# Violence and Aggression at Work Policy and Procedure

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Violence &amp; Aggression at Work Policy &amp; Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author</td>
<td>Health &amp; Safety Advisor</td>
</tr>
<tr>
<td>Owner (Dept)</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Issue Date</td>
<td>September 2007</td>
</tr>
<tr>
<td>Date of Review</td>
<td>April 2015</td>
</tr>
</tbody>
</table>
# List of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>4</td>
</tr>
<tr>
<td>2. Policy</td>
<td>4</td>
</tr>
<tr>
<td>2.1 Policy Statement</td>
<td>5</td>
</tr>
<tr>
<td>2.1.1 Legal Responsibilities – (For the Employer and the Employee)</td>
<td>6</td>
</tr>
<tr>
<td>3. Definitions</td>
<td>6</td>
</tr>
<tr>
<td>4. The Criteria for Managing Violence and Aggression</td>
<td>7</td>
</tr>
<tr>
<td>4.1 Finding out the Hazards (Stage 1)</td>
<td>7</td>
</tr>
<tr>
<td>4.1.1 Acknowledge and Identify the Hazard</td>
<td>8</td>
</tr>
<tr>
<td>4.2 Deciding what action to take (Stage 2)</td>
<td>8</td>
</tr>
<tr>
<td>4.2.1 Decide who might be harmed and how</td>
<td>8</td>
</tr>
<tr>
<td>4.2.2 Evaluate the Risk</td>
<td>9</td>
</tr>
<tr>
<td>4.2.3 Control Measures (Examples)</td>
<td>10</td>
</tr>
<tr>
<td>4.3 Take Action (Stage 3)</td>
<td>11</td>
</tr>
<tr>
<td>4.3.1 When an Incident Occurs</td>
<td>11</td>
</tr>
<tr>
<td>4.3.2 Employee Support</td>
<td>12</td>
</tr>
<tr>
<td>4.3.3 Debriefing Service</td>
<td>13</td>
</tr>
<tr>
<td>4.3.4 Debriefing and Defusing for Critical Incidents</td>
<td>13</td>
</tr>
<tr>
<td>4.3.5 Critical Incident Debriefing</td>
<td>14</td>
</tr>
<tr>
<td>4.3.6 Critical Incident Defusing</td>
<td>14</td>
</tr>
<tr>
<td>4.3.7 Completing an Incident Report Form</td>
<td>14</td>
</tr>
<tr>
<td>4.4 Check what you have done (Stage 4)</td>
<td>14</td>
</tr>
<tr>
<td>4.4.1 Monitoring and Reporting Violence and Aggression Incidents</td>
<td>15</td>
</tr>
<tr>
<td>4.4.2 Active Monitoring (Before things go wrong):</td>
<td>15</td>
</tr>
<tr>
<td>Are we achieving our objectives and are our standards effective?</td>
<td>15</td>
</tr>
<tr>
<td>4.4.3 Reactive Monitoring (After things go wrong):</td>
<td>15</td>
</tr>
<tr>
<td>Investigating incidents, injuries, cases of illness, property damage</td>
<td>15</td>
</tr>
<tr>
<td>and near misses – identifying in each case why our health and safety</td>
<td></td>
</tr>
<tr>
<td>performance was substandard...</td>
<td></td>
</tr>
<tr>
<td>5. Training</td>
<td>16</td>
</tr>
<tr>
<td>5.1 Basic Training</td>
<td>16</td>
</tr>
<tr>
<td>5.2 Specific Training (e.g. MAPA – Management of Actual and Potential</td>
<td>17</td>
</tr>
<tr>
<td>Aggression.)</td>
<td></td>
</tr>
<tr>
<td>5.3 Debriefing Training</td>
<td>17</td>
</tr>
</tbody>
</table>
6 Obtaining Shared Information..........................................................................................17
  6.1 Protocol for Shared Information.................................................................................17
7 Policy and Procedures Review.........................................................................................18
8 Personal Safety (Avoiding and/or Coping with Confrontation).................................18
   8.1 Practical Guidance.....................................................................................................18
   8.2 Interviews/Meetings/Communication........................................................................18
      8.2.1 Verbal Communication......................................................................................19
      8.2.2 Non-Verbal Communication...............................................................................20
      8.2.3 Telephone Calls..................................................................................................20
   8.3 Office Layout.............................................................................................................21
   8.4 Reception Area..........................................................................................................21
   8.5 Waiting Area..............................................................................................................21
   8.6 The Home Environment............................................................................................22
   8.7 Lone Working.............................................................................................................24
   8.8 Handling Money and Valuables................................................................................25
   8.9 Home Visits and Support on Outings.......................................................................25
      8.9.1 Prior to any Visit..................................................................................................26
      8.9.2 Before setting out on any Visit .........................................................................26
      8.9.3 Setting out on Visits............................................................................................27
      8.9.4 On Arrival............................................................................................................27
      8.9.5 On Entry to the Premises....................................................................................27
      8.9.6 After the Visit.....................................................................................................28
   8.10 Vehicle Safety...........................................................................................................28
   8.11 Community/General Safety.....................................................................................28
   8.12 Checklist (Control Measures for Managers and Other Employees).......................29
1. Introduction

Both employers and employees have an interest in reducing violence and aggression at work. For employers, incidents can lead to poor morale and a poor image for the organisation, making it difficult to recruit and keep staff. It can also mean extra cost, with absenteeism, higher insurance premiums and compensation payments. For employees, violent incidents can cause pain, distress and even disability or death.

Physical attacks are obviously dangerous to health. However, it is also recognised that where there is no physical injury, employees can still suffer fear, anxiety and emotional stress. Threats can indicate that there is a risk of potential harm leading to distress and fear of an intended physical attack.

The Mungo Foundation recognises that all employees have the right to a safe place of work and to be treated with dignity and respect. They should not be subjected to any form of physical/verbal abuse or threat or any form of inappropriate behaviour such as harassment, discrimination, victimisation or bullying from fellow employees, people we support or members of the public. Whilst it is acknowledged that threatening or offensive behaviour may cause a degree of distress to employees or simple annoyance to others, it is the purpose of this document to ensure that a consistent approach is adopted to deal with incidents within all our work settings.

Where an employee is the victim of abuse, threats or assault by a fellow employee, disciplinary action may be taken against the offender(s). The victim will receive personal support, counselling and guidance as is necessary to minimise the effects of any ill health.

Please note: The Violence and Aggression at Work Policy and Procedures must be read in conjunction with other Health and Safety and Operational Policies e.g. the Organisational Health and Safety Policy, Incident Reporting, Motor Vehicle Usage and Lone Working Policies and Operational Policies and Procedures e.g. The Management of Challenging Behaviour.

2. Policy

Whilst supplying a service to members of the public and providing support within the community, The Mungo Foundation will expect its employees to be given nothing less than courtesy and respect at all times. Equally, employees are expected to do likewise for all our clients, customers and individuals.
The Mungo Foundation will risk assess all violence and aggression issues, fully investigate all incidents and where appropriate, notify all relevant authorities for further investigation and/or criminal proceedings as necessary. The Mungo Foundation does not accept that it is part of any employee’s duty to be subjected to verbal abuse, threats or physical assault. If or when such abuse is experienced, The Mungo Foundation will provide such support and guidance as necessary to the employee to ensure that the effect of such abuse is minimised. The key objectives of the enclosed policy and set procedures are to:

- Reduce the number of incidents and injuries to employees resulting from violence and aggression;
- Ensure all our legal obligations are fulfilled;
- Increase an awareness of the issues relating to violence and aggression amongst The Mungo Foundation’s employees;
- Promote the Risk Assessment process involving violence and aggression ensuring that adequate control measures are implemented;
- Give readily available information, guidance and support to employees involved in violent/aggressive incidents;
- Provide guidance on the reporting and recording mechanism for violence and aggression incidents and ensure employees report and record details effectively.

2.1 Policy Statement
The Mungo Foundation is committed to assessing the risks to employees with regard to work related violence and aggression, ensuring that hazards are identified and adequate control measures are in place. Through the implementation of this policy and set procedures, accompanied by adequate information, instruction and training, The Mungo Foundation will endeavour to provide a safe working environment for its employees and others affected by its work activities. As a minimum, all employees will be instructed on:

- The Risk Assessment process and documentation relating to violence and aggression;
- The safe working practices;
- The importance of reporting incidents effectively and the arrangements for reporting violent incidents;
The preventative measures that are put in place to avoid a re-occurrence of a previous incident.

2.1.1 Legal Responsibilities – (For the Employer and the Employee)

The Mungo Foundation (as the employer) acknowledges its legal responsibilities including:

- A general duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all employees and non-employees under the Health and Safety at Work, etc Act 1974. This includes protecting them from the risk of violence;
- The Management of Health and Safety at Work Regulations 1999 requires The Mungo Foundation to conduct an assessment of all the risks associated with their work activities. This would include exposure to potential or known aggressive and/or violent situations;
- Under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013, The Mungo Foundation is required to report acts of violence perpetrated at work which also fulfils the reporting criteria, e.g. fatalities, specified injuries, over-seven-day incidents;
- Under the Safety Representatives and Safety Committees Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996, respectively, The Mungo Foundation is required to consult Union Safety Representatives and employees about health and safety issues affective staff. Exposure of employees to violence and aggression would be covered by these two sets of Regulations.

For the employee, under the Health and Safety at Work, etc Act 1974, employees have a duty to ensure their own health and safety at work that they do not adversely affect others through their work activities.

3 Definitions

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”. This includes abuse or harassment based on race, gender, sexuality, disability and religion etc. It can also take to form of bullying.

- Physical Violence: An act where a person is physically struck or assaulted;
- Verbal Violence: Any verbal abuse or unacceptable behaviour;
- Verbal Threats: Any threat to a person, property, livelihood or family;
- **Spitting**: Where a person is spat at directly;
- **Physical Posturing**: An aggressive stance in which the person feels threatened or undermined;
- **Physically Armed**: Any item used as a weapon or missile.

A **Critical Incident** or a traumatic event is defined as an event outside the range of usual human experience which has the potential to easily overcome a person’s normal ability to cope with stress. If may produce a negative psychological response in a person.

**Critical Incident Defusing** is individual therapy offered by professional Psychologist Debriefers. **Critical Incident Stress Debriefing** is a group activity offered by professional Psychologist Debriefers.

The Mungo Foundation recognises that individual perception, sensitivity and reaction to some of the above factors may vary from one employee to another. **It is for this reason** the organisation will adopt an additional category of violence that includes any experience where the person feels threatened in any situation.

### 4 The Criteria for Managing Violence and Aggression

The four stage management process is not a one-off set of actions. If there are uncontrolled risks at the end of the process, then the four stages must be repeated to ensure the risk reduction methods are effective.

- **Stage 1**: Finding out the hazards
  - By conducting a Specific Risk Assessment
- **Stage 2**: Deciding what action to take
  - By active and reactive monitoring
- **Stage 3**: Take action
- **Stage 4**: Check what you have done

#### 4.1 Finding out the Hazards (Stage 1)

Any work setting has the potential for violence and aggression incidents. Therefore as part of the Risk Assessment process all hazards must be identified within all our activities, tasks, the environment we work in and for the people we are providing support or a service.
4.1.1 Acknowledge and Identify the Hazard

Employees who feel threatened or worried may be reluctant to report violence and aggressive incidents for a variety of reasons or they may simply feel that accepting abuse is part of their job.

However, it is imperative that employees report all incidents to their Line Manager to enable The Mungo Foundation to adequately control the risks. To further assist with the organisation in the initiative, all employees are instructed to:

- Report all incidents promptly and fully as per Incident Reporting Policy and Procedures;
- Discuss incidents with managers, Safety Representatives or at team meetings etc, to establish whether or not they feel threatened at work;
- Be familiar with the review process of the Risk Assessment particularly where there is a need for change.

Managers are likely to risk assess by analysing Incident Reports, to assist them in identifying hazards. However, they should not restrict the Risk Assessment process to incidents which have already occurred. They should expand the assessment by trying to predict what might happen. Articles in the press or on the internet, may give details of violence in certain work activities with other organisations. Additionally, national campaigns from the Enforcing Authorities, Local Authorities and Trade Unions may be readily available sources which can assist managers in identifying hazards with the potential for harm.

Another pro-acting method in risk reduction is within partnership working which encourages the sharing of information between The Mungo Foundation’s managers, Social Services, other Care Providers, Community Learning Disability Teams, Community Police or work colleagues working in other locations.

4.2 Deciding what action to take (Stage 2)

Having identified that violence is hazardous to employees; managers must decide what action is required.

4.2.1 Decide who might be harmed and how

Managers must identify which employees are at risk – those who have face-to-face contact with the public are normally the most vulnerable. Where appropriate, identify violent or potentially violent people in advance so that the risks from them can be minimised.
Generally, an employee whose job requires them to deal with the public can be at risk from violence e.g. those who are engage in:

<table>
<thead>
<tr>
<th>Providing a service</th>
<th>Giving assistance and support</th>
<th>Caring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Representing authority</td>
<td>Cash transactions</td>
</tr>
</tbody>
</table>

Through working in the care profession and by meeting members of the public, there is an acceptance that employees can be at risk from violence and aggression. There are however, factors/triggers which may increase the risk for example when:

- Lone working or out-with normal hours (especially at night);
- Travelling and shopping (particularly with reference to Pharmacists, Post Office etc);
- Supporting and assisting people who are in need or have a physical or mental impairment; or suffer discomfort from pain; or present challenging behaviour;
- Environmental factors exist such as a poorly ventilated or heated room, limited space or a noisy, bustling room etc;
- The quality of the service does not meet with the expectations of the person we support and/or members of the public.

4.2.2 Evaluate the Risk

Inadequate control measures can lead to employees being concerned about potentially violent and aggressive incidents and as a result, could increase the likelihood of an actual incident occurring.

The ultimate aim of any assessment shall be to eliminate, reduce or minimise the risk of violence or aggression being directed towards employees.

Clearly there are a number of factors that should be considered when undertaking assessments for potentially violent situations. These will vary between our work activities but in many situations, they are reasonably foreseeable, particularly when previous knowledge or history of violent incidents is made available.

Where activities or tasks cannot be altered or adapted, specific control measures may be required. Note (1): Risks may not be significantly reduced where a single control measure is introduced, such as a panic button. Concentrating on just one aspect of a problem may make things worse; in others, a mix of control measures often works best.
Any work environment that suggests employees are worried about violence can sometimes increase its likelihood. Therefore employees are likely to be more aware of the available control measures if they help to design them and/or put them into practice.

**Note (2):** In some situations an assessment may identify a risk of violence and aggression after the work period has ended. It is therefore an accepted practice to consider specific arrangements e.g. arranging transport home or ensure a safe parking area is available, as part of the control measures.

### 4.2.3 Control Measures (Examples)

You should consider the way the following control measures will influence the risk of violence. Please ensure that all selected control measures are recorded in the Specific Risk Assessment Form.

<table>
<thead>
<tr>
<th>Some Examples of Risk Control Measures</th>
<th>Shared Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safe Work Environment/Equipment</strong></td>
<td>Networking with other agencies e.g. Social Services, Police Authorities, Community Learning Disability Teams, National Health Service or other Care Providers etc can establish if there are violence and/or aggressive issues or if there is a potential for physical or verbal abuse to arise which may result from:</td>
</tr>
<tr>
<td>Some aspects to consider include providing:</td>
<td></td>
</tr>
<tr>
<td>• An identified area for waiting/meeting/welcoming with design layout allowing for a quick means of escape. This is intended to prevent unauthorised persons accessing other parts of the building or property;</td>
<td>• A person requiring support and assistance and/or</td>
</tr>
<tr>
<td>• Wider counters and raised floors on the staff side of the counter;</td>
<td>• Any others e.g. family, friends who live at or frequently visit the household and/or</td>
</tr>
<tr>
<td>• A prominently displayed information poster or notice, stating the organisations policy on violence;</td>
<td>• Any domestic pets that may be present.</td>
</tr>
<tr>
<td>• Security systems to reduce entrances to premises;</td>
<td><strong>Personal records</strong> e.g. personal information can be provided to staff for reference purposes prior to any planned activity, task or visit.</td>
</tr>
<tr>
<td>• Identity cards, mobile phones and/or personal alarms;</td>
<td><strong>Other documents</strong> e.g. risk assessments may identify specific hazards and the relevant control measures required.</td>
</tr>
<tr>
<td>• Key-coded doors, fitted panic alarms, external security lighting or building floodlighting;</td>
<td></td>
</tr>
<tr>
<td>• Removing knives/sharp objects from the kitchen area.</td>
<td></td>
</tr>
</tbody>
</table>
Training
A sufficient number of trained staff must be made available for work activities. Managers can ensure that employees receive training to enable them to be familiar with the early signs of violence and aggression so as to either avoid it or use risk reduction methods.

Policies and Procedures
The implementation of Health and Safety Policies and Procedures will provide guidance relating to:
- Safe working practices;
- Lone working;
- Handling cash/money;
- Challenging behaviour either in the home or in a community setting;
- Travelling and/or driving to know trouble areas during the day or night time.

Supervision
Where required, adequate supervision particularly for trainees, volunteers and newly appointed staff (includes relief staff) must be provided.

Arrangements for staff will include single workers being accompanied by a work colleague if they are to meet a suspected aggressor in their home or at a remote location or being involved in a pre-service interview.

Please note: As a minimum, the interviewer must be accompanied by at least one other work colleague and all information has to be made readily available from Personal Support Plans, other agencies etc prior to interviewing.

Service Level Agreements
The organisations Violence and Aggression Policy and Procedure should be incorporated into contract documents, service level agreements etc as a condition, to ensure that our safe working practices are not compromised.

Specialist advice can be obtained by contacting Strathclyde Police Crime Prevention Officers and for new properties the Police Architectural Liaison Officers can be arranged through the Health and Safety Manager.

4.3 Take Action (Stage 3)
4.3.1 When an Incident Occurs
The Mungo Foundation recognises that employees who are the victims of violence at work may suffer emotional and psychological reactions as well as physical injuries. The Mungo Foundation seeks to ensure that all incidents are managed effectively and with sensitivity. Part of this strategy will be to encourage employees to be actively involved in the
debriefing or defusing process. After being notified of an incident, the manager (or the most senior person on duty) will act immediately by:

- Assessing the need for first aid treatment and/or hospital treatment;
- Securing the incident scene where necessary to prevent additional dangers and to preserve any relevant evidence;
- Promptly offering support and reassurance to the individuals’ involved;
- Reporting the incident to the Police where necessary. Full discussion between Line Management and the employee(s) must take place to determine whether the matter should or should not be reported to the Police. Employees have the right to report incidents of violence and/or aggression which directly involved them to the Police. Managers have a responsibility to support staff to make such a report if they so choose;
- Reporting the incident to other managers and authorities as deemed necessary (as per Incident Reporting Policy and Procedures);
- Assessing the level of investigation is required for the incident. When conducting an investigation consider the following:
  - Notify and assemble the appropriate staff to carry out the investigation;
  - Ensure that all the necessary investigation equipment is assembled;
  - Examine and/or take note of, relevant work activities, tasks and working practices;
  - Analyse any unsafe acts and conditions prior to and during the incident, along with any underlying causes;
  - Collate and examine relevant documentation e.g. Risk Assessments, Personal Support Plans etc;
  - Interview and take statements from those involved in the incident and any other witnesses;
  - Ensure remedial action is taken to prevent any recurrence.

4.3.2 Employee Support

Following on from investigation, immediate support and guidance shall be offered by Line Managers which may include:

- **Debriefing Meetings**: Line Managers will arrange meetings with groups or individuals to discuss the circumstances surrounding the incident. Non-employees
involved in the incident may be asked to the meeting but only at the discretion of the manager and the staff involved in the incident;

- Liaising with the Human Resources Department for Personal Support: E.g. when the employee is absent from work or requires the services of an external counsellor. Please note: All referrals to an external counsellor are made via the Line Manager to the Human Resources Department.

In the event that health and safety issues have not been resolved in accordance with the requirements of this policy, or there exists further health and safety concerns, employees must refer to the organisation’s Health and Safety Policy (page 36) and follow the 5 stage approach to resolving matters.

4.3.3 Debriefing Service

Immediately after being involved in a violent incident, employees should seek support from colleagues, Line Managers and/or the On-Call Manager. Thereafter an employee will be encouraged to examine any feelings of anger and fear they are experiencing from the incident. Both the employee and the Line Manager have a responsibility to acknowledge these feelings and discuss them openly in staff support sessions and/or at team meetings. Support in the form of a follow-up debriefing session must be offered by a Line Manager as soon as this can be arranged.

The debrief will include discussion of feelings, anxieties and emotions surrounding the incident and there will be a degree of reflection on what can be learned from it. Debriefing should also be considered with people we support who themselves have been involved in or experienced these incidents.

4.3.4 Debriefing and Defusing for Critical Incidents

In addition to violence and aggression, there are other types of incidents that may be assessed as being more serious than others e.g. Critical Incidents.

Some examples of Critical Incidents include, but are not limited to:

<table>
<thead>
<tr>
<th>Aggravated Assaults</th>
<th>Murder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acts of self harm by persons in the care of others</td>
<td>Robbery</td>
</tr>
<tr>
<td>Vehicle accidents involving injury and/or substantial property damage</td>
<td>Hostage or siege situations</td>
</tr>
<tr>
<td>Industrial accidents involving serious injury or fatality</td>
<td>Discharge of firearms</td>
</tr>
<tr>
<td>Any other serious incidents whether involved in or witnessed such as</td>
<td>Suicide or attempted suicide</td>
</tr>
<tr>
<td></td>
<td>Any other serious incidents whether involved in or witnessed such as</td>
</tr>
</tbody>
</table>
4.3.5 Critical Incident Debriefing
This is a group activity conducted by a specialist e.g. Occupational Health Practitioner and it involves all employees who were directly involved in or who witnessed a Critical Incident. Management and other personnel not directly involved in the incident should not be involved in this type of debrief activity. The Critical Incident Debriefing is preferably carried out after all post incident services and enquiries have been completed (e.g. police reports, medical attention, internal investigation etc). For the Debriefing to be effective, it should be completed within 72 hours of the Critical Incident.

4.3.6 Critical Incident Defusing
Following a Critical Incident, some employees may experience severe emotional stress and as a result, may require urgent assistance – Critical Incident Defusing. This individual therapy is offered to employees at their work location by a specialist e.g. Occupational Health Practitioner. It is applied as soon as possible after the incident. Thereafter the Defusing services should be followed by a Critical Incident Debriefing service at an appropriate time.

4.3.7 Completing an Incident Report Form
Incidents of violence must be recorded on the organisation’s Incident Report Form. For details of how to complete the Incident Report Form, please refer to the Incident Reporting Policy and Procedures available on the intranet.

4.4 Check what you have done (Stage 4)
Managers will discuss reports of violent incidents with their employee(s) individually and/or at team meetings, with particular reference given to preventative and precautionary measures. Managers will also consult with employees or their representatives to check, on a regular basis, on the effectiveness of the risk reduction control measures. Records of incidents will be examined regularly by managers as they can identify what progress is being made since the incident occurred and recognises if the preventative measures are suitable. If measures are working well, we maintain the standard. If violence and aggression is still an issue to be addressed, we seek to find other solutions by returning to Stages 1 and 2 and identify other preventative measures that could work.
In addition to records being held locally, statistical information is stored centrally at Head Office and is presented for discussion at operational meetings and where requested, Health and Safety Committees.

4.4.1 Monitoring and Reporting Violence and Aggression Incidents
Prior to any incident occurring, The Mungo Foundation monitors health and safety performance. This involves regular inspection and checking to ensure that our standards are being implemented and management controls are working. There are two components to monitoring the performance of our Health and Safety Management Systems:

4.4.2 Active Monitoring (Before things go wrong):
Are we achieving our objectives and are our standards effective?
As part of our Health and Safety Management System, Service Manager will conduct regular audits and inspections to monitor the implementation of Policy and Procedures and to analyse their effectiveness. In addition, the Health and Safety Advisor will conduct Management System Audits to monitor compliance with this policy.

4.4.3 Reactive Monitoring (After things go wrong):
Investigating incidents, injuries, cases of illness, property damage and near misses – identifying in each case why our health and safety performance was substandard. All information contained in the Incident Report Forms will be analysed locally by managers to ensure that preventative measures, guidance and instructions are suitable and sufficient. Monthly summary reports shall also be made available to the Senior Management Team and where necessary to the Health and Safety Committee. The Mungo Foundation has determined that the investigation of incidents is an essential part of their reactive monitoring strategy.

Notwithstanding our effective incident reporting system, some employees may feel a reluctance to report incidents of violent and aggressive behaviour because they feel threatened, worried or perhaps because they feel that a certain degree of physical/verbal abuse is an acceptable part of their job. This is not an acceptable working practice and employees are given guidance and instruction by their managers to report ALL violent and aggressive incidents as soon as possible.
5 Training

In acknowledgement of their legal obligations and to promote best working practice, The Mungo Foundation will provide all employees with sufficient information, instruction and training and refresher training where deemed necessary, on all Health and Safety matters. The violence and aggression at work training will generally be based on the risks associated with:

- The type of environment; and/or
- The client base in which individual employees operate; and/or
- When work activities or tasks involve contact with members of the public, people we support, relatives of clients particularly; and/or
- When dealing with money and valuables etc.

A Specific Risk Assessment process has been made available to identify hazards and to ensure adequate control measures are applied where there is a potential for violence and aggression. All employees, employee representatives and Trade Union Safety Representatives shall be consulted by managers and made aware of any Specific Risk Assessments carried out. All training given must be acknowledged and recorded as part of the control measures in the assessment form.

Where a training need is identified through the Risk Assessment process, or through an audit or a previous incident, it will be the responsibility of the employee’s Line Manager to ensure that adequate training is arranged via the Training & Development Manager. Where possible, training should take account of working shift patterns. It shall also be the responsibility of the employee to attend any training arranged for them and thereafter utilise their skills and knowledge to the best of their ability.

Training intends to provide all the necessary knowledge and skills to deal with a variety of foreseeable violence and aggression at work situations.

5.1 Basic Training

Basic information, instruction and/or training will be given to all employees in the form of a stand alone course or as a component of other training such as Induction. The course topics will include the following as a minimum:

- An introduction to the available organisational policies and procedures, the Specific Risk Assessment process and the Violent Incident Reporting Procedures System;
- The strategies and techniques that are available as preventative measures;
• The warning signs, triggers of violent and aggressive behaviour from people we support;
• The benefits of shared information and effective communication including when working in a partnership arrangement;
• The values of employee assertiveness and other inter-personal skills.

5.2 Specific Training (e.g. C.A.L.M - Management of Actual and Potential Aggression.)
This will be arranged by the manager within the scope of a Specific Risk Assessment.

5.3 Debriefing Training
This will be made available for managers to effectively support staff who have been involved in violent incidents. Further details on training courses can be obtained from the Assurance and Improvement Team based at the Learning Training Academy.

6 Obtaining Shared Information
Incident Reports may hold some details that would be useful for managers, particularly when people we support are moving from one project to another. Where individuals, who require our support or service, have been assessed as having the potential to cause violence, it will also be documented in the Personal Support Plan file which is readily available for reference purposes.

6.1 Protocol for Shared Information
Within the scope of the Data Protection Act 1998 (details available on the intranet) other organisations or agencies must share as much information as possible for the purposes of protecting employees and others from violence. Designated external partners include the Police Authorities, Housing Associations, Local Authority Social Services and other Care Providers etc.

Where it is proposed to withdraw or reduce our services or to exclude a person from our premises following a violent incident, the appropriate partners and purchasers must be informed of our intended action. Furthermore, if it has been established that the incident resulted in MAPA-C.A.L.M. techniques being used or adjustments made which are necessary to the Personal Support Plan, the relevant agencies and/or partners must also be notified of our intended action.
7 Policy and Procedures Review

In normal circumstances, the Health and Safety Advisor will review this policy and procedure document annually. However, where an audit, inspection or Incident Report identifies a failure in the procedures or significant issues are raised by employees, there will be justification in reviewing the document before the scheduled date.

8 Personal Safety (Avoiding and/or Coping with Confrontation)

The following information is not intended to take the place of training courses. It is intended to raise awareness to managing violence and aggression.

8.1 Practical Guidance

In dealing with a person who is violent and aggressive, it is helpful to establish the reasons for their frustration, recognise their feelings including anger to prevent the discussion/meeting getting out of control. Some points to note are:

An aggressive person is very often under stress;

- The person may feel frustrated being sent from one department to another. We have all heard “you are the sixth person I have spoken to and no-one seems able to help me”. Try to avoid this happening;
- People are more aware of their rights and have increased expectations. If not fulfilled, frustration can spill over and turn to anger and aggression;
- Alcohol and drugs are well known factors in causing people to become violent and aggressive;
- Some people feel threatened when confronted by authority. They react by being aggressive and trying to assert their own authority on the situation;
- Some people think they will get their own way be threatening and abusive behaviour – bully tactics.

8.2 Interviews/Meetings/Communication

Prior to the interview or meeting, all employees must have all the information and background about the issue to deal with it effectively. It may make matters worse if the person feels you have not bothered to establish the facts of the matter. Do not interview alone if you think the situation has the potential to become violent and ensure that the office or meeting room considers all design layout features for protection (see 8.3 - Office Layout).
All employees should always be mindful of a person’s feelings when they are explaining their views and respect the time it may take for them to get their point across. Reassure them that you are keeping a steady pace with them and not speeding up the process, that you are attentively listening and that you will try and assist or support them to resolve any outstanding issues. Try to divide the violence and aggression issue into various parts. There may be different solutions to each aspect of a problem and suggestions to resolving these issues can be offered on condition that the person remains calm, reasonable and non-abusive.

At any sign of violence and aggression, all employees need to be in control of the situation and your own feelings. You must be able to think clearly to help make the correct decisions. It will help if you remain calm and take deep breaths. Make a conscious effort to relax any parts of your body that you have tensed up and speak slowly and clearly. In a calm environment you can begin to understand the points raised and progress to addressing the main issues.

Employees and managers should be mindful of the pressures of an everyday workload, distractions and everyday living which may reduce your tolerance rate. Contain any build-up emotions you might have; it will assist in de-escalating the matter at hand. If it is not possible to meet the person’s demands, offer alternatives rather than a decisive negative response without explanation. If the answer has to be “no”, be firm and state the reason why the demands cannot be met.

Do not rush the person into making decisions. Be encouraging if the person starts to accept the situation and becomes less abusive. Never be tempted to promise something which you know will resolve the situation, but which you know is unlikely to happen.

The discussion periods should never be prolonged any longer than necessary and ensure you are not being dismissive to others.

8.2.1 Verbal Communication

For managers and employees in a hostile or potentially violent and aggressive environment, it is vital that clear and concise communication is maintained between you and the other parties involved. Not all of what you say will necessarily be understood. Therefore to ensure there is a level of understanding between you and the other person consider the following:

- Plan what is going to be said, before you say it;
- Ensure the points raised are in a logical, structured order. Do not make too many points at once. Three or four are as many as can be understood at any one time;
- Speak in a deliberate and confident manner, be a good listener and pay attention to what is being said and do not take criticism personally;
- Confirm that the other person recognises what you are saying and if necessary, repeat the point of information using a different approach, ensuring that you are not being patronising. This strategy will allow an aggressor to back down without losing face;
- Ask for further explanations if it is not clear what is being said. At the end, thank the person for the information given, summarise their information and seek agreement on the points raised.

8.2.2 Non-Verbal Communication

Managers and employees should always be aware that it is not only what you say that is important, but also how you say it and what body language you are portraying. For example, in a face to face situation, any non-verbal communication must:
- Identify with verbal communication, otherwise the message or information may be misinterpreted. Encourage and reassure the speaker e.g. a nod of the head;
- Avoid touching or reaching out to a person who is angry. Keep a reasonable distance from them and try not to invade their personal space;
- Be confident. There has been some research to suggest that people who portray a confident image are less likely to be attacked. However, exercise caution in this area by not going to the other extreme e.g. being overbearing.

Managers and employees should also identify the verbal and non-verbal signs that can be given out e.g. a change of tone in the person’s voice or offensive language; personal insults; clenched fists, poking fingers; banging on the table; and non-blinking stare; sudden and agitated stare.

8.2.3 Telephone Calls

It is not always possible to be prepared to deal with an awkward situation on the telephone. Managers and employees must, as a minimum, note the following:
- Do not keep the person on hold for an unnecessary time period. If you do not have the relevant information to hand, explain that you will call back. Take the person’s name and telephone number and give a commitment to return the call;
• Speak clearly and confidently. Do not interrupt or anticipate the caller’s views or comments. Allow them to express their own views etc;
• Remember that the caller cannot see you, so the tone of your voice and what you say becomes very important;
• If you do have to end the call for reasons of verbal abuse etc, then do so firmly but politely.

8.3 Office Layout
In addition to the aforementioned guidance, when receiving and interviewing in an office or meeting room environment, some thought must go into the design and layout, to minimise the risk of violence and aggression. As a minimum, whilst meeting or interviewing, managers and employees must position themselves so that an exit is behind you and you are able to leave the room swiftly, if necessary.

8.4 Reception Area
The receptionist is often the ‘first point of contact’ for many ‘would be’ aggressors and managers must give consideration to the location and layout of the reception area. The receptionist should be able to move easily away without having to pass the ‘would be’ aggressor; ideally two exits should be available.
The reception ‘desk’ should have a broad surface that will help to distance staff from a ‘would be’ attacker and minimise the likelihood of direct physical contact.
Employees should not hold or display loose objects or items that have the potential to be used as weapons e.g. phones/keyboards etc. These items should be kept out of reach or made secure.
If there are no other members of staff within earshot, panic buttons or radio alarm pendants should be considered by managers. Where alarm systems of this type are installed it is preferable that they do not give an audible signal and staff who respond to them are trained and drilled in their response.

8.5 Waiting Area
Managers must consider if unauthorised access is a problem to the waiting area or whether a security entry system is necessary as a control measure.
Ensure there are enough chairs for visitors, so that they do not have to stand while waiting.
Provide up-to-date reading materials that cover various subjects. To pre-occupy the visitor and to reduce the meeting time, visitors should be asked to complete any forms or necessary paperwork during the waiting period.
Where possible managers and/or employees must inform visitors how long they may have to wait and offer an alternative appointment if the waiting time is not suitable.

Appointments that have to be cancelled or re-arranged should be given as much prior notice as possible. Every attempt should be made to avoid last minute alterations or cancellations.

8.6 The Home Environment

There are many different types of rooms and buildings to be specific in this area. Therefore local housing providers and the Crime Prevention Team should be contacted to assist in providing further information in this area.

Staff should not accept aggression/violence as an unavoidable occupational hazard, but establish systems to prevent or reduce aggressive behaviour to employees by people we support, their relatives or friends. There are many activities that can trigger an incident and the home setting environment may increase the risk of harm e.g. providing support and assistance in a small kitchen area where there are utensils and sharp objects readily available for use.

There are a number of precautions that can be used to prevent and control aggression/violence to staff from the behaviour of people. Most of them are detailed in the Management of Challenging Behaviour Policy and guidance from the Health and Safety Executive “Health and Safety in Care Homes – HSG 220”. Not all measures will be suitable and some will be easier to implement than others. Some examples include the following aspects:

- **The Work Activity/Task:**
  - Jobs people do and how they are done;
  - Instructions, verbal and written, for the job;
  - The system for sharing information about individuals we support/relatives;
  - Staffing levels according to the risk (including cover for meal breaks, handover periods etc);
  - The response to incidents and how they are recorded.

- **Work Setting:**
  - Arranging seats, furnishings etc to prevent use as a weapon and to avoid obstructions on safe existing from room;
  - Use diffused and glare-free lighting;
  - Consider subdued wall coverings and surface finishes;
— Ensure security arrangements and action plans are available and current.

- **Communication:**
  - Information passed on at referral;
  - Provision of information to staff, volunteers, relatives and people we support etc;
  - Appropriate training to help staff work safely when dealing with potentially aggressive or violent people;
  - Leaving lists of visits and regular telephone contact for mobile staff.

- **Information and Training:**
  A flow of information about potentially violent situations within the organisation will help staff assess the likelihood of aggression or violent assault. This is particularly appropriate when:
  - New members of staff are involved;
  - New people we support are admitted;
  - There has been a change in persons mental or physical state, medication, behaviour or mood etc;
  - Known violent individuals are being transferred to the home.

In addition, training in the prevention and management of violence/aggression can provide staff with techniques to reduce or diffuse aggression/violence. It should be available to all employees who come into contact with people we support.

The training should cover:
- Causes of violence;
- Recognition of warning signs;
- Relevant interpersonal skills;
- Details of working practices and control measures;
- Incident Reporting Procedures.

Confidence and capability are important when dealing with a potentially aggressive or violent incident and staff may need refresher training from time to time to update their skills.

Establishing a relationship of trust and understanding with the people we support will help to ensure that tensions and anxieties are expressed before they reach a stage where they are released through violent behaviour.
Helping Staff after an Incident:
Staff will be brought together after an incident to discuss what happened. This process of debriefing may have two functions: to establish details of the event and to provide emotional help. It is sometimes appropriate to supplement debriefing by occupational health support. Staff morale and confidence may be improved to see that there is a genuine commitment from employers to pursue prosecution in cases of serious assault.

8.7 Lone Working
There are many circumstances where employees are by necessity working on their own (detailed information and guidance is contained in the Lone Working Policy and Procedure, available from the intranet). As a minimum, managers must ensure that there is a means of summoning assistance if necessary e.g. being able to make an external phone call. Consider providing a mobile phone and/or a personal alarm, which employees can use to attract attention if they are ill or hurt or to confuse an attacker. Control measures likely to be considered in a Risk Assessment for lone working managers and employees are:

- Do not approach a group of people if you believe you could be compromising your safety. Trust your judgement and if you feel a situation may have the potential to develop into a threat, stay away or try and remove yourself from the situation as soon as possible;
- Always let someone know where you are working. If you are working late and are alone in the office, try to make sure that someone knows where you are and how they can contact you. Tell them what time you expect to finish and inform them who to contact if you do not return;
- Do not arrange for visitors to visit you in the building when you are working late. If you are alone in a building, make sure that it is secure. Familiarise yourself with where the light switches are in case the corridors are in darkness when you leave;
- Check that your exit from the building is well lit. Local security lighting can be installed relatively cheaply and should be considered where local lighting is insufficient.
8.8 Handling Money and Valuables

It is the duty of managers to provide their employees with Safe Systems of Work which cover all the risks that are foreseeable and not just those arising from incidents directly from the work itself. Any employee carrying or dealing with money or valuables is clearly at risk and managers must protect them.

Managers will provide training and Safe Systems of Work to diminish or avoid the risk of violence. Employees should take note that, where employees fail to follow instructions and procedures designed to protect their safety, it may result in contributing to their injury or the injury to others and it is likely to lead to a disciplinary matter.

Managers will assess the risks affecting employees and others and devise control measures that will eliminate or reduce them to an acceptable level. This process will be carried out with the participation, co-operation and consultation of employees and their Trade Union Representative. Control measures may include:

- Alternative banking systems that negate the need for staff to handle or carry money;
- The need to double-up on staff who are required to handle and collect cash and valuables;
- Providing security in the environment in which cash is received and handled.

8.9 Home Visits and Support on Outings

Home visits and supporting people in and from their own home is an integral part of The Mungo Foundation’s services. However, this can sometimes expose employees to additional risks which should never be undertaken without careful thought and planning.

Employees must never visit or be with clients who are on their own, if they are known to be violent. If it is suspected that violence is likely to occur during a visit, employees must always be accompanied by another colleague.

Employees must make their managers aware of visits that have to be attended by two or more workers. They need to be thoroughly planned beforehand e.g. is the accompanying colleague expected to act as a bodyguard? Will they be attending as a co-worker? Who takes the lead role should aggression occur, if threats are made or if an attempted assault takes place? The manager must advise accordingly.
8.9.1 Prior to any Visit

Managers must obtain and give as much information as possible to their employees before they visit a person’s home address or a particularly vulnerable district or area. This may be part of the Risk Assessment process.

Equally, employees should make sure that they know as much as possible about the identity of the person they are going to support or visit by obtaining and reading any personal files and where necessary establish whether their colleagues have had any previous contact with the person. In addition, managers and/or employees must contact other agencies and partners e.g. Social Services, other Care Providers, hospitals etc as and when further information is required.

Managers must ensure information on Risk Assessments, personal files and any recent violent events or incidents is readily available to employees for referencing and discussed at their team meetings.

For first time visits, managers and employees should both ascertain whether it is suitable or possible to arrange the first meeting in an office type environment. If this is not possible they should seek a telephone number from the person to be visited and explain that you will ring them back to confirm the arrangements. This interim period will allow for further information to be obtained prior to agreeing to the proposed meeting.

8.9.2 Before setting out on any Visit

If possible, the manager or employee should formally write to the person you are visiting confirming the time and reason for your visit and ask them to confirm that the arrangements are suitable.

Plan your visit carefully and be sure of exactly where you are going. Leave details of the proposed visit and any local arrangements in the office diary, communications log etc.

As a minimum you should record:

- The expected arrival time of the visit;
- The name and address of the person(s) you are visiting;
- The expected time of return.

Where considered as a control measure, a personal alarm and a mobile phone must be used (particularly on high risk activities and/or first time visits). Managers must make sure that they are readily accessible and employees must ensure that they are in good working order, including properly charged.
Employees must be aware as to their choice of clothing, ensuring that it does not hinder their movement in their attempt to move swiftly away from a potential violent incident. Employees are also requested to avoid wearing valuable jewellery, loose fitting jewellery e.g. long chains or earrings or carry valuables which may attract unnecessary attention. Managers and employees must consider what questions are likely to arise during your visit and ask yourself whether you have information to provide an adequate response. Is the purpose of your visits likely to lead to confrontation? Remember if you are concerned about making a particular visit on your own then do not hesitate to discuss your concerns with your Line Manager.

Where possible, first time visits should be arranged during daylight hours as it often gives a feeling of greater security both to employees and individuals. Where this is unavoidable, employees must be accompanied with another colleague and both are required to follow safe working procedures.

8.9.3 Setting out on Visits
To assist managers and employees in avoiding or reducing risks of violence and aggression, every effort should be made to be punctual for appointments. If lateness is unavoidable contact the person to be visited. If possible do not change your arrangements without discussing the alternatives with all concerned.

Be familiar with the locality you will be visiting, the location of the house and who is likely to be in the house when you visit.

In the winter, arrange your visit early in the day to avoid going or coming back in the dark.

8.9.4 On Arrival
Managers and employees must always assess the environment before entry to any premises. After knocking at the door do not peer though the letterbox – fingers and eyes may be injured if someone, intent on causing harm, is on the other side of the door. If you feel that particular circumstances are threatening, or if you feel uneasy, do not enter the property. Where necessary make your apologies and leave. Employees must never feel pressured into making a home visit alone particularly when there is an identified uncontrolled hazard creating an intolerable risk to danger.

8.9.5 On Entry to the Premises
When a manager or an employee has entered the premises, ensure you close the door and follow the person inside making a mental note of escape routes as you enter, observing any obstructions. Remain near to a suitable exit where possible and if there is a
threat of violence, you must avoid locations such as the tops of stairs and confined spaces.

Be aware of hostile pets in the household and if necessary request they be put in a separate room. You should acknowledge that pets as well as people can also be territorial and may show a protective stance in the presence of their owner.

If you do get bitten or scratched by an animal you should visit your own General Practitioner or visit the hospital for treatment as soon as possible and report the incident to your Line Manager.

On evidence of behaviour that may lead to a violent incident, you should continue to appear confident, calm and unless you have been specifically trained otherwise, leave the premises. Inform the person that their grievances will be best addressed at a higher level of authority and on your return to the office.

Where a violent incident occurs, you must take reasonable steps to protect yourself, raise the alarm by shouting or operating a personal alarm and contact the Police and the Line Manager immediately.

Always remain alert to violent and aggressive warning signs and use the training techniques, strategies and the advice provided in the Violence and Aggression Policy and Procedures.

8.9.6 After the Visit

You should refer to local arrangements for site specific in-house procedures. Local procedures may include maintaining communication links after your visit and remedial action for non communication incidents.

8.10 Vehicle Safety

As a minimum, vehicles must be regularly maintained, in good working order and have a breakdown cover arrangement with a reputable supplier. Please refer to the Motor Vehicle Usage Policy on the intranet.

8.11 Community/General Safety

As most of our work activities take place within the community, pedestrians, whether they are members of the public or employees, are expected to think ahead, be alert and be aware of the surroundings in a community setting. The general advice and guidance for all employees is to try and avoid taking shortcuts or walking through poorly lit, quiet underpasses when on your own. It is safer to keep to busy well-lit routes where possible. If
you are familiar with the locality, try to avoid areas where you know groups hang about or congregate. The use of personal stereos or radios lowers your awareness levels of potentially serious situations developing and it is inadvisable to use these when out alone, particularly at night.

If at any time you think that you are being followed cross the road and keep walking in a confident and positive manner. Head for a busy area or open shop or alert a passing taxi and ask for assistance. Consider carrying a personal alarm and do not be embarrassed about setting it off if you feel threatened.

If you are confronted by an attacker, make as much noise as possible. Do not just scream; shout loudly for help. Attackers are often nervous and drawing attention to the situation may distract them long enough for you to get away. Keep your hands free to defend yourself and if you feel insecure carry an alarm in your hand, not in your handbag or briefcase. Avoid wearing chains and scarves that could be used to choke or pull you. Keeping the contents of your bag to a minimum means that you are less likely to resist if it is snatched. Although it is an instinctive reaction to resist, it is safer to let go in the event of a robbery.

8.12 Checklist (Control Measures for Managers and Other Employees)

<table>
<thead>
<tr>
<th>MANAGERS’ CHECKLIST</th>
<th>EMPLOYEES’ CHECKLIST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are employees:</td>
<td>Have you:</td>
</tr>
<tr>
<td>Trained and instructed in the strategies for</td>
<td>Received violence and aggression training relevant to your</td>
</tr>
<tr>
<td>the prevention and the risk reduction methods for</td>
<td>job role?</td>
</tr>
<tr>
<td>violence and aggression?</td>
<td>An understanding of the</td>
</tr>
<tr>
<td>Given all available information and</td>
<td>organisation’s Health and Safety</td>
</tr>
<tr>
<td>briefed about their working environment,</td>
<td>Policy, the Incident Reporting Policy and Procedures, the</td>
</tr>
<tr>
<td>the people involved and their expected</td>
<td>Violence and Aggression Policy and Procedures?</td>
</tr>
<tr>
<td>activities?</td>
<td>Been given information about your</td>
</tr>
<tr>
<td>Informed of the incident reporting mechanisms?</td>
<td>area of work, the environment and</td>
</tr>
<tr>
<td>Do employees:</td>
<td>the people involved?</td>
</tr>
<tr>
<td>Have access to The Mungo Foundation’s</td>
<td>Informed someone of your intended visit or outing and</td>
</tr>
<tr>
<td>“Incident Reporting Policy and Procedures” and “Violence</td>
<td>the expected departure/arrival time?</td>
</tr>
<tr>
<td>and Aggression”</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggression Policy and Procedures documents? Acknowledge the guidance and instruction to complete all necessary forms in the event of an incident? Understand their responsibilities regarding their own health and safety? Have an awareness of the provisions and support mechanisms within The Mungo Foundation? <strong>Do employees acknowledge the importance of:</strong> Previewing Personal Support Plans and Risk Assessments? Leaving an itinerary of their proposed visits and whereabouts? Making arrangements to keep in touch with colleagues? Providing a means of contact? Maintaining the organisations violence and aggressions preventative strategies and procedures?</td>
<td></td>
</tr>
<tr>
<td>Informed colleagues, manager etc about possible changes of plan to any proposed visit or outing? <strong>Do you:</strong> Acknowledge that there are risk control measures available? E.g. request a colleague to accompany you, use of taxi/vehicle, a personal alarm, radio or telephone? Understand the importance of contacting the office or other designated person if your return from a visit etc is to be delayed? Know the “out of hours” telephone numbers etc to summon help?</td>
<td></td>
</tr>
</tbody>
</table>