

# <u>Activities 4 Kids</u> <u>Health & Safety Policy</u>

The organisation and arrangements which support the H&S Policy (day to day management of Health & Safety) are the responsibility of the whole team and anyone attending Activities 4 Kids.

The Health and Safety at Work etc. Act 1974 places overall responsibility for health and safety with the employer. At Activities 4 Kids that is: Briony Jacobs.

<u>PART 1</u>

# STATEMENT OF INTENT

# **INTRODUCTION**

Activities 4 Kids will strive to achieve the highest standards of health, safety and welfare consistent with their responsibilities under the Health and Safety at Work etc. Act 1974 and other statutory and common law duties.

The Statement below sets out how these duties will be conducted and includes a description of Activities 4 Kids, organisation, and arrangements for dealing with different areas of risk. Details of how these areas of risk will be addressed are given in the arrangements section.

This policy will be brought to the attention of all staff during inductions/staff meetings and supplied via email.

A review of this policy statement and accompanying organisation and arrangements will be conducted on an annual basis by Briony Jacobs. Any changes necessary before the annual review will be notified to staff in writing.

# **General Statement and Commitment**

Activities 4 Kids recognises its responsibility to promote a culture where health and safety issues are discussed in an open and positive way to achieve improved standards and safe methods of work. It will take all reasonably practicable steps to ensure the health and safety of all persons including staff, pupils, contractors, and any other person who may be affected by the school undertaking.

In particular Activities 4 Kids are committed to:

- a) Preventing accidents and work-related ill health.
- b) Complying with statutory requirements as a minimum.
- c) Assessing and controlling risks from curriculum and non-curriculum work activities.

d) Ensuring that the handling, storage or transportation of articles and substances will be safe and without risk to health.

e) Ensuring safe working methods are implemented and to providing safe working

f) Providing a safe and healthy environment and ensuring that the site is maintained in a safe condition and without risks to health.

g) Ensuring access to and egress from the site to all places of work on site are maintained in a condition that is safe and without risks to health.

h) Providing effective information, instruction, training and supervision as necessary to ensure the health and safety of employees.

i) Consulting with employees on health and safety matters.

j) Monitoring and reviewing our systems and prevention measures to ensure they are and remain effective.

k) Ensuring adequate welfare facilities exist throughout the premises.

I) Ensuring adequate resources are made available for health and safety so far as is reasonably practicable.

# Health and Safety Management

Activities 4 Kids will develop and implement an effective Health and Safety Management System to ensure the above commitments can be met and in accordance with the Authorities Corporate and Local Authority policies and procedures.

Activities 4 Kids recognises that central to an effective management system is the identification, assessment, and adequate control of risks. Activities 4 Kids will implement a suitable system to identify and assess the risks from hazards associated with all its activities with the aim of controlling the risks, so far as is reasonably practicable.

Activities 4 Kids will set realistic short- and long-term objectives, decide priorities and establish adequate performance standards. It will also monitor and review such standards to ensure that they are being met and maintained.

No Health and Safety policy is likely to be effective unless it actively involves the employees themselves. Activities 4 Kids recognises the contribution which employees and attendees are able to make towards health and safety in their workplace and will operate and consult with employees and attendees as necessary.

Activities 4 Kids will actively encourage and support consultation with OFSTED and other appointed Safety representatives to enable them to fulfil their statutory functions and will co-operate in the setting up of a Safety Committee or committees if required.

Where Activities 4 Kids shares premises with another department or employer, whether permanently or temporarily, arrangements and procedures shall be adopted to ensure that all concerned are able to comply with their statutory health and safety duties.

Activities 4 Kids will ensure that arrangements are made to coordinate the activities of its own employees and those of outside agencies working on the premises, such as contractors, cleaning staff, maintenance personnel.

In accordance with the Health and Safety at Work etc. Act 1974, and Management of Health and Safety at Work Regulations, any member of staff noticing a failure to comply with this policy, or any other advice or guidance issued by the Local Authority (LA) or Briony Jacobs, in pursuance of the policy, has a duty to immediately report the circumstances to Briony Jacobs. Briony Jacobs is responsible for initiating appropriate remedial action. If it is not possible for the Briony Jacobs to resolve the matter, he/ she will report the facts to the LA as appropriate.

Suggestions from any member of staff for improving standards of safety are welcomed by Briony Jacobs.

The persons with specific responsibilities for Health and Safety are identified in Part 2 of this policy, and the arrangements implemented to meet the above requirements are detailed in Part 3.

Signed: Briony Jacobs Date: February 2023

Signed: Daisy Jacobs-Milburn Date: February 2023

PART TWO

**ORGANISATION AND RESPONSIBILITIES** 

# **INTRODUCTION**

As the employer the Briony Jacobs has overall responsibility for Health and Safety.

At Activities 4 Kids duties and responsibilities have been assigned to staff as detailed below.

## Briony Jacobs

Briony Jacobs is responsible for ensuring that a health and safety management system is in place and is effective. As a minimum these systems should adhere to the LA's health and safety policy, standards, and procedures.

Daisy Jacobs-Milburn has been appointed to receive relevant information, to monitor the implementation of health and safety policies and procedures at Activities 4 Kids, and to give feedback on health and safety findings to Briony Jacobs.

Briony Jacobs will receive regular reports from Daisy Jacobs-Milburn or another nominated senior member of staff in order to enable them to provide and prioritise resources for health and safety.

Briony Jacobs will also ensure that:

a) A clear written policy statement is created which promotes the correct attitude towards safety in staff and attendees and demonstrates a commitment by Briony Jacobs to 'lead from the top' in all health and safety matters.

b) Responsibilities for health, safety and welfare are allocated to specific people and that those persons are informed of those responsibilities.

c) Persons allocated responsibilities have sufficient experience, knowledge and training to perform the tasks required of them competently.

d) Clear procedures are created to assess the risk from hazards and produce safe systems of activities.

e) Health and safety performance is measured both actively and reactively (audits, inspections, accident and incident analysis).

f) Activities 4 Kids health and safety policy and performance is reviewed at least annually.

g) Lead by example in demonstrating Briony Jacobs' commitment to achieving a high standard of health and safety performance, and encouraging the on-going development of a positive attitude to health and safety amongst staff and pupils.

Daisy Jacobs-Milburn

At operational level Daisy Jacobs-Milburn, or in their absence their nominated deputy, is accountable to Briony Jacobs and is responsible, on a day-to-day basis, for implementing Activities 4 Kids health and safety policy and for all matters relating to health, safety, and welfare. This will include ensuring that:

a) There is an appropriate establishment for implementing this policy.

b) Health and Safety Policy – the health and safety policy is brought to the attention of all staff; a copy should be given to all staff, and one can be found in the information pack for the day to day running.

c) Responsibilities- individual employees, are aware of their responsibilities for health and safety.

d) Consultation – promote through consultation and other means, the active involvement of staff and attendees in the development, promotion, implementation and monitoring of measures provided for health

and safety. e) Information – copies of relevant codes of practice, risk assessments, procedures and safe working methods are kept in the day-to-day information pack.

f) Implementation – the provisions set out in the Corporate Health & Safety Standards and other policies, procedures and Codes of Practice are implemented.

g) Communication – other health and safety information is communicated effectively to relevant staff.

h) Risk assessment – adequate assessment of all the risks from hazards in educational activities is carried out and significant findings are recorded, with appropriate preventive measures in place to ensure safe practice.
i) Visitors – are not permitted onsite – unless in emergency. Daisy Jacobs-Milburn or her deputy is responsible to ensure the disclosure of this is explained to parents, carers, or others attempting to visit.

j) New or pregnant mothers – that adequate assessment is carried out of any risks to new or pregnant mothers, with changes to work practices arranged or special precautions ensured.

k) Security – that the security of premises, staff and attendees are protected.

I) Planning – risks to health and safety are taken into account and assessed/ re-assessed when any change to policy, buildings, methods or equipment are being considered or planned.

m) Manual Handling – manual handling operations are avoided whenever possible, or where they cannot be avoided, the risks are reduced to the lowest possible level through the process of risk assessment and the implementation of controls such as use of moving, instruction, training and documented safe working methods and limitations.

n) PPE – personal protective equipment is provided free of charge were identified in the risk assessment process, and that staff or pupils using it are aware of how and why it is to be used.

o) Maintenance – that all electrical installations, portable electrical equipment, machinery, equipment and plant is maintained in a safe condition.

p) Incident reporting – incidents and hazards are reported, investigated and recorded promptly using the established procedures and forms outlined in the Corporate Health & Safety Standard and that all persons under their control are aware of the reporting procedure; and that appropriate remedial action is taken.

q) Hazard removal – in the event of any hazard or risk to health and safety of any person under their control, appropriate action is taken to remove the hazard. Where action is of a temporary nature, consultation will take place as appropriate to enable further positive steps to be taken.

r) Training, instruction & supervision – training needs are identified and met, and that employees are kept informed, instructed and supervised, and are fully aware of the hazards involved in their work.

s) Induction – new employees receive appropriate health and safety information, instructions and training, including details of the Health and Safety Policy, Codes of Practice, fire and other safety procedures.

t) Fire precautions and Emergency procedures – fire precautions and procedures are implemented (including fire drills) and all staff and attendees made aware of in-house fire instruction.

u) First aid – staff and attendees are aware of first aid facilities.

v) Legionella – all precautions following a water hygiene risk assessment are implemented, managed and monitored and a written scheme is produced and maintained for preventing and controlling the water hygiene risks on site.

w) Record keeping – all statutory registers and records are kept.

x) Performance monitoring – health and safety performance is monitored, and arrangements reviewed, that safety rules are observed and followed, investigation of incidents, causes of ill health and complaints, and reviewing incidents statistics to identify causes of accidents.

y) Compliance – appropriate action is taken under the disciplinary procedures against anyone under their control found not complying with this statement or safe working practices.

N.B. The above responsibilities can be delegated but this does not absolve Daisy Jacobs-Milburn of overall responsibility.

# <u>ALL STAFF</u>

Activities 4 Kids staff are all responsible for the health and safety of attendees while in their care. They are expected to:

a) Have a general responsibility for the application of the Health and Safety Policy and are directly responsible to Daisy Jacobs-Milburn for the application of the health and safety procedures and arrangements;

b) Establish and maintain safe working procedures including arrangements for ensuring, so far as is reasonably practicable, the absence of risks to health and safety.

c) Resolve health, safety and welfare problems or refer to them or refer to Briony Jacobs or Daisy Jacobs-Milburn (as appropriate).

d) Carry out regular health and safety risk assessments of the activities for which they are responsible.

e) Carry out regular inspections of their areas of responsibility to ensure that equipment, and activities are safe and record issues where required.

f) Ensure that all staff around them are familiar with the health and safety Code of Practice.

g) Ensure so far as is reasonably practicable the provision of sufficient information, instruction, training and supervision to enable other employees and attendees to avoid hazards and contribute positively to their own health and safety.

h) Where appropriate, ensure relevant advice and guidance on health and safety matters is sought in a timely manner, and bring to the attention of all staff under their control, any specific codes of best practice to be followed within their areas of work.

i) Promptly investigate any accidents that occur within their sphere of responsibility.

j) Exercise effective supervision of the attendees and know the emergency procedures in respect of fire, first aid and other emergencies, and to carry them out.

k) Not leave attendees unsupervised under any circumstances.

I) Give clear oral and written instructions and warnings to pupils as often as necessary (notices, posters and handouts are not enough).

m) Follow safe-working procedures personally;

n) Ensure attendees coats, bags, etc. are safely stowed away;

o) Manage the storage of equipment of equipment and materials to ensure good housekeeping and prevention of slip/ trip hazards;

p) Monitor implementation of health and safety measures in accordance with risk assessments, controls, codes of practice.

q) Make recommendations to Briony Jacobs or Daisy Jacobs-Milburn on health and safety equipment and on additions or necessary improvements to plants, tool, equipment or machinery.

r) Report all accidents, defects and dangerous occurrences to Briony Jacobs or Daisy Jacobs-Milburn promptly.

Signed: Briony Jacobs

Date: February 2023

Signed: Daisy Jacobs-Milburn Date: February 2023

PART THREE

SECTION 1

# HEALTH AND SAFETY MANAGEMENT

# HEALTH AND SAFETY POLICY REVIEW

Activities 4 Kids acknowledges that the Health and Safety Policy is a working document that includes details of policy and procedures relating to health and safety issues.

Activities 4 Kids will constantly monitor and update the policy as appropriate and will undertake a formal review on an annual basis.

# Service Contractors

Service contractors have regular access to the site as specified by a contract. Such contractors' visits will vary from an annual visit e.g. to service boilers, check fire extinguishers etc., to those on site daily e.g. cleaning or catering staff. The service contract is with the hired space NOT Activities 4 Kids. Service contractors will follow their own safe systems of work but their working methods must take into account how they will impact upon staff, and attendees on site. When service contractor visits occur, Briony Jacobs or Daisy Jacobs-Milburn must be contacted when they arrive on site to ensure the nature of the work and potential risks are checked.

# **Building Contractors**

These are contractors who attend site to undertake building works which can vary from simply replacing a broken window to remodelling a room or building a new block. The building contract is with the hired space NOT Activities 4 Kids. All such works will be subject to pre-planning, risk assessment and subsequent safety management arrangements, however planning run-in times may differ depend on the scale and scope of proposed works/ projects: The planning will be done with the hired space NOT Activities 4 Kids.

# CARETAKING AND CLEANING

The caretaking and cleaning contract is with the hired space NOT Activities 4 Kids, therefore the hired space are responsible for ensuring that all caretaker and cleaning activities have been suitably risk assessed and that all staff have been trained and instructed on safe methods of work. A model risk assessment register is provided on https://gov.uk highlighting typical caretaker and cleaner tasks to be risk assessed.

# **LEGIONELLA**

It is Activities 4 Kids policy to comply with our duties under the COSHH Regulations as it extends to the risks from legionella bacteria, which may arrive from our activities.

As an employer, or a person in control of the premises, we will:

· Identify and assess sources of risk.

- · Manage any risks.
- · Prevent or control any risks.
- · Keep and maintain the correct records.
- $\cdot$  Carry out any other duties that we may have.

Activities 4 Kids complies with advice on the potential risks from legionella as identified in the hired area's legionella water risk assessment and water log records.

## PREMISES SECURITY

Activities 4 Kids treats the security of our attendees as a top priority. Security arrangements are monitored and reviewed regularly by Briony Jacobs and Daisy Jacobs-Milburn, and following a security related incident or feedback from an interested party.

Security arrangements currently in place include:

• Keeping all external doors locked to prevent unwanted visitors and to ensure attendees cannot leave the premises unaccompanied or with an unknown adult.

· Keeping the front door locked with the night latch as an extra security measure when the premises are empty.

· Keeping internal and external areas secure by closing all gates and front door on arrival and departure from the premises.

- · Ensuring no visitors enter the premises unless in emergency.
- · Ensuring attendees never open the front door and staff only admit known/expected persons to the premises.
- · Keeping all gates bolted for safe access control.

• Ensuring that all parents/carers are made aware of the arrival and collection arrangements, including early collection, and the procedures that will be followed should they be delayed, and their child not collected.

• Requiring parents/carers to inform staff in advance, either by telephone, email if another adult will be collecting their child, ensuring the other adult has the child's collection password.

- Not permitting any child under the age of 14 from collecting a pupil.
- · Ensuring that pupils are handed over personally to the collecting adult.

# WELFARE AND EMERGENCY ARRANGEMENTS

# ACCIDENT REPORTING AND INVESTIGATION

All accidents and incidents must be reported directly to Daisy Jacobs-Milburn as soon as the casualty has been attended to. This is to ensure that a suitable and timely investigation is undertaken by management to determine causation and with a view to preventing further similar accidents.

In the event of a serious accident, this must be reported to the LA as soon as is practically possible following the event by telephone.

All records related to accidents at work will be stored in line with data protection requirements.

Incidents involving a fatality or major injury will be reported immediately to SLT and the police.

Incidents resulting in the following must be reported to the LA within 10 days of the incident occurring, so it is very important to report these to the health and safety team as soon as they occur.

 $\cdot$  An attendee or employee being taken to hospital and the accident arising as the result of an activity, the condition of the premises / equipment, lack of supervision etc.

# WELFARE ARRANGEMENTS

Daisy Jacobs-Milburn will ensure that adequate welfare arrangements are provided for employees and attendees at Activities 4 Kids. These arrangements will comply with the standards set out in Regulations 20 to 25 of the Workplace (Health, Safety and Welfare) Regulations, and will include as a minimum:

- · Sanitary conveniences.
- · Washing facilities.
- · Drinking water.
- · Facilities for changing clothing.
- · Facilities for rest or for eating meals.
- · Kitchen facilities for storing and preparing food / drinks for personal consumption.

# **GENERAL SAFETY ISSUES**

#### **HOUSEKEEPING**

The expectation is that all staff and others will play their part in maintaining a decent level of hygiene and housekeeping at Activities 4 Kids.

- It is the duty of all staff to be vigilant and aware of possible hazards. If any spillages occur, these should be dealt with immediately.
- No waste materials may be placed in walkways or any fire escape route.
- Each staff member is also responsible for the safety of his/ her department, including housekeeping matters.

• Waste bins are provided for recycling and residual type waste. Bins should be emptied on a daily basis.

# **Kitchenettes**

Every staff member/ employee is required to observe basic housekeeping rules i.e. to clean and wash up crockery etc. after them-selves.

- Any spillage should be cleared immediately and reported as soon as possible to the Premises Manager who will arrange for the cleaning staff to undertake remedial action.
- Fridges/freezers/microwave ovens should be kept clean by the users and completely emptied each week.

# Rest and Meeting Rooms

Rest room, meeting rooms – everyone is expected to apply general principles of good housekeeping in all areas.

• All walkways must be kept clear of obstructions or combustible materials or trailing cables. Combustible or flammable materials must not be stored in the Boiler/electrical intake rooms; only authorised persons are permitted access to these high-risk areas.

# Food Safety

Activities 4 Kids reserve the right to dispose of food/drink it is considered to be a hazard, e.g. nuts.

Open containers should not be left lying around as it increases the risk from pests, such as fruit flies and mice.

# External play equipment

The external play equipment will only be used when supervised, equipment will be checked daily before use for any apparent defects, prior to using the equipment.

# MANAGING VIOLENCE AND AGGRESSION

It is Activities 4 Kids policy that all work-related violence and intimidation is unacceptable and will take all steps to avert the risk of violence through physical security measures, safe working practices and staff training. The risk assessment process will determine appropriate local measures, which is a management function.

However, it is recognised that even with proactive measures, incidents of violence may still occur. Therefore, it is also Activities 4 Kids policy that appropriate support mechanisms exist for all members of staff who may be subjected to incidents of violence during their work.

Activities 4 Kids will consider both the nature and level of the risk of violence to staff into account when assessing risk and where necessary undertake a specific violence risk assessment.

When undertaking such risk assessment, the opinions and views of staff must be sought by consultation. The assessments will evaluate the adequacy of measures to reduce the risk of violence and where necessary develop plans to further improve these precautions.

Preventative measures will include those relating to:

- $\cdot$  The environment.
- · Physical security precautions.
- · Means of raising an alarm.
- · Emergency response procedures.
- · Safe systems of work.
- Training and information.

· Individual measures identified in specific risk assessments such as new and expectant mothers, stress etc.

Activities 4 Kids will ensure that staff and others as appropriate will receive adequate information, instruction and training in handling potentially or actual violent situations relevant to the degree of contact. The emphasis of all information, instruction and training will be on prevention and diffusion/de-escalation.

When faced with an imminent threat to their personal safety, staff will be expected to immediately leave the area. (N.B. All staff have a legal right to leave in such circumstances and provided this was justified, it will not result in disciplinary action).

Should an employee be in a situation where they are being prevented from leaving an area (and the employee is in immediate fear for their personal safety), or they are actually being physically attacked (or reasonably believe they are about to be attacked), they are entitled by law to use such force as is absolutely necessary to defend themselves and create a window of opportunity to escape.

Activities 4 Kids recognises that on very rare occasions such as these, an employee may need to use physical force for the purpose of their own (or others) protection. However, the use of physical force must always be justified in its application (i.e. absolutely necessary) and solely to escape from a situation (never for retribution or retaliation).

Activities 4 Kids will support any employee who acts in an appropriate manner in accordance with this policy and their training, including legal guidance where appropriate.

However, staff must be aware that any unjustified use of force may result in internal disciplinary action and/or legal action being taken against them by the injured party.

Following a violent incident, the Briony Jacobs or Daisy Jacobs-Milburn will be expected to immediately provide initial sympathetic support to affected members of staff. This may include ensuring medical treatment, providing reassurance, de-briefing, and/or allowing an immediate short period of time away from the workplace to recover.

In cases of actual physical assault, the Briony Jacobs or Daisy Jacobs-Milburn will be expected to ensure the actions below are taken:

• Appropriate treatment of injuries is given to the assaulted member of staff by a first aider or emergency services (if necessary)

 $\cdot$  Where the injuries suffered are serious enough or where the assaulted member of staff wishes to, the assaulted member of staff attends Hospital as soon as possible.

 $\cdot$  A member of staff attending Hospital must be accompanied by a member of staff.

 $\cdot$  The taking of photographs should be considered/offered as it may help with any police prosecutions etc. in the future.

· Briony Jacobs or Daisy Jacobs-Milburn are informed as soon as possible.

Where an affected member of staff is unable (or unwilling) to remain at work, managers will be expected to ensure the member of staff is able to get home safely. This may involve arranging for them to be collected by a relative or friend or to be taken home by another member of staff or by taxi.

(NB dependant on the severity of the incident and the individual's wishes, if they are returning to an empty house, it may be advisable for another member of staff to remain with them for a period of time).

Activities 4 Kids will encourage prosecution in all cases of violence but will always press for prosecution in cases of actual physical violence.

All staff have a duty to report incidents of violence in accordance with Activities 4 Kids accidents/incident reporting procedures.

Ideally this should include all incidents of swearing or being verbally abusive to staff. However, it is appreciated that some people can swear or be verbally abusive without necessarily intending to be aggressive and on such occasions, staff do not necessarily feel threatened or offended and are reluctant to report these as violent incidents. Activities 4 Kids accepts this and therefore permits staff individual discretion to determine the nature of the incident and whether it requires reporting.

However, Activities 4 Kids still requires all incidents that exceed a staff member's personal threshold or is personally directed at an individual staff member or another employee to be reported. All reported incidents of violence should as soon as possible be investigated by Briony Jacobs or Daisy Jacobs-Milburn to determine the support necessary for the staff involved and any action necessary to minimise the risks of a recurrence.

# MANUAL HANDLING

Generic risk assessments for regular manual handling operations are undertaken.

Pupils and staff must only lift equipment and furniture within their own individual capability.

# Paediatric Moving and Handling

All staff who move and handle pupils have received appropriate training.

All moving and handling of pupils has been risk assessed and recorded by a competent member of staff.

# YOUNG PERSONS

If a young person is invited to work or carry out work experience, Activities 4 Kids will ensure the following:

 $\cdot$  a young person risk assessment is completed.

- · an experienced employee is assigned to guide and provide close supervision to the young person.
- the parents or guardians of children (under 16 years) are involved in the hiring of the young person.
- $\cdot$  the young person is provided with a relevant induction and information.
- · The tasks undertaken by the young person will be restricted to those considered low risk only.

## <u>HEALTH</u>

#### ADMINISTRATION OF MEDICINES

Activities 4 Kids will try to accommodate pupils with medical needs wherever practical. Please see our administration of medicine policy for further information.

No member of staff will administer any medication unless the relevant process has been followed to ensure safety for the staff member and attendee.

## <u>ALCOHOL</u>

Under no circumstances should alcohol be brought onto the site.

## <u>DRUGS</u>

Under no circumstances should drugs be brought onto the site.

#### **INFECTION PREVENTION CONTROL**

We follow national guidance published by Public Health UK when responding to infection control issues.

In the event of an epidemic/pandemic, we will follow advice from government about the appropriate course of action.

#### MENTAL WELLBEING

Activities 4 Kids is committed to promoting high levels of health and well-being and recognises the importance of identifying and reducing workplace stressors through risk assessment.

The HSE Management Standards define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled.

The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

· Demands – this includes issues such as workload, work patterns and the work environment.

 $\cdot$  Control – how much say the person has in the way they do their work.

· Support – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

 $\cdot$  Relationships – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

 $\cdot$  Role – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.

· Change – how organisational change (large or small) is managed and communicated in the organisation.

The Management Standards represent a set of conditions that, if present, reflect a high level of health well-being and organisational performance.

Activities 4 Kids has a number of systems in place for responding to individual concerns and monitoring staff workloads e.g. Performance Management, mentoring, staff able to speak Briony Jacobs or Daisy Jacobs-Milburn with their open door policy.

# **SMOKING**

Smoking or vaping is not permitted by anyone anywhere within the school boundary.

Signed: Briony Jacobs Date: February 2023

Signed: Daisy Jacobs-Milburn Date: February 2023