



Adult Learning Within Reach

WEA Health and Safety Policy

Approved by	Date
WEA Health and Safety Committee	17/09/18
Unite	14/09/18
Ellis Whittam	18/09/18
Senior Management Team	17/09/18
Finance & General Purposes Committee	02/10/18
Board of Trustees	25/10/18

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1. Introduction

This policy describes WEAs Health and Safety arrangements.

The main body of the Policy is set out in three sections:

- Section 3: The **Policy Statement**
- Section 4: **Responsibility** – who is responsible for specific actions
- Section 5: **Arrangements** – containing the details of what we will do in practice to achieve the aim of the Statement

2. Scope

The Policy applies to the whole of The Workers' Educational Association in England and Scotland, being a Charity registered in England and Wales (Charity number 1112775) and in Scotland (Charity number SC039239) and a company limited by guarantee registered in England and Wales, number 2806910.

3. Pandemics

Health and Safety regarding pandemics will be provided within a separate dedicated policy specifically for that pandemic.

4. Policy Statement

The WEA has a legal duty of care towards protecting the health and safety of its employees and others who may be affected by the organisation's activities, and recognises that managing health and safety is a business critical function. In order to discharge its responsibilities the trustees and management team will:

- Bring this Policy Statement to the attention of all employees and volunteers
- Ensure there is an appropriate Health and Safety Policy and procedures in place and bring this Policy Statement and relevant responsibilities and procedures to the attention of all employees and volunteers
- Invest in health and safety staffing and resources to manage and maintain health and safety and welfare arrangements across the organisation
- Ensure there are effective risk assessment arrangements in place to identify, manage and eliminate/reduce risks to health and safety and welfare, including through the selection and design of materials, buildings, facilities, equipment and processes
- Communicate and consult with our employees on matters affecting their health and safety
- Comply fully with all relevant legal requirements, codes of practice and regulations at International, National and Local levels
- Encourage and facilitate a healthy culture where staff and others actively contribute to their own health and safety and that of others to identify and report hazards
- Ensure that appropriate emergency procedures are in place at all locations for dealing with health and safety issues
- Maintain our premises, provide and maintain safe plant and equipment to a safe standard
- Only engage contractors who are able to demonstrate due regard to health & safety matters
- Provide information, instruction, supervision and adequate training and ensure that all employees are competent to do their tasks
- Monitor performance and revise policies and procedures to pursue a programme of continuous improvement.
- Provide additional specific pandemic policies and arrangements as applicable

This health and safety policy will be reviewed at least annually, usually in advance of each new academic year, and revised as necessary to reflect changes to the business activities and any changes to legislation. Any changes to the Policy will be brought to the attention of all employees. The full Policy and other health and safety information and procedures are located on WEAs Intranet:

<https://intranet.wea.org.uk/health-and-safety>.



Signed:

John Widdowson Dated: 08/12/20

Position: Chair of Trustees



Simon Parkinson Dated: 08/12/20

Position: Chief Executive & General Secretary

5. Responsibilities

The overall accountability for health and safety rests at the highest management level, with the Board of Trustees and the Leadership Team. However, every member of staff (core staff, tutors and other sessional staff) and volunteer has a responsibility for their own and others safety and to co-operate in providing and maintaining a safe place of work. Non-compliance with the Health and Safety Policy and arising procedures, and/or acting in a way that creates risk to self and/or others may result in disciplinary action.

The General Summary table further below, and subsequent sections, describe areas of accountability and responsibility at role level in controlling factors that could lead to ill health, injury or loss.

Note: all Managers are required to provide clear direction and accept responsibility to create a positive attitude and culture towards health and safety.

All Trustees, Senior Managers, Heads of Departments/Functions and Line Managers will individually and collectively model exemplar behaviours and standards for health and safety and champion a positive health and safety culture throughout the organisation.

General Summary	
Who	What
<p>Board of Trustees</p> <p>Accountable for the health and safety across the organisation discharging this responsibility day to day through the Chief Executive and General Secretary down to individual managers, and employees and through strategic monitoring by the Finance and General Purposes Committee.</p>	<ul style="list-style-type: none"> • Ensure that adequate resources are made available for the implementation of health and safety • Review the health and safety performance of the organisation on an annual basis based on reports through their Finance and General Purposes Sub-Committee • Provide a lead in developing a positive health and safety culture throughout the organisation by embedding H&S into its decision making
<p>Chief Executive Officer and General Secretary</p> <p>Overall responsibility for ensuring our compliance with Health and Safety legislation, delegating the responsibility for implementation to the Chief Operating Officer and Directors</p>	<p>Ensure that</p> <ul style="list-style-type: none"> • Our Health and Safety Policy is implemented, monitored, developed, communicated effectively, reviewed and amended as required and a system of communication to employees and volunteers is implemented • Suitable and sufficient funds, people, materials and equipment are provided to meet all health and safety requirements • Appropriate health and safety risk assessment and management procedures are in place • There is a health and safety plan of continuous improvement and that senior management monitor progress against agreed targets • Senior management designated with health and safety responsibilities are provided with support to enable health and safety objectives to be met • An annual report on the safety performance of the company is presented to the Board of Trustees • Adequate insurance cover is provided and renewed

<p>Leadership Team</p> <p>Responsibility for ensuring our organisational compliance with Health and Safety legislation day to day.</p>	<p>Ensure that</p> <ul style="list-style-type: none"> • WEAs Health and Safety Policy is implemented, monitored, developed, communicated effectively, reviewed and amended as required • The system for consultation on Health and Safety matters is maintained • Competent persons are appointed to provide health and safety assistance and advice • A health and safety plan of continuous improvement is created and progress monitored • An effective training programme is established to ensure staff are competent to carry out their work in a safe manner • Accidents, ill health and 'near miss' incidents at work are recorded, investigated and reported and that safety issues raised are thoroughly investigated and, when necessary, further effective controls implemented and communicated to staff • Effective contingency plans are in place with a designated competent person in charge of the planning and control measures for situations involving imminent danger • Ensure that risk assessments are undertaken as necessary in their area(s) of responsibility and safe systems of work are developed and communicated to all employees and volunteers • Any safety issues that cannot be dealt with are referred to the Chief Executive Officer and General Secretary for action
<p>Regional/WEA Scotland Educational Managers and Heads of Regions/ Departments/ Functions</p> <p>Responsible for ensuring compliance across all respective areas and teams</p>	<ul style="list-style-type: none"> • Actively lead and supervise the implementation and compliance with the Health and Safety Policy and safety procedures in their geographical/functional area(s). • Ensure that their staff receive appropriate training and awareness on safety and that premises (whether owned, leased or sessionally rented) and work equipment and practices are maintained in a safe condition and in line with statutory requirements as advised by the Health and Safety Officer and Committee, and don't use premises which do not meet these standards • Supervise their staff to ensure that they work safely, providing increased supervision for new workers/volunteers • Ensure that risk assessments are undertaken as necessary in their area(s) of responsibility and safe systems of work are developed and communicated to all employees and volunteers • Ensure that accidents, ill health and 'near miss' incidents at work are investigated, recorded and reported and that they actively encourage the reporting of H&S issues • Communicate and consult with staff on health and safety issues • Refer any safety issues that cannot be dealt with to the H&S Officer to report to the Leadership Team for action • Maintain premises, plant and work equipment in a safe condition and ensure that statutory examinations are planned, completed and recorded • Only engage contractors that are reputable, can demonstrate

	<p>a good health and safety provision before commencement of works and are made aware of relevant local health and safety rules and procedures</p> <ul style="list-style-type: none"> • adequate arrangements for fire and first aid are established and communicated to all staff and volunteers • welfare facilities provided are maintained in a satisfactory state and that agreed safety standards are maintained particularly those relating to housekeeping
<p>Line Managers Responsible for ensuring compliance in own respective areas and teams</p>	<ul style="list-style-type: none"> • Ensure they and their teams comply with WEA Health and Safety Policy and procedures • Encourage their staff to report hazards and raise health and safety concerns and communicate any corrective actions to all employees and volunteers • Alert safety issues to a senior manager for action • Ensure that risk assessments are undertaken as necessary in their area(s) of responsibility and that safe systems of work are developed and communicated to all staff and volunteers • Maintain premises, plant and work equipment in a safe condition and ensure that statutory examinations are planned, completed and recorded • Only engage contractors that are reputable, can demonstrate a good health and safety provision before commencement of works and are made aware of relevant local health and safety rules and procedures • Supervise their staff to ensure that they work safely, providing increased supervision for new workers / volunteers • Ensure that any accidents, ill health and 'near miss' incidents at work are recorded, investigated and reported • Report any safety issues that cannot be dealt with to the Regional Education Manager/Head of Region or Heads of Department/Function, as applicable, for action
<p>Health and Safety Officer Day to day responsibility for ensuring appropriate controls and procedures are in place for the organisation</p>	<ul style="list-style-type: none"> • Ensure that management are advised of relevant changes in health and safety legislation, codes of practice and industry standards • Ensure appropriate effective controls, monitoring and procedures are in place and maintained to facilitate a safe and legally compliant environment across the organisation • Coordinate and support managers to ensure that risk assessments are carried out and effective controls implemented • Hold regular meetings where health and safety issues can be discussed with the management chain and , progress made against objectives and plans is monitored and further actions decided • Provide advice and guidance on health and safety actions • Provide advice on health and safety training requirements • Report details of incidents, near misses, accidents, dangerous occurrences or diseases including legally required reporting of those which are notifiable to the relevant authorities • Assist Managers in investigating and recording accident investigations

	<ul style="list-style-type: none"> • Contact with external organisations such as the emergency services is co-ordinated • Health assessment requirements are identified and advised to management • The schedule of statutory examinations of plant and equipment is maintained and managers are made aware of impending examinations.
<p>Property Manager</p> <p>Responsible for ensuring that our properties meet WEA and legislative standards regarding health and safety.</p>	<ul style="list-style-type: none"> • Work closely with the Health and Safety Officer, bringing to their attention any new / renewal / proposals for change of premises to their attention for early assessment. • Only engage contractors that are reputable, can demonstrate a good health and safety provision before commencement of works and are made aware of relevant local health and safety rules and procedures • Ensure contractors have appropriate schemes of work in place which meet legislative requirements before work is undertaken • Ensure that risk assessments are undertaken as necessary in their area(s) of responsibility
<p>All staff (including tutors and other sessional staff) and volunteers</p> <p>Responsible for own safety and that of others around them</p>	<ul style="list-style-type: none"> • Be familiar with and comply with the Health and Safety Policy and safety procedures at all times • Undertake risk assessments as relevant to their area of responsibility • Observe the safety rules of any / all locations • Cooperate with your employer (WEA) in all matters relating to health and safety and personal safety and comply with all written and verbal instructions • Attend as requested any health and safety training course • Report any safety hazard or malfunction of any item of plant or equipment to their supervisor / manager and report all accidents / near misses to their supervisor / manager immediately • Conduct themselves in an orderly manner in the work place and refrain from any activities which in any form could create an unnecessary risk to their personal safety and/or the safety of others
<p>Contractors</p> <p>Responsible for own safety and that of others around them</p>	<ul style="list-style-type: none"> • All contractors must take reasonable care of their own safety and of those around them and observe safety rules. • Will provide necessary documentation before commencement of works to be agreed with the WEA (see Contractor Safety procedure) • All contractors are subject to the controls set out in the Contractor Safety Information referred to in the arrangements section.
<p>Competent Person/Advisor (external)</p>	<p>The WEA has a retained Health and Safety competent advisor who provides template procedures and risk assessments which are legally compliant. The day to day relationship with the advisor is managed by the Head of Operations and Health and Safety Officer.</p>
<p>Health and Safety Committee</p>	<p>See the Governance & Operational Framework structure chart and the Health and Safety Committee section</p>

Health and Safety Committee

The composition of the Health and Safety Committee and its terms of reference are in line with HSE recommended practice.¹

WEAs Health and Safety Committee will ensure that

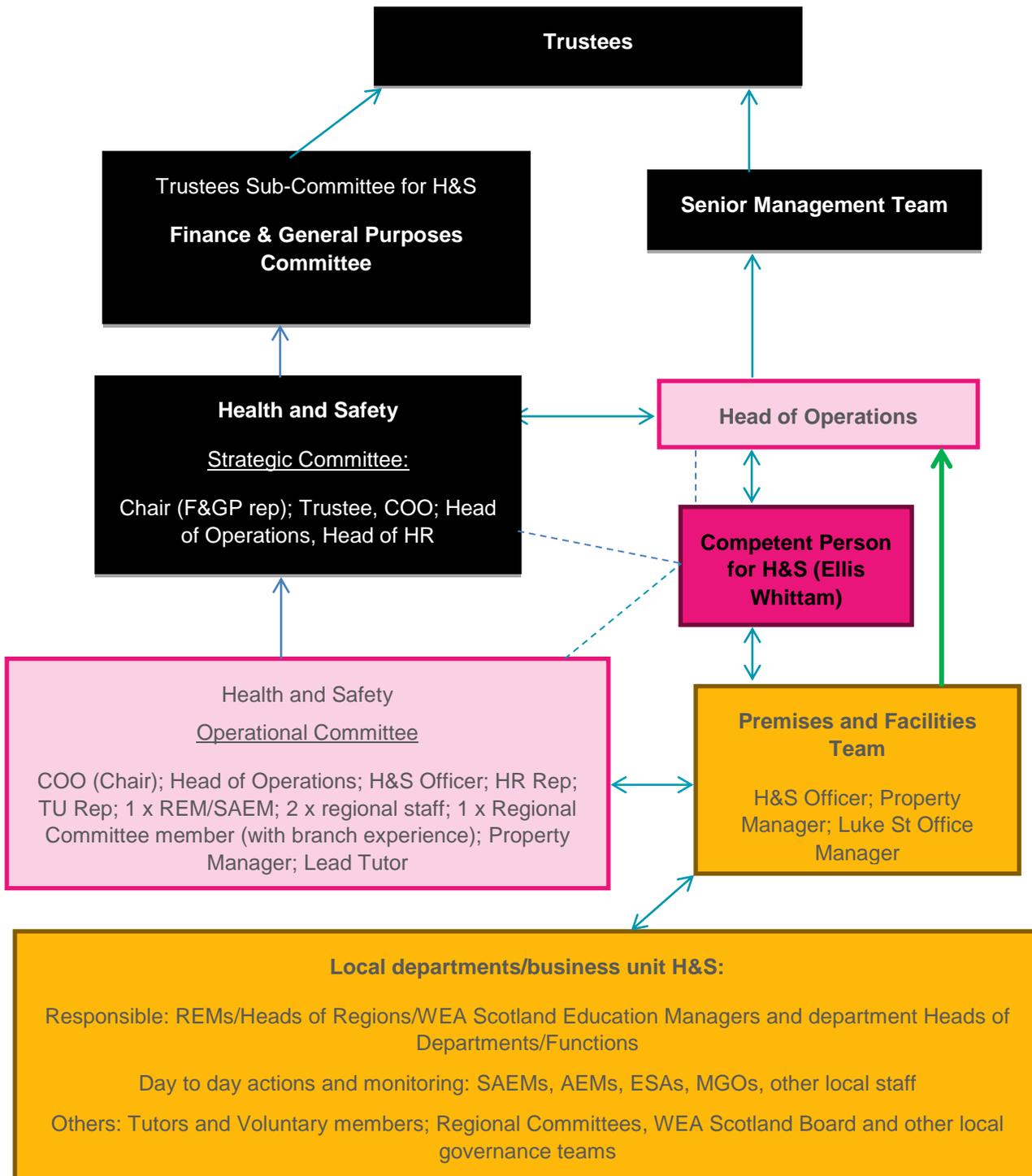
- there is appropriate communication and consultation is undertaken with WEA staff and recognised Trade Unions (where applicable) on health and safety matters
- an appropriate health and safety training plan is in place
- health and safety issues are discussed and appropriate action taken
- health and safety standards within and across WEA departments, premises and activities are monitored and maintained
- health and safety investigations are initiated and undertaken as appropriate
- statistics on accidents, near misses, ill health and sickness absence insofar as these relate to health and safety are identified, monitored and appropriate recommendations and actions taken
- health and safety is promoted and new initiatives are considered to progressively improve standards in all areas of the organisation
- employees and other relevant stakeholders including volunteers are aware of significant changes to our health and safety policy documentation and practices
- health and safety risks are identified and managed appropriately
- impacts are appropriately assessed and mitigated e.g. changes in the workplace which may affect the health, safety and wellbeing of WEA people

Furthermore, WEAs Health and Safety Committee will

- provide appropriate health, safety and welfare status and progress reports into the Finance and General Purposes Committee via the Strategic H&S Committee
- input into the association Risk Register, and make any appropriate reports to the Audit and Risk Committee
- collectively and individually act as health and safety ambassadors and embody the health and safety standards in their day to day work for the WEA
- oversee and be available for any health and safety visits or inspections which may be undertaken by regulatory bodies or audits

The Health and Safety Committee will meet every two months by zoom or face to face meetings, as appropriate.

Health and Safety Governance & operational framework



Key:

- = operational
- = operational governance
- = advisory
- = governance
- ↔ / → = work/flow of information links
- - - - = advisory link
- = reporting line

6. Arrangements

The arrangements in place for achieving and maintaining a safe and healthy working environment across the organisation are set out below and overleaf

What	How
Prevent accidents and cases of work-related ill health by managing the health and safety risks in the workplace	<ul style="list-style-type: none"> • Relevant risk assessments completed and actions arising out of those assessments implemented. • Review risk assessments when working habits/conditions change • Record and monitor accidents, incidents and near misses to identify any patterns and remedial actions
Provide clear instructions and information and adequate training to ensure employees are competent to maintain safety	<ul style="list-style-type: none"> • Staff given necessary health and safety induction and provided with appropriate training and awareness of arrangements – emergency evacuation, fire safety, manual handling • Health and Safety law poster displayed at each premises • Clear health and safety procedures in place and accessible via the staff intranet https://intranet.wea.org.uk/health-and-safety • Training for staff appointed with specific H&S responsibilities i.e. Fire Marshalls and First Aiders
Engage contractors that are qualified for the work being undertaken	<ul style="list-style-type: none"> • Check the qualifications and reviews for contractors before contracting • Check schemes of work, method statements and risk assessments have been undertaken in advance and that these are satisfactory • Ensure that any asbestos on site is assessed and appropriate controls in place and communicated ahead of commencement of works • Ensure that any risk mitigations required are in place and communicated with relevant others before any works proceed
Engage and consult with employees on day to day health and safety conditions	<ul style="list-style-type: none"> • Staff routinely consulted on health and safety matters via the recognised Trade Union • Safety performance review meetings and the H&S Committee which has union representation via an elected Safety Rep • Health and Safety Noticeboards in each of our owned and leased premises • Health and Safety as a standing item on management team meeting agendas
Implement emergency procedures – evacuation in case of fire or other significant incident.	<ul style="list-style-type: none"> • Escape routes well signed and kept clear at all times. • Emergency evacuation plans in place which are tested periodically and updated as necessary • Stay safe guidance displayed in all premises
Maintain safe and healthy working conditions	<ul style="list-style-type: none"> • Toilets, washing facilities and drinking water provided • System in place for routine inspections and testing of equipment (including personal and protective where applicable) and premises and for ensuring that prompt action is taken to address any defects • Procedures and mechanisms in place to ensure that wellbeing and welfare risks and issues are cross reported between HR and Health and Safety • Checklist for minimum standards in place for all our premises

	<p>(including sessionally rented for teaching and learning) and embedded into our accommodation surveys</p> <ul style="list-style-type: none"> • System in place for monitoring that we are meeting our health and safety standards and obligations and can effectively identify and report on lessons and trends to reduce risks and achieve ongoing improvements • Report regularly to Managers, the Leadership Team and governance to enable them to discharge their duties effectively • Set an annual plan of action and improvements.
Ensure that appropriate health and safety procedures are in place as follows: <i>(note: this is the statutory list of procedural arrangements; where a procedure isn't applicable to the WEA, this is annotated).</i>	
What	Where located
Accident, Incident and Ill-Health Recording, Reporting and Investigation	<p>Accident, Incident, Near Miss Report Form: https://intranet.wea.org.uk/health-and-safety/staff-self-management https://intranet.wea.org.uk/health-and-safety/accidents-incidents-and-near-misses Wellbeing: https://intranet.wea.org.uk/hr/wellbeing Prevent & safeguarding: https://intranet.wea.org.uk/safeguarding-and-prevent</p>
Asbestos	<p>Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management</p>
Communication and Consultation	Set out in the Arrangements table above
Confined Spaces	<p>Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management</p>
Contractors	<p>Contractor Selection Form https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management</p>
COSHH - Hazardous Substances	<p>COSHH Inventory: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management</p>
Disabled Persons	<p>Personal Emergency Evacuation Plans https://intranet.wea.org.uk/tutors/delivering-outstanding-teaching-and-learning/health-and-safety-tutors</p> <p>Risk Assessments https://intranet.wea.org.uk/health-and-safety/risk-assessments</p> <p>Procedures for installed evacuation chairs should be held on site where the chairs are located.</p>
Display Screen Equipment	DSE Assessments: https://intranet.wea.org.uk/health-and-safety/staff-self-management
Driving for Work	<p>Arrangements: https://intranet.wea.org.uk/health-and-safety/staff-self-management</p>
Drugs and Alcohol	Code of Conduct Policy contained with employment contracts

Electricity	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Environment	Sustainable Development Policy and Environmental Appendix https://intranet.wea.org.uk/sustainability
Fire	Forms: Fire and Emergency Evacuation Plan 6 Month Evacuation Form Weekly Fire Safety checks Form Fire Equipment Inventory Log Form Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
First Aid	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Gas Installations and Appliances	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Health and Safety and Welfare	Contained within this Policy document
Home Working	Home Working Policy https://intranet.wea.org.uk/hr/policies-and-procedures Home Working Assessment Form: https://intranet.wea.org.uk/health-and-safety/staff-self-management
Legionnaires Disease	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Lifts	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Lone Working	Lone working in an office assessment form https://intranet.wea.org.uk/health-and-safety/staff-self-management
Machinery Maintenance	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Manual Handling	Manual Handling Risk Assessment Form https://intranet.wea.org.uk/health-and-safety/staff-self-management https://intranet.wea.org.uk/health-and-safety/risk-assessments
Migrant Workers	Not currently applicable as the WEA doesn't employ Migrant Workers at this time
New and Expectant Mothers	Initial Risk Assessment Form & 3 month review assessment form https://intranet.wea.org.uk/health-and-safety/staff-self-management https://intranet.wea.org.uk/health-and-safety/risk-assessments
Machinery Maintenance	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Noise	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Outdoor and Peripatetic	Outdoor Peripatetic Arrangements https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management

	facilities-management Risk Assessment Form https://intranet.wea.org.uk/health-and-safety/risk-assessments Driving for Work Arrangements https://intranet.wea.org.uk/health-and-safety/staff-self-management
Pandemic	https://intranet.wea.org.uk/health-and-safety/risk-assessments Business continuity arrangements and specific pandemic arrangements: https://intranet.wea.org.uk/business-continuity
Personal Protective Equipment	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management Code of conduct section of employment contract
Risk Assessment	Risk Assessment Templates and guidance https://intranet.wea.org.uk/health-and-safety/risk-assessments
Smoking	Code of Conduct Policy contained within employment contracts
Stress	Stress Management Policy https://intranet.wea.org.uk/hr/health-safety-and-wellbeing/resources/wea-resources
Temporary Employees	Covered by permanent employee arrangements and procedures
Violence	Code of Conduct Policy contained within employment contracts Safeguarding and Prevent arrangements: https://intranet.wea.org.uk/safeguarding-and-prevent
Visitors	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Waste Management	Sustainable development & environment management policy: https://intranet.wea.org.uk/sustainability Data Retention Policy and arrangements: https://intranet.wea.org.uk/data-protection/gdpr-policies Sanitary Ware provision and arrangements in owned and leased premises WEEE (electricals disposals) – Equipment Re-assignment and Disposal Procedure https://intranet.wea.org.uk/data-protection/data-protection-polices-and-procedures
Work At Height	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Work Equipment	Arrangements: https://intranet.wea.org.uk/health-and-safety/premises-and-facilities-management
Working Time Regulations	Contract of Employment
Young Persons	Young Workers Checklist form https://intranet.wea.org.uk/health-and-safety/staff-self-management

Fire Marshals and First Aiders

An appropriate number of trained Fire Marshals and First Aiders or Appointed Persons will be in place in all leased and owned premises across the organisation. The arrangements for each premises will vary from site to site based on an assessment of the location, layout, type of activities undertaken at the premises, and number of staff based there. Terms of Reference setting out the duties and procedures will be provided to those undertaking these roles.

7. Statutory checks

The following arrangements are in place for ensuring that statutory health and safety checks at WEA premises and premises used by the WEA for teaching and learning activities:

Owned and Leased premises: Renewals of checks and repairs to equipment are arranged nationally as part of the Planned, Preventative Maintenance schedule managed by the WEAs Property Manager, or liaising with the landlord for confirmation of checks for any leased premises where the landlord has responsibility for checks. Regular working checks are undertaken by nominated local staff members and the outcomes confirmed to the Health and Safety Officer in line with WEAs Compliance Checks checklists and guidance documentation.

Sessionally leased premises: All sessional venues will be checked they meet H&S standards using WEAs Accommodation Survey, before the venue is used. Thereafter venues will have scheduled rechecks every two to three years, based on level of usage, any incidents/accidents, feedback or matters of concern, with further assessments in between via Observation of Teaching and Learning (OTLA) visit and/or should there be any known changes to either the venue, WEA requirements or change of legislation.

8. Legislative changes

Our competent Health and Safety Person/Advisor will advise the WEA of any legislative changes. Any applicable changes to this Policy will be made by WEAs Health and Safety Officer, in discussion with the Health and Safety Committee, Senior Management, the recognised Trade Union, and other key colleagues.

9. Contact Information

For queries or concerns relating to health and safety please contact the Health and Safety Officer in the first instance at healthandsafety@wea.org.uk

10. Health and Safety documentation and information

All WEA health and safety documentation and information is stored on the Intranet:

<https://intranet.wea.org.uk/health-and-safety>

Additional teaching and learning specific H&S information is located on the Intranet in the Tutor area:

<https://intranet.wea.org.uk/tutors/health-and-safety-tutors>

11. Glossary

COO	Chief Operating Officer	EC	Education Co-ordinator
F&GP	Finance and General Purposes	H&S	Health and Safety
HR	Human Resources	MGO	Management and Governance Officer
REM	Regional Education Manager	SAEM	Senior Area Education Manager
TU	Trade Union	AEM	Area Education Manager
ESA	Education Support Assistant		

12. Revision History

Version Number	Date of Change	Description of Change
V1.0	30/10/18	Published
V1.1	17/12/19	Amended CEO details on page 4
V1.2	25/08/20	Inclusion of new section 3 on Pandemics Inclusion of reference to pandemics in the policy statement Updated terminology for Heads of Regions and Leadership Team Updated H&S governance and operational structure chart to reflect committee membership and roles Updated arrangements section wording & links Updated statutory checks section wording

ⁱ <http://www.hse.gov.uk/involvement/membership.htm>

