

# **Gooseacre Primary Academy**

# **Primary School Health and Safety Policy**

Principal Signature:	Lane -
Date Adopted:	February 2024
Review Date:	February 2025



# **CONTENTS**

Statement of Intent	1
Organisational Structure and Responsibilities	2
Responsibilities of the Astrea Board of Trustees	
Responsibilities of the Principal	
Responsibilities of the Health and Safety Co-ordinator (must be a Senior Member of Staff)	
Responsibilities of all Employees	
Arrangements	4
Co-ordination and Communication	
Emergencies	4
Accidents and Medical Arrangements	5
Hazard Identification and Control	7
Information, Instruction and Training	8
Premises	9
Security	10
Use of Premises Outside School Hours	10
Control of Contractors	
Work Equipment	11
Substances and Personal Protective Equipment	14
Housekeeping and Waste	15
Manual Handling	16
Educational Visits	
Inspections (External & Internal)	16
Management Review	17



#### **Statement of Intent**

Within Astrea Academy Trust the Board of Trustees, via the Astrea Executive and the Principal of Gooseacre Primary Academy, are responsible for:

- Ensuring the Trust meets its responsibilities under the Health and Safety at Work Act and other
  health and safety legislation to provide safe and healthy working conditions for employees and
  ensure their work does not adversely affect the health and safety of others (including; pupils,
  visitors, contractors etc.). Details of how this will be achieved are given in this health and safety
  policy.
- Providing sufficient information and training in health and safety matters to all employees in respect to the risk of their health and safety.
- Ensuring that effective consultation takes place with all employees on health and safety matters and that individuals are consulted before allocating particular health and safety functions to them.
- Where necessary seeking specialist advice to determine the risks to health and safety in the school and the precautions required to deal with them.

The Board of Trustees, Astrea Executive, and Principal of Gooseacre Primary Academy require the support of all staff to enable the maintenance of high standards of health and safety in the school's activities.

The school is committed to continually improving its health and safety performance.

This statement includes a description of the organisation of the school and its arrangements for dealing with different areas of risk. Details of how these areas of risk will be addressed are outlined in the arrangements section.

CEO	Depr
Date	22/02/2024
Principal	Que .
Date	22/02/2024



#### **Organisational Structure and Responsibilities**

#### **Responsibilities of the Astrea Board of Trustees:**

- Ensuring all Astrea schools comply with the Trust's Health and Safety Policy and arrangements.
- Ensuring all schools have formulated and ratified the school health and safety statement and health and safety plan.
- All Astrea Schools have access to health and safety competent advice as stated in Regulation 7
  of the Management of Health and Safety at Work Regulations.
- All school sites and premises are maintained in a safe condition and that appropriate funding is allocated to this area from school budgets
- Schools prioritise action on health and safety matters where resources are required from the school budget. Any hazards which the school is unable to rectify from the school budget must be reported to Astrea's Estates Team.
- Health and safety arrangements are regularly reviewed (minimum annually) and new arrangements are implemented where necessary.
- Promoting high standards and developing a positive culture of health and safety within all Astrea schools.
- Employees have necessary competence to conduct their duties in relation to health and safety matters.
- Risk assessments are completed and recorded of all the schools' work activities (including those
  off-site) which could constitute a significant risk to the health and safety of employees and
  others.
- The statement of intent and other health and safety documentation is drawn to the attention of all employees.
- All schools conduct active and reactive monitoring of health and safety matters in their school.

#### **Responsibilities of the Principal**

The Principal is responsible for:

- The day to day management of health and safety matters in the school in accordance with the health and safety policy and ensuring the health and safety arrangements are carried out in practice.
- Risk assessments are completed and recorded of all the schools work activities (including those
  off-site) which could constitute a significant risk to the health and safety of employees and
  others.
- Conduct active and reactive monitoring of health and safety matters in the school and remedial action is taken (where necessary) to reduce risk.
- Information regarding health and safety matters will be communicated to the relevant individuals.
- Identify staff health and safety training requirements and make arrangements for provision.
- Developing and/or reviewing the school annual health and safety action plan.
- Co-operating with and providing necessary facilities for trade union safety representative(s).
- Participating in the Trust health and safety auditing arrangements and ensuring audit action plans are implemented.



- Monitoring the purchasing and maintenance of equipment and materials with regards to compliance with current health and safety standards.
- Employ only competent contractors to work on the school site.
- Seek specialist advice on health and safety matters were appropriate.
- Implement formal arrangements for managing emergency situations.
- Compliance with the requirements of the Occupier's Liability Act.

Note: In the absence of the Principal these responsibilities fall to their immediate deputy.

#### Responsibilities of the Health and Safety Co-ordinator (must be a Senior Member of Staff)

Responsible to the Principal for:

- Attending appropriate health and safety training courses to enable them to discharge their duties effectively.
- Promoting health and safety matters throughout the school and assisting the Principal in the implementation of the health and safety policy and arrangements.
- Maintenance of health and safety documentation and associated records to ensure they remain up to date with current legislation and good practice.
- Implement a health and safety notice board and sure it is kept up to date.
- The correct accident reporting procedures are followed and where appropriate accidents, incidents and near misses are investigated.
- Conduct routine health and safety inspections and implement a method of internal audit. A system must be in place to monitor and respond to any identified remedial actions.
- Implementing procedures for the authorisation of school visits.
- Participating in health and safety audits arranged by the Trust.
- Providing health and safety induction training for all new employees.
- Maintenance of health and safety training records including the provision of refresher training.
- Statutory inspections are completed and records kept.
- Emergency drills and procedures are carried out regularly and monitored for effectiveness.
- Monitoring contractors on site and conduct a formal, documented induction.

Note: In the absence of a designated Health and Safety Co-ordinator the above responsibilities will fall to the Principal.

#### **Responsibilities of all Employees**

All employees at the school have responsibility to:

- Take reasonable care for the health and safety of themselves and others when undertaking their work.
- Checking classrooms, work areas and equipment are safe.
- Ensure safe working procedures are followed as outlined within health and safety policy and risk assessments.
- Co-operating with the Astrea Trustees, Executive, Estates Team and Principal on all matters relating to health and safety by complying with the health and safety policy.



- Not intentionally or recklessly interfering or misusing equipment or fittings provided in the interests of safety or welfare.
- Reporting immediately to their Line Manager or Principal any serious or immediate danger.
- Reporting to their Principal any shortcomings in the arrangements for health and safety.
- Only use equipment or machinery which they are competent to use or have been trained to use.

#### **Arrangements**

#### **Co-ordination and Communication**

#### Health and Safety Co-ordinator

Senior member of staff in the school with special responsibility for health and safety matters (Health and Safety Co-ordinator):	Claire Sanderson
Safety Representatives and Safety Committees	
Employee(s) appointed as a safety representative by their association or trade union:	Adrian Raybould
Emergencies	
Senior member of staff in the school with responsibility the development, maintenance and implementation of the emergency plan:	Jack Moore
A copy of the emergency plan is available at:	Business & Finance Office / Shared Drive / Policy File in Staffroom

	PERSON RESPONSIBLE	DEPUTY
The person (and deputy) responsible for ensuring and supervising (where appropriate) the controlled evacuation of people from the building or on the site to a place of safety.	Jack Moore	Joanne Town / Vice Principal
Summoning of the emergency services.	Diane Robinson	Claire Sanderson
That a roll call is taken at the assembly point	Jack Moore	Joanne Town / Vice Principal
That no-one attempts to re-enter the building until the all clear is given by the emergency services	Jack Moore	Joanne Town / Vice Principal



#### Note: The priorities are as follows:

- To ensure the safety of all persons, their removal from danger, their care and the application of first aid and medical treatment where appropriate.
- To call the emergency services when appropriate.
- To safeguard the premises and equipment, if this is possible without putting persons at risk.

Locations of Main Service Isolation Points

SERVICE	LOCATION OF ISOLATION POINT	
Water	Main kitchen changing room and key stage 1 store room	
Gas	Gas house	
Electricity	Key stage 1 and key stage 2 store cupboards	
Severe Weather		
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During periods of severe weather, arrangements for maintaining safe access to, from and within the premises (e.g. clearing snow and ice) will be determined by:		Jack Moore

#### **Accidents and Medical Arrangements**

Accident, Incident and Near Miss Reporting and Investigation

Any employee who witnesses an accident, incident or near miss, or to whom one is reported, will make an entry in the accident report book as soon as possible after the event:

Accident book(s) are kept by the following people at the location specified:

LOCATION OF ACCIDENT BOOK	PERSON IN CHARGE OF ACCIDENT BOOK
Reception	Claire Sanderson
Accident reports must be drawn to the attention of the Principal and where necessary reported via the Athena online system*:	Principal: Jack Moore
	Deputy: Joanne Town / Vice Principal
Person responsible for monitoring accidents, incidents	Claire Sanderson
and near misses to identify trends and patterns:	

The following types of incident must be reported using the Athena online system:

All accidents, incidents and near misses involving employees



- All instances of verbal abuse, aggressive behaviour and violence towards employees
- Any incidents which result in pupils or members of the public requiring further medical treatment
- Any incidents which are RIDDOR reportable.

Where accidents are found to be caused by faulty plant, equipment, premises or unsafe systems of work action must be taken to remove or isolate the hazard and warn people until the necessary modifications or repairs can be made.

#### First Aid

The following employees are named first aiders:

NAME	LOCATION / EXTENSION	EXPIRY DATE OF CERTIFICATE
Davina Malkin-Jones	Pastoral	15/02/2025
Jeremy Turner	Sports	22/11/2026
Lucy Rajman	Education Support	13/01/2026
Zacy Najman		15/01/2020

Person responsible for ensuring first aid qualifications are maintained:	Claire Sanderson
Person responsible for ensuring that first aid cover is provided for staff working out of normal school hours:	Jack Moore

First aid boxes and first aid record books are kept at the following locations in the school:

# Reception and Staffroom (Also grab bag in staffroom) Nursery First Aid Room (Including 2 for trips)

A termly check on the location and contents of all first aid boxes is carried out by:	Jeremy Turner / Davina Malkin- Jones / Lucy Rajman
Use of first aid materials and deficiencies should be reported to:	Claire Sanderson
Address and telephone number of the nearest medical centre / NHS GP:	The Thurnscoe Centre, Holly Bush Drive, Thurnscoe, Rotherham S63 0LT 01709 886354
Address and telephone number of the nearest hospital with accident and emergency facilities:	Montagu Hospital, Adwick Road, Mexborough, S63 0AZ 01709 585171



# Administration of Medicines

Member of staff in the school with responsibility the development, maintenance and implementation of the medicines policy:	Claire Sanderson
A copy of the medicines policy is available at:	Shared Drive / Policy File in Staffroom
Person responsible for dealing with the administration of medicines in accordance with current guidelines. Including keeping records of parental permission, keeping medicines	First: Diane Robinson
secure, keeping records of administration, and safely disposing of medicines which are no longer required:	Deputy: Tina Poole
Person responsible for dealing with the administration of controlled drugs (e.g. Ritalin) in accordance with the Misuse of Drugs Act. Including keeping records of parental	First: Diane Robinson
permission, liaising with the providing pharmacist, keeping medicines secure, keeping records of administration and safely disposing of medicines which are no longer required:	Deputy: Tina Poole
Person(s) responsible for undertaking and reviewing the care plans of pupils with medical needs:	Kate Pearson

#### **Hazard Identification and Control**

#### Risk Assessment

Person responsible for carrying out an assessment of the school's work activities including extra-curricular, off-site activities (inc. school trips / residential), work carried out by contractors or volunteers on site, identifying hazards and ensuring risk assessments and procedures are appropriately communicated:	Claire Sanderson Trips – Teachers and Diane Robinson
Hazard Reporting and Follow Up	
All employees, LECC/TMB and trustees must report any hazards that could be a cause of serious or imminent danger e.g. damaged electrical sockets, broken windows, suspected gas leaks, wet or slippery floors immediately to:	Jack Moore
Person responsible for initiating a risk assessment of hazards identified and any remedial action decided upon:	Claire Sanderson



#### Repairs and Maintenance

A person encountering any damage or wear and tear of the premises which may constitute a hazard should report it to:	Jack Moore
Defective furniture must be taken out of use immediately and reported to:	Jack Moore
Person responsible for ordering repairs and maintenance:	Claire Sanderson

#### **Information, Instruction and Training**

#### **Provision of Information**

ctributing all health and safety n the Trust:  Claire Sanderson
natures indicating that they have health and safety information is
ice board is sited: Staffroom
suring documents are displayed Claire Sanderson notice board and keeping it up to
y Law Poster is displayed: Staffroom
t Health and Safety Policy Staffroom
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#### Health and Safety Training

Person responsible for drawing to the attention of all	Claire Sanderson
employees the following health and safety matters as part	
of their induction training:	

- Health and Safety Policy (Trust and Departmental)
- Local asbestos register and disturbance procedure
- Risk assessments
- Fire and other emergency arrangements
- Accident reporting arrangements
- First aid arrangements
- Safe use of work equipment
- Good housekeeping, waste disposal and cleaning arrangements
- Hazard reporting and maintenance procedures
- Special hazards and responsibilities associated with their work activity
- Special needs of young employees (e.g. work experience placements).



Person responsible for co-ordinating the provision of health and safety training needs of employees in consultation with their line managers:	Claire Sanderson
Person responsible for compiling and implementing the school's annual health and safety training plan:	Claire Sanderson
Person responsible for reviewing the effectiveness of health and safety training:	Claire Sanderson
Employees who feel that they have need to health and safety training of any kind must notify in writing the contact person:	Claire Sanderson

#### **Premises**

#### Asbestos

Person with overall responsibility for managing asbestos:	Jack Moore
The asbestos register is kept at:	Business and Finance Office
Person with responsibility for ensuring the local asbestos management plan is implemented and maintained:	Claire Sanderson / Adrian Raybould
The disturbance procedure is displayed in a (staff only) area, at:	Fire Log Book in Reception / Asbestos File in Business and Finance Office
The condition of asbestos is monitored (periodically, in accordance with register/LAMP) by:	Adrian Raybould
The LAMP is kept in:	Business and Finance Office

# Legionella

Person with overall responsibility for managing Legionella:	Jack Moore
The Legionella risk assessment is kept at:	Business and Finance Office
Person with responsibility for ensuring that remedial actions from the risk assessment are followed through:	Claire Sanderson / Adrian Raybould
The water temperatures and other maintenance tasks associated with the water system are taken (monthly) by:	Adrian Raybould
The flushing of little used outlets is carried out (weekly, including school closure periods) by:	Adrian Raybould
The log book is kept in:	Business and Finance Office

### Fire

Person with overall responsibility for managing fire safety:	Jack Moore
The fire risk assessment is kept at:	Reception
Person with responsibility for ensuring that remedial actions from the risk assessment are followed through:	Claire Sanderson / Adrian Raybould
Person responsible for routine maintenance and servicing of fire safety equipment:	Claire Sanderson / Adrian Raybould
The log book is kept in:	Reception



# Security

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Person (and their deputy) responsible for unlocking and locking the building, arming / disarming security alarms	First: Adrian Raybould	
etc:	Deputy: Jack Moore	
Visitors		
On arrival all visitors must report to:	Reception	
Where they will be issued with;		
★ An identification badge		
★ Relevant health and safety information		
★ Sign the visitors book		
Lone Working		
Person responsible for ensuring risk assessments are prepared and implemented for lone working activities:	Claire Sanderson	
Use of Premises Outside School Hours  Person responsible for co-ordinating lettings of the	Claire Sanderson / Adrian Raybould	
premises in accordance with the lettings procedure:		
	<u>'</u>	
Control of Contractors		
Control of Contractors  Person responsible for commissioning building work and is aware of their legal duties under the Construction (Design and Management) Regulations:	Claire Sanderson / Adrian Raybould	
Person responsible for commissioning building work and is aware of their legal duties under the Construction (Design	Claire Sanderson / Adrian Raybould	
Person responsible for commissioning building work and is aware of their legal duties under the Construction (Design and Management) Regulations: (Note: this may differ dependant on individual (Note: this may differ dependant on individual requirements of a project)		
Person responsible for commissioning building work and is aware of their legal duties under the Construction (Design and Management) Regulations:  Note: this may differ dependant on individual (Note: this may differ dependant on individual requirements of a project)  Person responsible for the completion of the Notification of Building Works form and sending to H&S team in timely		
Person responsible for commissioning building work and is aware of their legal duties under the Construction (Design and Management) Regulations: [Note: this may differ dependant on individual (Note: this may differ dependant on individual requirements of a	Claire Sanderson / Adrian Raybould  Claire Sanderson / Adrian Raybould  Claire Sanderson / Adrian Raybould	



# **Work Equipment**

Powered Access Equipment, Mobile Access Platforms, Tower	Scaffolds
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
Ladders	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
Stepladders	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
Manual Handling Equipment	
Person responsible for ensuring that sack barrows, flat-bed trolleys etc. are maintained in safe condition:	Adrian Raybould
Equipment Provided for Pupils with Special Educational Need	's
Person responsible for ensuring all hoists, used for moving people receive a thorough examination and service every six months by a competent contractor and kept in good working order:	N/A
Person responsible for ensuring that slings are laundered regularly (in accordance with manufacturers instruction) and kept in a hygienic condition:	N/A
Person responsible for ensuring all wheelchairs, standing frames are inspected and serviced annually by a competent person, kept in a hygienic condition and in good working order:	N/A
Person responsible for ensuring that other special needs equipment is kept in good working order and serviced appropriately:	N/A
Lifts	
Person responsible for ensuring lifts receive a thorough examination and service every six months:	N/A



#### Pressure Vessels

Person responsible for arranging a written scheme, thorough examination and maintenance of pressure vessels:	N/A
Caretaking and Cleaning Equipment	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
PE Equipment	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Claire Sanderson
Person(s) responsible for regular daily visual inspection and in-house routine inspection:	Adrian Raybould
Contractor responsible for annual full inspection and report:	GEMS
Outdoor Play Equipment	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Claire Sanderson
Person(s) responsible for regular daily visual inspection and in-house routine inspection:	Adrian Raybould
Contractor responsible for annual full inspection and report:	GEMS
Stage Lighting Equipment	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
Mobile Staging and Seating	
Person responsible for selection, inspection, maintenance, training, supervision, safe use and risk assessment:	Adrian Raybould
Person(s) authorised and competent to operate and use:	Adrian Raybould
Portable Electrical Appliances and Hard Wiring Circuits	
Person responsible for ensuring the hard wiring circuits is periodically inspected (every 5 years):	Claire Sanderson / Adrian Raybould

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Person responsible for ensuring remedial actions are undertaken from the hard wiring circuits inspection and retaining a record of this:	Claire Sanderson / Adrian Raybould
Person responsible for ensuring portable electrical appliance testing is carried out at appropriate intervals and recorded:	Claire Sanderson / Adrian Raybould
Person(s) responsible for carrying out formal visual inspection and testing:	Adrian Raybould
Staff must not bring onto the premises any portable electrical appliances unless authorised and have been portable appliance tested. The person responsible for authorising their use on the premises:	Jack Moore

#### Display Screen Equipment (DSE)

The following employees are classified as users of display screen equipment and an assessment will be undertaken of their workstations.

EMPLOYEE NAME	JOB TITLE
Diane Robinson	Receptionist and Administration Assistant
Claire Sanderson	Business Manager
Victoria Fieldhouse	Safeguarding Officer
Jack Moore	Principal
Joanne Town	Vice Principal
Person responsible for implementing the requirements of the DSE risk assessment:	Claire Sanderson
Swimming Pools	
Person responsible for ensuring the swimming pool is:  ★ Correctly and safely maintained  ★ Regular inspections are carried out  ★ Remedial action is taken or if necessary the pool is taken out of use where necessary  ★ Appropriate records are kept	N/A
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#### Vehicles

Employees who are required to use their private vehicle for official business are responsible for gaining authorisation from:	N/A
They will ensure the driver has a valid licence, appropriate insurance, the vehicle is road worthy and fitted with suitable seat belts for each passenger.	
Person responsible for arranging insurance and maintenance of vehicles to the standards laid down by the Trust.	N/A
Person responsible for authorising the use of the school minibus, ensuring risk assessments are completed, drivers have passed their minibus test etc.	N/A
Person responsible for maintaining a list of authorised drivers of school vehicles who have passed the required test:	N/A

# **Substances and Personal Protective Equipment**

#### Hazardous Substances

Inventories of hazardous substances used in the school are maintained by the following employees at the locations specified:

	PERSON RESPONSIBLE	LOCATION / EXTENSION
Science	Claire Sanderson / Adrian Raybould	Business and Finance
Art	Claire Sanderson / Adrian Raybould	Business and Finance
Caretaking	Claire Sanderson / Adrian Raybould	Business and Finance
Cleaning	Barnsley Norse	Barnsley Norse
Catering	Barnsley MBC	Barnsley Council
Grounds Maintenance	Countrywide	Countrywide
Other (please state):		

Copies of all the hazardous substances inventories are held centrally in:	Business and Finance Office
Person responsible for obtaining the latest Hazards / MSDS and undertaking / updating the COSHH risk assessments:	Claire Sanderson / Adrian Raybould
Person responsible for ensuring local exhaust ventilation (e.g. fans, kitchen ventilation, dust extraction etc.) will receive a thorough examination by an appointed contractor:	Claire Sanderson / Adrian Raybould



#### Personal Protective Equipment (PPE)

Suitable PPE will be provided free of charge, where identified as necessary in a risk assessment. All employees are responsible for informing their line manager as soon as they become aware of a need to repair or replace PPE.

Person(s) responsible for inspecting PPE termly and replacing PPE when required are:	Adrian Raybould
Person responsible for the risk assessment, provision, storage, maintenance, inspection, repair and replacement of respiratory protective equipment:	Adrian Raybould

#### **Housekeeping and Waste**

#### **Cleaning Arrangements**

All members of staff are responsible for arranging to clear up spillages, which occur whilst they are in charge of the area concerned. Other spillages, leaks or wet floors should be reported to Adrian Raybould (e.g. Site Manager / Caretaker) to be dealt with.

**All members of staff** are responsible for ensuring that hazardous substances or substances that require special procedures for disposal are disposed of safely and in accordance with the appropriate risk assessment.

Person responsible for informing the waste authority of any items of general waste to be collected but not covered by the general waste agreement:	Adrian Raybould
A member of staff who is concerned that cleaning arrangements are causing a hazard which cannot be rectified immediately should report the matter to:	Jack Moore

#### Waste Management and Disposal

Waste will be collected daily by:	Adrian Raybould
Person responsible for ensuring the safe storage of waste in appropriately secure containers and are chained after emptying:	Adrian Raybould
All members of staff are responsible for reporting accumulations of waste, or large items that require special attention to:	Jack Moore

Waste awaiting collection must never be left where it obstructs escape routes or could aid the production and spread of fire or smoke.

All staff are responsible for ensuring the good housekeeping of their own work areas e.g. classrooms, offices, workshops and storage areas etc.

When waste needs to be disposed of it should be reported to:	Adrian Raybould
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(who will arrange for its safe disposal)	
Person responsible for the safe disposal of any hazardous substances or special waste:	Adrian Raybould
Person responsible for ensuring the safe and appropriate disposal of any clinical waste:	Adrian Raybould
Manual Handling	
Manual handling of Objects	
Person responsible for identifying hazardous manual handling activities involving objects and arranging for their elimination or risk assessment:	Claire Sanderson
Person responsible for monitoring the safety of manual handling activities:	Claire Sanderson
Manual Handling of People	
Person responsible for identifying hazardous manual handling activities involving people and arranging for a risk assessment:	Jack Moore
Person responsible for monitoring the safety of manual handling activities:	Jack Moore
Educational Visits	
The Educational Visits Co-ordinator at the school is:	Jack Moore
`Person responsible for ensuring that the appropriate risk assessment and approval is obtained for educational visits:	Jack Moore
The Educational Visits Policy is located at:	Shared Drive / Policy File in Staffroom
Inspections (External & Internal)	
Catering	
Person responsible for monitoring the preparation of food, the nutritional standards of meals and the maintenance of satisfactory hygiene standards:	Barnsley MBC
Visits and Recommendations from Enforcing Authorities (e.g. Health and Safety Executive, Environmental Health etc.)	
Person responsible for co-ordinating visits and recommendations, co-ordinate action and report matters requiring authorisation/action to the L Trust	Claire Sanderson
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# Internal Health and Safety Inspections

Person responsible for organising and carrying out routine safety inspections, including planning, inspection and reporting:	Claire Sanderson
Person responsible for ensuring follow up action on the report is completed:	Claire Sanderson
Management Review	
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Person responsible for the review of health and safety performance and the effectiveness of the safety management system is:	Jack Moore