



## Staff Code of Conduct and Safe Working Practice Policy

This policy applies to all pupils and staff of Abbot's Hill, including EYFS.

This policy should be read in conjunction with the [Behaviour Policy](#), [Safeguarding and Child Protection Policy](#), [Online Safety Policy](#), [Communication Policy](#), [School Code of Conduct](#), [Restraint Policy](#), [Data Protection Policy and Procedure](#), [Staff Dress Policy](#), [Educational Visits Policy](#) and [Whole School Staff Handbook](#)..

### 1. Purpose

**1.1 Relationships between staff and pupils at Abbot's Hill are friendly and mutually respectful. This code has been formulated in order to maintain this balance.**

1.2 The purpose of the code is to:

- confirm and reinforce the professional responsibilities of staff (both teaching and non-teaching)
- clarify the legal position in relation to sensitive aspects of staff/pupil relationships
- set out the expectations of standards to be maintained within the school

**1.3 Failure to follow this code of conduct may lead to disciplinary procedures.**

### 2. Introduction

2.1 Allegations of unprofessional conduct or improper contact or words can arise at any time. All members of staff are reminded that professionalism and vigilance are required, so as to ensure the safety of children in our care, and to reduce the risk of an allegation of impropriety against a member of staff. This guidance applies to all adults working in this school, and not just teachers. It is an offence for a person aged over 18 to have a sexual relationship with a child under 18 where that person is in a position of trust in respect of that child, even if, in the case of those over 16, the relationship is consensual. **It should be noted that forming inappropriate relationships with children or young people who are pupils or students at another school may also be regarded as gross misconduct. Such behaviour tends to bring the school into disrepute and gives rise to concern that the staff involved cannot be trusted to maintain professional boundaries with pupils at this school.**

2.2 Members of staff need to take particular care when dealing with a pupil who:

- a) appears to be emotionally distressed, or generally vulnerable and/or who is seeking expressions of affection from a member of staff;
- b) appears to hold a grudge against a member of staff;
- c) acts in a sexually provocative way, or who is inclined to make exaggerated claims about themselves and others, or to fantasise, or one whose manner with adults is over-familiar;

**2.3 Note:** some of these behaviours may be indications that a child has been, or is currently being, abused and should therefore be reported to the Designated Safeguarding Lead under the school's [Safeguarding and Child Protection Policy and Procedures](#). Staff should be aware of the general guidance that will apply in all cases. In particular, staff:

- a) need to exercise professional judgment but always act within the spirit of these guidelines. If staff are involved in a situation where no specific guidance exists, they should discuss the circumstances with a senior colleague. A written record should be kept that includes justifications for any action taken
- b) must be familiar with procedures for handling allegations against staff – these are outlined in the school's [Safeguarding and Child Protection Policy](#)
- c) must be aware of the school's [Safeguarding and Child Protection procedures](#);
- d) must seek guidance from a senior member of staff if they are in any doubt about appropriate conduct.

2.4 References throughout to senior staff or colleagues are to the Headmistress, the Deputy Head, the Bursar, the Head of Prep, the Director of Pastoral Care, who is also the Designated Safeguarding Lead, or one of the Deputy Designated Safeguarding Leads as appropriate.

2.5 Comprehensive records are essential. Any incident involving children that could give cause for concern, whether contemplated in these guidelines or not should be recorded with justifications for any action taken. In addition any incident should be promptly reported to a senior member of staff.

### **3. Confidentiality**

3.1 Staff should respect the privacy of pupils, parents and colleagues and in accordance with the GDPR should not pass on information, for example addresses or telephone numbers to others without first checking with the person concerned. Staff should refer to Section 6 of the [Safeguarding and Child Protection policy](#) for further guidance.

3.2 Members of staff may have access to confidential information about pupils in order to undertake their everyday responsibilities. In some circumstances staff may be given highly sensitive or private information. They should never use confidential or personal information about a pupil or her/his family for their own, or others' advantage (including that of partners, friends, relatives or other organisations). Information must never be used to intimidate, humiliate or embarrass the pupil.

### **4. Propriety and behaviour**

4.1 Staff should at all times conduct themselves in a professional manner and provide a good role model for pupils, both in and out of school.

4.2 Staff should exercise their duty of care towards pupils and take all reasonable steps to ensure the safety of pupils and other staff by following the [Health and Safety Policy](#) and the [Safeguarding and Child Protection Policy](#). All staff are expected to re-read these two policies at least annually to ensure that they are up to date with their requirements. In particular, staff are reminded of their duty to share concerns and record incidents in accordance with the [Safeguarding and Child Protection Policy](#). Appendix 4 contains detailed guidance.

4.3 Staff should show respect for pupils, parents and colleagues through trust, integrity, honesty and courtesy and tolerance and consideration for all, without prejudice towards creed, disability, age, gender, orientation or race.

4.4 Staff should not abuse privileges or opportunities provided by the school. (School property and materials must not be appropriated for personal use and events and trips organised for pupils

must not involve any personal gain to the organiser). Discriminatory behaviour by staff towards adults or children is likely to lead to disciplinary procedures.

4.5 Staff should not accept gifts or gifts in kind other than in accordance with the school's [Anti-Bribery and Anti-Corruption Policy](#).

4.6 Staff should not behave in any manner which would lead any reasonable person to question their suitability to work with or be a role model for children and young people.

4.7 Staff should observe the school's policy on smoking and must not be under the influence of drugs or alcohol whilst working with children.

4.8 A member of staff accused of a criminal offence is required to inform the school at the earliest opportunity. Failure to do so may be a disciplinary offence. Consideration will be given to disciplinary procedures in relation to the accusation, taking all the circumstances into account.

4.9 Staff should ensure that they use appropriate language at all times:

- a) avoid words or expressions that have any unnecessary sexual content or innuendo when speaking to or about a pupil
- b) never discuss their own sexual relationships with or in the presence of pupils
- c) never discuss a pupil's sexual relationships in inappropriate settings or contexts
- d) avoid inappropriate displays of affection either personally or in writing (e.g. messages in birthday cards, text messages, emails etc.);
- e) avoid any form of aggressive contact such as holding, pushing, pulling or hitting, which could amount to a criminal assault, or threatening words;
- f) avoid any words or actions that are over-familiar;
- g) do not make (or encourage others to make) unprofessional personal comments which scapegoat, demean or humiliate, or might be interpreted as such
- h) do not swear, blaspheme or use any sort of offensive language in front of pupils;
- i) avoid the use of sarcasm or derogatory words (and unprofessional personal comments about anyone) when disciplining pupils.

## **5. Dress and appearance**

5.1 A person's dress and appearance are matters of personal choice and self-expression. However staff should consider the manner of dress and appearance appropriate to their professional role which may be different to that adopted in their personal life. Staff should ensure they are dressed decently, safely and appropriately for the tasks they undertake. Those who dress or appear in a manner which could be considered as inappropriate could render themselves vulnerable to criticism or allegation.

5.2 This means that staff should wear clothing which:

- a) promotes a positive and professional image
- b) is appropriate to their role
- c) is not likely to be viewed as offensive, revealing, or sexually provocative
- d) does not distract, cause embarrassment or give rise to misunderstanding
- e) is absent of any political or otherwise contentious slogans

5.3 For further details refer to the [Staff Dress Policy](#).

## **6. Gifts and selection of pupils**

6.1 There are occasions when children or parents wish to pass small tokens of appreciation to staff, e.g. at Christmas or as a thank-you and this is acceptable. However, it is necessary to ensure that such gifts are handled in accordance with our [Anti-Bribery and Anti-Corruption Policy](#).

6.2 Similarly, it is inadvisable to give personal gifts to pupils. This could be misinterpreted as a gesture either to bribe, or single out the young person. It might be perceived that a 'favour' of some kind is expected in return.

6.3 Gifts given to pupils should only be provided as part of an agreed rewards system, be of limited value and distributed equally or by a selection process that is fair and where possible has been agreed by more than one member of staff

6.4 Staff should exercise care when selecting pupils for school teams, productions, trips and/or specific work tasks in order to avoid perceptions of favouritism or injustice. Similar care should be exercised when pupils are excluded from an activity. Methods of selection and exclusion should always be subject to clear, agreed criteria.

## **7. Infatuations**

7.1 Staff need to be aware that it is not uncommon for pupils to be strongly attracted to a member of staff and/or develop a heterosexual or homosexual infatuation. All situations should be responded to sensitively to maintain the dignity of all concerned. Staff should also be aware that such circumstances always carry a high risk of words or actions being misinterpreted and for allegations to be made against staff.

7.2 A member of staff who becomes aware that a pupil may be infatuated with themselves or a colleague, should discuss this at the earliest opportunity with a senior colleague so that appropriate action can be taken and concerns documented. In this way, steps can be taken to avoid hurt and distress for all concerned.

## **8. Social contact**

8.1 Staff should not establish or seek to establish social contact with pupils for the purpose of securing a friendship or to pursue or strengthen a relationship. If a pupil or parent seeks to establish social contact, or if this occurs coincidentally, the member of staff should exercise her/his professional judgement in making a response and be aware that such social contact could be misconstrued as grooming.

8.2 This also applies to social contacts made through outside interests or the staff member's own family.

8.3 It is recognised that staff can support a parent who may be in particular difficulty. Care needs to be exercised in those situations where the parent comes to depend upon the staff member for support outside their professional role. This situation should be discussed with a senior member of staff and where necessary referrals made to the appropriate support agency.

8.4 Staff should:

- a) advise the Senior Leadership Team of any social contact they have with a pupil which may give rise to concern

- b) report and record any situation, which they feel, might compromise the school or their own professional standing
- c) refrain from sending personal communication to pupils e.g. letters and cards unless agreed with a senior member of staff.

8.5 It is inadvisable to ask pupils to baby-sit for you. This could be construed as favouritism or open you to the potential allegation of abuse.

8.6 Staff should avoid unnecessary contact with pupils outside school

- a) they should not give pupils their home address, home 'phone number, mobile 'phone number or e-mail address;
- b) they should not send personal communications to pupils unless agreed by a senior member of staff;
- c) they should not make arrangements to meet pupils, individually or in groups, outside school other than on school trips authorised by a senior member of staff;
- d) they should avoid contacting pupils at home unless this is strictly necessary; and they should keep a record of any such occasion;
- e) they should not give a pupil a lift in their own vehicle other than on school business and with permission from a senior member of staff;
- f) they should avoid inviting pupils (groups or individuals) to their home unless there is a good reason and it has been approved by a senior member of staff. This prohibition also applies where staff have on site accommodation;
- g) they should ensure that pupils do not see anything in their home that may cause embarrassment or that might become the subject of inappropriate gossip or rumour

8.7 Staff should be aware that where they meet children or parents socially, their contact could be misinterpreted as grooming. Any social contact that could give rise to concern should be reported to a senior member of staff.

8.8 Members of staff who are friends with parents of pupils or who, for example, are voluntary workers in youth organisations attended by pupils, will of course have contact with those pupils outside school. However, they should still respect the above advice wherever possible and should keep a senior member of staff informed of such relationships.

8.9 Members of staff who are also parents of pupils at Abbot's Hill will inevitably have social contact with other parents and should exercise caution and discretion on such occasions, remembering their confidentiality duties. Advice can be sought from a senior member of staff if required.

8.10 Where staff are arranging planned social contact with parents or pupils, such as part of a reward scheme or pastoral care programme, they should still seek the approval of a senior member of staff.

## **9. Educational visits and after school clubs**

9.1 Staff should take particular care when supervising pupils in the less formal atmosphere of a residential setting or after-school activity.

9.2 During school activities that take place off the school site or out of school hours, a more relaxed discipline or informal dress and language code may be acceptable. However, staff

remain in a position of trust and need to ensure that their behaviour cannot be interpreted as seeking to establish an inappropriate relationship or friendship.

9.3 Where out of school activities include overnight stays, careful consideration needs to be given to sleeping arrangements. Pupils, staff and parents should be informed of these prior to the start of the trip.

## **10. Transporting pupils in staff cars**

10.1 The guiding principle should be that transporting pupils in staff cars should be the exception to the rule rather than the norm. Any journeys with pupils in staff cars should be planned, and only carried out if absolutely necessary. These journeys should never be undertaken on an ad hoc basis, must involve a minimum of two pupils, and must on each occasion have been authorised in advance by a member of the Senior Leadership Group. If a member of SLG has given approval then permission from the parent(s) must then be sought.

10.2 Circumstances where a member of SLG may authorise the transporting of a pupil in a staff car are rare and would only involve a situation where this was in the best interests of the pupil and where a full risk assessment has been prepared by the member of staff requesting permission and signed off in advance by the member of SLG. Travelling to fixtures or school trips would not normally be seen as falling within these circumstances.

## **11. Communication with pupils using technology**

11.1 Communication with children and adults, by whatever method, should take place within professional boundaries and staff should avoid any personal subject matter. This includes the wider use of technology such as mobile 'phones, text messaging, e-mails, digital cameras, videos, web-cams, websites, blogs and social media networking sites.

11.2 Adults should be circumspect in their communications with children so as to avoid any possible misinterpretation of their motives or any behaviour which could be construed as grooming.

11.3 Staff should not give their personal contact details to pupils including e-mail, home or mobile telephone numbers unless the need to do so is agreed with a senior member of staff. Internal e-mail systems should only be used in accordance with school policy.

## **12. Photography and videos see also [‘Image Authorisation Policy’](#) and [‘Online Safety Policy’](#)**

12.1 Many school activities involve recording images. These may be undertaken as part of the curriculum, extra school activities, for publicity, or to celebrate achievement. Staff need to be aware of the potential for allegations to be made about the appropriateness of their behaviour in recording images.

12.2 Staff should check pupils' SchoolBase records to ensure that parental permission for photographs has been received before taking photographs or video footage of any pupils – in school or on a trip. They should also check records before displaying these photographs.

12.3 Where permission has been given staff should:

- a) be clear about the purpose of the activity and about what will happen to the photographs when the lesson/activity is concluded

- b) ensure that a senior member of staff is aware that the photography/image equipment is being used and for what purpose
- c) ensure that all images are available for scrutiny in order to screen for acceptability
- d) be able to justify images of children in their possession
- e) avoid making images in one to one situations
- f) if a photograph is to be displayed publicly it should not have the pupil's full name

12.4 The school has specialist systems for recording images of children in EYFS as part of the assessment of their progress. EYFS staff are trained in the acceptable use of these systems.

12.5 Staff are reminded of the need to follow the school's policy on the use of mobile phones and cameras, including the EYFS setting. Full details are included in the school's [Online Safety Policy](#) and in Section 5.3 of the [Safeguarding and Child Protection Policy](#).

12.6 Staff must not:

- a) take, display or distribute images of children unless they have consent to do so
- b) take images of children using personal mobile 'phones or devices

12.7 In taking photographs or videos, staff should be sensitive to any pupil who appears uncomfortable and should recognise the potential for misinterpretation.

12.8 Under no circumstances should staff store photographs of pupils in their own area, but in the staff shared area, which can be found on the 'T-Drive' at: [T:\Media](#) or [Planet E-Stream](#)

12.9 Staff may not use any image of a pupil without permission from a member of the Senior Leadership Team.

12.10 Staff must ensure children are not exposed to inappropriate or indecent images. Inappropriate material, such as pornography, should not be brought to work and staff must not use school property to access such material. Staff should not allow unauthorised access to school equipment and should keep their computer passwords safe. If staff discover material that is potentially illegal, they must isolate the equipment and contact the Designated Safeguarding Lead or Deputy DSL immediately.

### **13. Physical contact**

13.1 There are occasions when it is entirely appropriate and proper for staff to have physical contact with pupils, but it is crucial that they only do so in ways appropriate to their professional role.

13.2 A 'no touch' approach is impractical for most staff and will in some circumstances be inappropriate. When physical contact is made with pupils this should be in response to their needs at the time, of limited duration and appropriate to their age, stage of development, gender, ethnicity and background. Appropriate physical contact in schools will occur most often with younger pupils.

13.3 It is not possible to be specific about the appropriateness of each physical contact, since an action that is appropriate with one child in one set of circumstances may be inappropriate in another, or with a different child. Staff should, therefore, use their professional judgement at all times.

13.4 If a member of staff has any concerns about a physical contact that has taken place with a pupil then they should report this immediately to a senior member of staff and ensure that a signed and dated written report is produced.

13.5 Staff are advised to:

- a) be aware that even well-intentioned physical contact may be misconstrued by the child, an observer or by anyone to whom this action is described
- b) never touch a child in a way which may be considered indecent
- c) always be prepared to explain actions and accept that all physical contact should be open to scrutiny
- d) never indulge in horseplay, tickling or fun fights
- e) always encourage children, where possible, to undertake self-care tasks independently
- f) Follow the school's [Intimate Care and Toileting Policy](#) where applicable.

## **14. Physical education and other activities which require physical contact**

14.1 Some staff, for example, those who teach PE and games, or who offer music tuition will, on occasions, have to initiate physical contact with pupils in order to support a child so they can perform a task safely, to demonstrate the use of a particular piece of equipment/instrument or assist them with an exercise. This should be done with the pupil's agreement.

14.2 Contact under these circumstances should be for the minimum time necessary to complete the activity and take place in an open environment. Staff should remain sensitive to any discomfort expressed verbally or non-verbally by the child.

14.3 Staff are advised to:

- a) consider alternatives, where it is anticipated that a pupil might misinterpret any such contact, perhaps involving another member of staff, or a less vulnerable pupil in the demonstration
- b) always explain to a pupil the reason why contact is necessary and what form that contact will take.

## **15. Pupils changing**

15.1 Pupils are entitled to privacy when changing clothes. However, in PE lessons or on school trips, there needs to be an appropriate level of supervision, according to the needs and age of the children or young people concerned.

15.2 Staff are advised:

- a) male staff must not enter an area where girls are changing unless it is an emergency (such as fire, to prevent injury, etc) and only if there is no one else to intervene
- b) avoid any physical contact when children are in a state of undress
- c) avoid any visually intrusive behaviour
- d) where there are changing rooms announce their intention of entering
- e) avoid remaining in the room unless pupil needs require it
- f) a member of staff must never change in the same place as children

## **16. Behaviour management**

16.1 All staff should follow the school's [Behaviour Policy](#).

16.2 Corporal punishment is illegal. Equally, staff must not use any form of degrading treatment to punish a pupil. The use of sarcasm, demeaning or insensitive comments is not acceptable.

## **17. Physical intervention**

17.1 Staff may legitimately intervene to prevent a pupil from:

- committing a criminal offence,
- injuring themselves or others,
- causing damage to property,
- engaging in behaviour prejudicial to good order and to maintain good order and discipline – at the school or among any of its pupils, whether that behaviour occurs in a classroom or elsewhere.

17.2 Staff should have regard to the health and safety of themselves and others.

17.3 Under no circumstances should physical force be used as a form of punishment. The use of unwarranted physical force is likely to constitute a criminal offence.

17.4 In all cases where physical intervention is deemed necessary, the incident and subsequent actions should be documented and reported.

17.5 Refer to the school's [Restraint Policy](#) for further details

## **18. Sexual contact**

18.1 Any sexual behaviour by a member of staff with or towards a child or young person is both inappropriate and illegal. Children and young people are protected by the same laws as adults in relation to non-consensual sexual behaviour. They are additionally protected by specific legal provisions regardless of whether the child or young person consents or not. This includes the prohibition on adults in a position of trust.

18.2 A teacher is in a position of trust in relation to pupils at the school at which he or she is teaching. It should be noted however, that forming inappropriate relationships with children or young people who are pupils or students at another school may also be regarded as gross misconduct. Such behaviour tends to bring the school into disrepute and gives rise to concern that the staff involved cannot be trusted to maintain professional boundaries with pupils and students at this school.

18.3 There are occasions when adults embark on a course of behaviour known as 'grooming' where the sole purpose is to gain the trust of a child, and manipulate that relationship so sexual abuse can take place. Staff should be aware that conferring special attention and favour upon a child might be construed as being part of a 'grooming' process, which is an offence.

18.4 Staff must avoid any form of communication with a child or young person which could be interpreted as sexual or potentially sexual, i.e. verbal comments, letters, notes, e-mail, telephone calls, texts, physical contact.

## **19. One-to-one situations**

19.1 Members of staff teaching one pupil, or conducting a one-to-one meeting or teaching session with a pupil should take particular care in the following ways:

- a) use a room that has sufficient windows onto a corridor so the occupants can be seen, or keep the door open, or inform a colleague that the lesson/meeting is taking place;
- b) arrange the meeting during normal school hours when there are plenty of other people about;
- c) avoid the use of 'engaged' or equivalent signs whenever possible. Such signs may create an opportunity for secrecy or the interpretation of secrecy
- d) do not continue the meeting for any longer than is necessary to achieve its purposes;
- e) avoid sitting or standing in close proximity to the pupil, except as necessary to check work;
- f) avoid idle discussion;
- g) avoid all unnecessary physical contact and apologise straight away if there is accidental physical contact;
- h) avoid any conduct that could be taken as a sexual advance;
- i) report any incident where a child becomes distressed or angry or that otherwise causes you concern to the Designated Safeguarding Lead or Deputy DSL, and make a written record (dated and signed).

19.2 Pre-arranged meetings with pupils outside school should not be permitted unless approval is obtained from their parents and a senior member of staff and staff should inform a senior member of staff of the arrangements **before** the meeting.

19.3 In exceptional circumstances home visits may be necessary. Staff should:

- a. discuss the purpose of any visit with a senior staff;
- b. not visit unannounced if it can be avoided;
- c. leave the door open where they will be alone with pupils;
- d. keep records detailing time of arrival and departure and work undertaken;
- e. discuss with their manager anything that gives cause for concern and refer to other agencies if felt appropriate;
- f. have a mobile 'phone and an emergency contact.

## **20. Staff working for Parents**

20.1 Occasionally, a member of staff may be approached by a parent asking them to work directly for the parent. This request may involve some form of paid or unpaid tutoring or babysitting/child-minding for a pupil outside of school hours.

20.2 Abbot's Hill School does not normally allow current employees of the school to tutor or provide additional teaching to an AHS pupil outside of the normal day-to-day running of the school. In the opinion of the SLG, pupils are given all the tuition they require at school in order to reach their full potential.

20.3 If parents feel that extra tuition is still required, they should contact a member of staff who, in turn, should approach their Head of Department or the SENCo to discuss the needs of that particular pupil. Additional tutorials/learning support may be agreed within the school's normal provision. No private arrangements will normally be allowed.

20.4 Any arrangement involving child-minding or babysitting by staff for current pupils is not encouraged by the school. However, the school recognises that in certain situations, parents and staff may find such an arrangement mutually beneficial. The school takes no responsibility for the

conduct of staff outside of their position of employment; however, staff are reminded of the school's [Code of Conduct](#) regarding their behaviour inside and outside the school.

20.5 If staff are approached regarding child-minding/babysitting, they must obtain the prior written permission of the Headmistress before agreeing to undertake any work. If an arrangement is ongoing (i.e. occurs more than once), permission need not be sought on each occasion but termly written permission must be obtained by the member of staff from the Headmistress in order to continue with the arrangement.

20.6 In addition, the staff member must complete the "staff working for parents" log book (kept by the Head of Prep School) every time they undertake any work, detailing the names of the member of staff, the parent, the pupil, the date and hours of work. Staff are also reminded that the school does not take responsibility for any health and safety issues, conduct, grievances or any other claims arising out of the staff member's private arrangements outside of school hours and the staff member is responsible for taking out their own insurance, if appropriate, for these arrangements. In addition, staff are reminded that they are responsible for declaring any income from such arrangements, if appropriate, through self-assessment to HMRC.

20.7 Staff must adhere to confidentiality of pupil, parent, staff and school information at all times. Discussions about the school, pupils, parents or employees are not permitted and would be considered a serious breach of the staff code of conduct.

20.8 Staff may not at any time accept any other private work or employment outside school, whether paid or unpaid, without the prior written consent of the Headmistress. Staff are expected to be loyal to the stated aims and objectives of the school and may not engage in any outside activities or undertake any additional work which might, in the reasonable view of the Headmistress/Bursar, conflict with the school's interests or might interfere with the efficient discharge of their duties.

20.9 Staff may give out personal email addresses and telephone numbers if necessary however staff are reminded that school business should be conducted using school email addresses and phone numbers.

## **21. Visiting Speakers**

21.1 Any visiting speakers, whether invited by staff or pupils, should be checked for suitability (for example by an internet search) and appropriately supervised. Owing to the age of our pupils, visiting speakers must never be left alone with pupils without a Risk Assessment having been agreed by a senior member of staff. Staff should refer to the [Visiting Speaker Policy](#) for further details.

## **22. Whistleblowing**

22.1 Staff should report any activities or behaviour of colleagues that give them cause for concern. Staff should be familiar with the school's whistle blowing procedures which are included in the staff handbook and available in the policies folder on the T drive.

Issue Date: June 2019

Review Date: June 2020 or earlier if major change requires

*Elizabeth Thomas .*

Elizabeth Thomas

**Headmistress**