



Health & Safety Policy

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Document History

Version	Issue Date	Owner	Revision Notes	Review Due
V1	01.10.2020	Operations Director	Reviewed and updated	01.10.2021
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This document is issued, controlled, and can only be modified after proposed modifications have been accepted by the Operations Director and have been accepted by the Company Directors.

The latest version will be maintained on the company central storage area (Intranet).

Purpose

To ensure a healthy and safe environment for all employees (staff), learners, and members of the public.

Scope

Applicable to all employees, learners contractors and members of the public accessing the Company premises and operations. When referring to learners in this policy, this relates to all learners including those on an apprenticeship, a traineeship or any other type of learning programme delivered by the Key Training Ltd.

General Statement of Intent

Key Training Ltd is committed to promoting high levels of occupational health& safety, management. It is the Company's intention that its activities are carried out in accordance with relevant statutory provisions and comply with the letter of the law detailed within HASWA 1974 Section 2 (3). All reasonably practicable measures are taken to avoid risk to its employees and others, in particular vulnerable individuals (young persons, disabled individuals, new and expectant mothers), and the natural environment that may be affected by its activities. Key Training Ltd recognises and accepts its responsibility as an employer for providing a safe and healthy working environment for all employees, learners (including apprentices) and the public. We will take steps to meet this responsibility, paying particular attention to the provision and maintenance of:

- plant, equipment, and systems of work that are safe and without risk to health
- safe systems of work in the use, handling, storage and transportation of articles and substances
- sufficient information, instruction, training, and supervision to enable all employees and learners to avoid hazards and to contribute positively to their own health and safety at work

- a safe place to work with safer means of access and egress
- a safe and healthy working environment
- adequate welfare facilities

The successful implementation of this statement requires total commitment from all employees; each individual has a legal obligation to take reasonable care for his or her own health and safety, and for the safety of others who may be affected by his or her own acts or omissions. All colleagues and contractors will be competent to perform their work safely and will be required to apply good practice in health & safety.

The organisation also acknowledges its obligations of the possible effects of the adjacent community, together with protecting the natural environment. The Company is committed to providing a working environment that promotes good health and mental well-being to all employees. Information, instruction, and training, as is necessary, to enable the safe performance of our work activities will be available to all employees and others who may be affected by Company operations. The Key Training Ltd management team will ensure that all processes / systems of work are designed to take account of HS&E and that employees are properly supervised at all times. Including travelling to and from work and for appointments. Adequate facilities and arrangements will be maintained to enable employees and their representatives to raise issues of health and safety. The Company will review this statement and regularly monitor it to ensure that its objectives are still valid, being achieved, and where necessary, it will be revised to take into account legislative or organisational changes.

This statement of intent will apply to all companies, premises, and operations for which the Company has responsibility.

Safety – we promote a strong safety culture which is well documented and assessed to ensure our employees and learners are protected; we are committed to learning from any incidents or accidents.

Organisation

In order to ensure that the Health & Safety Policy is successfully managed within the organisation, the following responsibilities have been allocated:

Key Training Ltd – Board of Directors

In practice, the Governing Body's responsibilities as defined for health and safety are discharged through the Operations Director. The Key Training Ltd Board of Directors shall provide leadership by:

- demonstrating the Board's commitment to health and safety
- ensuring the Board and the Company receive competent health and safety advice required by law
- ensuring all employees, including the Board, are sufficiently trained and competent in their health and safety responsibilities
- ensuring that the workforce is consulted properly on health and safety matters and that their concerns are reaching the appropriate level including, as necessary, the Board
- ensuring that systems are in place to confirm the organisation's risks are assessed and that sensible control measures are established and maintained
- ensuring audits and routine inspections are undertaken to inform the Senior Management Team about what the organisation and contractors actually do
- ensuring the Board and Senior Management Team receive regular health and safety performance data and reports on injuries and work-related ill health
- ensuring changes in working arrangements that have significant implications for (health, issues or notable incidents)
- ensuring appropriate Board-level review of health and safety

Operations Director

The Operations Director will be responsible for ensuring that the Health & Safety Policy is implemented within the Company

- ensure employees are aware of their responsibilities under the policy and comply with required safety procedures
- monitor the workplace to ensure that safe conditions are maintained, and periodic safety inspections are carried out
- monitor legal documents, statutory registers and insurance certificates that are kept on premises and ensure that the necessary statutory abstract notices are displayed
- ensure that all accidents and dangerous occurrences are properly recorded, reported, and investigated and that all employees, contractors, and visitors are made aware of safety procedures. The Operations Director will investigate all accidents to employees or learners. The funding provider incident reporting requirements will be followed for RIDDOR (including events involving learners).
- ensure that all requirements of FSO The Regulatory Reform (Fire Safety) Order 2005 are maintained (including fire risk assessments) and that all firefighting equipment is adequately serviced
- ensure that equipment, plant, and substances that are used are suitable for the task and are maintained in good working condition, including the regular maintenance and servicing of equipment.
- provide or arrange adequate training, information, instruction, and supervision for all employees, including temporary personnel in order to ensure that work is conducted safely
- take further, immediate, and appropriate steps to investigate and rectify any risks to H&S arising from the work activity

- ensure that responsibilities for health and safety checks are conducted by the identified trained people
- inform the relevant Senior Manager or Director in writing of any HS&E issues that require attention
- ensure that information, instruction, and training is given to all employees, particularly new entrants
- refers to the Health & Safety Consultant, as appropriate, ensure that there is an adequate supply of materials, welfare facilities and equipment to meet statutory requirements
- give support and encouragement to other members of staff
- report to the Board Team twice yearly detailing recorded accidents and actions required – or at Board for serious incidents
- action safety reports and correspondence concerning operations under their supervision
- instigate disciplinary procedures (in compliance with the Company's disciplinary rules) where failure to achieve the safety regulations, Company safety policy and good safety practice is evident
- ensure appropriate health and safety vetting and risk assessments are conducted in all places where training and assessment take place; this includes employer premises and other training provider locations where delivery is in partnership
- ensure all staff under their direct control implement safe working practices
- ensure, as part of the Company induction, that new employees are competent in their respective vocational areas and are appropriately trained on an ongoing basis in health and safety procedures

- ensure that the learning environment outside the Company premises (including sub-contractors delivery venues and employer premises for apprentices) are assessed for health and safety suitability prior to the learning programme taking place
- ensure identified responsibilities within the health and safety structure system are carried out in line within Company guidance
- ensure that other appropriate staff involved in the production and maintenance of health and safety records keep such records up to date and available for inspection
- ensure that relevant equipment testing (PAT Testing) is carried out by a suitably qualified external professional
- ensure that we do all that is reasonably practicable to manage the risk of Legionellosis (liaising with landlords) to confirm they are following approved code of practice and Guidance documents (ACOP L8)
- ensure that we do all that is reasonably practicable to manage the risk of Asbestos (liaising with landlords) to confirm they are following an approved code of practice in regularly checking their properties for asbestos and ensuring the safety of Key Training employees during remedial works.
- ensure the use and issue of Personal Protective Equipment (PPE) that will protect the user against health & safety risks at work.
- ensure where PPE is required due to the UK wide COVID 19 Pandemic that Key Training follows the government guidelines in relation to items required for employees and learners (including apprentices) and source / provide any items advised (based on the specifications outlined by government).
- ensure the assessment and Control of Substances Hazardous to Health (COSHH) within Key Training premises – through designated staff in centres.

Directors and Senior Managers

Directors and Senior Managers are responsible to the Board for ensuring that the Company's Health & Safety is observed and that all facilities, resources, and requirements necessary for effective compliance with the policy are provided for. They will give support and encouragement to all other members of staff to enable them to fulfil the duties imposed upon them. They will also ensure that all Health, Safety and Environmental correspondence and reports are forwarded to their respective officers and departments for information and, where necessary, action.

In addition:

- ensuring all staff under their direct control implement safe working practices
- ensure, as part of the Company induction, that new staff are competent in their respective vocational areas and are appropriately trained on an ongoing basis in health and safety procedures

Employees

All employees must:

- comply with the Health & Safety and related procedures
- take reasonable care of their own health and safety and outline to their manager any individual needs they might have
- use the correct tools and equipment for the job and ensure that they are kept in good condition
- wear the appropriate personal protective equipment at all times and ensure learners follow the same guidelines – as appropriate to role and whilst at employer's premises
- consider the safety of other people and vulnerable individuals who may be affected by their acts or omissions

- understand the emergency procedures of the Company and the building
- work in accordance with information and training that has been provided
- make use of safety aids, computer aids, appliances, equipment, and PPE where necessary
- cooperate at all times with respect to HS&E matters and in accordance with the Health and Safety at Work Act 1974
- refrain from intentionally misusing or recklessly interfering with anything that has been provided for HS&E reasons
- report any hazardous defects in plant and equipment, or shortcomings in the existing safety arrangements, to their line manager who will take the necessary action
- not undertake any task for which authorisation and/or training has not been given
- Follow safe driving and travel routines – considering weather conditions and other factors, driving within rules of the Highway code and Law

Staff Recruitment

The Company has arrangements in place to ensure a safe recruitment process of staff and this is detailed fully in our Safeguarding Policy. All staff employed by the Key Training Ltd are required to apply for an Enhanced DBS check. In the case of employed learners (apprentices), DBS checks remain the responsibility of the apprentices employer.

Learners Health & Safety

The health & Safety and welfare of all our learners (including apprentices) is a fundamental value for Key Training and the “safe learner concept” is central to our policy / practices. All learners undergo a Health & safety induction at the start of their programme, which includes risk education and an awareness of Health & Safety Policy and procedures. In addition to this Individual risk assessments are carried out as required for any learner where the circumstances suggest this is necessary.

Health and safety vetting processes include completion of an employer/location health, safety, and welfare assessment record for apprenticeships (which includes checking the employers COVID 19 risk assessment activities). The process is completed prior to commencing a learning programme on an employer’s premises or entering into a sub-contract delivery arrangement and is reviewed every 2 years depending on the risk. The Health and safety arrangements are monitored during formal reviews with apprentices and learners on work experience. Work experience providers have the primary duty to ensure the health and safety of work experience participants during their placements. Key Training Ltd has the responsibility of ensuring the sustainability of placement providers and will therefore undertake risk assessments of all placement providers to ensure they meet appropriate standards of health, safety, and welfare and that they are aware of their health and safety duties. Recruitment managers are responsible for this vetting and hold documentation on the LMS / CRM system. The tracking / auditing of Employer and Placement vetting process is the responsibility of the Group Sales Director.

There is a robust and established process for learners and employers to report accidents. Essentially, learners report accidents in line with their workplace procedures and complete and employer accident report form to comply with these procedures. The Key Training Ltd also, has an established notification process that ensures these accidents are reported to the Operations Director at Key Training. Accidents are investigated to ensure the safety of learners and our legal requirements / duty of care. To ensure compliance with this requirement, learners are asked about recent accidents / reporting at regular learner progress reviews.

Management of Health & Safety

General and fire risk assessments are reviewed annually and revised as necessary in order to meet the requirements of Regulation 3 of the Management of Health and Safety at Work regulations 1999. More detailed risk assessment covering specific events are carried out and reviewed as necessary.

Operations Director will advise management of the measures needed to ensure that the Company complies with current regulation, including:

- Health and safety inspections will be carried out in all rooms associated with the Company premises to ensure they are fit for purpose
- The Company will provide the necessary induction and training to all employees. The Company makes all policies and updated guidance available to staff electronically.
- The Company will provide a policy, as well as training for all employees who work as lone workers. There will be guidance provided for 'home working'
- Health & safety is a standard meeting agenda item at every Board and team meeting which includes summary reports on all relevant health and safety incidents and actions including safeguarding and identified good practice.
- Under the Health and Safety (First Aid) Regulations 1981, Key Training Ltd should provide adequate equipment and facilities for the provision of first aid on their premises. This must be at least a fully stocked first-aid box and a trained first- aider/appointed person. Identified persons have responsibility for checking the list and box monthly and replenishing when required.
- The fire evacuation procedure is detailed on each site in the RED fire safety file.
- The welfare of employees is consistently considered, and the Company strives to follow the HSE standards that aim to manage work-related stress.

Key Training Ltd recognises that whilst a degree of stress can be a positive force at work, excessive pressures can have a negative effect on health and on performance at work. Key Training Ltd is committed to promoting good health at work, it is concerning to recognise any negative effects that stress may have on individual employees and to provide suitable support mechanisms for employees suffering from the negative effects of stress. Through the risk assessment process, Key Training Ltd will continue to identify hazards and assess all mental and physical risks to health and safety with the objective of reducing them as far as is reasonably practicable. Key Training Ltd acknowledges that stress in the workplace can be caused by any combination of a number of quite diverse factors.

Key Training Ltd also recognises that there may be problems outside the workplace that will cause an individual member of staff to suffer from the negative effects of stress and that these may affect an individual's health and performance within work. In this situation, undue negative stress may occur as a result of work-related and nonwork-related factors.

Key Training Ltd will:

- ensure so far as is reasonably practicable that excessive stress is eliminated from the work environment and that the necessary risk assessments are completed and acted upon in the case of workplace stress factors
- provide suitable support mechanisms for members of staff suffering from the negative effects of stress
- encourage a working environment where members of staff who feel they are suffering from the negative effects of stress can approach their managers in confidence in order that necessary support mechanisms can be put in place
- encourage a culture where stress is not seen as a sign of weakness or incompetence
- ensure adequate rehabilitation of employees returning to work after periods of absence

- provide suitable training and guidance for line managers to enable them to recognise symptoms of negative stress in their staff and themselves
- provide suitable training and guidance to managers to enable them to undertake necessary risk assessments in relation to stress in the workplace and to arrange for implementation of effective control
- measures where appropriate
- provide information and training for employees in general on the effects of stress at work, effective communication, handling difficult situations, time management and employee relations

Where members of staff are suffering from excessive stress, Key Training Ltd will provide the necessary mechanisms to promote a return to full health as quickly as possible. Members of staff are encouraged to refer themselves to any one of the following:

- line manager
- senior manager
- HR manager

All referrals will be dealt with in complete confidence. Members of staff will be offered support, mentoring, help with stress reduction techniques and a full appraisal of their work situation.

Centre

Employees in the Key Training Ltd Centre must be made aware as part of Induction, health and safety routines for the centre they are working in. There will be regular tests of the fire alarm systems, bi-annual fire drills and evacuation practices. Each site will have a RED SAFETY FILE which designated persons will keep up to date. There will be a First Aider/Appointed person in each centre and designated Fire Warden.

Designated persons will complete informal inspection of premises, in order to identify any potential hazards and ensure that the building is secured at the end of the day.

Appropriate and sufficient numbers of sanitary conveniences will be provided throughout Key Training Ltd for employees, learners, and visitors of both sexes. Key Training Ltd or its landlord will also provide facilities for disabled persons where the need is identified.

Red Centre Information File

The Centre Information File must include

- emergency telephone numbers
- list of fire wardens
- list of first aiders/appointed person
- floor plans
- current PEEP – as appropriate
- Centre and Activity Risk assessments
- Fire Risk assessment
- Evacuation procedures
- Details of fire drills undertaken and alarm testing
- Accident Book/file
- COSHH assessments
- Records for electrical testing (PAT)
- A record of employees and learners on site is maintained via signing in sheets / registers.

Lone Working & working from Home

Key Training Ltd want to ensure the safety of all employees travelling around and when they work from home. Lone workers are those who work by themselves without close direct supervision. The Key Training Ltd take steps to ensure risk are removed where possible and the following guidance is given employees, who work from home. All appointments these must be diarised in your work Outlook Calendar – with the time and location of the appointment. If you are going to be late for an appointment, please let the customer know – learner or employer. Please advise a suitable person of your safe return home at the end of the day when finishing off your work duties – by text, phone or in person. This may be next of kin, partner, or Line Manager. Working at home will mean using a laptop/pc on a suitable work surface. When working from home you should ensure you are able to sit in the correct position and have your screen adjusted to suit, this should be at eye level. A keyboard, mouse and screen riser maybe purchased, if required (if unsure what to order contact Line Manager). If you have not a suitable office chair – advise your Line Manager. You must be sitting in the correct ergonomic position.



Please watch this short video:

<https://www.youtube.com/watch?v=ZLwIP8cBaWA>

Mobile Phone usage on the go

Please look at this short video from Vodafone

<https://www.youtube.com/watch?v=4FBMWGGJMbY>

Be sensible when using your phone – use a headset or headphones where possible, to minimise strain on your neck. Don't text whilst walking along or driving – everything can wait until you are in a safe place to use your phone.

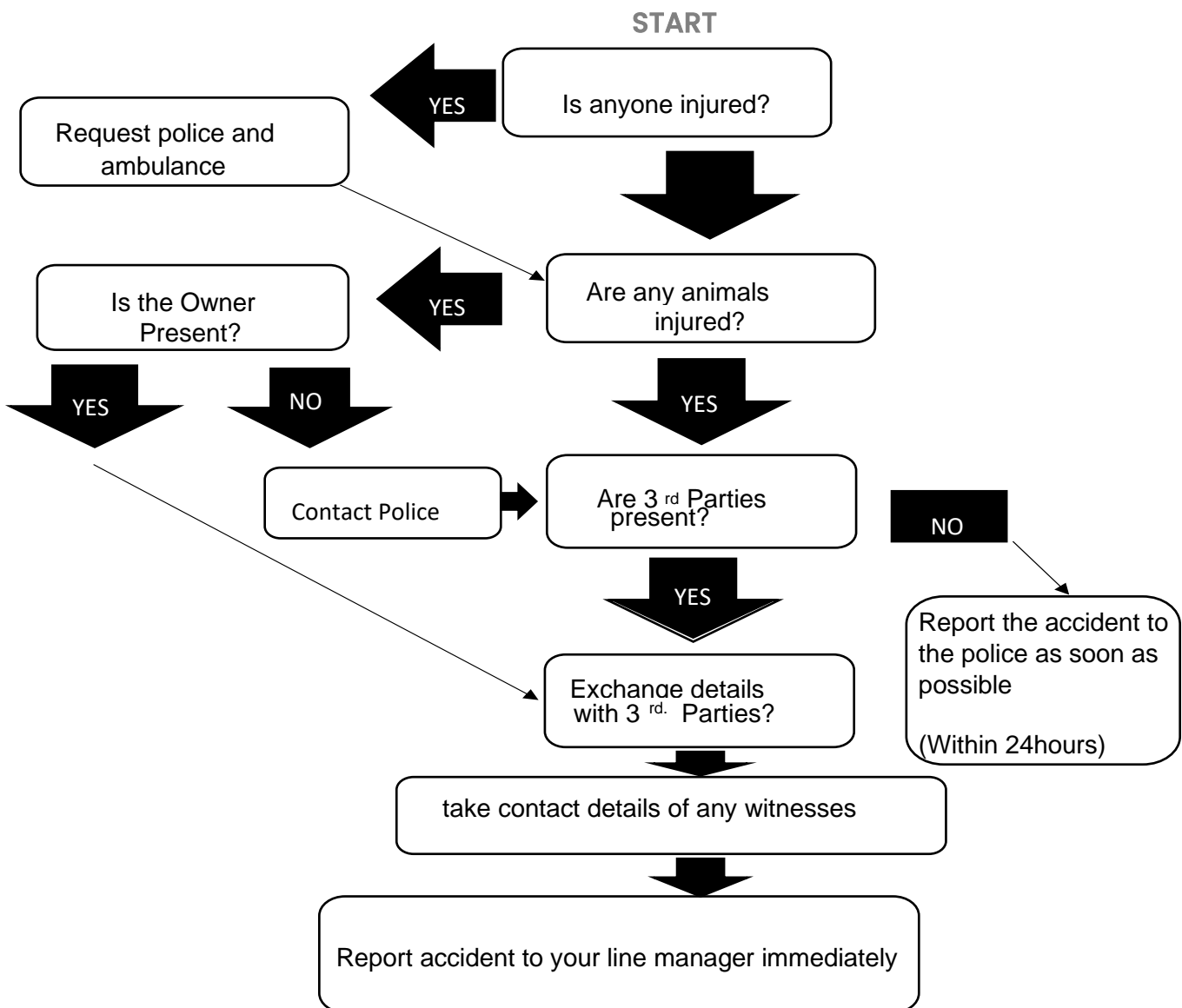
The mobile phone is now seen as an essential means of communication however, it is illegal to use a handheld mobile phone while driving. A mobile phone should only be used when you have pulled to the side of the road and parked safely before making calls. Where there is a passenger in the vehicle they should be responsible for all communication however, all driver distractions must be kept to an absolute minimum. Whenever possible, mobile phones should be switched off while driving and a message facility used. Messages should only be picked up and responded to when it is safe to do so. If the member of staff wishes to purchase and use a hands-free device – this is at their own cost. Be aware – Drivers may still be prosecuted for using a 'Hands Free' mobile phone while driving if not driving safely. Employees must remember – it is illegal to use a mobile phone without a proper hands-free facility. If caught whilst driving for business – you may be subject to disciplinary procedures.

Satellite Navigation

Satellite Navigation Systems can be a useful tool for drivers; however, they can also be a dangerous distraction. All destinations should be entered while the vehicle is stationary in a safe place. All drivers should stop if it is necessary to take their eyes of the road to check routes. They should not impair vision when positioned inside the vehicle. They should not be positioned where they are likely to cause injuries in the event of a collision. All in vehicle distractions should be kept to a minimum and it is the responsibility of the driver to ensure that that they are not likely to be distracted.

Car Accident Procedure – Follow actions on the process below.

As an employee – you must prioritise (YOUR safety, the safety of anyone involved, the safety of other road users). In the event of a collision or accident: **Stop, Stay calm, Be courteous, Do not accept any liability.** If the member of staff is attached to a Centre then they should complete the accident book for that centre. If they are home working and email describing the incident must be sent to the HR Manager to replace the accident book record.



Line Manager must inform HR Manager and send an email detailing what has taken place in terms of any injury sustained to the employee, this will replace the need for completion of an accident book.

Threat of Terrorism, Bomb Threats and Firearms

Terrorism is 'the unofficial or unauthorised use of violence and intimidation in the pursuit of political aims'.

It is the policy of Key Training Ltd to manage any potential for terrorism, including bomb threats and firearms, and provide arrangements to ensure the safety of all employees, learners, and visitors to the Company.

Firearm and Weapon Incidents

Firearm and weapon attacks are infrequent, but it is important to be prepared to cope with such an incident. In such an event – **STAY SAFE – Run, Hide and Tell:**

- stay safe
- under immediate gunfire – take cover initially but leave the area as soon as possible if safe to do so
- nearby gunfire – leave the area immediately if possible and safe to do so

Run

- ensure any exit route is safe
- do not expose yourself to the attacker
- insist others leave with you
- leave your belongings behind

- do not congregate at evacuation points
- if your building has an identified safe room, head to this location if safe to do so

Hide

- if you cannot escape – find cover
- consider locking yourself and others in a room or the identified safe room; barricade the door and stay away from it
- silence any sources of noise, such as mobile phones, that may give away your presence and move away from the door and remain quiet

Tell

- contact the police immediately by dialling 999
- the more information you pass to the police the better, e.g. location of incident, entry/exit points,
- number and description of gunmen, what they are carrying, type of firearm – long barrelled or handgun,
- if they are communicating with others, number of casualties/people in the area; never risk your own safety or that of others to achieve this
- consider using CCTV, mobile phone camera or other remote monitoring methods where possible to reduce risk.

Police Presence

- initially they may not be able to distinguish Company employees from the gunmen
- officers may be armed and point guns at employees
- they may have to treat the public firmly; follow the instructions; keep your hands in the air and in view
- avoid quick movements towards the officers and pointing, screaming or shouting

Emergency Action Plans

The plan should include all the actions needed in light of an emergency situation:

- find out the cause of the emergency and control the environment
- call the relevant emergency response team
- evacuate or isolate the area
- prevent the situation from getting worse
- for off-site activities, the risk assessment will have highlighted when and who to contact as a situation i.e., fire/ambulance/police/mountain rescue/lifeboats
- Key Training Ltd will then put into action the relevant company actions
- any press should be kept out of harm's way until it is safe, and they have relevant permission to enter the area from the emergency team on site only the Operations Director will talk to the press in a controlled manner

Accident and Incident Reports

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) placed duties on employers to comply with reporting work-related accidents and incidents to the Health and Safety Executive. The Company has a statutory duty to report notifiable accidents to the HSE and FSA as soon as possible by telephone and in writing within ten days of the incident.

To enable the Company to comply with this, Line Managers must report notifiable accidents (including near misses) to the Operations Director as soon as possible after the event. All fatalities, injuries or accidents occurring on property used by the Company staff must be reported, whether it involves a learner, employee or any other person on the premises – or the relevant outside agency's accident and report form must be completed to comply with that agency's procedures, and a copy must be taken and given to the Operations Director.

Accident books are held on the Company premises to record accidents and facilitate a regular review.

An accident will be reportable if it is work related – the work itself must contribute to the role and any of the following play a significant role:

- the way work was carried out
- any machinery, plant, substances or equipment used for the work
- the condition of the site or premises where the accident occurred

Statutory Reporting – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

Specified Injuries to Workers

You must ensure that all types of work-related accidents are reported through the laid down, procedures in force at the premises in which you are operating. Where an employee suffers a specified injury (as defined in this guidance) as a result of an

accident arising out of or in connection with work, the person in charge of the premises, is required to telephone the details of the accidents to the Operations Director, immediately or as soon as possible after the event.

Specified Injuries to Workers

The list of 'specified injuries' in RIDDOR 2013 replaces the previous list of 'major injuries' in RIDDOR 1995. Specified injuries are (regulation 4):

- fractures, other than to fingers, thumbs, and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which:
 - covers more than 10% of the body
 - causes significant damage to the eyes, respiratory system or other vital organ
 - any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which:
 - leads to hypothermia or heat-induced illness
 - requires resuscitation or admittance to hospital for more than 24 hours

Over Seven-Day Injuries to Workers

When an employee is incapacitated as a result of an accident at work and incapable of performing their normal work duties for more than seven consecutive days after the

accident (excluding the day of the accident but including nonworking days) the director in charge of the premises in which Company employees are operating is required to notify the enforced authority.

Injuries to Non-Workers

You need to ensure that an accident to someone who is not an employee (e.g. a learner or visitor) which is a result of a work-related incident is reported if:

a) The death of any person occurs

AND

B) They result in an injury and the person is taken directly from the scene to hospital for treatment to that injury.

Diseases

A local Manager in charge of the premises in which Company staff are operating may be informed in writing by a registered medical practitioner that a Company employee or person undergoing training is suffering from a work-related disease specified in RIDDOR 1995. A copy of that notification must be given to the directors. This must be reported to the enforcing authority. The diseases which are most likely to be reported under this heading are:

I. Conditions due to physical agents and the physical demands of the work II. Infections due to biological agents

III. Conditions due to substances Occupational Dermatitis Occupational Asthma

The Key Training Ltd has a dedicated COVID 19 risk assessment and agreed / established protocols in place to manage an outbreak of COVID 19 within the organisations premises, should staff report a positive test result or in relation to dealing with the safety of learners (including apprentices) linked to potential COVID 19 positive cases in their work experience environments or employer premises / workplace.

GENERAL CODE OF PRACTICE OF SAFE WORKING

- smoking is only permitted in designated areas
- all equipment must be installed, tested and used in accordance with manufactures' instructions
- if equipment is suspected to be faulty or damaged, this must be reported immediately
- all materials, tools and equipment must be stored securely and switched off/unplugged after use
- advice on safety matters can be obtained from the Operations Director, or the HSE website
- employees driving their own vehicles must ensure that the vehicle always complies with the law, is in a safe and roadworthy condition and is insured for business use

Continuous Improvement of Health & Safety and Monitoring

Safety performance, including compliance with statutory requirements and the implementation of the policy, will be measured, monitored, and reviewed on an ongoing basis. Continuous improvement will be maintained through the application of systems that ensure the Key Training Ltd health and Safety performance is monitored and measured objectively, and that timely preventative and corrective actions are taken where required. Through a systematic approach, the Key Training Ltd aims to support a commitment to ongoing improvement in our health & safety arrangements.

Operations Director

A handwritten signature in black ink, appearing to read 'M. Shepherd'.

Chairman of the Board

A handwritten signature in black ink, appearing to read 'Andrew Ouse'.



THE KEY TO SUCCESS