

CHILD SAFETY AND WELLBEING POLICY (Child Safe Standard 2)

PREAMBLE

Roxburgh Homestead Primary School embraces diversity so that all students are challenged to achieve their best. We believe that education is a partnership between teachers, families, and the community. We all work together, valuing effort, respect and responsibility. Roxburgh Homestead Primary School offers a positive and nurturing environment for students from diverse backgrounds. Our experienced and caring teachers provide a comprehensive curriculum including a broad range of specialist subjects. Our school enjoys the advantages of a community with wide diversity in the cultural background of its residents. Student population is made up of many different cultures and we celebrate the rich experiencesthat this brings.

PURPOSE

The Roxburgh Homestead Primary School Child Safety and Wellbeing Policy demonstrates our school's commitment to creating and maintaining a child safe and child-friendly organisation, where children and young people are safe and feel safe.

This policy provides an overview of our school's approach to implementing <u>Ministerial Order 1359</u> (PDF, 363KB) which sets out how the Victorian Child Safe Standards apply in school environments.

It informs our school community of everyone's obligations to act safely and appropriately towards children and guides our processes and practices for the safety and wellbeing of students across all areas of our work.

SCOPE

This policy:

- applies to all school staff, volunteers and contractors whether or not they work in direct contact with students. It also applies to school council members where indicated.
- applies in all physical and online school environments used by students during or outside of school hours, including other locations provided by for a student's use (for example, a school camp) and those provided through third-party providers
- should be read together with our other child safety and wellbeing policies, procedures, and codes refer to the related school policies section below.

DEFINITIONS

The following terms in this policy have specific definitions:

- child
- child safety
- child abuse
- child-connected work
- child-related work
- school environment
- school boarding environment
- school staff
- school boarding premises staff

- school governing authority
- school boarding premises governing authority
- student
- volunteer.

STATEMENT OF COMMITMENT TO CHILD SAFETY AND CHILD SAFETY PRINCIPLES

Roxburgh Homestead Primary School is a child safe organisation which welcomes all children, young people and their families.

We are committed to providing environments where our students are safe and feel safe, where their participation is valued, their views respected, and their voices are heard about decisions that affect their lives. Our child safe policies, strategies and practices are inclusive of the needs of all children and students. We have no tolerance for child abuse and take proactive steps to identify and manage any risks of harm to students in our school environments.

We promote positive relationships between students and adults and between students and their peers. These relationships are based on trust and respect.

We take proactive steps to identify and manage any risk of harm to students in our school environment. When child safety concerns are raised or identified, we treat these seriously and respond promptly and thoroughly.

Particular attention is given to the child safety needs of Aboriginal students, those from culturally and linguistically diverse backgrounds, international students, students with disabilities, those unable to live at home, children and young people who identify as lesbian, gay, bisexual, trans and gender diverse, intersex, and queer (LGBTIQ+) and other students experiencing risk or vulnerability. Inappropriate or harmful behaviour targeting students based on these or other characteristics, such as racism or homophobia, are not tolerated at our school, and any instances identified will be addressed with appropriate consequences.

Child safety is a shared responsibility. Every person involved in our school has an important role in promoting child safety and wellbeing and promptly raising any issues or concerns about a child's safety.

We are committed to regularly reviewing our child safe practices, and seeking input from our students, families, staff, and volunteers to inform our ongoing strategies.

Roles and responsibilities

School leadership team

Our school leadership team (comprising the principal, assistant principal and sub school leaders) are responsible for ensuring that a strong child safe culture is created and maintained, and that policies and practices are effectively developed and implemented in accordance with Ministerial Order 1359. Principals and assistant principals will:

- ensure effective child safety and wellbeing governance, policies, procedures, codes and practices are in place and followed.
- model a child safe culture that facilitates the active participation of students, families and staff in promoting and improving child safety, cultural safety and wellbeing.
- enable inclusive practices where the diverse needs of all students are considered.
- reinforce high standards of respectful behaviour between students and adults, and between students.
- promote regular open discussion on child safety issues within the school community including at leadership team meetings, staff meetings and school council meetings.
- facilitate regular professional learning for staff and volunteers (where appropriate) to build deeper understandings of child safety, cultural safety, student wellbeing and prevention of responding to abuse

• create an environment where child safety complaints and concerns are readily raised, and no one is discouraged from reporting an allegation of child abuse to relevant authorities.

School staff and volunteers

All staff and volunteers will:

- participate in child safety and wellbeing induction and training provided by the school or the Department of Education and Training, and always follow the school's child safety and wellbeing policies and procedures
- act in accordance with our Child Safety Code of Conduct
- identify and raise concerns about child safety issues in accordance with our Child Safety Responding and Reporting Obligations Policy and Procedures, including following the <u>Four Critical Actions for Schools</u>
- ensure students' views are taken seriously and their voices are heard about decisions that affect their lives
- implement inclusive practices that respond to the diverse needs of students.

School council

In performing the functions and powers given to them under the *Education and Training Reform Act 2006*, school council members will:

- champion and promote a child safe culture with the broader school community
- ensure that child safety is a regular agenda item at school council meetings
- undertake annual training on child safety, using the Child Safe Standards School Council Training slide presentation available on <u>PROTECT</u>
- approve updates to, and act in accordance with the Child Safety Code of Conduct to the extent that it applies to school council employees and members
- when hiring school council employees, ensure that selection, supervision, and management practices are child safe "At our school, school council employment duties are delegated to the principal who is bound by this policy").

Specific staff child safety responsibilities

Roxburgh Homestead Primary School has nominated a child safety champion to support the principal to implement our child safety policies and practices, including staff and volunteer training.

The responsibilities of the child safety champion are outlined at <u>Guidance for child safety champions</u>. In addition to these roles, our child safety champion is also responsible for:

• All wellbeing at Roxburgh Homestead Primary School.

Our principal and child safety champion are the first point of contact for child safety concerns or queries and for coordinating responses to child safety incidents.

- Our principal and/or child safety champion are responsible for monitoring the school's compliance with the Child Safety and Wellbeing Policy. Anyone in our school community should approach the principal or child safety champion if they have any concerns about the school's compliance with the Child Safety and Wellbeing Policy.
- Our principal and/or child safety champion are responsible for informing the school community about this policy, and making it publicly available
- Other specific roles and responsibilities are named in other child safety policies and procedures, including the Child Safety Code of Conduct, Child Safety Responding and Reporting Obligations (including Mandatory Reporting) Policy and Procedures, and Child Safety Risk Register.

Our school has also established a Child Safety and Wellbeing Team and a Student Reference Group on child safety. The Child Safety and Wellbeing Team meet regularly to identify and respond to any ongoing matters related to child safety and wellbeing. The Student Reference Group provides an opportunity for students to provide input into school strategies.

Our Risk Management Committee monitors the Child Safety Risk Register.

Child Safety Code of Conduct

Our Child Safety Code of Conduct sets the boundaries and expectations for appropriate behaviours between

adults and students. It also clarifies behaviours that are not acceptable in our physical and online environments. We ensure that students also know what is acceptable and what is not acceptable so that they can be clear and confident about what to expect from adults in the school.

The Child Safety Code of Conduct also includes processes to report inappropriate behaviour.

Managing risks to child safety and wellbeing

At our school we identify, assess and manage risks to child safety and wellbeing in our physical and online school environments. These risks are managed through our child safety and wellbeing policies, procedures and practices, and in our activity specific risk registers, such as those we develop for off-site overnight camps, adventure activities and facilities and services we contract through third party providers for student use.

Our Child Safety Risk Register is used to record any identified risks related to child abuse alongside actions in place to manage those risks. Our school leadership team will monitor and evaluate the effectiveness of the actions in the Child Safety Risk Register at least annually.

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To promote child safety and manage risk in physical and online environments, we will:

- supervise students properly in all settings, including the playground, excursions and camps.
- give particular attention to the safety, diverse needs and vulnerabilities of students in each activity or setting. Consider whether there are any barriers that might prevent students from raising concerns.
- inform students and their families about appropriate use of the school's technology, safety tools and how to seek help and report concerns including cyberbullying and online grooming.
- create a respectful, sensitive and safe environment for people who may be experiencing family violence.
- identify and document the school's child safety risks in the school's risk register or equivalent and ensure strategies are in place to manage those risks.
- consider the range of school environments and the nature of physical spaces including onsite buildings and grounds, classrooms, corridors, and pick-up and drop off areas.
- inform staff, volunteers and students where appropriate of identified risks and risk management strategies.
- keep records of risk management activities, including risk assessments for camps and excursions.
- provide training and refresher training to staff and relevant volunteers on risk management policies and procedures.
- nominate ratios of staff and volunteers to students for different types of activities.
- keep records of any court orders in place regarding access or intervention orders and communicate to staff who can collect students in these circumstances.
- let students know how to raise concerns and where to go if they need help.
- keep records of incidents that occur, including accidents and medical events.
- review incidents against policies and procedures, including seeking student feedback on how incidents were handled and how safe they felt, and make improvements as needed.
 - inform students about online safety risks, including:
 - cyberbullying and trolling
 - o invasion of privacy or digital surveillance o inappropriate sharing of images
 - o phishing, harvesting of personal information or data theft o identity theft
 - offensive images and messages
 - age-inappropriate online content
 - o grooming/ catfishing
- outline acceptable use of personal devices for students.
- use filtering software on school-based devices.
- encourage parents to use parental controls on personal devices.
- advise students on how they can seek help from a trusted adult if they are exposed to inappropriate imagery or content that upsets them.
- monitor online activity and respond to breaches of the online policies and procedures with appropriate consequences.
- outline acceptable use of personal devices by staff and volunteers.
- have guidelines for taking, storing and using images of children and students including photos and video recordings.
- deal with misuse of digital devices and unacceptable behaviour in accordance with school policy.

Establishing a culturally safe environment

At Roxburgh Homestead Primary School, we are committed to establishing an inclusive and culturally safe school where the strengths of Aboriginal culture, values and practices are respected.

We think about how every student can have a positive experience in a safe environment. For Aboriginal students, we recognise the link between Aboriginal culture, identity and safety and actively create opportunities for Aboriginal students and the Aboriginal community to have a voice and presence in our school planning, policies, and activities.

We have developed the following strategies to promote cultural safety in our school community:

- All staff trained in CUST training (CUST is designed to be an introduction to ongoing learning and engagement with Aboriginal perspectives throughout the curriculum through meaningful collaboration between local Aboriginal communities and schools).
- `of Aboriginal culture and understand its importance to the wellbeing and safety of Aboriginal children and students.
- adopt measures to ensure racism is identified, confronted, and not tolerated.
- recognise the importance of friendships and encourage support from peers, to help students feel safe and be less isolated.
- begin events and meetings with an Acknowledgement of Country as a standing agenda item. Use this as an opportunity to pause and reflect or open a discussion.
- fly the Aboriginal and Torres Strait Islander flags on school grounds.
- begin events and meetings with an Acknowledgement of Country as a standing agenda item. Use this as an opportunity to pause and reflect or open a discussion.
- address any instances of racism within the school environment with appropriate consequences
- build schoolwide knowledge of Aboriginal histories, cultures, perspectives, values, skills and attitudes
- lead on safety and inclusion for all culturally and linguistically diverse students and their families. Learn more about their histories and cultures

Student empowerment

To support child safety and wellbeing at Roxburgh Homestead Primary School we work to create an inclusive and supportive environment that encourages students and families to contribute to our child safety approach and understand their rights and their responsibilities.

Respectful relationships between students are reinforced and we encourage strong friendships and peer support in the school to ensure a sense of belonging through social emotional learning, our whole school approach to Respectful Relationships, our School Wide Positive Behaviours matrix, our student Code of Conduct and our school values. Community Companions contribute to cross age relationship building.

We inform students of their rights through our whole school approach to Respectful Relationships and School Wide Positive Behaviours and give them the skills and confidence to recognise unsafe situations with adults or other students and to speak up and act on concerns relating to themselves or their peers. We ensure our students know who to talk to if they are worried or feeling unsafe and we encourage them to share concerns with a trusted adult at any time. Students and families can also access information on how to report concerns at http://www.roxhomesteadps.vic.edu.au or school reception.

When the school is gathering information in relation to a complaint about alleged misconduct or abuse of a child, we will listen to the complainant's account and take them seriously, check our understanding of the complaint, support the student and keep them (and their parents and carers, as appropriate) informed about progress.

- emergency management procedures and student induction presentation on EMP and safety
- support all students to identify trusted adults and friends they can talk to about a concern at school, at home or in the community.
- remind staff and volunteers to recognise that students might communicate in different ways, including through verbal and non-verbal cues, play, body language, facial expressions, drawings or behaviours.

- provide students who find it harder to speak up or be heard with multiple avenues for communicating, including writing, drawing, or physical forms of communication.
- carry out student perception surveys.
- teach students practical protective strategies, ie what to do and were to go when they feel unsafe.
- recognise the importance of friendships and encourage support from peers, to help students feel safe and be less isolated.
- develop a culture that encourages participation and responds to what students say
- give students opportunities to participate, and respond to their contributions to strengthen confidence and engagement.
- invite students to provide feedback on school-wide decisions and take their views into account in school decision-making.

Family Engagement

Our families and the school community have an important role in monitoring and promoting children's safety and wellbeing and helping children to raise any concerns.

To support family engagement, at Roxburgh Homestead Primary School we are committed to providing families and community with accessible information about our school's child safe policies and practices and involving them in our approach to child safety and wellbeing.

We will create opportunities for families to have input into the development and review of our child safety policies and practices and encourage them to raise any concerns and ideas for improvement.

We do this by:

- seeking input from families and the community –through the Compass parent portal, school website, newsletters, school council, staff, and parent meetings.
- all of our child safety policies and procedures will be available for students and parents at http://www.roxhomesteadps.vic.edu.au or available as hardcopies by request at school reception.
- Newsletters and notifications on Compass will inform families and the school community about any significant updates to our child safety policies or processes, and strategies or initiatives that we are taking to ensure student safety.
- PROTECT Child Safety posters will be displayed across the school.
- Provide new enrolments with family welcome packs that include information about child safety, the school's complaints processes and how to raise concerns.
- Communicating with and appropriately involve families at all stages of the process if a concern raised or complaint is made
- Communication with parents and carers about their children. This can be in formal settings like parent/teacher interviews, or during chance meetings at pick-up and drop-off.
- employing Arabic & Turkish Multicultural Education Aides to assist in communicating with our top tier families.
- organising interpreters and translations to engage families from non-English speaking backgrounds in conversations about the school's child safety strategies

Diversity and equity

As a child safe organisation, we celebrate the rich diversity of our students, families and community and promote respectful environments that are free from discrimination. Our focus is on wellbeing and growth for all. We recognise that every child has unique skills, strengths and experiences to draw on.

We pay particular attention to individuals and groups of children and young people in our community with additional and specific needs. This includes tailoring our child safety strategies and supports to the needs of:

- Aboriginal children and young people
- children from culturally and linguistically diverse backgrounds
- children and young people with disabilities
- children unable to live at home or impacted by family violence
- international students
- children and young people who identify as LGBTIQ+.

Our Student Wellbeing and Engagement Policy provides more information about the measures we have in place to support diversity and equity.

We also:

- conduct regular check ins with vulnerable students and their families to confirm their needs are being met. This can occur at pick-up or drop-off, at parent teacher interviews or through informal discussions, or via scheduled phone calls from teachers or wellbeing staff.
- respond to family violence in a way that is accessible, culturally responsive, safe, child-centred, inclusive and non-discriminatory.
- engage genuinely with students. Find out what matters to them, what they know and don't know about safety, and what they need to be safe and feel safe.
- let students know they can raise concerns or report incidents that occurred at school and outside the school
- have a morning welcoming crew made up of staff and students welcoming students and families to the school in the morning be for school starts.
- ensure that our MEA staff are always available during school hours to speak with families from Arabic or Turkish backgrounds.

Suitable staff and volunteers

At Roxburgh Homestead Primary School, we apply robust child safe recruitment, induction, training, and supervision practices to ensure that all staff, contractors, and volunteers are suitable to work with children.

Staff Recruitment

When recruiting staff, we follow the Department of Education's recruitment policies and guidelines, available on the Policy and Advisory Library (PAL) at:

- <u>Recruitment in Schools</u>
- <u>Suitability for Employment Checks</u>
- <u>School Council Employment</u>
- <u>Contractor OHS Management.</u>

When engaging staff to perform child-related work, we:

- sight, verify and record the person's Working with Children clearance or equivalent background check such as a Victorian teaching registration
- collect and record:
 - proof of the person's identity and any professional or other qualifications
 - the person's history of working with children
 - references that address suitability for the job and working with children.
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Staff induction

All newly appointed staff will be expected to participate in our child safety and wellbeing induction program. The program will include a focus on:

- the Child Safety and Wellbeing Policy (this document)
- the Child Safety Code of Conduct
- the Child Safety Responding and Reporting Obligations (including Mandatory Reporting) Policy and Procedures and
- any other child safety and wellbeing information that school leadership considers appropriate to the nature of the role.

Ongoing supervision and management of staff

All staff engaged in child-connected work will be supervised appropriately to ensure that their behaviour towards

children is safe and appropriate.

Staff will be monitored and assessed to ensure their continuing suitability for child-connected work. This will be done by regular performance reviews as part of the Performance and Development process and the probation process.

Inappropriate behaviour towards children and young people will be managed swiftly and in accordance with our school and department policies and our legal obligations. Child safety and wellbeing will be paramount.

As a part of our school's people management process we also:

- provide refresher child safe training for staff and volunteers.
- ensure recruitment advertisements for staff in child connected work contain.
 - the job's requirements, including expected knowledge of child development appropriate to the role.
 - an outline of duties and responsibilities regarding child safety and wellbeing o essential or relevant qualifications, experience and attributes in relation to child safety and wellbeing.
- screen all staff, volunteers and leaders for their suitability during recruitment.
- ask referees about the person's character and experience in working directly with children and young people
- communicate regularly with staff and volunteers about the Child Safety Policy and Child Safety Code of Conduct at staff meetings and in newsletters.

Suitability of volunteers

All volunteers are required to comply with our Volunteers Policy located <u>here</u>, which describes how we assess the suitability of prospective volunteers and outlines expectations in relation to child safety and wellbeing induction and training, and supervision and management.

Child safety knowledge, skills and awareness

Ongoing training and education are essential to ensuring that staff understand their roles and responsibilities and develop their capacity to effectively address child safety and wellbeing matters.

In addition to the child safety and wellbeing induction, our staff will participate in a range of training and professional learning to equip them with the skills and knowledge necessary to maintain a child safe environment.

Staff child safety and wellbeing training will be delivered at least annually and will include guidance on:

- our school's child safety and wellbeing policies, procedures, codes, and practices
- completing the <u>Protecting Children Mandatory Reporting and Other Legal Obligations</u> online module annually
- recognising indicators of child harm including harm caused by other children and students
- responding effectively to issues of child safety and wellbeing and supporting colleagues who disclose harm
- how to build culturally safe environments for children and students
- information sharing and recordkeeping obligations
- how to identify and mitigate child safety and wellbeing risks in the school environment.

Other professional learning and training on child safety and wellbeing, for example, training for our volunteers, will be tailored to specific roles and responsibilities and any identified or emerging needs or issues.

We continue to:

- keep a record of all staff and volunteers who complete child safety training to ensure all are appropriately trained and training is refreshed as required.
- remind staff regularly that they need to be alert for signs of harm and risk factors and aware of physical and online risks to child safety.
- continue to develop and communicate our Child Safe Code of Conduct, Child Safety and Wellbeing Policy,

and Child Safety Responding and Reporting Obligations Policy without staff and school community.

- include child safety improvement and training in school planning.
- offer further training appropriate to staff and volunteers' according to their level of involvement in the school community
- direct staff to PROTECT for guidance on:
 - information to assist them to recognise indicators and risk factor of child harm, including harm caused by other children and young people.
 - the processes to follow if a concern is raised.

School council training and education

To ensure our school council is equipped with the knowledge required to make decisions in the best interests of student safety and wellbeing, and to identify and mitigate child safety and wellbeing risks in our school environment, the council is trained at least annually. Training includes guidance on:

- individual and collective obligations and responsibilities for implementing the Child Safe Standards and managing the risk of child abuse
- child safety and wellbeing risks in our school environment
- Roxburgh Homestead Primary School child safety and wellbeing policies, procedures, codes and practices

Complaints and reporting processes

Roxburgh Homestead Primary School fosters a culture that encourages staff, volunteers, students, parents, and the school community to raise concerns and complaints. This makes it more difficult for breaches of the code of conduct, misconduct or abuse to occur and remain hidden.

We have clear pathways for raising complaints and concerns and responding and this is documented in our school's Complaint Policy located <u>here.</u>

If there is an incident, disclosure, allegation or suspicion of child abuse, all staff and volunteers (including school council employees and homestay providers) must follow our Child Safety Responding and Reporting Obligations Policy and Procedures located <u>here</u>. Our policy and procedures address complaints and concerns of child abuse made by or in relation to a child or student, school staff, volunteers, contractors, service providers, visitors or any other person while connected to the school.

As soon as any immediate health and safety concerns are addressed, and relevant school staff have been informed, we will ensure our school follows:

- the Four Critical Actions for complaints and concerns relating to adult behaviour towards a child
- the <u>Four Critical Actions: Student Sexual Offending</u> for complaints and concerns relating to student sexual offending

Our Student Wellbeing and Engagement Policy and Bullying Prevention Policy located <u>here</u> cover complaints and concerns relating to student physical violence or other harmful behaviours.

Communications

Roxburgh Homestead Primary School is committed to communicating our child safety strategies to the school community through:

- ensuring that key child safety and wellbeing policies are available on our website including the Child Safety and Wellbeing Policy (this document), Child Safety Code of Conduct, and the Child Safety Responding and Reporting Obligations (including Mandatory Reporting) Policy and Procedure
- displaying PROTECT posters around the school
- updates in our school newsletter and on Compass
- ensuring that child safety is a regular agenda item at school leadership meetings, staff meetings and school council meetings.

Privacy and information sharing

Roxburgh Homestead Primary School collects, uses, and discloses information about children and their families in accordance with Victorian privacy laws, and other relevant laws. For information on how our school collects, uses and discloses information refer to: Schools' Privacy Policy.

Records management

We acknowledge that good records management practices are a critical element of child safety and wellbeing and manage our records in accordance with the Department of Education and Training's policy: Records Management - School Records

Review of child safety practices

At Roxburgh Homestead Primary School we have established processes for the review and ongoing improvement of our child safe policies, procedures, and practices. We will:

- review and improve our policy every two years or after any significant child safety incident
- analyse any complaints, concerns, and safety incidents to improve policy and practice
- act with transparency and share pertinent learnings and review outcomes with school staff and our school community.

To ensure continuous improvement in child-safe policies, procedures and practices, we will:

- develop a register of existing child safe standard policies, noting the date the policy was approved, and schedule a review date every two years.
- monitor and manage child safety risks using a risk register. •
- determine the causes of child safety incidents and monitor for repeat issues or systemic failures.
- review complaints received and incidents reported for gaps, weaknesses or failures in policies. •
- inform the school community of any child safety policy changes were relevant or applicable. •

Related policies and procedures

This Child Safety and Wellbeing Policy is to be read in conjunction with other related school policies, procedures, and codes. These include our:

- **Bullying Prevention Policy** •
- Child Safety Responding and Reporting Obligations Policy and Procedures
- Child Safety Code of Conduct •
- **Complaints Policy**
- **Digital Learning Policy** •
- Inclusion and Diversity Policy
- Student Wellbeing and Engagement Policy •
- Visitors Policy
- Volunteers Policy •

Related Department of Education policies

- **Bullying Prevention and Response Policy** •
- Child and Family Violence Information Sharing Schemes •
- **Complaints Policy** •
- **Contractor OHS Management Policy** •
- **Digital Learning in Schools Policy** •
- Family Violence Support •
- Protecting Children: Reporting Obligations Policy •
- Policy and Guidelines for Recruitment in Schools •
- **Reportable Conduct Policy**
- Student Wellbeing and Engagement Policy
- Supervision of Students Policy •

- <u>Visitors in Schools Policy</u>
- Volunteers in Schools Policy
- Working with Children and other Suitability Checks for School Volunteers and Visitors

Other related documents

- Identifying and Responding to All Forms of Abuse in Victorian Schools
- Four Critical Actions for Schools
- Identifying and Responding to Student Sexual Offending
- Four Critical Actions for Schools: Responding to Student Sexual Offending
- <u>Recording your actions: Responding to suspected child abuse A template for Victorian schools</u>

Policy status and review

The school principal, in consultation with the leadership team, wellbeing team, school council and student leadership team is responsible for reviewing and updating the Child Safety and Wellbeing Policy at least every two years. The review will include input from students, parents/carers and the Roxburgh Homestead Primary School community.

Approval

Created date	January / February 2022
Consultation	School Council - March 2022 Student Leadership – December 2021 & February 2022 Leadership & Wellbeing Team - February 2022
Endorsed by	Teresa Stone - March 2022
Endorsed on	07 th March 2022
Next review date	March 2024