



The  
British  
Horse  
Society



# Pony Stars

Junior Challenge Awards

Coach Handbook



## 1. Pony Stars overview

Welcome to Pony Stars! We hope you will enjoy delivering our new programme and use this as a supportive, progressive and engaging tool for your junior riders. This handbook will guide you through everything you need to know about delivering Pony Stars, from buying packs to awarding stickers, badges, and rosettes.

Pony Stars is our Junior Challenge Awards helping under 12s to discover, develop and nurture their love for ponies and the outdoors. With over 100 topics for children to explore, Pony Stars will ignite a passion for ponies, build knowledge and cement friendships that will last a lifetime.

With four key groups, Pony Stars enables long-term progression with a range of activities that will develop knowledge, skills and self-confidence. In each group your junior riders will work through sets of challenges that make up topics within set themes.

### 1.1 The groups



Shetland Striders



Dartmoor Dazzlers



Welshie Wizzers



Connemara Champs

There are four colourful and engaging My Challenge Books, one for each group, for junior riders to progress through. The My Challenge Books have been designed to progress with the child as they grow older within the programme; so each book becomes more sophisticated in terms of language and design.

Each group has a guided age range but you can start your junior riders at the most appropriate group for them; for example if you had an 8 year old child new to riding you can choose to start with any group you see appropriate for the ability of the junior rider. It is anticipated that each My Challenge Book will take 18 months to two years to complete however there are no time restrictions and children can move on when they are ready.



Guided ages for groups:

Shetland Striders: 4-6 years old | Dartmoor Dazzlers 6-8 years old | Welshie Wizzers 8-10 years old | Connemara Champs 10-12 years old

Please note: The SEIB insurance cover provided with Accredited Professional Coach membership covers you to coach children from 4 years old. Children under 4 years old are not covered. Approved Centres should check their insurance provider for minimum ages to make sure they are covered. Risk assessments for all activities should always be in place.

## 1.2 Themes and Topics

You will find six recurring themes in each group and My Challenge Book:

- **GOLDEN GROOM**
- **PET PROTECTOR**
- **JUNIOR JOCKEY**
- **EQUINE EXPLORER**
- **STABLE STAR**
- **HELPING HERO**

Each theme has four or five topics within it that are designed to be delivered in an equine environment. Many of the topics are pony based but you will also find topics such as kindness, the environment, trees and plants, first aid and leadership that will help junior riders to grow in confidence and develop life skills. With around 25 topics covered in each My Challenge Book that's over 100 topics in total over the whole programme for junior riders to enjoy.

The topics can be worked through in any order and there is no requirement to finish all topics in a theme before moving onto the next. Each topic has sets of one star and two star challenges for your junior riders to complete with your coaching and support. The riding badges have additional three star challenges to allow for riding progression throughout the programme.

### 1.3 Topics

The topics within each theme are listed below.

#### Shetland Striders

##### **GOLDEN GROOM**

Pony or horse | Breeds | Colours and markings | Handling ponies

##### **PET PROTECTOR**

Animal lover | Pet care | Animal welfare | If my pony could talk

##### **JUNIOR JOCKEY**

My riding kit | Riding skills 1 | Getting on | Dismount

##### **EQUINE EXPLORER**

Countryside | Explore | Be nice, say hi | Farm animals

##### **STABLE STAR**

Kindness | Yard smart | Stay safe | What to wear

##### **HELPING HERO**

Grow your own | Feed the birds | First aid 1 | Clean up

## Dartmoor Dazzlers

### GOLDEN GROOM

Grooming | Anatomy 1 | Leading ponies | Feeding ponies

### PET PROTECTOR

Pony behaviour | Five freedoms | Animal champions | Pony passport

### JUNIOR JOCKEY

Riding skills 2 | Riding right | Arena awareness | Saddle and boots

## Welshie Wizzers

### GOLDEN GROOM

Rugs | Mane and tail | Hoofcare | Farriery

### PET PROTECTOR

Pony health | Happy ponies | Winter care | Summer care

### JUNIOR JOCKEY

Riding skills 3 | Warm up, cool down | Live well | Bridle and bits | Pony fitness

### EQUINE EXPLORER

Trees and plants | Navigation 1 | Be safe, be seen | Hacking

### STABLE STAR

On the yard | Be secure | Spring clean | Work smart

### HELPING HERO

Being green | Equestrian access groups | Horse incidents | Conservation

### EQUINE EXPLORER

Road awareness | Exploring off road | Navigation 2 | Beach riding

### STABLE STAR

Fire safety | Leadership | Record maintenance | Customer service

### HELPING HERO

Recycling | Campaigning | Climate campaigner | Make a difference

## Connemara Champs

### GOLDEN GROOM

Rules of feeding | Bandaging | Plaiting | Bathing | Anatomy 2

### PET PROTECTOR

Poisonous plants | Disease prevention | Worm control | Condition scoring | First aid for ponies

### JUNIOR JOCKEY

Riding skills 4 | Tack care | Handy pony | Tack fit | Ready to ride

### EQUINE EXPLORER

Highway code | Travelling | Be prepared | Gates

### STABLE STAR

Stables | Paddocks | Fence building | Biosecurity

### HELPING HERO

Events | Healthy minds | Yard helper | First aid 2

## 2. Delivering Pony Stars

Pony Stars can be delivered at any BHS Approved Centre and by freelance Accredited Professional Coaches.

They cannot be delivered at non-BHS Approved Centres with their riding school ponies, but can be delivered to junior riders with their own ponies at livery yards, BRC club grounds, private yards etc.

Junior riders do not need to be members of The BHS.

There are no upper age limits or pre-requisites required for any group or topic.

### 2.1 Completing topic challenges

The one star challenges are designed to introduce a topic. Children will learn the foundations for that particular topic based on learning outcomes as per the syllabus. The two and three star challenges are designed to stretch and challenge children by building on the skills and knowledge they have acquired from the one star challenges. The two or three star challenges may not be specific learning outcomes, but might be an additional task to complete to consolidate learning from one star challenges.

All children learn at different rates and have different learning style preferences, as the coach you have the flexibility to tailor the delivery of your course to suit your junior riders whatever their needs. We suggest starting all children with the one star challenges and using the two and three star challenges as optional extra tasks or revisiting them at a later date when the child has gained more experience.

There is no formal assessment in Pony Stars, it is about encouraging children to be creative, build confidence and have fun. Throughout the My Challenge Book you will see suggestions of how a challenge could be completed and how the children could show their learning to you including tasks such as drawing, crafting, writing a story, putting on a play or talking about a topic. You may find you or your junior riders suggest different ideas on how to complete a task from the book that fit in better with your group or centre and that's great, it's all about encouraging the child to showcase their learning in a way that they are comfortable with. Some of the topics can be completed at home and the child can bring in or take pictures to show you what they have done.

Likewise on the syllabus you will notice words such as 'state', 'list' and 'describe', use your discretion when it comes to these as some children may find this harder than others. A child can fulfil an outcome such as 'state' 'list' or 'describe' by drawing a picture, creating a leaflet or acting out a play.

We do not track your junior riders' progress and there is no link to the BHS Professional Pathways so you have freedom to adapt your delivery to suit your junior riders best. We want every child to achieve in the programme, so if it means you need to adapt a challenge, or even do something a bit different that suits the rider's ability we encourage you to do this.

### **3. Resources and Rewards for junior riders**

There are lots of resources and rewards available to enhance the Pony Stars experience for your junior riders.

#### **3.1 My Challenge Book**

We encourage you to give the junior rider their My Challenge Book as part of their sign up or registration with you. Alternatively, the My Challenge Book and sticker set (listed as the 'Starter Pack') will be available on our Bookshop website for parents/guardians to purchase if you do not want to. Further details on this are in section 5.

There is space on the front for the child's name (Sharpie pens are good for this!) and lots of activities throughout the book that can be completed within your sessions, or outside of the sessions; it's completely up to you.



There are handy tracking pages at the back of each book for the junior rider to colour in when they complete each set of challenges, making it easy to track which topics have been achieved.

The Shetland Strider and Dartmoor Dazzler My Challenge Books also include a Pony Stars themed 'Slow down for horses' car sticker. This is linked to the following topics:

Shetland Strider: Be Nice, Say Hi.

Dartmoor Dazzlers: Horse Incidents.

As part of these topics the junior rider is encouraged to help spread the message to pass horses safely. The junior rider can give the sticker to someone of their choosing to help share what they know on the topic.



Each My Challenge Book has its own unique collection of stickers, cloth badges and rosette which you will award throughout the themes and topics.

### 3.2 Stickers



Each My Challenge Book will come with two identical sticker sheets.



When a junior rider completes a set of one star challenges for a topic, you can award them with their one star sticker. You will have one to put in their My Challenge Book and one for them to take home. The one star challenges have a white background and one star at the bottom.

When a junior rider completes a set two star challenges for a topic, you can award them with their two star sticker. Again, you will have one to put in their My Challenge book and one for them to take home. The two star stickers have a metallic silver background and two stars at the bottom.

The Riding Skills topics also have a set of three star challenges. Once completed, you can award the junior rider their three star, gold sticker.

There are also additional stickers such as 'Well done' and 'Star of the day' that you can award at any time.

The My Challenge Book and sticker sheets are printed on FSC® stock. FSC® is an international organisation which runs a global certification that promotes sustainable forestry.

### **3.3 Cloth theme badges**

On completion of all topics within a theme, you can award the junior rider the relevant theme cloth badge. The badge is an iron on cloth badge that they can attach (with adult help) to a jumper, t-shirt or even saddle cloth! The application instructions can be downloaded by parents from the [website](#), or you can download the instructions from the [APC Hub](#).

The badges are 6cm in diameter. They will have the group name along the bottom and the theme name at the top. The small icons within the badge represent the topics achieved.

You have flexibility here to award the theme badges after all one star challenges are achieved; or when all the two and three star (Riding Skills only) challenges are complete.

Dartmoor Dazzlers

Golden Groom



Pet Protector



Junior Jockey



Equine Explorer



Stable Star



Helping Hero



### 3.4 Rosette and certificate

When all six themes are completed in the My Challenge Book you can award the junior rider their end of group rosette. We want all junior riders to achieve so there is no set rule for when you give the rosette. You may choose to award the rosette at the end of all one star challenges. If the child will be completing the two or three star challenges as well, you can choose to award the rosette when they have achieved these instead.

There is also a certificate at the back of the My Challenge Book for you to complete. Please note: the certificate forms part of the My Challenge Book and has not been designed to be removed from the book.



### 3.5 Printable certificates

There are a range of editable certificates you can download from the [Accredited Professional Hub](#). There is one certificate per group so you can choose the colour theme to suit your rider.

These certificates do not link to a particular topic, and can be used at any time you feel appropriate. For example, if a child has hit a particular goal, was really helpful to someone else, or perhaps needs a pick-me-up after hitting a bump in the road in their riding session. You can edit the certificate to award it for anything you like! Then print it off and complete the name, date and signature.

### 3.6 Clothing and other merchandise

There will be a range of merchandise available for junior riders, which we will continue to expand.

To begin with, the range will include drawstring bags, socks, hat silks and clothing. Drawstring bags and hat silks will be available as part of Pony Stars packs you can purchase. You can also purchase these items in bulk to sell at your centre.

#### 4. Coach Support and Resources

All additional resources listed below are available through the [Accredited Professional Hub](#)

##### 4.1 Information videos

To support you we have created a series of short videos which cover all you need to know about pony stars from getting started to hints and tips for delivery. We recommend that you watch the videos before starting your Pony Stars programme. The videos can be found via the [Accredited Professional Hub](#)

1. Pony Stars: How the programme works – a guide for Centres and Coaches
2. Pony Stars: Junior rider resources – a guide for Centres and Coaches
3. Pony Stars: Coach resources – a guide for Centres and Coaches

##### 4.2 Activity plans

We have created activity plans to support you with the delivery of Pony Stars. There is an activity plan for each topic packed with ideas, tasks and suggestions for warm up, main and wrap up activities that you can choose from to help structure your sessions. Unlike traditional session plans these do not break down tasks into timed sections or suggest an order to deliver them in. The activity plans are optional and you can add your own activities to an existing plan or create your own.

Each plan has the name of the My Challenge Book, theme and topic at the top and is colour coded by theme to make them easy to find.

The one star challenges are written as outcomes (“children will be able to...”) and further guidance such as the amount of detail required is written in italics.

The two star challenges build on the knowledge and skills the children have gained in the one star challenges.

There signposting to extra coach resources that you can access, download and use in the session and also a helpful ‘Things to consider’ section which will highlight some additional points for you to consider for your delivery.

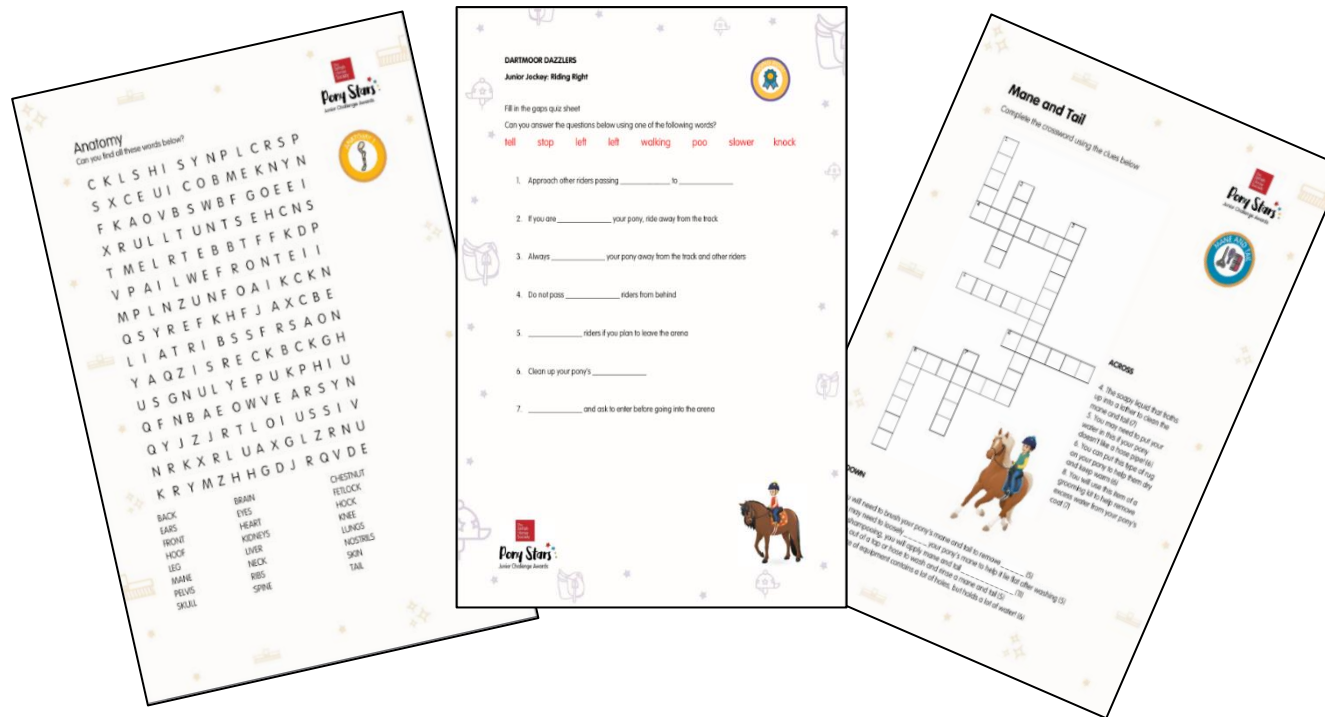
### 4.3 Syllabus

The syllabus for each topic is available to download from the [Accredited Professional Hub](#) and can be used as a handy way to double check content of a topic. These contain an introduction to the topic and key points as well as guidance for each challenge. One star challenges are covered in detail as these form the foundation knowledge for each of the topics. Two star and three star challenges are written as they are in the My Challenge Books.

A parent friendly version of the syllabus is available to view on our website if you needed to print these off for parents or guardians, or add them to your website: [www.bhs.org.uk/ponystars](http://www.bhs.org.uk/ponystars)

### 4.4 Activity sheets

We have also created lots of additional activity sheets such as wordsearches for your junior riders to enjoy. These can be downloaded from the [Accredited Professional Hub](#).



## 5. Getting started: purchasing your junior rider packs

Packs are available from our online shop: <https://www.britishhorshop.com/collections/pony-stars-awards-resource>

**Please note, this is a hidden web page with exclusive prices and discounts specifically for the use of APCs and Approved Centres. Please do not forward the link to anyone else for them to buy packs.**

You don't have to provide any registration details for your junior riders and they don't need to be members of the BHS to take part in Pony Stars. You, the coach or a centre representative, can buy the packs for your junior riders by simply following the link above to the BHS Shop and then selecting the packs you would like.

There are no restrictions on the number of packs you can buy with bulk buy discounts available (price list on page 15 of this document). You will be asked to fill in your APC or Approved Centre details and these will be checked against our records before the order is dispatched.

### 5.1 Complete pack

The perfect pack for the full Pony Stars experience.

- 1x Pony Stars 'My Challenge Book'
- 2x sticker sheets
- 6x cloth badges
- 1x rosette
- 1x drawstring bag

You select the group you want the pack for; either Shetland Striders\*, Dartmoor Dazzlers\*, Welshie Wizzers, Connemara Champs.

\* The Shetland Strider and Dartmoor Dazzler pack also include a Pony Stars themed 'Slow Down for Horses' car sticker.

The My Challenge Book and drawstring bag can be given to the junior rider and you keep hold of the stickers, cloth badges and rosette until you are ready to award them.

The application instructions for the cloth badges can be downloaded by parents from the [website](#), or you can download the instructions from the [APC Hub](#).

## 5.2 Starter pack



Our introductory pack perfect for starting your clients on their Pony Stars adventure.

Each pack includes:

- 1x Pony Stars 'My Challenge Book'
- 2x sticker sheets

Select the group you want the pack for; either Shetland Striders\*, Dartmoor Dazzlers\*, Welshie Wizzers, Connemara Champs.

\* The Shetland Strider and Dartmoor Dazzler pack also include a Pony Stars themed 'Slow Down for Horses' car sticker.

Note: The starter pack will also be available to buy on the public pages of the BHS online shop. It will be priced higher than the APC/Centre price. If you do not want to purchase the initial starter pack you can advise parents/guardians to buy this themselves.

## 5.3 Rosette and cloth badge set

This 'top up' pack is perfect if your junior rider already has the book and stickers and wants the full Pony Stars experience by adding the cloth badges and the rosette.

Each pack includes:

- A Pony Stars three tier rosette for the group of your choice.
- The set of six cloth badges for the group of your choice.

Select the group you want the pack for; either Shetland Striders\*, Dartmoor Dazzlers\*, Welshie Wizzers, Connemara Champs.

The application instructions for the cloth badges can be downloaded by parents from the [website](#), or you can download the instructions from the [APC Hub](#).

## 5.4 Hatsilk

The hatsilk is navy with a star design, one size. It will come with a navy pom pom that can be removed and interchanged with other coloured pom poms (the pom poms are available to buy separately).

## 5.5 Prices

Prices correct as of 1 June 2021. Please see below the exclusive prices for APCs and Centres. This enables you to bulk buy and sell on the items at a profit.

	Sale quantity 1-4 Item average price	Sale quantity 5-9 Item average price	Sale quantity 10-24 Item average price	Sale quantity 25-49 Item average price	Sale quantity 50+ Item average price
<b>Includes Postage +Packing to UK and Republic of Ireland</b>					
<b>Starter pack (1x book and 2x sticker sheets)</b>	£13.99	£12.99 <i>Save £1 off each pack</i>	£11.99 <i>Save £2 off each pack</i>	£10.49 <i>Save £3.50 off each pack</i>	£8.99 <i>Save £5 off each pack</i>
<b>Complete pack (1x book, 2x sticker sheets, 6x cloth badges, 1x rosette, 1x drawstring bag)</b>	£24.99	£23.99 <i>Save £1 off each pack</i>	£22.99 <i>Save £2 off each pack</i>	£20.99 <i>Save £4 off each pack</i>	£18.99 <i>Save £6 off each pack</i>
<b>Rosette and cloth badge set (6x cloth badges, 1x rosette)</b>	£15.99	£14.99 <i>Save £1 off each pack</i>	£13.99 <i>Save £2 off each pack</i>	£12.99 <i>Save £3 off each pack</i>	£12.49 <i>Save £3.50 off each pack</i>
<b>Drawstring bag</b>	£ 5.99	£5.49 <i>Save 50p off each bag</i>	£4.99 <i>Save £1 off each bag</i>	£4.49 <i>Save £1.50 off each bag</i>	£3.99 <i>Save £2 off each bag</i>
<b>Hat silk</b>	£12.99	£11.99 <i>Save £1 off each silk</i>	£11.49 <i>Save £1.50 off each silk</i>	£10.99 <i>Save £2 off each silk</i>	£9.99 <i>Save £3 off each silk</i>

\* Items with an RRP will be listed on the public Online Shop at that price.

The bulk buy discount is applied based on the number of combined packs bought from each group, for example:

Complete pack: 5x Shetland Striders + 5x Dartmoor Dazzlers + 5x Welshie Wizzers + 5x Connemara Champs = 20 packs in total; the sale price of £22.99 per pack is applied (the price for 10-24 items).



## 5.6 Example pricing model

These are example/guides only. It is up to you what you charge your participants for the packs or sessions.

### 1. Spread out

- You buy the complete pack @ £24.99 (or less)
- You charge a sign up or registration fee for the Pony Stars Club (based on book bag cost plus admin fee), for example £30 – then give the junior rider their book and drawstring bag. Explain to parents/guardians additional charges with badges and rosettes awarded.
- Charge each session based on your usual group/children's rate.
- Once each theme is complete, charge £2.50 per cloth badge.
- Once all topics complete, charge £3 for the rosette.
- Profit made on the pack is at least £23.01 (or more if the packs were purchased in bulk).

### 2. Upfront

- You buy the complete pack @ £24.99 (or less)
- You charge a sign up or registration fee for the Pony Stars Club, for example £40 – then give the junior rider their book and drawstring bag. Explain no further charges for the badges or rosette.
- Charge each session based on your usual group/children's rate.
- No charges for awarding cloth badges and rosette.
- Profit made on the pack is at least £15.01 (or more if the packs were purchased in bulk). This method may be less profitable (depending on what you decide your upfront cost is), but the cost of the complete pack has been covered if the child stops their sessions/doesn't complete).

## **6. Merchandise**

A range of Pony Stars merchandise is being developed to accompany the course. These include items such as socks, jumpers, bags and t-shirts. All the merchandise will be available to purchase online from the public pages of the BHS shop [www.britishhorseshop.com](http://www.britishhorseshop.com).

## **7. Health and Safety**

Time should be taken at the start of each session to cover health and safety rules and procedures and what to do in the event of an emergency. General housekeeping should be included in each session, especially if the children are not familiar with the yard.

Throughout each session junior riders should wear appropriate and correctly fitting Personal Protective Equipment (PPE) relevant to the task they are undertaking. Horses and ponies used for the course should be accustomed to novice people working around them and suitable for the tasks for which they are used. Equipment used should be in a good state of repair and safe to use.

## **8. Risk Assessment**

We advise you carry out a risk assessment before each session and keep this on file.

## **9. Suitability of ponies**

Pony Stars can be delivered to children on their own ponies or with ponies as part of a BHS Approved Centre. Ponies should be of a suitable level and temperament for the tasks asked of them. Please use your experience and discretion to match a suitable pony to each child (if the child is not using their own). Bear in mind that no child should be under, or over, horsed. If at any time you feel the welfare or safety of a junior rider or pony is compromised during a session, please arrange for the pony to be swapped if possible or stop the session. If your junior rider is using their own pony have a friendly chat to them with their parents/carers about why you have stopped the session and your concerns, as they may not understand what happened.

If your junior riders are using their own pony we do advise the pony should be over 4 years old. Don't forget to check over the equipment and tack they are using for suitability and safety before beginning a session, as you would before any coaching session.

Reminder: If you are an Accredited Professional Coach, and have opted to include the insurance within your membership package, you are covered to coach riders on their own horses and ponies. The Care, Custody and Control cover also allows you to handle that pony during demonstrations as appropriate. Approved Centres must abide by their own riding school insurance conditions.

## 10. Helpful tips for coaching children

All children learn at different rates and have different learning style preferences, as the coach you have the flexibility to tailor the delivery of your course to suit your junior riders whatever their needs.

Children and young people all develop at different rates, which includes the way in which they interact with others, both peers and adults. The best sources of information for coaches in relation to the children within their groups are parents/guardians. They are the experts on their children and should always be the first port of call with any concerns or questions in relation to behaviour **(NB – safeguarding procedures must always be followed)**.

Coaches need to remember children within their groups may not know each other and this may be the first time they are working with people who do not attend their school. For some children and young people, this will be very scary or overwhelming. At no point should children or young people be forced into taking part in an activity; something which an adult may view as easy, e.g. working in a pair, can be terrifying for a child. Social interaction develops at different rates in different young people and individual needs must be carefully considered; the suggested activities are not mandatory – coaches are free to meet the objectives of a session in any way they wish.

This also applies to the recording of activities; no young person should be penalised because they are not as confident in reading or writing as others. All objectives can be met in a creative manner; this could be through using technology, drama, art, ICT or any other way a young person feels comfortable.

Children and young people often use behaviour to show how they are feeling without verbalising it. If a member of a group is acting in a way which is unusual to them and raises concerns, follow safeguarding procedures. If a child or young person is acting in a way which is disruptive towards an activity, try to work alongside them to identify if there is an issue; are they struggling to understand the task? Have they had an argument with someone else within the group? Do they feel someone has been unkind to them in some way? Although the majority of adults will be able to work as a group or pair with someone regardless of how they feel about them, children and young people may not be able to do this. If this becomes a regular issue within a group, it may help to run a session based purely around how to work as a team and establish some ground rules which everyone must abide to during future sessions. Again, speaking to parents/guardians would also be beneficial in this situation.

Above all, be positive! Think about how you feel as a coach when you are praised; it makes us want to continue participating and keep working harder to achieve. Children and young people are exactly the same – praise and positivity is the best way to keep a group together and to successfully work through these badges. Remember – have fun!

## 11. Safeguarding

Keep up to date with our safeguarding advice, policies and templates on our website: [www.bhs.org.uk/safeguardingchildren](http://www.bhs.org.uk/safeguardingchildren)

You must report any concerns about children and young people, or an adult's behaviour around a child or young person.

It is important to ensure that, in planning and running activities for children and young people, consideration is given to providing an appropriate staffing/supervision ratio of adults to participants. Benefits include:

- minimising any risks to participants
- enhancing the benefits children draw from the activity
- reassuring parents/carers
- providing some protection for those responsible for the activity in the event of concerns or incidents.

What makes an individual suitable to supervise children?

- being appropriately qualified for their role and the activity
- being subject to a safe recruitment process, including criminal records checks for eligible roles
- having insurance appropriate to their activity
- signing up to comply with a code of practice
- understanding their responsibility to safeguard children

Ofsted Guidelines below\*. Supervision levels may alter depending on activity and competence or ability of group

- 4 – 8-year olds = 1 adult to 6 children
- 9 – 12-year olds = 1 adult to 8 children
- 13 – 18-year olds = 1 adult to 10 children

Minimum of 2 supervisors is recommended.

\*Correct as of 1 June 2021.

## 12. Marketing and brand guidance

A brand toolkit for coaches and centres is available. This includes style guidelines, imagery, illustrations, logos and web/social copy. Available to download from the [Accredited Professional Hub](#).

### Office contacts

For help or guidance with delivering Pony Stars, or if you wish to provide us with any feedback:

BHS Education and Accredited Professional Coaches: [education@bhs.org.uk](mailto:education@bhs.org.uk) | 02476 840508

BHS Approved Establishments: [approvals@bhs.org.uk](mailto:approvals@bhs.org.uk) | 02476 840509

BHS Safeguarding Team: [safeguarding@bhs.org.uk](mailto:safeguarding@bhs.org.uk) | confidential email: [cpleadofficer@bhs.org.uk](mailto:cpleadofficer@bhs.org.uk) | 02476 840746