SOUTHEND SCITT
HEALTH & SAFETY POLICY

The Southend SCITT defer to the Health and Safety Policy of Southend High School for Girls in its capacity of Lead School in the SCITT. The current Health and Safety Policy as ratified by the Southend High School for Girls’ Governors on 30/01/18 is contained below.
# Health & Safety Policy

Reviewing Authority: Board of Governors

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<th>Date for review</th>
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A = accepted with no amendments  
B = accepted with amendments  
C = new edition created
HEALTH AND SAFETY POLICY

of

SOUTHEND HIGH SCHOOL FOR GIRLS ACADEMY TRUST

1. PREFACE.

This policy is about your Health & Safety at work. It makes an unequivocal commitment to high standards of health and safety throughout the school. Every teacher, support technician and employee has an important role to play in the successful implementation of this policy and must adopt the safe practices promoted herein. The responsibilities of certain staff are detailed in the document whilst the operational procedures of departments engaging in practical work are detailed in separate, but related documents such as: - Codes of Practice, CLEAPPS Guidance, and the guide “Safe Practice in Physical Education and Sport”.

This Policy is required under the Health and Safety at Work Act 1974. Employees have duties under the Act and breaches of these duties could lead to prosecution of The Governing Body and / or individuals. The Headteacher shall have ultimate responsibility for enforcing this policy and failure to comply with these safety requirements may lead to disciplinary action.

Extracts from the Health & Safety at Work Act 1974:-

Employers: “It is the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare of all his employees.”

Employees: “It shall be the duty of every employee whilst at work, to take reasonable care for their own safety, and for other persons who may be affected by their omissions, and to co-operate with their employer, (or any person,) so far as it is necessary to enable any duty or requirements under the Act to be performed or complied with.”

A copy of the policy will be displayed on the notice board in the staff room. Please read and refer to the document on a regular basis. It is important that you know what Southend High School for Girls Academy Trust is doing to protect your health and safety at work. It is equally important for you to know what is required from you.

2. STATEMENT OF INTENT

It is the Policy of the Governing Body of Southend High School for Girls Academy Trust to:

do all that is reasonably practicable to ensure that all activities within the school are being carried out safely, to prevent personal injury and to provide and maintain a Health & Safety
2.1 healthy and safe working environment for all our employees, students, visitors and contractors whilst on the school premises.

2.2 to carry out regular “Risk Assessments” and to record and rectify significant findings. Risk assessments should be performed, at least annually, and more often when circumstances change.

2.3 to place responsibility for implementing this policy with line management from the Headteacher and Heads of Department through to every member of staff.

2.4 to establish and maintain a Governor’s Premises and Health & Safety Committee with authority to monitor implementation of the Health and Safety Policy and which will both report regularly to, and advise, the Board of Governors.

3. **ORGANISATION AND RESPONSIBILITIES**

3.1 Headteacher

The Premises and Health & Safety Committee is accountable to the Governing Body for the implementation of the Health and Safety Policy and will discharge the Governing Body's overall duty as Employer. The discharge of these duties will be through The Headteacher, The Bursar (who is the school’s appointed H&S Officer,) and other members of the executive Senior Leadership Team.

The Headteacher will ensure that:

(a) This Policy document is brought to the attention of all staff, that new employees receive appropriate health and safety information and in particular are made aware of relevant sections within Code of Practice No.1, fire drill procedures, and other Codes of Practice relevant to their duties.

(b) Assessments are undertaken of all risks to health and safety as required by the Management of Health and Safety at Work Act and other legislation and that the significant findings are recorded.

(c) Where Codes of Practice, CLEAPPS Guidance and the guide “Safe Practice in Physical Education and Sport” have been adopted that the guidance covering such activities are available, and that a copy of the relevant document is maintained in the department concerned as well as in the administrative office.

(d) Effective arrangements are in place to evacuate the buildings in case of fire or other emergencies, that evacuation drills are undertaken regularly and that fire fighting equipment is available and maintained.

(e) The Headteacher will oversee the appointment of First Aiders and that an adequate number of First Aiders are appointed and that appropriate first aid facilities are available.
(f) All accidents and dangerous occurrences, however minor, are reported, recorded and investigated and that all reasonable steps are taken to prevent reoccurrence.

(g) That arrangements are made for new employees to be given every assistance to perform their duties in a safe manner. In particular to ensure that their attention is drawn to this policy document as well as to relevant sections contained within Code of Practice No. 1 and that they have an opportunity to read both documents before starting work.

(h) Ensure that arrangements are made for proper training of staff so that activities, use of equipment, machinery, etc associated with their work can be undertaken safely.

(i) That a Staff Health & Safety Representative is appointed by employees of the school and that any concerns can be raised at the Governor’s Premises and Health & Safety Committee.

(j) That the Health & Safety requirements of people with special needs are risk assessed and managed appropriately.

(k) That Premises and Health & Safety committee members have access to all necessary documentation, records and training to enable them to perform their duties.

(l) That Appendix 1. to this document is updated at regular intervals.

(m) The Headteacher is responsible for ensuring that all contractors on site are aware of the emergency evacuation procedures and have sight of this Health and Safety Policy. Contractors are to be made aware of any known hazards which might affect them whilst at work and they, in turn, should notify the Headteacher (or person designated by him/her to monitor contract work,) of any hazards arising from their activities which may affect the occupants of the school.

(n) To review risk assessments and address concerns from staff and the Staff Health & Safety Representative.

(o) To ensure that recommendations detailed in the Codes of Practice circulated from time to time by the Learning Services Department of Essex County Council and/or other recognised bodies are adopted.

(p) To ensure that staff are aware of health & safety issues and that they actively support the health and safety aims of the Governors by accepting their own personal responsibilities.

(q) To ensure that all visitors, contractors, tenants and suppliers of goods and services comply with this policy.
(r) To promote awareness of health and safety issues and consultative procedures to facilitate the involvement and commitment of employees and their appointed representatives.

(s) To ensure that suitable and sufficient assessments are carried out of the risks to health and safety of employees, students, and visitors.

3.2 Deputy Headteachers

(a) A Deputy Headteacher will perform the Headteacher’s Health & Safety duties in her absence.

(b) In the absence of the Headteacher a Deputy Headteacher will oversee a roll call of students, staff and visitors during fire drills and emergency evacuations.

3.3 The Bursar

The Bursar will act as the School Health and Safety Adviser and:

(a) Take all reasonable and practicable steps to keep himself informed of the legal requirements relating to health & safety of persons at work regulations.

(b) Interpret and implement the school’s Health & Safety Policy including:

- dissemination of health and safety information to staff.
- oversee emergency evacuation procedures and ensure that the fire register is maintained up to date.
- ensuring that hazardous events and accidents are investigated and that Reporting of Injuries Diseases and Dangerous Occurrences (RIDDOR,) regulations are implemented.
- ensure that the health and safety concerns of staff are investigated and brought to the attention of the Headteacher / Premises and Health & Safety Committee.
- maintain a central file of Codes of Practice.
- Periodically, and at least annually, review the Health & Safety Policy and propose required changes to the Premises and Health & Safety Committee.
- That co-operation is extended to the Public Services responding to any emergency call.

(c) Ensure that all visitors, including contractors, are made aware of any hazards on site.

(d) Ensure that premises defects which adversely affect health and safety in the school are dealt with promptly.

(d) That a copy of this policy document and the Health and Safety Executive’s “Health & Safety Law” notice are displayed on the school premises.

(e) Undertake risk assessments of common areas within the school.

(f) Liase with: contractors, caterers, cleaners, grounds maintenance personnel, builders, etc. with regard to health & safety matters.

(g) Provide specialist professional support to Heads of Departments in respect of all health and safety matters.

(h) Maintain and make readily available detailed health and safety information, Approved Codes of Practice, British Standards, Legislation and information relating to substances, materials, processes, plant and equipment used on the school premises.

(i) Appoint designated staff to complete portable electrical testing and ensure that records of the testing are properly maintained.

(j) Maintain the asbestos register and plans of the school indicating floor lay out, emergency exits, fire extinguishers, storage of flammable substances and the location of hazardous plant and equipment.

3.4 Administrative staff

(a) The Headteacher’s Personal Assistant is responsible for ensuring that Reception staff can produce records of visitors and administrative staff attending the school and that these are available for checking in an emergency evacuation.

(b) The Administration Manager will ensure that work activities undertaken by administrative and reprographics staff are carried out, so far as is reasonably practicable, safely and without risk to health. Duties include:- monitoring implementation of the Health and Safety Policy within the office, ensuring that accidents are investigated, that employees are aware of their responsibilities and that they are adequately trained, informed, instructed and supervised.

3.5 Heads of Faculties and Departments

Heads of Department are responsible for the completion of risk assessments and adoption and implementation of this policy within the premises occupied by their Department. Heads of Faculty have a supervisory role and will ensure that Health & Safety issues are fully considered by their teams. In particular they have overall responsibility for ensuring that:-

(a) activities in their areas of control are carried out safely, in accordance with laid down Codes of Practice and without risk to health. (A list of relevant Codes of Practice is attached at Appendix 2.)

(b) regular “Risk Assessments” are performed as required by the Management of Health and Safety at Work Regulations and that the significant findings are recorded. [For most activities Codes of Practice held within the school indicate the necessary 'preventive and protective' measures and the completed risk assessment form should make reference to the relevant Codes.]

Health & Safety Policy, ed 4, v3, p7 of 16.
(c) premises occupied by their staff are clean, safe and free from hazards.
(d) regular inspections of the workplace and equipment are performed.
(e) unacceptable/dangerous practices are discontinued and hazards removed.
(f) That all staff and new employees are aware of their health and safety responsibilities.
(g) Codes of Practice appropriate to the Department are brought to the attention of all staff and that appropriate safety signs and notices are displayed throughout their premises.
(h) all accidents and dangerous occurrences occurring in the Department are reported using the appropriate accident report form.
(i) the training needs of staff within the Department are identified and prioritised appropriately in consultation with the Deputy Headteacher responsible for staff training.
(j) that Staff Safety Representatives are permitted to attend meetings/training in order to perform their duties.
(k) certain pieces of equipment and plant must be inspected and/or tested as part of a statutory safety regime. These include: lifts, boilers, heaters, fume cupboards, fire extinguishers, PE weight supporting equipment and equipment for the control of hazardous substances, autoclaves, kilns, lathes. The Head of Department using such equipment is responsible for ensuring that it is regularly inspected and tested when necessary.
(l) staff are aware of fire procedures and that students and visitors on the premises in which they teach are familiar with emergency evacuation procedures. Furthermore, that all persons are encouraged to evacuate the building immediately an alarm is sounded.
(m) line managers must be alert to the effects of stress on their staff and take effective steps to ensure that workloads are manageable. Guidance is available in Code of practice No. 34.
(n) this policy is effectively implemented.

3.6 Class Teachers / Form Tutors

The safety of students and any visitors in classrooms, laboratories and workshops is the responsibility of the class teacher. (This Policy applies equally to relief, peripatetic and student teachers who must be made aware of their responsibilities by the Department Head.)

Class teachers are expected to:

(a) in the event of an emergency during class time – **ensure the evacuation of all students registered in the class (including those temporarily excused from the classroom.)**

know the emergency procedures in respect of fire, first aid and the special safety measures to be adopted in their own teaching areas and integrate all relevant aspects of safety into the teaching process and ensure that these are applied.
(b) exercise effective supervision of students and ensure that the students know the emergency procedures in respect of fire, first aid and any other special safety measures relevant to the teaching area.
(c) give clear directions, instructions and warnings as often as necessary.
(d) ensure that student’s belongings are safely stored and do not become hazards likely to cause a trip or accident.
(e) set an example by personally adopting safe working procedures and enforcing the use of protective clothing, safety appliances, guards and any special procedures at all times.
(f) make recommendations on safety matters to the Head of Department.
(g) Form Tutors are responsible for recording accurate student attendance records in order that all persons can be accounted for in an emergency evacuation.

3.7 Premises Manager

The Premises Manager is responsible for:-
- liaising with building and maintenance contractors.
- reporting premises defects.
- carrying out minor repairs.
- ensuring that fire warning signs are maintained and that fire exits are unobstructed.
- ensuring that fire extinguishers are maintained and serviced annually.
- maintain tools and equipment used on the premises.
- maintain a register of ladders.
- ensuring that the school’s heating, water and gas distribution systems comply with legislation and are serviced annually by a competent engineer.
- Undertaking risk assessments of common areas within the school in conjunction with the Bursar.

All machinery and plant will be checked by The Premises Manager prior to being brought on site to ensure it has a CE mark. This mark will indicate the plant or work equipment has been designed and manufactured in compliance with the EC’s Work Equipment Directive, which requires all work equipment to be designed to be intrinsically safe when used or stored.

3.8 Caretaker

The Caretaker is responsible for:-
- performing regular tests of the intruder and fire alarm systems as well as periodic emergency lighting tests.
- regularly inspecting school furniture and identifying defective equipment for repair or disposal.
- safe and secure storage of cleaning materials and chemicals.
- liaising with contract cleaning staff to ensure that school premises are always cleaned to a high standard.
- reporting premises defects.

- carrying out minor repairs.
- ensuring with the Premises Manager that fire warning signs are maintained and that fire exits are unobstructed.
- using appropriate trolleys, ramps and lifting equipment to safely deliver packages around the school.

4. **Staff Health & Safety Representative**

From time to time staff will vote to appoint a volunteer from the workforce to become their Staff Health & Safety Representative. The Staff Health & Safety Representative will raise concerns with the school’s Senior Leadership Team and attend the governor’s Premises and Health & Safety Committee meetings. This will provide an effective avenue for joint consultation between management and staff regarding employees health and safety concerns.

5. **The Catering Manager**

The Catering Manager is responsible for:

- Oversight of all activities within the kitchen and canteen.
- maintaining an effective management system and records that demonstrate that all work practices from source of ingredient through to supply to the consumer are safe and are performed in accordance with government Health and Safety legislation
- ensuring that the kitchen premises’ and equipment is always clean and properly maintained
- that all foodstuffs are within their “use by” date
- that the school is registered as a food producer with the local authority and passes their periodic inspections
- for completion of a catering risk assessment
- maintaining records that demonstrate that all kitchen staff have undergone the statutory food hygiene training
- that all kitchen staff are accounted for in an emergency evacuation

6. **All Employees**

All staff have a responsibility to immediately report:- premises defects, obstructions, broken items, spillages, any dangerous items and/or dangerous practices to the Headteacher and/or Bursar.

Any employee concerned about health and safety related matters should initially raise their concern with the Bursar and/or Department Manager and/or the Staff Health & Safety Representative.

Employees must report any accidents and dangerous occurrences which occur at work and complete an accident form whenever an injury occurs. Accident report forms are available from the Bursar’s office.

Health & Safety Policy, ed 4, v3, p10 of 16.
The attention of all employees is drawn to the following:-

(a) Section 7 of the Health and Safety at Work Act 1974

This requires employees to take reasonable care for their own health and safety and that of other employees and to co-operate with the Governing Body in meeting the Governing Body's responsibilities towards health and safety at work.

(b) Section 8 of the Health and Safety at Work Act 1974

This states that no person shall intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety. Any breach of these provisions of the Act will be treated as a breach of conditions of service, misconduct or gross misconduct depending on the circumstances, and disciplinary action may be taken.

(c) Good Housekeeping is vital to Safety, Fire Prevention and Security. It is the policy of the school to maintain satisfactory standards by:-

- keeping classrooms, corridors and common areas clean, tidy and free from obstructions and unnecessary combustible materials.
- ensuring that all equipment is in good working order and that any damaged items are either promptly repaired or replaced.
- ensuring that all electrical equipment is regularly tested.
- promptly filing papers, computer print-outs, work and text books.
- not permitting rubbish to accumulate.
- keeping walkways and corridors clear.
- not obstructing access to doorways, emergency exits, fire or other safety appliances.
- ensuring that electrical appliances are switched off when not in use.
- keeping only relevant reference material in or near workstations and disposing sensibly of obsolete papers.

7.0 Electrical equipment

All portable electrical appliances will be (PAT) tested in accordance with government issued guidelines by designated technician staff. The appointed technicians will maintain the inventory of electrical equipment tested and present the results to the Head of the relevant Department and also to the Bursar. The fixed electrical wiring circuits must be checked and certified as satisfactory every five years by a competent company.

8.0 Control of Substances Hazardous to Health (COSHH)

The Head of Science is responsible for ensuring that all chemicals and substances purchased and used within the science laboratories, preparation and storage rooms comply with COSHH guidance. Hazard data sheets must be maintained for all hazardous substances kept within the School.

All substances will be used in accordance with advice given in:

- The CLEAPPS website and published guidance
- CLEAPSS LP5 "Safe Use of Household and Other Chemicals" & Laboratory Handbook and HAZCARDS
- DfEE Safety in Science education
- ASE "Safeguards in the School Laboratory" & "Topics in Safety"
- DES "Microbiology - an HMI Guide" & Safety in Science Laboratories"
- & in accordance with any manufacturers' instructions and labels.

9.0 Hirers, Contractors & Others Using or Working in the School

9.1.1 When the school's premises are used for purposes not under the direction of the Headteacher then the principal person in charge of the activities will have responsibility for safe practices.

9.1.2 The Headteacher will seek to ensure that hirers, contractors and others who use the school's premises conduct themselves and carry out their operations in such a manner that all statutory, and the school's safety requirements, are met at all times. All contractors on the school premises are required to ensure safe working practices and must pay due regard to the safety of all persons on site.

9.1.3 When the premises are hired to persons outside the employ of the governing body, it will be a condition for all hirers that they undertake suitable risk assessments for the activities being performed, are familiar with this policy, and comply with all safety directives of the governing body. The school reserves the right to demand a copy of the risk assessment. Hirers will not, except with the prior consent of the governing body: - (a) Introduce equipment for use on the school premises. (b) Alter fixed installations. (c) Remove fire and safety notices or equipment. (d) Take any action that may create hazards for persons using the premises or the staff or pupils of the school.

10.0 GENERAL

10.1 The school has adopted Essex County Council Learning Services Codes of Practice, the CLEAPPS Guidance for science activities, and the guide “Safe Practice in Physical Education and Sport”. These documents must be read in conjunction with this policy document.

10.2 Visitors, part-time staff and contractors attending the school, (other than parents attending “open evenings” etc.) are required to sign the visitors book at Reception upon arrival. They will be given a lanyard to wear and asked to sign “out” when leaving the premises. Reception staff will draw the attention of visitors to the “Notice To Visitors” detailing emergency evacuation procedures and these also appear on the rear of lanyard.

Health & Safety Policy, ed 4, v3 p12 of 16.
10.3 The school operates a “No Smoking” policy.

11.0 Evacuation Assembly Points

11.1 The schools’ evacuation assembly point is denoted by an appropriate sign on the front lawn of the school and adjacent to Southchurch Boulevard.

11.2 In the event that the assembly area cannot be reached an alternative assembly point is on the school playing field away from the main buildings and near to the disused Sports Pavilion.

12.0 Computer Equipment

12.1 A trained technician from the IT Department is responsible for undertaking periodic risk assessments of office computer work stations and ensuring that users have comfortable working conditions.

12.2 Full time permanent members of staff using computer workstations may apply, via the Administration Manager, for approval for the school to incur the cost of an eye examination from time to time. The school will meet the cost of providing corrective lenses in a standard glasses frame when required solely for use with display screen equipment.

12.3 Staff that regularly use display screen equipment as part of their daily work must plan their work so that it is periodically interrupted by changes of activity. A 5 – 10 minute break in each hour is recommended.

13.0 School Trips / Overseas Travel

13.1 A formal trip/visit risk assessment is essential prior to leading a school trip with students and significant findings must be documented. Completed trip risk assessment forms need to be scrutinised by the designated Deputy Headteacher. Ultimately, the school’s governing body must individually sanction all overseas trips.

13.2 Members of staff travelling on school trips and to overseas destinations must be particularly vigilant to protect themselves from illness and to guard against personal attack. Prior to travelling steps should be taken to ensure that journeys to and from airports are carefully planned and that local security, visa, health and travel issues are understood.

13.3 Employees who, during the course of their duties are required to visit premises other than SHSG, must comply with the health and safety instructions in force at the establishments, which they are visiting.
14.0 Working Time Directive Regulations

The main provisions of the Working Time Directive Regulations 1998 which must be adhered to by all employees are as follows:

- A maximum weekly working time of 48 hours, (including overtime,) over a seven-day period, averaged over four months. (This provision can be waived if an employee voluntarily agrees to work longer hours.)
- Employees must take a rest break after six hours of continuous work.
- A daily rest period of 11 consecutive hours in each 24 hours period.
- A minimum weekly rest period of 24 consecutive hours, [plus the 11 referred to above,] in each seven-day period.
- A minimum of four weeks paid leave each year exclusive of Public Holidays.

15.0 Working alone within the buildings

In the interests of safety, employees should not remain alone inside the school premises. For practical purposes it is acknowledged that staff will occasionally be unaccompanied. Staff authorised to remain alone on the premises must ensure that either, office staff in the main school reception area, or The Caretaker, are informed when arriving at, and on leaving the school.
APPENDIX 1 of SOUTHEND HIGH SCHOOL FOR GIRLS ACADEMY TRUST

HEALTH AND SAFETY POLICY

1. The Headteacher has overall responsibility for Health & Safety within the school.
2. Health and Safety Appointed Person, Mr. S. Caink – Bursar.
3. Location of central Bursar’s Office file of Codes of Practice. All departments are to hold a copy of the Codes of Practice, CLEAPPS / Sports and PE advice or Guidance Document that is relevant to their activities.
4. Location of Fire Risk Assessment Register. Bursar’s Office
5. Procedure for accident reporting:
   (a) All accidents must be reported in writing to the Bursar. All premises related accidents must also be reported to the Headteacher and to the Premises and Health & Safety Committee. The Bursar will decide (in conjunction with the headteacher,) whether an accident falls under RIDDOR and must be reported to the Incident Contact Centre managed by the Health & Safety Executive.
   (b) The school’s accident reporting form is to be completed by the teacher or member of staff supervising the activity or by the injured person’s line manager.
6. Staff Health & Safety Representative – Miss K Jones.
7. First Aid
   - Names and Location of First Aiders: -
     (i) Mrs N. Aylen Science Department
     (ii) Mrs S. Brierley ICT Manager / DofE
     (iii) Mrs K. Edney SCITT
     (iv) Miss S. Hobbs Science Dept
     (v) Ms C. Ladner Design & Technology
     (vi) Mrs M. Ma Science Department
     (vii) Mrs A. Mills SIMS Administration Office
     (viii) Mr M. Moroney Science Dept. / DofE.
     (ix) Mrs D. Petty Student Services Office
     (x) Mrs C. Poxon Student Services Office
     (xi) Mr C. Peugniez Music Dept.
     (xii) Mrs C. Rayner Reception
     (xiii) Mr A. Shipton MFL Department
     (xiv) Mr P. Smith MFL Department
     (xv) Miss K. Wilkins MFL Department

The school has a Defibrillator that is serviced annually.

Names and Location of Trained Users

Mr S. Caink – Bursar’s Office
Mrs C. Poxon - Student Services
Mrs S. Hobbs – Biology, Science
Mrs E. Kelly - Kitchen
Mrs A. Mills - SIMS office
Mr M Moroney – Biology, Science
Mr C. Peugniez - Music
Mrs R. Ryan - Music
Mr S. Shaikh - Maths Dept
Mr A. Shipton - MFL
Mrs K. Wimsett - Drama Stidio

7. The nearest Hospital with a Casualty Unit is:-
   Southend General Hospital,
   Westcliff-on-Sea,
   Essex, SS0 0RY.  
   Tel. 01702 435555.
Appendix 2.

Health & Safety Codes of Practice / Guidance Documents Prepared for Schools by

Essex County Council

2. Design and Technology: Food Technology and Textiles.
3. Managing Legionella
4. Art, Craft and Design.
5. Management of Contracts involving IT and Building Services work.
6. Management of Lone Workers.
7. (The Science Departments will follow CLEAPPS Guidance.)
8. Rural Studies Department
   10.1 The keeping of Farm Livestock on school premises
   10.2 The keeping of Honey Bees on School Premises
   10.3 The use of Agricultural Tools, Equipment and Machinery on school premises
   10.4 The Care, Handling and Storage of Agricultural Chemicals
9. (The PE Department will follow Safe Practice in Physical Education issued by the Association for Physical Education.)
10. Grounds Maintenance (including 12.1 – 12.10)
11. Design and Technology Codes
12. Health & Safety Monitoring Auditing and Review.
15. Operation of Small Buses (mini buses.)

28. The PE Dept will follow Safe Practice in Physical Education and Sport.
29. The Administration of Medicines to Pupils and Procedures for Dealing with Certain Medical Conditions.
31. Managing Occupational Stress.