

SECTION	SAFEGUARDING
POLICY/PROCEDURE	SAFEGUARDING AND VULNERABLE ADULT POLICY
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1 ABOUT THIS POLICY

- 1.1 Lincoln City Football Club (LCFC) is committed to continually ensuring the well-being and safety of all children and vulnerable adults directly connected with our business activities, and to providing a safe and suitable environment for all those children and vulnerable adults attending our premises for any purpose. It is the duty of all adults working in the Club to safeguard the welfare of children, young people and vulnerable adults by creating an environment that protects them from harm.
- 1.2 This policy applies to all staff members of the business, including full time, part time, or casual workers as well as any Consultants and Volunteers who are working within the parameters of those at risk groups of staff, customers or clients. All staff members, Consultants and Volunteers are required to adhere to this policy.
- 1.3 The Board may amend this policy at any time. The Board will continue to review this policy to ensure it is achieving its aims.
- 1.4 This policy applies to the Club and It applies to all locations owned or operated by the Club including satellite sites.
- 1.5 Failure to comply with this policy may be treated as misconduct and dealt with under our Disciplinary Procedure and if a breach amounts to gross misconduct this may result in dismissal and possibly criminal prosecution.
- 1.6 Lincoln City Football Club acknowledges and accepts it has a responsibility for the well-being and safety of all children, young people and vulnerable adults who are under LCFC's care or using its facilities, (the definition of a "child" or "young people" means those under 18).

Vulnerable Adult Definition:

A vulnerable adult can be anyone who is 18 years old or over, who has a physical or sensory impairment, a learning disability, or a mental health problem and may be unable to protect themselves from harm or abuse. This may include:

- People with a learning disability
- People who experience mental ill health
- Those with a disability
- Older people
- People who are experiencing short or long term illness.

However, it is important to note that inclusion in one of the above groups does not necessarily mean that a person is implicitly vulnerable. All of the policies and procedures in this document refer to vulnerable adults as well as children.

1.7 The well-being of children, young people and vulnerable adults is paramount for all staff and accordingly, they must make themselves aware of this policy. Where appropriate, the following guidelines will be supplemented by inservice training and additional guidance.

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- 1.8 LCFC works closely with the Local Authority Designated Officers for children and adults at risk. The Club Senior Safeguarding Manager liaises with the respective safeguarding teams for advice, guidance and referrals. The Senior Safeguarding Manager will be guided by and adhere to Local Authority and Police protocols.
- 1.9 All Staff; full time, part time, casual workers, consultants and volunteers have the responsibility to report any concerns to the Senior Safeguarding Manager.
- 1.10 The policy will be available on the Club and youth section of the Club's website and displayed on the Youth section notice board.

Statutory Agency referral policies and procedures take precedence over any Club or Governing Body guidance.

For further details go to: http://www.thefa.com/~/media/files/thefaportal/governance-docs/safequarding/raisingawareness/affiliated-footballs-safequarding-policy-and-procedures.ashx

2 RULES & REGULATIONS

- 2.1 LCFC is governed by the rules and regulations set out in the Children Act 1989, the Children's Act 2004, the FA Safeguarding Children and Adults at Risk guidance, the EFL Safeguarding Children and Adults at Risk guidance and the Premier League Safeguarding Vulnerable Groups and Safer Recruitment Rules.
- 2.2 For detailed information on current legislation in particular the changes to the original Act of 1989 please refer to the NSPCC website and Working Together to Safeguard Children document.
- 2.3 LCFC is fully committed to ensuring that the best practice recommended by these bodies is employed throughout and has a responsibility to maintain regular dialogue and work with partners.

3 KEY AIMS & PRINCIPLES

- 3.1 The aims of this policy are:
 - § To safeguard all children and vulnerable adults who interact with LCFC activities;
 - § To demonstrate best practice in the area of safeguarding children and vulnerable adults;
 - § To develop a positive and pro-active welfare programme to enable all children, young persons and vulnerable adults to participate in an enjoyable and safe environment;
 - § To promote high ethical standards throughout LCFC activities.
- 3.2 The key principles underpinning this policy are:
 - § The child, young person or vulnerable adult's welfare is, and must always be, the paramount consideration;



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- § All children, young people and vulnerable adults have a right to be protected from abuse, exploitation and poor practice regardless of their age, gender, disability, culture, language, racial origin, religious beliefs or sexual identity;
- § To acknowledge and commit to address the additional vulnerability of some participants and the extra barriers they may face e.g. those in care, looked after children, those with mental health issues, physical disabilities and children living in substitute accommodation;
- § All allegations of abuse will be taken seriously and responded to efficiently and appropriately;
- § To encourage parents and other members of the child, young person or vulnerable adult's family to be involved in a relationship with LCFC;
- \$ To prevent the employment/deployment of unsuitable individuals and ensure that LCFC have safe recruitment procedures;
- § To ensure that coaches, parents and other adults who come in contact with children and young people provide good role models of behaviour;
- \$ To ensure robust safeguarding arrangements and procedures are in operation.

4 SAFEGUARDING STRUCTURE

4.1 Senior Safeguarding Manager & Designated Safeguarding Officers

LCFC has a Senior Safeguarding Manager who has overall responsibility for the safeguarding of children and vulnerable adults in the Club and a number of Designated Safeguarding Officers who work within department's throughout the Club. These Officers have special responsibilities and are the focal point for safeguarding children and vulnerable adults in their nominated area.

Anyone with a concern about a child or vulnerable adults welfare should contact either the Safeguarding Officer for their area of work or the Senior Safeguarding Manager, for advice in the first instance – details can be found at the end of this policy.

5 HUMAN RESOURCES & DISCLOSURE

5.1 Recruitment

As part of the Club's recruitment and selection process, offers of work to positions which involve working with children and vulnerable adults are subject to satisfactory DBS Criminal Record Checks (CRC) with barred list check, if necessary and appropriate references are obtained. All requests for CRC are applied for online with GB Group. All offers of work are subject to the outcome of the screening process and until such time as a satisfactory CRC certificate has been confirmed as clear, the member of staff will not be permitted to commence work.

Should an individual's CRC Disclosure reveal any convictions the Club will consider whether the nature of the offence/offences renders the person concerned unsuitable for working with children. In such circumstances, when the nature of any disclosure has to be considered, a risk assessment will be carried out by the Senior Safeguarding Manager



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and the appropriate Line Manager to assess the information contained within the disclosure certificate. On occasion the member of staff/volunteer may also be asked to attend an interview prior to a recruitment decision being made. If required the Head of Safeguarding for the EFL and/or the Local Safeguarding Children Board may be asked to attend the risk assessment meeting.

All new employees, workers or volunteers working with children or young people at the Club will be required to complete a Self-Declaration on commencement of duties.

Academy Staff will be required to complete an Annual Self Declaration (YD2 form) at the commencement of each season.

5.2 Temporary Staff and External Consultants

The Club will ensure that all temporary staff and external consultants sign a Self-Declaration form and will not have unsupervised access to children and young persons during their time with the Club.

5.3 Staff Training

All staff working in direct contact with children shall be required to complete the FA workshop on Safeguarding Children or equivalent Safeguarding Course 16-18. Details of those satisfactory completing this course are retained by the Club.

The qualification is valid for a period of three years and all relevant staff are required to maintain their safeguarding qualification throughout employment to ensure it remains up to date and valid.

5.4 Induction

As part of the induction process all staff including volunteers will be made aware of this policy. This allows staff and volunteers to understand theirs and the clubs responsibilities in making our activities a controlled and safe environment for all those taking part.

The induction process also covers the procedures for referrals should the need arise.

LCFC will also undertake in house training and development on safeguarding and welfare, to ensure staff are up to date with current practices and issues.

5.5 Good Practice

All employees, workers, consultants, agency staff and volunteers working with children or young people should adhere to the following principles:

 Always work in an open environment. Avoid private or unobserved situations and encourage open communication with no secrets.



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- Make the experience of the sporting activity fun and enjoyable, promote fairness, confront and deal with bullying.
- Treat all children and young people equally, with respect and dignity.
- Always put the welfare of the child first.
- Maintain a safe and appropriate distance with children, young people and vulnerable adults and avoid unnecessary
 physical contact.
- Where any form of manual/physical support is required it should be provided openly and with the consent of the child or young person. Physical contact can be appropriate so long as it is neither intrusive nor disturbing and the child, young person or vulnerable adult's consent has been given.
- If groups have to be supervised in changing rooms always ensure coaches etc. work in pairs.
- Request written parental consent if Club officials are required to transport children, young people and vulnerable adults.
- Gain written parental consent for any significant travel arrangements e.g. overnight stays.
- Coaches are qualified and a qualified first aider is in attendance.
- Ensure that at away events adults should not enter a child, young person or vulnerable adult's room or invite them to their rooms.
- Be a good role model, this includes not smoking, drinking alcohol or using foul language in the company of children, young people or vulnerable adults.
- Always give enthusiastic and constructive feedback rather than negative criticism.
- Secure written parental consent for the Club to act in loco parentis, to give permission for the administration of emergency first aid or other medical treatment if the need arises.
- Keep a written record of any injury that occurs, along with details of any treatment given.
- All other good practice/common sense principles given the varying situations.

6 LINCOLN CITY FC PROCEDURES:

6.1 Parental Consent

LCFC will make every effort to obtain parental consent for all activities using a signed parental consent form. LCFC will do everything it can to safeguard children and vulnerable adults in its care but recognise that in some circumstances, due to the nature of the work carried out, obtaining parental consent for activities is not always possible.

6.2 Use of photography & film image

LCFC uses guidance from The FA and the Child Protection in Sport Unit (CPSU). All images are taken by Club officials who have been briefed by a Club Safeguarding Officer or by a member of the Communications and Marketing Department responsible for the activity being photographed or filmed. Before taking images of children, young people or vulnerable adults parental consent is sought in writing, this could be at the start of the season or prior to the event. Parents, carers, guardians are responsible for informing the Club of any change of circumstances within the season which may affect consent. The Club will inform parents, carers, guardians of how the image will be used and they will not allow an image to be used for something other than that for which it was initially agreed.



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All children, young people or vulnerable adults featured in Club publications will be appropriately dressed.

Where possible, the image will focus on the activity taking place and not a specific individual.

Where appropriate, images represent the broad range of people participating safely in the event.

Designated Club photographers will, where applicable, undertake a CRC/DBS check and attend a FA Safeguarding Children workshop and will be personally responsible for keeping up to date with the latest guidelines on the Use of Images policies from the EFL. Club identification will be worn at all times.

Children who are subject of a court order will not have their images published in any Club document.

No images of children featured in Club publications will be accompanied by personal details such as their home address.

Recordings of children for the purposes of legitimate coaching aids are only filmed by Club officials and are stored safely and securely at the Club's premises.

Mobile cameras are not to be used in changing rooms.

Any instances of inappropriate images in football should be reported to the Senior Safeguarding Manager.

The Club does not put young player profiles with images and personal information on its website.

The Club does not condone inappropriate unauthorised photographs to be taken with players, Club staff or at Club facilities and will actively take measures to prevent this.

6.3 Youth Loans, Trials & Work Experience (Academy Players)

Should a LCFC Academy player or young professional, under the age of 18, join another club on trial, work experience or a Youth Loan, the Academy will seek written parental consent. This will be additional parental consent sought prior to the start of every season. Consideration will also be given to the player's educational programme, travel and accommodation arrangements. If the new club is not located within a reasonable travelling distance from the player's current address, LCFC will insist that, where possible, players are placed in host family accommodation during their time away from the Club and not in hotel accommodation unless their parents are accompanying them during their stay.

LCFC will request parental consent, full medical history and injury disclaimer prior to any trial or work experience for any player under 18 joining the Club. Should accommodation be required during a trial period a host family will be provided or if the player's parent/guardian is also travelling with the player, then a local hotel may be used as an alternative.



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6.4 Procedure for U18 playing within the Development/First Team Squad (Academy Players)

One of the foremost aims of LCFC is to develop Players to become part of the Development and Senior squads at the Club. LCFC acknowledges its responsibility to safeguard the welfare of every Player who has been entrusted to its care and is committed to working to provide a safe environment for all.

The Club recognises that as Players progress through to the Development squads, specific guidance and consideration are to be given to areas off field and are needed to ensure that they are given equal opportunity to develop their footballing talent. Whilst Players under the age of 18 are taking part in activities relating to the Development squad and First Team, the Club will continue to ensure that they fulfil their obligation of duty of care towards the Players and safeguard the welfare of children and young people by taking all reasonable steps to ensure they are protected from harm.

6.5 Children who are not picked up on time

LCFC has procedures in place for children and vulnerable adults whose parents do not collect them from an activity at a specified time. All parents/carers are made aware that their children/vulnerable adults should be met no later than 30 minutes after an activity has finished. Should they not be collected within 15 minutes, coaching staff have emergency contact numbers and communication with the office to seek alternative numbers if necessary. In the event that a child/vulnerable adult is not collected on time, a minimum of 2 coaching staff will wait at the venue until the parent / carer arrives. Should they not be picked up at all and the coaching staff will make contact with their Head of Department and the Senior Safeguarding Manager who will contact Children's Services and the Police.

6.6 Ratio of Adults to Children

LCFC adopts best practice regulations laid down by the FA in relation to the supervision of Adults to Children. Procedures are in place to fully risk assess the types of activity and participant ability to ensure appropriate ratio of staff/coaches to participants.

6.7 Coaching in Schools

LCFC is committed to using the power of football to encourage children and young people to enjoy the benefits of sport and healthy living and will frequently run coaching sessions within local schools and education centres. It is the responsibility of the school to obtain parental consent and carry out the relevant risk assessments before an activity takes place and LCFC will carry Public Liability Insurance. For After School clubs it will be the responsibility of LCFC to gain parental consent and carry out the risk assessments of the site. The above information is set out in a service level agreement with the school which is signed prior to the event taking place.

6.8 CRC

In accordance with the procedures detailed above, all staff undergo a DBS CRC check every 3 years.



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7 GUIDELINES IN THE EVENT OF CONCERN

7.1 Highlighting Concern

Although LCFC is committed to doing the utmost to safeguard children and vulnerable adults from harm, there may be an occasion when concern is raised over the treatment of a child/vulnerable adult. 'Child abuse and neglect' are generic terms encompassing all ill treatment of children as well as cases where the standard of care does not adequately support the child's health or development. Children may be abused or suffer neglect through the infliction of harm, or through the failure to act to prevent harm. Abuse can occur in a family or an institutional or community setting. The perpetrator may or may not be known to the child.

7.2 Recognition – Signs of Abuse

There are five main forms of abuse identified as follows, should you have any concern that abuse is occurring you should contact the Senior Safeguarding Manager immediately:

7.2.1 Physical Abuse

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

7.2.2 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 or young person 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 or young people in looking at, or in the production of, sexual images, watching sexual activities, encouraging children or young person to behave in sexually inappropriate ways, or grooming a child or young person 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 and young people.

7.2.3 Neglect

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

- provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- protect a child or young person from physical and emotional harm or danger;



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- 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 or young person's basic emotional needs.

7.2.4 Emotional Abuse

Emotional Abuse is the persistent emotional maltreatment of a child or young person such as to cause severe and persistent adverse effects on the child's or young person's emotional development. It may involve conveying to a child or young person 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 or young person 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 or young people. These may include interactions that are beyond a child's or young person developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children or young people 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 or young person, though it may occur alone.

7.2.5 Bullying

The Club define bullying as the repetitive, intentional hurting of one person or group by another person or group, where the relationship involves an imbalance of power. The Club also recognises the concept of hazing. Hazing is any action or situation, with or without the consent of the participants, which recklessly, intentionally, or unintentionally endangers the mental, physical, or emotional wellbeing of a child or young person. Hazing is not tolerated by the Club.

7.3 Poor Practice

Poor practice is behaviour of an individual in a position of responsibility which falls below the club's required standard. Poor practice may not be immediately dangerous or intentionally harmful to an individual, but is likely to set a poor example. Poor practice is potentially damaging to the individual, the club and to those who experience it. It can sometimes lead to, or create and environment conducive to more serious abuse. It may also lead to suspicions about the individuals motivation, even where no harm is intended.

8 RESPONDING TO A REPORT OR SUSPICION

Where possible the Senior Safeguarding Manager should be contacted as early as possible, however it is recognised that an individual may need to respond to a situation immediately. With this in mind the following guidelines offer help and support in responding to abuse or a suspicion of abuse:



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DO:

- § If the child or vulnerable adult is hurt or ill seek medical attention if necessary call the Police 999 and ask their advice if you are unsure or Local Authority Designated Officer if the child is immediately at risk of significant harm
- § treat any allegations extremely seriously and act at all times towards the child to show you believe what they are saying - LISTEN
- § tell them they are right to tell you
- § reassure them that they are not to blame
- § be honest about your own position, who you have to tell and why
- § tell them what you are doing and when, and keep them up to date with what is happening
- § take further action you may be the only person in a position to prevent future abuse
- § 3R's Respond, Record, Refer (Report on to the appropriate person)
- § write down everything said and what was done as soon as you can Use their words not your own opinion or what you think they said
- § inform parents/carers unless there is suspicion of their involvement

DON'T:

- § make promises you cannot keep
- § interrogate them it is not your job to carry out an investigation/interview this will be up to the police and local authority professional staff, who have experience and are trained specifically to sensitively manage the disclosure ask the most basic questions and then let them talk, you **LISTEN** and ensure that you do not jeopardise any potential criminal investigations
- § cast doubt on what the child/vulnerable adult has told you, don't interrupt or change the subject
- § say anything that makes them feel responsible for the abuse
- § promise to keep secrets or keep the information confidential

INACTION IS NOT AN OPTION – Safeguarding is Everyone's responsibility

Make sure you tell the Senior Safeguarding Manager immediately, they will know how to follow this up and where to go for further advice. Please refer to section 11 below for all relevant contact details of the LCFC safeguarding team.

9 RECORDING ALLEGATIONS OR SUSPICIONS

The Senior Safeguarding Manager will ask for a written factual statement from the person making the report. If the report involves an allegation about another member of staff, that person may also be asked to write a brief report. Any statement made by the child, young person or vulnerable adult should be reported in their own words. These reports should be confined to facts and should not include any opinion, interpretation or judgement.



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LCFC will ensure that any individual concerned is immediately removed from any possible risk of harm. Investigations into possible abuse will require careful management. The Senior Safeguarding Manager should seek the advice of the Local Authority Safeguarding Children Board, the Police, or in cases of low level poor practice, The Football Association Safeguarding Children & Vulnerable Adults Case Management Team before setting up an internal inquiry and take their advice on informing the child, young person or vulnerable adult's parents. In any case of suspected abuse, as soon as the Local Authority Designated Officer has been informed, LCFC must provide a report to the EFL Head of Safeguarding and the FA Head of Safeguarding Children & Vulnerable Adults – by the referral form which is held with the Club Senior Safeguarding Manager within 72 hours.

Confidentiality

There is always tension and caution around issues of confidentiality. The advice for all staff at LCFFC is that no guarantee of confidentiality can be given to a child, young person or vulnerable adult (although this does not necessarily mean that the parents of that person have to be told).

You cannot promise to keep their disclosure a secret or that you will not have to speak to someone else about the issue – reassure them that it will be on a 'need to know' basis and that their dignity and privacy will be respected at all times.

A child, young person or vulnerable adult should never be pressured to give information or show physical marks unless they do so willingly. **If they chose to show markings, two members of staff should be present.** There are actions which staff have to and are obliged to take once we are aware of a problem. Undertakings of confidentiality should not be given either to the person making the allegations or to the person being interviewed.

A matter is confidential on a need to know basis and nobody should have any reservations about referring a safeguarding children issue to the Safeguarding Manager. The key issue is that the welfare of the child or vulnerable adult is protected.

10 SAFEGUARDING CODE OF CONDUCT

Everyone plays a role in safeguarding the welfare and development of children, young people and vulnerable adults. As an individual responsible for children, young people or vulnerable adults taking part in a LCFC activity you have a duty to:

Ensure that the safety and welfare of all participants is your first priority and ensure that any planning, preparation, delivery or review reflects this duty and all actions are in the best interests of those in your care.

Treat children, young people and vulnerable adults with respect, regardless of their gender, ethnic or social background, language, religious or other beliefs, disability, sexual orientation or other status and encourage them to treat others the same way. Always consider the age, maturity, understanding and emotional condition of participants when working with them.

Listen carefully to them about their needs, wishes, ideas and concerns and take them seriously.



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Reward effort as well as performance.

Only use physical contact with participants where absolutely necessary. If contact is necessary, (e.g. for the purposes of coaching or first aid), then explain to the child/vulnerable adult what the contact is for, and change your approach if he or she appears uncomfortable and conduct this in an open and transparent way.

Establish clear codes of conduct for participants and apply disciplinary policies equally and fairly in respect of poor behaviour. Physical punishment or discipline or use of aggressive physical force of any kind towards any participant in your care is prohibited.

Always use language or behaviour towards participants and others that is appropriate and do not use language or behaviour that is or could be considered harassment, abuse, sexually provocative or demeaning. You are a role model to both participants and other members of the workforce, your appearance, attitude, behaviour and language has a direct effect on your role.

Not supervise or care for others whilst under the influence of alcohol or illegal drugs or any medication that may impair your ability to ensure a players welfare.

Not appear to favour one child/vulnerable adult or show interest in one child/vulnerable adult more than another.

Wherever possible, ensure that more than one member of the workforce is present when working in the proximity of children or other vulnerable people. It is inappropriate to spend excessive time alone with those you supervise or care for or to take them to your home.

Always maintain professional boundaries online. Do not engage in physical 'horseplay' with any participants and where possible avoid personal involvement in the activity you are responsible for. Be careful when engaging participants in 'banter' as this can easily be misunderstood. Recognise the danger to self and others when online.

Not engage in any form of sexual activity with or involving a child or vulnerable person in your care. Such activity is prohibited regardless of the legal age of consent, and is considered a breach of this Policy. Report any concerns you have over a person in your care or the actions of a member of the workforce. If you witness or are told about any incident or issue that may put a vulnerable person at risk or harm, or may breach this policy, you have a duty to report it to the appropriate person (and only share the information with those who need to know). This may be your line manager or designated safeguarding officer.



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11 CONTACT DETAILS FOR LCFC SAFEGUARDING TEAM

Senior Safeguarding Manager

Liam Scully Chief Executive officer 01522 880011

Iscu@theredimps.com

Club Designated Safeguarding Officer

Richard Parnell
Head of Legal and Governance
01522 880011 / 07508 698127
rpar@theredimps.com

Academy Designated Safeguarding Officer

Paul Metheringham
Academy Operations and Safeguarding Manager
01522 880011 / 07889 575129
pmet@theredimps.com

Foundation Designated Safeguarding Officer

Raj Randhawa
Head of Community
01522 563792 / 07736 900331
raj.randhawa@lincolncityfoundation.co.uk

Match Day

Damian Froggatt
Head of Business Operations
01522 880011 / 07852 201428
dfro@theredimps.com



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12 EXTERNAL CONTACT DETAILS

EFL Head of Safeguarding

Alexandra Richards
Safeguarding Manager
01772 325940 / 07792 284740
arichards@efl.com

Lincolnshire County FA

Sarah Pridmore Designated Safeguarding Officer 07973 666778

 $\underline{sarah.pridmore@lincolnshirefa.com} \ / \ \underline{safeguarding@lincolnshirefa.com}$

Lincolnshire Customer Service Centre

01522 782111

Out of Hours Emergency

01522 782333