

## CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **GENERAL PURPOSES COMMITTEE** held at Room 14, Priory House, Monks Walk, Shefford on Tuesday, 24 August 2010.

### PRESENT

Cllrs J A E Clarke  
J Murray

Cllrs P Rawcliffe  
Mrs P E Turner MBE

Apologies for Absence: Cllrs A Fahn  
Mrs J G Lawrence  
R C Stay

Substitutes: Cllrs Mrs C F Chapman MBE (In place of Mrs J G Lawrence)  
M Gibson (In place of A Fahn)  
K C Matthews (In place of R C Stay)

Members in Attendance: Cllrs A Fahn\*  
P Snelling

\*Having submitted his apologies for absence Councillor A Fahn subsequently attended the meeting. However, due to the presence of his substitute, he ceased to be a member of the Committee throughout the duration of the meeting (paragraph 6.3 of Part E3 of the Constitution refers).

Officers in Attendance: Mrs D Delaney                      Solicitor – Employment Law  
Mrs C Jones                              Head of Strategy  
Mr L Manning                             Democratic Services Officer  
Mr G McFarlane                         Acting Assistant Director - People

GPC/10/12    **Election of Chairman**

### RESOLVED

**that, in the absence of both the Chairman and Vice-Chairman of the Committee, Councillor Mrs P E Turner MBE be elected Chairman for this meeting only.**

GPC/10/13 **Minutes**

**RESOLVED**

**that the Minutes of the meeting of the General Purposes Committee held on 3 June 2010 be confirmed and signed by the Chairman as a correct record.**

GPC/10/14 **Members' Interests**

(a) **Personal Interests:-**

None notified.

(b) **Personal and Prejudicial Interests:-**

None notified.

GPC/10/15 **Chairman's Announcements and Communications**

None.

GPC/10/16 **Petitions**

No petitions were received from members of the public in accordance with the Public Participation Procedure as set out in Annex 2 of Part A4 of the Constitution.

GPC/10/17 **Questions, Statements or Deputations**

No questions, statements or deputations from members of the public were received in accordance with the Public Participation Procedure as set out in Annex 1 of Part A4 of the Constitution.

GPC/10/18 **Market Rate Supplement Policy**

The Committee considered a report which sought Members approval of the adoption of a Market Rate Supplement (MRS) Policy and Guidelines. A copy of the Policy and Guidelines was attached at Appendix A to the report.

The Committee noted that the purpose of an MRS was to attempt to bridge the gap between salary levels and the 'current' market pay rate. As such it represented a response to difficult market conditions and would only be used when absolutely necessary. The report stated that an MRS could be an effective tool in relation to recruitment and retention for certain posts and groups of posts and therefore reduce turnover in areas of key skills.

The Committee further noted that the proposed Policy ensured that there was a focus on the 'hard to recruit' posts and specific roles and not on individual employees.

The Acting Assistant Director - People emphasised that despite the current economic situation it was still difficult to recruit to certain posts. The adoption of an MRS would provide the Council with the necessary flexibility regarding the salary levels that could be offered.

Members sought clarification on a number of issues and also expressed concern over the possible misapplication of such supplements. In response the Acting Assistant Director – People answered the queries in full and also referred Members to the safeguards that were inbuilt within the Policy and Guidance document.

Further discussion took place during which a Member commented that should there be a need for such a Policy then Members should have greater involvement and undertake a regular a watching brief. The Committee concurred but felt that an annual report would suffice.

## **RESOLVED**

- 1 that the Market Rate Supplement Policy and Guidelines presented to the Committee under Appendix A of the report of the Acting Assistant Director – People be adopted with immediate effect;**
- 2 that the Acting Assistant Director – People submit an information report to the next meeting of the Committee, scheduled to be held on 7 October 2010, setting out a high level summary of current market rate supplements in place i.e. those agreed by officers under those policies inherited from the legacy authorities since April 2009, pending the agreement of the policy adopted in resolution 1 above;**
- 3 that a report as outlined in resolution 2 above be submitted to the Committee on an annual basis.**

## GPC/10/19 **Violence and Aggression Policy**

(Note: Councillor A Fahn declared a personal and prejudicial interest in this item. He left the meeting room and took no part in the discussion or decision.)

The Committee considered a report which sought Members' approval of the adoption of a Violence and Aggression Policy for all non schools based employees and, where applicable, to Members of the Council. A copy of the Policy was attached at Appendix A to the report.

The meeting noted that the Council had a duty of care to take reasonable action to provide protection to its employees and Members when they were carrying out their duties as employees or as Members of the Council.

The meeting further noted that although there were line management responsibilities to ensure the duty of care and protection both employees and Members were also required to take due care and follow any published good practice and guidance to minimise any possible risks and to undertake any specific training provided by the Council.

The Committee gave full consideration to how violence at work was defined before turning to examine how the terms of the Policy applied to Members in respect of any violence or aggression against themselves, their family or their property, if sustained in the course of exercising their responsibilities as a Member of the Council. The Committee was aware that these terms did not apply to Members when they were involved in political activities outside of their role as a Member of the Council.

The meeting noted that some information relating to paragraph 6 of the Policy, which dealt with risk assessment, appeared to have been omitted from the document. In response the Acting Assistant Director – People undertook to circulate this with the minutes of the meeting.

(Note: A copy of the amended Policy is attached at Appendix A and the missing text is shown underlined.)

Following a query the meeting was advised that a separate policy on lone working would be submitted to the next meeting of the Committee for consideration and approval. In response to a suggestion that a decision on the adoption of the Violence and Aggression Policy should be deferred and considered in conjunction with the Lone Working Policy because of links between the two the Head of Strategy stressed that there was an urgent need to adopt a Central Bedfordshire Council Violence and Aggression Policy and adoption should not be delayed if at all possible. She added that the unions had worked closely with HR on the content of the Violence and Aggression Policy and their suggestions had been incorporated into the document.

Lengthy discussion then followed during which the Acting Assistant Director – People undertook to seek clarification from the Head of Legal Services regarding the application of the Indemnity provided by the Council (Part 6 of the Council's Ethical Handbook refers) as it applied to Members and to circulate this information to the Committee.

## **RESOLVED**

- 1 that the Violence and Aggression Policy for non schools based employees presented to the Committee under Appendix A of the report of the Acting Assistant Director – People be adopted with immediate effect;**
- 2 that any known claims relating to non schools based employees made since 1 April 2009 be assessed under the Policy;**
- 3 that the Committee notes that Members of the Council are also eligible to submit claims under the Policy;**

- 4 that the procedure for submission of any claims by Members under the Policy be approved;**
- 5 that the limit of £1,000 (unless there are agreed exceptional circumstances) as the maximum contribution payable to a Member under the Policy in any single instance be approved;**
- 6 that any known claims relating to Members made since 1 April 2009 be assessed under this Policy.**

(Note: At the conclusion of this item Councillor A Fahn returned to the meeting room.)

#### GPC/10/20 **Designation of Monitoring Officer**

Members considered a report regarding the appointment to the new post of Head of Legal and Democratic Services, and the designation of that post as Monitoring Officer to the Council. The report reminded Members that, at the Committee's meeting on 10 February 2010, consideration was given to proposals for the appointment of all posts below Director level to be the responsibility of Directors with the exception of the Section 151 Officer and the Monitoring Officer. At that point the revised senior management structures were still being finalised. Members noted that subsequently, following the decision of the Appointments Sub-Committee on 13 May 2010 not to appoint to the post of Assistant Director (Governance)/Monitoring Officer, the Director of Customer and Shared Services had carried out a further structural review.

The meeting was advised that the review had concluded that the post of Assistant Director (Governance)/Monitoring Officer should be deleted and Head of Service roles in that area be reviewed and reconfigured. Further, it was now proposed that the Monitoring Officer role be carried out at Head of Service level in the form of a new post of Head of Legal and Democratic Services which would report directly to the Director of Customer and Shared Services.

Members noted that the appointment to the post of Head of Legal and Democratic Services would be made by the Appointments Sub-Committee but the designation of the post as Monitoring Officer, as a statutory post, would need to be agreed by full Council.

In response some concern was expressed that the Monitoring Officer role might be weakened by appointing at the Head of Service level as this could fail to reflect the significant level of responsibility exercised. In addition concern was expressed that, at Head of Service level, the officer could lack authority, especially when dealing with complaints against a Director. However, the Acting Assistant Director, People explained that the importance of the post was fully recognised which was why it would report directly to the Director of Customer and Shared Services. He added that the Appointments Sub-Committee would ensure that the applicant with the necessary skills, abilities and experience was appointed.

A Member reminded the Committee of the possible abolition of the Standards regime and the resulting emphasis on the role of the Monitoring Officer.

Following a suggestion by a Member the Acting Assistant Director, People undertook to discuss the possibility of emphasising the importance of the role played by the Monitoring Officer by placing the post of Head of Legal and Democratic Services directly alongside that of the Director of Customer and Shared Services on the Directorate's organisational chart.

***RECOMMENDED to Council***

***that the post of Head of Legal and Democratic Services be designated as Monitoring Officer and report directly to the Director of Customer and Shared Services.***

**NOTED**

**that, as set out in paragraph 8.1 of Part E2 of the Council's Constitution, the appointment to the post of Head of Legal and Democratic Services will be made by the Appointments Sub-Committee.**

GPC/10/21 **Date of Next Meeting**

**NOTED**

**that the next meeting of the Committee will be held on Thursday, 7 October 2010 at 10.00 a.m.**

(Note: The meeting commenced at 10.00 a.m. and concluded at 11.35 a.m.)

Chairman .....

Dated .....



## VIOLENCE AND AGGRESSION POLICY Draft

<b>Policy No:</b> P06	<b>Issue Date and Version Number:</b>  July Draft	<b>Page:</b> 1 of 26
<b>Policy Title:</b> Violence and Aggression Policy		
<b>Review Date:</b> July 2011 (or sooner if there is a change in legislation or to reflect best practice or at the request of either party)	<b>Related Policies and Guidance:</b> P05 CBC Lone Working Policy G05 CBC Guidance to the management of Lone Working and Violence P07 Accident, Incident and Near Miss Reporting Policy G06 Special Interests Register	
<b>For further information please contact:</b>		
<b>Name</b>	<b>Position</b>	<b>Contact Number</b>
Sherryl Cousins	Health & Safety Manager	0300 300 4985

**CENTRAL BEDFORDSHIRE COUNCIL****VIOLENCE AND AGGRESSION POLICY**

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## 1. POLICY STATEMENT

The Council has a legal duty to ensure the health, safety and welfare of employees under the Health and Safety at Work etc Act 1974. In addition, the Management of Health and Safety at Work Regulations 1999 place specific requirements on employers to assess the risks to their employees, and to take appropriate measures to prevent or reduce the risks. These legal duties include protecting employees from exposure to reasonably foreseeable violence at work - both physical attacks and verbal abuse.

Central Bedfordshire Council views acts of violence and aggression towards its employees or any other persons under its care as unacceptable as outlined in the customer service charter.

The council will therefore, so far as is reasonably practicable, ensure that employees are protected from risks to their health, safety and wellbeing posed by violence and aggression.

## 2. SCOPE

This policy applies to all service areas within the Council where it is identified that there is a risk of violent or aggressive behaviour.

The terms of this policy would apply to Members in respect of any violence or aggression against themselves, their family or their property which they sustain in the course of exercising their responsibilities as a Member of the Council.

This policy will only cover Members if they have conducted their duties in accordance with Part F Ethical Governance of the Constitution and will not apply when Members are involved in political activities outside his or her responsibilities as a Member of Central Bedfordshire Council.

This policy does not extend to allegations of aggressive or violent behaviour between members of staff which are covered within the Council's Disciplinary and Grievance policies.

## 3. DEFINITION OF VIOLENCE AND AGGRESSION

The Health and Safety Executive's definition of work-related violence is:

*“any incident in which a person is abused, threatened or assaulted in circumstances relating to their work”.*

Violence can range from a life-threatening physical attack to verbal abuse. Verbal abuse and threats are the most common forms of violence.

It is also important to recognise that work related violence is not limited to the actual workplace and can take place in the community, to and from work, in isolated areas or even at the home of the employee or member.

Behaviour directed by a customer , pupil, their relatives or carers, members of the public, employees, visitors or other person which produces damaging or hurtful effects, physically or emotionally in other people.

This includes:

- Assault/abuse causing actual physical injury or distress.
- Verbal or written aggression (letter, emails) which offends the individual.
- Assault to others including members of an individual's family.
- Stalking.
- Animal attacks.
- Offensive language, verbal abuse, swearing, unwanted or abusive remarks which makes staff feel unsafe.
- Invasion of personal space.
- Brandishing of objects or weapons.
- Offensive gestures.
- Threats or risk of serious injury to a member of staff, customers or visitors.
- Near misses i.e. unsuccessful physical assaults.
- Spitting.
- Alcohol or drug fuelled abuse.
- Unreasonable and/or abusive behaviour.
- Any of the above linked to destruction of or damage to property.
- Threat or fear of any of the above.

Where the alleged offender is a member of staff these incidents will be covered by the HR Disciplinary policy.

#### **4. EFFECTIVE MANAGEMENT AND PREVENTION OF VIOLENCE**

Managing and prevention of violence starts at a strategic corporate level.

CBC will adopt a risk assessment approach as detailed in 'Violence at Work – A guide for employers' INDG 69.

Local control measures designed and implemented by individual teams and services should be guided by the approach taken by their directorate, which in turn should fit with the corporate approach.

## 5. RESPONSIBILITIES

### CHIEF EXECUTIVE/DIRECTORS/AD'S RESPONSIBILITIES

In line with the Council's general health and safety policy statement, the overall responsibility for Health and Safety relating to violence and or aggression, and the implementation of this policy lies with the Chief Executive.

The Chief Executive/Directors and AD's are aware of their health and safety responsibilities under health and safety legislation and the consequences of failings under Corporate Manslaughter and Corporate Homicide Act 2007.

Responsibility can be delegated to all Directors who will ensure adequate resources for the implementation of the Policy as far as is applicable within areas under their control.

The Directors will ensure that all appropriate staff under their control are aware of the policy and procedures for managing the risks associated with violent and or aggressive behaviour and that there are robust arrangements in place for managing violence and aggression.

- The Chief Executive, Executive and all senior managers should be taking steps to check that they are complying with the existing health and safety law and to ensure arrangements are in place for monitoring and reviewing health and safety policies.

### HEADS OF SERVICE RESPONSIBILITIES

- Ensure that all activities that could result in exposure to violence and or aggressive behaviour are assessed and adequately controlled.
- To ensure that Managers and staff have been provided with sufficient training to complete the 'Risk to staff and others assessment profile (VRA1 Form), Full Violence and Aggression Risk Assessment (VRA2 Form).
- To ensure that Managers and staff have been provided with sufficient training to complete the 'Risk Management Plan'
- To ensure that where the council is working with external agencies, partners or working on others premises that mechanisms are in place to ensure that risk assessments, incident history and information relating to specific sites or persons is communicated and shared as a matter of course e.g. Police, NHS etc.
- Ensure that reporting to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) takes place as necessary.

### MANAGERS RESPONSIBILITIES

- Ensure that the requirements of this policy are fulfilled.
- Ensure that acceptable standards of behaviour are communicated to employees, clients, users, etc.
- Undertake assessments of risk to employees and others due to violence and aggression associated with their areas of work.
- To ensure staff have had sufficient training to complete risk assessments.
- To ensure risk assessments VRA1 and VRA2 and risk management plan are completed where necessary and are signed off.
- Ensure suitable control measures/safe working procedures are implemented to remove or reduce significant risks that are identified.
- Where the council is working with external agencies, partners or working on others premises to ensure that employees have seen the risk assessments,

incident history and information relating to specific sites or persons is and follow the control measures identified e.g. Police, NHS etc.

- Ensure that all employees are provided with adequate emergency equipment and are able to raise the alarm as far as is reasonable practicable.
- Ensure that lone workers are provided with adequate training to ensure they are able to operate safely and have the skills to recognise and defuse potential violent situations.
- Ensure they consider other working practices which might impact on the levels of aggression or violence experienced by staff and take all reasonable steps to reduce this as far as reasonable practicable.
- Ensure employees understand the need to report concerns about safety associated with violence.
- Ensure staff are aware of Special Interests Register (SIR) and how to use the register.
- Ensure serious incidents are reported onto AssessNET and a post incident form (appendix 7) completed the correct manner.
- Reviewing risk assessments on a regular basis and the effectiveness of control measures.
- Support staff affected by violent or aggressive attacks to ensure the effects are reduced as much as possible.

#### **EMPLOYEES RESPONSIBILITIES**

- To comply with the policy.
- To comply with any instructions provided for reasons of health and safety.
- To complete VRA1 Form and VRA2 Form where required.
- To check the Special Interests Register (SIR) (and local records) prior to example visiting properties and members of the public. Taking corresponding precautions determined by risk assessment.
- To follow any monitoring system provided for their safety and they take care of themselves to ensure that incidents of violence and aggression are reduced to a minimum.
- To attend any training provided for health and safety.
- To report any incident for which this policy applies.
- To report any concerns or failures in safety systems.

#### **6. RISK ASSESSMENT**

The council will adopt a risk based approach to the prevention of workplace violence and aggression, involving risk assessment, control measures, monitoring and review. High risk staff groups are identified and prioritised through this process:

- Making a suitable and sufficient assessment of risks.
- Identifying measures needed to comply with legal requirements.
- Reviewing the risk assessment.
- Recording the assessment.
- Implementing preventive and protective measures.

Local line managers are responsible for ensuring that risk assessments are carried out and the appropriate control measures implemented.

Managers and staff must work together to identify potential triggers for violence and aggression that may come from:

- The work environment.
- The job role.
- The actions of other people who work with you.
- The circumstances or individual factors of the service users with whom you normally expect to work with.
- The methods of communication or the way the service is delivered.

**Refer to G05 Guidance to managing Lone Working and Violence and Aggression for completing risk assessment.**

Risk assessment is an integral management tool that should be completed to ensure that employees are safe in their work. Workplace risk assessments should be completed in accordance with the P06 CBC Risk Assessment Policy.

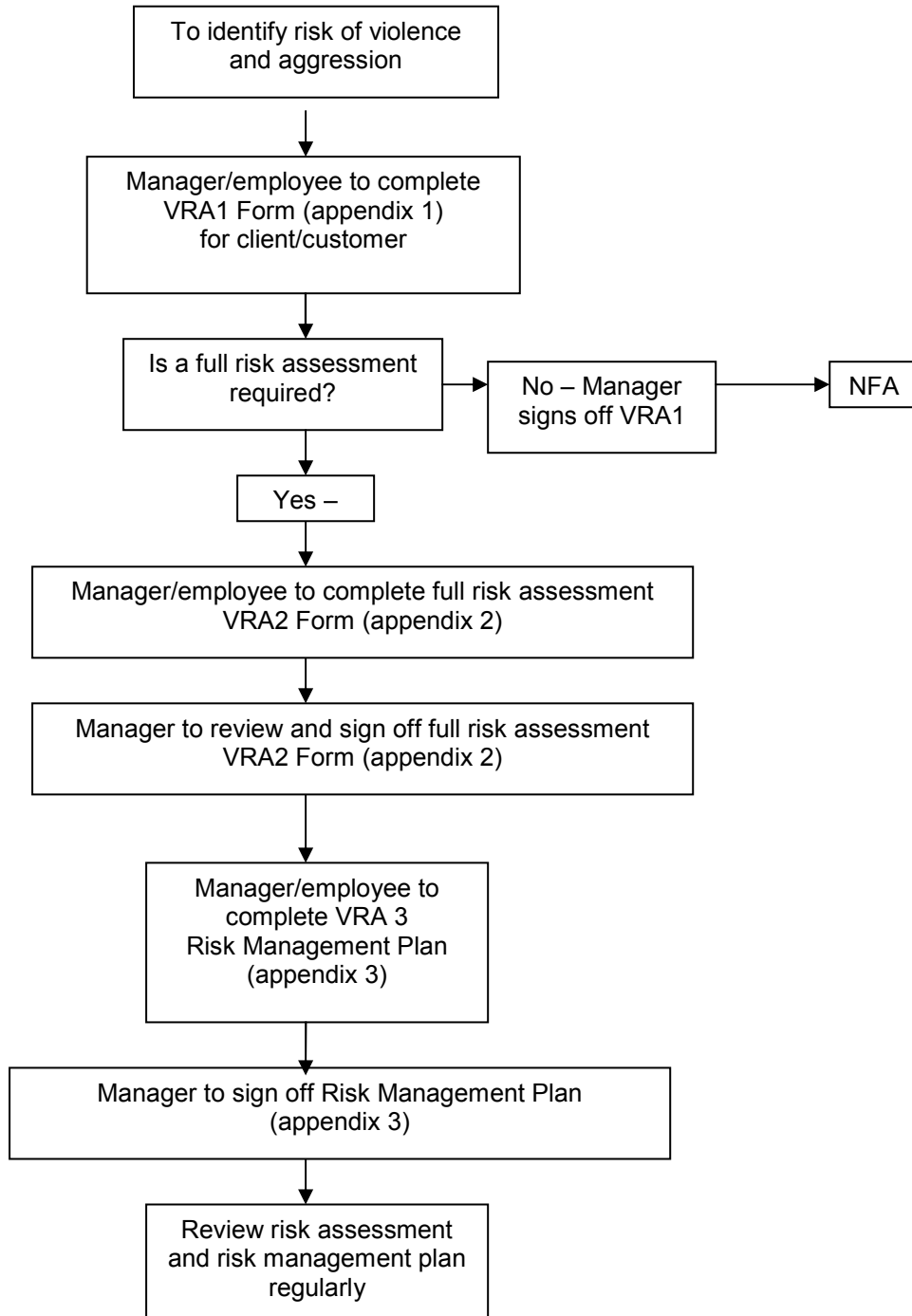
To identify the risk of violence from customers/clients, Managers/employees should complete VRA1 Form (Appendix 1).

If it is highlighted from the initial assessment that a full assessment is required then VRA2 Form (Appendix 2) should be completed by manager of employees.

Examples of VRA1 (Appendix 4) and VRA2 (Appendix 5)

Managers must sign off VRA1 and VRA 2 and associated risk management plans.

Violence and Aggression risk assessment flow chart



## 7. TRAINING

Heads of Service are responsible for ensuring that Managers and staff undertake appropriate training. Managers are responsible for identifying the training needs for staff as part of the ongoing risk assessment process. It is important that training records are monitored so that refresher training can be given when needed.

Training can prevent conflict situations from arising or escalating into violence. Such training should enable staff to recognise and leave situations that they consider unsafe. Assertiveness training (often part of customer care training) is invaluable to staff who work with individuals who use aggression to influence workers' decisions. Management of violence training needs to be directly relevant to the staff group. 'Break away' and 'Team Teach' training are examples of training where a member of staff may need to actually break away from an assailant.

CBC will provide information, instruction and such training as appropriate to ensure that staff required to work on their own are competent. The training also needs to ensure they are aware of any associated risks and how to reduce the occurrence and deal with affects of violence and aggression at work. Training in the prevention and management of violence (not only for those staff identified as working in high risk areas) will be made available for all staff that come into contact with clients, public and visitors. This training should cover such topics as:

- Causes of violence.
- Recognition of warning signs.
- Handling threats and abuse.
- How to diffuse potentially violent, threatening and abusive situations.
- Body language.
- Personal behaviour.
- Interpersonal skills.
- Security procedures e.g. location of panic buttons and operation of safety devices such as personal alarms.
- Encouragement to report incidents and the procedures to follow.

Staff Supervision/Personal Development Reviews should address issues relating to the risk and fear of violence in connection with individual employees' work. It should also include a regular check on the staff member's awareness of this policy and where applicable the related policies on Lone Working and Restrictive Physical Intervention.

## 8. INCIDENT REPORTING AND INVESTIGATION

Incident reporting is an essential element of preventing violence and aggression. Incident reporting provides documentary evidence for:

- Monitoring the effectiveness of control measures.
- Identifying and modifying those control measures in need of improvement or replacement.
- Supporting the provision of appropriate resources and training.
- Supporting further action such as court orders.
- Reporting to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- The evaluation of trends.

A member of staff who has been the subject of violent/abusive behaviour or damage to personal property must report the incident to the senior member of staff on duty as soon as is practicable, who should ensure this is reported to the appropriate Manager. Staff must report all incidents of violence, even if they are of a minor nature.

The senior member of staff will record the incident in the accident/incident near miss book and ensure it is passed to the AssessNET administrator for the establishment for inputting on the online system.

All incidents must be investigated thoroughly by the appropriate manager. Incident investigations should be carried out as soon as possible after the event. Further information on carrying out investigations can be found in appendix 6 and appendix 7.

Information from the investigation should be used when carrying out a post incident review of risk assessment.

The responsible line manager needs to make a decision as to whether the incident is sufficiently serious to require onward report to their senior manager.

In addition to the council's accident, incident and near miss reporting procedure P07 a serious incident should be reported through for assessment onto the Council's Special Interests Register following guidance G06.

### **Member Reporting**

Any incident to a member or their property must be reported to the Council's Monitoring Officer. The incident will be investigated by the Monitoring Officer and at the direction of the Chief Executive (for details on post incident management refer to Appendix 6).



**9. MONITORING AND REVIEW**

Managers must monitor and review the local arrangements in place as part of their role.

**10. FURTHER ADVICE AND INFORMATION**

Further background information on this topic is available on the following Websites:

[www.hse.gov.uk](http://www.hse.gov.uk)

[www.cica.gov.uk](http://www.cica.gov.uk)

[www.suzylamplugh.org](http://www.suzylamplugh.org)

P05 Lone Working Policy

G05 Guidance on management of lone working and Violence and Aggression.

G06 Special Interests Register (SIR)

CBC Customer Services Charter

**Appendix 1 -Risk to staff and others assessment profile (VRA1 Form)**

(Use this form to assess risks from a customer and/or customers family to staff (including lone workers))

<b>Client/customer Name:</b>	<b>Date:</b>												
<b>Address:</b>													
Assessment based on information received and information retrieval i.e. SWIFT, Special Interest Register, databases etc													
<b>Where did the information come from- what is the evidence?</b> _____ _____													
<ul style="list-style-type: none"> <li>• <b>Is there any evidence of a history of significant risk? (tick)</b>  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input type="checkbox"/></span> <span>NO <input type="checkbox"/></span> </div> </li> <li>• <b>Is there any evidence of current risks in the following areas? Select risk rating</b>  <div style="border: 1px solid black; padding: 5px; margin: 5px auto; width: fit-content;">                     0 = no apparent risk                      1 = low risk                      2 = medium risk                      3 = high risk                 </div> <table border="1" style="width:100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width:70%;">Assessment Area:</th> <th style="width:30%;">Risk Rating</th> </tr> </thead> <tbody> <tr> <td>Risk of violence or harm to others</td> <td></td> </tr> <tr> <td>Risk of unsafe behaviour</td> <td></td> </tr> <tr> <td>Risk of self harm</td> <td></td> </tr> <tr> <td>Risk of damage to property</td> <td></td> </tr> <tr> <td>Other</td> <td></td> </tr> </tbody> </table> </li> <li>• <b>Has a risk management plan been developed ? (tick)</b>  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input type="checkbox"/></span> <span>NO <input type="checkbox"/></span> </div> </li> <li>• <b>Is further risk assessment necessary ? (tick)</b>  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input type="checkbox"/></span> <span>NO <input type="checkbox"/></span> </div> </li> </ul>		Assessment Area:	Risk Rating	Risk of violence or harm to others		Risk of unsafe behaviour		Risk of self harm		Risk of damage to property		Other	
Assessment Area:	Risk Rating												
Risk of violence or harm to others													
Risk of unsafe behaviour													
Risk of self harm													
Risk of damage to property													
Other													
<b>If yes, complete a full risk assessment (form VRA 2)</b>													
<b>Assessment completed by:</b> Name: _____ <b>Date:</b> _____													
<b>Signed off</b>	Date												
	Managers signature												
<b>Distribution (tick)</b>	Team leader <input type="checkbox"/> File f <input type="checkbox"/> Other (specify) <input type="checkbox"/>												

**Appendix 2 - Full Violence and Aggression Risk Assessment (VRA2 Form)**

Client/Customer Name:	Date:
Address:	
<p>Information Sources Used:</p> <p>Databases/SIR <input type="checkbox"/> Family/Carer <input type="checkbox"/></p> <p>School <input type="checkbox"/> G.P. <input type="checkbox"/></p> <p>Reports <input type="checkbox"/> Other (please specify)</p>	
<p><b>Risk History: (include details of past history that caused concern)</b></p>	
<p><b>Main Trigger Factors (if known):</b></p>	
<p><b>Current Concern(s):</b></p>	

Feared Outcome(s):	
Control Measures i.e. should 2 workers visit? Office visits only: (to be completed in consultation with Manager/Team Leader)	
1.  2.  3.  4.  5.  6.	
Further Action Recommended\Required (tick):	
No further action	<input type="checkbox"/> Discuss with Team Leader
Discuss with other services	<input type="checkbox"/> Further Assessment
Devise/Adapt Management Plan	<input type="checkbox"/> Other (please specify)
Assessment completed by:	Designation:
Signature:	Date
Assessment signed off by a Manager:	
Signature:	Date:
Risk Assessment to be reviewed in: ..... weeks /months	

**Appendix 3 – Violence and Aggression Risk Management Plan**

Client Name:	Date:
Address:	
<p>Control Measures Identified:</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	
<p><b>Risk Management Plan (please state how the above control measures will be managed, implemented, monitored and reviewed)</b></p>	
Completed by:	Signature:
Designation:	Date:
Assessment signed off by a Manager:	
Signature:	Date:
Risk Assessment to be reviewed in: ..... weeks/months	

**Appendix 4 - Example risk assessment VRA1 Form**

Client Name: xxxxxx	Date: July, 2010																		
Address: xxx street, Leighton Buzzard																			
Assessment based on information received and information retrieval i.e. Swift, Files, Police, GP etc																			
Where did the information come from – what is the evidence? Police report Crime No 2334455																			
<ul style="list-style-type: none"> <li>• Is there any evidence of a history of significant risk? (tick)  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input checked="" type="checkbox"/></span> <span>NO <input type="checkbox"/></span> </div> </li> </ul> <p style="margin-left: 20px;">There is a 9 month history of verbal aggression and threatening behaviour. This is directed toward Social Workers and others involved with xxxxx and his family</p>																			
<ul style="list-style-type: none"> <li>• Is there any evidence of current risk in the following areas? rate severity/likelihood</li> </ul> <div style="border: 1px solid black; padding: 5px; margin: 5px 0; width: fit-content;"> <p>0 = no apparent risk              1 = low risk              2 = medium risk              3 = high risk</p> </div> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;">Assessment Area</th> <th style="width: 20%;">Current Rating</th> <th style="width: 20%;">Likelihood</th> </tr> </thead> <tbody> <tr> <td><b>Risk of violence OR harm to others</b></td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td><b>Risk of suicide</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td><b>Risk of other deliberate self-harm</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td><b>Risk of severe self-neglect OR accidental self harm</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td><b>Risk to children</b></td> <td style="text-align: center;">?</td> <td style="text-align: center;">?</td> </tr> </tbody> </table>		Assessment Area	Current Rating	Likelihood	<b>Risk of violence OR harm to others</b>	3	3	<b>Risk of suicide</b>	0	0	<b>Risk of other deliberate self-harm</b>	0	0	<b>Risk of severe self-neglect OR accidental self harm</b>	0	0	<b>Risk to children</b>	?	?
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<b>Risk to children</b>	?	?																	
<ul style="list-style-type: none"> <li>• Has a risk management plan been developed? (tick)  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input type="checkbox"/></span> <span>NO <input checked="" type="checkbox"/></span> </div> </li> </ul>																			
<ul style="list-style-type: none"> <li>• Is further risk assessment necessary? (tick)  <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span>YES <input checked="" type="checkbox"/></span> <span>NO <input type="checkbox"/></span> </div> </li> </ul> <p style="margin-left: 20px;">If yes, complete a full risk assessment (fVRA2 Form)</p>																			
Completed by:	<div style="display: flex; justify-content: space-between;"> <span>Name: A Staff</span> <span>Date: July 2010</span> </div>																		
<b>Signed off</b>	<div style="display: flex; justify-content: space-between;"> <span>Date July 2010</span> <span>Managers signature A Manager</span> </div>																		
<b>Distribution (tick)</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Team leader</td> <td style="width: 25%; text-align: center;">File f</td> <td style="width: 50%; text-align: center;">Other (specify)</td> </tr> </table>	Team leader	File f	Other (specify)															
Team leader	File f	Other (specify)																	

**Appendix 5 - Example Violence Full Risk Assessment VRA2 Form**

Client Name:	Date:
Address:	
<p>Information Sources Used:</p> <p>Client <input type="checkbox"/> Friend\Family <input type="checkbox"/></p> <p>Police <input type="checkbox"/> G.P. <input type="checkbox"/></p> <p>File/Mars <input checked="" type="checkbox"/> Other (please specify)</p>	
<p><b>Risk History: (include details of past history that caused concern)</b></p> <p><b>There is a history of verbal aggression and threatening behaviour. This is directed toward Social Workers and others involved in his case.</b></p> <p><b>The threats and allegations are targeted toward named individuals including the judge involved in his case.</b></p> <p><b>The episodes can be either by telephone contact, in meetings or during supervised contact with his children.</b></p> <p><b>Other professionals involved with xxxx have also experienced his behaviour as have the staff at his children's school.</b></p> <p><b>Staff feel physically threatened by his behaviour and all have been advised formally that they must not see xxxxx when alone.</b></p> <p><b>Mental health issues are a possibility but xxxxx will not consent to an assessment</b></p> <p><b>The police have been informed.</b></p>	
<p><b>Main Trigger Factors (if known):</b></p> <p><b>Court Hearings that do not go in xxxxx's favour.</b></p> <p><b>Supervised contact that does not go to plan even where the fault lies with xxxxxx</b></p>	
<p><b>Current Concern(s):</b></p> <p><b>Staff are concerned that ..... behaviour will worsen.</b></p>	

Feared Outcome(s):  
**Physical assault upon staff.**  
**Physical harm to children**  
**Emotional damage to children**

- Control Measures (to be completed in consultation with Manager/Team Leader) : **(i.e. should two workers visit? office visits only)**
- 1. Exclude xxxx from meetings. Write to him advising him that this action is necessary because of his behaviour. (Senior Manager to sign letter)**
  - 2. Restrict phone calls by communicating in writing where practical.**
  - 3. Empower all staff to end calls immediately if xxxx becomes abusive.**
  - 4. Ensure staff never see xxxx alone**
  - 5. Inform Conference and Review team of this risk assessment**
  - 6. Log all phone calls from xxxx and record what is said.**
  - 7. Review security of reception and interview rooms and install panic buttons if necessary.**
  - 8. Review lone working arrangements and formalise where necessary**
  - 9. Put forward for client to be added onto the Special Interest Register**
  - 10. Provide personal safety training for all staff.**

Further Action Recommended\Required (tick):

No further action	<input type="checkbox"/>	Discuss with Team Leader	<input type="checkbox"/>
Discuss with Com. Manager	<input type="checkbox"/>	Further Assessment	<input type="checkbox"/>
Devise risk management plan	<input type="checkbox"/>	Other (please specify)	

Completed by:	Signature:
Designation:	Date:
Assessment signed off by a Manager:	
Signature:	Date:

Risk Assessment to be reviewed in: ..... weeks/months



## Appendix 6 - Post Incident Management

### Support to Staff

Support for those who have experienced a violent/abusive incident is important and should aim to minimise any ongoing distress. Staff must receive full support and this will include the following:

- The immediate needs of the person(s) subject to violence and aggression e.g. first aid, medical treatment etc. are the priority.
- Manager to have an informal chat with the member of staff to ensure the incident is recorded and investigated.
- Following any episode of violence/abuse, there must be a full debriefing for all staff directly involved. This process of debriefing has two functions: to establish the details of what happened and to provide emotional support. The intention is to create a supportive system for staff to facilitate learning from the experience and to enhance the development of good practice in dealing with violent episodes. Such objective debriefing is to be standard practice and should normally be in two stages.

### Stage 1 – During and immediately after the incident

- Managers should be involved in the factual debriefing to emphasise that incidents of violence are taken seriously. Managers should talk through the matter with those involved as soon as possible after the incident.
- Emotional debriefing provides a supportive setting to allow people to cope more effectively. Such debriefing can include practical, informal support from colleagues as well as more formal systems of debriefing.
- There must be no presumption of failure because violence has occurred. With the benefit of hindsight, staff sometimes feel a sense of failure when they have been involved in such an incident. They should be reassured that this is a normal reaction.
- The staff counselling service will be available to offer counselling and support to all employees who have been involved in incidents of violence at work. However, should an employee choose to make their own counselling arrangements, they will be supported in doing so and in both cases, where necessary, allowed compassionate leave.
- Those involved may need time off work following an incident and this should be offered. Staff should not be automatically sent home if they are likely to see the support they would receive from colleagues as more beneficial. However, if a member of staff requests to go home, they will be asked if they would like someone to accompany them. At the same time, it may be necessary to arrange for a friend or relative to spend some time with them. If the person does not wish to leave work, ask them if they wish to be relieved of certain duties for a while.
- It is usually better for a member of staff to return to work as soon as possible, although they should not risk aggravating an injury. They should consult their doctor with regard to their fitness to return to work.
- Staff must be informed of the legal options available to them in the case of an incident.

- The Manager must also ensure that all relevant staff are fully briefed about the incident.
- The Health and Safety Team is available to give advice to managers following a violent incident.

### **Stage 2 – Short term**

The sort of support that could be required in the short term may include:

- A change of work area or in the type of work they do.
- Regular meetings with line manager to talk about any problems.
- A discussion about what can be learnt from the incident.
- Advice from occupational health.
- Advice from safety representatives.

The second stage of the debriefing should involve the wider staff group. At an appropriate time, the Manager will call a meeting of the staff on duty to discuss the implications of the incident as a practice/learning issue. Violence/abuse will, in such circumstances, be viewed as a practice matter and not as a negative reflection on staff members' abilities. Discussing what has happened enables all to learn about the handling of future incidents and is often a helpful way of resolving personal feelings about the incident. The meeting will enable staff to discuss incidents together, participate in the planning of how to handle future visits/contact and benefit from having the support of colleagues.

### **Stage 3 – Long term**

Sometimes individuals may experience long term symptoms such as post traumatic stress disorder. In such cases, staff will require support from occupational health services and be provided with access to counselling services.

What will help all staff is the knowledge that their incident has been treated with the seriousness it deserves, lessons have been learnt and measures have been implemented to prevent re-occurrences.

### **Incidents Involving Members**

Any incident to a member or their property must be reported to the Council's Monitoring Officer. The incident will be investigated by the Monitoring Officer and at the direction of the Chief Executive.

Post incident management will look at the risk reduction measures in place to prevent a reoccurrence. Serious incidents will be assessed through a risk assessment process and depending on the seriousness may require police input. The Health and Safety Team will also be required to be notified.

If a Member wishes to make a claim this should be submitted to the Council's Monitoring Officer and any payment/compensation would require approval by the

Leader in consultation with the Chief Executive (or Chief Exec in consultation with the Leader) and cost would be paid from the budget for Members allowances.

Except in exceptional circumstances and subject to a detailed risk assessment the maximum contribution payable under the policy in any single instance will not exceed £1000.

### **Post Incident Management and Remedial Measures**

Even with effective risk management strategies in place, incidents of violence, aggression and abuse at work may still occur. It is therefore an essential part of managing violence and aggression at work that appropriate procedures are in place following an incident.

Post incident management will look at the control measures in place to prevent a reoccurrence. All incidents will require a review of risk assessment process and depending on the seriousness may require Director/AD input.

### **Policy for dealing with violent customers**

In some cases this may involve the withdrawal of services though approval by Head of Service. However this may not always be possible. In such cases arrangements should be put in place to work with the client in a safe and secure environment.

**Supporting Staff** - It is important staff receive the individual support they need to ensure fear of further violence or lack of confidence does not unduly affect them. Managers should recognise that people working in areas where aggression may be more common place may appear to build up a resistance to it however; support and the opportunity to discuss the impact of ongoing incidents should be made available regularly. Support can be sought from Employee Support who can be contacted on 01234 276121.

### **Police Involvement**

Incidents involving the safety of staff encompass a very wide range of issues and by their nature are unpredictable. Accordingly the role of the police can and must vary to respond to those incidents.

Essentially the role of the police encompasses 4 major areas: -

- The senior member of staff on duty at the time the incident is taking place may make a judgement that the issue is now beyond the ability of the staff to deal with and that assistance from the police is required. In those circumstances the senior member of staff should make a decision to dial 999 and seek urgent police help. In doing so the senior member of staff needs to be aware that the police will take charge of the whole incident upon their arrival.
- Following an incident the police can be asked, at the request of staff, to investigate an actual criminal act. It is a matter for individual staff to decide

whether they wish to make such an approach to the police and in taking that decision staff need to be aware of the inability of certain customers to understand their own actions and therefore to be held responsible in law for their actions.

- Staff have a civil right to report an incident to the police and management will inform staff of that civil right. In some cases it would be appropriate to simply report the matter to the police without requesting that they investigate but simply so that they can issue a crime reference number to the member of staff so that they can, if they wish, proceed with a claim to the Criminal Injuries Compensation Authority (CICA).
- Following a serious incident the police can provide advice on risk reduction measures to reduce the risk of violence/aggression and property damage. Any advice will be considered by a Director as part of a risk assessment process.

The above cannot fully encompass the complexity and variety of violent incidents which may arise. However, both managers and trade unions are available to advise at any time.

### **Prosecution and Legal Assistance**

Where there is sufficient evidence the advice to the Crown Prosecution Service clearly states that if the offence is committed against someone serving the public it is likely to be in the public interest to prosecute.

- If the police decide to prosecute and the member of staff involved, or any witnesses are required to give evidence in court, then paid leave of absence will be granted.
- Whether or not the police prosecute, an employee may themselves pursue the matter by taking private legal action against the assailant.
- The Council has Personal Accident (Assault) cover for employees sustaining bodily injury by assault as a result of which death or disablement occurs independently of any other cause within 24 months of sustaining such injury. The injury must have occurred when the employee was engaged in official duties in connection with the Council's business. This includes journeys directly connected with the duties and direct travel between private residence and place of duty place in the community, to and from work, in isolated areas or even at the home of the employee or member.
- The employee may seek legal advice from their trade union / professional association who may decide to provide the necessary finance to enable private proceedings to go ahead.
- If the relevant prosecuting authority decides against prosecution the employer can still decide to proceed with a prosecution where it believes there is sufficient evidence.

Central Bedfordshire Council

Appendix 7 - Violence & Aggression Post incident investigation Form

Directorate	CS		CSS		SCHH		SC	
Unit								
Establishment								

Names of person(s) subject to violent / aggressive behaviour

Name	SAP No.	Status	Details of Injury	First aid treatment

Has this incident resulted in any member of staff being absent from work for more than 3 days?

Yes  No  If Yes 

Who	How long
-----	----------

(If yes please contact the Health and Safety team as soon as possible).

Date of Incident:		Time of Incident:	am/pm
Reported to:		Reported by:	
Date reported:		Time reported:	am/pm

Location (room)

If incident occurred away from the normal place of work/base please state the address and exact location.

Name of Assailant

Status of Assailant

Employee of CBC	<input type="checkbox"/>	Contractor	<input type="checkbox"/>	Volunteer	<input type="checkbox"/>
Customers	<input type="checkbox"/>	Member of Public	<input type="checkbox"/>	Other (please state)	<input type="checkbox"/>
Student / Pupil	<input type="checkbox"/>	Work Experience	<input type="checkbox"/>		

Was an offensive weapon used?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	If yes describe the weapon:	<input type="text"/>
-------------------------------	-----	--------------------------	----	--------------------------	-----------------------------	----------------------

Witness details: (statements should be obtained from witnesses and attached to this form).

Name	Personnel No.	Status	Address if non employee

Description of events leading up to the incident

Details of incident

What happened after the incident

State what action has been taken or planned to reduce the risk of a similar incident:

**Follow up action checklist**

Were the police informed?	Yes	No
Family / Carers of service users informed?	Yes	No
Referred in relation to child protection / vulnerable adult?	Yes	No
Other relevant agency informed?	Yes	No
In the opinion of those involved was this incident motivated by discrimination?	Yes	No
What motivated the incident?		
Racism	Religion	Disability
Gender	Domestic Abuse	Other
		Sexuality

The affected parties and other members of staff have been made aware of the following:

The support of staff counselling service	Yes	No
Their civil rights	Yes	No
Their rights to medical attention	Yes	No
Their right to time out following the incident	Yes	No
A crime number may be obtained from the police	Yes	No
Health and Safety policies are accessible to staff	Yes	No
Employee support information provided to staff	Yes	No
Appropriate checks / treatments provided to service users	Yes	No

Restricted physical intervention technique used?  Yes  No

Tick most relevant.

Standing <input type="checkbox"/>	Seated <input type="checkbox"/>	Escorting <input type="checkbox"/>	Floor <input type="checkbox"/>
Breakaway/Release <input type="checkbox"/>	Hair Pull <input type="checkbox"/>	Stabilisation <input type="checkbox"/>	Other <input type="checkbox"/>
	Stabilisation <input type="checkbox"/>		

Non physical management of violence and aggression technique used?  Yes  No

Tick most relevant.

Calming Strategies  Redirection  Evasive Action  Other

Prior to the incident was there an Individual Risk Assessment VRA 1 and 2 completed?  
Risk Management Plan in place?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

Does the Individual Risk Assessment / Risk Management Plan require reviewing?

If YES; date reviewed \_\_\_\_\_

Which member of staff made the decision to use physical intervention?		
Why was the decision made?		
Was the incident discussed with the Customer?	Yes	No
Outcome		
Was the service users medical / behavioural / special needs education needs a contributing factor to the incident? YES / NO		
Details		

What roles did individuals take during the incident		
Who	Did What	How Long

Details of the manager completing this form

Print Name

Signature

Job Title

Date

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