



# Castle School Health and Safety Policy

#### **Policy Preface**

Northumberland Church of England Academy Trust is a Christian learning environment at the heart of its communities. We promote care and respect, and expect high standards in all aspects of our Trust life.

As a Church of England Academy Trust, we aim to build communities clearly based on the Christian values of love, forgiveness and reconciliation, integrity and the unique value of each individual. We aim to build self-esteem, model conflict resolution, protect the weak and are committed to justice and compassion. Mutual respect and trust are central within the Academy Trust.

This policy, and its associated procedures and protocols, is based on these key principles.

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# **Health and Safety Policy**

## 1.1 Statement of Intent

Castle School recognises its legal and moral responsibilities to persons who may be adversely affected by school activities.

# 1.1.1 The Law

Health and safety in schools is governed by legislation and associated regulations, which are enforced by the Health and Safety Executive (HSE).

In academies statutory Health and Safety responsibilities fall to the Trust Board (as the employer) and on the Chief Executive, Principals/Headteachers and other school staff (as employees).

As the management body, **the Trust Board** must ensure that school staff and premises comply with the acceptable health and safety policies and practices (e.g. reporting accidents, first aid provision), and:

- Develop and regularly update a health and safety policy and advise employees of it;
- Have a critical incident/emergency contingency plan;
- Ensure, **so far as reasonably practicable**, the health, safety, and wellbeing staff; the health and safety of pupils in school and on off-site visits; and the health and safety of visitors to the school including volunteers involved in any school activity and contractors working on the school site;
- Assess the risk of all activities, both in school and off-site; introduce measures to manage the risks, and instruct employees about the risks and the measures to control them;

• Ensure that staff are competent and trained in their responsibilities (including written records of training); and are actively involved in Health and Safety;

• Take reasonable steps to make sure that the buildings, equipment and materials are safe and do not put the health of users and visitors at risk.

In practice, the Trust Board will delegate specific Health and Safety tasks to employees centrally within the Trust and to others at the schools, including Local Governing Bodies in line with the Scheme of Delegation. However, the Trust Board retains the ultimate responsibility no matter who carries out the tasks.

The Trust Board, its officers, principals/headteachers and others, must comply with any direction given to them concerning health and safety of persons on the schools' premises or taking part in any school activities elsewhere.

The Trust Board, as the employer, has a duty (as required by The Management of Health and Safety at Work Regulations, 1999) to ensure all the above is in place and adhered to.

The Trust has an overarching Health and Safety Policy Statement which sets out the overall responsibilities of the Trust and its employees in relation to Health and Safety. Each individual school policy should be read in conjunction with this and the Employee Health and Safety Handbook provided by XACT.

## 1.2 Responsibilities

All staff and local governors have responsibilities for the health, safety and wellbeing in the school and are expected to have read and understood the school's policies and procedures for ensuring

health, safety and wellbeing and to conduct their duties in accordance with them. The details of the individual and group responsibilities are set out in the Trust's Health and Safety Policy Statement.

# 1.3 Lettings

The Lettings Manager will ensure that the hirer of the premises, for any event, is aware of their obligations under Health and Safety legislation and the school and NCEAT Health and Safety policies where appropriate.

# 1.4 General Health and Safety Arrangements

The arrangements for Health and Safety have been drawn up following assessment of risk in accordance with the Management of Health and Safety Regulations 1999.

• Smoking is not permitted anywhere on the school site.

• When contractors are onsite, they are expected to follow school safety procedures. The Campus Services Manager or Caretaker will liaise with contractors as appropriate.

• A termly check will be carried out by a local governor, the caretaker and the nominated member of school staff with responsibility for Health and Safety to monitor the upkeep of buildings and grounds. The Principal/ Headteacher, Campus Services Manager and external Health and Safety Advisor may be involved in this as appropriate.

• The Principal/Headteacher and Local Governing Body agree to ensure appropriate training for staff in relation to health and safety.

• All new staff and visiting staff, as part of their induction programme, will be advised on safety procedures and associated contingency plans.

# 1.5 Monitoring and Review of Health and Safety Arrangements:

• A termly check will be used to prioritise need and to inform planning.

• The Site Maintenance Log will be used to ensure immediate action is carried out when necessary.

• It is the responsibility of all staff to ensure a healthy and safe environment for themselves, the pupils and their colleagues. All staff will carry out monitoring on a day to day basis.

• The Caretaker will monitor school grounds and premises daily.

• Monitoring by the LGB will be reported to the Trust through LGB minutes and in separate reports as appropriate.

• The school is covered by the Trust's Service Level Agreement for Health and Safety from XACT. As part of this service, a suitably qualified person from XACT will periodically conduct an audit or review of the academy's Health and Safety systems. This report is shared with the Chief Executive and the Trust Board as required.

# **XACT Contact Details**

Mercury – https://www.mercury.uk.com Advice Website – http://xactadvice.co.uk/ E-Learning – https://www.xactets.uk/login/index.php XACT Phone Number – 0330 332 2636 (Option 2 for Health & Safety)

## 2. First Aid

The school has assessed the need for first aid provision and ensures that the school's First Aid Policy is complied with. For further information please see the school's First Aid Policy.

## 3.1 Accidents - Children or Staff

Staff are expected to take reasonable action as responsible adults, to deal with injuries, etc., that children sustain until the child can, if necessary, receive professional medical treatment.

• The school has trained first aiders – a list of first aid trained staff is available in the Castle office.

• Designated staff receive regular first aid training.

• First aid and medical treatment is available in the medical room and each class has a medical box.

• Disposable gloves should always be used when dealing with blood and then be placed in the medical bin.

• First aid boxes for school trip journeys are stored on site as well as other items required to be on hand during a journey.

• Teaching and Supervisory Assistants have the responsibility of dealing with minor accidents at lunchtime. If a child receives a bump to the head that causes concern, parents will be contacted and given the option of coming to the school to check the child themselves or leaving the child to recover and return to class.

• A note should be made on an Accident log, which is kept in the office, of all actions taken. Serious accidents will also require an accident form to be completed and may require statements from all staff involved. Any child who goes home should be recorded as having done so and the phase leader informed.

• Accidents to staff must also be reported and a record kept in the Accident Book, which is kept in the school office.

# **3.2 Accident/Incident Reporting**

The school will record all accidents in accordance with NCEAT's accident reporting procedures: • All accidents or near misses must be recorded in the Accident Book held at the school.

• Any accidents reportable to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) will be completed by the Campus Services Manager, supported by the Competent Person service from XACT, on the school's behalf. (See 1.3.2 for contact details).

• Where these are reportable under RIDDOR , the Campus Services Manager will also inform the CEO and Trustees as appropriate.

The Accident Book should be regularly reviewed and reported to the LGB to:

• Identify where accidents seem to part of a trend that needs to be addressed;

• Whether appropriate measures could be taken to reduce either frequency or impact of such accidents.

• All reportable accidents will be investigated by the Trust's Campus Services Manager.

# 3.3 Slips and Trips

In line with HSE guidance, control measures are in place to effectively control slip and trip risks. The school utilises the following procedure:

- Identify the hazards risk factors considered include:
  - Environmental (floor, steps, slopes, etc.)
  - Contamination (water, food, litter, etc.)
  - Organisational (task, safety, culture, etc.)
  - Footwear (footwear worn for evening events may not be in line with the school's Uniform Policy)
  - o Individual factors (rain, supervision, pedestrian behaviour, etc.)
- Decide who might be harmed and how

- Consider the risks and decide if existing precautions are sufficient, or if further measures need to be introduced
- Record the findings
- Review the assessment regularly and revise if necessary

## 4.1 Medication Policy

The school follows DFE guidance on the dispensing of medicines within schools. For further details please see the school's Supporting Pupils with Medical Conditions policy.

#### 4.2 Allergies

Information about pupils who suffer from an allergy will be shared with the relevant staff. All staff will be informed of the individuals involved. Class teachers are issued with lists informing them of any medical issues concerning pupils. The school has identified those able to administer adrenaline via an Epi Pen when necessary.

## 4.3 Contagious Diseases

Outbreaks of notifiable diseases will be published to parents/carers and staff immediately to ensure pregnant women are informed. If there is any doubt over a particular case or incident, the school will contact local Public Health for advice. Trust schools must follow HSE guidance on advice/reporting of diseases available at <a href="https://www.hse.gov.uk/pubns/edis1.htm">https://www.hse.gov.uk/pubns/edis1.htm</a>

#### 4.4 Head lice

Incidents of head lice are reported to parents/carers of pupils in the class where an outbreak has occurred.

## 4.5 Off site Visits

The school follows its Educational Visits Policy and further information can be found within this policy.

It is the responsibility of class teachers to ensure children have access to inhalers/medicines on any off-site visits.

## 5.1 Fire Safety (See also Appendices A and B)

The Principal/Headteacher will ensure that a fire evacuation drill is completed at least once per term and initial and date this in the fire log.

• The fire log will be kept up to date with entries for weekly fire alarm checks and fire door checks, monthly emergency lighting checks and fire extinguisher checks and any contractor visits or false alarms.

• Arrangements are in place for evacuating disabled people (a Personal Emergency Evacuation Plan, PEEP).

• The Principal or Headteacher and Local Governing Body will ensure a fire risk assessment is completed and updated at least annually or more frequently if there is a significant change to the building.

• All staff are responsible for ensuring that pupils and visitors evacuate in an orderly and timely fashion in the event of the alarm sounding.

• All staff are responsible for ensuring evacuation routes and doors are kept clear at all times.

• The school will hold an up-to-date Fire Risk Assessment, available for inspection at all time.

## 5.2 Evacuation Procedures

Evacuation procedures are detailed and practised termly and reviewed annually or more regularly if appropriate (see Appendix B). Evacuation routes and meeting points are detailed on the school site plan.

# 6. Electricity

The school, supported by Trust Central Services, will undertake to inspect and test all portable appliances by a competent person on an at least two-yearly basis with a written annual visual check in between the years of PAT test. This will be coordinated by the Trust's Campus Services Manager

• The competent person will produce an inventory of test which will be kept by the office manager.

• All staff will visually inspect electrical equipment before use for obvious defects.

• Defective equipment will not be used, will be labelled and reported as defective for replacement/repair.

• The school will ensure that the fixed wiring inspections are completed on a 5-yearly basis by a competent contractor.

• If personal items of electrical equipment are required to be used in school, then permission must be sought from the Principal/Headteacher and the equipment must have a current portable appliance test completed on it.

# 7. Equipment

All work equipment will be purchased from a reputable supplier. Before purchase the following considerations must be given:

- The installation requirements;
- The suitability for purpose;
- The positioning and or storage of the equipment;
- Maintenance requirements (contracts and repairs);
- Training and use of the equipment.

Staff must not use new items of work equipment unless appropriate training has been given. A risk assessment must be completed for the work equipment and staff using the equipment must have access to and comply with the risk assessment.

All plant and equipment that require statutory inspection, testing and maintenance, for example, steam boilers, pressure cookers, lifting equipment, local exhaust ventilation will be completed by a NCEAT approved contractor (if the school does not use an approved contractor, they must ensure a competent contractor is used).

Any personal protective equipment (PPE) required for the use of the work equipment will be supplied free of charge by the school. All employees will be expected to wear the PPE when operating the equipment.

8. Access equipment (e.g. kick-stools, ladders, tower scaffolds etc.)

All access equipment must be purchased from a reputable supplier and be of the required grade (e.g. Industrial). Before purchase the following considerations must be given:

- The installation requirements;
- The suitability for purpose;
- The positioning and or storage of the equipment;
- Training in the use of the equipment.

Staff must not use access equipment unless appropriate training has been given. A risk assessment must be completed for the access equipment or task and staff using the equipment must have access to and comply with the risk assessment.

The access equipment should be visually checked before each use. An inventory is required for all access equipment with a formal written 6 monthly check (tower scaffolds and MEWPs will require specialist and more frequent checks).

#### 9. Control of hazardous substances

All substances that may be considered hazardous to health have been assessed (except in science – these are covered by CLEAPSS hazards). A copy of the Health and Safety data sheet and COSHH assessment must be available in the location of where the chemicals are used / stored.

Any person using these chemicals must ensure they have seen and follow the information given on the COSHH assessment (including the wearing of any identified PPE).

Staff must not bring any hazardous chemical onto the school site unless prior permission has been sought and a COSHH assessment has been completed.

#### 10. Asbestos

The school has an asbestos register and an asbestos management plan where applicable (even if there is no asbestos on site there is still a register to state this).

- The school monitors any asbestos on site at regular intervals.
- All contractors must be shown the register before work commences.
- Any damage or suspected damage to asbestos should be reported to the Headteacher who will contact the Campus Services Manager immediately.

#### 11. Legionella

The school has a legionella survey. A member of staff is responsible for ensuring that any monthly temperature checks are completed, and the weekly flushing records are completed. Further information about legionella can be obtained through the school office.

## 12. Heating / Electrical systems

Heating and electrical systems will receive appropriate checks, annually or as advised by manufacturers. This will include checking of gas pipes and five-yearly fixed wiring checks.

All gas equipment at the school is subject to servicing in line with the manufacturer's recommendations by Gas Safe Registered engineers from contractors who have been appropriately qualified. The related gas pipework is regularly checked for leaks, as required.

Electrical work is forbidden by anyone who is not trained or authorised. The school's fixed electrical installation is inspected every 5 years by competent electrical contractors and remedial actions acted upon. All of the school's portable electrical appliances are tested every two years, including personal items.

#### 13. Transport on site

- Schools must have processes in place to ensure the safety of pedestrians on site.
- Parents are requested not to bring their cars onto the school site without permission.

- Parents/carers collecting children who are injured or unwell should use the Castle School designated Drop-off zone. Staff cars should be parked in the marked bays in the main car park. Other areas should remain clear. Delivery vehicles are expected to use the delivery area.
- Wherever possible deliveries should be made once the children are safely in the building.
- Other trade vehicles should park safely and not block doorways, disabled parking or delivery areas.

# 14. Violence

Staff should always take steps to minimise the risk of violence in the school. Parents/carers who are known to be violent or aggressive should never been seen by staff unless another adult is present.

All incidents of verbal and physical abuse will be recorded and reported to the Director of Safeguarding and Compliance.

## 15. Manual Handling

The school complies with the Manual Handling procedures in the Employee Health and Safety Handbook and completes risk assessments on any significant manual handling tasks. Employees who complete manual handling tasks will have suitable and sufficient training. Pupils requiring regular Moving and Handling will have individual programmes drawn up by physiotherapy staff in conjunction with school-based Moving and Handling leads.

## 16. Lone Working

The school complies with the NCEAT Home Visits and Lone Working Policy and completes risk assessments for any lone working scenario. For further information, please refer to the NCEAT Home Visits and Lone Working Policy.

## 17.1. Risk assessments

Risk assessments must be completed by the school for any significant risks. These risk assessments are working documents and must be viewed by staff carrying out the activity and reviewed on at least an annual basis or whenever there is a significant change to the activity / task / personnel / or following an accident.

## 17.2. Risk Definitions

**Risk assessment**: A tool for examining the hazards linked to a particular activity or situation, and establishing whether enough precautions have been taken in order to prevent harm from them based on their likelihood and their potential to cause harm.

**Hazard:** Something with the potential to cause harm to people, such as chemicals or working from height.

**Risk**: The chance (high or low) that people could be harmed by hazards, together with an indication of how serious the harm could be.

**Control measure:** Action taken to prevent people being harmed.

## 17.3. Risk assessment process

When assessing risks in the school, the relevant staff will follow the process outlined in Appendix C. The school will also involve staff, where appropriate, to ensure that all possible hazards have been identified and to discuss control measures, following a risk assessment. Risk assessments are written as needed and reviewed by the senior leadership team of the school, following the Trust procedure in Appendix C.

#### 18. Training and records

The school will ensure that all staff receive suitable and sufficient training to complete the tasks required of them. The school will ensure all training is recorded and up-date training is completed where required.

## 19. Curriculum - Use of Resources

Appropriate professional guidance from a nationally recognised body (e.g. CLEAPSS.) must be followed with regard to Science, ICT, Technology, Art and PE. A copy of relevant guidance and risk management must be kept at the school and also with the subject leader who is responsible for disseminating the information to the staff and pupils. The following subjects are considered to have higher risk aspects:

- Science
- Art
- Design and Technology
- Physical Education

Specific care should be taken to seek advice if any member is unsure as to the safe nature of activities in these subjects. Where no formal advice or guidance can be found, a risk assessment needs to be undertaken prior to the lesson.

#### 20. School Building Access

In order to improve safety for everyone in the school, measures have been taken to restrict access into the school building. If the gates are locked, visitors or late arrivals should enter via the main entrance. All visitors must report to the school office and sign in through the school Visipoint system, where they will be issued with a visitor's badge. All visitors must sign out when leaving the school site/building.

Any adults on site who do not work in the school and who are not wearing a visitor's badge must be challenged and reported to the school office.

## 21. Key Holder Safety during emergency call outs

Key holders on call should be mindful of their own safety. If the police have left the premises a key holder can contact the police and request that they return before entering the building. Key holders should lock themselves in.

Before leaving, the key holder should ensure that the school is secure and the alarm re-set. If any member of staff is on site and is concerned about people on or about the site, they should telephone the police on 101 or on 999 if concerned about their own or the school's well-being.

## 22. Supervision of Children

**22.1 Primary children : 8.50 am – 3.00pm / Secondary children 8.45am – 3.10pm –** the times at the end of the day denote the time pupils **start** to leave school.

All pupils from Castle School remain the responsibility of the school until they have safely been transferred to the care of parents/carers or school transport personnel at the end of the school day.

22.2 Office Hours 8.30am – 4.30pm – Monday – Thursday

#### 8.30am – 3.30pm - Friday

#### 22.3 Lunch-time Supervision

The Lead Higher Level Teaching Assistant Team are responsible for the organisation and management of lunch times, and work with a team of Teaching Assistants. All class teachers also provide support at lunchtime.

- All staff have a collective responsibility at all times and should speak to pupils and support the lunchtime teams whenever the need arises.
- Any pupils working in classrooms or activity areas must be supervised by a class teacher/teaching assistant.

#### 23. Staff Health and Welfare

## 23.1 Stress

Any member of staff who feels they may be suffering from stress should discuss their concerns with their line manager as soon as possible. The line manager will discuss the matter with the person concerned within 24 hours of the issue being raised or as soon as possible thereafter. A free and confidential counselling service is available to all employees through the Trust's Employee Assistance service.

#### 24.1 Safety

All staff have a responsibility to be mindful of their own safety when putting up displays and moving equipment or furniture. Staff should not climb on chairs or tables. Both staff and children should take care when moving or lifting equipment. If in doubt, seek help. (See notes on Manual Handling in the Employee Health and Safety Handbook).

#### 24.2 Threats and Violence

See 14 above.

#### 24.3 VDU Operators

All staff for whom using VDUs forms a significant part of their normal working practices should vary their work routines and follow guidance on regular eye tests. Display screen assessments should be completed for all staff with regular computer screen use and re-assessed if their workstation changes in any way.

#### 24.4 Driving

All employees who are expected to drive on company business must have a valid drivers' licence for the class of vehicle they are driving, provide a copy of their driving licence and declare any driving convictions. Privately owned vehicles will not be used for work purposes unless insured for business use and have a valid MOT certificate, where required. Such use must have prior approval from the Principal. Drivers shall comply with traffic legislation, be conscious of road safety and demonstrate safe driving. Minibus drivers must follow all guidelines in the Trust's Minibus Policy.

#### 25. Off-site Activities

Please refer to separate policy for Educational Visits, including residential visits. Where school minibuses are being used for transport, please refer to the guidance in the Trust Minibus Policy.

## 26. Critical Incidents

The Trust has in place contingency measures for critical incidents. Please see the Trust's Critical Incident Management Policy.

## 27. Site Specific Factors

The school has the following specialist areas and has specific risk assessments for these;

- Hydrotherapy pool
- Rebound Therapy room
- Soft Play
- Sensory Rooms
- Independent Living Area
- Food Technology room

Specific risk assessments for any other areas, identified by the school, will be drawn up as needed.

## APPENDIX A

*Fire Policy Statement:* Each school will provide a safe and healthy working environment with respect to fire safety in its establishments.

The Campus Services Manager and Caretaker will be responsible for:

- Checking all fire doors are free from obstructions and slip/trip hazards;
- Checking all escape routes are clear;
- Checking all fire doors can be opened quickly and easily;
- Checking all fire-resistant doors close properly;

• Checking no fire-resistant doors are wedged or propped open (unless a 'Dorgard' or similar device is fitted);

- General housekeeping standards are adequate;
- Checking that the building is generally tidy;
- Rubbish and waste materials not being allowed to accumulate;
- Ensuring there is no storage, especially combustible materials, in unsuitable locations (corridors or electric intake rooms);
- Waste containers being stored externally in a secure compound.

The named Fire Safety Co-ordinator is Sara Wild, Principal, or in her absence Caroline Vardy, Assistant Principal.

The fire alarm is tested weekly by the Caretaker and recorded in the Fire Manual, which is kept in the school office.

A fire drill is completed once a term. A record is kept in the Fire Manual which is kept in the school office.

A fire safety risk assessment is carried out by the Campus Services Manager and the Health and Safety governor each term. A report is then presented to the Local Governing Body.

Systems and extinguishers are checked in accordance with the agreed maintenance/replacement schedule. This is recorded in the Fire Manual.

The Fire Safety Co-ordinator will be responsible for the upkeep of the Fire Manual.

The Fire Safety Policy will be reviewed annually.

## APPENDIX B

*Evacuation Procedures – all visitors should be made aware of the evacuation procedures and muster points* 

The overall aim is to save life; therefore evacuation is of paramount importance. Staff are not expected to fight fire nor should they go back into the building.

Anyone discovering fire or smoke should raise the alarm by breaking the glass at the nearest alarm point.

Fire drills are carried out at least once a term and recorded in the Fire Certificate Log Book which is kept in the school office.

On hearing the alarm – please adjust these procedures to suit what happens in your own academy

• Direct children to walk quietly to the nearest exit and then walk quietly in single file to the assembly points on the playground.

- Ensure that the classroom is empty before leaving.
- Everyone on site, children and adults, must leave by the nearest exit.
- The Office Team will call the fire brigade and check that the medical room is empty.
- Two designated members of staff will check the children's toilets are empty.

• The Office Team will issue registers and check the signing in book for roll call by class teachers at the assembly points.

• The caretaker will also unlock the playground gate to allow access for the fire brigade.

• The Principal or designated member of staff will check that all adults and children are accounted for.

• Classes should stand still and quiet until asked to re-enter the building.

NB: As the attendance register reflects the true number of children in the school at the start of the morning or afternoon, it is important that it is completed quickly and accurately. Please ensure that children arriving after registration has taken place, report to the school office.

Teachers should be mindful of any child who is later taken off site for illness or an appointment. If any visitors are present, the adult they are working with should ensure that they know what to do.

# If the building has to be evacuated during lunchtime;

On hearing the alarm

• Children will be supported to leave the building by the nearest exit to the assembly points on the secondary playground/identified assembly points.

- Children will stay with their class team staff.
- Everyone on site, children and adults, must leave by the nearest exit.
- Office staff will call the fire brigade and check that the medical room is empty.
- The office staff will issue check registers and check the signing in book.
- Staff Class teams will check all children and staff within their team are accounted for this will be confirmed with the Office staff.

• The Principal or designated member of staff will check that all adults and children are accounted for.

## **APPENDIX C Example Risk Assessment Process and Template**

#### **Risk Assessment Process**

**Step 1: Identify hazards**. The school will consider activities, processes and substances within the school and establish what associated-hazards could injure or harm the health of staff, pupils and visitors.

**Step 2: Decide who may be harmed and how.** For each hazard, the school will establish who might be harmed, listing groups rather than individuals. The school will bear in mind that some people will have special requirements, for instance pupils with special educational needs (SEN) and expectant mothers. The school will then establish how these groups might be harmed.

**Step 3: Evaluate the risks and decide on control measures** (reviewing existing ones as well). The school will establish the level of risk posed by each hazard and review existing control measures. The school will balance the level of risk against the measures needed to control them and do everything that is reasonably practicable to protect people from harm.

**Step 4: Record significant findings**. The findings from steps 1-3 will be written up and recorded in order to produce the risk assessment. A risk assessment template can be found in Appendix C of this policy.

**Step 5: review the assessment and update, as needed.** The school will review risk assessments, as needed, and the following questions will be asked when doing so:

- Have there been any significant changes?
- Are there improvements that still need to be made?
- Have staff or pupils spotted a problem?
- Has the school learnt anything from accidents or near misses?

#### **Risk Assessment Template**

Name of person completing the risk assessment					Date	
What are the hazards?	Who might be harmed and how?	What control measures are already in place?	What additional control measures are needed?	Action by who?	Action by when?	Completed?
		Are they sufficient?				