

G D S T

Statement of Health & Safety, Organisation & Responsibilities

LAST REVIEWED July 2018 NEXT REVIEW DATE



Health & Safety Policy & Statement of Organisation July 2018

Should be read in conjunction with the following policies:

Fire, Lone Working, Risk Assessment, Security, First Aid, Equality, Accessibility, Contractor Management, Driving, Educational Visits, Food Allergies & Intolerance

DESIGNATED LEAD

Vicky Bingham, Headmistress

HEALTH & SAFETY COORDINATOR

Guy Collins-Down, Director of Finance & Operations

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Policy Statement (GDST Wide)

The Council of The Girls' Day School Trust (GDST) ('the Council' and 'the Trust' respectively), and the Board of GDST (Enterprises) Ltd recognise and accept that under the Health & Safety at Work etc, Act 1974 ('the Act') and in particular The Management of Health and Safety at Work Regulations1999 (as amended) they have legal responsibility to provide, so far as is reasonably practicable, for the health, safety and welfare of all their employees and also that they have certain duties towards pupils, the public, and people who from time to time use their premises.

It is the policy of the Council and the Board, through a risk management approach, to meet its responsibilities under the Act, Regulations and approved Codes of Practice, and all other regulatory requirements and it will therefore take appropriate steps to:

- Provide and maintain, as far as is reasonably practicable, safe and healthy places of work; safe plant, equipment and machinery; safe systems and methods of work; safe methods of using, handling, storing and transporting articles and substances; and adequate facilities and arrangements for the welfare of all employees and pupils.
- Provide all employees with the information, instruction, training and supervision that they require to perform tasks in a safe and capable manner and recognise and manage risk.
- Develop risk awareness amongst all pupils so they are able to contribute to recognising and managing risk.
- Provide and maintain a safe environment for all visitors to Trust schools, Trust Office and other Trust premises, bearing in mind that these visitors may not be aware of all the risks arising from their use of the Trust's facilities.
- Manage risks to all employees, pupils and others (including the public) in so far as they come into contact with foreseeable work hazards and endeavour to prevent personal injury and ill health to all employees, pupils and others.
- Consult and co-operate with partners working with the Trust in delivering its services to ensure that foreseeable health, safety and welfare risks arising from such working are suitably and sufficiently managed.
- Consult and communicate with employees on health and safety matters through the Executive Officers of the Trust, each school's Head, Health & Safety Coordinator and Health & Safety Committee, and with staff at Trust Office.
- Continually improve the standards of health and safety in

the Trust in line with good practice models by a regime of training, provision of guidance, reviews and audits.

- Ensure that this Policy can be used as a practical working document and that it is publicised and made available to all Trust employees.
- Keep this Policy Statement and the detailed health and safety procedures and guidance on the Health and Safety section of the Hub under regular review and in line with changing safety practices and current legislation.

The Trust is determined that good standards of health, safety, welfare and risk management are achieved in all its schools. The Trust requires all schools to implement a 'Health & Safety Improvement Plan' with the guidance and support of the Trust H&S Advisers and attain the recommended standards set out in the 'Health and Safety' section of the Hub.

Policy Overview (School Policy)

The Head is responsible for the health, safety and welfare of the staff, pupils and visitors to the school and in respect of all activities carried on both on and off school premises where these are arranged under the auspices of the school. They are also responsible for ensuring that the requirements of the GDST's H&S Policy are implemented in the school.

The Head's specific responsibilities are as follows. Some of these responsibilities have been delegated in writing and this document describes these and also describes the advisory arrangements within the school.

- A) To ensure that:
 - a) Area, Activity, Hazard Specific (e.g. Manual Handling) and Person Specific (e.g. employee pregnancy) Risk Assessments are completed and regularly reviewed and significant information arising from the risk assessments is provided to those affected;
 - b) Standards of health and safety are regularly reviewed and monitored to ensure that all working practices and procedures are safe and in compliance with legal requirements and Trust guidance;
 - c) All staff, pupils and visitors are appropriately and adequately instructed and/or trained in safe procedures and working practices; and



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- d) Departmental H&S Self Evaluation Forms are completed annually and Action Plans are produced and implemented to address significant risks.
- B) Complete Risk Assessments for members of staff with special needs or disabilities and ensure that relevant information is cascaded to the relevant people and departments in order that appropriate action can be taken, e.g. Surveyor (if physical adaptations are required to the building), first aiders (in case emergency assistance is required), Caretaker (if ramps, etc are required), ICT (if specialist ICT equipment is required).
- C) To inform the school's H&S Co-ordinator and the relevant staff at Trust Office of any special or newly identified risks or new risks about to be introduced.
- D) To ensure all accidents, incidents, e.g. fires, and serious near misses are recorded on the RIVO Safeguard website; to ensure all serious accidents, incidents and fires and investigated and, where possible, actions are taken to prevent them reoccurring; and to ensure where necessary incidents are reported to the HSE under the RIDDOR.
- E) To appoint an appropriately qualified School Nurse and first aiders and to provide appropriate first aid equipment and facilities, which are checked regularly.
- F) To undertake the duties of 'The Responsible Person' as laid down in the Regulatory Reform (Fire Safety) Order 2005.
- G) To make sure that the conditions of any local authority licences are observed.
- H) To ensure the safe storage, use and disposal of hazardous substances, in compliance with Trust procedures and statutory regulations.
- To ensure, as far as possible, that preventative health measures are taken.

 J) To post warning notices and signs that comply with The Health and Safety (Safety Signs and Signals) Regulations 1996 where risks cannot be adequately controlled in other ways, or to indicate safe conditions/ safety equipment.

3 Delegated Executive Responsibility

The Head is directly responsible for any area within the school (and any off-site school premises) and any activity for which they have not specifically delegated responsibility below. When they have delegated responsibility below those persons have authority to enforce the Trust's Health & Safety Policy in the areas or in respect of the functions for which they are responsible. They must notify the Head and the school's Health & Safety Co-ordinator of any new or special risks arising in their areas and also of any precautions that have to be taken to minimise the risk and they must report to me any breach of safety regulations.

Where persons with delegated responsibility are absent for long periods, adequate substitution must be made in writing with copies to the Head and such employees and other persons as may be affected.

3.1 HEADS OF DEPARTMENT

Every Head of Department is responsible for ensuring as far as is reasonably practicable the safety of staff, pupils and other persons in their Department. In particular, the responsibilities listed in section 2 above are delegated to Heads of Department for their Department. A list of Heads of Departments, their rooms and telephone numbers and the Department for which they are responsible is below:

INITIAL	NAME	DEPARTMENT/ROLE	EXTENSION	ROOM
VBi	Vicky Bingham	Headmistress	32217	401
GS	Gabrielle Solti	Headmistress (Junior)	32272	Head's Office
SFo	Stuart Foster	Deputy Head (Academic)	32229	403
ZB	Zoë Brass	Deputy Head (Pastoral)	32302	404
JM	Jamie Waller	Head of Sixth Form	32262	O206
GMCD	Guy Collins-Down	Director of Finance and Operations	32290	O408
SA1	Sebastian Aparicio	ICT Operations Manager	32219	54
LC1	Leann Cripps	Head's PA and HR Manager	32218	402



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PL	Prado Leon	School Nurse	32223	408
LB	Lisa Bullen	Finance Manager	32239	O411
СВ	Charlotte Bluck	Head of Art	32236	621
MG	Michelle Greenland	Head of Computing	32212	512
NM	Natasha Marchant	Head of Classics	32234	635
SF	Sally Fanning	Head of DT	32226	421
КМ	Kathryn Martin	Head of Drama	32231	
BHa	Barney Harkins	Head of English	32203	613
MMo	Matthew Morgan	Head of Geography	32237	634
НМ	Hannah McDougall	Head of History; Politics	32235	635
VB	Victoria Boyarsky	History; SENCO	32232	633
ME	Maria Egan	Head of Politics	32295	635
MB	Marcus Brainard	Librarian	32210	Library
JHa	Jon Hansford	Head of Mathematics	32304	514
MM	Matthew Morley	Head of Modern Foreign Languages	32266	707
SC	Stephen Collisson	Director of Music	32221	310
LKe	Lucy Kench	Director of Sport	32242	O402
CW	Clare Waghorn	Head of Psychology	32262	O412
AJ	Amanda Johnson	Head of Theology and Religion	32291	708
AL	Alison Logan	Head of Science	32244	526
JA	Jennifer Arundale	DofE Co-ordinator	ТВС	ТВС
JΗ	John Hanratty	Catering Manager	32241	332

3.2 HEALTH & SAFETY COORDINATOR

Primary: Director of Finance & Operations: Guy Collins-Down

Deputy: Site Manager (Health & Safety): Bertie Clulow

The Health & Safety Coordinator is responsible for ensuring that:

- A) Heads of Departments regularly review and monitor standards of safety in their departments and undertake appropriate remedial action if shortcomings are identified;
- B) Heads of Departments implement the Trust's arrangements for Health and Safety (contained on the Hub and other communications from Trust Office) including:
 - a) The completion and regular review of risk

assessments for areas (e.g. classrooms), activities (e.g. educational visits or drama productions) and specific hazards (e.g. manual handing and employee pregnancy);

- b) Taking appropriate action where significant risks are identified;
- c) Identifying H&S training needs and arranging appropriate training for their staff;
- C) Heads of Departments advise / inform the Head, through the H&S Coordinator, of:
 - The measures needed to carry out work safely if deficiencies are identified;
 - b) Any breaches of health and safety regulations;
 - c) If any new or special risks are about to be introduced into the school.



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- D) Coordinating the:
 - a) Annual completion of the Departmental H&S Self Evaluation Forms
 - b) Actions necessary to fulfil recommendations made in:
 - i) Fire Safety Risk Assessment Reports
 - ii) H&S Audit Reports, e.g. Matura, CLEAPSS
 - iii) H&S SEF Action Plans
- E) In conjunction with the relevant Head of Department:
 - a) Completing the annual review of the school's H&S
 Strategic (Baseline) Risk Register and Action Plan to address significant risks;
 - b) Investigating all serious accidents, incidents, dangerous occurrences, and significant 'near misses' and ensuring appropriate remedial action is taken; and ensuring they are recorded on the RIVO Safeguard incident recording system;
 - c) Investigating complaints/concerns by employees regarding health, safety and welfare matters and ensuring appropriate remedial action is taken;
 - Reporting 'notifiable dangerous occurrences' to the HSE within the required timescales, in accordance with RIDDOR.
- F) Disseminating safety advice given by GDST H&S team, specialist advisers or enforcement officers to the appropriate Heads of Department in order that they can take appropriate actions;
- G) Liaising with the Trust H&S Advisers and Surveyors on matters where advice or assistance is required, or information is requested by the Trust.
- H) Having a significant and effective role on the school's H&S Committee.

To assist in this work, the specialist advisers in the remainder of this section have been appointed.

3.3 FIRE OFFICER

Fire Officer: Director of Finance & Operations, Guy Collins-Down

Deputy Fire Officer: Head's PA & HR Manager: Leann Cripps & Sebastian Aparicio, ICT Operations Manager

The Fire Officer is responsible for advising the Head on all matters relating to fire drills. S/he is also responsible for:

 A) Coordinating termly fire evacuation drills from all school buildings (including remote sites such as sports pavilions) and ensuring that any areas where improvements could be made are highlighted immediately and suitable remedial action implemented;

- B) Upon the completion of a fire evacuation drill, advising the staff when they, the pupils and any visitors or contractors may re-enter the buildings;
- C) Keeping records of all fire evacuations or drills including date, time of the evacuation, time taken to evacuate the buildings and time taken to complete a full roll-call, as well as any problems encountered;
- Reporting the findings of all fire evacuations and drills, particularly any problems and remedial measures to the school's H&S Committee;
- Ensuring that all staff are briefed on the fire evacuation procedures when they join the school, and receive refresher training at regular intervals.

Fire Wardens / Marshals have been appointed to assist the Fire Drill Officer and 'Key Duty Holders' have been appointed and given responsibility for specific aspects of fire safety. See the school's Fire Policy for specific details of the wardens and their responsibilities for all school sites.

3.4 EMERGENCY EVACUATION COORDINATOR

Emergency Officer: Director of Finance & Operations, Guy Collins-Down

Deputy Emergency Officer: Head's PA & HR Manager: Leann Cripps

The Emergency Evacuation Coordinator is responsible for advising the Head on all matters relating to emergency evacuation. S/he is also responsible for:

- A) Carrying out a threat assessment for the school.
- B) Devising a 'Threat Plan' which covers:
 - a) Plans for continued checking and vigilance for the school
 - b) An evacuation procedure
 - c) A violent intruder / lock down procedure
 - d) A procedure for search and re-entry
 - e) Details of the local Police Crime Prevention Officer (CPO) and records of advice given
 - f) Details of the Emergency Evacuation Co-ordinator and Deputy Emergency Evacuation Co-ordinator and of appropriate staff and pupil training
 - g) In the event of an emergency evacuating the premises and at the appropriate time making the decision to re-occupy.



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3.5 ELECTRICAL SAFETY SUPERVISOR

Site Manager (Facilities): John Murray

Is responsible for overseeing arrangements for portable electrical equipment testing, for ensuring that the fixed wiring test is carried out every 5 years and for ensuring that comprehensive records of portable electrical equipment are maintained.

3.6 RADIATION PROTECTION SUPERVISOR

Head of Physics: Sam Bernstein (to become Heather Kamps post training)

Is responsible for advising the Head on matters relating to radiation safety and liaising with the Radiation Protection Officer at Trust Office, and the GDST's Radiation Protection Adviser, who are responsible for advising on all aspects of radiation safety.

The Trust Radiation Protection Officer is Craig Nicholls (H&S Adviser). He can be contacted at:

Email: c.nichollsl@wes.gdst.net

Tel: 07850 270735

Post: GDST Trust Office, 100 Rochester Row, London

The Trust has appointed a Radiation Protection Adviser. They can be contacted via the Trust's Radiation Protection Officer or the CLEAPSS Helpline (01895 251496).

3.7 EDUCATIONAL VISITS

Educational Visits Coordinator: Zoë Brass, Deputy Head Pastoral

Is responsible for advising the Head on matters relating to educational visits; ensuring that all educational visits and school trips are planned using the Evolve website; and ensuring that all staff organising school visits are competent, plan visits properly and conduct appropriate risk assessments in accordance with the advice in the 'Educational Visits' section of the Hub.

The Trust Educational Visits Adviser is Peter Cornall (H&S Adviser). He can be contacted at:

Email: p.cornall@wes.gdst.net

Tel: 07850 270734

Post: GDST Trust Office, 100 Rochester Row, London

3.8 SCHOOL NURSE

School Nurse (Junior & Senior): Prado Leon

Is responsible for advising the Head on matters relating to First Aid and the arrangements made by the school to meet the requirements set out in the 'First Aid', 'Accident Reporting' and 'Pupil Medical Procedures' sections on the Hub.

NB There is also a Consultant Nurse for the whole Trust: Victoria Wilson, the School Nurse at Newcastle High School for Girls, contactable via:

Email: v.wilson@ncl.gdst.net

Tel: 0191 281 1768 Ext: 16013

It is the School Nurse's responsibility (or her deputy in cases of absence) (Office Manager at Trust Office) to report all notifiable accidents to the HSE.

The School Nurse is also responsible for ensuring adequate provision of First Aid boxes and defibrillators are kept, and they are all well stocked and in working order.

3.9 HEALTH & SAFETY ADVISOR

GDST Advisor: Peter Cornall

Responsible for providing support for the School, including attendance at regular meetings, updating the School on policy and arranging monitoring visits to ensure compliance.

3.10 CONTRACTORS

Primary: Director of Finance & Operations

Secondary: Site Manager (Facilities) & Site Manager (Junior): John Murray & Derek Lacey respectively

He/she is responsible for ensuring all contractors working within the building follow the appropriate Health & Safety guidelines both statutory and enforced by the School.

3.11 ACCESSIBILITY COORDINATOR

Primary: Director of Finance & Operations

Secondary: Deputy Head Academic

Is responsible for advising the Head on matters relating to and ensuring that progress with the school's Accessibility Plan is monitored and reviewed in accordance with the guidance in the 'Accessibility Strategy' section on the Hub.



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• Other Functions

4.1 FIRE WARDENS

The persons named below are the appointed Fire Wardens / Marshals with responsibility for their designated areas within the Fire & Evacuation Policy:

- Bertie Clulow
- John Murray
- Rob Clarke
- Tom Miller
- Adam Adamou
- Dean Padfield
- Lucian Pagurschi
- Derek Lacey
- Lucy Szemerenyi

In the event of an evacuation they are responsible for:

- Helping everyone to leave the areas / buildings they are responsible for quickly and safely,
- Checking all rooms within their areas / buildings, including offices, staff rooms, cloakrooms and workrooms, to ensure everyone has left,
- Using firefighting equipment, if the fire is small, it is safe to do so, and they have been trained to use fire-fighting equipment,
- If it is safe to do so, shutting down any equipment that has been left on, and closing any doors that have been left open / not closed properly,
- Reporting the status of their area to the Emergency Evacuation Coordinator.

4.2 KEY DUTY HOLDERS

The persons named below are 'Key Duty Holders' with special responsibility for certain aspects of Fire Safety.

Guy Collins-Down - Director of Finance & Operations

Leann Cripps - Head's PA & HR Manager

Sebastian Aparicio - ICT Operations Manager

Derek Lacey - Site Manager (Junior School)

The aspects of fire safety that must be specifically allocated to a named Key Duty Holder are:

• Documenting and updating the school's 'Fire Safety Policy' and 'Emergency Action Plan';

- Updating the school's 'Fire Risk Assessment Action Plan' as tasks are completed;
- Documenting 'Personal Emergency Evacuation Plans' (PEEPs) for relevant staff and pupils;
- Training staff, pupils and contractors working regularly on the Trust's premises, e.g. caterers and cleaners, in fire safety procedures;
- Providing essential fire safety information to visitors, contractors and people who hire the school facilities;
- Putting in place and regularly monitoring fire safety procedures to ensure they are in place and working. This will include checking:
- Escape routes kept clear, not obstructed, clear of combustible items (e.g. coats) and displays,
- Fire doors not damaged, fit/close correctly, not wedged/ hooked open, will open easily
- Alarm activated door closers ensure they activate when alarm sounds
- Fire fighting equipment, e.g. extinguishers and fire blankets in place, not damaged, appropriate to the area, serviced in last 12 months
- Fire alarm systems daily check of fire alarm panels, alarm systems serviced and tested quarterly by engineer, call points and detector heads not damaged/covered/ obstructed, call points tested weekly so that each individual call point is tested at least once a year and all call points in higher risk areas are tested once a term,
- Emergency lighting serviced and tested quarterly by engineer, not damaged / covered / obstructed, each light tested for functionality at least once a month
- Fire signage in place on all exit routes and by each extinguisher, not damaged / covered / obstructed

4.3 DISPLAY SCREEN ASSESSOR

Dean Padfield under the guidance of **Sebastian Aparicio** is responsible for undertaking for undertaking assessments on 'DSE users' workstations and ensuring that any necessary remedial actions are completed.

4.4 OTHER DUTIES

- Personal protective equipment needed in this school can be obtained from: Bertie Clulow, Site Manager (Health & Safety)
- The individuals nominated to administer medicines are included within the First Aid Policy
- The individuals and their First Aid Qualifications are included the First Aid Policy



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- Only individuals included on the Driving Register (held by the Head's PA) are permitted to use school vehicles
- Agnell Weekes & Teuta Zabergja are responsible for carrying out examinations of certain nonthermostatically controlled pressure systems, e.g. model steam engines, in the Science Department.

5 Individual Responsibility

All members of the school and persons entering these premises are responsible for exercising care in relation to themselves and others who may be affected by their actions. Those in charge of visitors should ensure, where appropriate, that the visitors obey the safety rules of the departments and are aware of who to approach for advice. Visitors are informed of the fire procedures and assembly point. All contractors are shown the asbestos register and sign that they have read and understood it.

Health & Safety Law posters are located across the site, but responsibilities are repeated below for your benefit.

5.1 WHAT EMPLOYERS MUST DO

- A) Decide what could harm people and take precautions to stop it happening. This is called a risk assessment. Explain how risks will be controlled, in a way you can understand.
- B) Let you know who is responsible for making this happen.
- C) Involve you and your health and safety representatives in deciding what could harm you in your job and in taking precautions.
- D) Give you the health and safety training you need to do your job, free.
- E) Provide you with any suitable equipment and protective clothing you need, free and ensure it is properly looked after.
- F) Provide you with toilets, washing facilities and drinking water.
- G) Provide adequate first aid facilities.
- H) Report injuries, diseases and dangerous occurrences at work to the Incident Contact Centre: 0845 300 99 23
- Have insurance covering liability for injury or disease caused to employees by their work. Display a copy of the current certificate of insurance where you can easily read it or access it electronically.

J) Work together with any other employers or contractors sharing the workplace, or providing employees (such as agency workers), so that everyone's health and safety is protected.

5.2 WHAT WORKERS MUST DO

- A) Use any work items your employer has given you, as you have been trained to do.
- B) Take reasonable care of your own health and safety and other people's.
- C) Co-operate with your employer on health and safety.
- D) Tell someone (your employer, or the person responsible for health and safety) if you think something is wrong, and the work or protective measures are giving rise to serious health and safety risks.

6 Reporting Accidents

6.1 RIVO (REPORTING ACCIDENTS)

The Nurse is responsible for recording incidents on RIVO and where necessary, reporting accidents to the Health & Safety Executive. RIVO is the GDST system for the recording of accidents.

6.2 NEAR MISSES & CONCERNS

A near miss form is located at <u>incy.io</u> (the school helpdesk). Any near miss must be recorded on this platform with as much information as possible. Email notifications are sent to the DFO, who is then responsible for recording them on RIVO. Incy.io is accessible from desktops or iPads and via the school intranet via automatic login.

The School also keeps a Near Miss Register which records all near misses, and actions which have come about as a result of the near miss. This is reported on at the H&S Committee meeting.

• Monitoring

7.1 HEALTH & SAFETY ACTION PLAN

The School has a Health & Safety Action plan which acts as a working document to address all Health & Safety issues within the building. This document is owned by the DFO

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and is updated weekly. This plan combines and triangulates issues from various input sources such as the Fire Risk Assessment, Self Evaluation Forms and external audits to provide a full list of all tasks required, deadlines and those responsible.

Link: S:\School Processes\Health & Safety

Filename: Health & Safety Action Plan

7.2 HEALTH & SAFETY COMMITTEE

The Health & Safety Committee is the internal body that monitors Health & Safety within the School. It is a forum for raising issues, tracking performance and setting best practice. The committee is chaired by the Director of Finance & Operations and meets termly.

The meeting is attended by:

- Director of Finance & Operations (GMCD)
- Junior School Head (GS)
- ICT Operations Manager (SA)
- Head of Science (AL)
- Head of DT (SF)
- Head of Art (CB)
- Head of Drama (KM)
- Site Manager (Health & Safety) (BC)
- School Nurse (PL)
- Head of PE (LB)
- Head of Music (SC)
- Educational Visits Coordinator (ZB)
- GDST Rep (PC)

Historical agendas and minutes of meetings can be found at: <u>https://shhs.fireflycloud.net/health-and-safety/health-and-safety-meetings</u>.

7.3 SELF-EVALUATION FORMS

It is the responsibility of Heads of Department to complete an annual Self-Evaluation Form (SEF) by October Half Term each year.

SEFs require a department to prove/provide the following:

- An up-to-date, documented departmental H&S Policy document is in place which all staff in the department have received and signed for.
- Health & Safety is a standing item on departmental meetings.
- Appropriate staff briefings have taken place for all staff.

- Risk assessments have been completed for all activities undertaken by both staff and pupils within the department and records are available to confirm that all staff are aware of the risk assessments.
- All departmental staff have received appropriate training for departmental.

7.4 DEPARTMENTAL AUDITS

South Hampstead employs departmental audits on a yearly cycle. The Departmental Audit was introduced to supplement the SEF process and ensure actions are completed effectively, and Health & Safety is embedded into the daily life of departments. This continues to be improved, with submission of documentation now being online. This helps track progress but also real time reporting.

Departments are scored on their compliance, and actions are set within the audit for completion by the department or other parties.

7.5 EXTERNAL AUDITS

The GDST employs an external auditor to review Health & Safety procedures on a five yearly cycle. The last visit to the School was November 2015. The report can be found at the following link: S:\School Processes\Health & Safety\Audits\ MATURA. The actions from this are fed into the Health & Safety action plan.

The GDST also employs Health & Safety advisors, allocated to the schools. The advisor visits at least once a term to review compliance and provide guidance to the Health & Safety Coordinator.

7.6 AUDITS.IO

The School uses an external auditing tool (<u>www.audits.io</u>) to conduct the majority of its Health & Safety audits and compliance checks. We are continuing to move all compliance audits onto this space. The new version of the software also includes task allocation which should assist in the tracking of outcomes of audits, and allocation to individuals and their relative productivity.