



# Child Protection Procedures

## September 2025-26

All D7ETNS Child Protection concerns are addressed by our Child Safeguarding Statement and its accompanying Child Safeguarding

Risk Assessment.



**Dublin 7 Educate Together  
National School**

**Scoil Náisiúnta  
Baile Átha Cliath 7  
Ag Foghlaim le Chéile**





Scoil Náisiúnta Baile Átha Cliath  
7

Ag Foghlaim le Chéile

Dublin 7 Educate Together National School

**Mandatory Template 1:  
Child Safeguarding Statement and Risk Assessment Template.**

Dublin 7

Educate Together National School

September 2025

Dublin 7 Educate Together is a primary school providing primary education to pupils from Junior Infants to Sixth Class.

In accordance with the requirements of the Children First Act 2015, Children First: National Guidance for the Protection and Welfare of Children 2017, the Addendum to Children First (2019), the Child Protection Procedures for Primary and Post Primary Schools 2017 and Tusla Guidance on the preparation of Child Safeguarding Statements, the Board of Management of Dublin 7 Educate Together has agreed the Child Safeguarding Statement set out in this document.

- 1 The Board of Management has adopted and will implement fully and without modification the Department's Child Protection Procedures for Primary and Post Primary Schools (revised 2023) as part of this overall Child Safeguarding Statement
- 2 The Designated Liaison Person (DLP) is Fionnuala McHugh.
- 3 The Deputy Designated Liaison Person (DDL) is Carol Dempsey
- 4 The Relevant Person is Fionnuala McHugh  
*The relevant person is one who can provide information in respect of how the child safeguarding statement was developed and will be able to provide the statement on request. In a school setting the relevant person shall be the designated liaison person.*
- 5 The Board of Management recognises that child protection and welfare considerations permeate all aspects of school life and must be reflected in all of the school's policies, procedures, practices and activities. In its policies, procedures, practices and activities, the school will adhere to the following principles of best practice in child protection and welfare:

The school will:

- recognise that the protection and welfare of children is of paramount importance, regardless of all other considerations.
- fully comply with its statutory obligations under the Children First Act 2015 and other relevant legislation relating to the protection and welfare of children.
- fully co-operate with the relevant statutory authorities in relation to child protection and welfare matters.
- adopt safe practices to minimise the possibility of harm or accidents happening to children and protect workers from the necessity to take unnecessary risks that may leave themselves open to accusations of abuse or neglect.
- develop a practice of openness with parents and encourage parental involvement in the education of their children; and
- fully respect confidentiality requirements in dealing with child protection matters.

The school will also adhere to the above principles in relation to any adult pupil with a special vulnerability.

- 6 The following procedures/measures are in place:
  - In relation to any member of staff who is the subject of any investigation (howsoever described) in respect of any act, omission, or circumstance in respect of a child attending the school, the school adheres to the relevant procedures set out in Chapter 7 of the Child Protection Procedures for Primary and Post-Primary Schools 2024 and to the relevant agreed disciplinary procedures for school staff which are published by the Department of Education and available on the gov.ie website.
  - In relation to the selection or recruitment of staff and their suitability to work with children, the school adheres to the statutory vetting requirements of the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016 and to the wider duty of care guidance set out in relevant Garda vetting and recruitment circulars published by the DES and available on the DES website.
  - In relation to the provision of information and, where necessary, instruction and training, to staff in respect of the identification of the occurrence of harm (as defined in the 2015 Act) the school-
    - ▶ Has provided each member of staff with a copy of the school's Child Safeguarding Statement
    - ▶ Ensures all new staff are provided with a copy of the school's Child Safeguarding Statement
    - ▶ Encourages staff to avail of relevant training
    - ▶ Encourages Board of Management members to avail of relevant training
    - ▶ The Board of Management maintains records of all staff and Board member training
  - In relation to reporting of child protection concerns to Tusla, all school personnel are required to adhere to the procedures

set out in the Child Protection Procedures for Primary and Post-Primary Schools 2023, including in the case of registered teachers, those in relation to mandated reporting under the Children First Act 2015.

- In this school the Board has appointed the above-named DLP as the “relevant person” (as defined in the Children First Act 2015) to be the first point of contact in respect of the schools child safeguarding statement.
- All registered teachers employed by the school are mandated persons under the Children First Act 2015.

In accordance with the Children First Act 2015 and the Addendum to Children First (2019), the Board has carried out an assessment of any potential for harm to a child while attending the school or participating in school activities. A written assessment setting out the areas of risk identified and the school's procedures for managing those risks is included with the Child Safeguarding Statement.

- The various procedures referred to in this Statement can be accessed via the school's website, the DES website or will be made available on request by the school.

**Note:** The above is not intended as an exhaustive list. Individual Boards of Management shall also include in this section such other procedures/measures that are of relevance to the school in question.

- 7 This statement has been published on the school's website and has been provided to all members of school personnel, the PGSA and the patron. It is readily accessible to parents and guardians on request. A copy of this Statement will be made available to Tusla and the Department if requested.
- 8 This Child Safeguarding Statement will be reviewed annually or as soon as practicable after there has been a material change in any matter to which this statement refers.

This Child Safeguarding Statement was adopted by the Board of Management on September 20<sup>th</sup> 2024

Signed:

Paul Butler  
Chairperson, Board of Management

Date: September 2025

  
Signed Principal

Date: September 2025

## Child Safeguarding Risk Assessment

### Written Assessment of Risk of Dublin 7 Educate Together

In accordance with section 11 of the Children First Act 2015 and with the requirements of Chapter 8 off the *Child Protection Procedures for Primary and Post-Primary Schools, revised 2023*, the following is the Written Risk Assessment of Dublin 7 Educate Together.

List of school activities	The school has identified the following risk of harm in respect of its activities	The school has the following procedures in place to address the risks of harm identified in this assessment
Daily arrival and dismissal of pupils	Risk of harm to children, where traffic and access increases risk	<ul style="list-style-type: none"> <li>• Traffic Management initiative (circulation of Guidance to families)</li> <li>• Equipment to promote safe use of facilities.</li> <li>• Gates open/close times controlled</li> <li>• Access to school restricted</li> <li>• Annual review of relevant policies</li> <li>• Regular reminders to parents about procedures.</li> </ul>
School transport arrangements, bus escorts	Risk of harm to children with SEN who have particular vulnerabilities by school personnel	<ul style="list-style-type: none"> <li>• As above</li> <li>• Child Safeguarding Statement &amp; DES procedures made available to all staff, incl escorts.</li> <li>• Staff Garda vetted.</li> </ul>
Hazards within school and school grounds	Risk of harm to children and adults	<ul style="list-style-type: none"> <li>• Health and Safety policy</li> <li>• Clearing and treating pedestrian areas in severe weather</li> <li>• Grass cutting; maintenance of grounds</li> <li>• School complies with agreed disciplinary procedures for teaching staff</li> </ul>
Access to school throughout the day	Risk of harm to children	<ul style="list-style-type: none"> <li>• Controlled access at all times</li> <li>• Key codes changed regularly</li> </ul>
Recreation breaks	Risk of harm to children	<ul style="list-style-type: none"> <li>• Supervision policy and rota – children remain in yard at all times</li> <li>• Accident/report book (serious accidents/behaviours/bullying)</li> </ul>
Toilet areas	Risk of harm due to inappropriate relationship/communications/behaviour between child and another child or adult	<ul style="list-style-type: none"> <li>• Designated visitor toilet</li> <li>• Supervision policy</li> <li>• Swimming policy</li> <li>• Designated toilets during community events</li> </ul>
Classroom teaching	<p>Risk of child being harmed in the school by a member of school personnel</p> <p>Risk of allegation against school personnel</p> <p>Risk of harm due to inappropriate relationship/communications between child and another child or adult</p>	<p>Designated place in all rooms for folder and all personnel provided with CSS, The <i>Child Protection Procedures for Primary and Post Primary Schools (revised 2023)</i> are made available to all school personnel</p> <p>School Personnel are required to adhere to the <i>Child Protection Procedures for Primary and Post Primary Schools (revised 2023)</i> and all registered teaching staff are required to adhere to the <i>Children First Act 2015</i> and it's Addendum (2019)</p> <p>Staff training on CP regularly, and frequent reminders re policy and procedures</p> <ul style="list-style-type: none"> <li>• Open door culture</li> </ul>

		<ul style="list-style-type: none"> <li>• Glass panes in all rooms</li> </ul>
One-to-one adult to child context	<p>Risk of harm to children with SEN who have particular vulnerabilities by school personnel</p> <p>Risk of harm in one-to-one teaching, situation</p>	<ul style="list-style-type: none"> <li>• SEN policy</li> <li>• Glass in windows/doors</li> <li>• Designated place in all rooms with Child Protection docs, CSS, etc</li> <li>• Reminders and training on policy and procedure</li> </ul>
Care of children with AEN, including intimate care needs	<p>Risk of harm to child while a child is receiving intimate care</p>	<ul style="list-style-type: none"> <li>• SEN policy</li> <li>• Intimate care policy</li> </ul>
Managing children with AEN, including those with lack of awareness of personal space and sensory needs	<p>Risk of harm to children and staff (classroom or yard)</p>	<ul style="list-style-type: none"> <li>• Staff Training by NCSE/other</li> <li>• Follow advice of specialists (as available)</li> <li>• On yard: Supervision by specific staff member with knowledge and skillset to intervene if required, as directed by specialists/as per policy</li> <li>• Home/School agreement follow up; reviewed regularly as preventative</li> </ul>
Bullying among pupils/adults	<p>Non-teaching of same</p> <p>Risk of child being harmed in the school by another child</p> <p>Bullying of a child or adult</p>	<ul style="list-style-type: none"> <li>• School implements SPHE, RSE, Stay Safe in full</li> <li>• The school has an Anti-Bullying Policy which fully adheres to the requirements of the Department's <i>Anti-Bullying Procedures for Primary and Post-Primary Schools</i></li> <li>• Anti-bullying campaign, e.g. surveys, slogan competition, workshops/speakers, Friendship week</li> <li>• Code of Positive Behaviour</li> </ul>
Managing of challenging behaviour amongst pupils, including appropriate use of restraint and sanctions including in-school suspension	<p>Risk of harm due to inadequate code of behaviour e.g.</p> <p>Injury or harm to pupils and staff</p>	<ul style="list-style-type: none"> <li>• Health &amp; Safety Policy</li> <li>• Code of Positive Behaviour</li> <li>• Staff training on regular basis</li> </ul>
<p>Use of Information &amp; Communication by pupils, staff and parents</p> <p>Use of video, photography/media</p>	<p>Risk of harm due to:</p> <ol style="list-style-type: none"> <li>1. children inappropriately accessing/using computers, social media, phones and other devices while at school; and during remote learning</li> <li>2. member of school personnel communicating with pupils in appropriate manner via social media, texting, digital device or other ICT</li> <li>3. member of school personnel /parent body accessing/circulating inappropriate material via social media, texting, digital device or other ICT</li> </ol>	<ul style="list-style-type: none"> <li>• Safe ICT Policy</li> <li>• Anti-Bullying Policy</li> <li>• Code of Behaviour</li> <li>• Dignity at Work Policy</li> </ul>
Recruitment of new staff	<p>Risk of child being harmed in the school by a member of school personnel</p> <p>Harm not recognised properly</p>	<ul style="list-style-type: none"> <li>• All staff Garda vetted</li> <li>• Child Safeguarding Statement &amp; DES procedures made available to all staff</li> </ul>

	or promptly reported	<ul style="list-style-type: none"> <li>• New staff reminded to read and become familiar with the above.</li> <li>• Tusla training module &amp; PDST elearning, and Ongoing regular training</li> </ul>
Training of school personnel in Child Protection matters	Risk of harm not being recognised or reported promptly by school personnel	<ul style="list-style-type: none"> <li>• Child Safeguarding Statement &amp; DES procedures made available to all staff</li> <li>• DLP &amp; DDLP PDST face to face training</li> <li>• All staff to completed training module &amp; online training in 2018; staff in-house refresher sessio</li> <li>• Board of management members encouraged to avail of relevant training</li> <li>• Maintain records of all staff and board member training</li> </ul>
Administration of Medicine	Harm to pupils Allegation against staff member	<ul style="list-style-type: none"> <li>• See policy</li> <li>• Training of staff on regular basis</li> </ul>
Administration of First Aid	Harm to pupils Allegation against staff member	<ul style="list-style-type: none"> <li>• Training of staff on regular basis</li> <li>• See Policy</li> </ul>
School outings Outdoor teaching activities Sporting activities use of offsite facilities, e.g. Swimming Pool	Risk of child being harmed by a member of school personnel, a member of staff of another organisation or other person while child participating in out of school activities e.g. school trip, swimming lessons  Risk of harm due to inadequate supervision of children while attending out of school activities	<ul style="list-style-type: none"> <li>• Learning outside of the school building (policy to be reviewed)</li> <li>• To ensure adequate supervision, any class of children leaving the school is supervised by 2 adults, as per above policies</li> </ul>
Community Events/Visitors to school including: <ul style="list-style-type: none"> <li>• Sports Day</li> <li>• Arts Week</li> <li>• Winter Bazaar</li> <li>• Summer Fête</li> <li>• Other fundraising events</li> </ul>	Risk of child being harmed in the school by volunteer or visitor to the school  Risk of harm due to inadequate supervision of children	<ul style="list-style-type: none"> <li>• Pre-registered Volunteers/Parents in school activities</li> <li>• Visitors/contractors present in school during school hours - Sign in/out</li> <li>• Visitors/contractors present during after school activities- Sign in/out</li> <li>• All visitors, including parents use Designated Visitor toilet</li> </ul>
Participation in extra-curricular activities Participation by pupils in religious ceremonies, religious instruction external to the school	Risk of harm to pupils by personnel outside of school staff	<ul style="list-style-type: none"> <li>• Garda vetting of all facilitators</li> <li>• Extra supervision by designated parents/Responsible Adult</li> </ul>
Use of external personnel, e.g. Sports Coaches	Risk of harm to pupils by personnel outside of school staff	<ul style="list-style-type: none"> <li>• Child Safeguarding Statement &amp; DES procedures made available to all staff</li> <li>• Coaches, etc Garda Vetted</li> <li>• Extra supervision by school staff (Teacher remains with class)</li> </ul>



Student teachers undertaking work experience	Harm to pupils by personnel outside of school staff Risk of harm not being reported properly and promptly to school personnel	<ul style="list-style-type: none"> <li>• Child Safeguarding Statement &amp; DES procedures made available to all staff, including student teachers</li> <li>• Vetting procedures</li> </ul>
Students (TY) undertaking work experience	Harm to pupils by personnel outside of school staff	<ul style="list-style-type: none"> <li>• Do not have unsupervised access to any children</li> </ul>
After school use of school premises by other organisations	Harm to pupils by personnel outside of school staff	<ul style="list-style-type: none"> <li>• Stay and Play contract</li> </ul>
School overwhelmed by critical incident, death of child/ staff member	Increased risk to all	<ul style="list-style-type: none"> <li>• The school has in place a Critical Incident Management Plan</li> <li>• ISM meet to familiarise themselves with the Critical Incident Management Plan annually.</li> </ul>

**Important Note:** It should be noted that risk in the context of this risk assessment is the risk of “harm” as defined in the Children First Act 2015 and not general health and safety risk. The definition of harm is set out in Chapter 4 of the *Child Protection Procedures for Primary and Post- Primary Schools revised 2023*

In undertaking this risk assessment, the Board of Management has endeavoured to identify as far as possible the risks of harm that are relevant to this school and to ensure that adequate procedures are in place to manage all risks identified. While it is not possible to foresee and remove all risk of harm, the school has in place the procedures listed in this risk assessment to manage and reduce risk to the greatest possible extent.

D7ETNS has in place a range of policies, practices and procedures to mitigate the risk of harm to children while they are participating in the activities of the school and that some school activities will carry low or minimal risks of harm compared to others. In the context of the risk assessment that must be undertaken by schools, the Children First Act, 2015 refers to risk as “any potential for harm”. Therefore, it is important that, as part of its risk assessment process, each school lists and reviews all of its various activities (which shall include identifying those that may carry low risk of harm as well as those that carry higher risks of harm). Doing so will help the school to (1) identify, as required under the Children First Act, 2015, any risks of harm that may exist in respect of the school’s activities, (2) identify and assess the adequacy of the various procedures already in place to manage those risks of harm and (3) identify and put in place any such additional procedures as are considered necessary to manage any risk identified.

The Addendum to *Children First: National Guidance for the Protection and Welfare of Children* published in January 2019 clarifies that organisations providing relevant services to children should consider the specific issue of online safety when carrying out their risk assessment and preparing their Child Safeguarding Statement.

The Guidance on Continuity of Schooling for primary and post-primary schools (April 2020) advises of the importance of teachers maintaining the safe and ethical use of the internet during distance learning and assisting parents and guardians to be aware of their role also. Schools should ensure that their Acceptable Use Policy (AUP) informs and guides remote or distance learning activity.

**Important Note:** It should be noted that risk in the context of this risk assessment is the risk of “harm” as defined in the Children First Act, 2015 and not general health and safety risk. The definition of harm is set out in chapter 4 of the *Child Protection Procedures for Primary and Post Primary Schools (revised 2023)*

This risk assessment has been completed by the Board of Management.  
It shall be reviewed as part of the school’s annual review of its Child Safeguarding Statement.

Signed:

Paul Butler

Chairperson, Board of Management

Date: September 2025

A handwritten signature in black ink, reading "Fionnuala McHugh". The signature is written in a cursive style with a large, stylized 'F' and 'M'.

Signed Principal

Date: September 2025



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Dublin 7 Educate Together National School

**Mandatory Template 2:**  
**Checklist for Review of the Child Safeguarding Statement**

Dublin 7

Educate Together National School

September 2025

The *Child Protection Procedures for Primary and Post-Primary Schools, revised 2023* require that the Board of Management must undertake a review of its Child Safeguarding Statement and that the following checklist shall be used for this purpose. **The review must be completed every year or as soon as practicable after there has been a material change in any matter to which the Child Safeguarding Statement refers.** Undertaking an annual review will also ensure that a school also meets its statutory obligation under section 11(8) of the Children First Act 2015, to review its Child Safeguarding Statement every two years.

The checklist is designed as an aid to conducting this review and is not intended as an exhaustive list of the issues to be considered. Individual Boards of Management shall include other items in the checklist that are of relevance to the school in question.

As part of the overall review process, Boards of Management should also assess relevant school policies, procedures, practices and activities vis a vis their adherence to the principles of best practice in child protection and welfare as set out in the school's Child Safeguarding Statement, the Children First Act 2015, the Addendum to Children First (2019) and the *Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)*.

	Yes/No
1. Has the Board formally adopted a Child Safeguarding Statement in accordance with the 'Child Protection Procedures for Primary and Post Primary Schools, revised 2023?	✓
2. Is the Board satisfied that the Child Safeguarding Statement is displayed in a prominent place near the main entrance to the school?	✓
3. As part of the school's Child Safeguarding Statement, has the Board formally adopted, without modification, the 'Child Protection Procedures for Primary and Post Primary Schools, revised 2023?	✓
4. Does the school's Child Safeguarding Statement include a written assessment of risk as required under the Children First Act 2015? (This includes considering the specific issue of online safety as required by the Addendum to Children First)	✓
5. Has the Board reviewed and updated where necessary the written assessment of risk as part of this overall review?	✓
6. Has the Risk Assessment taken account of the risk of harm relevant to online teaching and learning remotely, including Seesaw?	✓
7. Has the DLP attended available child protection training?	✓
8. Has the Deputy DLP attended available child protection training?	✓
9. Have any members of the Board attended child protection training?	✓
10. Are there both a DLP and a Deputy DLP currently appointed?	✓
11. Are the relevant contact details (Tusla and An Garda Síochána) to hand?	✓
12. Has the Board arrangements in place to communicate the school's Child Safeguarding Statement to new school personnel?	✓
13. Is the Board satisfied that all school personnel have been made aware of their responsibilities under the 'Child Protection Procedures for Primary and Post Primary Schools, revised 2023 and the Children First Act 2015?	✓
14. Has the Board received a Principals Child Protection Oversight Report (CPOR) at each Board meeting held since the last review was undertaken?	✓
15. Since the Board's last review, did each CPOR contain all of the information required under each of the 4 headings set out in sections 9.5 to 9.8 inclusive of the procedures?	✓
16. Since the Board's last review, has the Board been provided with and reviewed all documents relevant to the CPOR?	✓
17. Is the Board satisfied that the records provided are anonymised and redacted as necessary to ensure that the identities of children and any other parties, including school personnel, to whom the concern or report relates are not disclosed?	✓


18. Since the Board's last review, have the minutes of each Board meeting appropriately recorded the records provided to the Board as part of CPOR?	✓
19. Have the minutes of each Board meeting appropriately recorded the CPOR?	✓
20. Is the Board satisfied that the child protection procedures in relation to the making of reports to Tusla/An Garda Síochána were appropriately followed in each case reviewed?	✓
21. Is the Board satisfied that, since the last review, all appropriate actions are being or have been taken in respect of any member of school personnel against whom an allegation of abuse or neglect has been made?*	✓
22. Where applicable, were unique identifiers used to record child protection matters in the Board minutes?	✓
23. Is the Board satisfied that all records relating to child protection are appropriately filed and stored securely?	No
24. Has the Board been notified by any parent in relation to that parent not receiving the standard notification required under section 5.6 of the <i>Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)</i> ?	✓
25. In relation to any cases identified at question 20 above, has the Board ensured that any notifications required under section 5.6 of the <i>Child Protection Procedures for Primary and Post-Primary Schools (revised 2023)</i> were subsequently issued by the DLP?	N/A
26. Has the Board ensured that the PGSA, has been provided with the school's Child Safeguarding Statement?	✓
27. Has the Board ensured that the patron has been provided with the school's Child Safeguarding Statement?	✓
28. Has the Board ensured that the patron has been provided with the school's Child Safeguarding Statement?	✓
29. Has the Board ensured that the Stay Safe programme is implemented in full in the school?	✓
30. Has the Board ensured that the SPHE curriculum is implemented in full in the school?	✓
31. Is the Board satisfied that the statutory requirements for Garda Vetting have been met in respect of all school personnel (employees and volunteers)? *	✓
32. Is the Board satisfied that the Department's requirements in relation to the provision of a child protection related statutory declaration and associated form of undertaking have been met in respect of persons appointed to teaching and non-teaching positions?*	✓
33. Is the Board satisfied that, from a child protection perspective, thorough recruitment and selection procedures are applied by the school in relation to all school personnel (employees and volunteers)?*	✓
34. Has the Board considered and addressed any complaints or suggestions for improvements regarding the school's Child Safeguarding Statement?	✓
35. Has the Board sought the feedback of parents in relation to the school's compliance with the requirements of the child safeguarding requirements of the 'Child Protection Procedures for Primary and Post Primary Schools, revised 2023'?	✓
36. Has the Board sought the feedback of pupils in relation to the school's child safeguarding arrangements?	✓
37. Is the Board satisfied that the 'Child Protection Procedures for Primary and Post Primary Schools, revised 2023' are being fully and adequately implemented by the school?	✓
38. Has the Board identified any aspects of the school's Child Safeguarding Statement and/or its implementation that require further improvement?	✓

39. Has the Board put in place an action plan containing appropriate timelines to address those aspects of the school's Child Safeguarding Statement and/or its implementation that have been identified as requiring further improvement ?	✓
40. Has the Board ensured that any areas for improvement that were identified in any previous review of the school's Child Safeguarding Statement have been adequately addressed?	✓

Signed

Paul Butler  
Chairperson of Board of Management Date: September 2023

Signed:

A handwritten signature in black ink, reading "Kimmela McHugh". The signature is written in a cursive style with a large, stylized 'K' and 'M'.

Principal/Secretary to the Board of Management

Date: September 2025

**Note:** Where a school is undertaking its first review, references in this checklist to the "last review" shall be taken to refer to the date on which the Child Safeguarding Statement was first put in place.



Scoil Náisiúnta Baile Átha Cliath  
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Dublin 7 Educate Together National School

**Mandatory Template 3:**

**Notification regarding the Board of Management's review of the Child Safeguarding Statement.**

Dublin 7 Educate Together National School  
September 2025



To: Dublin 7 Educate Together School Community To: Educate Together

The Board of Management of Dublin 7 Educate Together wishes to inform you that:

- The Board of Management's annual review of the school's Child Safeguarding Statement was completed at the Board meeting of September 24<sup>th</sup>, 2023.
- This review was conducted in accordance with the "Checklist for Review of the Child Safeguarding Statement" published on the Department's website [www.education.ie](http://www.education.ie)

Signed

Paul Butler  
Chairperson of Board of Management

Date: September 2025

Signed:

A handwritten signature in black ink, reading "Kimmela McHugh". The signature is written in a cursive style with a large, stylized 'M'.

Principal/Secretary to the Board of

Management Date: September 2025

