Greenbank Health and Safety Policy

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Relevant Legislation and Guidance

- Construction (Design and Management) Regulations
- Control of Asbestos Regulations
- Control of Lead at Work Regulations
- Control of Noise at Work Regulations
- Control of Substances Hazardous to Health Regulations
- Control of Vibration at Work Regulations
- Electricity at Work Regulations
- Health and Safety (Display Screen Equipment) Regulations
- Health and Safety at Work Etc. Act
- Lifting Operations and Lifting Equipment Regulations
- Management of Health and Safety at Work Regulations
- Manual Handling Operations Regulations
- Personal Protective Equipment at Work Regulations
- Provision and Use of Work Equipment Regulations
- Regulatory Reform (Fire Safety) Order
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- Work at Height Regulations
- Workplace (Health, Safety and Welfare) Regulations
- Health & Safety Executive (HSE) Guide HSG65 Managing for Health and Safety.

Note: this list is not exhaustive.

Relevant internal policies & Documents

- Asbestos Policy
- Asbestos Procedure
- Confined Spaces Procedure
- Construction (Design & Management) (CDM) Regulations Procedure
- Contractor Management Procedure
- COSHH Procedure
- Data Protection Policy
- Disciplinary Procedure
- DSE Procedure
- Electrical Safety Policy
- Equality, Diversity and Inclusion Policy
- Fire Safety Procedure
- First Aid Procedure
- Health and Safety Policy
- Health Surveillance Procedure
- Incident, Accident and Near Miss Reporting Procedure
- Lift Management Procedure
- Lifting Equipment Policy
- Loading & Unloading Vehicles Procedure
- Manual Handling Procedure
- Personal Safety Procedure
- Risk Assessment Procedure
- Safeguarding Policy and Procedure

- Water Hygiene Policy
- Water Hygiene Procedure
- Work at Height Procedure
- Work-related Driving Procedure.

NB. This list is not exhaustive. Staff will check Consult the Health & safety Advisor for advice.

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1. Purpose of the Policy

This Policy sets out Greenbank written policy, organisation and arrangements for health, safety and wellbeing which is a requirement of the Health and Safety at Work etc Act 1974.

2. Scope of the Policy

This Policy applies to all of Greenbank facilities and all activities undertaken on behalf of Greenbank (eg. Driving). This policy applies to the Board, all Staff, Volunteers and students.

3. Definitions

Health

A state of wellbeing in both a physical and psychological sense.

Safety

The absence of danger of physical harm to people.

Welfare

Facilities for workplace comfort e.g. eating, washing, toilet facilities and first-aid.

The following **abbreviations** are used in this Policy:

CEO

Chief Executive Officer

EFAW

Emergency First Aid at Work

FAW

First Aid at Work

HSE

Health & Safety Executive

HSMS

Health and Safety Management System

KPI

Key Performance Indicator

MS

Method Statement

MHFA

Mental Health First Aider

SSOW

Safe System of Work

RA

Risk Assessment

4. Consultation

Staff are consulted on this Policy informally through face-to-face discussions, and formally through the Health and Safety Induction and training days. The Health and Safety committee meet regular to consult on Health and Safety matters. This information is provided to staff through line managers.

5. Background and Context

This Policy will be implemented in conjunction with Greenbank supporting Health and Safety Procedures, which are referred to throughout and listed in this document.

6. Policy Statement of Intent

Health and Safety Policy Statement

The Greenbank Project recognises that it has a responsibility to ensure that all reasonable precautions are taken to provide and maintain working conditions which are safe, healthy and comply with all statutory requirements, and if applicable, contractual duties of care, recognising our responsibilities under the Health & Safety at Work etc. Act 1974, Management of Health & Safety at Work Regulations 1999 (as amended) and the Corporate Manslaughter & Corporate Homicide Act 2007.

We will, so far as reasonably practicable through the Greenbank Board of Trustees and CEO, and all persons designated with responsibilities, pay attention to:

- Greenbank Project Commitment to a positive Health and Safety Culture
- The assessment of hazards and risks relating to the health and safety of its staff, learners, and visitors to any of its premises
- The provision and maintenance of equipment and the implementation of safe systems of work
- Arrangements for ensuring safety, to include the use, handling, storage and transport of articles and substances
- The provision of instruction, training, and supervision to ensure the health and safety at work of employees, learners, and others
- The maintenance of the workplace to ensure it is in a safe condition and suitable for all work activities
- The provision of a safe means of access to and egress from the place of work
- The provision of adequate facilities and arrangements for welfare at work, including a commitment to the duty of care to learners and their safeguarding
- Procedures and arrangements to ensure that sub-contractors/partners deliver safe and effective training as part of our shared commitments.

Greenbank is committed to ensuring its policies, procedures, organisation, and arrangements underpin the requirements of legislation, and contractual undertakings where applicable, ensuring that employees and learners are aware of their entitlement to work and learn in a safe, healthy and supportive environment. Legal compliance is the minimal acceptable level of performance.

No Health and Safety policy is likely to be successful unless it involves its employees and gains their commitment to their own health, safety, and well-being as well as those they are responsible for within the workplace and related work environments. Every employee is therefore required to take reasonable care for their own health, safety, and welfare and that of others who may be at risk by their acts or omissions. The appropriate reporting of hazards, risks, and unsafe working conditions, wherever our responsibilities extend, is the duty of everyone associated with the business.

The policy will be reviewed every 2 years and/or when operating conditions or underpinning guidance changes.

A copy of this statement is located electronically for the attention of all employees as well as displayed at all appropriate locations.

Dated: XXXXXX Name: Mary Beaumont Chief Executive Officer

Review: XXXXXX

Signature:

7. Organisation

ROLES AND RESPONSIBILITIES

At Greenbank responsibility for Health and Safety flows from the Board to staff as shown below.

All staff without exception are responsible for ensuring that everyone they supervise is aware of and complies with this Policy and Greenbank's supporting Health and Safety Procedures.

Responsibilities and tasks for Health and Safety may be delegated, however accountabilities cannot be. Staff who delegate responsibilities and tasks will ensure they are properly understood and delivered.

Staff will report any significant Health and Safety issues, concerns or challenges to their supervisor or supervising manager. These issues will be escalated to the relevant individual or forum as required and addressed as appropriate to the level of risk posed.

Everyone will be accountable for and own health and safety, including the impact of their work on colleagues, contractors, subcontractors, Students, customers and other stakeholders.

GENERAL RESPONSIBILITIES

BOARD

The Board is ultimately responsible for Health and Safety in general terms. The Board will meet every 3 months and it will:

- Provide strategic leadership, including for promotion of a positive health and safety culture
- Ensure Board-level decisions prioritise health and safety
- Consider Health and Safety plans and reports
- Review implementation of this Policy
- Include Health, Safety and wellbeing in the agenda for all one to ones

CHIEF EXECUTIVE OFFICER

The Board delegates management of Health and Safety to the Chief Executive Officer (CEO), who will:

- Provide visible leadership, set a clear example and promote a positive health and safety culture
- Allocate Health and Safety resources and advice the Board on developments
- Monitor Health and Safety performance
- Include Health, Safety and wellbeing in the agenda for all one to ones
- Ensure implementation of this Policy.

SENIOR LEADERSHIP TEAM

The Senior Leadership Team (SLT) will:

- Provide visible leadership, set a clear example and promote a positive Health and Safety culture
- Set clear objectives for the management of Health and Safety throughout the organisation.
- Deploy sufficient Health and Safety resources to manage risk in their area and advise the CEO on developments within their areas.

- Monitor Health and Safety performance within their areas
- Include Health, Safety and wellbeing in the agenda for all one to ones
- Ensure implementation of this Policy within their areas.

HEADS OF COLLEGE

Heads of College will within their areas:

- Demonstrate ownership of health, safety and wellbeing
- Provide visible leadership, set a clear example and promote a positive Health and Safety culture
- Ensure implementation of this Policy and supporting Greenbank Health and Safety Procedures
- Ensure suitable and sufficient site and task specific risk assessments are in place and reviewed on an annual basis
- Ensure adequate and appropriate risk control measures are in place and monitored, for effectiveness
- Ensure staff take part in inductions and complete Health and Safety training as necessary.
- Ensure staff are competent to work safely and healthily for all tasks they carry out
- Ensure equipment is maintained in compliance with legislative requirements
- Ensure routine Health and Safety inspections are carried out and remedial actions implemented
- Prioritise attendance at Health and Safety meetings when requested
- Ensure legally required Health and Safety materials and signage are displayed
- Communicate and consult with Staff on all Health and Safety and wellbeing matters
- Ensure all health and safety related messages are cascaded to Staff they supervise in a timely manner
- Include Health, Safety and wellbeing in the agenda for all one to ones
- Keep records to show compliance with this Policy and supporting Procedures.

MANAGERS

Managers include Supervisors and Supervising Managers who will within their areas:

- Demonstrate ownership of health, safety and wellbeing
- Provide visible leadership, set a clear example and promote a positive Health and Safety culture
- Ensure this Policy and supporting Procedures are implemented and arrangements are reviewed as required
- Ensure staff are competent and any training needs are communicated to the People & Governance team
- Ensure staff are appropriately supervised and supplied with sufficient information, correct equipment and appropriate materials to be able to work safely without risk to health
- Undertake/ensure Risk Assessments (RAs) and risk control measures are implemented and monitored
- Ensure all incidents, near misses, accidents and ill-health are reported to the Health & Safety Advisor immediately and undertake or arrange for a thorough investigation to be conducted with findings recorded and communicated to Staff
- Ensure any Health and Safety Executive (HSE) involvement is reported immediately to the Health and Safety Advisor
- Communicate and consult with staff on all Health and Safety matters
- Include Health, Safety and wellbeing in the agenda for all one to ones
- Keep records to show compliance with this Policy and supporting Procedures.

STAFF

Staff includes all employees including fixed term contract or temporary workers and volunteers. They will within their areas:

- Demonstrate ownership of Health, Safety and wellbeing
- Ensure the Health and Safety themselves and others is always their number one consideration and report any concerns to their line manager immediately and within all cases within 24 hours.
- Work to the requirements of Greenbank Policies, supporting Procedures, local RAs and risk control
 measures.
- Work to supervision, instructions and training and if needed take part in additional training if requested.
- Consult and cooperate with any other Staff (including Managers and Contractors) and any other parties involved with or affected by work, and challenge or escalate any unsafe practices they see.
- Use all equipment and materials correctly and safely and for their intended purpose only.
- Immediately stop work if concerned for Health and Safety until any issues are resolved.
- Ensure work sites and areas are safe at all times and stop work if they feel unsafe.
- Report all incidents, near misses, accidents and ill-health immediately to their line manager and where appropriate the Health, Safety Advisor.
- Report any Health & Safety Executive (HSE) involvement to their Line Manager immediately.

SPECIFIC RESPONSIBILITIES

HEALTH AND SAFETY ADVISOR

The Health and Safety Advisor

- Provide visible leadership, set a clear example and promote a positive Health and Safety culture.
- Act as lead competent person advise the organisation on all Health and Safety matters.
- Ensure that all near misses, accidents and incidents are appropriately reported, investigated, documented and that any recommendations are implemented.
- Coordinate (and as required lead) accident, incident and dangerous occurrence investigations in connection with managers, employees and third parties; monitoring progress and reporting as required to relevant senior managers and authorities (Employee only).
- Deliver the employer's health, safety and wellbeing annual cycle including (but not limited to) policy review, risk assessment review, training needs, inspections, audits, drills, checks and initiatives.
- Support and as require undertake, review, track and monitor specific employer's Health and Safety risk assessments as required including (but not limited to) Workplace regulations; COSHH, DSE, lone working and pregnancy.
- To undertake such other duties and responsibilities as may be specified by CEO and which are commensurate with the level of the job.
- Support development of Safe Systems of Work (SSOW) throughout Greenbank
- Manage and recommend responses to regulatory intervention.
- Develop and advise on this Policy, supporting Procedures and local risk control measures.
- Support development and delivery of appropriate health and safety training.
- Support and advise staff on their health and safety responsibilities.
- Advise staff on RAs, risk control measures and SSOWs.
- Help monitor Health and Safety performance throughout.

HEALTH AND SAFETY COMMITTEE

Greenbank Health and Safety Committee will monitor effectiveness of the Health & Safety Management System (HSMS) and make decisions to improve Health and Safety performance.

- The Health and Safety Committee will:
 - Meets 3 monthly
 - Drive a positive Health & Safety Culture
 - o To agree and oversee the implementation of Company policies and standards.
 - o Ensure compliance with Health and Safety legislation, regulation and best practice
 - o Agreeing a framework control relating to Health and Safety and monitor performance
 - Provide operational monitoring of Health, Safety and wellbeing activities

OCCUPATIONAL HEALTH SERVICE

Greenbank will ensure provision of competent advice for staff on occupational health matters by contracting a suitable external provider.

The service will include specialist occupational health medical professionals. They will provide staff with health surveillance where the need is identified by risk assessment.

They will also assess the health of staff for their fitness to work as needed and monitor effectiveness of Health and Safety controls through health surveillance if necessary.

CONTRACTOR AND SUBCONTRACTORS

Greenbank necessarily uses a diverse range of contractors and subcontractors to carry out work for the organisation. Contractors and subcontractors will work to the same high standards as Staff.

Following contract set-up as per Greenbank Facilities Subcontractor policy Guidance, contractors and subcontractors will be managed as per Greenbank Contractor Management Procedure.

Contract Managers and other staff responsible for managing contractors will also ensure that all parties comply with all applicable Greenbank Health and Safety Procedures and relevant Health and Safety legislation.

This may include Construction (Design & Management) Regulations (CDM) Procedure, and other Greenbank Health and Safety procedures and associated legislation set out below.

8. Arrangements

HEALTH AND SAFETY MANAGEMENT SYSTEM

Greenbank Project Health and Safety Management System (HSMS) is based on Health & Safety Executive's (HSE's) plan, do, check, act approach, outlined in its guide HSG65 Managing for Health and Safety.

The HSMS treats Health and Safety management as an integral part of good management generally and emphasises both the systems and behavioural aspects of Health and Safety organisation and arrangements at Greenbank. The cycle is repeated as appropriate.



Arrangements

HEALTH AND SAFETY POLICY

Greenbank Project Health and Safety Policy communicates the organisation's Health and Safety objectives, including a commitment to a positive Health and Safety culture.

It will be reviewed every 2 years, approved by Group Board and signed by the Chief Executive Officer (CEO). The current version is available Internally In Resource folder...\..\Policies and Procedures\P13 Health and Safety Policy.pdf

PLANS AND OBJECTIVES

To ensure Greenbank plans for delivery of Health and Safety objectives are robust, the Health and Safety Committee will review progress quarterly.

Sources used to evaluate progress will include, risk register entries, Action Plans, incidents, accidents and ill-health, inspections, audits, changes to legislation and regulatory interventions.

RISK PROFILING

Greenbank operational risks including significant Health and Safety challenges are identified and prioritised through the risk register.

The Health and Safety risk register tracks the nature and level of threats, likelihood of the events occurring, preventive or corrective actions required and effectiveness of those controls.

The risk register will be updated by the Health and Safety advisor as required using information gained from ongoing audits, Health and Safety committee meetings, risk assessments, accident and incident investigations, reported near misses and information passed from contractor reviews.

EMERGENCIES

Arrangements for responses to emergencies e.g. major disruptions are detailed in Greenbank business continuity plan.

They include responsibilities, communication channels and means of escalating information, procedures, instructions and equipment, exercises to test effectiveness and required training.

FIRE SAFETY

Fire alarms and evacuation plans will be tested as required, to test effectiveness of the fire safety systems. Evacuation plans will be tested through practice evacuations.

- Fire alarm Call points and Magnetic door release are tested weekly
- Fire evacuation drill will be carried out every 6 months minimum.
- Emergency lighting and Fire fighting equipment is checks Monthly

All Staff will receive appropriate training. Gaps in fire safety training and compliance with fire safety requirements will be identified by the Health and Safety Advisor and recorded with remedial action implemented.

Fire Wardens will be identified through Fire Risk Assessment and given the skills, knowledge and experience to act in this role, ensuring there is a continuous level of cover when the buildings are occupied.

For all staffed premises within Greenbank project control a suitable and sufficient Fire Risk Assessment will be undertaken, which will identify appropriate control measures required to comply with legislative requirements.

FIRST AID

Levels and types of first aid cover will be identified and implemented through the first aids needs assessment as per Greenbank Procedures. This will be conducted by the health & Safety Advisor.

First aid cover may include an Appointed Person and Staff who have completed a first aid at work (FAW) or an emergency first aid at work (EFAW) course or other appropriate training.

DISCIPLINARY AND LEGAL PROCEEDINGS

Deliberate non-compliance with this Policy and supporting Procedures may result in disciplinary proceedings.

Under Health and Safety legislation all staff and Greenbank as an employer have legal duties. Senior Managers and all other staff may be personally liable for their acts or omissions.

Applicable legislation includes the Health and Safety at Work Etc. Act and subordinate Health and Safety legislation, and the Corporate Manslaughter and Corporate Homicide Act.

The SLT will provide further advice on disciplinary and legal proceedings upon request.

WELLBEING

Greenbank proactively promotes the wellbeing of all staff. HSWRIG will consider ideas and develop and rollout initiatives to support wellbeing.

These will include events such as Wellbeing day, Coffee Morning, Movember and Walk this May, campaigns such as Men's Health Awareness and Mental Health Awareness and Provision of information on events such as World Menopause Day and National Blood Donners day.

Staff benefits will include employee assistance program access to counselling where appropriate, enhanced sickness payments, staff activity fund, volunteering days, staff social events and activities. and all staff are encouraged to discuss work pressures and wider stress or mental health conditions with their line managers.

Staff can also approach Greenbank designated Mental Health First Aiders (MHFAs) for information, signposting and confidential discussions about wellbeing and the importance of mental health. Details of MHFAs on the staff notice boards.

RISK MANAGEMENT

Risk assessments will be carried out and reviewed, and risk control measures implemented and reviewed as per Greenbank policies and procedures and other supporting Health and Safety Procedures.

It will be the responsibility of SLT and Heads of departments to ensure that suitable Risk Assessments are in place for all activities their Teams undertake.

Managers and supervisor will be responsible for undertaking Risk Assessments for all activities under their control. The Health & safety advisor will support and advise as needed.

Risk Assessments and risk control measures must also comply with all applicable Health and Safety legislation. The Health & safety Advisor will support and advise as needed.

Risk control measures are the basis of Safe Systems of Work (SSOWs). For some e.g. routine work activities and work environments it may be appropriate to develop written Method Statements (MSs).

COMPETENCE

Health and Safety-related competencies and responsibilities will be included in all role descriptions, and Staff recruited accordingly.

Role-specific Health and Safety training requirements, participation records and certification will be maintained as appropriate by the Quality Manager.

Staff will participate in an appropriate induction before starting work. They will also be given role-specific Health and Safety information, and suitably instructed and supervised.

Staff will participate in additional training as required for their roles e.g. informal or formal briefings, toolbox talks and training sessions provided in-house or by third parties with specialist expertise.

CONSULTATION

Staff will be consulted on all policies, procedures, practices and decisions with Health and Safety implications, which will be briefed out through formal and informal communications channels.

The requirements of the Safety Representatives and Safety Committee Regulations will be fully respected.

COMMUNICATION

SLT & Health & safety Advisor will ensure all legally required Health and Safety materials are prominently displayed e.g. approved Health and Safety law posters, insurance certificates, this Policy etc.

This Policy, supporting Procedures and other Health and Safety materials will be accessible to all staff via hard copy in reception or via online through resources folder.

The Health and Safety Advisor will disseminate key Health and Safety communications via emails.

Supervisors and Supervising Managers will ensure formal e.g. toolbox talks and informal e.g. site meetings briefings are given to staff, contractors, subcontractors and any other relevant parties.

WORK ACTIVITY-SPECIFIC HAZARDS

The nature of Greenbank and some of its work activities entails some specific Health and Safety risks. Relevant Greenbank Health and Safety Procedures will be complied.

If there is no specific applicable Greenbank Health and Safety procedure, all relevant Health and Safety legislation will be complied with (see front page). Evidence of compliance will be locally maintained.

Staff responsible for carrying out risk assessments or controlling risk control measures will seek advice from the Health & Safety Advisor as needed.

All Health and Safety concerns and any involvement of the Health & Safety Executive (HSE) will be reported immediately to the CEO.

MEASURING PERFORMANCE

Greenbank will routinely monitor Health and Safety performance through planned proactive and reactive indicators.

Proactive indicators will include workplace inspections, internal audits, health surveillance and staff participation in Health and Safety training.

Reactive indicators will include incident, accident, ill-health reports and related losses e.g. property damage.

Health and Safety performance will be considered periodically by the Health and Safety Team and is reported periodically to the Chief Executive Officer (CEO) and Board.

WORKPLACE INSPECTIONS

Heads of Department will ensure workplace inspections are carried out periodically. The Health & Safety Advisor will provide guidance and advice as needed.

They will include a review of the premises, work environment, plant and equipment and practices and procedures.

Records of the results will be maintained, and timescales agreed for remedial actions, which will be implemented accordingly.

INTERNAL AUDITS

Internal audits will be carried out by CEO (NEBOSH level 3), based on an annual audit plan developed by the Health & Safety Advisor

The topics for audit are decided using a risk-based approach and are identified in the annual plan.

Topics for audit vary but will include compliance with changes in legislation as well as Greenbank Health and Safety Policy and Procedures.

Actions resulting from audit conclusions are managed by the CEO & Health & Safety Advisor.

HEALTH SURVEILLANCE

Health surveillance requirements will be defined through risk assessments compliant with Grrenbank Procedures and policies, and any other applicable legislation.

Surveillance of health through suitable means will be evaluated by an appropriate third-party supplier.

The level of uptake, the effectiveness of risk control measures and implementation of any required changes required will be reported to the Health and Safety Advisor.

ACCIDENT AND INCIDENT MANAGEMENT

Supervisors and Supervising Managers will ensure Staff report all incidents, accidents and near misses in their areas as per Greenbank Incident, Accident and Near Miss Reporting Procedure.

The Health & safety Advisor will advise all parties involved if an investigation is required and how to proceed, and will disseminate final outcomes throughout the organisation.

The Health & safety Advisor will also be responsible for mandatory reporting to the Health & Safety Executive (HSE) as per the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

REPORTING AND REVIEW OF PERFORMANCE

HEALTH AND SAFETY REPORTS

The Health and Safety Advisor prepares quarterly organisational Health and Safety reports for the Health and Safety Committee Meetings. The Health and Safety Committee Meeting will collectively agree actions which will be implemented.

A Quarterly Health and Safety report is submitted to the Chief Executive Officer (CEO) and Board. Any resulting strategic directions or actions will be coordinated by the Health and Safety Committee

Annual Health and Safety reports with Annual Action plans will be submitted to the board

LEARNING LESSONS AND CONTINUAL IMPROVEMENT

The review process and actions will feed into the continual improvement cycle for the management system as a whole and will include review and integration of:

- Review of Health and Safety objectives
- Results of performance measurements
- Recommendations arising from incident investigations
- Changes in legislation, official guidance and recognised best practice
- Results of Health and Safety campaigns, wellbeing initiatives, Staff surveys etc
- Suggestions for improvements from Staff, Contractors, Subcontractors, Consultants etc.

9. Risk Management

Failure to comply with this Policy could:

- Risk the Health and Safety of any person involved in or affected by work
- Lead to disciplinary action being taken against Greenbank.
- Expose Greenbank or Staff to enforcement action, prosecution or civil liability
- Result in other regulatory intervention
- Damage Greenbank property
- Damage Greenbank reputation.

10. Data Protection, Record Storage and Retention

This policy, and any systems used as part of it, is in line with Greenbank Data Protection Policy which will be followed at all times.

11. Equality and Diversity

This policy complies with the requirements of the Equality Act 2010 and with Greenbank Equality, Diversity and Inclusion Policy, to ensure equality of treatment for all staff and customers without discrimination or prejudice.

On request, Greenbank will provide translations of all its documents, policies and procedures in various languages and other formats.

12. Communication

The current version of this Policy Statement will be available in Shared resources folder and is displayed prominently throughout the workplaces. A hard copy is also available in reception.

13. Learning and Development

The Health and Safety Committee will work with other Teams and Staff to ensure training on this Policy and supporting Procedures is delivered and participation recorded.

14. Performance Management of this Policy

Implementation of this Policy will be monitored by Greenbank Health and Safety Committee, with oversight by the Chief Executive Officer (CEO) and Board.

15. Review of this Policy

This Policy will be reviewed every 2 years, and earlier if necessary in response to significant changes in Health and Safety arrangements, to the organisation or in legislation or best practice.

Related Documents

Document Type	Name	
Connected Policies and Procedures		

Author: Stuart Davies Document version: V7_SJD24072024

Agreed by Greenbank Board of Trustees

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Dr Alan Irving, Chairman