

# The TESS Group

## Health and Safety Policy

Version History			
Version	Date	Reason for release/version update	Issued by
V1.0	2/8/2021	Version release	Lisa O'Reilly

  

Document Approval		
Job Role	Name	Date approved
Head of Learning	Martin Parnham	9/8/2021

  

Date of Next Review
August 2022

## Statement

The TESS Group takes its legal duties and responsibilities seriously, this Health & Safety policy is a key part of it. It is the policy of The TESS Group to provide and maintain safe and healthy working conditions, equipment and systems of work for all its employees, clients, apprentices and learners and to provide such information, instruction, training and supervision as is necessary for this purpose.

The Company also fully accepts its responsibilities for health and safety of other persons who may be affected by our activities, including apprentices we employ and those employed by others and enrolled onto apprenticeship programmes with us.

This policy will be regularly monitored to ensure that objectives are achieved. It will be reviewed annually and, if necessary, revised to take account of legislative changes.

We adopt a total organisation approach to Health and Safety.

Signed:



Mr Rod Doyle, Managing Director

## Review

*This policy is reviewed annually or immediately on changes in legislation. All policies are approved by the senior management team and ratified by the governance board. All policies are held in a register which records all required review date*

## Scope

This policy applies to all employees and associates of The TESS Group. This policy is applicable to all staff members and all learners including apprentices.

## The TESS Group's Policy

### Introduction

This policy covers the following:

- Safety Management Teams and Committees
- Responsibilities of Safety Advisor
- Responsibilities of Directors
- Responsibilities of all employees
- Specific arrangements for The TESS Group site's risk assessment
- Specific arrangements for The TESS Group site's safety inspections
- Specific arrangements for The TESS Group site's first aid
- Specific arrangements for The TESS Group site's Specific Hazards
- Specific arrangements for client site risk assessments
- Policy implementation
- Policy review

### Legal Framework

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Management of Health and Safety at Work (Amendment) Regulations 2006
- The Health and Safety (Safety Signs and Signals) Regulations 1996

### Responsibilities

#### The Chairman – Clive Doyle

The Chairman has overall and final responsibility for health and safety at The TESS Group.

#### Managing Director – Rod Doyle

The Managing Director has responsibility for co-ordinating the Risk Management Strategy and for reporting to the Chairman on risk management issues.

#### Director of Quality, Compliance and Safety – Steve Laws

The Director of Compliance and Safety is responsible for updating this policy and the implementation of this, ensuring that all venues used for training, including Head Office are a safe environment for staff and students. He ensures that risk assessments are effectively managed and mitigations implemented, so as to underpin other health and safety arrangements. That all equipment used in training is maintained in good condition and that defective material is replaced to this end the Director will ensure that equipment is checked after every training event and a report from the trainer indicates the state of the equipment and whether it is fit to be used at another training session. All equipment must be fit for purpose.

#### The Commercial Director – Lisa O'Reilly

The Commercial Director has overall responsibility for all areas under their direct management, including equipment, office, the maintenance of firefighting equipment and for ensuring that

contractors working on company premises and company staff working off-site comply with company policies including use of permits to work where appropriate.

### **Health and Safety Management Team**

The Health and Safety Management Team is a focal point for effective staff consultation and participation in all aspects of health and safety. Safety representatives of The TESS Group on the Health and Safety Management Team comprise of the Chairman, The Director of Quality, Compliance and Safety and the Commercial Director. The Health and Safety Management Team are responsible for coordinating fire and safety training and for coordinating and monitoring the safety inspection programme. They will also continually monitor the implementation and working arrangements of the policy in order to assist in its revision. The Health and Safety Management Team has overall responsibility for policy, risk management and defined work practices relating to communicable diseases such as COVID-19. This includes compliance with Government legislation and guidance during official periods of epidemic and pandemic.

### **Safety Advisor**

The Director of Compliance and Safety shall make and give effect to such arrangements as are appropriate, having regard to the nature of his activities and the size of his undertaking, for the effective planning, organisation, control, monitoring and review of the preventive and protective measures (as required by Regulation 5 of the Management of Health and Safety and Work Regulation 1999). He will:

- Advise on legislative requirements and its best practice
- Contribute to the formulation and review of policies and procedures
- Investigate accidents when requested
- Visit sites when requested
- Sit on the Health and Safety Management Team
- Carry out an annual fire risk assessment of all sites
- Provide fire safety training for all company employees on a biennial basis
- Provide other health and safety training as required
- Ensure Health & Safety checklist documentation is reviewed and kept up to date
- All record keeping documents including checklists are reviewed annually in line with legislation
- Keep up to date with specific changes to Government led legislation and guidance in relation to working arrangements, health and safety as a result of an epidemic or pandemic of a communicable disease such as COVID-19 and advice accordingly

### **Directors and managers**

Directors have responsibility for the management of health and safety within their directorate/department. They are responsible for:

- Ensuring that this policy, and any other safety related policy, is implemented within their area of responsibility
- Preparing local safety procedures and safe systems of work
- Ensuring that risk assessments are carried out and records maintained
- Ensuring that all equipment, plant and substances are suitable for the task and are kept in good working condition.
- Providing adequate instruction, training and supervision to ensure that work is conducted safely
- Monitoring the workplace to ensure that any risks are eliminated or controlled, so far as is reasonably practicable.
- Ensuring that all employees attend biennial fire safety training

## Executive Summary

**Promote the policy:** The Tess Group will promote the policy across its employees and all learners and employers. This will be shared as part of the induction process for learners and onboarding employers. The policy forms a key part of the employee induction, with their knowledge of the subject being tested through quizzes and games. We also ask that all employees sign to confirm they have understood the policy and will adhere to following it within their role, which is used as a method of gaining commitment. The policy will be promoted at internal meetings that occur monthly and at quarterly team events to share ideas, best practice and check knowledge and understanding.

The TESS Group's Values promote and reflect this policy which include:

**CRIB Values:** Be Collaborative, Be Reliable, Be Inspiring, Be Bold

### Value Statements:

- We celebrate diversity.
- We promote equality and inclusion.
- We treat others with respect.
- We safeguard all our learners and staff.

**Engagement towards the policy:** We will use quarterly team events for engagement with the policy but also in promoting discussions with learners and employers at forums and marketing information shared. We use regular surveys across learners, employers and employees to check understanding and gain feedback on current resources used across the business. On weekly team calls we use current media stories as a topic of discussion for the teams which can then be used for sessions with learners. It is also included in the employee handbook, employee induction as well as learner and employer handbooks.

**Training employees in implementing the policy:** We recognise that training is an important factor in health and safety within the workplace. We take steps for our employees to increase awareness, knowledge, skills and confidence as a key part of the implementation of this policy. The format, frequency and objectives of training will be tailored to reflect the needs of the staff.

From Day 1 employees are trained in implementing the policy and before joining are required to complete the relevant training modules online. This is reviewed and refreshed quarterly, listed on their CPD log and annual objectives. We supply a variety of resources and topic ideas to support them in day-to-day implementation of the policy with learners and employers. This is also used in monthly 121 with line managers and formally reviewed in observations of teaching and learning.

We also bring the policy to life with our own employees internally and ensure all employees are safe at work.

**Apprentices in our care:** This policy covers all apprentices in care, from newly recruited apprentices to existing employees at an employer that enrol to an apprenticeship. More detail can be found on pages 5, 7 and 8.

**Identify and manage Health & safety concerns:** For every new employer we work with, we conduct a health and safety assessment & risk assessment form that includes updates for Covid-19 considerations. These are reviewed and approved by the Director for Quality, Compliance and Safety before delivery to commence. Copies of Employers Liability Insurance are obtained, and dates inputted for expiration dates. Any required action plans are documented and record on the employer H&S action log. Health and Safety is reviewed at every visit with a learner, both on site and online to re-assess a

safe working environment for apprentices and to identify possible concerns. Concerns are reported to and managed by the Director for Quality, Compliance and Safety.

**Procedure for accidents or ill health of apprentices:** All staff are to follow the process on page 7&8 for reporting accidents or ill health of apprentices to the relevant timescales.

**Review and monitoring of this policy:** This policy will be monitored periodically by the Head of Delivery to ensure it is achieving its objectives. The TESS Group will also undertake diversity monitoring of job applicants and employees and trainees. This policy will be reviewed Annually in line with the Action plan, however it will be discussed Quarterly in SMT meetings. Review dates are saved in the footer of the policy for those reading it to be aware of.

The next scheduled review of this policy is due August 2021. Should any legislation or Prime Funder rules change before this date then amendments will occur imminently. Any changes made will be highlighted and dated to show the updates clearly.

### **The TESS Group Employees**

All TESS Group employees must:

- Take reasonable care for their own health and safety
- Consider the safety of other persons who may be affected by their acts or omissions
- Work in accordance with information and training provided and observe and practice safe systems or work
- Refrain from intentionally misusing or recklessly interfering with anything that has been provided for health and safety purposes
- Report any hazardous defects in plant and equipment, or shortcomings in safety arrangements, to a responsible person without delay
- Not undertake any task for which authorisation and/or training has not been given
- Attend biennial fire safety training
- All staff to be aware of safeguarding and vulnerable young apprentices and learners and the additional risk assessments to ensure these individuals are fully supported throughout their programme
- Ensure apprentices and learners are all made aware of this policy during their induction to programme process and refer to the learner handbook when conducting this

### **Apprentices and learners with learning difficulties and/or disabilities**

Special care needs to be taken to ensure that apprentices and learners with learning difficulties and/or disabilities fully understand Health & Safety rules and requirements, starting with a detailed risk assessment. Where necessary, additional arrangements need to be put in place, to ensure they are fully supported and safe i.e. ensuring adequate arrangements are in place for evacuating people with disabilities, including the creation of Personal Emergency Evacuation Plans (PEEPs). These would be arranged in partnership with any existing employer-led processes and safeguards in place.

### **The TESS Group**

#### **Risk Assessments**

Risk Assessments are the responsibilities of all line Directors and involve an assessment of operational tasks undertaken by their staff, within the relevant work environment. Assessments should be documented and identified risks should be prioritised and addressed where feasible. Unresolved risks should be reported through the management line, and ultimately to the Health and

Safety Management Team. Re-assessments should be undertaken on a regular basis where significant continuing risks are identified, and where a change in activity is proposed.

If risk assessments highlight the need for any personal protective equipment, it will be issued in accordance with acceptable guidelines.

Assessments for use of hazardous substances are required by the Control of Substances Hazardous to Health Regulations 2002 will be carried out in accordance with COSHH policy.

Manual handling assessments as required by the Manual Handling Operations Regulations 1992 will be carried out in accordance with agreed policy.

Workstation assessments as required by the Display Screen Equipment Regulation 2002 will be carried out in accordance with acceptable guidelines.

### **Safety Inspections**

All premises undergo a Safety Inspection by the Director for Quality, Compliance and Safety (or designated deputy) and a Safety Representative annually. The results from inspections are recorded on the inspection form, indicating actions proposed and estimated dates of implementation.

### **First Aid**

Risk assessment will identify the need for provision of first aid equipment and trained first aiders.

As a minimum provision, every member of staff will have access to a suitable stocked and properly identified first aid container, which should be regularly checked to ensure that the contents are complete and up to date.

If risk assessment identifies that one or more first aiders are necessary, a sufficient number of first aiders, qualified to HSE approval standards, will be provided.

Where risk assessments identify that a first aider is not necessary, an 'appointed person' will be identified to take charge of the first aid arrangements and to take control in emergency first aid situations.

Where appropriate (e.g. in remote areas where there may be a delay in provision of emergency medical treatment), they will be trained in emergency first aid procedures.

### **What to do in the event of a Fire**

In the event of a fire on site, all employees must evacuate to the nearest exit and report to the fire assembly point and emergency services are to be contacted.

### **Specific Hazards**

The TESS Group has the following policies and procedures in place to cover specific hazards:

- Control of Substances Hazardous to Health
- Display of Screen Equipment
- Fire Precautions
- Incident / Accident Reporting
- Manual Handling
- Personal Protective Equipment
- Waste Management

### **Client site Risk Assessments**

The TESS Group's funded training is carried out at the learner's place of work, therefore client site risk assessment is necessary. This is carried out at enrolment and the Employer Premises Health & Safety Vetting form is completed by The TESS Group representative completing the assessment. All TESS Group representatives have the necessary Health and Safety initial and refresher training, to

ensure they are able to confidently and competently complete all checks, rate the outcome of the assessment and design an action plan with SMART targets to address any areas of concern.

Safety Management, Risk Assessment, Personal Protective Equipment, Electrical Equipment, Hazardous Substances (CoSHH), Workplace Noise, Working at Height, Fire Safety, Accident & First Aid, Equipment, Welfare Issues, Equal Opportunities, Safeguarding Learners, Vetting Outcome & Action Plan are covered in the client site risk assessment.

Any apprentices and learners considered to be young and/or vulnerable will have an additional risk assessment carried out, and the Vulnerable Person Risk Assessment and Control Measure Assessment form is completed by The TESS Group representative completing the assessment. This will ensure that the young and/or vulnerable person is supported effectively to ensure their safety at all times.

Record keeping is adhered to via checklists, young people and vulnerable risk assessments including evidence of liability insurance. All records are held, stored and kept within the guidance of GDPR regulations and the Data Security policy.

## **Policy Implementation**

### Company Board

Agreement is reached at Company Board level to accept the policy as representative of the commitment shown by The TESS Group. The policy is then signed on behalf of the company by the Chairman.

### Heads of Departments

The policy is distributed to Directors serving as Heads of Departments, who are responsible for the distribution of the policy to the relevant staff within their department and checking understanding.

### New Staff

The policy will be introduced to all new staff on induction and a policy summary issued to them. Policy updates will be communicated to all employees.

### Trainers and Coaches - On Programme apprentices and learners

Trainers and Coaches ensure that all Apprentices and learners are made aware of this policy and all relevant policies through their programme induction handbook and refer to the learner handbook when conducting this. Additionally, they check that apprentices receive adequate training, risk assessment and supervision from their employer.

### Monitoring and Review

The Director for Quality, Compliance and Safety will continually monitor the contents and working arrangements of the policy in order to assist in its revision. This will be completed a minimum of annually.

The Chairman will review the policy each year with the assistance of the Director for Compliance and Safety, taking into consideration any recommendations from Directors and/or staff.

### Company Policies Files

Copies of the Policy, Procedures, Risk Assessments and Staff Induction will be held centrally in the Company Policies Files in the offices of the administration office.

## **Reporting Apprentice and Learner Health & Safety Risks & Accidents to Prime Funders;**

In the event that an apprentice or learner has an accident, incident or near miss occurs within an employer environment or The TESS Group head office, firstly the apprentice or learner and The TESS Group member of staff should seek immediate First Aid if required.

Once First Aid has been administered the accident, incident or near miss should be reported with the Employer of the individual where required with the immediate supervisor. This accident, incident or near miss would then need to be reported to The TESS Group once reported with the Employer.

The member of The TESS Group will then complete the relevant accident reporting forms and send to their Delivery Manager within 24 hours of the accident, incident or near miss occurring.

The relevant forms will then be shared with the Directors and lead of relevant Prime contact to share with the Prime Funder within an additional 24 hours.

The TESS Group aims to report any accidents, incidents or near misses to the Prime Funder within 48 hours of the time of the occurrence. When an accident, incident or near miss occurs on an employer's premises the relevant H&S Compliance manager takes responsibility of investigating further with the Employer. If the accident occurs at The TESS Group head office, the H&S Compliance Manager will conduct an investigation and report their findings to the Directors who will pass on any findings and reports to the Prime Funders.

For any RIDDOR reportable accidents these will be reported by the Director for Quality, Compliance and Safety to the HSE within the stipulated time within H&S guidelines. This will also be passed to the Prime Funder.

### **Reporting Apprentice Health & Safety Risks & Accidents;**

Employer and Apprentices are made aware that they need to report accident and incidents to the TESS Group. Whilst it's the employer's responsibility to complete accident forms, reports and deal with RIDDOR, we take our responsibility to the Apprentice seriously and work with them and the employer to ensure risk assessment are in place and risk mitigated. In the unlikely event that an Apprentices dies as a result of an accident at Work this must be reported to the ESFA immediately.

All Apprentices must be provided with information relevant for their health and safety. This will include:

- risk assessment findings
- fire safety arrangements
- emergency procedures Issue
- Correct use of PPE
- how to report a health and safety concern
- how to report an accident or incident information relevant to equipment used information relevant to the working environment e.g. laboratory, workshop, workplace

### **Reporting ill Health of Apprentices**

This policy will apply whenever someone has an accident, a near miss or sudden ill health. The individual will firstly receive the necessary first aid, and then an accident form will need to be completed for further investigation into the concern by the Director for Quality, Compliance and Safety.

### **Apprentice RIDDOR Reporting**

For any RIDDOR reportable accidents that take place on the employers' premises, the employer is responsible for meeting the requirements of RIDDOR reporting. However, for all such accidents that take place on The TESS Group premises, these will be RIDDOR reported by the Director for Quality, Compliance and Safety to the HSE within the stipulated time within H&S guidelines.

### **Staff, Associates and Visitor Accident and Incident Reporting;**

All accident and incidents relating to staff, associates and visitors must be recorded in the accident book, whether these take place in the office or off-site. The accident book can be found in the business support office at Head office. The Safety Advisor monitors the accident book, however if a serious accident or incident occurs that results in hospitalisation, time off work, or anything that fall under the RIDDOR regulation the Safety Advisor must be informed with 24 hours.

The Safety Advisor will assess if an **investigation** is required and if so, he will carry out such investigation as soon as possible. This may include speaking to colleagues and other witnesses, speaking to the individual, reviewing risk assessments and health records and requesting other relevant information. Depending on the findings recommendations for change may be made.

The Safety Advisor will also complete the **RIDDOR reporting** process.

## **Appendix 1**

### THE TESS GROUP

### HEALTH & SAFETY MANAGEMENT TEAM

### MEMBERSHIP & TERMS OF REFERENCE

#### 1. Membership

Chair: Director of Compliance and Safety

Members: Nominated Employees

#### 2. Terms of Reference

- 2.1 Draw up Safety Policy
- 2.2 Carry out assessment of risks
- 2.3 Monitor adequacy of health and safety communications and publicity
- 2.4 Assist in development of safety rules and safe systems of work
- 2.5 Analysis of accidents, dangerous occurrences and diseases
- 2.6 Examine audit report
- 2.7 Consider reports from the enforcing authority
- 2.8 Consider reports from safety representatives



## **Appendix 2**

### THE TESS GROUP

### HEALTH AND SAFETY MANAGEMENT TEAM

### TERMS OF REFERENCE

#### 1. Introduction

This document sets out the Constitution of The TESS Group's Health and Safety Management Team and states the purpose of the group.

#### 2. Functions

The basic aims of the team are:

- 2.1 The promotion of co-operation between management and staff in initiating, developing and effectively maintaining measures needed to ensure the health, safety and welfare at work of all employees within the company and those who use the services provided.
- 2.2 To provide a focal point for effective staff consultation and participation in all aspects of health and safety, occupational health and in the improvement of safe working conditions.
- 2.3 To make recommendations to the Board to enable the above aims to be successfully achieved.
- 2.4 To regularly review accident and incident statistics and trends, and consider details of significant accidents and incidents so that recommendations for corrective actions can be made to. To report incidents / accidents to the relevant authorisation and prime funder organisation.
- 2.5 Monitor the implementation and effectiveness of the health and safety inspection programme.
- 2.6 Consider and comment on health and safety related policies prior to them being agreed.
- 2.7 Consider reports from specialists and technical advisors.
- 2.8 Receive information on and consider changes in health, safety related legislation.
- 2.9 Monitor the effectiveness of safety training programmes, and make recommendations for improvements.
- 2.10 Initiate, develop or improve as necessary safety rules and safe working procedures to comply with legislative requirements.

- 2.11 Consider reports and factual information issued by Health and Safety Inspectors, the Health and Safety Commission and the Executive.
- 2.12 Keep under review the effectiveness of communications with staff on safety matters and publicity generally, advising on special safety campaigns as appropriate.
- 2.13 Consider particular health, safety and welfare problems referred to the committee from any source and make recommendations.

### 3. Constraints

- 3.1 The team is responsible for providing advice to management. It is, however, the Company's responsibility to ensure that adequate arrangements exist for the implementation of the Health and Safety at Work Act and EC Directives and to take any executive action that may be necessary.
- 3.2 Nothing in this document shall prejudice the normal rights of an individual trade union or any individual employee to make direct representation to management.

### 4. Membership

- 4.1 The Committee shall consist of safety representatives nominated to represent all employees in the company.
- 4.2 Officers
  - (i) The Chair shall be the Health and Safety Officer in post at the time.
  - (ii) The Committee may arrange for the attendance, in a consultative capacity only, of advisors with specialised knowledge of a particular subject on the agenda of a meeting. Such attendance of advisors will be subject to the agreement of the Chairperson.

### 5. Safety Management Team Procedure

- 5.1 Regular meetings of the team will be held not less than four times a year during normal working hours, with interim meetings if considered necessary by the Chairperson.
- 5.2 Items for inclusion on the agenda shall be submitted to the Chairperson not less than ten days prior to each meeting.
- 5.3 The agenda will be circulated to all members of the team.
- 5.4 Extraordinary meetings may be called to discuss urgent issues, which cannot reasonably be deferred until the next regular meeting of the committee by agreement with the Chairperson. Such extraordinary meetings will normally be held within three working days of the request being received.

### 6. Minutes

- 6.1 Minutes of the meetings of the committee shall be produced and agreed by the Chairperson before distribution and be presented for confirmation at the next meeting of the committee.

## **Appendix 3**

### THE TESS GROUP

#### SAFETY INSPECTIONS AT THE TESS GROUP

##### Why?

Safety inspections are a very important tool for the management of risk. A good safety inspection will be able to recognise hazards before a serious incident occurs will help with risk assessments and will ensure that safe systems of work are put into place. They will also help to raise the profile of Safety Representatives and ensure that employees know who they are.

##### What?

In general terms, a safety inspection is a thorough check of an area, looking for hazards (a hazard is defined as 'something that has the potential to cause harm'). An inspection should involve the Director of the area (or designated person) and should also include a check of safety management systems (e.g. policies, COSHH assessments). It is also important to involve other people who work in the area, both by asking them if they are aware of any problems and by checking if they are aware of what is being done for their safety.

##### Where?

All buildings, other areas where The TESS Group conducts work require inspections and this will be the responsibility of the Director of Compliance and Safety.

##### When?

Safety inspections within The TESS Group should be carried out prior to working in all areas where The TESS Group is conducting training.

##### Who?

The Director of Compliance and Safety or any The TESS Group employee, contractor who represent The TESS Group prior to using those premises. The TESS Group will give the representative a good grounding in the relevant regulations and procedures.

##### How?

There is an inspection form, including a checklist, which should be used for the inspections. The form ensures that the same things are checked in each area as well as acting as a reminder to check for certain things (e.g. trailing cables).

Before carrying out an inspection of an area, it may be useful to look at previous inspections to see if they raised any issues (if available).

The actually physical inspection should be carried out from the top down i.e. start with the ceilings, lighting, windows, etc and work down to the slip and trip hazards on the floor. It is important to consider the area as a whole and things such as the number of people using it, how much space there are, the temperature and the humidity.

Questions should be asked, both of the Director or designated person and the people who work in the area (e.g. do they know what they should do in a fire? Where is their COSHH information)? This will help to establish how health and safety is managed and whether employees are aware of the procedures that are in place. It will also highlight any problems that are not obvious from a simple inspection.

##### Summary

Inspections need to be carried out as required at venues being temporarily used by The TESS Group and annually by properly trained Safety Representatives to ensure that hazards are spotted before they harm anyone. Management needs to be involved so that they know what improvements are being recommended. Employees working in the area need to be involved so that they can inform the Safety Representative of any problems, and so that the Safety Representative can check they are aware of health and safety issues in general.

It is important to remember that inspections can get easier with practice. Also, help is available from other Safety Representatives.

It is important to remember that the annual safety inspections do not detract from constant vigilance and reporting of any potential or actual incident or risk by all members of staff.

## **Appendix 4**

### **FUNCTIONS OF A SAFETY REPRESENTATIVE (NORMALLY DIRECTOR OF COMPLIANCE & SAFETY OR A TRAINER CONTRACTED BY THE TESS GROUP)**

- Investigate potential hazards and dangerous occurrences. Examine causes of accidents
- Examine premises temporarily used by The TESS Group
- Investigate complaints by any employee or Student at the premises
- Make representations to the employer on any general or specific matters affecting him or her or other persons employed being trained
- Carry out health and safety inspections at The TESS Group premises
- Represent staff in discussions with officials of enforcing authorities
- Attend meetings of the Safety Management Team as a member
- Report incidents to the nominated contact with the prime funder within 48 hours.