne Strudwick.

The DSL can delegate their activities to appropriately trained deputies, however, the ultimate lead responsibility for safeguarding and child protection, as set out above, remains with the DSL. This lead responsibility should not be delegated. Deputy Safeguarding Leads shall be trained to the same standard as the DSL allowing them to provide advice and training to colleagues and deal with safeguarding concerns appropriately.

The Leadership Team and The Trustees

The Leadership Team and The Trustees will ensure that:

- All Trustees receive appropriate safeguarding and child protection training (including online safety) training at induction.
- The Preschool has an effective Safeguarding and Child Protection Policy, a Staff Behaviour Policy or Code of Conduct and a Behaviour Policy to ensure appropriate action is taken in a timely manner to safeguard and promote children's welfare. Policies are consistent with SSCP, and statutory requirements are reviewed annually (as a minimum) and updated if needed.
- Ensure recruitment, selection and induction follow safer recruitment practices including all appropriate checks.
- Take a proportionate risk-based approach to the level of information provided to temporary staff, volunteers, and contractors.
- Staff have been trained appropriately, and this is updated in line with guidance and that mechanisms are in place to assist staff in understanding and discharging their roles and responsibilities as set out in the guidance. This training should equip them with the knowledge to provide strategic challenges to test and assure themselves that the safeguarding policies and procedures in place in the Preschool are effective.
- All staff are aware of the role of the DSL, including the identity of the DSL and any DDSL's.
- The Preschool has procedures for dealing with allegations of abuse against staff (including the Leadership Team and Chair of The Trustees), volunteers and against other



children and that a referral is made to the DBS and Ofsted if a person in regulated activity has been dismissed or removed due to safeguarding concerns or would have had they not resigned.

- Policies and processes are in place to deal with concerns (including allegations) which do not meet the allegation/harm threshold or “low level concerns” as defined in KCSIE.
- All staff feel able to raise concerns about poor or unsafe practice and that such concerns are handled sensitively and in accordance with the whistle-blowing procedures.
- Sufficient time, training, support, funding, resources, including cover arrangements where necessary, is allocated to the DSL to carry out their role effectively, including the provision of advice and support to setting staff on safeguarding and child protection matters, to take part in strategy discussions/meetings and other interagency meetings and/or support other staff to do so; and to contribute to the assessment of children.
- The Preschool has appropriate filtering and monitoring systems in place for all devices owned and used. Alongside the Preschool, the Trustees will regularly review the effectiveness of filtering and monitoring systems in place to safeguard children online.

The Staff

Staff play a key role in the safeguarding of our children. The expertise staff build up by undertaking training and managing safeguarding concerns contribute to the shape of safeguarding arrangements and policy.

All staff members receive appropriate safeguarding and child protection training as part of their induction and should be in line with advice from the LSCB. Staff training includes online safety, including roles and responsibilities in relation to filtering and monitoring of school devices and network. A detailed explanation of policy and procedure is given, including the identity of the Designated Safeguarding Leads/Deputies and information as to the whereabouts of paperwork and how to deal with a disclosure. This is to include Child on Child abuse as set out in KCSIE (2025). Staff are also made aware that they are not to view or forward illegal images of a child.

All staff are trained in accordance with the requirements set out in Annex C of the Statutory Early Years Foundation Stage Framework (2025). Training for all staff is renewed at least every two years. The Preschool will also consider, within each two-year cycle, whether any staff members require annual refresher training to maintain core safeguarding competencies and remain informed of any updates to safeguarding legislation, statutory guidance, or best practice. All staff receive regular safeguarding training and are supported to embed their



learning through continuous supervision, mentoring, and reflective practice. This ensures that safeguarding knowledge is effectively translated into everyday practice and that staff remain confident in their ability to recognise and respond to concerns.

Multi-Agency Working

The Preschool acknowledges that it has a pivotal role to play in multi-agency safeguarding arrangements. The Preschool must contribute to multi-agency working in line with statutory guidance, Working Together to Safeguard Children. Locally, the three safeguarding partners (the local authority; a clinical commissioning group for an area within the local authority; and the chief officer of police for an area (any part of which falls within the local authority area) will make arrangements to work together with appropriate relevant agencies to safeguard and promote the welfare of local children, including identifying and responding to their needs. Burpham Preschool actively works with social care, the police, health services and other services to promote the welfare of children and protect them from harm. This includes providing a co-ordinated offer of early help when additional needs of children are identified and contributing to inter-agency plans to provide additional support to children subject to child protection plans.

Types of Abuse, Neglect and Exploitation (KCSIE 2025)

Abuse: a form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the internet). They may be abused by an adult or adults or another child or children.

Domestic Abuse: Domestic abuse can encompass a wide range of behaviours and may be a single incident or a pattern of incidents. That abuse can be, but is not limited to, psychological, physical, sexual, financial or emotional. Children can be victims of domestic abuse. They may see, hear, or experience the effects of abuse at home and/or suffer domestic abuse in their own intimate relationships (teenage relationship abuse). All of which can have a detrimental and long-term impact on their health, well-being, development, and ability to learn.

Physical Abuse: a form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

Emotional Abuse: the persistent emotional maltreatment of a child such as to cause severe and adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond a child's developmental capability as well as overprotection and limitation of exploration and learning or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyberbullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, although it may occur alone.

Sexual Abuse: involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

Child on Child Abuse: any kind of physical, sexual, emotional or financial abuse or coercive control exercised between children. It includes bullying, cyberbullying, sexual violence, harassment and the sharing of nude and semi-nude images (previously known as sexting). All staff must be aware of the importance of treating any suspected cases of Child-on-Child abuse as urgent and must immediately report them to the DSL.

Neglect: the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy because of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to: provide adequate food, clothing and shelter (including exclusion from home or abandonment); protect a child from physical and emotional harm or danger; ensure adequate supervision (including the use of inadequate care-givers); or ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Specific Safeguarding Issues (KCSIE 2025)



All staff should have an awareness of specific safeguarding issues which are listed below. Staff should be aware that behaviours linked to the likes of drug taking, alcohol abuse, truancy and sexting put children in danger. They should also be aware that safeguarding issues can manifest themselves via peer-on-peer abuse. This is most likely to include but not limited to:

- Bullying (including cyber bullying),
- Gender-based violence/sexual assaults and sexting,
- Bullying including cyberbullying,
- Children missing education,
- Child missing from home or care,
- Child sexual exploitation (CSE),
- Domestic violence,
- Drugs,
- Fabricated or induced illness,
- Faith abuse,
- Forced marriage,
- Gangs and youth violence,
- Gender-based violence/violence against women and girls (VAWG)
- Serious Violence,
- Mental health,
- Missing children & adults' strategy,
- Private fostering,
- Preventing radicalisation,
- Relationship abuse,

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- Sexting,
- Trafficking,
- Violent crime,
- Sexual Violence,
- Child Criminal Exploitation,
- Sexual Harassment,
- Up-skirting (Sharing of nude or semi-nude images),
- Unexplained or persistent absence from education.

Missing Child

Children's safety at Burpham Preschool is the highest priority, both on and off the premises. Every attempt is made, through the implementation of our outing's procedure and our exit/entrance procedure, to ensure the security of children is always maintained. In the unlikely event of a child going missing, our missing child procedure is followed.

Procedure – Missing on the Premises

- As soon as it is noticed that a child is missing, the child's key person/the relevant member of staff alerts our Preschool manager.
- The register is checked to make sure no other child has also gone astray.
- Our manager will carry out a thorough search of the building and garden.
- Doors and gates are checked to see if there has been a breach of security whereby a child could wander out.
- If the child is not found, our manager calls the police immediately and reports the child as missing. If it is suspected that the child may have been abducted, the police are informed of this.
- The parent(s) are then called and informed.

- A recent photo and a note of what the child is wearing is given to the police.
- Our manager talks to our staff to find out when and where the child was last seen and records this.
- The Manager will contact the Chairperson to report the incident.

Procedure – Missing During an Outing

This describes what to do when our staff have taken a small group on an outing, leaving our manager and/or other staff back in our Preschool premises. If our manager has accompanied children on the outing, the procedures are adjusted accordingly. What to do when a child goes missing from a whole group outing may be a little different as parents usually attend and are responsible for their own child.

- As soon as it is noticed that a child is missing, the staff members on the outing ask children to stand with their designated carer and carry out a headcount to ensure that no other child has gone astray.
- One staff member searches the immediate vicinity but does not search beyond that.
- Our senior staff member on the outing contacts the police and reports that child as missing.
- Our manager is contacted immediately (if not on the outing) and the incident is recorded.
- Our manager contacts the parent(s).
- Our staff take the remaining children back to the setting as soon as possible.
- According to the advice of the police, a senior member of staff or our manager where applicable should remain at the site where the child went missing and wait for the police to arrive.
- A recent photo and a description of what the child is wearing is given to the police.
- Our manager contacts our chairperson and reports the incident. Our chairperson comes to our premises immediately to carry out an investigation, with our management team (where appropriate).

Investigation

- Ofsted are informed as soon as possible and kept up to date with the investigation.
- Our chairperson carries out a full investigation, taking written statements from all our staff and volunteers who were present.
- Our manager, together with our chairperson, speaks with the parent(s) and explains the process of the investigation.
- Each member of staff present writes an incident report detailing:
 - The date and time of the incident.
 - Where the child went missing from e.g. the setting or an outing venue.
 - Which staff/children were in the premises/on the outing and the name of the staff member who was designated as responsible for the missing child.
 - When the child was last seen in the premises/or on the outing, including the time it is estimated that the child went missing.
 - What has taken place in the premises or on the outing since the child went missing.
 - The report is counter-signed by the senior member of staff and the date and time added.
- A conclusion is drawn as to how the breach of security happened.
- If the incident warrants a police investigation, all our staff co-operate fully. In this case, the police will handle all aspects of the investigation, including interviewing staff and parents. Children's social care may be involved if it seems likely that there is a child protection issue to address.
- In the event of disciplinary action needing to be taken, Ofsted are advised.
- The insurance provider is informed.

A child going missing from education is a potential indicator of abuse or neglect. Staff should inform the manager if a pupil is absent on repeated occasions to help identify the risk of abuse and neglect, including sexual abuse or exploitation and to help prevent the risk of their going missing in future. The manager will always telephone a parent to ascertain the whereabouts of a child that has not arrived at Preschool. A daily register is recorded and attendance monitored. If a child has significant absence due to illness, is repeatedly absent,



or is absent for more than 10 continuous school days without authorisation, the Preschool will inform the Local Authority. The DSL will ensure that any pupil currently subject to a Child Protection Plan who is absent without explanation is referred to their assigned Social Worker. The Preschool ensures that it holds at least two emergency contact telephone numbers for each child.

Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE)

Both CSE and CCE are forms of abuse and both occur where an individual or group takes advantage of an imbalance in power to coerce, manipulate or deceive a child into sexual or criminal activity. Whilst age may be the most obvious, this power imbalance can also be due to a range of other factors including gender, sexual identity, cognitive ability, physical strength, status, and access to economic or other resources. In some cases, the abuse will be in exchange for something the victim needs or wants and/or will be to the financial benefit or other advantage (such as increased status) of the perpetrator or facilitator. The abuse can be perpetrated by individuals or groups, males or females, and children or adults. The abuse can be a one-off occurrence or a series of incidents over time and range from opportunistic to complex organised abuse. It can involve force and/or enticement-based methods of compliance and may, or may not, be accompanied by violence or threats of violence. Victims can be exploited even when activity appears consensual, and it should be noted exploitation as well as being physical can be facilitated and/or take place online. Further information available in Annex A of (KCSIE 2025).

Child Sexual Exploitation (CSE)

CSE is a form of child sexual abuse. CSE can occur over time or be a one-off occurrence and may happen without the child's immediate knowledge for example through others sharing videos or images of them on social media. CSE can affect any child who has been coerced into engaging in sexual activities. This includes 16- and 17-year-olds who can legally consent to have sex. It can involve force and/or enticement-based methods of compliance and may, or may not, be accompanied by violence or threats of violence.

Any concerns that a child is being or is at risk of being sexually exploited should be passed immediately to the DSL.

The Preschool is aware there is a clear link between regular non-attendance and CSE. Staff will consider a child to be at potential CSE risk in the case of regular non-attendance at and make reasonable enquiries with the child and parents/carers to assess this risk.

All staff are aware that safeguarding incidents and/or behaviours can be associated with factors outside the Preschool and/or can occur between children outside of these



environments. All staff, but especially the DSL will consider whether children are at risk of abuse or exploitation in situations outside their families. Extra-familial harms take a variety of different forms and children can be vulnerable to multiple harms including (but not limited to) sexual exploitation, criminal exploitation, and serious youth violence.

In all cases if the DSL identifies any level of concern the DSL should contact the C-SPA and if a child is in immediate danger the Police should be called on 999.

The Preschool is aware that often a child is not able to recognise the coercive nature of the abuse and does not see themselves as a victim. As a consequence, the child may resent what they perceive as interference by staff. However, staff must act on their concerns as they would for any other type of abuse. Children also rarely self-report CSE so staff must be particularly vigilant to potential indicators of risk.

Child Criminal Exploitation (CCE)

Some specific forms of CCE can include children being forced or manipulated into transporting drugs or money through county lines, working in cannabis factories, shoplifting, or pickpocketing. They can also be forced or manipulated into committing vehicle crime or threatening/committing serious violence to others.

County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs using dedicated mobile phone lines or other form of “deal line”. Children are exploited to move, store and sell drugs and money. Offenders will often use coercion, intimidation, violence (including sexual violence) and weapons to ensure compliance of victims.

Children can become trapped by this type of exploitation, as perpetrators can threaten victims (and their families) with violence or entrap and coerce them into debt.

Any concerns that a child is being or is at risk of being criminally exploited will be passed without delay to the DSL. The DSL will then contact the C-SPA and if there is concern about a child’s immediate safety, the Police will be contacted on 999.

The Preschool is aware there is a clear link between regular non-attendance at Preschool and exploitation. Staff will consider a child to be at potential risk in the case of regular nonattendance at the Preschool and make reasonable enquiries with the child and parents/carers to assess this risk.

Honour-Based Violence (HBV)



‘Honour-based’ violence (HBV) encompasses crimes which have been committed to protect or defend the honour of the family and/or the community including Female Genital Mutilation (FGM), forced marriage, and practices such as breast ironing. All forms of so-called HBV are abuse (regardless of the motivation) and should be handled and escalated as such. If in any doubt staff should speak to the DSL. Staff need to be alert to the possibility of a child being at risk of HBV or already having suffered HBV.

Female Genital Mutilation

FGM comprises all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs. It is illegal in the UK and a form of child abuse with long-lasting harmful consequences. The Female Genital Mutilation Act 2003 places a statutory duty upon teachers along with regulated health and social care professionals in England and Wales, to report to the police where they discover (either through disclosure by the victim or visual evidence) that FGM appears to have been carried out on a girl under 18. Those failing to report such cases will face disciplinary sanctions. Staff must personally report their concerns to the police and unless staff have a good reason not to, they should also consult the DSL and involve children’s social care as appropriate.

Forced Marriage

A forced marriage is a marriage in which one or both people do not (or in cases of people with learning disabilities cannot) consent to the marriage but are coerced into it. Coercion may include physical, psychological, financial, sexual and emotional pressure. It may also involve physical or sexual violence and abuse.

Forced marriage is recognised in the UK as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights.

A forced marriage is not the same as an arranged marriage which is common in many cultures. The families of both spouses take a leading role in arranging the marriage but the choice of whether to accept the arrangement remains with the prospective spouses.

Radicalisation and Terrorism – The Prevent Strategy

The Preschool acknowledges and, if needed, participates in the Prevent Program.

The Prevent Duty for England and Wales (2023) under section 26 of the Counter Terrorism and Security Act 2015 places a duty on education and other children’s services to have due regard to the need to prevent people from being drawn into terrorism.

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Staff at Burpham Preschool are clear that exploitation of vulnerable children and radicalisation should be viewed as a safeguarding concern.

Staff receive training to help identify early signs of radicalisation and extremism.

Opportunities are provided in the curriculum to enable children to discuss issues of religion, ethnicity and culture. The setting promotes and embeds the fundamental British value in the Preschool through activities and within policies.

The Chair of trustees and the DSL will assess the level of risk within the setting and put actions in place to reduce that risk. Risk assessment may include, due diligence checks for external speakers and private hire of facilities, anti-bullying policy and other issues specific to the Preschool's profile, community and philosophy.

When any member of staff has concerns that a child may be at risk of radicalisation or involvement in terrorism, they should speak with the DSL in the first instance. They should then follow the safeguarding procedures and refer cases by e-mail to preventreferrals@surrey.pnn.police.uk following the Prevent referral form. If the matter is urgent, then Police must be contacted by dialling 999.

In cases where further advice from the Police is sought dial 101 or 01483 632982 and ask to speak to the Prevent Supervisor for Surrey.

Serious Violence

There are several indicators which may signal children are at risk from, or are involved with, serious violent crime. These may include:

- Increased absence from the Preschool
- A change in friendships or relationships with older individuals or groups
- A significant decline in performance
- Signs of self-harm or a significant change in wellbeing, or signs of assault or unexplained injuries
- Unexplained gifts or new possessions could also indicate that children have been approached by, or are involved with, individuals associated with criminal networks or gangs and may be at risk of criminal exploitation.



Staff are aware that violence can often peak in the house just before and after the children attend the Preschool which includes travelling to and from the Preschool.

Disclosures from Children to Staff

All staff should know what to do if a child tells them he/she is being abused or neglected. Staff should know how to manage the requirement to maintain an appropriate level of confidentiality whilst at the same time liaising with relevant professionals such as the designated safeguarding lead and children's social care. Staff should never promise a child that they will not tell anyone about an allegation- as this may ultimately not be in the best interests of the child.

If a child makes a disclosure, the following advice applies:

- Listen to the child without displaying shock or disbelief.
- Reassure and acknowledge how hard it is for them to tell you.
- Let the child dictate the pace. Do not ask leading questions. Do not promise confidentiality.
- If appropriate, make notes at the time, recording facts, not assumptions.
- Record the disclosure or concern via a paper form informing the Safeguarding Team (DSL, DDSLs).
- The DSL / DDSL will notify children's social care, without delay, of a disclosure or suspicion of abuse – Surrey County Council's Children's Social Care.
- If, at any point, there is a risk of immediate serious harm to a child, dial 999 and inform the police. A referral should also be made to the children's social care immediately; anybody can make a referral.

How to Make a Referral About a Child

The Surrey Children's Single Point of Access (C-SPA) will be a single point of contact for reporting safeguarding concerns, and this new 'front door' will provide a full and rich picture



of need, risk and harm, bringing together data, information and knowledge from across the Surrey partnership.

For any concerns about a child call the C-SPA on 0300 470 9100 Monday to Friday from 9am to 5pm.

Out of hours, the emergency duty team can be contacted on 01483 517898 from 5pm to 9am and 24 hours/day on Saturdays, Sundays and Bank Holidays.

The Early Help Assessment (EHA)

Early help means providing support as soon as a problem emerges at any point in a child's life. Where a child would benefit from co-ordinated early help, an early help inter-agency assessment should be arranged.

EHA is the referral format that should be used by all professional referrers for children that are not at risk of serious harm, or have suffered harm, but are in need of additional support from one or more agencies. This will be completed, in most cases, by the DSL/DDSL in consultation with other relevant staff. All relevant documentation and information can be obtained via the child's safeguarding file.

The EHA can be used effectively to holistically assess the whole family as part of the Team Around the Family Approach. The Early Help Partnership Service (previously the CAF team) should be contacted initially and can offer support and guidance on all aspects of the Early Help Assessment, Family Action Plans and Lead Professional. This includes completing the EHA, signposting of local services to support the identified need and attending TAF meetings.

If we feel a child would benefit from an Early Help Assessment, we will seek consent from the child's parents. The Early Help Hubs:

- South West Hub (Guildford and Waverley) 01483 519722
- South East Hub (Tandridge, Reigate & Banstead, Mole Valley) 01737 733944
- North East Hub (Spelthorne, Elmbridge, Epsom & Ewell) 01372 833133
- North West Hub (Runnymede, Woking, Surrey Heath) 01932 795522

Email: earlyhelp@surreycc.gov.uk (egress)



Supporting Children

We recognise that Burpham Preschool may provide a safe place and the only stability in the lives of children who have been abused or who are at risk of harm.

We recognise that a child who is abused or witnesses abuse and/or violence may feel helpless and humiliated, may blame themselves, and find it difficult to develop and maintain a sense of self-worth.

We accept that research shows that the behaviour of a child in these circumstances may range from that which is perceived to be normal to aggressive or withdrawn.

We recognise that Burpham Preschool plays a significant part in the prevention of harm to our children by providing children with good lines of communication with trusted adults, supportive friends, and an ethos of protection.

Burpham Preschool will support all children:

- By treating each child as an individual so that they can learn, be resilient, capable, confident and self-assured.
- By teaching children to be strong and independent through positive relationships.
- By establishing and maintaining an ethos where children feel safe and secure and are encouraged to share their thoughts and feelings through conversation, storytelling and role play.
- Ensure that all children know there is an adult in Burpham Preschool whom they can approach if they are worried.
- Reassure children who report concerns that they are being taken seriously and that they will be supported and kept safe.
- We will encourage self-esteem and self-awareness, through the Early Years Foundation Stage and through positive relationships within the community.
- We will respond sympathetically to any requests for quiet time.
- We will liaise and work in partnership with other support services and agencies involved in Early Help and the safeguarding of children.



- We will notify Social Care immediately if there is a significant concern.

Confidentiality and Information Sharing

Staff have a professional responsibility to share relevant information about the protection of children with other professionals, particularly investigating agencies. Staff who receive information about children and families in the course of their work should keep this information within the professional context of their work. Whilst the GDPR and Data Protection Act 2018 places duties on organisations and individuals to process personal information fairly and lawfully and to keep information safely and securely, it is not a barrier to sharing information where the failure to do so would result in a child being placed at risk of harm. Fears about sharing information cannot be allowed to stand in the way of the need to promote the welfare and protect the safety of children (KCSIE 2025).

- All matters relating to child protection are confidential.
- The DSL will disclose any information about a pupil on a need-to-know basis only.
- All staff must be aware they have a professional responsibility to share information with other agencies to safeguard children.
- All staff must be aware that they cannot promise a child to keep secrets which might compromise the child's safety or wellbeing.
- The Preschool will undertake to share its intention to refer a child to Social Care with parents /carers unless to do so could put the child at greater risk of harm or impede criminal investigation.
- Where children leave the Preschool, the DSL should ensure their child protection file is transferred to the new school as soon as possible, ensuring secure transit, and confirmation of receipt should be obtained.
- In addition to the child protection file, the DSL should also consider if it would be appropriate to share any information with the new school in advance of a child leaving. For example, information that would allow the new school to continue supporting victims of abuse and have that support in place for when the child arrives.



Allegations of Abuse Against Staff

If you have an allegation or child protection concern about a member of staff or adult working with children (including supply staff and volunteers) which indicates that they have:

- Behaved in a way that has harmed a child, or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child or children in a way that indicates he or she may pose a risk of harm to children;
- Behaved or may have behaved in a way that indicates they may not be suitable to work with children.

It is your responsibility to inform the chairperson immediately. If the allegations are about the DSL or anyone directly related to the DSL, the chairperson must be informed.

The local authority designated officer (LADO) must be informed before an investigation is started by the school to avoid jeopardising the work of external agencies. The LADO must be informed within one working day.

If a crime may have been committed, the matter should be reported to Surrey Police.

Burpham Preschool has a duty of care to its employees and will ensure that we provide effective support for anyone facing an allegation and provide the employee with a named contact if they are suspended. A quick resolution is the priority to the benefit of all concerned.

- Procedures need to be applied with common sense and judgement.
- Allegations found to be malicious should be removed from personnel records.
- Pupils that are found to have made malicious allegations will be dealt with under the Behaviour and Sanctions policy.
- Records must be kept of all other allegations, but any that are not substantiated, are unfounded or malicious, and should not be referred to in employer references.
- Any allegations that are substantiated, that show that a person is unsuitable to work with children, will be reported promptly to the DBS. Reports will include as much evidence



about the circumstances as possible. Compromise agreements cannot apply in this connection.

- The Preschool is under a duty of care to make a referral to the Disclosure and Barring Service (DBS) and Teaching Regulation Agency (TRA) if a person in regulated activity has been dismissed (or would have been dismissed had she/he did not resign). The reasons such an order would be considered are: 'unacceptable professional conduct', 'conduct that may bring the profession into disrepute' or a 'conviction, at any time, for a relevant offence'.

Low Level Concerns

It may be possible that a member of staff acts in a way that does not cause risk to children but is however inappropriate.

A member of staff who has a concern about another member of staff should inform the chairperson about their concern using a low-level concern form. It is not for a staff member to choose if an allegation is low-level, but they are able to report a concern as a low-level concern in the knowledge that this may be upgraded to an allegation upon investigation.

Allegations and Low-Level Concerns can be clarified as below.

Allegation: Behaviour which indicates that an adult who works with children has:

- Behaved in a way that has harmed a child or may have harmed a child.
- Possibly committed a criminal offence against or related to a child.
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

Low-Level Concern: Any concern - no matter how small, even if no more than a nagging doubt that an adult may have acted in a manner which:

- Is not consistent with an organisation's Code of Conduct, and/or
- Relates to their conduct outside of work which, if not linked in a particular act or omission, has caused a sense of unease about that adult's suitability to work with children.

Appropriate Conduct: Behaviour which is entirely consistent with the organisation's Code of Conduct and the law.

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Child on Child Abuse

Staff should recognise that children can abuse their peers. If there is reasonable cause to suspect that a child is suffering, or likely to suffer, significant harm from another pupil, or group of pupils, any such abuse will be treated as a child protection concern and referred to local agencies. In the event of disclosures about peer-on-peer abuse, all children involved, whether perpetrator or victim, will be treated as being 'at risk'.

Child on Child abuse can take different forms; Emotional abuse, sexual abuse/violence, sexual harassment, physical abuse, sexting (youth-produced sexual imagery), initiation/hazing type violence and rituals. If from the information gathered shows a child to be at risk of significant harm, a safeguarding referral must be made to social care immediately (where a crime has been committed the police should be informed also). Social care will inform you of your next steps.

If the behaviours are to be managed internally, the Preschool may decide that the children involved do not require referral to statutory services but may benefit from early help. Early help is support for children of all ages that improves a family's resilience and outcomes or reduces the chance of a problem getting worse. Providing early help is more effective in promoting the welfare of children than reacting later. The police/social care will instruct the DSL as to whether the parents should be informed.

Where there is a safeguarding concern, the Preschool should ensure the child's wishes and feelings are taken into account when determining what action to take and what services to provide. Children will be given the opportunity to express their views and give feedback to a lead professional. All systems and processes will operate with the best interests of the child at their heart.

Supporting Pupils

For the child who has been harmed, the support they require will depend on the individual. It may be that they wish to seek counselling or 1:1 support via a mentor. It may also be that they feel able to deal with the incidence on their own or family and friends. In this case, it is necessary that the child continues to be monitored and offered support should they want it in the future.

Victims of peer-on-peer abuse will be risk assessed whilst they are in school to support strategies for managing future issues and identify services to offer additional support.

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For the child who has displayed harmful behaviour, it is important to find out why the child has behaved in such a way. Support such as 1:1 mentoring or counselling may be necessary. Support may be necessary through Early Help referral, and the child may require additional support from family members. Once the support required to meet the child's needs has been met, it is important that they receive a consequence for their behaviour. This will be determined by the nature of the behaviour.

Children with Special Educational Needs and Disabilities

Children with special educational needs (SEN) and disabilities can face additional safeguarding challenges and for that reason, the Preschool considers extra pastoral support for these children, along with ensuring any appropriate support for communication is in place. The Leadership team should ensure the Safeguarding policy reflects the fact that additional barriers can exist when recognising abuse and neglect in this group of children. This can include:

- Assumptions that indicators of possible abuse such as behaviour, mood and injury relate to the child's disability without further exploration;
- Children with SEN and disabilities can be disproportionately impacted by things like bullying- without outwardly showing any signs; and
- Communication barriers and difficulties in overcoming these barriers.

Further information can be found in the departments:

- SEND Code of Practice 0 to 25 years, and
- Supporting Pupils at School with Medical Conditions.

And from specialist organisations such as:

- The Special Educational Needs and Disabilities Information and Support Services (SENDIASS). SENDIASS offer information, advice and support for parents and carers of children and young people with SEND. All local authorities have such a service: Find your local IAS service (councilfordisabledchildren.org.uk).
- Mencap - Represents people with learning disabilities, with specific advice and information for people who work with children and young people.
- NSPCC - Safeguarding children with special educational needs and disabilities (SEND) and NSPCC - Safeguarding child protection/deaf and disabled children and young people.

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Looked After Children

The most common reason for children becoming 'looked after' is a result of abuse and /or neglect. Some children may be the responsibility of someone other than their biological parents. The leadership team will ensure that staff have the skills, knowledge and understanding necessary to keep safe any children at Burpham Preschool who are looked after by a local authority, or where they are looked after under voluntary arrangements with consent of parents or on an interim or full care order. This includes ensuring that staff have the information they need in relation to a child's looked after legal status (whether they are looked after under voluntary arrangements with consent of parents or on an interim or full care order), contact arrangements with parents, care arrangements and delegated authority to carers.

A previously looked after child potentially remains vulnerable and all staff should have the skills, knowledge and understanding to keep previously looked after children safe. When dealing with looked after children and previously looked after children, it is important that all agencies work together and prompt action is taken on concerns to safeguard these children, who are a particularly vulnerable group.

Whistleblowing

Staff must acknowledge their individual responsibility to share their concerns about another staff member with the chairperson immediately. Staff may consider discussing any concerns with the DSL and make a referral via them.

All staff and volunteers should also feel able to raise concerns about poor or unsafe practice and potential failures in the Preschool's safeguarding regime and that such concerns will be taken seriously by the management team.

Information regarding whistleblowing can be found at <https://www.gov.uk/whistleblowing> & <https://www.nspcc.org.uk/what-you-can-do/report-abuse/dedicated-helplines/whistleblowing-advice-line/>.

Should a member of staff feel unable to raise their concerns, they should sought advice from the NSPCC whistleblowing helpline. This is available for staff who do not feel able to raise concerns regarding child protection failures internally. Staff can call: 0800 028 0285 – line is available from 8:00 AM to 8:00 PM, Monday to Friday and Email: help@nspcc.org.uk.

Reasons for Whistleblowing

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- Everyone has a responsibility for raising concerns about unacceptable or unsafe practice or behaviour, including potential failures in the Preschool's safeguarding procedures, provision for mediation and dispute resolution where necessary.
- To prevent the problem worsening or widening,
- To protect or reduce risks to others.
- To prevent becoming implicated yourself.

How to Raise a Concern

- You should voice your concerns, suspicions or uneasiness as soon as you feel you can. The earlier a concern is expressed the easier and sooner action can be taken.
- Try to pinpoint exactly what practice is concerning you and why.
- Inform the chairperson immediately, who will then contact the LADO. Staff may consider discussing any concerns with the DSL and make a referral via them.
- Make sure you get a satisfactory response.
- You should put your concerns in writing, outlining the background and history, giving names, dates and places where you can.
- A member of staff is not expected to prove the truth of an allegation but will need to demonstrate sufficient grounds for the concern.

What Happens Next?

- You should be given information on the nature and progress of any enquiries.
- Burpham Preschool has a responsibility to protect you from harassment or victimisation.
- No action will be taken against you if the concern proves to be unfounded and was raised in good faith.
- Malicious allegations may be considered as a disciplinary offence.

Physical Intervention



Physical intervention must only ever be always used as a last resort and that it must be the minimal force necessary to prevent injury to another person. Any incidents of physical intervention must be fully recorded and signed by a witness. Staff who are likely to need to use physical intervention will be appropriately trained in Positive Touch.

When applying disciplinary measures such as restraint or isolation in response to incidents involving children with SEN and disabilities, the Preschool should consider the risks carefully, given the additional vulnerability of the group.

By planning positive and proactive behaviour support, the Preschool can reduce the occurrence of risky behaviour and the need to use restraint. When restraint or isolation is used, events should be recorded. Physical intervention of a nature which causes injury or distress to a child may be considered under the child protection procedures.

Safer Recruitment

Burpham Preschool operates a safer recruitment procedure that includes statutory checks on staff suitability to work with children including verification of their identity, qualifications, disqualification by association regulations and a satisfactory DBS check (according to EYFS requirements). We comply with the [Disqualification under the Childcare Act 2006](#) guidance issued in August 2023.

Burpham Preschool will obtain an enhanced criminal records check (DBS) in respect of every person aged 16 and over including for unsupervised volunteers, and supervised volunteers who provide personal care who:

- Work directly with children,
- Work on the premises on which the childcare is provided (unless they do not work on the part of the premises where the childcare takes place, or do not work there at times when children are present)

An additional criminal records check (or checks if more than one country) will be made for anyone who has lived or worked abroad.

Burpham Preschool ensures that there is at least one person on every recruitment panel who has completed safer recruitment training, if there is not a panel conducting interviews, then the individual will have completed the safer recruitment training.

Burpham Preschool will record information about staff qualifications and the identity checks and vetting processes that have been completed. This is part of their induction process; all records are kept in the manager's office and in a single central record.

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Burpham Preschool will make a referral to the Disclosure and Barring Service and Ofsted where a member of staff is dismissed (or would have been, had the person not left the setting first) because they have harmed a child or put a child at risk of harm ([Safeguarding Vulnerable Groups Act 2006](#)).

Training and Induction

All staff receive information about the safeguarding arrangements and complete the Working Together to Safeguard Children training upon induction, the safeguarding statement, staff code of conduct, Child Protection policy, the role and names of the DSL and their deputy.

The name of the DSL and DDSL for Safeguarding and Child Protection are clearly displayed on our website, parent board and internal safeguarding display board with a statement explaining our role in referring and monitoring cases of suspected harm and abuse.

All staff will have access to Part 1 and Annex A and C of [Keeping Children Safe in Education 2025](#) and will sign to say they have read and understood it.

All staff receive Safeguarding and Child Protection training at induction in line with advice from [Surrey Safeguarding Children Partnership](#) which is regularly updated.

All staff are trained in and receive regular updates in online safety and reporting concerns via email, e-bulletins and staff meetings, as required, but at least annually.

Burpham Preschool will advise all staff that they must not be under the influence of alcohol or any other substance which may affect their ability to care for children. If a staff member is taking medication which may affect their ability to care for children, the staff member should seek medical advice. We will ensure that staff members only work directly with children if medical advice confirms that the medication is unlikely to impair that staff member's ability to look after children properly. All medication on the premises is securely stored, and out of reach of children, always.

Burpham Preschool will advise staff disclose any reason that may affect their suitability to work with children including convictions, cautions, court orders, and warnings.

All staff, leaders and trustees have regular child protection awareness training, updated by the DSL as appropriate, to maintain their understanding of the signs and indicators of abuse and neglect.

All staff will be provided with a copy of our Preschool managing behaviour policy.



All staff will be made aware of the expectations relating to use of mobile technology within the Preschool including mobile phones and cameras. All staff will be made aware of the professional risks associated with the use of social media and electronic communication. Staff will adhere to relevant Preschool policies including staff code of conduct, online safety policy.

Staff Supervision

Burpham Preschool will follow their legal responsibilities under the [Equality Act 2010](#) including the fair and equal treatment of practitioners regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Burpham Preschool has in place supervision for all staff members who have contact with children and families, in line with Early Years Foundation Stage 2025.

The Early Years Foundation Stage states that 'effective supervision provides support, coaching and training for the practitioner and promotes the interests of children'. Supervision should foster a culture of mutual support, teamwork, and continuous improvement, which encourages the confidential discussion of sensitive issues.

Supervision will provide opportunities for staff to:

- Discuss any issues – particularly concerning children's development or well-being, including child protection concerns.
- Identify solutions to address issues as they arise.
- Receive coaching to improve their personal effectiveness.

Online Safety

Burpham Preschool takes steps to ensure that there are effective procedures in place to protect children, young people and vulnerable adults from the unacceptable use of Information Communication Technology (ICT) equipment or exposure to inappropriate materials in the Preschool.

Mobile Phones, IPADs and Cameras

These procedures include all electronic devices with imaging and sharing capabilities, not just mobile phones and cameras.

- Staff are aware of the dangers of taking photographs of children and mobile phones are to be locked by a password. All staff have a clear understanding of what constitutes the misuse of mobile phones and know how to minimise the risk.
- Staff will not use mobile phones in the Preschool, playground or around children, unless with the prior permission of a member of Leadership Team.
- All calls must be made in either the office and away from children.
- Staff must not use their personal mobiles to contact parents unless in an emergency.
- Staff are vigilant and alert to any potential warning signs of the misuse of mobile phones.
- Staff are informed that they are responsible for their own behaviour regarding the use of mobile phones and should avoid putting themselves into compromising situations, which could be misinterpreted and lead to potential allegations.
- Staff should be aware of the need for professional boundaries, and they are given clear guidance regarding the acceptable use of mobile phones in Preschool.
- Staff should be aware of the importance of reporting concerns immediately and tell them who they should report them to (See 'whistle blowing')
- Staff are informed that the recording, taking and sharing of images, video and audio on any mobile phone is not permitted unless it is authorised by a member of Senior Leadership Team who will make sure that it is monitored and recorded.
- Staff are informed that all mobile phone use is open to scrutiny and the SLT can withdraw or restrict authorisation at any time.
- Parents and visitors to the school should not use mobile devices whilst on site.
- Staff on trips and visits are permitted to use their mobile phone in the event of an emergency or for communication that is vital for the running of the trip.
- External Contractors should not use mobile devices whilst on site unless the use of those devices is necessary to facilitate the role, they are in Preschool to complete. External Contractors should not make calls near or around children whilst on site. At no point should children feature in images taken on a mobile device on site.

Uncollected Child

In the event that a child is not collected by an authorised adult by their expected collection time, Burpham Preschool puts into practice agreed procedures. The child will receive a high standard of care to cause as little distress as possible.

We inform parents/carers of our procedures so that, if they are unavoidably delayed, they will be reassured that their children will be properly cared for.

Procedures

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Parents are asked to provide the following specific information when their child starts attending our Preschool, which is recorded on our Admissions Form:

- Home address and telephone number - if the parents do not have a telephone, an alternative number must be given, perhaps a neighbour or close relative.
- Place of work telephone number (if applicable).
- Mobile telephone number (if applicable).
- Names, addresses, telephone numbers and signatures of adults who are authorised by the parents to collect their child from the Preschool, for example a childminder or grandparent.
- A unique password for the Emergency Collection person.
- Who has parental responsibility for the child.
- Information about any person who does not have legal access to the child.

On occasions when parents are aware that they will not be at home or in their usual place of work, they inform us in writing of how they can be contacted.

On occasions when parents, or the persons normally authorised to collect the child, cannot collect the child, they provide us with written details of the name, address and telephone number of the person who will be collecting their child. We agree with parents how to verify the identity of the person who is to collect their child and always exchange the unique password.

If a child is not collected at their expected collection time, we follow the procedures below:

- The child's file is checked for any information about changes to the normal collection routines. If no information is available, parents/carers are contacted at home or at work.
- If this is unsuccessful, the adults who are authorised by the parents to collect their child – and whose telephone numbers are recorded on the Admissions Form – are contacted.
- All reasonable attempts are made to contact the parents or nominated carers.
- The child does not leave the premises with anyone other than those named on the Admissions Form or in their file unless notified by a parent.
- If no-one collects the child within 30 minutes of their expected collection time and there is no named contact who can be contacted to collect the child, we apply the procedures for uncollected children.



If we have any cause to believe the child has been abandoned, we contact the local authority children's social care team. If the children's social care team is unavailable [or as our local authority advise], we will contact the local police.

After an additional 15 minutes if the child has not been collected, we will contact the above statutory agencies again.

The child stays at the Preschool in the care of two of our fully vetted workers, one of whom will be our manager or deputy manager until the child is safely collected either by the parents or by a social care worker, or by another person specified by social care.

Social care will aim to find the parent or relative. If they are unable to do so, the child will become looked after by the local authority. Under no circumstances will we go to look for the parent, nor leave the setting premises with the child.

We ensure that the child is not anxious, and we do not discuss our concerns in front of them. A full written report of the incident is recorded in the child's file.

Any deficiencies or weaknesses in child protection arrangements must be remedied without delay and the DSL, and trustees will review the policy annually, or as and when updates are issued by the Government.

	Burpham Preschool	(name of provider)
This policy was adopted by		
On	_____	(date)
Date to be reviewed	_____	(date)
Signed on behalf of the provider.	_____	
Name of signatory	_____	
Role of signatory (e.g. chair, director or owner)		

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