

# Policy H1– Health & Safety

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## 1. Statement of Intent

The University of Brighton Academies Trust (the Trust) is a multi-academy trust with a Board of Trustees (the Board) that is ultimately responsible and accountable for providing a safe and healthy environment for the staff employed in the academies, its offices, for the students/pupils attending the academies and for visitors and contractors, who come on to the premises. The Trust is the employer for all staff in Professional Services and each of the academies.

While the Board of Trustees retains ultimate responsibility, it delegates certain other functions relating to health and safety to the Risk and Audit Committee, the Executive Team, Professional Services teams and academy staff as defined in the Trust Scheme of Delegation and this policy.

All reasonable steps will be taken to fulfil these responsibilities within the framework of the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 as well as those other Regulations, Approved Codes of Practice, Guidance, etc. made under this legislation. These responsibilities include ensuring that appropriate policies are in place and kept up to date.

Health and Safety practitioners and consultants will be employed, or commissioned, as required to advise the Board, staff and academies on all related matters and to provide up-to-date information in relation to Health and Safety responsibilities.

This policy is largely dependent upon the total co-operation of every person who is employed at or attends each Trust location. It is the expectation that all staff, students/pupils and visitors will co-operate in ensuring the health and safety of all. The Estates & FM (E&FM) Director leads on all health and safety matters, but the responsibility for the implementation of this policy at academy level rests with the Principal, whilst Professional Services responsibility is delegated to Heads of Service. Monitoring of policy implementation is carried out by the E&FM Professional Services team.

Each and every member of staff must recognize that, under the Act, they have a personal responsibility for their own safety as well as for the safety of anyone who may be affected by their acts or omissions at work. They also have to co-operate, as far as is necessary, with their employer in fulfilling its duties under the Act and supporting legislation as well as under the Trust's Health and Safety Policy.

The organisation and arrangements through which all staff aim to fulfil the requirements are set out in the following overarching policy together with a series of named related policies and procedural documents.

Sufficient resources will be allocated to ensure, as far as is reasonably practicable, that employees, students/pupils, visitors and contractors are kept healthy and safe.

## 2. Overall objective of this policy

2.1 The objective of this policy is to ensure that:

- All staff have regard to the Statement of Intent, and the provisions of this policy;
- sensible conditions and systems of work are established for all employees which prevent, as far as is reasonably practicable, any danger to health and safety. This requires that risk assessments be carried out as appropriate to enable hazards and risks to be identified which will ensure, as far as is reasonably practicable, that suitable and sufficient standards of safety are adopted and enforced;
- all departments (and areas of management) have the correct policies and procedures in place (including procedures for making and reviewing suitable and sufficient risk assessments) to ensure the health and safety of staff, students/pupils and visitors in their departments or area of responsibility;
- comprehensive information, instruction, training and supervision is provided, so far as is reasonably practicable, to ensure the health and safety at work of all employees and students/pupils;
- all plant and equipment is maintained properly and that none will be used knowingly when it presents any risks to the safety of the staff, students/pupils or visitors or the public, and where necessary appropriate training will be given.
- the provision of means of access and egress which are safe and without risks to health;
- safe arrangements are made for the storage, handling and transport of articles and substances;
- up-to-date fire safety procedures and documentation are provided and maintained, and that all employees and students/pupils (and, as far as is practicable, visitors) are familiar with them;
- safety awareness among all employees and students/pupils is developed and that individual responsibility for health and safety at all levels of staff and students/pupils (as appropriate to the age of the student/pupil) is promoted;
- the health, safety and welfare of all employees, students/pupils and members of the public are under continuous and reasonable review by managers at all levels;
- an academy or Professional Services team Health and Safety Representative (HSR) is appointed with responsibilities to oversee the implementation of the Health & Safety policy and procedures;
- sufficient resources are delegated to ensure adequate documentation is provided, stored and regularly updated;
- that the Academy or Professional Service Teams include the management and implementation of Health and Safety as an agenda item in all Senior Leadership team meetings, departmental meetings, and team meetings. All groups must meet at least quarterly and report back through the line management structure having identified risk, control measures, actions required, by whom and monitored for completion;
- sufficient funds and resources are provided to enable safe systems to operate and for the training of relevant staff, pupils or visitors;
- Staff participate and engage in monitoring of the implementation of all health and safety policies and procedures;
- There is an understanding that it is everyone's responsibility to act as positive role models for other staff and our students;

- all employees are safeguarded in respect of health, safety and welfare whilst at work;
- safe systems and effective procedures are in place to protect the health, safety, security and welfare of employees, students/pupils, visitors, including parents, contractors' and members of the public affected by their work;
- arrangements are in place to ensure that no work is carried out by staff or by contractors that is liable to expose employees, students/pupils, visitors or members of the public to hazards of health and safety unless suitable and sufficient assessments of the risk are made and necessary measures to prevent or control the risk have been put in place;
- procedures are in place to enable all contractors to demonstrate that they have suitable and sufficient risk assessments in place, and arrangements for securing appropriate standards of health and safety for their employees and anyone affected by their work;
- Senior Leadership Team (SLT) and managers are suitably trained and informed;
- sufficient safeguards are in place for ensuring, as far as is reasonably practicable, the health and safety of all staff at, or outside, their place of work; ;
- sufficient funds are provided, as far as is reasonably practicable, for the appropriate training of relevant staff in health and safety systems and safeguards.

### **3. Academy Principal or Head of Professional Service**

3.1 The Principal or Head of Service (or, when absent, a nominated Deputy) will be responsible for the overall implementation of the Health and Safety Policy in their area of responsibility. The Principal or Head of Service lead is also responsible for:

- the health, safety and welfare of staff, students/pupils, visitors, contractors and any other person using the premises;
- ensuring safe working conditions for all of the above (staff, students/pupils, visitors, contractors etc.);
- ensuring safe working practices and procedures throughout their area of responsibility, including those relating to the provision and use of machinery and other apparatus and equipment;
- implementing the academy's student /pupil behaviour policy and/or Staff Code of Conduct/Teachers Professional Standards that will ensure, as far as is reasonably practicable, the health and safety of students/pupils on site; and implementing the Trust's Off-Site Activities and Educational Visits Policy when engaged in off-site activities;
- appointing the HSR to lead on Health and Safety implementation and management;
- directing that health, safety and security issues are mandatory for inclusion on the agenda of all appropriate meetings and committees.
- ensuring that there is a suitable system in place for reporting accidents, near misses, and concerns about staff or student welfare

3.2 The Principal or Head of Service will:

- make arrangements for appropriate supervision of students/pupils;
- carry out periodic safety reviews and participate in H&S audits;
- ensure that the health and safety training needs of all staff and students/pupils are identified and appropriate training provided;
- encourage staff, students / pupils and others to promote Health and Safety and to suggest ways of reducing risks;

- ensure that sufficient and appropriate risk assessments are carried out and effective control measures are determined and carried out;
- delegate to the HSR appropriate tasks for the day-to-day implementation of the policy;
- ensure that the health and safety management system or other (if any) is used effectively by relevant users;
- ensure that parents are kept informed on any health and safety issues and enlisting their support as appropriate;
- ensure that liaison with contractors is maintained and that regular reports are obtained from by Site Managers;
- Work with their Estates Support Manager and HSR to provide a termly H&S report incorporating incident rates, risks identified during the period, outstanding risks requiring action and training data.

#### **4 Accountability**

4.1 The Risk and Audit Committee, on behalf of the Board of Trustees, will:

- take into account the Trust Statement of Intent;
- approve and review regularly the Trust's Health and Safety Policy, and its implementation across the Trust;
- Receive regular reviews of H&S performance and reports that each academy and Professional Service is implementing the Trust's Health and Safety Policy for assurance purposes;
- require each academy and Professional Service in the Trust to include H&S as an agenda point in all SLT, departmental and tam meetings;
- expect each Academy and Professional Service<sup>1</sup> to appoint a competent (IOSH Managing Safely or equivalent qualification) HSR to advise on the implementation of the Health and Safety Policy and procedures, and to ensure that the training of relevant staff is kept up to date;
- ensure that an appropriate management system is used to prompt and record the carrying out of necessary health, safety and security tasks in line with the Trust policy;

#### **5 Health and Safety Management Committee**

5.1 The Committee will be chaired by the Estates & FM Director (or their representative).

5.2 The Committee will consist of each academy and Professional Service representative (HSR) and will be extended to Trade Union elected staff representatives as appropriate.

5.3 The Committee will meet three times per year and will publish a report for the Executive Team, Academy's Senior Leadership Team and Professional Service Team leads.

5.4 The Committee may invite other members of staff and students/pupils to attend a committee meeting for specific agenda items.

5.5 The Health and Safety Management Committee will:

- take into account the Trust Statement of Intent and policy;

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<sup>1</sup> The need for the appointment of this role will vary between Professional Services and will be determined by the EFM Director and notified to the Head of Service if required

- make and review regularly specific health, safety, welfare and security arrangements for implementing this policy;
- consider accident, incident and ill health records and statistics;
- consider risk assessment and the management of risks;
- consider reports of any internal and external inspections;
- make recommendations on required health and safety training;
- consider the efficacy of emergency procedures including Fire Procedures;
- consider any changes that affect health and safety;
- receive and consider internal or external audit reports and determine any necessary response;
- consider any other items raised by management or the staff representatives;
- make recommendations as to developments, action plans and areas for development and report as required to the Executive Team and or Trustees.

## **6. The Health and Safety Representative (HSR) or persons with appointed responsibilities**

6.1 The responsibilities of the HSR may be discharged by a team rather than a single individual. The HSR will be a suitably qualified and 'competent person' (as defined below) and, in an academy, must be a member of the Academy SLT and be responsible to the Principal. In a Professional Service Team the HSR will report directly to the Head of Service. The defined responsibilities are:

- managing, coordinating and monitoring health and safety matters in their area of responsibility;
- reporting regularly to the Principal or Head of Service on health and safety issues;
- participating in the work of the Health and Safety Management Committee;
- assisting the Principal or Head of Service in internal and external audits of H&S performance;
- maintaining a suitable system for reporting incidents, accidents, near misses, and concerns about staff or student welfare (H&S);
- ensuring that suitable and sufficient risk assessments are carried out, and that appropriate controls are implemented;
- engaging with Health and Safety experts as appropriate, receiving their reports and taking any necessary action;
- meeting with staff Health and Safety representatives.
- advising on all Health and Safety matters, including safety of buildings, plant and equipment used and operated by staff (supported by E&FM Professional Services);
- In academies, ensuring that teaching, administrative, catering, and all ancillary staff are aware of aspects of the health and safety policy that affect them;
- In Professional Service Teams, ensuring that all staff are aware of aspects of the health and safety policy that affect them;
- ensuring that the Trust's Health & Safety policy and associated policies are available to all staff;
- ensuring that contractors, suppliers and persons hiring any part of the premises are aware of the Trust policy.
- ensuring that all necessary safety signs and notices are displayed;

- ensuring that instructions relating to specific areas are displayed and known and understood by all users;
- ensuring that internal fire risk assessments are carried out, appropriate equipment is in place and properly maintained, that regular fire drills are carried out, recorded and monitored, that the required notices are in place, and that appropriate training is given to relevant staff in accordance with the Trust's Fire Safety Policy .
- putting in place procedures for ensuring that supply and peripatetic staff, visiting sports coaches and voluntary helpers understand and implement the Health and Safety policy as appropriate;
- overseeing the efficient use of any health and safety management system to prompt and record the proper discharge of all necessary relevant tasks.

6.2 ***The 'Competent Person' should hold an appropriate health and safety qualification with a minimum competence level equivalent to the IOSH Managing Safely course.***

The definition of a 'Competent Person' is the person who has responsibility as the competent person for advising the Principal and Heads of Service in the discharge of their responsibilities under the Health and Safety at Work Act 1974, The Management of Health and Safety at Work Regulations 1999 and all other health and safety legislation, and for liaising with the Executive Team, Health and Safety Officers and enforcement officers (such as HM Inspectors of the Health and Safety Executive (HSE) and Fire and Civil Defence Fire Officers.)

## 7. Staff responsibilities

### 7.1 Staff with Departmental Responsibilities

Heads of Departments or Service Managers will be appropriately trained and are responsible to the Principal in academies or Head of Service for the implementation and operation of the Health and Safety policy as it affects their areas of responsibility. In order to discharge this responsibility they will:

- familiarize themselves with the Trust's Health and Safety Policy and all regulations and codes of practice relevant to the work in their areas of responsibility;
- participate as required in the work of the Health and Safety Management Committee;
- use the health and safety management systems to record completion of the relevant tasks;
- create and regularly review a departmental health and safety policy;
- ensure that the Academy's Student Behaviour policy or Staff Code of Conduct/Teachers Standards is implemented within the Department as appropriate;
- apply effectively all relevant Health and Safety regulations, rules, policies, procedures and codes of practice;
- instruct all staff, students and others under their area of responsibility in safe working practices;
- carry out regular safety inspections of their areas and keep records of those inspections;
- ensure that risk assessments are carried out on any relevant risk and effective measures are taken to control those risks;
- ensure that all plant machinery and equipment is adequately guarded, is in good and safe working order, and that all reasonably practicable steps are taken to prevent unauthorised or improper use;
- make available appropriate protective clothing and equipment, first aid and fire appliances;
- ensure that all departmental staff and students in their areas know the emergency evacuation procedures;

- ensure that toxic hazardous and highly flammable substances are correctly used, stored and labelled;
- provide appropriate Health and Safety information to relevant persons;
- report any Health and Safety concerns to the HSR;
- participate in the work of the Health and Safety Management Committee if required to do so;
- Participate in internal or external audits of safety performance as required.

## 7.2 Site Staff reporting to the HSR

Additional responsibilities of the HSR may be delegated to managers reporting to the HSR who retains responsibility to the Principal or Head of Service for:

- implementing the appropriate policies and procedures;
- maintaining an appropriate cleaning schedule;
- ensuring that site staff are competent to carry out their responsibilities;
- arranging for the removal from service of any item of furniture, apparatus or equipment which has been identified as unsafe;
- taking appropriate action where necessary to prevent injury to others on the site who might otherwise be exposed to unnecessary dangers, e.g. erect barriers around open manhole covers;
- ensuring that other site and cleaning staff are adequately supervised;
- ensuring that any personal protective equipment issued to staff is suitable for the task and that training is provided in the use of the equipment;
- ensuring that all site and cleaning staff work in accordance with safe working practices issued by the site.
- Participate in Internal or external audits of safety performance as required.

## 7.3 Catering Manager (if an Academy employee) reporting to the HSR

Where the Academy manages its own catering facilities, the Catering Manager, in addition to the above, will also be responsible for:

- implementing the relevant Trust and Academy policies;
- applying the appropriate isolation procedures in the event of fire and emergency evacuation of kitchen and dining room areas;
- ensuring hygiene standards meet legislative requirements;
- supervising and training staff appropriately;
- training and instructing all catering staff in the emergency procedures;
- carrying out regular reviews of the procedures and informing the HSR of any issues of concern;
- recording results of the monitoring and review of procedures;
- ensuring that all catering staff have opportunities for raising concerns about Health and Safety issues;
- Participate in internal or external audits of safety performance as required.

Where the Academy contracts out the catering arrangements, the HSR will ensure that the above responsibilities are fulfilled as part of the contract: the contract will set out the Catering Manager's responsibilities, and the Contactor's responsibilities.

## 7.4 All members of staff have a duty to:

- take all reasonable steps to safeguard the health and safety of themselves, all other staff, students/pupils in their care, and any other persons who may be affected by their actions;

- understand and use the appropriate reporting systems;
- take reasonable precautions in safeguarding themselves and others;
- know and understand Trust's Health and Safety policy;
- observe all Health and Safety rules and procedures set out by the employer and use all health and safety equipment provided;
- participate in assessing risks and the management of identified risks;
- follow all relevant codes of safe working practice and local rules;
- alert the HSR or Heads of Departments/ Heads of Service as appropriate to any potential hazard identified.
- report (through the appropriate reporting system) all accidents, incidents or near misses that have led or may lead to illness, harm or damage;
- ensure that students' / pupils' behaviour is regulated in accordance with the Academy's Student Behaviour policy;
- report any unsafe working practices to the HSR;
- report any concerns they may have about the health, safety and welfare of any student/pupils in their charge in line with the Academy's Safeguarding and Child Protection Policy;
- ensure that no person uses a prescribed dangerous machine or equipment unless fully instructed in the dangers and precautions to be observed and have either received sufficient training in work at the machine or are being supervised by someone with a thorough working knowledge of the machine;
- ensure that no student/pupil is allowed to dismantle or clean a prescribed dangerous machine unless under appropriate expert supervision;
- ensure that they are familiar with fire drills, fire alarm systems, means of escape and evacuation procedures. Staff should ensure that there is a fire drill notice clearly visible in the rooms in which they work;
- use the health and safety management system where relevant;
- participate in any relevant paid training; and read the Trust's Health and Safety policy and any associated policies, and sign and date the Academy's or Service Teams logbook to indicate that he/she has done so. The following statement should be used: *'I have read the Trust's Health and Safety Policy and understand my responsibilities.'*

7.5 All staff have a right to raise Health and Safety issues of concern at any time but in particular at formal meetings in their departments. All employees who are members of recognized trade unions have a right to raise any concerns with their union representatives, who may discuss these with the HSR, Principal or Head of Service as appropriate.

7.6 It is recognised that members of staff are not chartered or certificated risk assessors but all staff are expected, in fulfilling their legal responsibilities for Health and Safety, to use their experience and knowledge as adults, and their training as teachers and members of staff to make reasonable, common-sense decisions about risk assessment and control measures.

## **8. Staff Safety Representative**

8.1 Trade Union representatives have the right to:

- investigate potential hazards and to examine the causes of accidents in the workplace;
- investigate complaints by any employee they represent relating to that employee's health and safety or welfare at work;



- make representations to the Principal, Head of Service and the HSR as appropriate, on general matters affecting the health, safety and welfare of employees;
- participate as an elected union representative in the work of the Health and Safety Management Committee;
- carry out workplace health, safety and welfare inspections; participate in the work of the Health and Safety Management Committee; and subject to local agreement and discussion have paid time off to carry out their functions and to receive health and safety training.

8.2 None of the above functions given to a health and safety representative impose any legal duty or liability whatsoever on that person. A safety representative is in no way obliged to carry out any or all of the above functions.

## 9. Consultation

### 9.1 Staff

Health and Safety will be a regular item on the agendas of all Departments, pastoral groups, and any formal management meetings in the Academy or in Professional Service Teams. Any points raised will be duly minuted and reported promptly to the HSR.

### 9.2 Students/Pupils and Parents

- Students/pupils also play a part in overall Health and Safety and welfare of the Trust and will be encouraged to discuss Health and Safety issues at Year and Academy Student Council meetings (as appropriate for their age), and raise any concerns, which will be reported to the HSR;
- The Principal may decide to involve students/pupils further in the management of health, safety, welfare and security;
- Parents may also be consulted on issues that they may be expected to have views and concerns on (e.g. security; safeguarding of students/pupils; road safety). Each Academy may determine the amount and manner of the consultation.

## 10. Organisation

### 10.1 Structure Overview

- As the accountable body for the Trust as the employer, the Board of Trustees has overall responsibility for the policies and procedures across the Trust.;
- The Health and Safety Management Committee will consider and make recommendations on overall health and safety issues and will report to the Executive Team, Trustees, Principals and Heads of Service;
- The Principal and Heads of Service have overall responsibility for the internal management of the Trust Health and Safety Policy, procedures and reporting;
- The HSR has the responsibility for the day to day management, co-ordination and implementation of the policy, and reporting to the Principal or Head of Service;
- Heads of Areas/Departments or Managers have responsibility for Health and Safety within their areas and for reporting to the HSR;
- Regular (at least 3x per annum) Department and Team meetings will include H&S as an agenda item with reports going to the HSR, Union Safety Representatives have the right to participate in the Health and Safety Management Committee and to discuss health and safety issues as necessary with the HSR and/or the Principal or Head of Service Lead;

- At academy level, and if agreed by the Principal, the Student Council may have an advisory role, reporting to the Health and Safety Management Committee and HSR.

## **11. Risk Assessment**

- 11.1 All members of staff in charge of departmental 'Safety Areas' are responsible for ensuring that risks are identified, and appropriate assessments and control measures are made. Members of staff must be competent to carry out appropriate risk assessments. The Principal or Head of Service is responsible for ensuring that all staff who complete risk assessments are suitably qualified and competent.
- 11.2 All staff must use the Trust risk assessment pro forma. Completed assessments must be retained and be accessible in the workplace to all relevant staff. Relevant staff will be provided with training on accessing information.
- 11.3 Risk Assessments must be reviewed regularly and generally an annual review is sufficient providing that the control measures have been effective and that there have not been fundamental changes in practice, process or procedure.
- 11.4 The Principal or Head of Service will ensure that suitable and sufficient risk assessments are carried out. The HSR will determine which can be done locally or at Academy/Service Team level and which by any other outside contractors. The Principal, Head of Service and HSR's have the discretion to seek advice from the EFM Director on appropriate delegation and will report the reasons and response to the Trust Health and Safety Management Committee.

## **12. Training**

- 12.1 All employees will be provided with the opportunity to have access to the information, instruction, supervision and training required to enable them to discharge their responsibilities safely and work in a safe environment.
- 12.2 All employees, whether permanent or temporary, will undergo induction training which will include the following health & safety matters:
- Emergency Arrangements
  - Fire Drills
  - Codes of Safe Practice and Guidance
  - Health & Safety
  - First Aid
  - Incident reporting
- 12.3 Staff who feel that they have a need for specific health & safety training of any kind should notify the HSR or line manager in writing.
- 12.4 A nominated member of staff will maintain records of individual employee training to ensure that training is up to date and appropriate for the duties undertaken. Where certificates of competence are required for potentially hazardous activities (e.g. woodworking machinery, swimming etc.), the nominated member of staff is responsible for:
- checking the validity of certificates;
  - arranging refresher training when necessary; and
  - keeping the Principal, Head of Service and HSR informed.

12.5 Attendance and funding of training will be allocated according to the priorities for training and the added value that comes from the training.

### 13. Measuring Performance

13.1 An appropriate system to support staff in carrying out their responsibilities for Health, Safety in their areas will be provided.

13.2 The Principal, Head of Service and HSR will ensure that the following are carried out as appropriate, using the management system for recording purposes:

- Regular documented audits;
- Site inspections;
- Review of risk assessments and the subsequent control measures;
- Surveys by the Health and Safety Management Committee;
- Attendance at health and safety meetings;
- Information coming out of department meetings, and how it is dealt with;
- Results of any external reviews/investigations;
- Regular review of accidents/incidents/near misses and use of the information and experience gained from the review;
- A system of reviewing and developing improvement plans as identified;
- Sharing experiences, findings and good practice across the Trust.

### 14. Equal Opportunities

14.1 In making, reviewing and implementing this policy the Trust's Equality and Diversity Policy must be taken into account. In particular, sites must ensure that reasonable adjustments are made to the premises and facilities to enable disabled staff, students/pupils and visitors to use the facilities and or curriculum as far as is reasonably practicable. Each site must have an Accessibility Plan which is kept under review and implemented as appropriate, in order to ensure safe access for disabled staff, students/pupils and visitors.

### 15. Related policies and procedural documents

15.1 There are many aspects of Health & Safety and premises that require safe management and maintenance. The list of related documents below consists of the main related H&S policies and procedural documents to which each academy or Service Team must have regard. Approval of the policies will be in accordance with the Trust Scheme of Delegation.

15.2 Each academy may decide to add additional sub-policies that are relevant to its situation and needs. If additional sub-policies are added, the Principal must ensure that draft copies are submitted to the Estates & FM Director for consultation, consideration and advice.

Related Policies		Operational policies & guidance	
H2	Accessibility Plan	H11	Design & Technology Department
H3	Accident & incident reporting	H12	Display Screen Equipment
H4	Control of asbestos	H13	Electrical Equipment
H5	Control of Substances Hazardous to Health (COSHH)	H14	Lone working
H6	Educational Visits & Off-site activities	H15	Manual Handling
H7	Fire safety	H16	PE Department
H8	First Aid & Medical	H17	Personal Protective Equipment (PPE)
H9	Non-smoking	H18	Science Department

H10	Site security	H19	Waste Management
<b>Procedures &amp; templates</b>			
Template for risk assessment		Contractors Handbook	
Legionella bacteria water monitoring procedures for academies		Critical Incident & Business Continuity template	
Working at height			

## 16. Policy status and review

<b>Written by:</b>	Estates and Facilities Management Director
<b>Owner:</b>	Estates and Facilities Management Director
<b>Status:</b>	V1 = APPROVED V1a = minor editorial changes to LGB responsibilities V2 = Approved V3 = Approved
<b>Approval date:</b>	V1 = HAT BoD 29/3/16 BAT RC 11/3/16 Merger editorial changes 1 September 2017 V2 = R&A 4-12-17 V3 = Chair of R&A 23-09-19
<b>Review Date:</b>	As required or 2020/21