

POLICY / PROCEDURE TITLE		DATE OF APPROVAL
<p align="center">Health Safety and Wellbeing Policy including: Part 1 - Statement of Intent and Policy Objectives Part 2 - Roles & Responsibilities & Organisational Structure Part 3 - Written Arrangements</p>		September 2024
APPROVED BY	VERSION NO.	VALID UNTIL
Corporation	5	September 2027

OWNER	Assistant Director of Health Safety and Environment		
GROUP EXECUTIVE LEAD	Chief Executive Officer		
DOCUMENT TYPE	Policy <input checked="" type="checkbox"/>	Group Procedure <input type="checkbox"/>	Local Procedure <input type="checkbox"/>
PURPOSE	The purpose of this policy is to set how NCG intends to manage health, safety and wellbeing issues and meet health and safety requirements. The Health & Safety and Wellbeing Policy Statement contain NCG health, safety and wellbeing aims and objectives.		
APPLICABLE TO	All NCG employees, as well as consultants, vendors, agency workers, contractors, service users, trainees/students, volunteers and/or any other parties who have a business relationship with NCG [amend as appropriate].		
EQUALITY ANALYSIS COMPLETED [POLICIES ONLY]	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	N/A <input type="checkbox"/>
	(If EA not applicable, please explain)		
KEY THINGS TO KNOW ABOUT THIS POLICY	The policy is produced in compliance with the Health and Safety at Work Act 1974		
EXPECTED OUTCOME	Readers are expected to understand the organisational position on [insert as relevant], know their responsibilities in relation to the policy and comply with the terms of the policy.		

MISCELLANEOUS	
LINKED DOCUMENTS	N/A
KEYWORDS	<ul style="list-style-type: none"> • Health • Safety • Wellbeing

Equality Impact Assessment

EQUALITY IMPACT ASSESSMENT			
	Yes	No	Explanatory Note if required
EIA 1 - Does the proposed policy/procedure align with the intention of the NCG Mission and EDIB Intent Statement in Section 2?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The answer to this must be YES
EIA 2 - Does the proposed policy/procedure in any way impact unfairly on any protected characteristics below?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Disability / Difficulty	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Religion or Belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
EIA3 - Does the proposed policy/processes contain any language/terms/references/ phrasing that could cause offence to any specific groups of people or individuals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
EIA4 - Does the policy/process discriminate or victimise any groups or individuals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
EIA 5 - Does this policy/process positively discriminate against any group of people, or individuals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this must be NO
EIA 5 - Does this policy/process include any positive action to support underrepresented groups of people, or individuals?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The answer to this could be yes or no as positive action is lawful. However, an explanation must be provided for clarity.
EIA 6 - How do you know that the above is correct?	Reviewed by Policy Review Council.		

1. GENERAL POLICY STATEMENT

NCG accepts responsibility for the health, safety and wellbeing of its colleagues, students and all those who interact with NCG and it is the Chief Executive Officer of NCG who has overall responsibility for this policy and for ensuring there is an effective management structure supporting its delivery.

Through this policy NCG will establish strong leadership in health, safety and wellbeing that promotes a healthy and safe working environment and prevents, so far as is reasonably practicable, accidents and work-related ill health.

The identification, assessment and control of risks are essential to achieving our goals and this will be achieved through the operation of an integrated health, safety, and wellbeing management system.

Continuous improvement will be driven through target setting and systematic monitoring, audit, and review.

Everyone must all work together, ensuring that they play their part and that together ensure full compliance with external regulations and NCG's risk management policy and framework.

All managers have accountability for the health, safety and wellbeing of their colleagues and everyone interacting with NCG must ensure they are aware of and follow safe working practices.

There will be active & open communication and consultation between all stakeholders and health, safety and wellbeing will be integrated into our communications wherever appropriate.

We will review and report on our health, safety, and wellbeing performance (against the objectives set out within our annual health, safety and wellbeing plan) to support the implementation of the policy through delivery of objectives and targets.

2. THE POLICY CONSTITUENT PARTS

The Health, Safety and Wellbeing Policy consists of three parts:

1. The Statement of Intent and policy objectives.
2. Roles & responsibilities & organisational structure for health, safety and wellbeing
3. Written arrangements for how the policy will be implemented with practical arrangements for key risks.

PART 1 – STATEMENT OF INTENT AND POLICY OBJECTIVES

1. OBJECTIVES

To establish and operate effective health, safety, and wellbeing across NCG through the:

- Provision of leadership and coordination at all levels of the organisation.
- Identification of the health and wellbeing needs
- Establishment and operation of appropriate policies and systems.
- Delivery of training, allowing individuals to take clear ownership and responsibility for optimising their own health, safety, and wellbeing.
- Collection and review of intelligence that allows NCG to demonstrate procedures, processes and plans are fit for purpose.
- Provision of suitable and sufficient means for communication in relation to the health safety and wellbeing arrangements.

2. EXPECTED OUTCOMES

- Reduced workplace and learning accidents.
- Improved working / teaching / learning environments.
- Reduced sickness / ill health absence.
- Improved health and wellbeing of all associated with NCG.
- Improved morale and motivation.
- Improved resilience in the workforce and maintaining an improved work life balance.

Chief Executive Officer

Date

PART 2 – RESPONSIBILITIES

1. RESPONSIBILITIES:

All Colleagues of NCG Shall:

- Adhere to the health, safety, and wellbeing policy (and standards, processes and the control measures identified in risk assessments) to take advantage of the support and initiatives made available to them optimising their own wellbeing at work.
- Ensure that all individuals interacting with NCG are made aware of any appropriate health and safety requirements and that adequate procedures are in place to ensure their safety during building evacuation, or other reasonably foreseeable emergency that may arise.
- Follow all safety instructions and safe working practices, feeding back to line management any areas for concern or difficulties that arise.
- Refrain from misuse or interference with anything provided in the interests of health, safety, and wellbeing, and from any act or omission that may endanger themselves or others.
- Ensure all safety equipment and facilities provided in the interest of health and safety at work is held and maintained in the correct manner, at all times.
- Report irresponsible behaviour, unsafe equipment, hazards or working practices as well as all incidents or near misses immediately to line management.
- Take reasonable care for the health safety and wellbeing of themselves and others.
- Co-operate fully, with NCG to enable the organisation to comply with all legal duties.
- Ensure they engage and commit to ongoing training regarding workforce development for health, safety, and wellbeing.

NB. The designation of colleagues is inclusive of contract, agency, and short-term staff.

2. CORPORATION BOARD MEMBERS

Members will:

- Approve and endorse the Health, Safety and Wellbeing policy and associated arrangements to ensure successful implementation and performance.
- Ensure that the health, safety, and wellbeing implications are considered at the time of any new projects or related issues.
- Ensure that legal requirements in relation to health, safety and wellbeing are appropriately funded to ensure that no breach of statute may occur.
- Ensure that when setting budgets, appropriate consideration is given to health and safety legislative requirements.
- Ensure that, as appropriate, suitable health, safety and wellbeing measures are properly incorporated within all activities.
- They are aware of the health and safety performance of NCG and that where issues are identified appropriate corrective action is taken.

3. COLLEGE BOARD MEMBERS

Members are required to ensure that:

- Arrangements are in place for the effective management of health, safety, and wellbeing within the college.
- They are aware of the health and safety performance of their college and that where issues are identified appropriate corrective action is taken.
- Provide challenge and hold senior leaders to account for improving the quality of learning and the effectiveness of performance management systems.
- Ensure that, as appropriate, suitable health, safety and wellbeing measures are properly incorporated within all activities.

4. THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer has overall responsibility for the effective and efficient management of health, safety, and wellbeing in NCG, ensuring implementation is enacted through the management structure.

The Chief Executive Officer will:

- Ensure NCG is seen to be exemplary in its behaviour by exercising an initiative-taking approach in all aspects of health, safety, and wellbeing.

- Ensure an appropriate health, safety and wellbeing policy and management system is in place with effective structure and arrangements to ensure they are effectively implemented, monitored, and reviewed.
- Ensure adequate resources are made available to ensure NCG can meet its legal obligation under The Health and Safety at Work etc. Act 1974 and associated regulations.
- Ensure effective and appropriate arrangements are in place to ensure colleagues and all others engaging with NCG have suitable and sufficient health, safety and wellbeing information, instruction, and training.
- Ensure appropriate recording and reporting mechanisms are in place to meet legislative requirements and assist in prioritising resources to ensure the health, safety, and wellbeing of all employees and those affected by its undertakings.
- Approve health, safety, and wellbeing targets for the organisation.
- Ensure arrangements are in place to enable full consultation on health, safety and wellbeing matters for employees' representatives to perform their duties.

5. COLLEGE PRINCIPALS AND EXECUTIVE DIRECTORS

Principals and Executive Directors are required to ensure that within their college:

- Ensure effective risk management processes are in place.
- Resources and information are available to enable compliance with the respective health, safety, and wellbeing duties of all colleagues.
- Provide leadership and coordination to ensure the delivery of the health, safety, and wellbeing plans for their area of responsibility.
- Local arrangements to achieve and / or support the corporate policy and standards are established.
- All colleagues are informed of their health and safety responsibilities and receive suitable and sufficient information, instruction, training, and supervision to enable them to work safely.
- Safety representatives have sufficient time and facilities to conduct their function of representation and consultation within NCG and the college together with the

workforce including meetings and forums, dissemination of information, site inspections, and accident/ incident investigations.

- Colleagues actively participate in periodic health and safety inspections, audits, and reviews within the college.
- Full co-operation between colleges, NCG professional services, health and safety advisers, safety representatives and external authorities.

6. MANAGERS

Managers will:

- Ensure that all colleagues are aware and comply with health, safety and wellbeing policy and standards, promote the programmes and services of support available to colleagues and will be accountable for the health, safety, and wellbeing of their colleagues.
- Ensure familiarisation with the corporate health, safety, and wellbeing policy for specific responsibilities within NCG and their college and written standards and guidance applicable to their area of responsibility.
- Ensure communication of the corporate health, safety, and wellbeing policy together with relevant standards to all persons operating within their area of responsibility to ensure they are readily understood by all.
- Ensure that all standards, safe systems, and methods of work are consistently adhered to via a planned and implemented workplace inspection regime.
- Ensure all persons are sufficiently and appropriately trained, and that they receive information necessary to perform their duties in a safe environment.
- Facilitate appropriate time for appointed representatives to participate in health and safety joint consultation.
- Ensure arrangements are put in place to enable all necessary risk assessment to be relevant, by involving employees who possess appropriate knowledge and awareness of circumstances.

- Ensure all employees, and where appropriate students, are instructed, advised, and supervised regarding the outcome of both risk assessment and health & safety arrangements.
- Ensure all necessary health & safety training needs are addressed and recorded, and that relevant colleagues are allowed appropriate time to participate in health and safety training.
- Ensure they participate in safety management activities, responding to incident reports and contributing to health and safety monitoring audit and review.

7. PEOPLE AND DEVELOPMENT

People and Development will:

- Advise managers and colleagues on the practicalities of recommended adjustments from occupational health and wellbeing having regard to the management of absence.
- Provide continuing support to managers and individuals advising managers on the best course of action to facilitate a colleague to remain in work or return to work.
- Encourage referral to occupational health and wellbeing unit where required.
- Support and develop in conjunction with the Head of Health Safety and Environment health safety and wellbeing training priorities.

8. ESTATES, PROPERTY AND FACILITIES MANAGEMENT

Estates and Facilities Managers will:

- Ensure the co-ordination, review, and identification of ownership for all compliance, corrective and preventive actions and monitor performance for NCG occupied or managed buildings and land assets.
- Will identify and progress capital investment strategies and plans to address health and safety compliance across NCG colleges, buildings, and land assets.
- Ensure that NCG occupied and managed buildings and land assets are maintained and operate in accordance with statutory requirements, etc.

- Co-ordinate, manage and oversee all aspects of the health and safety compliance on all building elements including mechanical and electrical equipment within all NCG owned or managed operational and non-operational buildings.
- Ensure the safe procurement and management of external contractors undertaking repairs and maintenance works.
- Ensure robust planned preventative maintenance regimes lessen the impact of reactive repair conditions.
- Review and manage the health and safety files from completed construction projects and recording and action relevant building information as required in accordance with the Construction Design and Management Regulations.

9. THE NCG ASSISTANT DIRECTOR OF SAFETY, HEALTH, AND ENVIRONMENT

The Assistant Director of Safety, Health and Environment is required to:

- Lead on health, safety and wellbeing policy formulation and development and to assist with planning and implementation.
- Drive the achievement of a positive health and safety culture.
- Function as a source of advice and information regarding the requirements of the relevant legislation, codes of practice and guidance, and developments concerning health, safety, and wellbeing management practice.
- Develop appropriate monitoring and auditing systems to meet the requirements of the safety management framework.
- Assist with the health and safety training for colleagues and students.
- Update Colleges on new developments and provide guidance on appropriate training.
- Provide assurance to the Executive Board, NCG senior leadership team and the Corporation Board that the NCG health, safety and wellbeing arrangements are effective, suitable, and sufficient.

10. HEALTH AND SAFETY PROFESSIONALS

Health and Safety professionals shall be required to:

- Assist the Assistant Director of Safety, Health, and Environment in delivering the above requirements.
- Support and assist occupational health activities.
- Coordinate the requirements of the safety management framework.
- Support assist in all other risk assessment activities conducted within colleges and advice regarding suitability of the methods employed.
- Implement and support the production of NCG and local health and safety and wellbeing standards and arrangements for the effective management of health, safety, and wellbeing legislation within NCG and their college.
- Ensure legal registers for health safety and wellbeing are referenced and updated where appropriate.
- Where professionals may have multiple roles within a college suitable and sufficient time and resource is made for the effective management of health, safety, and wellbeing.

11. TRADE UNION REPRESENTATIVES AND REPRESENTATIVES OF EMPLOYEE SAFETY

Within NCG operations the recognised Trade Unions appoint their own safety representatives. Each respective Trade Union is required to notify the Director of Human Resources annually who will ensure that relevant members of NCG Management are informed.

NCG recognises the valuable contribution that all safety representatives can make and will accommodate appropriately to allow them to fulfil their duties to the employees they represent.

Representatives will:

- Represent employees / colleagues in consultation with NCG.

- Co-operate effectively in promoting and developing health, safety, and wellbeing measures.
- Make representations to NCG either verbally or in writing on general matters affecting the health, safety and wellbeing of other persons employed at the workplace.
- Conduct or participate in inspections and audits.
- Represent their members in consultation with officers of the enforcement agencies.
- Attend meetings for the purpose of joint consultation in their capacity as a safety representative.

12. CONTRACTORS AND SUB-CONTRACTORS

Whilst on NCG premises or conducting activities on NCG's behalf; contractors and sub-contractors shall ensure that they are competent and comply with the intent outlined within this policy, legislation, and codes of practice through; identifying and managing the health, safety and wellbeing risks that may impact on NCG activities.

13. VISITORS AND STUDENTS

Visitors and students will:

- Take reasonable care to ensure the health, safety and wellbeing of themselves and others who may be affected by their actions.
- Cooperate with regard to health, safety, and wellbeing matters.
- Ensure that they are familiar with, and act in accordance with, procedures or instructions issued to them, or which may have been brought to their attention.
- Report any:
 - Accident resulting in personal injury or ill health, however minor.
 - Every dangerous occurrence, including fire, using the approved reporting mechanisms.
- Report 'near miss' incidents which have the potential to cause injury or ill health.

- Not proceed with any activity if they feel it poses a threat to their health, safety, and wellbeing, or to that of others.
- Report any unsafe or unhealthy working conditions, or suspected faults in buildings, building fabric, or in any equipment, without delay.

PART 3 – WRITTEN ARRANGEMENTS

1. GOVERNANCE OF HEALTH, SAFETY AND WELLBEING MANAGEMENT

Key arrangements are:

- A systematic approach to risk management.
- Provision of adequate funding, resources, and expert advice.
- Provision of information, instruction, supervision, and training sufficient to enable colleagues to carry out their duties safely and effectively.
- Monitoring compliance and effectiveness of arrangements.
- Regular auditing.
- Investigation and review of incidents.
- Management review and continuous improvement

2. SAFETY

- Colleagues are adequately trained and competent to carry out their assigned tasks.
- Suitable and sufficient risk assessments are undertaken, and control measures implemented; thereby providing instruction and information when briefed.
- The application of a hierarchy of risk minimisation controls e.g. (Eliminate, Reduce, Inform and Control) with PPE being introduced as a last resort.
- Visible safety leadership via the involvement of Principals, Heads of Service, Managers, Supervisors and Colleagues. This includes members of the supply chain, partners, Subcontractors, and other stakeholders.

3. HEALTH AND WELLBEING

- Positive environments. Building, improving, and maintaining positive and supportive working and learning environments.
- Policies and practice. Embedding wellbeing in our Health and Safety and People Development policies and practices.
- Healthy lifestyles. Encouraging and promoting healthy lifestyles.
- Mental wellness. Encouraging and supporting colleagues and students to maintain good mental health and manage problems should they arise.
- Removing mental ill-health stigma. Creating a culture where more people feel able to talk openly about their mental health as they do physical health.
- Culture and behaviour change. Embedding workplace health promotion to foster the culture enabling support and encouragement of health behaviour change.

4. HEALTH, SAFETY AND WELLBEING MANAGEMENT ARRANGEMENTS

Risk Assessment

NCG will ensure that risk assessments are completed and reviewed for all significant hazards arising out of or in connection with the activities undertaken in accordance with relevant standards.

Managers will be responsible for ensuring that risk assessments, as required under health and safety regulations, have been undertaken and that the hazards identified together with the preventative and precautionary control measures have been considered and recorded.

- The findings of the risk assessment will be passed to employees to safeguard their health, safety or wellbeing.
- Full details are contained within the respective risk assessment standards.

Process for Identifying and Dealing with Priorities

Managers will prioritise and deal with safety matters within their own area of responsibility and decide to rectify matters relating to health and safety.

Where the matter cannot be dealt with locally then the issue must be reported to their line manager immediately.

Monitoring Health and Safety Performance

Principals, Heads of service will ensure that managers and supervisors of their respective spheres of responsibility will carry out active monitoring of health, safety and wellbeing by regular inspection and checking to ensure that standards are being maintained and appropriate controls are working in accordance with the workplace inspection procedure.

- Any items for remedial action should be reported and actioned appropriately.
- Health, safety and wellbeing will be a standing item on team briefings/meetings.
- Reactive monitoring will also take place if things go wrong, this will include investigating injuries, cases of illness, property damage and near misses.

Health and Safety Audit

One of the priorities of NCG is to ensure that everyone who visits our premises, whether customers, suppliers, contractors, or colleagues, do so in a safe environment. To ensure this NCG has implemented a health, safety, and wellbeing policy, we have conducted risk assessments and have in place a robust self and external checking procedure.

To meet NCGs legal obligations and expectations the following checking standards are to be undertaken:

- Site health, safety, and wellbeing inspections – completed by the college/service area management team.
- Internal health, safety, and wellbeing audit – conducted by the occupational health and safety professionals in accordance with the agreed audit schedule.
- The completion of the Estates Compliance Tracker in accordance with the Compliance monitoring Standards

Accident and Incident Reporting

All accidents, health, and safety related incidents, work related ill health, violent incidents or dangerous occurrences that occur at, or as a result of, work for NCG must be reported immediately following the accident and incident reporting standard.

All incidents, accidents, ill health, or dangerous occurrences will be reported verbally to their line manager and confirmed by the completion of an incident and accident report form on the event reporting system in accordance with the incident investigation and reporting standard.

Joint Consultative Arrangements for Health, Safety and Wellbeing in NCG

As part of the commitment to establish effective joint consultation for health, safety and wellbeing issues, NCG has adopted the following arrangements:

- NCG Estates, H&S and Environment Committee
- College Health Safety and Wellbeing Councils – meeting a minimum of three times per year; and
- College HSW Committees at School / Service / Regional level – meeting a minimum of three times per year.

NCG Estates, H&S and Environment Committee

The NCG Corporation Board has created an Estates Committee to oversee the following areas:

- Estates
- Health & Safety
- Environmental

The Committee has its own Terms of Reference and delegated powers from the Corporation Board.

College Health, Safety, Wellbeing Council Membership:

This shall be determined by the Principal of each college, but must as a minimum comprise the following:

- Principal or appointment member of the Senior Leadership Team (Chair).
- Member of the senior leadership team.
- People and Development representative if required (optional).
- College Health and Safety Manager/Officer.
- TU representation (max 2 per union) or Representative of Employee Safety (max 4 representatives).
- Learner representation if appropriate (e.g. Student President).
- Estates / facilities representation.

College Health, Safety and Wellbeing Council Terms of Reference:

- To promote a programme of activities on health, safety and wellbeing issues, supporting behaviour which fosters a positive safety culture.
- To act as the forum for considering and determining college issues regarding health, safety, and wellbeing.
- To measure success or otherwise of the NCG health, safety and wellbeing policy within the college.
- To set, agree and measure college health, safety and wellbeing targets and objectives in line with those of NCG.
- To be made aware of actions resulting from any enforcement authority activity.
- To measure college performance with regard to health, safety, and wellbeing activities and to initiate and monitor action plans as appropriate.
- To review annual health, safety and wellbeing results.
- To evaluate the effectiveness of health & safety training programmes, identifying where improved provision is necessary.

- To establish and agree terms of reference for college health, safety and wellbeing committees.

College Health, Safety and Wellbeing Committees (where applicable)

- Committees will be formed by the relevant Director of School / Head of Service / Manager where applicable.
- Chaired by a senior person.
- Each Curriculum area or Service must have a committee or be part of a committee group.
- The membership (which should include a member of college health and safety employees), quorum and terms of reference must be established by the relevant college safety council.
- The college committees if separate must feed into college council meetings, should further clarity be required at a more senior level by their SLT.

3. STATEMENT ON IMPLEMENTATION

Upon approval, this policy will be uploaded to the policy portal and communicated to staff via The Business Round-Up and published via the NCG internet and intranet. Physical copies will be placed on noticeboards at all main entrances of buildings.

4. STATEMENT ON EQUALITY AND DIVERSITY

NCG is committed to providing equality of opportunity. Further details of our aims and objectives are outlined in our [Equality Diversity Inclusion and Belonging Strategy](#).

This policy has been assessed to identify any potential for adverse or positive impact on specific groups of people protected by the Equality Act 2010 and does not discriminate either directly or indirectly. In applying this policy, we have considered eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between people from diverse groups.

5. STATEMENT ON CONSULTATION

This policy has been reviewed in consultation with Chief Executive Group, Policy Review Council and the Health and Safety Professional Services Team.

VERSION CONTROL				
Version No.	Documentation Section/Page No.	Description of Change and Rationale	Author/Reviewer	Date Revised
1	New Policy	N/A	Assistant Director of Health Safety and Environment	July 2019
2	Scheduled Review	Policy broken down into 3 elements to improve control of document control and reflect any incidental changes between reviews	Assistant Director of Health Safety and Environment	July 2020
2.1	Scheduled Review	Reviewed – no changes	Assistant Director of Health Safety and Environment	July 2021
3	Scheduled Review	Reviewed – no changes	Assistant Director of Health Safety and Environment	July 2022
4	Scheduled Review	Section 1: <ul style="list-style-type: none"> • Removal of word Strategy in title for and replacement with approach • Replacement of strategy with arrangements in body of text Section 4 addition of word Subcontractors Section 5 replacement of use of HR with People and Development	Assistant Director of Health Safety and Environment	July 2023
5	Scheduled Review	Minor changes. The Health & Safety Policy Parts 1, 2 and 3 have been combined into one document. Transferred to new template.	Assistant Director of Health Safety and Environment	August 2024