



# FLAME INTERNATIONAL HEALTH & SAFETY FOR STAFF POLICY

## Contents

|   |    |
|---|----|
| HEALTH & SAFETY FOR STAFF POLICY .....                            | 1  |
| 1. About this policy .....  | 2  |
| 2. Definition .....   | 3  |
| 3. Responsibilities .....   | 3  |
| 4. Personal safety .....  | 4  |
| 5. Guiding Principles and Responsibilities for Lone Working ..... | 6  |
| 6. Assessment of risk of lone working .....                       | 6  |
| 7. Lone Working Situations .....                                  | 7  |
| 8. Training .....   | 9  |
| 9. Equipment .....  | 9  |
| 10. Insurance .....   | 10 |
| 11. Driving for Business Reasons .....                            | 10 |
| 12. Accidents and first aid .....                                 | 12 |
| 13. National health alerts .....                                  | 12 |
| 14. Fire safety .....   | 12 |
| 15. Risk assessments and measures to control risk .....           | 13 |
| 16. Computers and display screen equipment .....                  | 14 |
| 17. Workplace Inspections .....                                   | 14 |
| 18. Practical guidance on personal safety .....                   | 15 |
| 19. Policy review .....   | 16 |

# 1. About this policy

1.1. Flame International (Flame) is committed to ensuring the health and safety of staff and anyone affected by our charitable business activities, and to providing a safe and suitable environment for all those attending our premises. For ease, the term 'staff' is used throughout this policy to refer to employees, officers, consultants, contractors, volunteers, interns, casual workers and agency workers.

1.2. This policy is also designed to alert staff to the risks presented by lone working, to identify the responsibilities each person has in this situation, and to describe procedures which will minimise such risks. It is not intended to raise anxiety unnecessarily, but to give staff a framework for managing potentially risky situations. This policy should be read in conjunction with the Flexible Working Policy.

1.3. The Health and Safety at Work Act 1974 applies to home working employees as well as office-based employees. Under the Act, Flame is responsible for the health, safety and welfare of our staff (whether paid or voluntary), including wherever they work. This includes protecting our staff from potential risks to their health or safety. Additionally, Flame has a duty of care under common law to take reasonable care to avoid harming others.

1.4. Everyone who works for Flame has some responsibility for ensuring that the Charity environment is as safe as possible to avoid accidents and injury. The senior management are ultimately responsible for overseeing and monitoring the policy and for ensuring that we meet all of our health and safety legal compliance obligations.

1.5. This policy sets out our arrangements in relation to:

1.5.1. Assessment and control of health and safety risks arising from work activities;

1.5.2. Preventing accidents and work-related ill health;

1.5.3. Consultation with employees on matters affecting their health and safety;

1.5.4. Provision and maintenance of a safe workplace and equipment;

1.5.5. Information, instruction, training and supervision in safe working methods and procedures;

1.5.6. Emergency procedures in cases of fire or other major incident;

1.5.7. All staff who may be working alone, at any time, in any of the situations described in the definition below.

1.6. Some staff work outside of office hours and/or alone due to flexible working patterns and/or to undertake their job role. The principles for supporting lone workers include:

A commitment to supporting staff and managers both in establishing and maintaining safe working practices;

- Recognising and reducing risk;
- A commitment to the provision of appropriate support for staff;
- A clear understanding of responsibilities; and
- The priority placed on the safety of the individual over property.

1.7. This policy does not form part of any employee's contract of employment, and we may amend it at any time. We will continue to review this policy to ensure it is achieving its aims.

## 2. Definition

Within this document, 'lone working' refers to situations where staff in the course of their duties work alone without close or direct supervision or are physically isolated from colleagues and without access to immediate assistance.

This includes people working alone in premises (such as physical office premises when no-one else is in the building), people working from home (whether on a temporary or permanent basis), people working separately from others (e.g., when travelling alone to a meeting or to deliver a project), and people working outside normal hours (whether e.g. in the office, or travelling back from a Flame work commitment) when risks may increase since there are not colleagues to hand to assist in the event of an incident.

## 3. Responsibilities

3.1. All staff share responsibility for achieving safe working conditions, including the effective implementation of this policy. You must take care of your own health and safety and that of others, observe applicable safety rules and follow instructions for the safe use of equipment.

3.2. You should report any health and safety concerns immediately to your manager who will refer the issue on to the Board of Trustees where appropriate.

3.3. You must co-operate with Flame managers on health and safety matters, including the investigation of any incident.

3.4. Failure to comply with this policy may be treated as misconduct and dealt with under our Disciplinary Procedure.

3.5. Ultimately, everyone is responsible to ensure safe working practices throughout all of our working practices and activities. We will do our utmost to ensure that all of our staff and any visitors are safe when they attend Flame organised events and activities, as well as in relation to our routine operational activities.

3.6. To comply with Health and Safety at Work etc. Act 1974, Flame will:

- Provide adequate control of the health and safety risks arising from our work, activities and support;
- Consult with our employees/members/other relevant stakeholders on matters affecting their health and safety;
- Ensure all employees and volunteers are competent to do their tasks and give them adequate training;
- Prevent accidents and cases of work-related ill health;
- Maintain safe and healthy working conditions;
- Review and revise this policy as necessary intervals.

3.7. It is the responsibility of all staff whenever on Flame premises or when engaged in Flame operations, activities, events, etc to co-operate in the implementation of this Health and Safety Policy and to take reasonable care of yourselves and others. You must therefore:

- Comply with safety rules, operating instructions and working procedures;
- Use protective clothing and equipment when it is required;
- Report any fault or defect in equipment immediately to the appropriate person;
- Report all accidents (however minor), injuries, near misses or other potential safety hazards as soon as possible;
- Not misuse anything provided in the interests of health and safety.

## 4. Personal safety

4.1. Staff must not assume that having a mobile phone and a back-up plan is a sufficient safeguard in itself. The first priority is to plan for a reduction of risk.

4.2. Staff should take all reasonable precautions to ensure their own safety, as they would in any other circumstances. If in doubt, speak to your manager about dealing with situations.

4.3. Ideally, staff should not hold work related meetings in their homes, other than with other Flame staff members, especially where this might render them potentially vulnerable. Staff are recommended to find an independent third-party location for meetings if Flame's premises are unavailable. It is also sensible to make an agreed plan to inform another Flame staff member when any meeting is completed, in particular, circumstances where potential risks exist.

4.4. Staff must inform their manager or other identified person when they will be working alone, giving accurate details of their location and the likely duration. It is also sensible to notify your manager if anything is a problem. This includes occasions when a staff member expects to go home following an external commitment rather than returning to their normal work base (e.g. Flame office), if different.

4.5. If a member of staff does not report in as expected, an agreed plan should be put into operation, initially to check on the situation and then to respond as appropriate using emergency contact information if necessary.

4.6. Where staff work alone for extended periods and/or on a regular basis, managers or other appointed staff must make provision for regular contact, both to monitor the situation and to counter the effects of working in isolation.

4.7. An agreed plan of action will consider such issues as:

4.7.1. The consideration and identification of potential hazards;

4.7.2. The implementation of a written risk assessment to ensure the safety of all persons, including themselves and any other persons they may work with;

4.7.3. Identification of all staff likely to work regularly in isolation from their colleagues;

4.7.4. Assessment of potential risks accompanying lone working;

4.7.5. Determination, in the light of any identified risk, of whether or not lone working is safe and reasonable;

4.7.6. If lone working is assessed as being reasonable, the appropriate precautionary measures should be put in place, such as:

- Mobile phones/radios;
- Team working;
- Giving information on known risks;
- Reporting in procedures;
- Personal alarms;
- Recording identified risks on the local risk register.

4.7.7. Ensuring that all staff likely to be lone workers are familiar with this policy;

4.7.8. A system for alerting another staff member or other nominated person if staff members cannot be contacted or located after an agreed or expected time of contact or return; and

4.7.9. A system for contacting the Police if staff members cannot be found.

## 5. Guiding Principles and Responsibilities for Lone Working

### 5.1 Flame International

We will do the following as our commitment to supporting staff and managers, both in establishing and maintaining safe working practices:

- Ensure that both parties have a clear understanding of their respective responsibilities and priorities, including that the safety and wellbeing of Flame staff comes before property;
- Raise Lone Workers' awareness of the safety issues relating to Lone working;
- Ensure a process is undertaken to identify/assess potential risks to a Lone Worker;
- Implement precautions that are reasonable and practicable to minimise potential risk;
- Providing appropriate support to all Lone Workers who engage in Lone working;
- Encourage the reporting of all incidents associated with Lone working so that they can be adequately managed and used to help reduce risks and improve working arrangements;
- Ensure emergency procedures are in place so that the Lone Worker can obtain assistance if required.

### 5.2 Lone Workers

All staff share responsibility for achieving safe working conditions. Staff members have responsibility to take care of their own health and safety and that of others, observing applicable safety rules and following instructions for the safe use of equipment. Specifically, you are responsible for reporting any health and safety related or other concerns regarding lone working immediately to your manager who will refer the issue on to a senior manager.

### 5.3 Legal Limits

There are, however, several circumstances where Lone Workers are not allowed to work alone by law.

- Working in confined spaces
- Working with or near electrical conductors.

## 6. Assessment of risk of lone working

6.1. We have a responsibility not only to train but also to supervise and monitor lone workers, including through the undertaking of a risk assessment to identify any risks associated with the environments and situations in which you will be operating as a Lone Worker.

6.2. The main aim of the risk assessment is to identify any key risks together with helping to raise overall safety standards. The risk assessment process should be carried out with both the Lone Worker and Line Manager present. Together you should agree the required safe working practices. This will assist you as a Lone Workers to recognise hazards, to identify suitable risk mitigation measures, to highlight management actions required and to give confidence to Lone Workers in taking responsibility for their own safety and welfare.

6.3. In drawing up and recording an assessment of risk the following issues should be considered, as appropriate to the circumstances:

The environment – location, security, access.

The context – nature of the task, any special circumstances.

The individuals concerned – indicators of potential or actual risk.

History – any previous incidents in similar situations.

Any other special circumstances.

6.4. All available information should be considered and checked or updated as necessary. Where there is any reasonable doubt about the safety of a lone worker in a given situation, consideration should be given to sending a second worker or making other arrangements to complete the task.

6.5. A risk assessment should be undertaken prior to any staff member starting to work from home in order to ensure that it is suitable for its purpose and that the work can be carried out safely. This may be carried out by the employee themselves. The risk assessment should be carried out periodically, normally annually.

6.6. In certain circumstances, such as where there is an underlying health condition, it may be necessary for us to obtain medical advice to ensure that staff are safe to work alone and from home.

6.7. Please refer to the procedure for lone working in the Compliance folder.

## 7. Lone Working Situations

### 7.1. Home Working

7.1.1. Staff working from their own homes should take every reasonable precaution to ensure that their address and telephone number remain confidential.

7.1.2. Staff working from home should be in regular contact with their manager or other designated person if working at home for extended periods. This will include conversations

between staff and managers about the staff well-being (especially stress and mental health) and also try to meet face-to-face as often as possible.

7.1.3. Managers should be particularly aware of the importance of such arrangements for staff that live alone.

7.1.4. Staff working from home are required to agree an appropriate working pattern with their manager, which should include ensuring their well-being.

7.1.5. Please refer to the checklist for home working in the Compliance Folder before beginning to work from home.

## 7.2. Working Alone in a Building

When working alone in a building as lone workers, staff should take the following precautions:

- Check out what measures are in place where you are working, including exits and entrances, and the location of the first aid supplies;
- Ensure you lock outside doors;
- Ensure you know where telephones are located;
- Ensure you are made aware of local procedures for raising help and alarms;
- Ensure there are processes in place to minimise the risks associated with the admission of unknown people;
- Ensure all valuables and keys are kept in an appropriate, secure place;
- Ensure you know and adhere to the 'whereabouts' procedure;
- Ensure that your car and mobile phone (if applicable) are in good working order, and that electrical and other mechanical equipment is safe to use. Check the instructions for use and ensure that faults are reported /dealt with;
- Try to maintain a comfortable level of heating and lighting in buildings you control;
- Be aware of an escape route and you know where your car is located;
- Keep your car keys and mobile phone to hand.

## 7.3. 'Whereabouts' Procedure

Please refer to Flame's Lone Working Reporting in procedure (found in the compliance SharePoint) if you are working alone.



## 8. Training

- 8.1. We will ensure that you are given adequate training and supervision to perform your work competently and safely.
- 8.2. Staff will be given a health and safety induction and provided with safety training as is appropriate.
- 8.3. Lone working training. The Lone Working policy and guidelines will be covered during the Induction training. The need for any further training will be kept under review. We will ensure that you are appropriately trained and supported. We will also ensure that you are aware of any hazards and understand any necessary control measures that are put in place.

## 9. Equipment

### 9.1. Our Responsibilities

It is our policy to comply with the law as set out in the Provision and Use of Work Equipment Regulations 1992.

- We will ensure that all work equipment used in the workplace is safe and suitable for the purpose for which it is used;
- All workers will be provided with adequate information and training to enable them to use work equipment safely;
- The use of any work equipment which could pose a risk to the wellbeing of persons in or around the workplace will be restricted to authorised persons;
- All work equipment will be maintained in good working order and repair. Normally, we will undertake any necessary repairs or servicing of equipment that we provide you with for the performance of your work with us;
- All workers will be provided with such protection adequate to protect them from dangers occasioned using work equipment;
- All work equipment will be clearly marked with health and safety warnings where appropriate.

### 9.2. Your Responsibilities

- Staff must take reasonable care to ensure that all equipment owned by the Charity is kept secure including if working from home. Staff will be held responsible for the loss or damage to any supplied equipment when caused by failure to take adequate precautions to ensure its safety.
- You must use equipment in accordance with any instructions given to you. Any equipment fault or damage must immediately be reported to your line manager.
- No member of staff should attempt to repair equipment unless trained to do so.

### 9.3. Manual Handling Operations

9.3.1. It is the policy of Flame to comply with the law as set out in the Manual Handling Operations Regulations 1992.

9.3.2. Manual handling operations will be avoided as far as is reasonably practicable where there is a risk of injury.

9.3.3. Where it is not possible to avoid manual handling operations an assessment of the operation will be made taking into account the task, the load, the working environment, and the capability of the individual concerned. The assessment will be reviewed if there is any reason to suspect that it is no longer valid.

9.3.4. All possible steps will be taken to reduce the risk of injury to as low as reasonably practicable.

## 10. Insurance

10.1. Staff working from home are covered by the Charity's Employer's Liability policy in respect of injury arising out of and in the course of work at home.

10.2 Staff are responsible for providing and maintaining a valid and comprehensive insurance policy for all equipment supplied to them for home working.

10.3. It is the responsibility of home working staff to provide adequate home buildings and contents insurance. The Charity will not accept liability for damage caused to the home or its contents. Since home working arrangements may affect home and contents insurance policies, staff are advised to advise their insurance provider of home working arrangements in advance of their commencement. It is also the staff member's responsibility to check other potential impacts of home working, such as on mortgage and rental agreements.

10.4. Flame will not accept any responsibility for an employee who suffers any detriment, loss or legal action as a result of not obtaining the necessary permissions from their insurer, mortgage lender, landlord, etc.

## 11. Driving for Business Reasons

11.1. There may be occasions in which it is necessary for you to drive your own vehicle during the course of your work with us in order to perform your job duties or contractual obligations. During these occasions, you are expected to exercise reasonable care, and adhere to all traffic laws and safety standards.

11.2. When driving on behalf of Flame (except to and from the office for office-based staff) the vehicle must be insured by the vehicle owner for driving in connection with business. Hire cars automatically include this provision. We may ask for you to provide us with a copy of your

current insurance certificate as well as a copy of your driving licence and to tell us about any points or disqualifications you may have currently on your driving licence.

11.3. The vehicle must be in good mechanical condition properly taxed and insured. Drivers should check windscreen washers, lights and tyres before setting off. At an early safe opportunity, the brakes should be checked. In particular, all current legal requirements must be met before a vehicle may be used in the course of Flame business, such as having a MOT test certificate in place if the vehicle is over three years of age.

11.4. If the driver, you must also be fit to drive. By law, a driver must notify the Driver and Vehicle Licensing Agency (DVLA) if:

- they have from a medical condition or disability that may affect their driving
- they develop a condition or disability
- an existing condition or disability that may affect their ability to drive develops.

The DVLA will then make a decision about the person's fitness to drive.

Not telling the DVLA about a condition or disability is a criminal offence. The driver could also invalidate their insurance if they do not follow medical advice not to drive.

If you are the driver, you should not drink alcohol for at least 12 hours before a work-related journey.

11.5. Employees who commit any road traffic offences whilst driving on Flame related business will be personally responsible for the consequences of this, including the payment of any fines. Flame will not be responsible for any accidents, damage or other harm which may result from staff driving in an unsafe or unlawful manner.

11.6. At no time should you operate a motor vehicle or any other equipment in the course of your work with us while under the influence of alcohol or a chemical substance or other substance that can impair judgment.

11.7. If you are involved in an accident while driving on Flame business, be sure to gather all pertinent information and contact your manager at the earliest possible opportunity.

11.8. Employees should not send or receive text messages or e-mail messages, use cell phones, smartphones or other similar devices while driving on Flame business. Safety and acting in a manner consistent with national laws in force at the time must come before all other concerns. Subject to this being permissible under relevant national law, a staff member who receive calls while driving on Flame business should either use a "hands free" device to answer the call or pull off to the side of the road and safely stop the vehicle before placing or accepting a call or reading or responding to email.

11.9. Before any journey drivers should carry out a risk assessment. This should be tailored to the circumstances at the time so that it is not unnecessarily onerous and does not need to be written down. The important thing is to think through the journey before setting off. For international travel, a written risk assessment will be required. Highway Code guidelines state that it is permissible to drive up to 9 hours in a day, which can be extended to 10 hours twice a week. Unforeseen events can occur so that plans may need to be reassessed. If as the driver you cannot complete the journey safely for any reason, then it is appropriate to arrange overnight accommodation which will be reimbursed, as necessary. Drivers should rest for at least 15 minutes every two hours within a journey, and between journeys.

## 12. Accidents and first aid

12.1. Details of first aid facilities and the names of trained first aiders are displayed on the notice boards.

12.2. All accidents and injuries at work, however minor, should be reported to Flame's health and safety officer, who will inform the Board of Trustees as appropriate.

12.3. Any accidents and incidents will be recorded in Flame's accident and incidents log and will be investigated as is appropriate. This log will be reviewed regularly by the nominated person, who will share any concerns promptly with Flame's senior management and Board of Trustees.

12.4. Additionally, we will report to the enforcing authority and keep records of certain accidents to staff and members of the public, in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

## 13. National health alerts

13.1. In the event of an epidemic or pandemic alert, we will organise our charitable business operations and provide advice on steps to be taken by staff, in accordance with official guidance, to reduce the risk of infection at work as far as possible. Any questions should be referred to your manager.

13.2. It is important for the health and safety of all our staff that you comply with instructions issued in these circumstances.

## 14. Fire safety

14.1. Where we manage our own premises, our fire safety policy is in line with the Regulatory Reform (Fire Safety) Order 2005. To achieve this, we undertake the following:

- An assessment of the fire risks in all associated buildings and the risks to our neighbours. This is carried out either as a specific exercise or as part of our general Health and Safety Risk Assessments;
- A check that a fire can be detected in a reasonable time and that people can be warned;
- A check that people who may be in the building can get out safely including, if necessary, the provision of emergency lighting and fire exit signage;
- To provide reasonable firefighting equipment;
- A check that those in the building know what to do if there is a fire;
- An annual check that our firefighting equipment is in place and is serviceable, and that there is an annual maintenance contract in place with a reputable company.

14.2. All staff should familiarise themselves with the fire safety instructions, which are displayed on notice boards and near fire exits in any physical premises used by Flame.

14.3. If you hear a fire alarm, leave the building immediately by the nearest fire exit and go to the designated fire assembly point. Do not stop to collect belongings and do not use the lifts. Do not re-enter the building until told to do so.

14.4. If you discover a fire do not attempt to tackle it unless it is safe to do so, and you have been trained or feel competent to do so. You should operate the nearest fire alarm and, if you have sufficient time, tell others in the building and report the location of the fire.

14.5. Nominated individuals will be trained in the correct use of fire extinguishers (where appropriate).

14.6. Fire drills will be held regularly and must be taken seriously (where appropriate).

## 15. Risk assessments and measures to control risk

15.1. We carry out general workplace risk assessments periodically as is appropriate. The purpose is to assess the risks to health and safety of staff, visitors and other third parties as a result of our activities, and to identify any measures that need to be taken to control those risks. These workplace assessments may include your work-station at home.

15.2. Measures will be taken to avoid or reduce the need to lift or carry items which could cause injury (manual handling) and to provide training on manual handling, as necessary.

15.3. The use of hazardous substances at work will be avoided wherever possible and less hazardous alternatives will be used where available. Training on the control of substances hazardous to health (COSHH) will be provided, as necessary, in compliance with our obligations under the Control of Substances Hazardous to Health Regulations 1989.

15.4. Specific risk assessments will be carried out for all off-site activities. These include off-site transport arrangements (e.g. qualified and safe drivers, roadworthy vehicles, adequate insurance cover), training days, conferences, and mission trips.

## 16. Computers and display screen equipment

16.1. It is our policy to comply with the law as set out in the Health and Safety (Display Screen Equipment) Regulations 1992. This is to ensure that the risks to users of display screen equipment (DSE) (PCs, laptops, tablets and smart phones) is reduced to the lowest extent reasonably practicable.

16.2. All staff will be given appropriate and adequate training on the health and safety aspects of this type of work and will be given further training and information whenever the organisation of the workstation is substantially modified.

16.3. All staff must complete a DSE self-assessment for their workstation every 2 years if they continually use DSE daily, as part of their normal work, continuously for an hour or more.

16.4. If you use a computer screen or other display screen equipment (DSE) habitually as a significant part of your work:

- You should complete a DSE assessment to ensure your work space is set up correctly for you.
- You should try to organise your activity so that you take frequent short breaks from looking at the screen.
- You are entitled to a workstation assessment.
- You are entitled to an eyesight test by an optician at our expense.

You should contact your manager if you wish to request a workstation assessment or an eye test. Eye tests should be repeated at regular intervals as advised by the optician, usually every two years. However, if you develop eye problems which may be caused by DSE work (such as headaches, eyestrain, or difficulty focusing), you can request a further eye test at any time.

We will not normally pay for glasses or contact lenses, unless your vision cannot be corrected by normal glasses or contact lenses and you need special glasses designed for the display screen distance. In such cases we will pay the cost of basic corrective appliances only.

## 17. Workplace Inspections

17.1. It is our policy to comply with the Workplace (Health, Safety & Welfare) Regulations 1992. Regular inspections of any physical workplace will be conducted. In addition, inspections will be conducted in the relevant areas whenever there are significant changes in the nature and / or scale of our operations.

17.2. Workplace inspections will also provide an opportunity to review the continuing effectiveness of the policy and to identify areas where revision of the policy may be necessary.

17.3. These inspections should include but are not limited to:

- The condition of floors, steps and paths – slips, trips and falls hazards
- All lights, fire extinguishers and smoke alarms in the building are working
- Risk Assessments are in place, up to date and fit for purpose
- Staff have completed DSE self-assessments biannually (next needed 2022)
- Fire alarm testing and servicing every 6 months
- PAT testing to be completed annually
- Emergency lighting completed annually
- Electrical wiring checked every 5 years

More information regarding inspections can be found <http://www.hse.gov.uk/office>

## 18. Practical guidance on personal safety

The Suzy Lamplugh Trust recommends that whether at work or in daily life using - P\*L\*A\*N -

**Prepare** yourself for the journey/**Look** confident/**Avoid** Risk/**Never** Assume it cannot happen to you.

### General

- A. Know what measures are in place where you work: check out any alarm systems and procedures, exits and entrances, and the location of the first aid supplies.
- B. Make sure that your car and mobile phone are in good working order, and that electrical and other mechanical equipment is safe to use. Check the instructions for use and ensure that faults are reported /dealt with.
- C. Try to maintain a comfortable level of heating and lighting in buildings you control.
- D. Be aware of an escape route and you know where your car is located.
- E. Keep your car keys and mobile phone to hand.

### Be aware of yourself

- H. Think about your body language. What messages are you giving?
- I. Think about your tone of voice and choice of words. Avoid anything which could be seen as sarcastic or patronising.

J. Be aware of your own triggers – the things that make you angry or upset.

**Be aware of other people**

K. Take note of their non-verbal signals.

L. Be aware of their triggers.

M. Do not crowd people – allow them space.

N. Make a realistic estimate of the time you will need to do something, and do not make promises which cannot be kept, either on your own or someone else's behalf.

O. Be aware of the context of your meeting – are they already angry or upset before you meet, and for what reason?

P. Listen to them and show them you are listening.

**Miscellaneous**

Q. Where staff use their personal car for business purposes, it is their responsibility to ensure that it is fully and properly insured including for business purposes, at their own expense. Flame reserves the right to verify this, especially if a personal car is being used to transport other members of the Flame team.

## **19. Policy review**

19.1. This policy should be reviewed annually.

Reviewed on: July 2025

Next review date: July 2026