Children, Young People and Education

Integrated Children’s Services

Lone Working and

Violence in the Workplace

Procedures

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**Lone Working Procedures**

**1. Introduction to Lone Working**

The Health and Safety at Work Act 1974 sets out a duty of care on employers to ensure the health, safety and welfare of employees whilst at work. Further legislation states that every employer shall make a suitable and sufficient assessment of the ‘foreseeable’ risks that employees might face in the course of their duties.

This document provides guidance on the health and safety arrangements to be considered by Integrated Children’s Services (ICS) to eliminate/reduce the risk of harm to individuals in the workplace, undertaking work activities or lone working. ICS also holds a duty to ensure the health, safety and welfare of their employees in relation to violence whilst at work to provide, as far as is reasonably practicable, working conditions that are conducive to the prevention of and safe management of violence.

These procedures should be used in conjunction with [KCC's lone working and personal safety guidance](https://kentcountycouncil.sharepoint.com/sites/KNet/documentshands/Lone%20working%20and%20personal%20safety%20guidance.docx?d=wf227871136134ab7823a467c0f2ad198), [Advice for Working at Home during Covid](https://kentcountycouncil.sharepoint.com/sites/KNet/whats-new/news/Lists/Posts/Post.aspx?ID=406) , [Prevention and Management of Violence – Social Media, Bullying and Stalking Guidance](https://kentcountycouncil.sharepoint.com/:w:/r/sites/KNet/_layouts/15/Doc.aspx?sourcedoc=%7BAE32E678-2725-4027-A93F-4E423EC67D42%7D&file=Prevention%20and%20management%20of%20violence%20-%20social%20media%2C%20bullying%20and%20stalking%20guidance.docx&action=default&mobileredirect=true&DefaultItemOpen=1), [Dynamic Lockdown Policy](https://kentcountycouncil.sharepoint.com/:w:/r/sites/KNet/_layouts/15/Doc.aspx?sourcedoc=%7BEFA1DA73-1608-408C-B873-EC15F07C7118%7D&file=Dynamic%20Lock%20Down%20Policy.doc&action=default&mobileredirect=true&DefaultItemOpen=1) and [Prevention and Management of Violence at Work Guidance](https://kentcountycouncil.sharepoint.com/:w:/r/sites/KNet/_layouts/15/Doc.aspx?sourcedoc=%7BC0E9694B-62CC-491D-AAD7-B867B82544BF%7D&file=Prevention%20and%20management%20of%20violence%20at%20work%20guidance.docx&action=default&mobileredirect=true&DefaultItemOpen=1).

**2. Definition of Lone Working**

The Health and Safety Executive’s working definition of Lone Workers is:

‘Those who work by themselves without close or direct supervision, in a wide range of situations, regardless of whether they work in a fixed establishment or are mobile workers away from a fixed base’

Many staff work in isolated situations, such as visiting families at home and working outside normal working hours. There are various work activities that may result in staff working alone including those who start work early, regularly work late or who lock up buildings on their own at the end of the day. The changing work patterns within KCC may result in more staff working alone.

**3. Purpose of Lone Working Procedures**

These procedures are to ensure adequate control measures are in place to safeguard all ICS staff who work alone at any point during their contractual duties. Managers and staff should:

 Assess and manage risks to staff

 Provide safe places and systems of work

 Identify training needs and provide information and training

 Review and improve working conditions and practice

Staff working alone or in isolation from others may be at particular risk either because of circumstances of their day to day working or because an emergency may occur. They are at extra risk if they are not in regular contact with others and are not kept informed of any changes that may affect them. Lone workers should not be at more risk than other employees.

All hazards should be identified, and all significant risks should be recorded on a risk assessment. These risks should be reviewed on a regular basis.

**4. Roles and Responsibilities**

ICS Leadership Team and all managers are responsible for providing safe systems of work for their staff and ensuring the Lone Working policy, guidance and procedures are effectively executed.

Manager responsibilities

All managers should be aware of the potential risks associated with lone working and carry out risk assessments to minimise these risks. Please use [KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment). Adequate precautions and safer systems in work should be in place following a risk assessment so that staff are not adversely affected by lone working. Lone workers may request additional support if they feel vulnerable. Any request should be carefully considered by managers to ensure the lone worker is sufficiently trained and has the level of competence to work alone. Managers should be satisfied that so far as is reasonably practicable they have reviewed the risks and acted to reduce those their staff face or that are present in their workplace.

Managers must ensure their staff have read and understood these procedures and the relevant policies and guidance. These should be discussed with staff regularly at one to one meetings and team meetings and any risks that could apply should be identified. Managers must also identify training requirements and ensure that arrangements are made to meet them.

Managers should:

* Assess and manage the risks to staff by ensuring that risk assessments are carried out, reviewed regularly, and shared with employees who are potentially at risk.
* Undertake individual risk assessments when working activities deviate from normal practice and where there is identifiable increased risk.
* In partnership with the allocated worker, complete a risk assessment (using the [KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment)) prior to any initial home visit; which should be updated if any additional health and safety information be received.
* Attend relevant and appropriate training.
* Identify and provide safe places within KCC buildings, implement procedures and safe systems of work into practice which are designed to eliminate or reduce the risks associated with working alone.
* Write specific guidance, if there are identified gaps in this document that are specific to your service/team/establishment, and ensure employees adhere to safe systems of work.
* Ensure staff groups and individuals identified as being at risk are given appropriate information, instruction and training.
* Review and improve working conditions, practices and procedures.
* Ensure appropriate personal safety equipment is available and monitored to ensure it is in a state of good repair and working order e.g. mobile phones, panic alarms, torches.
* Ensure appropriate support is given to staff involved in any incident.
* Put procedures in place that enable direct contact with the lone worker so the manager can recognise the signs of stress as early as possible.
* Report and investigate any accidents/incidents caused as a result of lone working using KCC’s online reporting system (see [accident/incident reporting guide](https://kentcountycouncil.sharepoint.com/sites/KNet/documentshands/Accident%20reporting%20leaflet%20CY%20(inc%20EHPS).pdf#search=accident%20reporting) on KNet).
* Manage the effectiveness of preventative measures through the analysis of accident/incident reporting and investigations.
* Effectively monitor the wellbeing of lone workers which should include at least a check on the member of staff during and at the end of the working day.
* Ensure staff are suitable, fit and healthy to work alone and seek advice if necessary, from KCC Occupational Health team.
* Securely retain the emergency contact details of all team members to be used in emergency situations using the ICS Emergency Contact form shown in Appendix A.

Staff responsibilities

All ICS staff have a duty of care for themselves and anyone else who could be affected by their actions. All staff must consider foreseeable hazards and consider the nature of each visit and potential risky situations.

Employees are required to:

* Take reasonable care of themselves and others affected by their actions.
* Familiarise themselves with the lone worker risk assessments in place for activities they are involved in.
* Take part in training designed to meet the requirements of this procedure.
* Follow all information, instruction and training provided, and apply the safe systems of work designed for safe working in their service/team.
* Report all accidents/incidents which may have occurred whilst lone working using KCC’s online reporting system.
* Report all incidents that may affect the health and safety of themselves or others and ask for guidance as appropriate.
* In partnership with manager, complete a risk assessment (using the [KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment)) prior to any initial home visit; which should be updated if any additional health and safety information is received.
* Attend relevant and appropriate training.
* Maintain any personal safety equipment provided to ensure it is in a good working condition, and only use for the purpose for which it is intended.
* Are aware and follow all policies, guidance and procedures.
* Use the ‘buddy system’ by phoning the ‘buddy’ to confirm safety (see Section 5).
* Use the ‘Purple File’ procedure, where necessary as shown in Appendix B (this is separate to the ‘buddy system’ and involves calling the main office number as agreed locally).
* Update Outlook Calendar every day and ensure it reflects details of lone working arrangements and appointments.
* Keep the KCC Phonebook up to date with their personal details including mobile phone contact information.
* Complete and keep updated their ICS Emergency Contact Details form (Appendix A).
* Ensure they have all the correct and up to date contact details of their ‘buddy’, line manager and relevant Assistant Director in case of an emergency.
* Always plan ahead.
* Do not transport service users (unless this is a core element of your role, a risk assessment has taken place, and it has been agreed by your line manager or above).
* Have made themselves aware of the nearest place of safety.
* Are aware of the on-site security procedures.
* Always wear their KCC Identity Card with photo and employee number clearly visible.

All Outlook calendars must be open and available to be viewed by all staff across the Council. Staff must be aware that information placed into their appointments may contain sensitive data – families we work with could be someone’s neighbour, friend, extended family member etc. However, making appointments ‘private’ can pose complications if a ‘buddy’ or line manager is off sick for example.

It is recommended that for all home visits and incidents of lone working staff must put the appropriate data management reference number (e.g. Liberi/EHM/CDY/Core +/Snergy etc) in their appointment alongside any other nonspecific details about the visit, such as ‘visit to Mum and children – expected duration 2 -3.30pm.’ Full information, including telephone numbers and addresses of the child, young person and family must therefore be up to date and accurate to ensure worker’s safety. It is individual worker’s responsibility to manage records and update systems with any changes.

1. **ICS Safe Systems of Working**

ICS is adopting the ‘Buddy System’ as the Safe Systems of Working. This system replaces all previous systems.

Each member of staff will be allocated a ‘buddy’ who they will be required to liaise with regularly when working alone. Managers will ensure that all staff are allocated a ‘buddy’ from within their team and ensure appropriate cover is available when staff are not at work e.g. part time workers, annual leave, sickness etc. When staff work during the evening and weekends, some of the traditional office support functions may not be available, therefore the allocation of a ‘buddy’ will need to be considered, discussed and arranged with the agreement of the relevant manager to ensure that the correct level of support is provided. Time off in Lieu (TOIL) may be agreed by the relevant manager to cover the ‘buddy’ role where this is outside the worker’s job description.

Staff will:

 Update their Outlook calendar each morning before undertaking any appointments e.g. visits, meetings to ensure the details of their visits and meetings are clearly shown. This can

be undertaken in the office, at home using A2K or OWA or using other electronic methods.

 Contact their ‘buddy’ by phone at the beginning of the day to advise them of their appointments for the day ensuring they are aware of all appointments including likely finish time, telephone numbers for the family, themselves and all emergency contact details.

 Update the ‘buddy’ at the end of each appointment and if the appointment is cancelled or changed. This can be via phone or email or text. Their Outlook calendar should be updated

of any changes during the day, where possible.

 Contact the ‘buddy’ by phone at the end of the day.

The ‘buddy’ will:

 Ensure they are available by phone to speak to their ‘buddy’ partner who is working alone

at the beginning and end of the day.

 Update their Outlook calendar daily each morning to ensure their appointments are clear and to check the calendar for their ‘buddy’ partner. Their Outlook calendar should be updated of any changes during the day, where possible.

 Keep a clear record of the information provided by their ‘buddy’ partner.

 Contact their buddy’s line manager in the event of ‘no call being received’ following the

escalation route.

The line manager will:

 Respond quickly following contact from the ‘buddy’ in the event of ‘no call being received’

following the escalation route.

 Take action by trying to contact the worker and their family using emergency contact information.

 Alert the police in the event of an emergency and no contact with staff member. Ensure the relevant Assistance Director is made aware of the situation.

ICS Lone Working - Route to Escalate flowchart is shown in Appendix D. In the event of an emergency staff must inform Senior Managers as appropriate including the relevant Assistant Director. Managers should share with all staff the Major Incident Contact List that has the out of hours contact details of all Assistant Directors across ICS (See Appendix C). In emergency situations this can be accessed via the Front Door Service or the Out of Hours (OOH) Service. If outside of normal working hours, staff can contact OOH via telephone on 03000 41 07 77 (please note this is not for the public use) or via email [referral.ReportsOOH@kent.gov.uk](mailto:referral.ReportsOOH@kent.gov.uk). It is the responsibility of Senior Managers to ensure these details are up to date.

1. **Home Visits**

Staff visiting a child, young person and family in their own home need to take particular care and plan the visiting taking a number of factors into account.

 Identify any hazards shown on the relevant system and/or referral information provided. Please use [KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment).

 Consider foreseeable hazards, the nature of the visit and potential risky situations.

 Where the hazards are considered high risk, the first visit should take place in an office or other controlled environment. If a home visit is essential, a joint visit between two trained staff should be agreed by the relevant manager.

 Where the hazards are considered low risk, then lone working can take place.

 Ensure the risks are reviewed on a continuous basis and should the risk level rise to an unacceptable level then lone working should stop.

 Higher levels of risk will require a more detailed risk assessment and discussed with the relevant manager.

 First visits should be timed for daylight hours, where reasonably practicable.

 Family and contact details must be kept up to date to inform current circumstances ahead of any subsequent visits. Depending on these circumstances, consideration should be given as to whether a joint visit between two staff is required.

The lone worker’s line manager should be aware of the visit details and are responsible for the

monitoring that staff return safely, either directly or through the ‘buddy’.

As a lone worker you should:

 Consider whether you need to use the ‘Purple File’ procedure by either calling the office or setting up a call from your ‘buddy’, deliberately timed to come through while you are

visiting the family.

 Contact your ‘buddy’ at the end of the appointment. Remember you should always phone your ‘buddy’ at the beginning and end of the day and that the police may be alerted if you do not report in. It is important that you remember to call.

 Ensure that your panic alarm/fob, if used, is handy in a pocket or front of bag or otherwise easily accessible.

 Where possible, leave your car where you can get away quickly if necessary.

 Check that your mobile phone is working, has enough battery life and signal strength before the visit.

 When entering the room where the meeting will take place, reassess the risk:

* Consider the impact of the information you will be imparting and the effect this may have on your safety.
* Are there other people in the room who may be aggressive?
* Is there a dog in the room? In most cases, it is best to ask for the dog to be shut in another room.
* Can you sit somewhere where you can exit quickly?
* An upright chair is easier to get up from than a sofa, if you have a choice.
* Does a member of the family appear to be under the influence of alcohol or drugs or otherwise likely to behave unpredictably?
* If you are content that the risks remain acceptable, continue with the visit but be alert to any signs of aggression.

 Plan an excuse to return to the car (e.g. for a document) so that you can use this at a

moment’s notice if it becomes necessary.

 Always be prepared to terminate the visit if you feel threatened in any way even if the

feeling is only a ‘gut instinct’.

 Update the information on the ICS system immediately after the visit so ensuring the information is available for future visits by others.

1. **KCC Buildings**

It is important that ICS business support and other staff act professionally in welcoming visitors

to KCC buildings. In some situations, they may be working alone and safe systems of work must be in place to control the risks from the members of the public that we are working with.

Staff should:

 Understand their role and the role of the team within the building.

 Know and work closely with their buddy.

 Know how to respond to the first signs of aggression.

 Know what to do in any foreseeable emergency and understand the ‘Purple File’ Procedure.

 Attend training if this is necessary to help keep safe.

Managers need to consider environmental issues such as enabling good communication with service users, providing an escape route for reception and/or building staff and ensuring appropriate security measures when staff are separated from the rest of the building. Managers are responsible for ensuring staff are aware of these safety measures.

Ideally, meeting rooms should be designed so that there is clear visibility into them. This provides a measure of security for any lone worker. Members of staff should consider the circumstances carefully before carrying out meeting alone with a child, young person or family.

It is recommended that staff do not arrange to meet anyone when they will be alone in the building. When they do meet a child, young person or family, they should:

 Avoid keeping them waiting. If someone is waiting, tell them how long you will be.

 Ensure you have relevant information regarding the current risks and consider in advance if you need an interruption by your ‘buddy’ or a colleague.

 Tell your ‘buddy’ which room you are going to go to and whom you are with.

 If a large number of the family are attending, consider who else should be present.

 If escorting someone through the workplace, it is safest to walk beside them on the level, precede them upstairs and follow them downstairs.

 Allow your visitor to precede you into the room so that you have a chance to sit nearest the door.

 Be prepared to withdraw from the situation if you feel there is an unacceptable level of risk.

Key Holders

A risk assessment and relevant training and support to understand Lone Working Procedures is required for all key holders. This includes when they are carrying out normal work activities and when attending the premises in the event of an intruder alarm activation.

1. **Protecting Home Workers**

When an employee is working from home, permanently or temporarily, managers should consider:

* How will you keep in touch with them? Regular contact is required to make sure employees are healthy and safe.
* What work activity will they be doing (and for how long)?
* Can it be done safely?
* Do you need to put control measures in place to protect them?

For information on correct ergonomic workstation set-up when working at home see the display screen equipment (DSE) guidance on Knet and KELSI. [Are you sitting comfortably?](https://kentcountycouncil.sharepoint.com/sites/KNet/whats-new/news/Lists/Posts/Post.aspx?ID=449)

Managers should ensure that Lone Working principles are adhered to by staff working from home, including ‘Purple File’ and ‘buddy systems’. Appendix J gives some additional advice to follow for working at home due to Covid-19.

**Violence in the Workplace Procedures**

1. **Introduction to Violence in the Workplace**

These procedures set out the mechanisms which ICS considers necessary to manage the risk of violence that staff may encounter whilst carrying out their work with service users accessing KCC building or within detached or outreach settings. This will help to ensure that no employee works in fear of violence or acts that cause distress affecting their ability to carry out their duties.

General guidelines on the prevention of incidents including avoiding confrontation and how to deal with incidents are detailed in the [Prevention and Management of Violence at Work Guidance](https://kentcountycouncil.sharepoint.com/:w:/r/sites/KNet/_layouts/15/Doc.aspx?sourcedoc=%7BC0E9694B-62CC-491D-AAD7-B867B82544BF%7D&file=Prevention%20and%20management%20of%20violence%20at%20work%20guidance.docx&action=default&mobileredirect=true&DefaultItemOpen=1).

Further guidance for managers and staff is available in Appendix H. Staff must ensure any incidents are recorded as soon as possible and the relevant manager informed. Consideration should be given to the possibility of violent and aggressive situations by undertaking a risk assessment. Appropriate measures should be put in place to reduce the risk to staff working alone.

Fortunately, assaults on staff are rare but the impact and effects can be significant.  We work with children, young people and families who are often vulnerable or in crisis and we want to ensure that we do all that we can to protect our staff, service users and partners.

KCC uses the Health and Safety Executive’s definition of work-related violence to identify those incidents that represent unacceptable behaviour by staff, service users or members of the public. The definition is ‘*any incident in which a person is abused, threatened or assaulted in circumstances relating to their work*.’  This includes:

* Physical assault
* Harassment, verbal aggression or abuse; face-to-face or by telephone, email, text, or social media
* Threats of violence to staff or their families
* Attacks by animals incited by their owners or keepers.

Violence could also be described as ‘behaviour that produces damaging or hurtful effects, physically or emotionally, on other people. The violence may be intentional or not, it may result from serious threats, abuse or assault. It may relate to sexual, racial harassment or other discriminatory behaviour’.

1. **Purpose of the Violence in the Workplace Procedures**

All members of Integrated Children’s Services (ICS) are expected to be leaders by modelling the behaviours we wish to see in the children, young people and families with whom we work. At a minimum this means that service users and colleagues are treated with respect, integrity, helpfulness and cooperation.

The nature of the work may lead to employees of ICS being brought into conflict with persons who may commit acts of violence. These procedures are designed to cover good practice and will not eliminate the occurrence of violent incidents but aims to minimise the risk.

Staff should discuss any particular issues and concerns with their line manager immediately, who is responsible for ensuring that all staff work within the boundaries specified in these procedures.

ICS takes a most serious view of incidents of misconduct which result in assault of anyone. Such incidents are unacceptable and will receive urgent attention, as appropriate.

1. **Violence and Aggression**

ICS should offer a safe environment for all employees and service users. Violent and aggressive behaviour may be a result of many issues, can stem from differing backgrounds, home and family situations, lifestyle choices and for some children and young people may have become the norm for dealing with feelings of anger and frustration.

Violence and/or aggression can be perceived by some as the most effective way of resolving differences. It is through appropriate intervention that others will learn to deal with their feelings without resorting to violent or aggressive behaviours. The delivery of varied programmes that offer good quality activities result in better outcomes, helping to build resilience and develop social skills aimed at reducing violent and aggressive behaviour.

All staff should be aware of the ICS code of conduct, shown in Appendix F. This should be displayed in all ICS buildings/centres/hubs and should be shared with service users accessing these buildings.

Violence and aggression towards staff should never be tolerated. No member of staff should ever feel threatened or fear for their safety during the course of their work. ICS will ensure that all appropriate policies and procedures are in place and provide the necessary training to ensure staff can undertake their duties. It is the responsibility of all staff to ensure that these are followed.

When service users are accessing KCC buildings it is important that the staff have a team approach and have clear boundaries with regard to behaviour. Service users may challenge staff to test their boundaries and reactions. This is not usually personal and highlights the necessity for all staff to be aware of the code of conduct (Appendix F) and description of what constitutes unacceptable behaviour.

Building trust and respect takes time and a relationship is easily destroyed by an inappropriate reaction to a service user’s behaviour. No matter how aggressive a person is towards a member of staff, it is always important to try to remain calm and consider the safety of all involved as a priority.

Some key ICS staff have undertaken specific ‘Team Teach’ training. Team Teach positive handling techniques should only be carried out by staff with up to date training, and as the situation necessitates, ensuring at all times that interventions are reasonable, proportionate and necessary.

1. **Prevention of Incidents**

Consideration should be given to the possibility of violent and aggressive situations by undertaking a risk assessment using the following template:

[KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf" \l "search=risk%20assessment)

It is important that the risk assessment considers the environment, the staff team and any actions in response to potentially volatile situations. If staff are meeting a ‘high profile’ child, young person or family, or where there have been previous incidents of violence then consideration should be given to alerting other staff in the building and sharing information with business support staff at the reception area. Further guidance for managers and staff is available in Appendix H.

Despite the efforts of workers, incidents may occur between service users, either as individuals or in a group. Workers have a responsibility to prevent these incidents occurring as much as possible in order to ensure the safety and well-being of the service users without putting themselves at unnecessary risk. Service users must be made aware of the code of conduct (Appendix F) and the consequences of their actions.

Confrontation can never be fully eliminated but the following may help:

* It is always vital to be familiar with the area you are working in.
* Never use secluded or badly lit areas (e.g. alleyways, stair wells etc.) where a risk assessment has not been undertaken.
* Always ensure calendars are up to date with full details of whereabouts. It is recommended to always carry a fully charged mobile phone, torch and personal attack alarm for outreach work or home visits.
* Never get into an ‘I must win’ situation.
* Use the ‘Purple File’ procedure when appropriate – see Appendix B.
* Always have a plan of action.
* Be aware of group dynamics and of the people you are working with.
* Be aware of surroundings, feelings of others and listen to what is being said.
* Never press your point with someone who is under the influence of alcohol or drugs.
* Use a risk assessment to consider whether an event/activity should be cancelled.
* Where appropriate alert the police to the areas that any detached youth work is operating in, and times and days of activities that may present a risk.

The following general guidelines should be followed by all staff if they feel they are involved in a potential aggressive situation:

* Protect yourself, others and the perpetrators in that order.
* Remove yourself and others if necessary and safe to do so and get help (initiate lockdown procedure if appropriate – see Section 13).
* Do not risk injury to person to protect property.
* Do not turn your back on the individual at any time.
* Ensure your exit from the room / area is clear.
* Follow any behavioural intervention programmes written in service users’ risk assessments.
* Remain calm, do not confront the individual over their behaviour at this time unless it is judged safe to do so.
* Adopt a non-threatening and open-body language posture.
* Always remain respectful.
* Allow the individual concerned space. Try and remain at the very least an arm’s length away from the individual – If you have been trained, use Team Teach guidelines if safe to do so and appropriate to the situation.
* Try and alert other members of staff that you may be facing a problem and may require assistance – use the Purple File Procedure if support is needed and there is an increased danger associated with calling out for help – See Appendix B.

If lone working, follow the section on Lone Working. Ensure any incidents are recorded (See Section 16) as soon as possible and keep the relevant manager informed.

Appendix H provides checklists to support in the prevention of incidents. An ICS Notice for Centres and Hubs is available in Appendix I.

1. **Building Lockdown Process**

All KCC buildings must plan for this eventuality. Staff should read and adhere to Kent County Council’s [Dynamic Lockdown Policy](https://kentcountycouncil.sharepoint.com/:w:/r/sites/KNet/_layouts/15/Doc.aspx?sourcedoc=%7BEFA1DA73-1608-408C-B873-EC15F07C7118%7D&file=Dynamic%20Lock%20Down%20Policy.doc&action=default&mobileredirect=true&DefaultItemOpen=1). Every building must have a localised building “Dynamic Lock Down”(DLD) procedure which indicates how the building (or parts of it) is sealed off so no one is able to enter or leave until the situation is resolved.

If incident is outside of the building

The building must:

* Have an agreed process to alert all staff. (Consider Purple File Procedure - Appendix B).
* Have appointed keyholders who immediately lock external doors.
* Call Police immediately. Use 999. Give the Police as much information as you can about the incident, including:

Description/Name of aggressor(s) if known

Type of behaviour

Whether armed

* Staff should keep visitors safe in building and where possible continue normal services.
* Do NOT leave the building to challenge the person.
* Wait for Police to give an all clear before unlocking doors.

(Note: Police are not always able to attend in a timely manner, if this is the case do not leave the building/safe space but continue to update 999 with regards to the situation and take advice).

If incident is inside the building.

The building must:

* Have an agreed process to alert all staff. (Consider Purple File Procedure – Appendix B).
* Move staff and service users to a safe place. Note the ‘safe place’ will need to be agreed locally and must be an area that is secure.
* Call Police immediately. Use 999.
* Give the Police as much information as you can about the incident, including:

Description/Name of aggressor(s) if known

Type of behaviour

Whether armed

* Staff should remain calm but consider additional ways to block entry through internal doors while also considering an alternative emergency exit. This might be through a fire exit, other doors or windows.
* Do NOT challenge or approach the person, unless a clear judgment can be made that it is safe to do so. Team Teach techniques may be relevant here.
* Wait for Police to give an all clear.

(Note: Police are not always able to attend in a timely manner, if this is the case do not leave the building/safe space but continue to update 999 with regards to the situation and take advice)

For all incidents:

* Ensure all staff are aware of lines of responsibility, accountability and leadership. All staff must be aware of relevant contact numbers – See Incident Response Template – Appendix L.
* Decide whether the staff or the Police should inform parents (where applicable).
* Inform Senior Managers as appropriate including relevant Assistant Director. Managers should share with staff the Major Incident Contact List that has the contact details of all Assistant Directors across ICS (See Appendix C). In emergency situations this can be accessed via the Front Door Service or the Out of Hours (OOH) Service. If outside of normal working hours, staff can contact OOH via telephone on 03000 41 07 77 (please note this is not for the public use) or via email [referral.ReportsOOH@kent.gov.uk](mailto:referral.ReportsOOH@kent.gov.uk). It is the responsibility of Senior Managers to ensure these details are up to date.

1. **Dealing with Incidents**

When dealing with any incident, staff should be aware of their own safety and that of others. De-escalation processes such ‘Team Teach’ techniques should be considered if appropriate and only if staff are trained. If the incident escalates into violence, staff should not intervene alone or if they will be put at risk by doing so. Protect yourself, others and the perpetrators in that order. Workers must remain impartial.

In the event of a violent incident in a building, all members of staff should be made aware immediately, in order to assist effectively. All members of staff should be prepared to act as witnesses to the incident. The most senior member of staff present should take charge and working together as a team and all staff should follow their lead.

If a situation arises where it becomes necessary to contact parents/carers, or if parents/carers come into a building after an incident has occurred, remain calm and explain the situation without passing judgement or showing bias towards one person. If more than one set of parents/carers are present, it may be a good idea to try and keep them separate, and to prevent them seeing the other person involved.

Incidents may occur between service users and members of the public, other user groups and local service providers. In these cases, there could be a multitude of underlying issues, but the warning signs of a potential incident remain the same. Workers should use interventions appropriate for the situation and accept complaints from members of the public in a calm and rational manner.

All incidents must be recorded (see Section 16) and the relevant Senior Managers informed (See Incident Response Template – Appendix L and Appendix C. The Major Incident Contact List is available from line managers or the Front Door Service/Out of Hours Service in an emergency).

Any incidents that arise and the subsequent actions taken should be discussed at team meetings and the discussion should be recorded. Staff members involved should be given the opportunity to access support, as required, locally from peers, their line manager and if necessary, from wider county services such as Support Line.

1. **Damage to Property**

Damage to property constitutes criminal damage and should not be tolerated. Property relates to buildings, vehicles, equipment and personal property belonging to staff and service users. Each building should have their own guidelines of what to do in situations where someone is deliberately causing damage. The safety of staff and service users is paramount, so a plan should be in place that will facilitate stopping the damage, closing the building or withdrawing from a situation such as in a detached setting.

The act of damage to KCC property is not usually personal against workers. However, incidents of vandalism still need to be treated as serious and reported (see Section 16). It is important to remember that buildings left not alarmed and/or unsecured will render insurance null and void. It is always important to ensure that proper locking-up procedures are carried out.

1. **Damage to Personal Property**

As a general rule staff and service users should keep personal items to a minimum and are expected to take out their own insurance to cover any risk to personal property. However, in some circumstances, malicious damage to cars or personal equipment being used in support of an activity might be considered for compensation by the Director responsible for ICS. Any request should be made through your line manager.

1. **Planned Physical Interventions**

When implementing a planned intervention, staff will employ agreed strategies and methods. Planned physical interventions should be:

* Agreed in advance with the line manager working in consultation with the child/young person and family/carer and communicated effectively.
* Implemented under the supervision of an identified member of staff who has relevant qualifications and experience.
* Recorded, so that the method of physical intervention and the circumstances when it is sanctioned for use are clearly understood.
* Included as part of the support plan or individual service plan.

Where planned physical interventions are employed, they should be one component of a broader approach to treatment, therapy or care.

Good planned intervention, with the objective of promoting positive outcomes, is less likely to lead to suspension or timeout from access to services (See Appendix L – Process for suspending a young person from a Youth Hub).

1. **Unplanned Physical Interventions**

Unplanned or emergency use of physical interventions may be required when service users behave in unpredictable ways. An effective risk assessment procedure together with well-planned preventative strategies will help to keep emergency use of physical interventions to an absolute minimum. However, staff should be aware that in an emergency the use of reasonable restraint is permissible if it is safe to do so and the only way to prevent personal injury (e.g. Team Teach).

Even in an emergency, the restraint used must be proportionate. It should be commensurate with the desired outcome and the specific circumstances in terms of intensity and duration. Before using physical intervention in an emergency, the person carrying out the intervention should have a reasonable belief that any adverse outcomes associated with the intervention (for example injury or distress) would be less severe than the adverse outcomes of not implementing the intervention.

Any immediate assessment of the best course of action should include calling for help. Remember - protect yourself, others and the perpetrators in that order. If an unplanned physical intervention takes place, details must be recorded on the relevant system and managers informed. An investigation should be conducted by the relevant manager and an incident form completed.

[KCC Incident Form](https://kentcountycouncil.sharepoint.com/sites/KNet/documentshands/Accident%20reporting%20leaflet%20CY%20(inc%20EHPS).pdf#search=HS157).

1. **Assault by a Service User**

If a service user commits an assault, whether using a weapon or not, it is essential that the following action is followed.

* Do NOT challenge or approach the service user.
* Consider initiating building lockdown procedures (See Section 6). This will depend on the suspected whereabouts of the Service User and the likelihood of further assault if the lockdown is initiated.
* CALL POLICE immediately. Use 999.
* Give the Police as much information as you can about the person, including:
  + Description
  + Name if known
  + Behaviour and suspected action
  + Whether armed
* Trained staff should be prepared to offer First Aid.
* Ask POLICE to call an ambulance if there are casualties.
* Once the Police have been called, they take charge of the incident. Follow their instructions.
* Inform Senior Managers. (See Incident Response Template – Appendix L and Appendix C . Staff must ensure they have access to the Major Incident Contact List from their line managers or from the Front Door Service or Out of Hours Service in an emergency).
* Use established lines of responsibility, accountability and leadership.
* Inform all staff to maintain timelines and records of all actions and events.
* Decide whether the staff or the Police should inform parents if applicable.
* An area of the building may be a crime scene. No attempt should be made to clear up or tidy any area where an incident took place until Police advise it is safe to do so.

1. **Service User is Suspected of Being Armed**

If a member of staff suspects or receives information that a service user is carrying some form of weapon, the best course of action is to call Police and request their attendance.

It is important to remember that the service user may have no violent intent. Many service users claim that they are carrying a weapon for ‘protection’ against bullies or other threats. The service user may themselves be a victim. However, such outcomes can only be considered after the situation is under control. If weapons are present, the Police are best placed to assist the centre/hub in getting control of a situation.

* Do not challenge or approach the service user
* Call Police. Use 999
* Give the Police as much information as you can about the incident, including
  + Name
  + Description
  + Behaviour
  + What the service user is believed to be armed with, if known
* Once the Police have been called, they take charge of the incident. Follow their instructions.
* Inform Senior Managers as appropriate. (See Incident Response Template – Appendix L and Appendix C . Staff must ensure they have access to the Major Incident Contact List from their line managers or from the Front Door Services or Out of Hours Service in an emergency).
* ensure you have access to the Major Incident Contact List).
* Decide whether the staff or the Police should inform parents, if applicable.
* If the service user is willing to give up a weapon peacefully then it should be confiscated and immediately kept in a safe place until surrendered to the Police.

1. **Searching a Service User**

Our staff are not legally entitled to conduct a search of a service user or their belongings. This includes the use of a non-contact search wand.

An appropriate risk assessment should be carried out for any meeting, session or activity that may prompt a need for searching service users, or information is received indicating a service user may be carrying a weapon. Managers should make informed decisions based upon individual circumstances. This could include cancelling a session or activity.

Note: Some services may plan large events (e.g. festivals) which might generate more risk. At this time consideration of additional security such as hiring licensed Security Services is an option, if the power to search is deemed to be necessary by a risk assessment.

[KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment)

1. **Workforce Development**

ICS staff must follow safe working practices. Staff receive appropriate training Staff should receive appropriate training on the issues associated with lone working and with regard to the prevention and management of violence to help them deal with situations accordingly.

All staff must attend appropriate training, to explore these issues and experiences with each other as professional colleagues, with line managers and at team meetings. Team Teach training is a requirement for some of our services.

1. **Recording and Reporting**

Forms [**HS157**](https://kentcc-self.achieveservice.com/en/AchieveForms/?form_uri=sandbox-publish://AF-Process-e6a99e70-6315-489f-9ac6-4ee4886fcef6/AF-Stagec4d2c58f-628f-4fc6-8186-85339a2086cc/definition.json&redirectlink=/en&cancelRedirectLink=/en&consentMessage=yes) and/or [**HS160**](http://knet/ourcouncil/Health,-Safety-and-Wellbeing/Documents/HS160%20form.docx) as appropriate, must be completed as soon as the situation has been resolved. This is in respect of incidents experienced by members of staff in the course of their duties at work. They should be completed following any assault or threat, including sexual or racial harassment, even if there has been no physical contact.

NOTE - It is important that all incidents are reported electronically so that the level and seriousness of incidents across the County can be monitored and reported on centrally.

The forms should ideally be completed by the employee/s involved, and their line manager. If this is not possible, the line manager should complete the forms, but the employee should indicate their agreement to the contents.

Incidents should be recorded on the relevant ICS systems and records flagged as necessary. ICS staff must ensure the recording of this information is always kept updated and ensure the detailed information is contained within the notes and running records for the child, young person and family. This will help to ensure the safe working for those staff lone working. Service Managers are responsible for ensuring incidents are logged and monitored. If the incident is a criminal offence, consideration needs to be given to reporting to the Police. Appendix H outlines the three main reasons for reporting a crime. In the first instance staff should discuss this with their line manager and if necessary, the relevant Assistant Director.

Specific risk assessments ([KCC 5 Step Risk Assessment](https://kentcountycouncil.sharepoint.com/sites/KNet/cype/cype-documents/KCC%20Risk%20Assessment%20Form.pdf#search=risk%20assessment)) should be completed by managers for individual cases and situations. Copies of the risk assessment should be uploaded and held on the relevant ICS system e.g. EHM, Core+, Care Director Youth, Liberi and Synergy.

ICS staff may have to attend court due to a violent episode e.g. witness for the defence, witness for the prosecution, plaintiff or defendant. In all cases, staff should keep their line manager informed of the situation.

Staff should all participate in a debrief session and should all be offered a range of support mechanisms that can be requested at any time after the incident as outlined in Section 17.

1. **Support Available to Staff**

KCC offers support to any member of staff who may be involved in an incident in the workplace.

Line Managers have a ‘duty of care’ with regard to the physical and emotional health and general welfare of their staff and should be the primary source of support in the event of a violent incident.

Occupational Health aims to promote, maintain and protect the health and wellbeing of all employees, by providing expert, professional advice on health issues that are affecting health and wellbeing at work. Information given to Occupational Health is strictly confidential and can only be shared with an employee’s written consent.

Support Line is a service that offers counselling for staff paid for by KCC. Information discussed between counsellor and Service User remains strictly confidential. In the case of violent incidents, Support Line offers a ‘debriefing’ service. This should be arranged no sooner than 48 hours but no longer than two weeks after the incident. Group debriefing sessions can also be arranged but only for very small groups in exceptional circumstances.

Other support mechanisms include:

* Medical support – staff can receive support through their GP. In the event that an employee does not consider themselves fit to attend work following an incident, medical evidence will be required
* Trade Unions - Local Government employees may be members of a Trade Union. Employees who choose not to can still receive information and support although they will not be entitled to representation
* The Police – staff can get assistance from their local police station as a result of a violent incident, even if there is no intention of a prosecution. The Police can advise and give information on how to apply for compensation if employees suffer an injury, loss or damage as the result of an incident
* Victim Support - A national charity providing a free and confidential service. Staff and trained volunteers offer emotional and practical help to people who have been the victims of crime.

**Appendices**

**Integrated Children’s Services**

**STAFF EMERGENCY CONTACT AND MEDICAL DETAILS**

**Appendix A**

**Private and Confidential**

The following information will only be used in the case of an emergency

(i.e. sickness, accident, incident, adverse weather, office closures etc.)

**PERSONAL DETAILS**

|  |  |
| --- | --- |
| **Name:** |  |
| **DOB:** |  |

|  |  |
| --- | --- |
| **Address**: | |
|  | |
| **Home Number:** |  |
| **Mobile Number:** |  |

**Email**

**Address:**

**Home: KCC:**

**Please indicate preferred one to use in emergency by putting \***

**EMERGENCY CONTACT DETAILS**

|  |  |
| --- | --- |
| **First Emergency Contact** | |
| **Name:** |  |
| **Relationship** |  |
| **Home Number:** |  |
| **Mobile Number:** |  |
| **Work Number:** |  |

|  |  |
| --- | --- |
| **Second Emergency Contact** | |
| **Name:** |  |
| **Relationship** |  |
| **Home Number:** |  |
| **Mobile Number:** |  |
| **Work Number:** |  |

**MEDICAL DETAILS**

|  |  |
| --- | --- |
| Please outline any information we need to know if you require medical  treatment or become unwell at work.  This will be used if ambulance/medics are involved. | |
| **Medical Conditions:** |  |
| **Medication:** |  |
| **Advice if taken**  **unwell:** |  |

**Appendix B**

**Purple File Procedure**

The established code to indicate a member of staff in distress is:

**“I will need the purple file when I get back to the office”**

If you hear this, follow the procedure below:

 **FIRST** – check that they are at the address on their outlook calendar.

 Are you at?

 Are you in danger?

 Do you need the police?

 Is there a weapon?

 Do you need a member of staff?

 Do you want me to call you back in 5 minutes?

 If no answer, dial 999 and call the police

**Contact relevant Manager following the call to update on the current situation:**

**Building Manager (phone number)**

**Service Manager (phone number) Designated Safeguarding Lead (phone number)**

**Appendix C**

**INTEGRATED CHILDREN’S SERVICES**

**MAJOR INCIDENT INFORMATION**

If a major safety incident or accident occurs in your KCC office, building, setting or centre, you must immediately call the appropriate Emergency Service (Police, Ambulance, Fire or Coastguard). You must also inform your Assistant Director and your line manager immediately.

Home and/or personal mobile telephone numbers of all Assistant Directors are available via the Front Door Service or the Out of Hours Service. To access these details staff should email [referral.ReportsOOH@kent.gov.uk](mailto:referral.ReportsOOH@kent.gov.uk) or telephone 03000 41 07 77 (p lease note this not for public use). In emergencies staff can also ring 03000 419191 (for the contact centre).

A major incident or accident includes:

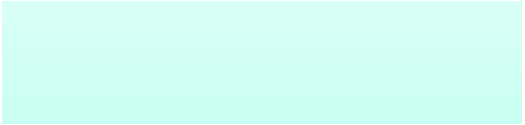
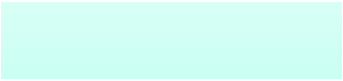
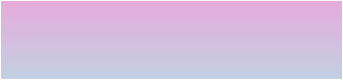
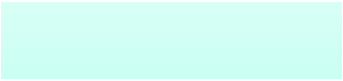
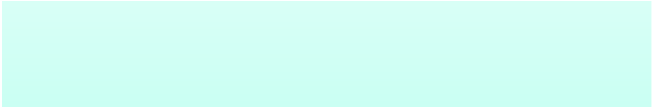
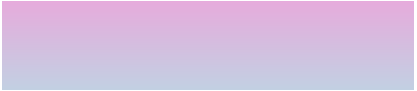
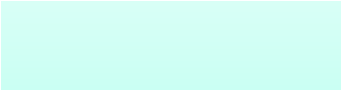
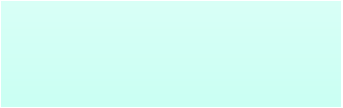
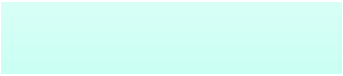
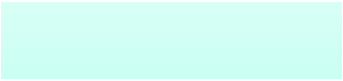
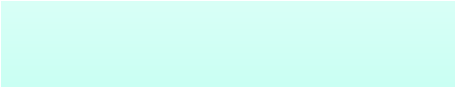
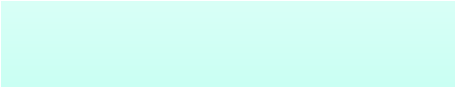
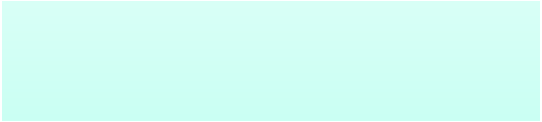
* significant injury,
* road accident,
* lost person,
* excessive vandalism,
* drug or alcohol abuse
* police arrest
* hospitalisation.
* or an incident that may lead to negative media coverage,

Please ensure that all staff are aware of these procedures and that staff should not speak to the media themselves. All media enquiries must be referred to KCC Communications Team.

**Appendix D**



**ICS Lone Working – Route for Escalation**



Lone Worker checks and updates their

Outlook calendar each morning

Lone Worker phones ‘buddy’

at the start of the day and end of day and provides updates at the end of each appointment

No phone call received

‘Buddy’ checks Lone Worker’s Outlook

calendar and updates

‘Buddy’ finds evidence of an

update

‘Buddy’ does not find evidence of

an update

‘Buddy’ tries to make contact

with Lone Worker

Contact made and situation closed

No contact made and situation escalated

to Lone Worker’s Line Manager

Lone Worker’s Line Manager takes immediate action to make contact with the Lone Worker and their family using details on the Emergency Contact form

Contact made and Lone Worker safe and well

No contact made with Lone worker or their family

|  |  |  |
| --- | --- | --- |
| Police contacted |  | Assistant Director advised |

Managers consider lesson learnt and hold debriefing

Lone Worker found. Manager follows the Reporting procedures for an incident.

**Appendix E**

**Lone Working Guidance for Managers and Staff**

The guidance assists managers and staff in the process of determining what precautions would be appropriate across a range of possible scenarios. It may help to use the ‘traffic light system’ as a filter or first stage in the decision process. This guidance can be used to further inform and support the operation of the safe system of work.

|  |  |  |
| --- | --- | --- |
| **TYPE OF REFERRAL** | **STATUS** | **ACTION** |
|  | **RED** | **STOP** |
|  Self-Referral   Service User known to have a history of violence or other high-risk factors. | RED RED |  Individual Risk Assessment   Individual Risk Assessment |
|  | **AMBER** | **PROCEED WITH CAUTION** |
|  Referral from other agency (No risk assessment available)   New referral/first visit by worker | AMBER AMBER |  Check all data management systems and referral information   Meet in a KCC building   Check all data management systems and referral information   Discuss joint visit with line manager or meet in a KCC building |
|  | **GREEN** | **GO** |
|  Previously known to ICS (No history of violence or other high-risk factors)   Referral from other agency  (Risk Assessment available) | GREEN GREEN |  Following Lone Working Procedures   Following Lone Working Procedures |

**Appendix F**



Integrated Children’s Services

Code of Conduct

* We welcome and treat everyone fairly, valuing each individual, avoiding harassment and bullying of any kind

* Everyone is responsible for their own welfare and for that of any child or young person accompanying them at all times

* Verbal or physical aggression of any sort is not acceptable, including smacking and swearing
* Be kind and respectful to everyone, encouraging difference and diversity and challenging discrimination
* Value and promote children and young people’s rights to make their own decisions and choices, unless the welfare or interests of others are seriously threatened
* Promote and ensure the welfare and safety of children and young people, knowing who to talk to if concerned
* Maintain professional boundaries, being aware of the need to balance a caring and supportive environment with appropriate professional distance

Appendix G

Incident Reporting and Supporting Individuals

This guidance is intended to guide Managers through the various stages following the report of a threat or violent incident.

**Supporting the Individual**

* Remember that the individual(s) may be in a state of shock
* Demonstrate immediate concern for their well-being
* If they are in a remote location/are on a mobile phone suggest they go to a place of safety and/or arrange to go and meet them
* Arrange for medical assistance if you believe they might be injured
* Provide practical assistance, offer to contact a close member of the family or arrange transport home, ask if it would be OK to check on them later
* The individual should be encouraged to talk about the incident in a safe environment
* Identify what support can be offered/is available to the individual, make the individual aware of Support Line the confidential counselling service
* Refer to Occupational Health if required
* Consider the process of returning to work after an incident
* Advise of any need for refresher training

**Notifying the Police**

It may be appropriate to inform the Police if the individual considers that a crime has been committed or they require immediate assistance.

There are three main reasons for reporting a crime, these are:

* To bring the assailant to justice
* To assist the police in gathering intelligence concerning those who commit crime and crime hot spots
* To facilitate an application by the individual for Criminal Injuries Compensation. Without a crime number, a claim to the Criminal Injuries Compensation Authority will be difficult.

All staff who believe they may have been the subject of a crime of violence must be informed of their right to make a report to the Police

**Investigate the Incident**

Gather as much information as possible about the incident. Endeavour to take statements from the individual and any available witnesses. Attempt to produce a chronology of events leading up to the incident.

Remember the following:

* Complete [**HS157**](https://kentcc-self.achieveservice.com/en/AchieveForms/?form_uri=sandbox-publish://AF-Process-e6a99e70-6315-489f-9ac6-4ee4886fcef6/AF-Stagec4d2c58f-628f-4fc6-8186-85339a2086cc/definition.json&redirectlink=/en&cancelRedirectLink=/en&consentMessage=yes)Accident/Incident report form.
* Complete an [**HS160**](http://knet/ourcouncil/Health,-Safety-and-Wellbeing/Documents/HS160%20form.docx)Investigation Form where the incident is considered serious
* Consider whether the person committing the assault should be flagged as violent on ICS data management systems.

**Review the Prevention of Violence Risk Assessment and Safe Systems at Work**

The fact that an incident has occurred may well indicate a failing in the safety system designed to keep staff safe when working with potentially violent Service Users. It may have implications for the delivery of support.

You should consider the events or actions that may have triggered the incident and make a judgement on how this might be prevented in the future. You should use the findings of the incident investigation to inform your consideration of safe working practice. It is good practice to all staff members in these deliberations, as they will often produce the most practical solutions.

**Communications**

Where there is a change to safe working practice generally or in respect of a Service User this should be communicated to the Team.

You should also consider whether other providers of services would benefit from being advised of the nature of the incident and behaviour of the assailant.

Appendix H

Checklist to Reduce Violence

**Environmental Check List**

If an individual is challenging the service, the provider is advised to consider the environmental setting occupied by the user. For example:

* Is the environment safe, clean, pleasant, well-lit and airy?
* Is the environment too quiet, too noisy, too cold or too hot?
* Is there sufficient space?
* Does the user react adversely to food additives?
* Are the users aware of the need to keep their personal possessions safe?
* Are there opportunities for activities which reflect the user’s interests and abilities?
* Have the agreed procedures for those users who have prescribed medication had their procedures reviewed in the last three months?

If any of these questions meet with negative responses or the answer is unclear, further work is needed on improving the environmental settings.

**Personal Setting Check List**

There are numerous personal factors that affect the likelihood of the user engaging in challenging behaviour. The following personal setting conditions should be considered if known:

* Does the user have difficulty in using spoken language/seeing/hearing?
* Does the user suffer from medical conditions such as allergies or epilepsy?
* Does the user have a history of mental illness?
* Is the user receiving any medication?
* Has the user experienced any major life events in the last year?
* Is it known that the user finds it difficult to cope with certain kinds of experience?

Primary prevention involves changing aspects of the user’s environment to reduce the likelihood that challenging behaviour will occur. The following may be considered:

* An assessment of the user’s environmental and personal setting should be undertaken
* Changes to the user’s environmental and/or personal settings conditions to reduce the likelihood of challenging behaviour
* Triggers for aggression and violence identified
* The presence of triggers is avoided at critical periods
* The user is helped to develop adaptive or appropriate behaviours at critical periods
* Whether the user’s behaviour is influenced by personal conditions such as hunger, thirst

Secondary prevention will help prevent challenging behaviour building up into violent incidents. The following may be considered:

* Make options available so that the user does not feel boxed into a corner
* Gauge the user’s preference for physical proximity. Will he/she be re-assured by staff presence or more relaxed if left alone?
* Reduce the level of demands e.g. people may become agitated or upset if they are asked to do difficult tasks. For some, switching from a high demand task to a low demand activity is a good form of secondary prevention.
* Find alternative people to work with the user. Violent or aggressive behaviour may be associated with lots of people or with a few people in close proximity to the user. Some users are more likely to present a challenge when particular people (staff/others) are close by.

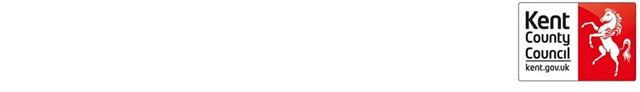
* Talk to the user about their concerns and how to overcome difficulties e.g. it may be that the person is tired of one activity and needs a break. Alternatively, the user may be helped by encouragement and re-assurance that the task is almost complete.

**Good Practice Check List**

Good practice will be demonstrated where:

* Alternative approaches that do not involve physical intervention have been explored
* Staff encourage the individual to rebuild relationships with others who may have been adversely affected by the individual’s behaviour.
* Steps have been taken to ensure that the minimum reasonable restraint has been employed

**Appendix I**

**Integrated Children’s Services**

**We are here to help, but we like to be treated the way you like us to treat you - with courtesy and respect**

**So, we remind all who access this service that Kent County Council will not tolerate harassment of our staff, service users or other visitors, or any other kind of discrimination or abuse.**

**Appendix J**

COVID-19 Advice for Working at Home.

[Tips for Working at Home](https://kentcountycouncil.sharepoint.com/sites/KNet/whats-new/news/Lists/Posts/Post.aspx?ID=406)

* **Turn off Alexa and Siri when sharing information**

As we adjust to working at home for long periods, please be vigilant about how you make calls and share information.

It is important to turn off devices such as Alexa, Siri and Google Home as they work by recording information in order that the analytics can respond to your requests.   
  
Remind yourself of our [Information Governance](https://kentcountycouncil.sharepoint.com/sites/KNet/Pages/information-governance.aspx) requirements. ​

* **Webinars to help with working from home**

Two webinars are now available to help with the changes to working arrangements introduced by the Government to combat the spread of the coronavirus and Covid-19.

* + [7 Tips For Managing Teams When Working From Home](https://www.youtube.com/watch?v=KtC-5_CBo7Y) has been designed to help colleagues lead during these challenging times and to get the best out of the situation.
  + [7 Ways To Be More Productive When Working From Home](https://www.youtube.com/watch?v=F1kHG5xZGWg) shares tips, KCC guidance and tools to help you work from home and make the most out of working virtually.

They have been designed to offer support and guidance to staff and managers.

* ​**Information Governance**

Please remember we must continue to maintain good practice regarding Information Governance. Here are a few reminders:

* 1. Lock your computer screen whenever you walk away from it.
  2. Remember to keep all documents containing identifiable information in a secure place.
  3. Wherever possible type directly into your computer, using the client system, word, notes or whatever system you are utilising.
  4. DO NOT email your personal email address in order to print from your home printer.
  5. If you make handwritten notes, transfer the information onto the system as soon as possible.
  6. If you have access to a shredder, please destroy written notes via shredder in a timely fashion.
  7. If you do not have access to securely destroy information via shredder: Black out identifying names and details from the notes (use a permanent black marker pen)
  8. Lock all notes away from other household members and destroy in confidential waste bins when you
* **Advice on your desktop about remote working**

A new folder has been added to your desktop by ICT called KCC Remote Working Links. In it you will find handy guidance to help you with working from home.

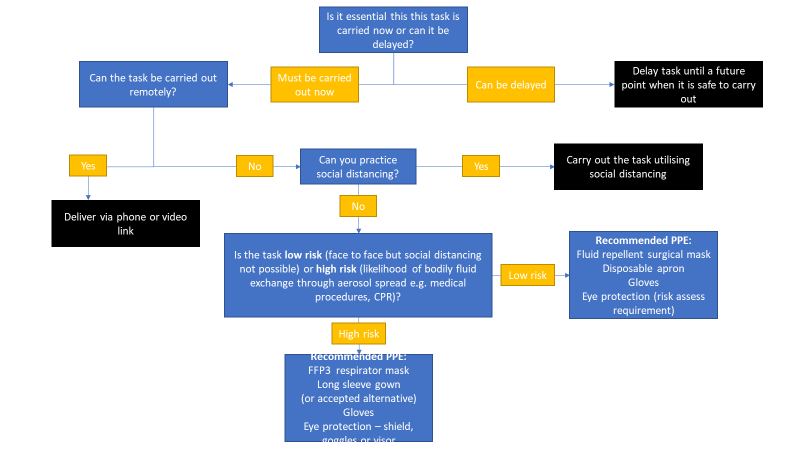
* **Stay in touch**  
  Make sure your manager has up-to-date contact details for you and let them know as soon as possible if you are unable to work for any reason.

**Appendix K**

**Personal Protective Equipment Guidance**

The guidance for managing the use of Personal Protective Equipment (PPE) has been kept under close review during the Covid-19 crisis. Regular updates to assist you with risk assessing the circumstances staff are working in and selecting the appropriate PPE for them can be found [here](https://kentcountycouncil.sharepoint.com/sites/KNet/Pages/Personal-Protective-Equipment.aspx) on Knet.

Managing the use of Personal Protective Equipment (PPE) is an essential part of dealing with infection control. It is important that you and your teams work together to understand what you need, how to use the equipment and how to order the supplies so your requirements can be met. ​

This flowchart should support the decisions you make about what PPE you need:

Your equipment will be based on the work you are doing. It is important that you follow the process through and ask for help from a colleague if you are unsure.

[View the PPE information poster for guidance on putting on and taking off PPE](https://kentcountycouncil.sharepoint.com/sites/KNet/documentshands/PPE%20information%20poster.pdf)

Those colleagues working in social care roles and settings may also find the [guidance from the British Association of Social Work](https://www.basw.co.uk/professional-practice-guidance-home-visits-during-covid-19-pandemic) helpful.

**Remember to wash your hands at every stage.**

**Appendix L**

**Ensure staff and service users are away from immediate harm. DO NOT challenge or approach the perpetrator(s).**

**Call for help - protect yourself, others and the perpetrators IN THAT ORDER. Consider initiating building lockdown.**

**Nominate a member of staff to call 999/101 (ask for Police and an ambulance if there are casualties) and emergency contacts.**

**IMMEDIATELY**

**Record details of any injuries sustained, damage and locations times of incident to help complete HS157 and HS160 and forward to your line manager.**

**Inform Senior Managers as appropriate and Facilities**

**Management if damage to building or security systems**

**Incident involving a weapon: Any weapon should be left where it is found for the Police IF IT IS SAFE TO DO SO, with staff and service users away from harm.**

**Trained staff should be prepared to offer First Aid.**

**If safe to do so, remove any victims from the scene of the incident to a safe place.**

**Contact the appropriate manager, if they not present.**

**For immediate emergency assistance: Dial 999**

**For non-emergency police assistance: Dial 101**

**Site Address:** *Insert*

**Telephone Number:** *Insert*

**Building Manager:** *Insert*

**Mobile number:** *Insert*

**Community Safety Number:** *Insert*

**Facilities Management Helpdesk Number:**

*Insert*

**Service Manager:** *Insert name & Mobile number*

**Assistant Director:** *Insert name & Mobile number*

**Should the Building Manager not be available**

**contact:**



**ICS Incident Response Template**



**Appendix M**

RESTORATIVE JUSTICE

PAPERWORK

PARENT/CARER

YOUNG PERSON

* HS157 Accident/Incident Form to be completed on day of incident (by member of staff present)
* Letter to be sent home to parents/carers explaining what their child has been suspended for, how long the suspension is for and when their child is allowed back (letter will be completed by a senior worker). Letter cannot be sent without a completed HS157 form explaining what has happened and how long the suspension is for.
* Complete information in the Suspension Folder so all staff know who is allowed in/not allowed in.
* Phone parents/carers (on the day incident happened) explain what has happened.
* Tell them that their child has been suspended and how long for. Give a date when they are allowed back into the youth hub.
* Please ensure that you follow Restorative Justice Approaches when dealing with any incidents at the youth hub.
* Tell young person they are suspended and how long they are suspended for and what they have been suspended for.
* Explain that parents/carers will be phoned about what has happened and that a letter will also be sent.

**Process for Suspension in a Youth Hub Setting**

* Staff must ensure that they follow a restorative approach when re-integrating young people back into the youth hub.
* Record on Core+ and other appropriate data management systems.