



Cabot
Learning
Federation

School Health and Safety Policy 2019/2020

School Name: Digitech Studio School

Implementation Date: September 2017

Version: 2

History of Policy Changes

Date	Page	Change	Reason for Change
September 2015	Whole Document	Style change of statement- paragraphs to bullet points, same intent Minor changes to reflect new structure e.g. change of sub- committee. Insertion of new role and communication channels re Compliance manager, highlighted in Principal and OM responsibilities. Removed OM chairing H&S committee changed to attend, as discussed	
October 2016	Whole Document	Review of Policy, update of roles and responsibilities	Cyclical review of policy
July 2017	Whole Document	Review of Policy, update of roles and responsibilities	Cyclical review of policy
August 2017	Page 4	Sentence removed: <i>The health and safety manual provided by PCS Enterprises Ltd should be referred to as a source of safety information and guidance.</i>	PCS are no longer CLF H&S Advisor.

Health & Safety Policy Statement

It is the policy of this school to conduct its operations in such a manner as to ensure the health, safety and welfare of all its employees, contractors, clients, students, general public and others, while working and studying on its premises and outside those premises on associated activities. Working to the Health & Safety at Work etc. Act 1974 and UK Statutory Instruments, as well as any future national or European Union health and safety legislation.

This policy supplements and operates in conjunction with the Cabot Learning Federation (CLF) Health and Safety Policy.

This will be achieved by:

- Creating and encouraging a positive and pro-active Health and Safety culture across the organisation;
- Ensuring so far as is reasonably practicable, that all CLF premises provide a healthy and safe working environment, and that there are safe systems of work in place to provide this;
- Providing safe access and egress to the premises at all times;
- Ensuring staff receive appropriate and up to date training, information, instruction and supervision;
- Ensuring arrangements are in place to provide the safe use of, handling of, storage of and transportation of all articles and substances;
- Ensuring suitable and sufficient work equipment is available and maintained, and that the appropriate personal protective equipment is provided for use of such equipment as required;
- Providing access to adequate welfare facilities which include, but not limited to, toilets, adequately warm environment, staff room, and drinking water;
- Ensuring staff perform an assessment of the significant risks specific to the activities or tasks. All reasonably practicable measures will be put in place to manage those risks and ensure the activities, or tasks can be conducted in a safe manner;
- Ensuring good and clear communication and consultation with all parties, on all information related to health and safety and the management requirements of this;
- Monitoring compliance and good practice of health and safety, and where issues arise appropriate consultation and action is taken;
- Ensuring that all third party contracts and services awarded across the CLF, be that centrally or by individual establishments, have a consistency of approach and thorough vetting of the contracts to achieve legal compliance. To then ensure that all contracts let are monitored for compliance;

- Regularly updating the Risk Register to ensure it is a working document that continually highlights and mitigates as far as is reasonably practicable any identified risks.

Whilst day to day management of health and safety can be delegated to the academies, the ultimate and overall responsibility for ensuring a safe and healthy environment lies with the CLF Board.

All School Councils, Principals and School staff must familiarise themselves with the contents of this statement, the organisational structure, and arrangements.

Employees have a legal duty to act in a safe manner and not to endanger themselves or others by their actions. All health and safety procedures must be communicated to staff as required. Staff are encouraged to be proactive in developing and maintaining a healthy and safe working environment and to report health and safety concerns to their line manager or through the appropriate reporting procedures.

It is the belief of this school that a positive health and safety culture is of significant benefit to the good performance and safety of the whole School. We aim to encourage, support and develop a positive and proactive approach for pupils, through risk education and awareness. The organisational structure named below will ensure that sufficient resources (including financial) are available so that the policy and its arrangements can be implemented effectively.

This policy and our health and safety standards will be under continual review in the interests of improvement. Formal amendment to this policy will be conducted annually or as necessary to reflect changes in the academies strategy, UK or EU law. Any changes will be brought to the attention of all staff.

Principal

Name: Lis Jolley

Signature: _____

Date: __ September 2019

Chair of School Council

Name: Rob Gillman

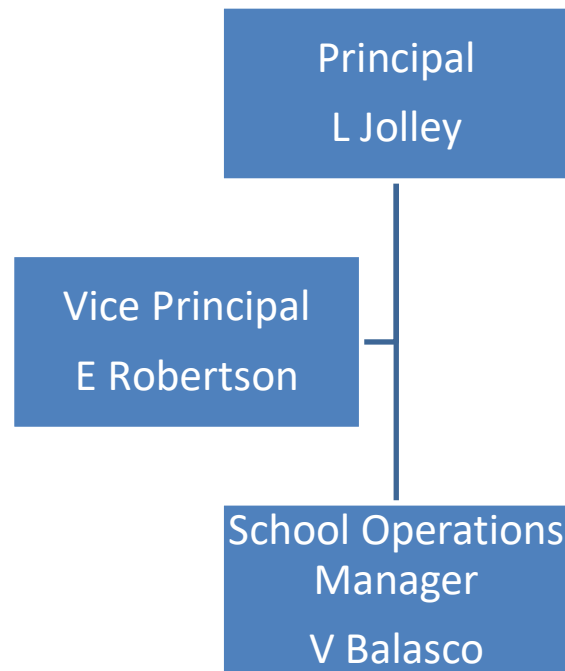
Signature: _____

Date: __ September 2019

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1 Health & Safety Policy Organisation Structure



Our school recognises the need to identify organisational methods for implementing and managing the health and safety of all persons who work within this school, any off site activities, each associated or subsidiary company, and anyone who visits these premises.

CLF understands the Health and Safety at Work etc. Act 1974 places ultimate and overall responsibility for health and safety with the CLF Board of Directors. The following is an outline of duties and responsibilities that have been assigned to CLF Board of Directors, Audit Committee, People & Wellbeing Executive Group, Projects & Compliance Team, School Councils, School Councillors', Principals, School Operations Manager, Building Services Manager and school staff.

2 Roles and Responsibilities

2.1 Cabot Learning Federation Board of Directors

The Cabot Learning Federation Board of Directors, as a corporate body, has the responsibility to set the strategic direction and objectives of all health and safety matters throughout the CLF. The Board is responsible for ensuring that high standards of corporate governance are maintained. It exercises its powers and functions by addressing such matters as policy and strategic development, adopting an annual plan and budget, monitoring the CLF safety management systems, managing the corporate risk register and making strategic decisions about the direction of the CLF. The overall aim is to ensure a positive health and safety culture is established and maintained throughout.

The Board must ensure that all reasonable steps have been taken to reduce the risk of accident or injury to staff, students and visitors. The CLF Sub-committees, Executive Groups, Senior Leadership Teams, School Councils and School Principals and any relevant Project Steering Groups will keep the

Board informed of all developments relating to health and safety matters and will include such matters in an annual health and safety report.

The CLF Board of Directors responsibilities are:

- Each board member accepts their individual role in providing health and safety leadership for the CLF;
- The Board formally and publicly accepts its collective role and responsibility in providing health and safety leadership for the CLF;
- To ensure the Board's decisions reflect its health and safety intentions as articulated in the CLF Health and Safety Policy Statement;
- Ensure an overall CLF health and safety strategic development plan, including key targets, is implemented with oversight by the People and Wellbeing Executive Group;
- To receive regular and thorough updates in relation to the strategic development plan and associated actions;
- The Board must warrant that all external and third party contracts that are awarded across the CLF have a consistency of approach and ensure legal compliance. Any successful contracts awarded by the CLF must have been appropriately vetted for health and safety standards and other measures deemed appropriate;
- To ensure every school has a School Council established in accordance with the CLF Articles of Association. To ensure the School Council is chaired by a member nominated by the Board and includes a designated Health & Safety Councillor;
- To provide and ensure an informed, proportionate and prioritised risk management system for the CLF is implemented and monitored;
- To ensure annual health and safety targets and initiatives are recorded and published across the CLF;
- To establish and ensure effective accident and near miss reporting and investigation procedures are in place across the CLF;
- To ensure monitoring of compliance contracts throughout the CLF is undertaken and suitable reports are provided to the Executive Groups e.g. mechanical and electrical statutory inspections, fire risk assessments, asbestos surveys, water hygiene monitoring. This includes the academies under the BSF scheme;
- Ensure there is an effective business continuity plan in place for each CLF premises;
- Ensure there is an emergency plan along with emergency procedures in place for the safe evacuation of all CLF premises;

- To confirm that there have been no instances of material irregularity, impropriety, lack of integrity or negligence of health and safety statutory instruments across the CLF and associated or subsidiary companies;
- Review the CLF Health & Safety annual report.

2.2 Audit Committee

The Audit Committee must:

- Review the CLF Risk Register and ensure appropriate action plans are in line with the CLF Risk Management Strategy and other relevant policies;
- Ensure progress of internal and external audits.

2.3 People & Wellbeing Executive Group

The People and Wellbeing Group are responsible for Health and Safety and they must:

- Receive a progress report on individual school findings, issues and progress to date from the CLF Health & Safety Manager;
- Be the forum to enable staff representatives of the academies discuss higher level health and safety issues e.g. funding, building etc.;
- Implement spot checks on a specific target area for consistency of approach and compliance;
- Ensure there are effective and adequate formal internal and external communications on health and safety across the CLF;
- Monitor and check the progress of the CLF health and safety strategic development plan;
- Ensure there are systems in place to gather data, record and publish annual health and safety targets and initiatives across the CLF.
- Ensure suitable and sufficient monitoring, reviews and recommendations of all health and safety management systems across the CLF is warranted and implemented;
- Ensure contingency emergency arrangements are in place to enable CLF strategic and education operations to continue in line with statutory requirements;
- Ensure they receive reports from Avon Partnership NHS Occupational Health services, or other occupational health providers, on the effectiveness of the occupational health policy, procedures and arrangements for occupational health, clinical audits and any notifications of medical data of employees within the CLF.

2.4 Projects and Compliance Team

- Manage the risk management process across the CLF;
- Produce and update a CLF Health and Safety Policy;

- Produce and update an School Health and Safety Policy for adoption by academies;
- Provide expert advice and guidance to Federation staff regarding Health & Safety issues;
- Produce an annual health and safety strategic development plan;
- Lead the development and delivery of effective and robust Health and Safety processes and services across the Federation;
- Lead or facilitate the investigation of H&S accidents and incidents, ill health reports and complaints, using the findings to manage the situation and prevent re-occurrence (including else-where across the Federation). Identify where RIDDOR or other reportable issues to the Health and Safety Executive (HSE) is required and act as the main point of contact;
- Ensure all relevant internal and external stakeholders are involved/participate in key Health and Safety activities and processes to ensure the development of robust and appropriate systems;
- Co-ordinate and facilitate Health and Safety audit activities including the development and monitoring of post audit action plans;
- Identify skills and knowledge gaps. Facilitate statutory training and user-friendly guidance in Health & Safety matters;
- Develop and maintain CLF wide Health and Safety policies;
- Maintain the central Health and Safety records and use it to develop the audit programme for the Federation;
- Create and publish Health and Safety related communications through news items to support the knowledge and skills of colleagues with Health and Safety responsibilities across the organisation;
- Engage specialist advisors when required and work with them on specialist activities such as asbestos, fire risk assessments;
- Review the status of health and safety across the CLF ensuring appropriate action is taken where areas of weakness or concern are identified;
- Oversee the process for contractor selection via Pre-Qualification Questionnaire (PQQ);
- Oversee the Mechanical and Electrical statutory compliance contract;
- Report on Health & Safety to the People and Wellbeing Executive Group and CLF Board.

2.5 School Council

The School Council will support and drive a positive health and safety culture by ensuring all health and safety considerations are embedded within their routine business. The School Council will appoint a Health and Safety Councillor and ensure a Health and Safety Committee is established within the school. They will appoint a chair who is a person of responsibility and influence and ensure there is key representation from senior school staff and staff groups. The purpose and objectives of the committee are to be clearly defined and the committee must meet a minimum of three times per year. They are to receive an annual report on Health and Safety from the Committee. They will ensure via their own meetings and those of the H&S committee that:

- In co-operation with the CLF Board and Principal, the Health and Safety Policy reflects the status of the school and that the policy is regularly reviewed, revised and new arrangements are implemented, as and when necessary;
- Risk Assessments are undertaken for any activity that has significant associated hazards and that a written record of these assessments is kept and reviewed annually or as change occurs;
- Where practically possible sufficient resources are allocated and authorised within the school budget to meet statutory procedures and standards for health and safety;
- When awarding contracts, health and safety is encompassed in specifications and contract detail;
- In accordance with best practice, health and safety inspections of the school site are carried out and recorded;
- Testing, maintenance, servicing and auditing is carried out in accordance with best practice and in line with current legislation. This includes, but is not limited to; asbestos management, fire risk assessments, water hygiene management, radioactive sources;
- There are effective arrangements in place for business continuity;
- There is an emergency plan with procedures for the safe evacuation of the school in place;
- Ensure the academies meet and adhere to the UK Statutory Instruments, as well as any future National or European Union Health and Safety Legislation. Offer advice as required.

2.6 Principal

The Principal is responsible and accountable for the implementation and compliance of this Health and Safety Policy within the school.

The Principal has responsibility for:

- Working together with the CLF Board, Senior Leadership Team and School Council to advise on any safety policies that need to be introduced, to ensure the Health and Safety Policy and procedures are implemented and complied with;
- Ensuring a positive health and safety culture is encouraged and developed within the school;

- Ensuring effective health and safety management arrangements are in place for carrying out statutory requirements, regular inspections, surveys, risk assessments, implementing actions and submitting inspection reports to the School Council and other agencies where necessary including those relating to asbestos;
- Ensuring there are effective arrangements in place for business continuity along with an emergency plan and procedures for the safe evacuation of the School. The emergency plan and/or relevant emergency procedures are effectively communicated to all staff, contractors, volunteers, visitors, other members of the public and where applicable, emergency services and the Local Authority;
- Ensure the policy and other appropriate health and safety information is communicated to all staff including contractors;
- Ensuring the impact of health and safety is considered in all strategic and operational decision making;
- To ensure health and safety investigations are carried out a by competent person;
- Ensuring all staff have had an induction, are provided with adequate information, instruction and training and are competent to carry out their roles;
- Working with the OM to ensure a Health and Safety Committee is established with key representation from senior school staff and staff groups. The chair is to be appointed by the School Council and must be a person in a position of responsibility and influence. The H&S Committee Terms of Reference are adopted and key objectives of the committee are identified. The Committee must meet a minimum of three times per year. An annual report is to be presented to the School Council;
- Ensuring consultation arrangements are in place for staff and their trade union representatives (where appointed) and recognising the rights of trade unions in the workplace;
- Ensuring appropriate systems are in place to make certain the premises, plant and equipment are maintained in a serviceable and compliant condition;
- Reporting to the School Council and Head of Compliance any hazards which cannot be rectified within the establishment's budget;
- Make certain an up to date Trips and Visits Policy is in place which provides clear guidance for staff. Ensure EVOLVE, the online system for the planning, approval and management of educational visits, sports fixtures and extra-curricular activities is used without exception and all Cat C trips have been signed off by a CLF approved Health and Safety contractor. To ensure risk assessments for the activity are undertaken, and suitable and sufficient action plans and procedures are implemented. Ensure information and arrangements to parents/carer's of pupils is communicated effectively. Reference: National Guidance for the Management of Outdoor Learning, Off-Site Visits.

The Principal may undertake or devolve certain tasks to appropriate senior staff or managers within the school. It is to be clearly understood by everyone concerned that, the delegation of certain

duties will not relieve the Principal from the overall day-to-day responsibilities for health and safety within the school.

2.7 School Operations Manager (OM)

The OM has responsibility for:

- Ensuring the school meets and adheres to the UK Statutory Instruments, as well as any future National or European Union Health and Safety Legislation as advised by CLF Health and Safety Manager.
- Developing and implementing, along with the Principal, relevant action plans based on risk assessments, outcomes of meetings, audits, inspections and emergency arrangements;
- The implementation of effective arrangements for business continuity along with an emergency plan and procedures for the safe evacuation of the school;
- Investigating and reporting all serious incidents and liaising with appropriate persons as necessary;
- Working with the Principal to ensure a Health and Safety Committee is established with key representation from senior school staff and staff groups. The H&S Committee Terms of Reference are adopted and objectives of the committee are identified. The Committee must meet a minimum of three times per year. OM to attend all Health and Safety committee meetings. An annual report is to be presented to the School Council;
- Monitoring purchasing to ensure compliance with the CLF Financial Regulations and CLF Health and Safety Policy;
- Ensuring there is a systematic and methodical system for the inspection and servicing of workplace equipment within the school;
- Ensuring competency of all contractors appointed by the school to undertake work or activities on the site i.e. PQQ process (insurance, financial viability, health and safety policies, Exor registered, method statements, risk assessments, accident records, DBS);
- Managing and monitoring all statutory requirements, compliance contracts, asbestos management, fire risk assessments, water hygiene management, management of radioactive sources and all other maintenance service agreements carried out at the school. This should be undertaken with guidance from the Head of Compliance.

This will work differently within a BSF school but will require a degree of oversight and management to ensure the BSF contractor is compliant;

- Ensuring that the school asbestos Building Log Book which contain the asbestos register and the asbestos Policy & Management Plan are maintained and available as required. Ensure annual asbestos re-inspection surveys are carried out for the school, caretaker's house or JCA housing stock by CLF Health and Safety approved external contractor. Ensuring the correct staff attend annual asbestos awareness training and are familiar with the CLF Asbestos Procedures and Guidance document;

- Ensuring that ahead of a refurbishment or building project commencing the school seek advice/guidance from the Projects and Compliance Team. Building projects must comply with the Construction (Design and Management) Regulations 2015(CDM);
- Ensuring appropriate local procedures are in place for the management of contractors on site;
- Ensuring appropriate action to identify and manage any hazards arising out of contractors work or activities undertaken. Provide any appropriate health and safety information to contractors' e.g. asbestos register/location, underground services, floor loading, safe working loads, school activities;
- Ensuring all staff are made aware of the contents of the Health and Safety Policy and their responsibilities within it.

2.8 Building Services Manager

The Building Services Manager at each school is responsible and accountable to the OM for all matters relating to health, safety and welfare within the scope of their duties.

The Building Services Manager's responsibilities are to:

- Report to the OM any defects and hazards that they identify or brought to their attention;
- Ensure local practices are followed and be responsible for contractors when they enter the school to undertake contractual work, maintenance, servicing including health and safety matters. When required issue a permit to work;
- Ensure all relevant information, surveys, inspections, statutory and compliance findings are communicated to the OM for actions to be considered, authorised and implemented;
- Ensure the day-to-day management of asbestos containing materials in accordance with CLF procedures and guidance is adhered to;
- Support the OM in ensuring that ahead of a refurbishment or building project commencing the school seek advice/guidance from the Projects and Compliance Team. Building projects must comply with the Construction (Design and Management) Regulations 2015(CDM);
- Ensure that all site staff including cleaning staff are equally aware of the School Health and Safety Policy and that they are aware of any arrangements of the policy that affects their work activities e.g. storage arrangements, materials, equipment and hazardous substances;
- Implement a systematic and methodical system of servicing, inspecting, maintaining and checking workplace equipment within the School;
- Ensure asbestos information is provided to all relevant contractors to enable them to plan and undertake their works without risk of exposure to asbestos fibres. Attend annual asbestos awareness training and familiarise themselves with the CLF Asbestos Procedures and Guidance document;
- Ensure competency of all contractors appointed by the school to undertake work or activities on the site. All contractors must have completed the PQQ process ahead of works

commencing. They must support the CLF's commitment to safeguarding children and have enhanced DBS certificated staff, or where the DBS status of contractors is not known ensure that they are supervised by authorised member of school staff whilst on site;

- Undertake and co-ordinator the emergency procedures relevant to them and their team, as detailed in the emergency plan;
- Undertake required checks of safety systems, e.g. Fire alarm, fire doors, firefighting equipment, smoke detectors etc as legally required and defined within the CLF M&E User Guide.

2.9 Vice Principal/Head of Year/Line Managers

This group are responsible for the health and safety of all staff, workplaces and activities under their control. To achieve this, their duties include the following:

- Develop strong, positive health and safety attitudes among those staff reporting directly to them;
- Ensure a positive health, safety and welfare awareness culture is developed and actively encouraged with all students;
- Apply the Academies Health and Safety Policy to their own department or area of work. Be directly responsible to the OM for the application of the health and safety procedures and arrangements to all staff and students;
- Ensure regular health and safety risk assessments are undertaken in High Risk departments and for those activities for which they are responsible and that control measures are implemented and shared with all staff;
- Maintain, or have access to an up to date library of relevant published health and safety guidance from sources including CLEAPSS, AfPE etc and ensure all staff are aware of and make use of such guidance;
- Ensure that appropriate safe working procedures are brought to the attention of all staff under their control;
- Resolve any health, safety and welfare problems members of staff refer to them. Inform Principal/OM of any problems if they cannot achieve a satisfactory solution within the resources available to them;
- Carry out regular, or termly inspections of their areas of responsibility to ensure that equipment, furniture and activities are safe and record these inspections as required. Arrange for the repair, replacement or removal of any item of furniture or equipment that has been identified as unsafe;
- Checking the adequacy of fire precautions and procedures in liaison with the OM. Ensure a copy of the Fire Action Notices and assembly point(s) are prominently displayed in all rooms and areas for which they are responsible;

- Ensure, so far as is reasonably practicable, the provision of sufficient information, instruction, training and supervision to enable other employees and pupils to avoid hazards and contribute positively to their own health and safety;
- Establish acceptable housekeeping and safe storage standards in all areas of their responsibility;
- Develop a training plan that includes specific job instructions and induction for new or transferred employees. Ensuring that the training needs of their staff are monitored and training opportunities made available. Making known to the OM any identified training needs;
- Ensure all accidents (including near misses) occurring within their department are promptly and correctly reported and investigated;
- Implement emergency procedures that are relevant to their department or activities, within the school;
- Be familiar with the school asbestos Building Log Book which contains the asbestos register and do not to undertake any works which may disturb asbestos containing materials. Report any concerns to the OM immediately.

2.10 Teaching Staff, Supply Staff and Cover Supervisors

This group are responsible for the health and safety of themselves, other staff and pupils, and activities under their control. In order to achieve this, their duties include the following:

- Ensuring that a positive health, safety and welfare awareness culture is developed, actively encouraged and reinforced with all students;
- Implementing the health, safety and welfare procedures for students at a level appropriate for their requirements. Ensuring that these procedures are explained so they can be easily understood;
- Carry out safety briefings and refer to specific risk assessments especially before any hazardous or high-risk activities and lessons. Seek information on any special safety measures that must be adopted in their own areas of responsibility and ensure that they are adhered to;
- Ensuring that all students and supply teachers are aware of the general health and safety requirements of the school and the detailed requirements or arrangements for activities relevant to them;
- Ensure, so far as is reasonably practicable, the provision of sufficient information, instruction, training and supervision to enable other employees and pupils to avoid hazards and contribute positively to their own health and safety;
- Exercise effective supervision of students and maintain an awareness of emergency procedures in respect of fire, first aid, accident or incident reporting;
- Setting an example by personally following safe working practices;

- Ensuring that where necessary, the appropriate personal protective equipment is available, in good condition and used. Ensure any other identified safety measures in the risk assessment are implemented;
- Ensuring that all electrical equipment is visually checked before use;
- Reporting to their Line Manager any defects in equipment or identified inadequacies in procedures;
- Where any defect renders the equipment potentially hazardous, it should be isolated and clearly labelled 'awaiting repair', until repaired or replaced;
- Integrating all relevant aspects of health and safety into the teaching process and if necessary, giving special lessons e.g. the use of equipment in technology lessons;
- Highlighting any training needs deemed necessary to fulfil their role to their line manager or head of department;
- Establish good housekeeping and safe storage standards in all areas of their responsibility.

2.11 Other Employee Duties

Under the Health and Safety at Work Act etc. 1974 all employees have general health and safety responsibilities. Staff must be aware that they are obliged to take care of their own health and safety whilst at work along with that of others who may be affected by their actions.

All employees have responsibility to:

- Take reasonable care for the health and safety of themselves and others in undertaking their work;
- Comply with the CLF and School's Health and Safety Policy and procedures at all times;
- Report all accidents and incidents in line with the academies reporting procedure;
- Report all defects in relation to the condition of premises or equipment and any health and safety concerns immediately to their line manager;
- Report immediately to their line manager any shortcomings in the school's arrangements for health and safety;
- Co-operate with the school's management on all matters relating to health and safety;
- Not to intentionally interfere with or misuse any equipment or fittings provided in the interests of health safety and welfare;
- Inform the school's Senior Leadership Team if something happens that might affect their ability to work e.g. suffering an injury, taking prescribed medications that could affect them, penalty points on a driving license, pregnancy;
- Ensure that they only use equipment or machinery that they are competent / have been trained to use;

- Make use of all necessary control measures and personal protective equipment provided for safety or health reasons.

2.12 Student Services

Student Services have a responsibility to:

- Complete accident reports in respect of all incidents affecting staff, students and other persons on site;
- Immediately inform the OM of all serious accidents or incidents;
- Notify the OM of all RIDDOR reportable incidents within 24 hours of the incident occurring.

2.13 First Aiders

Staff, who are competently trained will be appointed as first aiders and will receive refresher training as required.

- First Aiders will be required to ensure that they have a fully stocked in-date First Aid kit at their normal place of work to enable them to respond effectively to any notified incident;
- They will ensure appropriate forms are completed e.g. accident forms;
- If an ambulance is called the OM will be notified as this is to be reported to CLF Health & Safety Manager as a possible RIDDOR incident;
- Staff must familiarise themselves with, and follow the CLF First Aid Policy.

2.14 Trade Union Safety Representatives

Trade union representative will be encouraged by the school to:

- Fulfil their duties;
- Attend any appropriate training;
- Consult regularly with the Health and Safety representatives on Health and Safety matters;
- Inspect the establishment in accordance with the agreed trade union procedures.

2.15 Students

All student must adhere to the procedures and policies at the school e.g. Pupil Behaviour Policy, E-Safety Policy.